Meeting of
Clackmannanshire Council

Thursday 5 March 2020 at 9.30 am

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

Partnership & Performance, Clackmannanshire Council, Kilncraigs, Greenside Street, Alloa, FK10 1EB
Phone: 01259 452006/452004   E-mail: committees@clacks.gov.uk Web: www.clacks.gov.uk

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Clackmannanshire Council

There are 32 Unitary Councils in Scotland. Clackmannanshire Council is the smallest mainland Council. Eighteen Councillors are elected to represent the views of the residents and businesses in Clackmannanshire. The Council has approved Standing Orders that detail the way the Council operates. Decisions are approved at meetings of the full Council and at Committee Meetings.

The Council is responsible for approving a staffing structure for the proper discharge of its functions, approving new policies or changes in policy, community planning and corporate governance including standards of conduct.

The Council has further responsibility for the approval of budgets for capital and revenue expenditure, it also has power to make, alter or cancel any scheme made under statute and to make, alter or cancel any orders, rules, regulations or bye-laws and to make compulsory purchase orders. The Council also determines the level of Council Tax and approves recommendations relating to strategic economic development.

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25 February 2020

A MEETING of the CLACKMANNANSHIRE COUNCIL will be held within the Council Chamber, Kilncraigs, Greenside Street, Alloa, FK10 1EB, on THURSDAY 5 March 2020 at 9.30 AM.

NIKKI BRIDLE
Chief Executive

B U S I N E S S

The signing of the Armed Forces Covenant will take place at 9.30 am prior to the start of the Council meeting.

Partnership & Performance, Clackmannanshire Council, Kilncraigs, Greenside Street, Alloa, FK10 1EB
(Tel 01259 452006/452004) (Email: committees@clacks.gov.uk) (Web: www.clacks.gov.uk)

EXEMPT INFORMATION

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

It is considered that the undernoted report is treated as exempt from the
Council's general policy of disclosure of all papers by virtue of Schedule 7A,
Part 1, Paragraphs 1 and 9 of the Local Government (Scotland) Act 1973.

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Clackmannanshire Council – Councillors and Wards

Councillors   ## Wards

Provost	Tina Murphy	1	Clackmannanshire West	SNP
Councillor	Darren Lee	1	Clackmannanshire West	CONS
Councillor	George Matchett, QPM	1	Clackmannanshire West	LAB
Councillor	Les Sharp	1	Clackmannanshire West	SNP
Councillor	Donald Balsillie	2	Clackmannanshire North	SNP
Councillor	Martha Benny	2	Clackmannanshire North	CONS
Councillor	Dave Clark	2	Clackmannanshire North	LAB
Councillor	Helen Lewis	2	Clackmannanshire North	SNP
Councillor	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
Vacancy		5	Clackmannanshire East	

MINUTES OF MEETING of the CLACKMANNANSHIRE COUNCIL held within the Council Chamber, Kilncraigs, Greenside Street, Alloa, FK10 1EB, on THURSDAY 19 DECEMBER 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 Graham Lindsay
Councillor Kathleen Martin
Councillor George Matchett QPM
Councillor Jane McTaggart
Councillor Les Sharp
Councillor Derek Stewart

Pastor David Fraser (Item 10)

IN ATTENDANCE

Nikki Bridle, Chief Executive
Pete Leonard, Strategic Director (Place)
Fiona McOmish, Strategic Director (People)
Stuart Crickmar, Strategic Director (Partnership & Performance)
Lindsay Sim, Senior Service Manager (Partnership & Performance)
Chris Alliston, Senior Service Manager (Partnership & Performance)
Cherie Jarvie, Senior Service Manager (Partnership & Performance)
Murray Sharp, Senior Service Manager, (Place)
Allan Finlayson, Team Leader, Planning and Building Standards
Graham Finlay, Principal Planner
Stuart Cullen, Principal Roads and Flooding Officer
Lorraine Sanda, Improving Outcomes Manager
Lindsay Thomson, Senior Service Manager (Partnership & Performance) (Clerk to the Council)
Gillian White, Committee Services (Partnership and Performance)

The Provost congratulated the new Member of Parliament for Ochil and South Perthshire, John Nicolson following the outcome of the recent election.

The Provost and Council members expressed their sadness at the resignation of Councillor Bill Mason due to ill health and recognised that he was a true gentleman who will be missed by the Council.

CC.265   APOLOGIES

Apologies were received from Councillor Helen Lewis, Councillor Bill Mason, Councillor Mike Watson, Father Michael Freyne and Rev Sang Y Cha.

CC.266   DECLARATIONS OF INTEREST

None.

**CC.267   MINUTES OF MEETING OF CLACKMANNANSHIRE COUNCIL
             24 OCTOBER 2019**

The minutes of the meeting of the Clackmannanshire Council held on 24 October 2019 were submitted for approval.

Decision

The minutes of the meeting of the Clackmannanshire Council held on 24 October 2019 were agreed as a correct record and signed by the Provost.

**CC.268   COMMITTEE MEETINGS CONVENED SINCE THE PREVIOUS COUNCIL
             MEETING ON 24 OCTOBER 2019**

The Council agreed to note the Committee meetings that had taken place since the last ordinary meeting on 24 October 2019.

(i)   Partnership & Performance Committee on 31 October 2019
(ii)   Place Committee on 7 November 2019
(iii)   Licensing Board on 12 November & 10 December 2019
(iv)   People Committee on 21 November 2019
(v)   Regulatory Committee on 21 November 2019
(vi)   Audit Committee on 5 December 2019
(vii)   Planning Committee on 5 December 2019

CC.269   COMMITTEE RECOMMENDATIONS REFERRED TO COUNCIL

The report, submitted by the Chief Executive, sought approval of recommendations which have been made by the Partnership and Performance Committee of 31 October 2019, Place Committee of 7 November 2019 and Audit Committee of 5 December 2019.

Decision

The Council agreed:

1.   from the Partnership and Performance Committee of 31 October, 2019 in relation to the report entitled *"HR Policies".*

     a. approves the HR Policies (Carers Policy and Menopause Policy)

2.   from the **Place Committee** of **7 November, 2019** in relation to the report entitled *"Property Review Update 2019/20"*

     a. agrees to the sale of land at The Roundel (paragraph 5.2)(Appendix 1)

     b. agrees to the sale of land at Burnside Crescent, Clackmannan (paragraph 5.3) (Appendix 2)

     c. agrees to lease the former toilet block at Maple Court (with potential for sale) (paragraph 5.4) (Appendix 3)

     d. agrees to the transfer of land at Norton Street/East Stirling Street from the HRA to General Fund (paragraph 6.0) (Appendix 4)

3. from the **Audit Committee** of **5 December, 2019**, in relation to the report entitled "*Council Financial Performance 2019/20 – August Outturn*"

    a. approves additional capital work to Kilncraigs roof up to   £0.300m (as set out in paragraph 6.3 of the report)

The reports relating to Partnership and Performance and Audit Committees are available on the Council's website. The report from the Place Committee is an exempt report.

Action
Chief Executive

CC.270   MEMBER APPOINTMENTS

The report, submitted by the Monitoring Officer, informed Council of changes to member appointments. The paper sought Council approval for appointment to a number of the vacancies.

Motion

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

Moved by Councillor Ellen Forson. Seconded by Councillor Darren Lee.

Decision

The Council agreed:

1. To note the resignation of Councillor Bill Mason as a Councillor for Ward 5 Clackmannanshire East with effect from 31 December 2019;

2. To note that Councillor Martha Benny has been appointed as the Leader of the Conservative Group with effect from 10 December 2019 and as such will take up the appointments to those Council positions which are filled by the Leader of the Conservative Group as set out in paragraph 3.2 of the report;

3. To note that Councillor Mason is also appointed to a number of committees and external organisations in an individual capacity rather than as Leader of the Conservative Group and therefore agrees to appoint Councillor Martha Benny to the following committee and external bodies with immediate effect:

    1. The Audit Committee
    2. The Partnership and Performance Committee
    3. Integrated Joint Board (IJB)
    4. The Central Scotland Valuation Joint Board (VJB)
    5. CoSLA Policy Board – Environment and Economy substitute

4. To note that Councillor Holden has resigned as Convenor of the Place Committee and spokesperson for Environment and Housing Services with effect from 1 November 2019;

5. To note that Tullibody Healthy Living Initiative took a decision in October 2019 to close as a company and dissolve as a charity and that therefore the four Ward One Clackmannanshire West Councillors who were appointed to the board of Tullibody Healthy Living Initiative will no longer be appointed.

Action
Chief Executive

CC.271   TRANSFORMATION UPDATE

The report, submitted by the Chief Executive, updated Council on progress with implementing the agreed organisational redesign framework. The report provided an update of key aspects of organisational redesign activity based on the 18 month Phase 2 organisational redesign plan approved by Council in August 2019.

Additionally, the report signalled the start of the process of integrating the Council's strategic planning approaches. Specifically, the report detailed the work in had to develop the Council's medium term Transformation Plan and sought to develop more integrated reporting of progress within these related workstreams for the future.

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 to:

1. Note that the report starts the process of integrating strategic planning frameworks related to organisational redesign and transformation (set out in paragraphs 1.0 and 3.1-3.6 of the report);

2. Note the progress in implementing key actions within the organisational redesign action plan (set out in paragraphs 4.1-4.2 and Appendix B of the report);

3. Note the key organisational redesign highlights and achievements highlighted in paragraph 4.3 of the report;

4. Note the progress and planned development of the STRIVE pilot (set out in paragraphs 4.5-4.8 of the report) and that any proposed options/changes to service delivery models will follow the governance process of Programme Governance Board and Council as required (set out in paragraph 4.8 of the report);

5. Note the progress in developing the prioritised Transformation Plan, including the progress in implementing the diagnostic work with iESE and the innovation mandate in collaboration with the Improvement Service (set out in paragraphs 5.1-5.9 of the report);

6. Note the range of proposed additional assistance from the Chief Digital Officer (Digital Office for Scottish Local Government) in support of the Council's developing Transformation Plan (set out in paragraphs 5.10 and 5.11 of the report); and

7. Approve the establishment of the Chief Digital Officer (Digital Office for Scottish Local Government) as an Associate of the Council's Programme Governance board (set out in paragraph 5.11 of the report).

Action
Chief Executive

CC.272 BUDGET STRATEGY UPDATE

The report, submitted by the Chief Finance Officer, maintained the Council's regular update on the approved Budget Strategy and provided an update on the Budget process for 2020/21.

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 to:

1. Approve the proposed policy saving of £70k for Roads Contract Unit Commercialisation (as set out in paragraph 4.3 of the report);

2. Note management efficiencies and Year 2 savings as set out in Appendices 1 and 2 of the report;

3. Note the updated annual and cumulative budget gap;

4. Note scenarios setting out impact of changes in core grant funding and Council Tax;

5. Approve £0.390m from the Transformation Fund to fund resources to take forward the transformation programme (as set out in paragraph 6.3 of the report);

6. Note that spending restraint remains in place for the remainder of 2019/20; and

7. Otherwise, note the contents of the report.

Action
Chief Finance Officer

CC.273 TREASURY MANAGEMENT UPDATE AT 30 SEPTEMBER 2019

The report, submitted by the Chief Finance Officer, presented an update of Treasury Management activity for the period to 30 September 2019.

Motion

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

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

Decision

Having challenged and commented on the report, the Council agreed to note the mid year review of the Council's Treasury Management activities.

CC.274   LEARNING ESTATE STRATEGY 2019 - 2040

The report, submitted by the Strategic Director (People), presented the Council's Learning Estate Strategy and Implementation Plan 2019 – 2040. The strategy, *"Learning Estate: Connecting People, Places and Learning"* closely follows the guidance set out by the Scottish Government in their recently published document of the same name (September 2019), and reflects a clear vision and rationale focusing on the transformation of our schools and early learning establishments.

Motion

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

Moved by Councillor Graham Lindsay. Seconded by Councillor Jane McTaggart.

Amendment

"That Council amend recommendation 2.1 as follows:-

2.1   Provide comment and approve the Strategy at Appendix 1 subject to the following changes to the Strategy:

At Paragraph 3.7

Alloa Learning Campus

The creation of a community campus for Alloa South is proposed. As well as incorporating Alloa Academy, Park Primary and **St Mungo's**, the proposal would also seek to integrate broader community facilities in the area, including ABC Nursery, Alloa Family Centre, and the Bowmar Centre. The advantage of a well-designed community campus is that it would lead to greater integration of services for individuals and families of all ages. To date, a concept design has been undertaken incorporating a number of learning opportunities including links with Forth Valley College, City Deal initiatives and intergenerational links.

And at Paragraph 8.1

The Learning Estate Strategy

Alloa Cluster

It is recommended that a review of the current catchment arrangements particularly in relation to Clackmannan Primary School be undertaken. A statutory consultation will be required if such a move were to take place.

Develop a brief for Alloa South incorporating Alloa Academy, ABC Nursery, Park Primary School and **St Mungo's Primary School**, Park Nursery, Clackmannanshire Support Service and the Family Centre.

Moved by Councillor Ellen Forson. Seconded by Councillor Craig Holden.

The amendment was unanimously carried.

Decision

The Council agreed the motion as amended:

1. That having provided comment on the Strategy, Council agreed to approve the Strategy at Appendix 1 subject to the following changes to the Strategy:

     At Paragraph 3.7

     Alloa Learning Campus

The creation of a community campus for Alloa South is proposed. As well as incorporating Alloa Academy, Park Primary and **St Mungo's**, the proposal would also seek to integrate broader community facilities in the area, including ABC Nursery, Alloa Family Centre, and the Bowmar Centre. The advantage of a well-designed community campus is that it would lead to greater integration of services for individuals and families of all ages. To date, a concept design has been undertaken incorporating a number of learning opportunities including links with Forth Valley College, City Deal initiatives and intergenerational links.

And at Paragraph 8.1

The Learning Estate Strategy

Alloa Cluster

It is recommended that a review of the current catchment arrangements particularly in relation to Clackmannan Primary School be undertaken. A statutory consultation will be required if such a move were to take place.

Develop a brief for Alloa South incorporating Alloa Academy, ABC Nursery, Park Primary School and **St Mungo's Primary School**, Park Nursery, Clackmannanshire Support Service and the Family Centre.

2. To agree that as part of its budget setting for 2020/2021 it should take account of a corporate £75,000 demand pressure for a budget to fund a range of feasibility studies, options appraisals, condition surveys and suitability surveys. In addition, agrees to allocate £800k to Park Primary School and Nursery in the 2020/2021 capital budget;

3. To note that consultations under the Schools (Consultation) Act 2010 will be required to review the catchment areas in relation to Clackmannan and land at Alloa West, and that reports will be brought back to Council pending the consultations being undertaken;

4. To approve the commencement of an options appraisal for Alloa South and report findings back to Council;

5. To approve the commencement of a review of Additional Support Needs (ASN) provision in Clackmannanshire and bring a report back to Council once completed;

6. To instruct officers to negotiate any section 75 developer's contributions on behalf of the Council; and

7. To recognise that a Council decision has been taken regarding the site of the former St Bernadette's Primary School to agree to carry out an options appraisal to assess suitability for use of the site in recognition of the broader Learning Estate Strategy.

Action
Strategic Director (People)

Pastor David Fraser withdrew from the meeting prior to the next item of business (10.30 am)

CC.275   GARDEN WASTE PERMIT SCHEME

The report, submitted by the Strategic Director (Place), advised the Council of the progress made towards the introduction of charges for collection of domestic garden waste from March 2020.

Procedural Motion

That Council moves to the next item of business.

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

The Provost advised that the reason was that the report was not ready for consideration and that the report would be brought to a Special Meeting of the Council.

Decision

The Council agreed to move to the next item of business.

Action
Strategic Director (Place)

CC.276   TILLICOULTRY FLOOD PROTECTION SCHEME

The report, submitted by the Strategic Director (Place), provided an update on the outcome of the Tillicoultry Flood Study. The Council engaged consulting engineers to carry out the study and Tillicoultry was identified as the location for the Council's highest priority flood study within the Forth Flood Risk management Plan (2016 - 2022). The Council's consulting engineers have recommended a flood protection scheme which is economically viable.

Motion

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

Moved by Councillor Donald Balsillie. Seconded by Councillor Jane McTaggart.

Decision

The Council agreed:

1. To note the completion of the Tillicoultry Flood Study as required by the Forth Flood risk Management Plan;

2. To approve the recommended proposal for a flood protection scheme in Tillicoultry;

3. That details of the recommended flood scheme be submitted to SEPA (Scottish Environmental Protection Agency) by 31 December 2019 for national prioritisation;

4. That the recommended schemes be included in the next Forth Local Flood Risk Management Plan, due for publication June 2022; and

5. That Roads and Transportation Services uses its FRM (Flood Risk Management) powers to continue to develop the non-structural measures included in the Tillicoultry Flood Study.

Action
Strategic Director (Place)

CC.277   POLLING DISTRICTS AND POLLING PLACES REVIEW – FINAL RECOMMENDATIONS

The report, submitted by the Strategic Director (Partnership and Performance) presented the final recommendations resulting from the review of the Polling Districts and Polling Places for the Clackmannanshire Council area.

Motion

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

Moved by Councillor Les Sharp. Seconded by Councillor Jane McTaggart.

Decision

The Council agreed:

1.   To note the consultation results as set out in Appendix 1 of the report;

2.   The recommendations from Polling Districts and Polling Places for the Clackmannanshire Council area as set out in Appendix 2 of the report; and

3.   That Council delegates authority to the Chief Executive (following consultation with all Councillors in the affected Ward) to approve any changes to the scheme which will become necessary before the next formal review. The next formal review will take place during the period October 2023 and January 2025.

Action
Strategic Director (Partnership and Performance)

CC.278   CLACKMANNANSHIRE LOCAL DEVELOPMENT PLAN REVIEW MAIN ISSUE REPORT

The report, submitted by the Strategic Director (Place), provided an update on progress towards the preparation of the Clackmannanshire Local Development Plan (LDP) Review and sought approval to consult on the Main Issues Report (MIR) as part of that process.

A "Development Plan Scheme" (Issue 11) was published in September 2019 to explain the procedures, documents and timescales involved in producing the LDP Review.

The publication and consultation on the MIR is the first major step in this process and the first stage of public involvement in the preparation of the LDP Review. This initial issues stage is part of the process where the public will have the greatest opportunity to be involved and influence the preparation and content of the LDP.

Motion

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

Moved by Councillor Donald Balsillie. Seconded by Councillor Jane McTaggart.

Decision

The Council agreed:

a.   To note the content of the Clackmannanshire Local Development Plan Main Issues Report (MIR) and associated documents; and

b.   To commence consultation on the MIR for a period of 8 weeks between 10 January and 6 March 2020, generally reflecting the Consultation Plan.

Action
Strategic Director (Place)

In line with Standing Order 10.24, the Provost adjourned the meeting at 11.00 am, when the meeting resumed at 11.10 am, 15 members remained present.

The remainder of the Minute of Meeting of Clackmannanshire Council held on Thursday 19 December 2019 is exempt and is a separate document.

![Clackmannanshire Council | Comhairle Siorrachd Chlach Mhanann logo]

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MINUTES OF SPECIAL MEETING of the CLACKMANNANSHIRE COUNCIL held within the Council Chamber, Kilncraigs, Greenside Street, Alloa, FK10 1EB, on THURSDAY 16 JANUARY 2020 at 11.30 am.

PRESENT

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

IN ATTENDANCE

Nikki Bridle, Chief Executive
Pete Leonard, Strategic Director (Place)
Stuart Crickmar, Strategic Director (Partnership & Performance)
Chris Alliston, Senior Service Manager (Partnership & Performance)
Murray Sharp, Senior Service Manager, Housing (Place)
Iain McDonald, Senior Service Manager, Environment (Place)
Scott Walker, Team Leader, Roads, Street Lighting and Waste
Lindsay Thomson, Senior Service Manager, Partnership & Performance
(Clerk to the Council)
Gillian White, Committee Services

The Provost advised that the reason for the Special Council was to consider the Garden Waste Permit Scheme Report which not considered at the Council Meeting held on 19 December 2020. At that time, the Provost had given an undertaking that the report would be considered at a Special Meeting of the Council.

CC.281   APOLOGIES

Apologies were received from Councillor Kathleen Martin and Councillor Chris Dixon.

CC.282   GARDEN WASTE PERMIT SCHEME

The report, submitted by the Strategic Director (Place), advised Council of the progress made towards the introduction of charges for collection of domestic garden waste from March 2020.

Motion

That Council agrees the recommendations set out in the report

Moved by Councillor Donald Balsillie. Seconded by Councillor Jane McTaggart.

Voting

In terms of Standing Order 14.7, Councillor Clark asked for a roll call vote. The Council agreed that a vote be taken by calling the roll and at this stage there were 14 members present who were eligible to vote. On the roll being called, the elected members present voted as follows:

For the Motion (10)

Provost Tina Murphy
Councillor Donald Balsillie
Councillor Martha Benny
Councillor Ellen Forson
Councillor Craig Holden
Councillor Darren Lee
Councillor Helen Lewis
Councillor Graham Lindsay
Councillor Jane McTaggart
Councillor Les Sharp

Against the Motion (4)

Councillor Dave Clark
Councillor Kenneth Earle
Councillor George Matchett QPM
Councillor Derek Stewart

The motion was carried by 10 votes to 4.

Decision

On a division of 10 votes to 4, the Council:

1. Noted the contents of the report and the ongoing cross-service work to implement the garden waste permit scheme;

2. Agreed to set an initial charge of £36 per bin which will be included in the Council's Register of Charges and notes that any proposed future increases will be subject to Council approval on an annual basis as part of the budget process which reviews the register of charges; and

3. Noted that, following consultation in line with the Housing (Scotland) Act 2001, the Housing Revenue Account (HRA) will cover the costs of permits for those tenants who currently have a brown bin or wish to have one. Tenants who do not wish to participate and have no obligation to maintain greenspace can request not to receive a permit and have the brown bin removed.

Action

Strategic Director (Place)

Ends: 12.48 pm

CLACKMANNANSHIRE COUNCIL

Report to: Clackmannanshire Council

Date of Meeting: 5 March 2020

Subject: Committee Recommendations Referred to Council

Report by: Chief Executive

1.0   Purpose

1.1.   The purpose of this report is to seek Council approval of recommendations which have been made by the Partnership and Performance Committee of 16 January, 2020 and Audit Committee of 6 February, 2020.

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 **Partnership and Performance Committee** of **16 January, 2020** in relation to the report entitled *"HR Policies".*

(a)   approves the HR Policies (Special Leave, Adverse Conditions and Travel Disruption and Worklife Balance and Flexible Working Policies)

2.   from the **Audit Committee** of **6 February, 2020** in relation to the report entitled *"Audit Committee Forward Plan 2020/21"*

(a)   approves the Forward Plan as set out at Appendix 1 of the report.

2.2   The reports relating to Partnership and Performance and Audit Committees 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 √

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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 Partnership and Performance Committee of 16 January, 2020

b) Agenda, together with Minute of the Audit Committee of 6 February, 2020

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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CLACKMANNANSHIRE COUNCIL

Report to: Council

Date of Meeting: 5 March 2020

Subject: Employee Voice

Report by: Strategic Director – Partnership & Performance

1.0 Purpose

1.1. To provide Council with details of the 2019 Staff Survey, highlighting the key themes and actions arising from the report supplied by our independent researchers - Craigforth.

2.0 Recommendations

2.1. Council are asked to note the contents of the Staff Survey report, and acknowledge work currently underway to address identified areas of development.

3.0 Considerations

3.1. Clackmannanshire Council undertook its 2019 Staff Survey over 4 weeks in November / December 2019. Over this period, 1140 responses were received, giving a statistically valid response rate of 43% (a 9 point increase from the 2018 response rate of 34%).

3.2. In preparation for the survey, Council Officers undertook a significant amount of preparatory work. Managers at all levels were provided with FAQs, toolbox talk scripts, and a promotional materials pack for their individual areas.

3.3. Additionally, pre-survey promotional materials were circulated at every Council location, with advertisements distributed and refreshed weekly prior to, and during the surveying period. Council Officers also distributed c900 paper copies of the survey, including pre-paid envelopes, to all Council locations and to those on long term sick or maternity leave.

3.4. The survey report (attached at **Annex A**), provides detail on the engagement levels of our employees, both at an organisational and portfolio level. Comparative results with the 2018 survey are presented at organisational level.

3.5.   As with last year, the survey focusses on 5 key thematic areas – employee voice, engaging managers, health & wellbeing, integrity, and leadership.

3.6.   Feedback shows that employees are positive across most aspects of their working lives. Of particular note is that results indicate improvement with engagement and feedback across 26 of the 28 indicators within the survey, with an average improvement of +9% on the 2018 survey.

3.7.   Improvement is noted as being most significant across 'recommending my team as a good place to work', 'trust in senior management decisions', 'time for learning and development', 'getting the support I need', and 'getting useful feedback'.

3.8.   However, whilst improvement is noted across all indicators, it is acknowledged that further development work is required across some key areas, particularly with regards to health and wellbeing of staff, performance management, and visibility of senior managers.

3.9.   Of the areas noted for development, all are subject to ongoing or planned actions within the Council's Workforce Development Delivery Plan (2019-22), with regular updates being submitted to the Partnership and Performance Committee.

3.10.   For 2019, the overall staff engagement level for the organisation sits at 66.3%, which is a 3.8 point improvement on the 2018 survey score of 62.5%.

4.0   Next steps

4.1.   Key to the success of this survey is the ongoing commitment from the Council's Strategic Leadership Group to not just engage with staff, but empower them to take ownership of these results and help develop and improve our organisation across the five key themes.

4.2.   In 2018 we engaged a joint staff-trade union working group who identified areas of development which sat a Council wide level. These actions then provided the basis for the Council's Workforce Development Delivery Plan, a key enabler of the Council's Strategic Workforce Plan for the period 2019-22.

4.3.   For 2019, we will build on this experience by establishing Portfolio focus groups. Taking a range of staff from within our delivery areas, these groups will identify Portfolio specific workforce development requirements, with any outputs then being used to inform future Portfolio Workforce Plans.

4.4.   Furthermore, and acknowledging feedback from staff and Trade Union colleagues, we have also created a communications plan for staff survey outputs. This will ensure that we can update staff on progress with development areas they have identified, no matter what their job role or working location.

5.0 Sustainability Implications

5.1. None.

6.0 Resource Implications

6.1. Financial Details

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

Yes ☒

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

6.4. Staffing

6.5. None.

7.0 Exempt Reports

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

8.0 Declarations

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

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

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

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

None.

9.0 Equalities Impact

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

10.0   Legality

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

11.0   Appendices

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

ANNEX A: 2019 Staff Survey report

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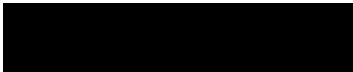
12.1   Have you used other documents to compile your report? (All documents must be kept available by the author for public inspection for four years from the date of meeting at which the report is considered)

Yes ☐ (please list the documents below) No ☒

Author(s)

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Alastair Hair	Organisational Development Advisor	2045

Approved by

NAME	DESIGNATION	SIGNATURE
Stuart Crickmar	Strategic Director – Partnership & Performance	███████████

Clackmannanshire Council

Staff Experience Survey 2019

Lead author: Chris Thornton
January 2020

Craigforth

CONTENTS

Clackmannanshire Council
Staff Survey 2019

Employee views are positive across most aspects of their working lives, and show an average +9% improvement on the 2018 survey.

Feedback is most positive on line managers, clarity of goals and objectives, being treated with dignity and respect, their team, and feeling safe at work.

Views are less positive about senior managers, performance management, the Council caring about their health and wellbeing, and learning and development.

Employee engagement is strongest for HSCP and People portfolio.

This report presents results from a survey of all Clackmannanshire Council employees. Results are based on 1140 responses, a response rate of 43% (a 9 point increase on 2018).

Survey Themes

The survey asked employees for their views across five broad themes: Employee Voice, Engaging Managers, Health and Wellbeing, Integrity, and Leadership.

Employee views are positive across all aspects of their work. Views are most positive about line managers, clarity on goals and objectives, being treated with dignity and respect, their team, and feeling safe at work. At least three quarters have a positive view on these aspects of their work.

Employees also generally agree that they would recommend their team as a good place to work, are clear on how they contribute to the Council's goals, get a sense of achievement, can make decisions relating to their role, and have trust in their manager's decisions. More than two thirds have a positive view on each of these.

Survey results show a significant improvement since 2018 in views across all aspects of their working lives. Overall, there has been an average +9% increase since 2018. Improvement is most significant for:

❖ Recommending their team as a good place to work (+17%)
❖ Trust in senior management decisions (+14%)

❖ Time for learning and development (+13%)
❖ Getting the support they need (+12%)
❖ Getting useful feedback (+12%)

These are also the areas where employee views were least positive in 2018. Views remain less positive on these statements than across other aspects of employees' working lives. However, the significant improvement since 2018 is consistent with the Council having focused its improvement work on the areas where it was most needed.

Employee Engagement

An overall score of 66.3 (out of 100) represents a 6% improvement since 2018 in employees' engagement with the Council. Engagement is particularly strong for HSCP and People portfolio employees. Ensuring employees feel valued and get useful feedback on their work, feel their ideas are acted upon and have confidence in performance management would have the most positive impact on employee engagement.

Engagement index (avg score out of 100)

	Score
ALL STAFF 2019	66.3
ALL STAFF 2018	62.5
People Portfolio	71.4
Partnership & Performance Portfolio	61.5
Place Portfolio	66.4
Health & Social Care Partnership	71.7
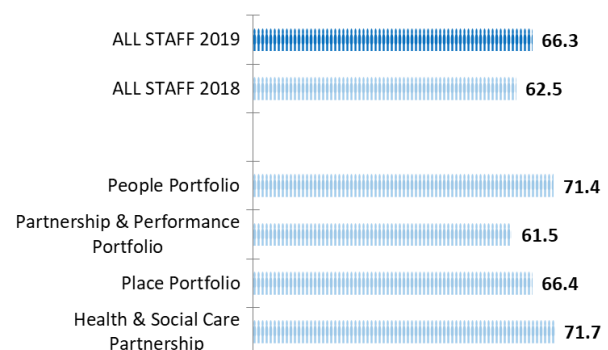
INTRODUCTION

1. This report presents results from a survey of Clackmannanshire Council employees conducted in late 2019.

Survey approach

2. This is the second Council-wide employee survey since the Council refreshed it's engagement survey approach in 2018 (with previous surveys conducted in 2013, 2012, 2011, 2010).

3. Survey content was revised in 2018, and maintained for the present survey to track any change in views. The survey asked employees to indicate the extent to which they agree or disagree with a series of statements under five broad themes. These themes were selected by the Council's Senior Management Team to reflect key principles of the Council's Corporate Plan, vision, and the ongoing transformation programme:

   ❖ Employee Voice;

   ❖ Engaging Managers;

   ❖ Health and Wellbeing;

   ❖ Integrity; and

   ❖ Leadership.

4. The survey was administered through a combined web-based and postal survey approach. The Council distributed all postal survey packs and emails in early November 2019, with the survey closing on 13 December 2019. All survey responses were returned direct to Craigforth to ensure confidentiality, using reply paid envelopes for direct return of postal surveys and Craigforth's survey platform for web responses. Survey materials made clear that the Council did not have sight of any individual responses or information on which employees had/had not responded to the survey, and that reporting would avoid disclosure of any individual's views.

5. Survey fieldwork was designed to maximise accessibility. All employees had the option to respond via the websurvey or request a hard copy questionnaire, or to complete the survey by phone with a member of Craigforth's research team. The Council also provided communications materials across Council sites in order to increase visibility.

Survey response and robustness

6. Against the 2,628 survey packs issued to Council employees, a total of 1,140 responses were received - equivalent to an overall response rate of 43%. This is a strong response for a survey of this kind and represents a 9 point increase since 2018 (which was the highest response rate achieved at the time).

7. As Figure 1 shows, survey response rates varied across Council portfolios. Response was strongest for Health & Social Care Partnership (HSCP) staff with a response rate of 45%, and was lowest for Place staff at 30%. This variation in survey response is not unusual for employee surveys, and is likely to reflect in part the impact of varying working environments. Survey responses were weighted against the profile of all Clackmannanshire Council employees prior to analysis to minimise the impact of any response bias.

Figure 1: Survey response

2019	43%
2018	34%
2013	20%
2012	31%
2011	21%
2010	18%
ALL	43%
People	35%
Partnership & Performance	39%
Place	30%
Health & Social Care Partnership	45%
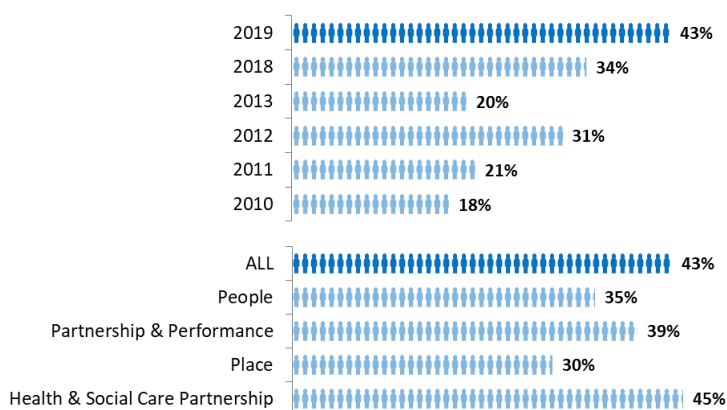
8. As a result of the strong response rate, the volume of survey responses is sufficient to produce highly robust survey results – indeed the larger sample size means that 2019 results are based on 25% more survey responses than was the case in 2018. Confidence intervals are the standard means of expressing the extent to which survey results are representative of the wider population (in this case all Council employees). The overall confidence interval for the survey is ±2.9%. As an example this means that if 50% of respondents would recommend the Council as a good place to work, we can be 95% confident that the true value is between 47.1% and 52.9%.

9. Figure 2 presents an overview of the profile of survey respondents in terms of portfolio, working environment and length of employment. It should be noted that this profile is based on respondents' self-reporting.

Figure 2: Profile of survey respondents

Portfolio		Number	%
People Portfolio		563	49%
Partnership & Performance Portfolio		75	7%
Place Portfolio		180	16%
Health & Social Care Partnership		93	8%
Prefer not to say/no response		229	20%
Working environment			
An office		390	38%
A school		443	43%
A depot		13	1%
A leisure facility (including libraries, etc)		24	2%
Outdoors		41	4%
Driving a vehicle		13	1%
Visiting people's homes		42	4%
Prefer not to say		60	6%

Time…	with Council		in current job	
Less than 1 year	62	5%	107	9%
1-4 years	200	18%	309	27%
5-9 years	158	14%	174	15%
10-19 years	301	26%	193	17%
20+ years	220	19%	100	9%
Prefer not to say/No response	201	18%	257	23%

This report

10. The remainder of this report sets out key findings across the five survey themes. All questions have been cross-tabulated across a range of respondent subgroups, including portfolio. We highlight significant variation where relevant, based on 95% confidence intervals.

11. We have also used 5 of the 25 survey statements to produce an 'Engagement Index' score for each employee, to reflect their level of engagement and commitment to the Council as an employer. These scores are discussed later in this report under 'Employee Engagement'.

12. We round percentages up or down to the nearest whole number. For some questions this means that percentages may not sum to 100%. Similarly, aggregate figures presented in the text (e.g. the combined percentage of 'strongly agree' and 'agree' responses) may not sum to results presented in figures and tables due to rounding.

SURVEY THEMES

13. The survey asked employees to indicate the extent to which they agree or disagree with a series of statements across five themes. This section sets out key findings in relation to each of the following themes:

   ❖ Employee Voice;

   ❖ Engaging Managers;

   ❖ Health and Wellbeing;

   ❖ Integrity; and

   ❖ Leadership.

Employee Voice

14. The survey first asked employees to consider a series of nine statements under the theme of 'Employee Voice'. As Figure 3 over the page shows, employees are positive in their views on most aspects of this theme, with at least half of employees agreeing with each of the nine statements.

15. Views are most positive in relation to employees recommending their team as a good place to work, making decisions about their role, and having confidence in their manager's decision making:

   ❖ "I would recommend my team as a good place to work" - 74% agree%.

   ❖ "I am given the opportunity to make decisions relating to my role" - 71% agree.

   ❖ "I have trust and confidence in the decisions made by my Manager" - 70% agree.

16. Employees are also positive about their ideas being listened to, being involved in decisions within their team, and performance management within their team. However, it should be noted that around a fifth of respondents gave a negative response on these aspects of 'Employee Voice':

   ❖ "I am confident my ideas are listened to" - 66% agree.

   ❖ "I am involved in decisions within my team" - 65% agree.

   ❖ "My Manager manages performance well within my team" - 65% agree.

17. Views are more divided on decisions made by Senior Managers, employees' ideas being acted upon, and recommending the Council as a good place to work. More than half of respondents are positive on these measures; 52% have trust and confidence in Senior Managers' decisions, 55% would recommend the Council as a good place to work, and 59% feel their ideas are listened to and acted upon. However, a relatively substantial proportion disagree with these statements (24%, 21% and 20% respectively). It is notable that employees are significantly more likely

to recommend their own team as a good place to work (74% would do so) than the Council as an organisation (55%).

18. Survey results indicate a significant improvement in employee views since the 2018 survey across all nine measures under 'Employee Voice'. As Figure 4 shows, this improvement is largest in relation to recommending the organisation as a good place to work (+17% improvement since 2018) and having trust and confidence in the decisions made by Senior Managers (+14%). It is notable that these are also the aspects of Employee Voice where views were least positive in 2018 – the significant increase in these views is consistent with the Council having focused its improvement work in the areas where it was most needed.

Figure 3: Employee Voice staff views

Employee voice

I have trust and confidence in the decisions made by my Manager	17%	70%
My Manager manages performance well within my team	18%	65%
I am involved in decisions within my team	18%	65%
I am confident my ideas are listened to	18%	66%
I am given the opportunity to make decisions relating to my role	15%	71%
My ideas are listened to, and acted upon	20%	59%
I have trust and confidence in the decisions made by Senior Managers	24%	52%
I would recommend the organisation as a good place to work	21%	55%
I would recommend my team as a good place to work	14%	74%

● Disagree ○ Neither agree nor disagree ● Agree

Change in satisfaction 2018 to 2019

I have trust and confidence in the decisions made by my Manager	+10%
My Manager manages performance well within my team	+10%
I am involved in decisions within my team	+9%
I am confident my ideas are listened to	+12%
I am given the opportunity to make decisions relating to my role	+10%
My ideas are listened to, and acted upon	+12%
I have trust and confidence in the decisions made by Senior…	+14%
I would recommend the organisation as a good place to work	+17%
I would recommend my team as a good place to work	+8%

Engaging Managers
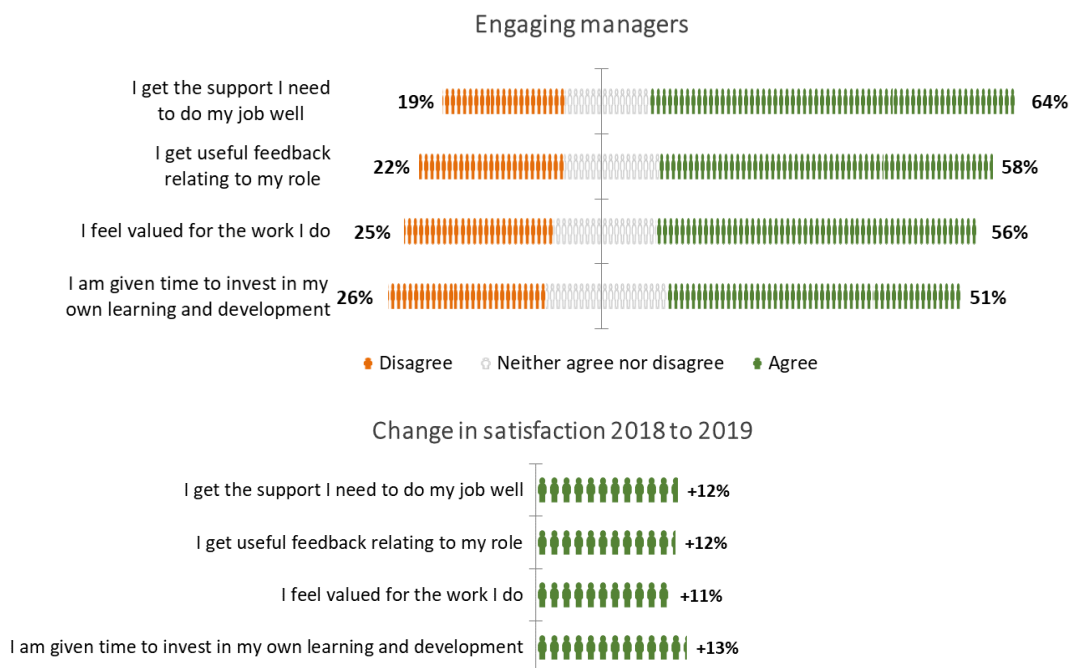
19. The survey asked employees to consider four statements under the theme of 'Engaging Managers. As Figure 4 below shows, employees are generally positive on these statements, with at least half agreeing with each.

20. Views are most positive in relation to employees getting the support they need to do their job well. Nearly two thirds of employees agree that they get the support they need (64%), although there remains around a fifth who disagree (19%).

21. Employees are also generally positive about other aspects of 'Engaging Managers':

    ❖ "I get useful feedback relating to my role" - 58% agree.

    ❖ "I feel valued for the work I do" - 56% agree.

    ❖ "I am given time to invest in my own learning and development" - 51% agree.

22. As is the case in relation to 'Employee Voice', survey results indicate a significant improvement in views since the 2018 survey. This improvement has been similar across all four measures, with an 11-13% increase since 2018.

Figure 4: Engaging Managers staff views

Engaging managers

I get the support I need to do my job well	19% ... 64%
I get useful feedback relating to my role	22% ... 58%
I feel valued for the work I do	25% ... 56%
I am given time to invest in my own learning and development	26% ... 51%

● Disagree   ○ Neither agree nor disagree   ● Agree

Change in satisfaction 2018 to 2019

|	
I get the support I need to do my job well	+12%
I get useful feedback relating to my role	+12%
I feel valued for the work I do	+11%
I am given time to invest in my own learning and development	+13%

Health and Wellbeing

23. The survey asked employees to consider three statements in relation to 'Health and Wellbeing'.

24. As Figure 5 shows, employees are most positive in relation to feeling safe at work and feeling a sense of achievement for their work; around three quarters of employees feel safe in their work (77%) and feel a sense of achievement (73%).

25. Views are less positive on the extent to which the Council cares about employees' health and wellbeing. Half feel that the Council does care about this (50%) but there remains around a quarter who disagree (27%).

26. These results represent a significant improvement in employee views since the 2018 survey across all three measures. As is the case for 'Employee Voice' and 'Engaging Managers', this improvement is largest in relation to the measure which showed the least positive score in 2018; a +10% increase in employees feeling that the Council cares about their health and wellbeing. This is consistent with the Council's improvement work around health and wellbeing having focused on the right areas.

Figure 5: Health and Wellbeing staff views

Health and wellbeing

Statement	Disagree	Agree
I feel the organisation cares about my health and wellbeing	27%	50%
I feel a sense of achievement for the work I do	13%	73%
I feel safe at my work	10%	77%

● Disagree   ○ Neither agree nor disagree   ● Agree

Change in satisfaction 2018 to 2019

Statement	Change
I feel the organisation cares about my health and wellbeing	+10%
I feel a sense of achievement for the work I do	+8%
I feel safe at my work	+6%

27.   The survey also asked employees whether they had experienced any unfair treatment, bullying and/or harassment in work over the last 12 months.

28.   As Figure 6 shows, 23% of employees have experienced unfair treatment in the last 12 months and 15% have experienced bullying or harassment. There is some overlap between these groups; a total of 26% of employees have experienced unfair treatment and/or bullying/harassment, including 11% who have experienced both. This is broadly in line with 2018 survey findings (25% of employees had experienced at least one, 10% had experienced both). Results also compare to 10% of Scottish Government employees who had experienced discrimination, and 11% who had experienced bullying or harassment.[1]

Figure 6: Experienced unfair treatment and bullying/harassment in last 12 months
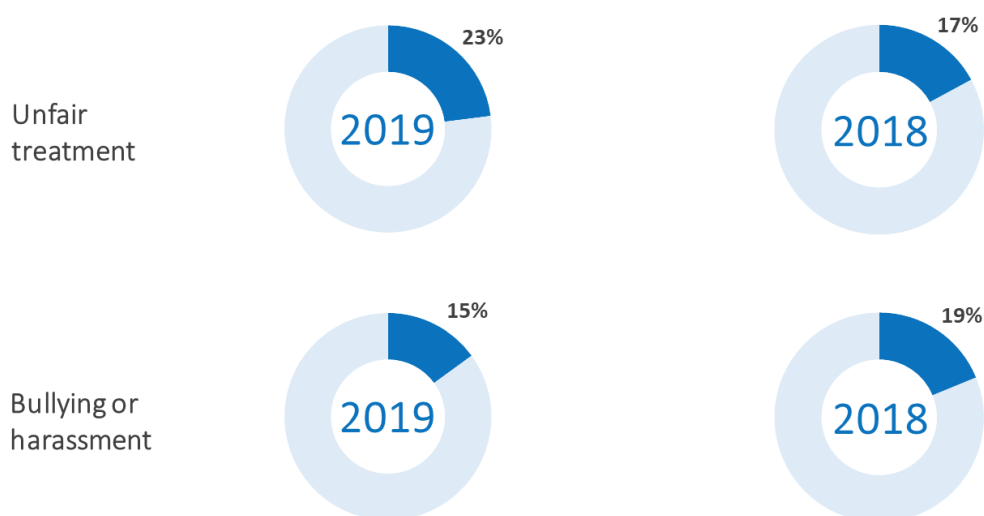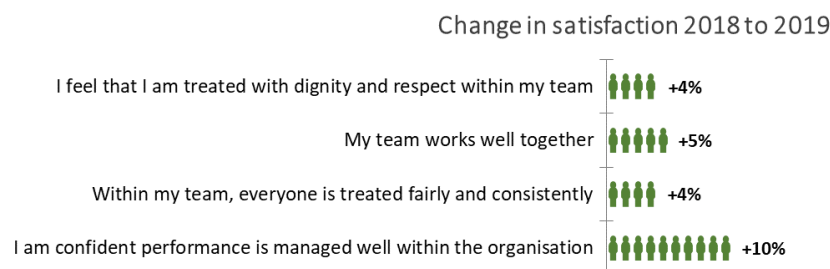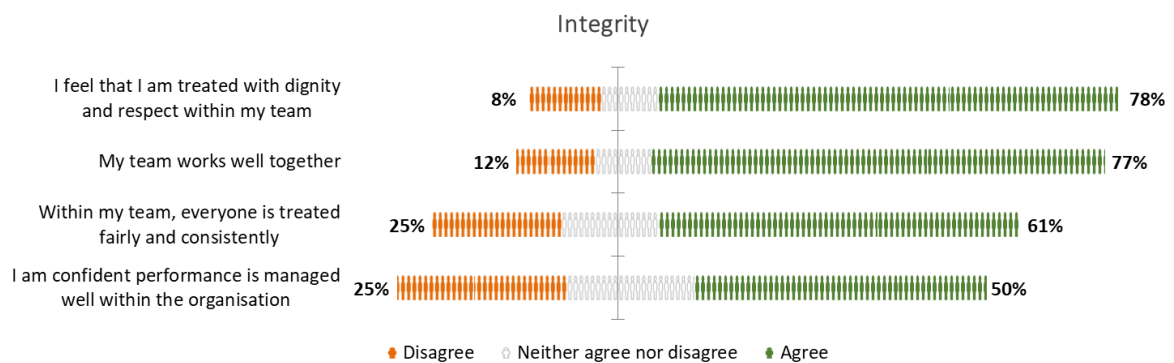

29.   The 1 in 4 employees who had experienced unfair treatment and/or bullying/harassment were asked for more detail on this. Responses indicate that:

❖   Employees are most likely to experience unfair treatment on the basis of their grade, pay band or responsibility level (31% of those who had experienced unfair treatment, equivalent to around 65 employees). Employees also mentioned experiencing unfair treatment related to their working pattern (20%, c40 employees), working location (10%, c20 employees), caring responsibilities (8%, c15 employees) and age (7%, c15 employees).

❖   Employees are most likely to experience bullying or harassment from their manager (40% of those who had experienced bullying or harassment, equivalent to around 60 employees) or a colleague (32%, c45 employees).

❖   These findings are broadly in line with the 2018 survey, although the relatively small numbers limits scope to identify significant change.

---

[1] Civil Service People Survey 2018 – Scottish Government.
https://www.gov.uk/government/publications/civil-service-people-survey-2018-results

Integrity

30.   In relation to 'Integrity', the survey asked employees to consider four statements. As Figure 7 shows, employees are positive in their views with at least half agreeing with each statement.

31.   Employees are particularly positive about the extent to which they are treated with dignity and respect within their team (78% agree) and their team working well together (77% agree).

32.   Employees also generally agree that everyone in their team is treated fairly and consistently; 61% agree, although 25% disagree. Similarly, half of employees are confident that performance is managed well within the Council (50%), but there remains a quarter who disagree (25%).

33.   These results represent a significant improvement in employee views since the 2018 survey for two of the four measures under 'Integrity'. As is evident across other themes, this improvement is largest in relation to the measure which showed the least positive score in 2018; a +10% increase in employees who are confident in performance management within the Council. Again this is consistent with the Council's improvement work having been focused in the right areas.

Figure 7: Integrity staff views

Integrity

	Disagree		Agree
I feel that I am treated with dignity and respect within my team	8%		78%
My team works well together	12%		77%
Within my team, everyone is treated fairly and consistently	25%		61%
I am confident performance is managed well within the organisation	25%		50%

● Disagree   ○ Neither agree nor disagree   ● Agree

Change in satisfaction 2018 to 2019

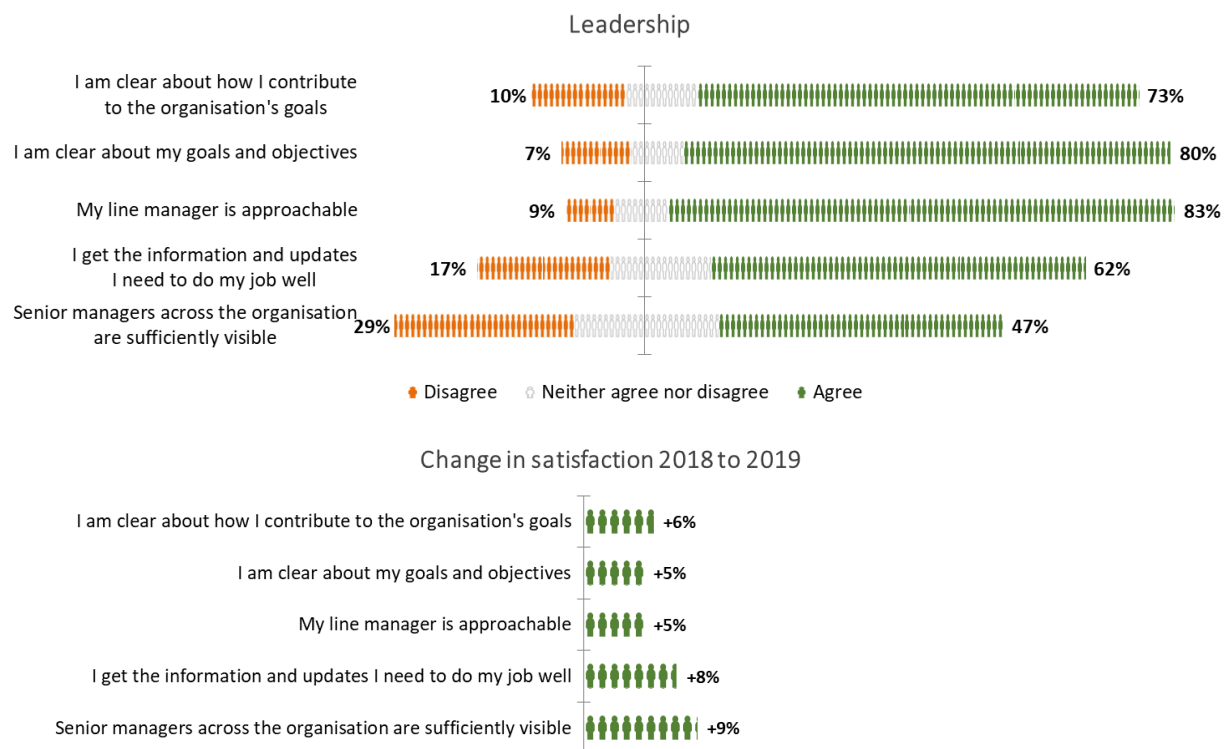|	
I feel that I am treated with dignity and respect within my team	+4%
My team works well together	+5%
Within my team, everyone is treated fairly and consistently	+4%
I am confident performance is managed well within the organisation	+10%

Leadership

34. The final survey theme asked employees to consider five statements relating to 'Leadership'. As Figure 8 shows, employees are positive in their views on most aspects of the theme, with views most positive about line managers being approachable, employees being clear about their goals and objectives, and being clear on how they contribute to the Council's goals:

❖ "My line manager is approachable" - 83% agree.

❖ "I am clear about my goals and objectives" - 80% agree.

❖ "I am clear about how I contribute to the organisation's goals" - 73% agree.

35. Views are less positive in relation to the visibility of senior managers. Less than half of employees feel that senior managers across the Council are sufficiently visible (47%) and 29% feel that senior managers are not sufficiently visible. This is the lowest rating across the 25 statements around which the survey is based, although as noted below there has been a significant improvement in views since 2018.

36. Findings represent a significant improvement in employee views since the 2018 survey across all four measures under 'Leadership'. This improvement is largest in relation to senior managers being sufficiently visible (+9% improvement), and employees having the information they need to do their job well (+8%).

Figure 8: Leadership staff views

Leadership

	Disagree	Neither agree nor disagree	Agree
I am clear about how I contribute to the organisation's goals	10%		73%
I am clear about my goals and objectives	7%		80%
My line manager is approachable	9%		83%
I get the information and updates I need to do my job well	17%		62%
Senior managers across the organisation are sufficiently visible	29%		47%

Change in satisfaction 2018 to 2019

|	
I am clear about how I contribute to the organisation's goals	+6%
I am clear about my goals and objectives	+5%
My line manager is approachable	+5%
I get the information and updates I need to do my job well	+8%
Senior managers across the organisation are sufficiently visible	+9%

Council vision and values

37. The survey asked employees whether they were familiar with the Council's vision and values. As Figure 9 shows, a large majority (79%) of employees are aware of the Council's vision and values, while 21% feel they are not familiar with these. This finding is broadly similar across key employee groups.

Figure 9: Employee awareness of the Council's vision and values

Familiar with Council vision and values

79%
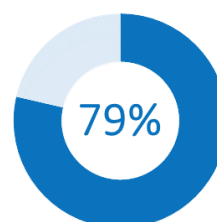
Variation in views by portfolio

38. As is noted earlier in this report, the number of survey respondents for some portfolios means that relatively large differences in results are required for these to be statistically significant. Figure 10 over the page highlights the statements where survey results show statistically significant differences across the four portfolios.

39. This indicates that People employees, and to a lesser extent Health & Social Care Partnership (HSCP) employees, are generally more positive than others. For example, People employees are more positive than most others in relation to 10 of the 25 statements (HSCP employees for 5 of 25). In contrast, Partnership & Performance employees are typically less positive than others (for 11 of the 25 statements).

40. In terms of the five survey themes, responses indicate that:

  ❖ Employees in the People portfolio are typically more positive than others in relation to Employee Voice, Engaging Managers, Integrity and Leadership.

  ❖ HSCP employees are typically more positive than others in relation to Engaging Managers, Health and Wellbeing, and Leadership.

  ❖ Employees in the Partnership & Performance are typically less positive than others across all five themes.

Figure 10: Significant differences in employee views by portfolio

	People	Partnership & Performance	Place	HSCP
Employee Voice				
I have trust and confidence in the decisions made by my Manager	75%	53%	70%	68%
My Manager manages performance well within my team	70%	46%	65%	61%
I am involved in decisions within my team	70%	57%	65%	72%
I am confident my ideas are listened to	70%	57%	69%	66%
I am given the opportunity to make decisions relating to my role	74%	67%	72%	70%
My ideas are listened to, and acted upon	63%	49%	61%	61%
I have trust and confidence in the decisions made by Senior Managers	59%	45%	49%	49%
I would recommend the organisation as a good place to work	58%	43%	58%	62%
I would recommend my team as a good place to work	80%	55%	74%	74%
Engaging Managers				
I get the support I need to do my job well	66%	52%	69%	62%
I get useful feedback relating to my role	62%	44%	58%	60%
I feel valued for the work I do	59%	44%	55%	60%
I am given time to invest in my own learning and development	57%	35%	41%	60%
Health and Wellbeing				
I feel the organisation cares about my health and wellbeing	51%	55%	51%	56%
I feel a sense of achievement for the work I do	78%	61%	64%	82%
I feel safe at my work	77%	72%	80%	85%

Green Significantly more likely to agree with statement

Red Significantly less likely to agree with statement

41

	People	Partnership & Performance	Place	HSCP
Integrity				
I feel that I am treated with dignity and respect within my team	83%	68%	79%	78%
My team works well together	81%	65%	77%	82%
Within my team, everyone is treated fairly and consistently	64%	47%	64%	67%
I am confident performance is managed well within the organisation	54%	33%	46%	66%
Leadership				
I am clear about how I contribute to the organisation's goals	79%	63%	65%	76%
I am clear about my goals and objectives	86%	71%	73%	85%
My line manager is approachable	83%	83%	85%	84%
I get the information and updates I need to do my job well	66%	47%	65%	61%
Senior managers across the organisation are sufficiently visible	53%	39%	39%	56%

Green Significantly more likely to agree with statement   **Red** Significantly less likely to agree with statement

Other comments

41. The survey also gave employees the opportunity to add written comments as part of their response. Specifically, employees were asked for (a) suggestions for what would improve working in your team or the wider Council, and (b) any further comments.

42. Around a third of survey respondents provided suggestions to improve working in their team and/or wider Council. Some used the opportunity to comment positively on working for the Council, and particularly within their team. This included reference to positive working relationships with team members and support from line managers, and to some recent improvements as a result of the ongoing transformation programme. However, most of those providing written comment suggested changes to address issued or concerns where they felt the Council could do better as an employer.

43. Below we summarise the key points raised.

   ❖ While many suggestions from employees related to the five survey themes discussed earlier in this report, the most common focus was on **resources, staffing and workload**. A substantial proportion of those providing comment referred to challenges associated with a perceived reduction in staffing and resources in recent years. Specific suggestions included:

   ▪ Additional resources and staffing to ensure employees are able to deliver the standard of service required, and achieve value for the Council. A number of respondents suggested that a reduction in staffing within their team in recent years had reached a point where they felt unable to provide the level of service expected.

   ▪ Greater recognition from the Council, and particularly from senior management, of the pressures on line managers and frontline staff. This included a particular focus on those affected by staffing reductions, and where teams has lost knowledge and skills through experienced staff leaving.

   ▪ Tackling excessive workload for employees. A number of respondents referred to their workload as having a significant negative impact on their physical and mental health, including some who felt that this was no longer sustainable for them. Increased staff turnover, and reduced staffing numbers, were seen as key factors in this.

   ❖ In relation to the five survey themes, the most common area raised through written comments was **leadership and senior management**. This was typically in relation to the role of senior management in setting the direction across services and teams, and the level of contact and communication between senior management and frontline staff. Specific suggestions included:

   ▪ Better understanding from senior management of the realities of workload and the work environment for employees. This included a perceived need

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for closer relationships and more frequrent communication between frontline staff and senior management. Some would like more opportunities to share their experiences with senior managers directly through "meet the leader" events. This was a particular issue for education employees in the context of classroom management difficulties.

- More feedback and communication from senior management to employees. This included reference to communication of senior management decisions (including organisational change) that is more "open" about the rationale for decisions and changes being made, and how these will impact employees. Some also saw a need for stronger support from senior management where elected members make requests of employees which are not consistent with current service priorities or working practices.

- Senior management doing more to ensure employees are clear on the Council's values and objectives, and to create a positive working environment for employees. Some suggested this should included a particular focus on services that have experienced high staff turnover in recent years, where this was seen as reflecting poor staff morale.

- Regular staff management training/refreshers for senior managers to ensure a consistency of management approach at all levels.

- Greater clarity for employees on management structures. This was raised at a pratical level – ensuring staff understand "who to go to, when and with what" – but also with reference to some employees being unclear on where they fit within new service structures.

- Rationalise the number of initiatives to focus on a smaller number of key priorities, to which the necessary time and resources can be dedicated. Some felt that senior management should allow more time for initiatives to "bed in" before moving on to other approaches.

❖ **Engaging managers and integrity, including working cultures within teams**, were also a common theme throughout written comments. This included a diverse range of suggestions relating to the role of line managers, improving staff morale, dealing with bullying and unfair treatment, and professional development for employees:

- Better support from line managers, including a perceived need for more regular and more meaningful engagement between employees and their line managers. Some specifically suggested more face-to-face engagement with line managers.

- More training and support for managers to improve the quality and consistency of management across the Council. Some suggested this should include more performance reviews for managers and employees. There was also a perceived need to ensure line managers (and senior managers) have the time to provide the direction and support required.

- Improve staff morale and culture, and ensure fair treatment of employees. This included suggestions for more dedicated events to improve ethos and working relationships within teams. Some employees felt under-appreciated and this seemed to be linked to significant increases in workload due to reduced resourcing. Some also saw a need for managers being "more realistic" about the workload that can be delivered by a reduced staff team.

- More effective action to address bullying, harassment and unfair treatment of employees, ensuring employees have access to "someone neutral" to discuss any concerns. This included reference to employees being affected by bullying or other unfair treatment from team members, line managers, senior managers, elected members, school pupils, and members of the public. Some felt that line managers and senior management have appeared reluctant to acknowledge or address these issues.

- Better training and professional development for employees. This included a perceived need for better induction for new recruits to ensure clarity on the Council's values and objectives, on how their role fits within their team and wider service, and of management/reporting structures. Some also saw a need for more training opportunities for existing employees, particularly for teams where the departure of experienced staff had led to a loss of skills and knowledge. Better training and development was also seen as having potential to contribute to improved morale and staff retention.

- More rigorous controls on flexible working arrangements to ensure equity.

❖ Suggestions related to **employee voice, communication and listening to views** included reference to providing more opportunities for employees to influence decision making, and providing more feedback and communication across services and teams.

- More work by senior management to reach our and listen to employees' views and experience, providing opportunities for more "genuine" consultation with staff to inform working practices and management decisions.

- Better communication with employees at all levels, to ensure a common understanding of Council values and objectives and to share relevant information.

- More feedback on how input from employees has been used by senior management in decision making, including to those submitting reports etc. Some made specific reference to dissemination of results from the present survey.

- More effective lines of communication between services where this can support sharing of information and practice. Some wished to improve their understanding of the roles across other services that might be relevant to
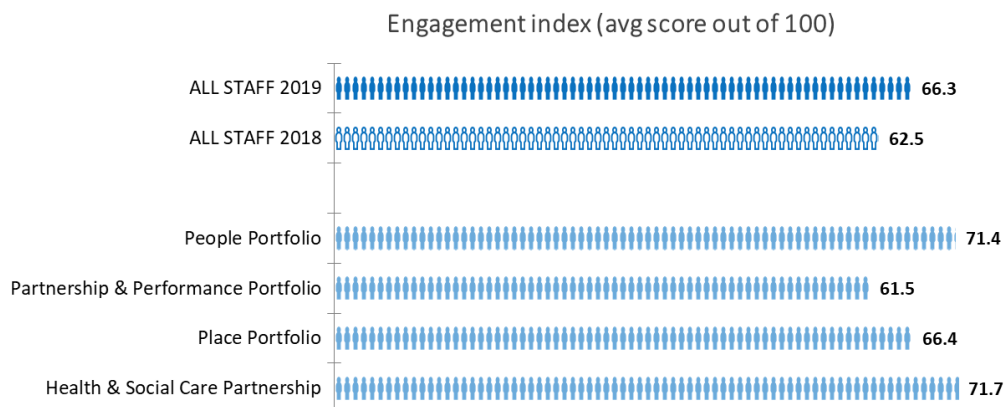
their work. Some also felt that greater collaboaration between teams could improve the quality of services being delivered.

❖ A number of suggestions related to the theme of **health and wellbeing**. Stress was the most commonly raised issue, and was linked to comments around workload pressures with some noting the negative impact of redundancies.

▪ Greater recognition of the link between workload increases and organisational changes, and employee stress, and of the impact that stress is having on morale and health and wellbeing. More generally, some saw a need for greater recognition of the varying ways in which employees' health can be affected by their work and working environment, and how health can impact the workload that employees can support.

▪ More rigorous and fairer application of absence management procedures, including a perceived need to ensure proper implementation of action plans agreed to enable staff to return from absence due to stress.

▪ A small number of employees referred to bullying and harassment of employees by colleagues, managers and others, and felt that a culture change is required across some teams

❖ In addition to suggestions associated with specific survey themes, a substantial number of respondents also wished to see more investment in **IT systems and equipment**. This included reference to a range of problems with IT systems and a perceived need for improvement. Some commented generally around the staff time lost due to system crashes and other IT problems, while others referred to specific problems such as document sharing and collaboration, shared cloud storage, and easier access to the intranet including for those working at home.

EMPLOYEE ENGAGEMENT

44.   The previous section considered employees' views across a range of themes relating to their working lives. In addition to views on each theme, survey analysis also calculated an aggregate 'Engagement Score' for respondents, as an indication of individuals' level of engagement and commitment to the Council as an employer. The Engagement Score is out of 100, and is based on responses to the following five key statements which best reflect the Council's organisational values:[2]

❖   "I am given the opportunity to make decisions relating to my role".

❖   "I feel valued for the work I do".

❖   "I feel a sense of achievement for the work I do".

❖   "I feel that I am treated with dignity and respect within my team"

❖   "I am clear about how I contribute to the organisation's goals".

45.   As figure 11 shows, the average Engagement Score across the Council as a whole is 66.3 out of 100. This is a positive overall finding, but the score is most useful as an indication of variation in employee attitudes over time or across employee groups. In this context, the overall average represents a 6% improvement on the 2018 survey (which showed an average score of 62.5).   It is also notable that employee engagement appears strongest for HSCP and People Portfolio employees, with averages of 71.7 and 71.4 respectively.   Engagement scores are lowest for Partnership & Performance employees (average of 61.5).

Figure 11: Engagement Score by portfolio

Engagement index (avg score out of 100)

ALL STAFF 2019	66.3
ALL STAFF 2018	62.5
People Portfolio	71.4
Partnership & Performance Portfolio	61.5
Place Portfolio	66.4
Health & Social Care Partnership	71.7

[2] The calculation is structured such that a service scores 0 if all respondents strongly disagree with all five statements, and scores 100 where all respondents strongly agree with all statements.

Key drivers of engagement

46.   While there is some variation in employee engagement scores across portfolio, survey data indicates that engagement is more likely to be linked to an employee's views on specific aspects of their work rather than, for example, the portfolio they work in or length of employment with the Council.   Specifically, survey analysis indicates that the following appear to have a particularly significant impact on employee engagement:

   ❖ Feeling **valued** and being treated with **dignity and respect**;

   ❖ Feeling a **sense of achievement** for their work;

   ❖ Being **clear on their objectives** and how they contribute to the Council's goals;

   ❖ Having the opportunity to **make decisions**;

   ❖ Getting the **support and information** they need to do their job well; and

   ❖ Getting **feedback** and feeling that their ideas are **listened to**.

47.   By combining the above analysis with employee views on specific statements, we can identify those aspects of employees' work where there is scope for improvement, and where this would have the greatest impact on employee engagement.   Specifically, the table below identifies the areas currently having the most positive impact on employee engagement, and those where improvement would have the most positive impact on engagement.

Figure 12: Aspects of employees' work having the greatest impact on engagement

Currently having a positive impact – areas to maintain performance Strong correlation with employee engagement, and positive employee views
I feel that I am treated with dignity and respect within my team
I feel a sense of achievement for the work I do
I am clear about how I contribute to the organisation's goals
I am given the opportunity to make decisions relating to my role
I am confident my ideas are listened to
I am clear about my goals and objectives
I would recommend my team as a good place to work
I have trust and confidence in the decisions made by my Manager
Currently having a less positive impact – potential improvement priorities Strong correlation with employee engagement, but less positive employee views
I feel valued for the work I do
I get useful feedback relating to my role
My ideas are listened to, and acted upon
I am confident performance is managed well within the organisation

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ANNEX: TABULAR RESULTS

Employee Voice

	AGREE	DISAGREE	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree	Base
I have trust and confidence in the decisions made by my Manager	70%	17%	26%	44%	14%	12%	5%	1134
My Manager manages performance well within my team	65%	18%	24%	41%	17%	12%	7%	1129
I am involved in decisions within my team	65%	18%	23%	42%	17%	13%	5%	1133
I am confident my ideas are listened to	66%	18%	24%	42%	17%	11%	7%	1128
I am given the opportunity to make decisions relating to my role	71%	15%	27%	45%	14%	10%	5%	1128
My ideas are listened to, and acted upon	59%	20%	20%	40%	21%	14%	5%	1109
I have trust and confidence in the decisions made by Senior Managers	52%	24%	16%	36%	24%	15%	8%	1116
I would recommend the organisation as a good place to work	55%	21%	18%	37%	24%	13%	8%	1122
I would recommend my team as a good place to work	74%	14%	32%	41%	13%	8%	6%	1127

Engaging Managers

	AGREE	DISAGREE	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree	Base
I get the support I need to do my job well	64%	19%	22%	42%	17%	13%	6%	1104
I get useful feedback relating to my role	58%	22%	19%	39%	20%	15%	7%	1101
I feel valued for the work I do	56%	25%	22%	35%	19%	17%	8%	1102
I am given time to invest in my own learning and development	51%	26%	15%	36%	23%	16%	10%	1104

Health and Wellbeing

	AGREE	DISAGREE	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree	Base
I feel the organisation cares about my health and wellbeing	**50%**	**27%**	14%	36%	23%	18%	10%	1092
I feel a sense of achievement for the work I do	**73%**	**13%**	24%	49%	15%	8%	5%	1092
I feel safe at my work	**77%**	**10%**	27%	50%	13%	6%	4%	1087

	Yes	No/No response	Base
Experienced unfair treatment in the last 12 months	23%	77%	1055
Experienced bullying/harassment in the last 12 months	15%	85%	1082

On which of the following grounds have you experienced unfair treatment at work?	
Age	7%
Caring responsibilities	8%
Disability	6%
Ethnic background	1%
Gender	6%
Gender reassignment or perceived gender	-
Grade, pay band or responsibility level	31%
Main spoken/written language	5%
Religion or belief	1%
Sexual orientation	2%
Social or educational background	3%
Working location	10%
Working pattern	20%
Any other grounds	33%
Prefer not to say	20%
Base	216

Who were you bullied or harassed by?	
A Colleague	32%
Your Manager	40%
Another manager in your part of the Council	11%
Someone you manage	6%
Someone who works in another part of the Council	4%
A member of the public	10%
Someone else	11%
Prefer not to say	12%
Base	146

Integrity

	AGREE	DISAGREE	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree	Base
I feel that I am treated with dignity and respect within my team	**78%**	**8%**	29%	50%	13%	6%	3%	1074
My team works well together	**77%**	**12%**	30%	47%	11%	8%	4%	1073
Within my team, everyone is treated fairly and consistently	**61%**	**25%**	24%	37%	14%	15%	10%	1072
I am confident performance is managed well within the organisation	**50%**	**25%**	15%	35%	26%	16%	9%	1074

Leadership

	AGREE	DISAGREE	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree	Base
I am clear about how I contribute to the organisation's goals	**73%**	**10%**	20%	52%	17%	7%	3%	1067
I am clear about my goals and objectives	**80%**	**7%**	25%	55%	13%	5%	2%	1059
My line manager is approachable	**83%**	**9%**	44%	40%	8%	4%	5%	1064
I get the information and updates I need to do my job well	**62%**	**17%**	21%	41%	22%	11%	6%	1057
Senior managers across the organisation are sufficiently visible	**47%**	**29%**	16%	31%	24%	18%	11%	1065

Council values

	Yes	No	Base
Are you familiar with the Council's vision and values?	79%	21%	1029

CLACKMANNANSHIRE COUNCIL

Report to: Clackmannanshire Council

Date of Meeting: 5 March 2020

Subject: Clackmannanshire Gaelic Language Plan 2020/25

Report by: Senior Manager Partnership and Transformation

1.0   Purpose

1.1.   This report presents the Gaelic Language Plan for Clackmannanshire for 2020/25. This plan is required under the Gaelic Language (Scotland) Act 2005 and replaces the Council previous plan which was developed jointly with Stirling Council in 2015.

2.0   Recommendations

2.1.   It is recommended that:

2.2.   Council approve Clackmannanshire's Gaelic Language Plan and note that the plan will be considered by the Bord na Gaidhlig at an upcoming meeting.

3.0   Considerations

3.1.   Gaelic Language Plans are a key component in implementing the Gaelic Language (Scotland) Act 2005 and in delivering the National Gaelic Language Plan to secure the status of Gaelic in Scotland. Guidance on the Development of Gaelic Language Plans was published by the Bord na Gaidhlig that contained high level aims that were required to be reflected in all local authority Gaelic plans.

3.2.   Clackmannanshire's Gaelic Language Plan 2020/25 sets out the actions that we will take under the following broad high level aims:

- Core Commitments: Identity; Communications; Publications and Staffing

- Policy Developments: Language acquisition; Usage; Status and Corpus

3.3.   Each of these core commitments and policy development areas, and the actions we will take to implement them, are set out in detail in the Gaelic Language Plan 2020/25. We have already made progress against a number of areas under the four core commitments. These include:

- Rendering the corporate logo bilingual to reflect equal respect for Gaelic language and ensuring that the bilingual logo is used in all corporate publications and materials;

- Key high profile signage updated on a new/replacement basis to demonstrate equal respect of English and Gaelic language, including on Council vehicles and fleet;

- Offering translation and interpretation services linked with Mainstreaming Equality and Diversity in Clackmannanshire 2017/21;

- Increasing the profile of Gaelic language in our communications through bilingual email signatures and footers;

- Development of specific web pages to promote information on Gaelic language and activities in Clackmannanshire.

3.4.   The Gaelic Language Plan 2020/25 aims to build on these areas of progress, and to set out the actions that we will take with a focus on the policy development areas around the use of Gaelic in Clackmannanshire.

4.0   Sustainability Implications

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

5.0   Resource Implications

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

6.0   Exempt Reports

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

7.0   Declarations

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

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

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

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

8.0   Equalities Impact

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

9.0   Legality

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

10.0   Appendices

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

       Appendix 1 – Clackmannanshire Gaelic Language Plan 2020/25

11.0   Background Papers

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

Author(s)

NAME	DESIGNATION	TEL NO / EXTENSION
Cherie Jarvie	Senior Manager Partnership and Transformation	2365

Approved by

NAME	DESIGNATION	SIGNATURE
Stuart Crickmar	Strategic Director	███████████

Clackmannanshire Council | Comhairle Siorrachd Chlach Mhanann
www.clacks.gov.uk

Gaelic Language Plan

Plana Cànain Gàidhlig

2020/2025

This plan has been prepared under Section 3 of the Gaelic Language (Scotland) Act 2005

FOREWORD

Clackmannanshire Council is committed to the use and promotion of the Gaelic language in recognition of its status as one of Scotland's national languages and its unique contribution to the Scotland diverse culture. In taking forward the implementation of this plan we recognise that our contribution will help to sustain and develop the Gaelic language and its place as an integral part of Scotland's heritage. This plan sets out the practical steps which Clackmannanshire Council will take to support Gaelic language.

Ellen Forson   Nikki Bridle
Council Leader   Chief Executive
Clackmannanshire Council   Clackmannanshire Council

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Chapter 1   **Introduction**

- Description of the public authority
- Gaelic in the authority's area of operation
- Approval of our Gaelic Language Plan

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- Communications
- Publications
- Staffing

Chapter 3   **Policy Implications for Gaelic: implementing the National Gaelic Language Plan**

- Language Acquisition
- Language Usage
- Language Status
- Language Corpus

Chapter 4   **Implementation and Monitoring**

Contact Details

Summary

Clackmannanshire Council recognises that Gaelic is an integral part of Scotland's heritage, national identity and cultural life.

This document is Clackmannanshire's Gaelic Language Plan and has been prepared within the framework of the Gaelic Language (Scotland) Act 2005. It sets out how we will use Gaelic in the operation of our functions, how we will enable the use of Gaelic when communicating with the public and key partners, and how we will promote and develop Gaelic in Clackmannanshire

This Plan has been prepared in accordance with statutory criteria set out in the 2005 Act, and having regard to the National Gaelic Language Plan and the Guidance on the Development of Gaelic Language Plans.

The key components of our Gaelic Language Plan are:

Chapter 1 – Introduction

This chapter provides the background and context relating to the preparation of Gaelic Language Plans under the 2005 Act and the structure of Clackmannanshire Councils main areas of operation. It also provides a summary of the demography of the Gaelic language.

Chapter 2 – Core Commitments

This chapter sets out how Clackmannanshire Council will use, and enable the use of Gaelic. It covers key areas of operation such as corporate identity, signage, communication with the public and the use of Gaelic on our website.

Chapter 3 – Policy Implications for Gaelic: implementing the National Gaelic Language Plan

This chapter sets out how Clackmannanshire Council will help implement the *National Gaelic Language Plan*.

Chapter 4 – Implementation and Monitoring

This chapter sets out how the implementation of our Gaelic Language Plan will be taken forward, and how implementation and outcomes will be monitored.

CHAPTER 1 - INTRODUCTION

Setting the Context for Developing Gaelic Language Plans

The Gaelic Language (Scotland) Act 2005 was passed by the Scottish Parliament with a view to securing the status of the Gaelic language as an official language of Scotland commanding equal respect to the English language.

One of the key features of the 2005 Act is the provision enabling Bòrd na Gàidhlig to require public authorities to prepare Gaelic Language Plans. This provision was designed to ensure that the public sector in Scotland plays its part in creating a sustainable future for Gaelic by raising its status and profile and creating practical opportunities for its use.

Clackmannanshire Council has previously consulted on the draft of its Gaelic Language Plan and has taken into account representations made to it during the consultation process.

Background Information about the public authority

Clackmannanshire Council is Scotland's smallest mainland Council and is bordered by Falkirk, Perth and Kinross, Fife and Stirling Councils. Clackmannanshire has a population of approximately 51,400 residents and covers an area of 61 square miles. Alloa is the largest settlement area in the County with a population of around 21,000.

Clackmannanshire Council's main Headquarters are based in heart of Alloa. The Council has in the region of 2500 employees making it one of the largest employers in the County. There are 18 Councillors and 5 multi member wards each represented by 3 or 4 elected members.

Further information on the Council and Clackmannanshire can be found here https://www.clacks.gov.uk/council/factsandfigures/

Corporate Priorities

Along with our partners Clackmannanshire Council has agreed 4 long term strategic outcomes and these are reflected in our Local Outcome Improvement Plan 2017/27. https://www.clacks.gov.uk/document/5633.pdf

In support of these long term outcomes the Council has agreed a 5 year Corporate Plan. Our vision Be the Future is that 'we will be a valued, responsive, creative organisation, through collaboration, inclusive growth and innovation, to improve the quality of life for every person in Clackmannanshire'.

The plan sets out the 6 priorities we will take to focus our efforts on. These are:

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

<u>Gaelic within the authority's area of operation.</u>

Current evidence indicates that Clackmannanshire does not have a large Gaelic speaking community. The 2011 Census highlighted 180 people in Clackmannanshire who understand but do not speak, read or write Gaelic, with 134 people who speak, read and write Gaelic. The Census in 2021 clearly brings an opportunity to update our understanding of the Clackmannanshire population who do converse in Gaelic.

Despite relatively low use of Gaelic in Clackmannanshire, there are clear indications of Gaelic origins in the County. The names Clackmannanshire, Coalsnaughton, Tillicoultry and Muckhurt all have Gaelic origin with Muckhart Primary Schools badge showing a boars head image reflecting the translation of 'pig height' of the settlement name.

Currently a small number of pupils attend Gaelic Education from Clackmannanshire. These pupils currently attend Riverside Primary in Stirling.

Within Clackmannanshire there are two Gaelic organisations situated in Clackmannanshire. Croileagan Clach Mhanainn is a Gaelic Medium pre-school group for children aged 0-5. Croileagan Clach Mhanainn is based in Menstrie. Children are introduced to the Gaelic language through the medium of song and play.

There is also a multi-level Gaelic Language class which runs term time at the Ben Cleuch Centre in Tillicoultry. The class supports beginners to intermediate language levels and is taught using small groups and whole class approaches so that learners can not only learn from the tutor, but from the support of others.

CHAPTER 2 - CORE COMMITMENTS

This Plan identifies a number of priorities for Clackmannanshire in implementing the Gaelic Language (Scotland) Act 2005 and delivering the National Gaelic Language Plan for Scotland. Bord na Gaidhlig has proposed a number of high level aims for Clackmannanshire and these have been agreed by the Scottish Minister for Learning, Science and Scotlands Languages.

The High-Level Aims identified in this plan are broadly reflected in four Core Commitments identified by the Bord na Gaidhlig as essential components in Gaelic language regeneration. These commitments are;

- Identity
- Communications
- Publications
- Staffing

Clackmannanshire Council has already made progress against a number of these commitments. We have revised our Corporate logo and branding to reflect both Gaelic and English languages and have replaced a number of key signs and fleet vehicles to incorporate Gaelic translation on a new/replacement basis. We have created webpages on our Council website to provide information on Gaelic education and learning provision and opportunities available in Clackmannanshire. We have also ensured that all external emails footers from Clackmannanshire Council demonstrate equal respect for languages.

The following pages set out the actions that we will take under each of the high level aims over the course of this Gaelic Language Plan 2020/25.

CHAPTER 2 - CORE COMMITMENTS

Section 1 - Identity

The presence of Gaelic in the corporate identity and signs of a public authority greatly enhances the visibility of the language, increases its status and makes an important statement about how Gaelic is valued and how it is given recognition. Developing the use of Gaelic through signage can also enrich the vocabulary of Gaelic users, raise public awareness of the language and contribute to its development.

Clackmannanshire Council recognises the importance of extending the visibility of Gaelic and increasing its status.

Objectives	Current Status	Actions Gniomhan	Target Date Ceann-latha Targaid	Lead Stiuireadh
Render the corporate logo bilingual (Gaelic and English) at the earliest opportunity, demonstrating equal respect for the languages and roll-out accordingly across the authority, on a new or replacement basis.	Clackmannanshire Council has developed a new logo and branding which reflects both English and Gaelic language. This logo is printed on all corporate documents and plans.	We will continue to promote the use of the logo as part of our brand management approaches, and will keep under review in line with corporate branding reviews.	Dec 2020	Partnership and Transformation.
Demonstrate how Clackmannanshire will contribute to the status of Gaelic in Scotland through bilingual (Gaelic and English, demonstrating equal respect) signage, in co-operation with Transport Scotland where appropriate, on a new or replacement basis.	Clackmannanshire Council has made good progress with signage for Council buildings and other signage incorporating Gaelic translation.	We will continue to renew our signage on a new/replace basis that demonstrates both English and Gaelic language.	Over the lifespan of the plan	Place

Section 2 - Communications

The use of Gaelic at the initial point of contact that members of the public have with a public authority increases the visible and audible presence of the language, and contributes to the sense that the use of Gaelic is possible and welcome. In addition to raising the profile of the language, it also creates opportunities for its practical use and encourages members of the public to use Gaelic in subsequent dealings with the public authority.

The use of Gaelic in interactions with the authority by mail, e-mail and by telephone is important in creating practical opportunities for the use of the language, and in contributing to the sense that its use is possible and welcome. The presence of Gaelic in a wide range of bilingual forms and Gaelic only forms can also greatly enhance the visibility and prestige of the language. The preparation of Gaelic forms, applications and similar documents, can also assist in expanding the range of Gaelic terminology and the awareness of the Gaelic-speaking public of such terminology, thus helping the development of the language itself.

Clackmannanshire Council recognises the importance of creating opportunities for the practical use of Gaelic in a wide range of everyday situations and is committed to increasing its level of provision in this area.

Objectives	Current Status	Actions Gniomhan	Target Date Ceann-latha Targaid	Lead Stiuireadh
Establish a mechanism to allow Gaelic speakers to engage with Clackmannanshire Council through the medium of Gaelic if they choose to do so, based on the principal of active offer and equal respect (for Gaelic and English).	Clackmannanshire Council currently provides limited services to enable Gaelic speakers to engage with the Council, however we will further develop opportunities for our customers.	We will offer a translation service (where reasonable warning is given) for attendance at public meetings or meetings with Council services. We will provide Gaelic awareness training to reception and contact centre staff. We will identify key customer leaflets and render bilingual demonstrating equal respect for languages.	Dec 2020 March 2021 Over lifetime of plan	Partnership and Transformation
Increase in the profile of the Gaelic language in Clackmannanhire's communications.	Clackmannanshire Council currently provides some communications which include a Gaelic element, however we will develop this further.	We will identify key forms which will be rendered bilingual, demonstrating equal respect for languages We will ensure that information on how to make a complaint to Clackmannanshire Council is rendered bilingual demonstrating equal respect for languages.	Over lifetime of plan October 2021	Partnership and Transformation

		We will communicate to all customer facing services that people contacting the Council and wishing a response in Gaelic must be provided a response in Gaelic.	December 2020	
		We will further develop our webpages on Gaelic education and learning opportunities.	July 2020	
Comply with the rules of Gaelic Orthographic Conventions and utilise the services of Ainmean-aite na h-Alba as standard across all services	Clackmannanshire Council does not currently engage specific Gaelic translation services.	Clackmannanshire Council will adhere to the Gaelic Orthographics Convention in all translations undertaken to demonstrate equal respect for languages	Over lifetime of plan	Partnership and Transformation

Section 3 - Publications

The use of Gaelic in a range of printed material can assist Gaelic development in a variety of ways. It helps increase the visibility of the language, it enhances Gaelic's status by being used in high profile publications, and it can help develop new and enhance existing terminology. The use of Gaelic in the media helps demonstrate a public authority's commitment to making important information available through the medium of Gaelic, as well as enhancing the visibility and status of the language. As more people access information about public authorities through their websites, making provision for the use of Gaelic can significantly enhance the status and visibility of the language.

Clackmannanshire Council is committed to increasing the use of Gaelic in these areas where the subject matter is of most interest to the general public or relates specifically to Gaelic issues.

Objectives	Current Status	Actions Gniomhan	Target Date Ceann-latha Targaid	Lead Stiuireadh
Increase the profile of the Gaelic language in Clackmannanshire through its printed media/material.	Clackmannanshire Council does not currently have a policy on publishing material in Gaelic.	We will develop guidance on accessing written translation and interpretation in line with our corporate translation service.	Dec 2020	Partnership and Transformation
		We will provide a translated version of this plan following its approval. This will be made available on our website.	July 2020	
		We will identify key web pages and ensure that Gaelic is included in our Corporate website demonstrating equal respect for languages.	Dec 2020	
		On a new or replacement basis appropriate printed materials for the purpose of media/PR (such as displays and posters) will be rendered bilingual demonstrating equal respect for languages.	Over lifetime of plan.	
Comply with the rules of Gaelic Orthographic Conventions and utilise the services of Ainmean-aite na h-Alba as standard across all services.		Clackmannanshire Council will adhere to the Gaelic Orthographics Convention in all translations undertaken to demonstrate equal respect for languages.	Over the lifetime of the plan.	All services

Section 4 - Staffing

In order to deliver services through the medium of Gaelic, it is necessary to develop the requisite job skills and language skills of staff. The provision of language learning for staff helps promote adult Gaelic learning and promotes Gaelic as a useful skill in the workplace. The identification of jobs in which Gaelic is a designated skill will contribute greatly to the status of the language and to identifying it as a positive skill to acquire.

The use of Gaelic in advertising also helps recognise that Gaelic should be used in public life and that Gaelic users have an important role to play within a public authority. Whatever the level of Gaelic skills required it is important that authorities ensure that Gaelic is a genuine occupational requirement. Authorities should adopt and apply objective criteria to ensure appointments are made in each case on a fair and consistent basis, and reflect the identified skills needs of the post.

Clackmannanshire Council recognises the importance of seeing Gaelic as an important job skill and of identifying situations in which its use is essential or desirable. Clackmannanshire Council also recognises the importance of enabling staff to develop their Gaelic skills if they wish to do so.

Objectives	Current Status	Actions Gniomhan	Target Date Ceann-latha Targaid	Lead Stiuireadh
Carry out a survey of Gaelic language skills and interest in training amongst Clackmannanshire employees as part of the plan or within the first year of the plan.	Clackmannanshire Council has previously undertaken an initial staff audit exercise to identify % of people interested in Gaelic skills training. This identified a small group of staff interested in developing their skills.	Identify suitable taster/learning training providers and opportunities for learning for staff as part of wider learning and development planning. Raise awareness among employees via Connect of opportunities available to undertake Gaelic Language training We will repeat this audit every 3 years.	March 2021 March 2021	Partnership and Transformation
Provide Gaelic awareness training to senior staff and councillors as part of the implementation of the plan, to be rolled	No policy or provision for training for senior staff and elected members is currently in place.	Identify suitable taster/learning training providers and opportunities for learning for senior managers and elected members as part of wider learning and development planning. Raise awareness among elected members of	March 2021 March 2021	Partnership and Transformation

out to other staff engaged with the Gaelic Language Plan delivery.		opportunities available to undertake Gaelic Language training.		
Apply a consistent planned approach to recruiting and advertising Gaelic employment posts where it is appropriate	No policy currently in place	We will adhere to guidance on Gaelic Employment Skills published by the Bord na Gaidhlig in December 2018 in relation to advertising Gaelic employment posts.	Over the life time of the plan	Partnership and Transformation.

Chapter 3 – POLICY IMPLICATIONS FOR GAELIC

Implementation of the National Gaelic Language Plan

Clackmannanshire Council recognises that the various priority areas identified in the National Gaelic Language Plan will be primarily implemented through our Gaelic Language Plan but that opportunities will arise to promote and develop the language through existing policy measures. Clackmannanshire Council will examine current policy commitments to identify areas where Gaelic can be pro-actively incorporated and the priorities of the National Gaelic Language Plan initiated through additional methods. We see this development as corresponding to the normalisation principle which aims to include Gaelic as an everyday part of life in Scotland.

In the formation, renewal and monitoring of policies, Clackmannanshire Council will ensure that the impacts on Gaelic will be in line with the National Gaelic Language Plan.

Overview of the National Gaelic Language Plan

The National Gaelic Language Plan identifies four interlinking aspects of language development which need to be addressed, and within them sets out a number of priority action areas. These are broadly;

- Language Acquisition - Increasing the number of Gaelic speakers by ensuring the language is transferred within families and by securing effective opportunities for learning Gaelic

- Language Usage - Encouraging greater use of Gaelic, providing opportunities to use the language, and promoting access to Gaelic forms of expression.

- Language Status - Increasing the visibility and audibility of Gaelic, enhancing its recognition and creating a positive image for Gaelic in Scottish public life.

- Language Corpus - Strengthening the relevance and consistency of Gaelic and promoting research into the language.

Clackmannanshire Council has identified a number of key areas for development over the lifetime of the Gaelic Language plan. These are:

Language Acquisition
Provide local opportunities for children and families in Clackmannanshire to develop their use of Gaelic language.

Language Usage
Continue to provide opportunities for Gaelic medium education and making families and communities aware of local opportunities and services.
Provide opportunities for Council employees and elected members to participate in Gaelic language training and CPD where appropriate.

Language Status
Promote the visibility and status of Gaelic language through heritage, culture and the arts.

Language Corpus
Strengthen Gaelic language through promotion of the language, strengthened corporate identity in relation to Gaelic language and undertaking of research to understand the needs and demands of local people in Clackmannanshire.

Clackmannanshire's commitment to national objectives and identified areas for development are shown below;

Implementation of the National Gaelic Language Plan

National Priority	Objective Ceann-uidhe	Actions Gniomhan	Target Date Ceann-latha Targaid	Lead Service/Partner Sheirbheis/com-pairtichean
Language Acquisition	Work in Partnership with the Gaelic Community in Clackmannanshire to promote Gaelic in early years learning.	Work with the *Croileagan Clach Mhanainn* to identify opportunities to provide learning opportunities. Support early years links between Riverside Primary and Menstrie Cròileagan Raise awareness of GME provision at Riverside within early years network		Education
	Actively support and promote the development of Gaelic medium education provision with Clackmannanshire;	Arrange for prospective GME parents and children to visit the Gaelic classes at Riverside Primary Hold Gaelic Open Mornings and widely advertise in the community Increase awareness of GME provision to families and communities in Clackmannanshire. Explore options to develop virtual learning opportunities on Gaelic Medium Education for Clackmannanshire families.		
Language Usage	Actively support and develop Gaelic learning opportunities for adults across Clackmannanshire; Increase the numbers of Gaelic	Support local Gaelic communities to offer learning opportunities for adults and to support the progression of learners to post beginner Gaelic levels.		Education

				Education
	speakers within the Clackmannanshire areas through support to classes for learners			
Language Status	Work in partnership with the Gaelic community in the area to establish a programme of events throughout the year that promotes the status and use of Gaelic.	Establish links with Gaelic Community groups to support the development of communications materials and events with the aim of promoting bilingualism through Gaelic.		Education
	Actively support existing and new Gaelic language and cultural community groups and initiatives within Clackmannanshire to help grow the profile of the language, increase usage and encourage new learners.	Work in partnership with a range of community groups to provide Gaelic language taster/awareness sessions.		Education

CHAPTER 4 – IMPLEMENTATION AND MONITORING

Timetable

This Gaelic Language Plan will formally remain in place for 2020/25. By no later than the end of this period we will review the plan, make such amendments as necessary and submit the revised plan to the Bòrd for approval.

Scrutiny of the plan will be achieved through regular monitoring of progress set out in the Corporate Plan and Business Plans and through regular updates to Council Committees. Additionally progress reports on implementation of this plan will be prepared and published in line with requirements set out by the Bord na Gaidhlig.