



**Clackmannanshire
Council**

www.clacks.gov.uk

Comhairle Siorrachd
Chlach Mhanann

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

Meeting of Clackmannanshire Council

Thursday 25 June 2020 at 9.30 am

Via MS Teams



Clackmannanshire Council

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

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

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

Members of the public are welcome to attend our Council and Committee meetings to see how decisions are made.

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

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

17 June 2020

A MEETING of the CLACKMANNANSHIRE COUNCIL will be held via MS TEAMS, on THURSDAY 25 June 2020 at 9.30 AM.



NIKKI BRIDLE
Chief Executive

B U S I N E S S

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1. Apologies	--
2. Declaration of Interests Elected Members are reminded of their obligation to declare any financial or non-financial interest which they may have in any item on this agenda in accordance with the Councillors' Code of Conduct. A Declaration of Interest form should be completed and passed to the Committee Services Officer.	--
3. Confirm Minutes of Meetings of Clackmannanshire Council (Copies herewith):	
a. Special Meeting held on Thursday 27 February 2020	07
b. Meeting held on Thursday 5 March 2020	13
c. Special Meeting held on Monday 23 March 2020	16
4. Committee/Forum/Board Meetings Convened Since the Previous Council Meeting on 5 March 2020 (For information only)	--
(i) Partnership & Performance Committee on 12 March 2020	
(ii) Emergency Decision Making Forum on 27 March, 3 April, 10 April, 20 April, 11 May, 26 May 2020	
(iii) Licensing Board on 11 June & 18 June 2020	
(iv) Education Appeal Committee on 16 June 2020	
5. Council Governance – report by Lindsay Thomson, Senior Manager Legal and Governance (Copy herewith)	19
6. Member Appointments – report by Lindsay Thomson, Senior Manager Legal and Governance (Copy herewith)	69
7. Respond, Recover and Renew – report by Nikki Bridle, Chief Executive (Copy herewith)	72
8. City Region Deal Update – report by Pete Leonard, Strategic Director (Place) (Copy herewith)	98

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| 9. | Review of the Clackmannanshire & Stirling Integration Scheme – report by Lindsay Thomson, Senior Manager Legal and Governance (Copy herewith) | 117 |
| 10. | Regional Transport Transition Plan – report by Pete Leonard, Strategic Director (Place) (Copy herewith) | 122 |

EXEMPT INFORMATION

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

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

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| 11. | Confirm Exempt Minute of Special Meeting of Clackmannanshire Council held on Tuesday 17 March 2020 (Copy herewith) | 132 |
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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 SPECIAL MEETING of the CLACKMANNANSHIRE COUNCIL held within
the Council Chamber, Kilncraigs, Greenside Street, Alloa, FK10 1EB, on THURSDAY 27
FEBRUARY 2020 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

IN ATTENDANCE

Nikki Bridle, Chief Executive
Fiona McOmish, Strategic Director (People)
Fiona Duncan, Chief Social Work Officer (People)
Lorraine Sanda, Chief Education Officer (People)
Stuart Crickmar, Strategic Director (Partnership & Performance)
Lindsay Sim, Chief Finance Officer (Partnership & Performance)
Elizabeth Hutcheon, Management Accountancy Team Leader (Partnership & Performance)
Chris Alliston, Senior Manager, HR & Workforce Development (Partnership & Performance)
Emma Fyvie, Senior Manager, Development (Place)
Iain McDonald, Senior Manager, Environment (Place)
Andy Buchanan, Team Leader, Business Improvement (Place)
Lindsay Thomson, Senior Manager, Legal & Governance (Partnership & Performance)
(Clerk to the Council)
Gillian White, Committee Services (Partnership & Performance)

CC.282 APOLOGIES

Apologies were received from Councillor Mike Watson and Councillor Chris Dixon.

CC.283 DECLARATIONS OF INTEREST

None.

CC.284 BUDGET 2020/21 – TREASURY MANAGEMENT STRATEGY 2020/21

The report, submitted by the Chief Finance Officer, presented the Council's Treasury Management Strategy Statement for 2020/21 and Prudential Indicators for 2020/21 to 2024/2025.

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 Treasury Management Strategy Statement for 2020/21 and prudential indicators for the years 2020/21 to 2024/25 in compliance with the Prudential Code requirements attached as Appendix A to the report;
2. Note that there will be a fundamental review of the agreed General Fund Capital programme and any impact on borrowing will be reported to Council;
3. Approve the changes to the accounting policies for the Loans Fund;
4. Note that future investment decisions will consider ethical investment opportunities; and
5. Note the investment portfolio position set out in Appendix B to the report.

Action

Chief Finance Officer

**CC.285 BUDGET 2020/21 – HOUSING REVENUE ACCOUNT BUDGET 2020/21
AND CAPITAL PROGRAMME 2020/21**

The report, submitted by Strategic Director (Place), presented the Housing Revenue Budget and Housing Capital Programme for the financial year 2020/21 and highlights the key factors influencing the budget.

Motion

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

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

Decision

The Council agreed to:

1. Approve the summary revenue budget based upon the Council approved HRA financial Business Plan, as set out in Appendix 1;
2. Approve the Housing (HRA) capital programme 2020/21 and indicative programmes for the next four years, as set out in Appendix 2;
3. Approve a rent increase of 1.5% for Council houses for the financial year 2020/21, as set out in Appendix 6;

4. Approve the same level of increase (1.5%) to rental of lock-up garages, garage pitch-site rentals and associated tenancy charges, as set out in Appendix 6; and
5. Approve that the forthcoming review of the HRA financial business plan should assess the viability and affordability of the Council building new build Council houses, together with a review of rental strategy and policy.

Action

Strategic Director (Place)

**CC.286 BUDGET 2020/21 – GENERAL SERVICES REVENUE AND CAPITAL
BUDGET 2020/21**

The report, submitted by the Administration, Chief Finance Officer and Chief Executive, presented the Administration's General Services Budget for 2020/21. The report built on the regular Budget Strategy Update reports and briefings presented to Council and the Audit and Services Committees throughout the year. The Council's financial sustainability has continued to be the focus of member and trade union briefings held throughout the year.

Motion

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

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

The Clerk advised that an Amendment had been received from Councillor Clark. The amendment had been received at 1.25 pm on Wednesday 26 February 2020 outwith the required deadline of 12 noon. The Clerk advised that while the content of amendment had been confirmed prior to the deadline, it had not been possible to have the amendment signed by Councillor Clark until 1.25 pm. In these circumstances, the Clerk asked the Provost if she would be prepared to allow the Council to consider the amendment.

Councillor Holden sought further information on the competency of the amendment, including whether there were exceptional circumstances.

Invited by the Provost, Councillor Clark addressed the Council and advised the circumstances were as the Clerk explained, that the amendment had been confirmed within the deadline of 12 noon and he had needed officer's support to ensure that the amendment would be competent.

The Provost was satisfied that there were exceptional circumstances as to why the amendment did not meet the deadline as set out in Standing Order 13.11 and allowed the Amendment to be put to Council.

Amendment

"It is recommended that Council agree

1. That recommendation 2.1.7 is amended as follows:-

The 2.75% increase in the level of Council tax for 2020/21, resulting in a band D Council Tax of £1,301.46

2. That appendix F is amended to increase the funding as follows:-

Partnership and Performance	The Gate Foodbank (Alloa)	Supporting Vulnerable Adults	Contract via Direct Award	£9,645 (an increase of £5000)
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3. That a new recommendation is added as follows:-

3.1.15 to develop a business plan for a performing arts academy start up at the Bowmar Centre, Alloa which will include full engagement of the community, and to establish an earmarked a revenue reserve of £25,000 for any initial costs.

4. That a new recommendation is added as follows:-

3.1.16 to establish a “fabric fund” for which eligibility criteria will be developed and brought back to Council and to earmark a revenue reserve for the fabric fund of £150,000 for repairs and maintenance at the following facilities:-

Dollar Hive, Dollar
Centenary Hall, Tillicoultry
Coalsnaughton Hall,
Devonvale Hall, Tillicoultry
Cochrane Hall, Alva
Dumyat Centre, Menstrie
Tullibody Civic Centre
Burgh Mews (Glebe Hall), Alloa
Clackmannan Hall

5. That a new recommendation is added as follows: -

3.1.17 to establish a Circular economy officer post within the Economic Development Team at an assumed cost of £55,000.

6. That the proposed amendments increase the budget gap by £301,000. Council therefore agree that recommendation 2.1.11 is amended to reduce the discretionary element of the resource transfer to the HSCP by the same amount thereby reducing the transfer from £19.041m to £18.740m which equates to growth of 9.7%.
7. That the S95 officer makes consequential amendments to the proposed budget summarised at recommendation 2.1.4 and appendices C, F & H to reflect these amendments and sustain a balanced position.”

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

Voting on Amendment

In terms of Standing Order 14.7, Councillor Holden asked for a roll call vote. The Council agreed that a vote be taken by calling the roll and at this stage there were 15 members present who were eligible to vote. On the roll being called, the elected members present voted as follows:

For Amendment (5 votes)

Councillor Dave Clark
Councillor Kenneth Earle
Councillor George Matchett, QPM
Councillor Derek Stewart
Councillor Kathleen Martin

Against Amendment (10 votes)

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

The Amendment was defeated by 10 votes to 5.

In line with Standing Order 10.24, the Provost adjourned the meeting at 11.30 am. When the meeting resumed at 11.36 am, 12 members were present, Councillors George Matchett QPM, Derek Stewart and Kathleen Martin having withdrawn from the meeting during the adjournment.

Voting on the Motion

In terms of Standing Order 14.7, Councillor Holden asked for a roll call vote. The Council agreed that a vote be taken by calling the roll and at this stage there were 12 members present who were eligible to vote. On the roll being called, the elected members present voted as follows:

For the Motion (10 votes)

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

Against the Motion (2 votes)

Councillor Dave Clark
Councillor Kenneth Earle

The motion was carried by 10 votes to 2.

Decision

On a division of 10 votes to 2, the Council agreed:

1. the 'Be The Future' Programme (Appendix A);
2. that the Programme Governance Board is renamed the Be the Future Board in line with its developing remit and focus (paragraph 3.17);
3. the proposals for demand pressures (Appendix B);

4. the General Services Revenue Budget for 2020/21 (Appendix C);
5. the policy savings set out in Appendix D;
6. the 2020/21 Income and Charging Strategy and Register of Charges and the Schedule of Funding to Voluntary Organisations (Appendices E and F);
7. the 3% increase in the level of Council Tax for 2020/21, resulting in Band D Council tax of £1,304.63, (Appendix H);
8. the utilisation of £1.160m Capital Receipts from the Capital Receipts Reserve (paragraph 6.10);
9. to create a revenue Transformation Fund of £1.000m from uncommitted reserves (paragraph 6.7) and top up the existing Transformation Fund by £0.426m from Capital Receipts (paragraph 6.15).
10. the use of the Transformation Fund for the Health & Safety Management System (£0.011m) (paragraph 6.15);
11. a net resource transfer of £19.041m for HSCP in respect of 2020/21 (paragraph 6.24);
12. the continued utilisation of Capital Receipts to fund the permitted element of severance costs (paragraph 6.14);
13. approve £0.012m additional funding for Security at Kelliebank (paragraph 6.19); and
14. to establish earmarked reserves of £0.175m for 2020/21 to cover contractual repairs and maintenance costs and feasibility studies (paragraph 6.7).

The Council also agreed to note:

- that progress on the Be the Future Programme and Organisational Redesign will be reported regularly to Council through specific Be the Future update reports;
- the feedback from recent budget consultation and engagement activity detailed in section 4;
- that there has been no increase to the weekly rent for the travelling persons site (Appendix E);
- the anticipated level of uncommitted reserves of £4.542m by 31 March 2020 prior to setting the 2020/21 budget (paragraph 6.8);
- that £1.160m of Capital Receipts have been applied in setting the 2020/21 budget;
- that £0.660m of uncommitted general reserves have been applied in setting the 2020/21 budget;
- the balance of £3.882m in uncommitted General Services Revenue reserves after setting this budget which equates to 3% of net expenditure in line with the minimum level set by the Council's approved Reserve Strategy (paragraph 6.10);
- the cumulative indicative gap of £21.226m to 2024 following setting this budget, and a funding gap of £7.916m in 2021/22 (Exhibit 9);
- that the budget proposed for 2020/21 aims to deliver the Scottish Government's settlement package measures (paragraph 6.17);
- the demand pressures for the HSCP totalling £2.006m (Appendix I);
- that the agreed Capital Programme will remain under review and any changes required as a result of City Deal or other priorities will be reported to Council (paragraph 8.3); and
- that the Council's regular Budget Strategy and Be the Future Update reports will update Council on progress with implementing agreed proposals.

Action

Administration, Chief Finance Officer and Chief Executive

Ends: 12.05 pm



MINUTES OF MEETING of the CLACKMANNANSHIRE COUNCIL held within the Council Chamber, Kilncraigs, Greenside Street, Alloa, FK10 1EB, on THURSDAY 5 MARCH 2020 at 9.30 am.

PRESENT

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

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)
Alastair Hair, Organisational Development Adviser (Partnership & Performance)
Lindsay Thomson, Senior Service Manager (Partnership & Performance) (Clerk to the Council)
Gillian White, Committee Services (Partnership and Performance)

CC.288 APOLOGIES

Apologies were received from Councillor Graham Lindsay, Councillor Kathleen Martin, Councillor Derek Stewart and Councillor Mike Watson.

CC.289 DECLARATIONS OF INTEREST

None.

**CC.290 MINUTES OF MEETING OF CLACKMANNANSHIRE COUNCIL
19 DECEMBER 2019**

The minutes of the meeting of the Clackmannanshire Council held on 19 December 2019 were submitted for approval.

Decision

The minutes of the meeting of the Clackmannanshire Council held on 19 December 2019 were agreed as a correct record and signed by the Provost.

**CC.291 MINUTES OF SPECIAL MEETING OF CLACKMANNANSHIRE COUNCIL
16 JANUARY 2020**

The minutes of the special meeting of the Clackmannanshire Council held on 16 January 2020 were submitted for approval.

Decision

The minutes of the special meeting of the Clackmannanshire Council held on 16 January 2020 were agreed as a correct record and signed by the Provost.

**CC.292 COMMITTEE MEETINGS CONVENED SINCE THE PREVIOUS COUNCIL
MEETING ON 19 DECEMBER 2019**

The Council agreed to note the Committee meetings that had taken place since the last ordinary meeting on 19 December 2019.

- (i) Partnership & Performance Committee on 16 January 2020
- (ii) Place Committee on 23 January 2020
- (iii) Planning Committee on 23 January 2020
- (iv) People Committee on 30 January 2020
- (v) Regulatory Committee on 30 January 2020
- (vi) Audit Committee on 6 February 2020
- (vii) Licensing Board on 25 February 2020

CC.293 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 16 January 2020 and the Audit Committee of 6 February 2020.

Decision

The Council agreed:

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 in Appendix 1 of the report.

The reports relating to Partnership and Performance and Audit Committees are available on the Council's website.

Action

Chief Executive

CC.294 EMPLOYEE VOICE

The report, submitted by the Strategic Director (Partnership and Performance), provided Council with details of the 2019 Staff Survey and highlighted the key themes and actions arising from the report supplied by our independent researchers – Craigforth.

Motion

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

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

Decision

The Council noted the contents of the Staff Survey report, and acknowledged work currently underway to address identified areas of development.

CC.295 CLACKMANNANSHIRE GAELIC LANGUAGE PLAN 2020/25

The report, submitted by the Senior Manager (Partnership and Transformation), presented the Gaelic Language Plan for Clackmannanshire for 2020/25. The Plan is required under the Gaelic Language (Scotland) Act 2005 and replaced the Council's previous plan which was developed jointly with Stirling Council in 2015.

Motion

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

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

Decision

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

The Council did not resolve in terms of Section 50(a) of the Local Government (Scotland) Act, 1973, that the press and public be excluded from the meeting during consideration of the following item of business.

**CC.296 EXEMPT MINUTES OF MEETING OF CLACKMANNANSHIRE COUNCIL
19 DECEMBER 2019**

The exempt minutes of the meeting of the Clackmannanshire Council held on 19 December 2019 were submitted for approval.

Decision

The exempt minutes of the meeting of the Clackmannanshire Council held on 19 December 2019 were agreed as a correct record and signed by the Provost.

Ends: 10:45 am



MINUTES OF MEETING of the CLACKMANNANSHIRE COUNCIL held within the Council Chamber, Kilncraigs, Greenside Street, Alloa, FK10 1EB, on TUESDAY 23 MARCH 2020 at 9.30AM.

PRESENT

Provost Tina Murphy (In the Chair)
Councillor Donald Balsillie
Councillor Dave Clark
Councillor Ellen Forson
Councillor Craig Holden
Councillor Helen Lewis
Councillor Graham Lindsay
Councillor George Matchett QPM
Councillor Jane McTaggart
Councillor Les Sharp
Councillor Mike Watson
Councillor Chris Dixon

IN ATTENDANCE

Nikki Bridle, Chief Executive
Fiona McOmish, Strategic Director, People
Stuart Crickmar, Strategic Director, Partnership and Performance
Lindsay Sim, Senior Service Manager, Partnership & Performance
Chris Alliston, Senior Manager HR and Workforce Development, Partnership and Performance
Carla MacFarlane, Communications Officer, Partnership and Performance
Lindsay Thomson, Senior Service Manager, Partnership and Performance (Clerk to the Council)
Lynne Clark, Members' Services, Partnership and Performance
Morgan Kerr, Members' Services Partnership and Performance

CC.300 APOLOGIES

Apologies were received from Councillor Martha Benny, Councillor Kenneth Earle, Councillor Darren Lee, Councillor Derek Stewart, Councillor Kathleen Martin, and Pete Leonard, Strategic Director (Place).

CC.301 DECLARATIONS OF INTEREST

None.

CC.302 EMERGENCY DECISION MAKING

The report, submitted by the Monitoring Officer, sought approval for a temporary emergency decision making committee to reduce the need for face-to-face meetings during the COVID-19 outbreak. The decisions which would need to be taken are those urgent matters which would otherwise have been reserved or taken by Council or Committees for a defined period of time.

Motion

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

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

Decision

The Council agreed to approve:

1. The adoption of an Emergency Decision Making Forum (EDMF) as a standing committee of the Council with the terms of reference as set out in Appendix 1;
2. That the membership of the EDMF will be the Leader of the Council (Councillor Ellen Forson); the Depute Leader of the Council (Councillor Donald Balsillie); the Administration's Integration Joint Board member (Councillor Les Sharp); the Leader of the Labour group (Councillor Dave Clark); the Leader of the Conservative group (Councillor Martha Benny; or their respective substitutes; and the Independent member (Councillor Chris Dixon) (6 members);
3. That the Leader of Council will chair the EDMF and have the same powers as the Provost;
4. That the quorum for the EDMF is 3 members and that decisions will be taken by simple majority with a casting vote for the chair;
5. That members can attend the EDMF remotely, through the use of video or teleconference facilities;
6. That a meeting of the EDMF can be called with a minimum of 3 clear days notice;
7. That as the Chief Executive already has broad authority in terms of the Scheme of Delegation in paragraphs 7.10 and 7.11 – emergency powers, if an action proposed by the Chief Executive or a Director would be developed new Council policy or for any other reason would require formal Committee or Council approval, the Chief Executive would refer the matter to the EDMF for a decision;
8. That should the EDMF be unable to meet, or are not quorate at a meeting, for any reasons during this period of temporary decision making relating to the COVID-19 outbreak that the Chief Executive (or one of the Directors acting under delegated authority from the Chief Executive) has the authority to take any urgent decision required, including relating to matters which are currently reserved to Council, following consultation with the Leader or Depute Leader of Council or their substitute, if available.
9. To approve that consequent amendments to Standing Orders during this temporary period as follows:
 - 2.10.1 6.2 (Ordinary meeting frequency)
 - 2.10.2 7.1 – 7.11 (service of notice)
 - 2.10.3 9.10 (attendance at meetings) – to facilitate remote participation

10. That all scheduled committees and full Council meetings from 25 March 2020 to 28 May 2020 are cancelled and any business requiring to be dealt with in this period is considered by EDMF as appropriate; and
11. That this arrangement will be reviewed by full Council as soon as the temporary decision making requirement no longer exists, and in any event by 25 June 2020.

Action

Monitoring Officer

Ends: 10.19 am

Report to Clackmannanshire Council

Date of Meeting: 25 June 2020

Subject: Council Governance

Report by: Senior Manager, Legal & Governance

1.0 Purpose

- 1.1. This report proposes changes to Standing Orders, sets out a revised timetable for meetings and updates Council on the meetings of the Emergency Decision Making Forum (EDMF).

2.0 Recommendations

- 2.1. Council is asked to
- 2.2. Agree to suspend the provision in Standing Orders paragraph 20.7 which requires notice of changes to Standing Orders to be given at a preceding meeting
- 2.3. And if recommendation 2.2 is agreed, approve the revised Standing Orders set out at appendix one
- 2.4. Agree the revised Council timetable set out at appendix two and
- 2.5. Agree to continue the EDMF over recess to respond to any decisions which need to be taken in response to the Coronavirus pandemic

3.0 Considerations

- 3.1. Council met on 23 March 2020 and agreed to put in place an EDMF to take decisions during the period of the Coronavirus pandemic. The decisions of the EDMF are set out in full as part of item 7 of this agenda.
- 3.2. The EDMF provided a swift decision making body which allowed the Council to respond to the Coronavirus pandemic. Council members who were not on the EDMF were initially kept up to date by the Monitoring Officer by way of emails on outcomes and forthcoming papers. The daily dashboard was then broadened to include summaries of EDMF decisions and the Council's website was updated to include all of the papers and decisions for EDMF.

- 3.3. The Council is invited to continue the EDMF over recess to allow that swift and responsive decisions making on matters related to the Coronavirus response. The Council is now working to the Scottish Government's route map and as regulations are reviewed every 3 weeks, the organisation does need to be able to respond quickly to comply with changes and that the EDMF may be best placed to fulfil that function. In addition it is understood that other authorities are retaining their emergency decision making ability at present.
- 3.4. The UK and Scottish parliaments have also approved a range of legislative measures which has changed the way in which Council can operate during the pandemic. For example, the 1973 Act has been amended to allow changes particularly to public access to meetings. These changes have allowed the Council to meet for the first time in a virtual manner using video conference technology. .
- 3.5. Our current Standing Orders require that notice of a change to Standing Orders is given at the preceding meeting. This has not been done and therefore authority is sought to suspend this Standing Order in light of the requirement to amend Standing Orders to allow this meeting to proceed.
- 3.6. If Council is minded to agree to suspend this Standing Order, it is then invited to consider the changes proposed to Standing Orders as set out in Appendix 2 and summarised as follows:-
 - 3.6.1. To explicitly allow for VC meetings of Council
 - 3.6.2. To provide for motions and notices to be submitted electronically
 - 3.6.3. To amend the provisions about attendance of members of the public
 - 3.6.4. To update minor changes to job titles and roles

It should also be noted that a planned more detailed review during the last few months has not been completed as a result of other priorities arising from the response to the pandemic. It is hoped that this can be carried out over the next few months.
- 3.7. The work of the Council has been focused entirely on the initial response to the pandemic and is now turning to the planning for recovery. As such a restricted Council timetable focussing on the Council and quasi-judicial committees (Licensing, Regulatory and Planning) is recommended with planning for the resumption of the service committees considered in the next cycle. At present there is limited officer capacity, including within partners, to support some of the work planned for service committees. In resuming with a restricted timetable, resources will be able to be focussed on Council, particularly in relation to reserved decision making, and quasi-judicial committees which have an external appeal process. It is understood that other authorities are taking a similarly staged approach to the resumption of business, although it is noted that there are some authorities that are intending to run all of their committees.

- 3.8. In practice this will mean that cycle one in appendix two will only include the Council meeting and any other quasi judicial committees as required by the business need, and thereafter Council can review the position with respect to cycle two. Should there be a requirement for any of the other committees there is provision in Standing Orders to hold special meetings.
- 3.9. The EDMF agreed a paper which amended the Council's Financial Regulations, removing the deadline of the end of June for Council approval for draft accounts before they are submitted for audit. This was on the basis that there were negotiations with the auditors to amend the timetable for submission. A revised deadline of 31 July has been agreed for submission of the draft annual accounts and therefore the accounts will not be presented to Council until its August meeting.
- 3.10. Finally this Council meeting will constitute the first virtual meeting of full Council and it is likely that there will be improvements identified as we become more experienced in the use of technology for the meetings and in how members and officers are supported to engage with the process. Members are invited to provide any comment for improvement to the Monitoring Officer.

4.0 Sustainability Implications

- 4.1. None

5.0 Resource Implications

5.1. Financial Details

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

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

5.4. Staffing

6.0 Exempt Reports

- 6.1. Is this report exempt? Yes (please detail the reasons for exemption below) NOX

7.0 Declarations

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

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

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

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

None

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 – draft SOs

Appendix 2 – changes to Council timetable

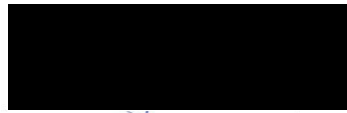

11.0 Background Papers

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

Author(s)

NAME	DESIGNATION	TEL NO / EXTENSION
Lindsay Thomson	Senior Manager Legal & Governance	2084

Approved by

NAME	DESIGNATION	SIGNATURE
Lindsay Thomson	Monitoring Officer	
Stuart Crickmar	Acting Chief Executive	



Standing Orders

June 2020~~April 2018~~

**Resources and Governance, Clackmannanshire Council,
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APPLICATION & DEFINITIONS

The Interpretation Act 1978 will apply to these standing orders in the same way as it applies to an Act of Parliament.

These standing orders will overtake any standing orders we have previously approved and will take effect from [25 June 2020](#)~~1 August 2018~~.

The standing orders can only be changed or abolished when there has been an indication at a meeting of the Council that proposals to amend standing orders will be brought before the next meeting.

In these standing orders, the references to pieces of legislation are as follows:

<i>1973 Act</i>	The Local Government (Scotland) Act 1973
<i>1980 Act</i>	The Education (Scotland) Act 1980
<i>1982 Act</i>	The Civic Government (Scotland) Act 1982
<i>1985 Act</i>	The Local Government (Access to Information Act) 1985
<i>1989 Act</i>	The Local Government and Housing Act 1989
<i>1994 Act</i>	The Local Government etc. (Scotland) Act 1994
<i>1997 Act</i>	The Town and Country Planning (Scotland) Act 1997
<i>2000 Act</i>	Standards in Scotland’s Schools Act 2000

[All as amended](#)

References to *we, us, our* and *the Council* refer to Clackmannanshire Council, as constituted under the 1994 Act.

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1.0 FIRST COUNCIL MEETING AFTER AN ELECTION

1.1 Convening the Meeting

1.2 In an election year, we will hold our first meeting within 21 days from the date of the election. The Chief Executive will set the date and time of this first meeting.

1.3 Mandatory Items of Business

1.4 At this first meeting, the first item of business will be the election of the Provost. Until the Provost is elected, the Returning Officer will chair the meeting.

1.5 At this meeting we will also:

- Elect the Depute Provost, Leader and Depute Leader of the Council
- Appoint the Convenor and Vice Convenor of each standing committee and of any standing sub-committee(s). (Standing Order 3.4 sets out our Standing Committees)
- The Convenor of the Scrutiny Committee shall be a member of the main opposition group
- The Scrutiny Committee shall appoint a Vice Convenor without having to get approval or ratification from the Council
- Appoint to the Licensing Board a number of Councillors no fewer than five and no greater than ten as we may determine from time to time.
- Decide the political balance on each committee and sub-committee. We will set aside seats on committees and sub-committees to achieve a balance between the political parties, as far as is reasonably practical under section 15 of the 1989 Act. At the first Council meeting following a by-election or as arising as a result of a vacancy, we will also review the party balance on each Committee and sub-committee.

1.6 Discretionary Items of Business

1.7 At this first meeting, we may (but do not need to):

- appoint committee and sub-committee members
- appoint representatives to the Joint Valuation Board and the various outside organisations we are represented on if these appointments may be reasonably made at that meeting and if we consider it is appropriate to make appointments at that time.
- deal with any urgent and/or relevant business, taking account of the law and these standing orders. The Chief Executive and the Returning Officer may have put on the agenda such items as are considered urgent and/or relevant.

2.0 COUNCILLOR APPOINTMENTS & REMOVAL FROM APPOINTMENTS

2.1 Duration of Appointments

2.2 Unless a councillor resigns from any appointment or is removed by the Council, each of the appointments referred to in standing orders 1.5 and 1.6 will stand until the next ordinary election.

2.3 Removing the Provost, committee Convenors and committee members

2.4 We may remove the Provost, Depute Provost, Leader, Depute Leader, any Convenor, Vice Convenor of a committee/sub-committee or any member of a committee/sub-committee (this includes appointed members and co-opted members).

2.5 Removing the Provost, Depute Provost, Leader, Depute Leader, Convenor or Vice Convenor of a committee/sub-committee from office may only be considered at a special meeting of the Council. His or her replacement will also be appointed at this meeting.

2.6 Notice must be given under these Standing Orders. The meeting must have been called only for the purpose of deciding whether the Provost (or the Depute Provost, Leader, Depute Leader, Convenor or Vice Convenor) should be removed from office.

2.7 Any motion to remove the Provost, Depute Provost, Leader, Depute Leader, Convenor, Vice Convenor or any member of a committee/sub-committee may be carried by a simple majority of those members present and eligible to vote at the meeting at which the motion is put. The Provost, a Convenor (or, in the absence of the Provost or the relevant Convenor, the Depute Provost or Vice Convenor or other member chairing the meeting) shall not have a casting vote for the purposes of Standing Orders 2.4.

2.8 Removing any other member of a committee/sub-committee may only be considered if a notice of motion is submitted in line with the terms of Standing Orders.

3.0 COMMITTEES

3.1 We may at any time appoint committees to help carry out our functions in accordance with the provisions of the 1973 Act . We will set out the powers and duties of these committees.

3.2 The Convenor, Vice Convenor (in the absence of the Convenor and any member of a committee chairing a committee meeting in the absence of the Convenor and Vice Convenor shall have the same powers as the Provost in a council meeting.

3.3 Council Standing Committees

3.4 We will appoint the following standing committees:

- Scrutiny Committee
- People Committee
- Place Committee
- Performance Committee
- Planning Committee
- Regulatory Committee
- Workforce Committee
- Local Review Body
- [Emergency Decision Making Forum](#)

3.5 The number of members on each standing committee will be as follows.

	Members	Quorum	Appointed Members	Co-opted Members
Scrutiny Committee	8	4	-	-
People Committee	8	4	3	-
Place Committee	8	4	-	-
Performance Committee	8	4	-	-
Planning Committee	10	4	-	-
Regulatory Committee	8	4	-	-
Workforce Committee	Pool**	3	-	-
Local Review Body	10	3	-	-
Emergency Decision Making Forum				

**3 Members to be drawn from a Pool of members willing to serve on the Committee.

3.6 Statutory Committees

3.7 We will appoint the following statutory committees:-

3.8 Attendance Committee

3.9 The number of members and the constitution of the Attendance Committee will be set in line with Council policy, as amended from time to time. However any relevant statute will apply. Our Standing Orders do not apply to meetings of the Attendance Committee.

3.10 Education Appeals Committee

3.11 The number of members and the constitution of the Education Appeals Committee will be set in line with Council policy, as amended from time to time. However, any relevant statute will apply. Our Standing Orders do not apply to meetings of the Education Appeals Committee.

3.12 The Education Appeals Committee will be made up of three members appointed and trained by the [Senior Manager Legal & Governance](#) ~~Head of Resources and Governance~~, who will take account of their previous experience of working with young people.

3.13 All members appointed to the Education Appeals Committee will be entitled to vote on any issue those committees are discussing, whether or not they are elected members of the Council.

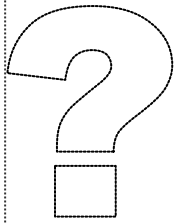
3.17 Joint committees

3.18 We may make joint arrangements with other authorities to create joint committees or other groups for carrying out our statutory and other functions in accordance with sections 56 & 57 of the 1973 Act.

3.19 Ad Hoc Committees

3.20 We may set up ad hoc Committees from time to time. The quorum of any ad hoc committee set up for a specific purpose will be at least one quarter of the members of the Council (including any appointed members but not including any co-opted members).

4.0 CO-OPTED & APPOINTED MEMBERS OF COUNCIL & COMMITTEES



Co-opted and appointed members of council and committees are members who are not councillors.

Appointed members are those individuals who are not councillors and who:

- a) sit on the Council as religious representatives
- b) are members of the Attendance Committee
- c) are members of the Education Appeals Committee

Co-opted members are those individuals who are not councillors or appointed members and who sit on Council or any of our committees.

- 4.1 Subject to sections 57 and 59 of the 1973 Act (as amended by the 1994 Act), a committee may, if we approve, include within its members co-opted members or appointed members (or both), provided at least two-thirds of the members of all committees are councillors, (with the exception of any committee that has the power to decide on education matters, where at least half of the members of the committee must be councillors). Persons we appoint to committees under this Standing Order will be appointed members, unless they are prevented from holding that office under section 59 of the 1973 Act. In this case, they will be appointed as co-opted members.

4.2 Co-opted Members & Their Rights

- 4.3 Co-opted members may:

- a) take part in the debate on issues coming before the committee of which they are members; and.
- b) question officers as provided for in standing orders

- 4.4 Co-opted members may not:

- a) move or second a motion or amendment
- b) vote on any matter, including procedural matters, coming before a standing committee
- c) arrange a substitute (ref SO 9.14)

- 4.5 Co-opted members will not receive reports or other papers, including background papers, that contain exempt information (unless the appropriate committee agrees).

4.6 Co-opted members have no rights of access to reports or other papers containing confidential information.

4.7 Appointed Members & Their Rights

4.8 Appointed members are members of committees who are not elected members of the Council and who are not co-opted members. Appointed members will have rights equal to those of elected members with the following exceptions set out in these standing orders:

- appointed members may not take part in the vote on a motion to suspend standing orders (Ref Standing Order 20.3)
- unless a religious representative, an appointed member may not arrange for a substitute (ref Standing Order 9.13)

4.9 Religious Representatives

4.10 We must appoint three religious representatives in accordance with Section 124 of the 1973 Act (inserted by Section 31 of the 1994 Act).

4.11 Religious representatives only have voting rights on matters relating to the discharge of the authority's function as education authority.

4.12 Non-Councillor Members of the Attendance Committee

4.13 All members appointed to the Attendance Committee will (despite any provision of the Standing Orders) be entitled to vote on any issue those committees are discussing, whether or not they are elected members of the Council.

4.14 Non-Councillor Members of the Education Appeals Committee

4.15 All members appointed to the Education Appeals Committee will (despite any provision of the Standing Orders) be entitled to vote on any issue those committees are discussing, whether or not they are elected members of the Council.

The following Standing Orders also relate to co-opted and appointed members of Council or Committees:



6.4 - co-opted and appointed members cannot be counted as part of the required quorum (5) for a written request for a special meeting of the Council or any committee

8.7, 8.15, 9.29, 9.30 - co-opted members must leave the room when a confidential item under section 50A(2) of the 1973 Act is discussed; this may also apply to appointed members

8.12 - the requirement for the press and public to leave the meeting if we agree that an item of business contains exempt information also applies to co-opted members but not to appointed members

9.14, 9.15 - the only co-opted or appointed members who can arrange for substitutes are religious representatives

9.17 - if a co-opted or appointed member does not go to any council or committee meetings for six months in a row, that member will no longer be a member of the council or committee unless we grant them leave of absence or we have approved their absence

9.19 - if a co-opted or appointed member is not able to go to the meeting for whatever reason, he or she may give his or her apologies either by telling the Head of Resources and Governance (before the meeting) or through another member who will give the apology at the beginning of the meeting. Only these apologies will be recorded in the minutes.

13.7, 13.13 - Co-opted members present at a meeting who do not have voting rights cannot not move or second a motion or an amendment

14.24, 14.26 - All appointed members of the Education Appeals Committee are entitled to vote on any issue those committees are discussing, whether or not they are elected members of the Council.

18.1, 18.2 in relation to questions which relate to the discharge of our functions as an education authority, appointed religious representatives may put a question that is relevant to the People Committee to the Convenor (or to the Governance Manager for an explanation on a point of law or procedure), as long as the representative has given the question in writing to the Head of Resources and Governance no later than 12 noon, seven working days before the date of the meeting.

20.3 - Appointed members may not take part in the vote on a motion to suspend standing orders

5.0 POLITICAL RESPONSIBILITIES

5.1 Some of our members will have special areas of responsibility. These are:

POSITION	COUNCIL SERVICES	POLICY AREAS
Leader of Council	Resources and Governance	Community Planning Corporate Policy and Strategy Corporate Governance Financial strategy Best value
Depute Leader of the Council	Strategy & Customer Services	Public Sector Reform Partnership Community Engagement
Spokesperson for Education		
Spokesperson for Health & Social Services		
Spokesperson for Environment & Housing		
Spokesperson for Partnership and Third Sector		
Spokesperson for Audit and Finance		
Convenor of Audit Scrutiny Committee		
Convenor of Planning Committee		

5.2 The Convenor's role in respect of Services includes:

- ensuring service performance is consistent with Council policies and procedures
- leading on service issues at a political level

The Spokesperson's role in respect of Services includes:

- monitoring service performance in accordance with Council policies and procedures
- leading on service issues at a political level

5.3 Policy forums

- 5.4 From time to time, we may set up policy forums to discuss particular issues. We will decide membership of forums. Policy forums will be chaired by an officer appointed by the Chief Executive.

6.0 COUNCIL & COMMITTEE MEETINGS - ORDINARY & SPECIAL MEETINGS

6.1 Ordinary meetings

- 6.2 Ordinary meetings will usually be held every eight or nine weeks in the Council Chamber or at such other places and on such other dates and at such other times as the Provost may set. [Meetings may also be held virtually using such technology such as video or telephone conferencing.](#)

~~6.3 Meetings of the Planning Committee will follow on from meetings of the Place Committee (with ad hoc meetings of the former committee convened as required to deal with matters which require to be considered outwith the regular cycle of meetings.~~

~~6.4 Meetings of the Regulatory Committee will follow on from meetings of the Performance Committee (with ad hoc meetings of the former committee convened as required to deal with matters which require to be considered outwith the regular cycle of meetings.~~

6.4 Special meetings

- 6.5 A special meeting may be called at any time:
- by the Provost or in the absence of the Provost, by a Depute Provost; or
 - by a written [or emailed](#) request signed [or supported](#) by at least as many councillors as represents the quorum of the Council (which is 5) or Committee of the Council (see Standing Order 3.5) and which specifies the business proposed. Appointed members and co-opted members must not be included in the quorum number;
 - the agenda for a special meeting will be limited to the items of business specified in the request for the meeting.

6.6 The agenda for a special meeting will be limited to items of business requiring a decision before the next ordinary meeting of the Council or of the relevant committee. If the [Clerk Head of Resources and Governance](#) believes that a request for a special meeting contains an item of business that does not meet this requirement, the item will be removed from the agenda. The councillors who have asked for the special meeting will be told this. They can ask for the item to be included on the agenda of the next scheduled ordinary meeting of the Council or appropriate committee.

6.7 A special meeting will be held within 10 working days from when the [Clerk Head of Resources and Governance](#) receives a valid request. This Standing Order may not be suspended.

6.8 Postponing Meetings

6.9 In agreement with the [Head of Resources and Governance](#), or the Clerk, the Provost may postpone any meeting to another day, time or place.

7.0 COUNCIL & COMMITTEE MEETINGS - NOTICE OF MEETINGS

7.1 Notice to members of the Council & Committees

7.2 Not less than five clear working days before the meeting, the [Chief Executive Head of Resources and Governance](#) will give notice of the meeting to all members of the Council or Committee in accordance with the 1973 Act (as amended).

7.3 If a member gives reasonable notice, the notice can be posted or delivered to him/her at his/her usual home address (or at any other address they inform the Head of Resources and Governance about in writing). The [Clerk Head of Resources and Governance Services](#) will decide the most efficient way to deliver the papers. The notice will contain or will come with:

- notice of the date, time and place of the meeting;
- an agenda setting out the list of items of business to be considered; and
- copies of any reports associated with the items on the agenda.

7.4 If a councillor or other committee member does not receive the notice, the meeting will still be valid (under paragraph 2(3) of schedule 7 of the 1973 Act).

7.5 All councillors will have access to all committee papers, including those containing Confidential and Exempt Information.

7.6 Notice to the press and public

- 7.7 Subject to [the provisions of the 1973 Act as amended and](#) Standing Orders 8.10 to 8.17, Council meetings will be open to the public and the press. No later than five clear working days before a council meeting, the Head of Resources and Governance must publish the time and place of the intended meeting.

- 7.8 In accordance with the 1973 Act, and subject to Standing orders 8.10 to 8.17, copies of the items set out in the notice of meeting will be ~~made available for inspection by members of the public at our offices as determined by the Head of Resources and Governance. Copies will also be~~ made available on our website (www.clacks.gov.uk).
- 7.9 The Head of Resources and Governance may decide not to give notice to the press if a meeting is to be called at short notice or if the meeting is a meeting of the Workforce Committee and the business of the Committee includes information that is exempt under paragraph 1 of schedule 7A of the 1973 Act.
- 7.10 If possible, notice will be given not less than five clear working days before the meeting (there is a shorter statutory requirement of three days). Reports containing exempt information or confidential information (as defined in Standing Orders 8.19 and 8.21) will not be made available to the press or the public. Co-opted members will not receive reports containing confidential information. The appropriate committee will decide who should receive exempt information.
- 7.11 Copies of the agenda and accompanying reports will be available for the public to see ~~at Council headquarters not less than five clear working days before the meeting (unless the meeting is called at shorter notice). If this happens, the agenda and reports will be available for the public to see as soon as is practical. We will also put copies of agendas~~ on our website (www.clacks.gov.uk).

8.0 COUNCIL & COMMITTEE MEETINGS - MEETING AGENDAS

8.1 Reports

- 8.2 Officer reports must be signed, including by electronic means by the appropriate ~~Head of Service and~~ Director. Joint service reports must be signed by all appropriate chief officers. The Clerk ~~Head of Resources and Governance~~ may, unless the appropriate officers can show good cause, refuse to admit to the agenda any report that is not signed in line with this standing order.
- 8.3 As far as appropriate, reports will be presented in the standard format, as prescribed by the Clerk ~~Head of Resources and Governance~~. Failure to follow this Standing Order will not in itself make the report invalid.
- 8.4 If a committee asks that a report is passed to a Council meeting without making a decision, the full committee report shall be annexed to the council report .

Where approval of a committee decision is being sought, the report to Council shall refer to the relevant committee and date of meeting and set out the committee decision(s) to be approved..

As far as appropriate, the report will be presented using the template report for seeking Council approval of committee decisions prescribed by the [Clerk Head of Resources and Governance](#). Failure to follow this Standing Order will not in itself make the report invalid.

- 8.5 Councillors preparing reports for us will be entitled to support from suitably qualified and experienced officers. In asking for support, Councillors will follow recommendations made by the [Clerk Head of Resources and Governance](#). Councillors will also make sure that any officer who is asked to give support is given reasonable notice of what the councillor needs.

8.6 Agenda Structure

- 8.7 The agenda for meetings will be divided into the following parts:

Part 1 Items to which members of the public and press have unrestricted access and during consideration of which the meeting will be open to the public in accordance with [1973 Act sections 50A\(1\)](#).

Part 2 Items containing Exempt Information (section 50A(4) of the 1973 Act) . This part will set out which category of Exempt Information under schedule 7A of the 1973 Act may result in the public requiring to leave the meeting during a debate on the item [or which will not be made available to the public](#).

Although an officer may have indicated that an item contains Exempt Information, we will decide if the public are to be required to leave the meeting when the item is being discussed [d or whether the public will not have access to the item. d-](#)

Part 3 Items containing Confidential Information (section 50A(2) of the 1973 Act). By law, the public and the press (including co-opted members for this purpose) must not be present when the item is being discussed.

8.8 Any councillor will have the right to have an item placed on the agenda for a meeting, if they give the [Clerk Head of Resources and Governance](#) notice in writing [including by email](#), (setting out the nature of the item) at least seven clear working days before the date of the relevant meeting

8.9 The final decision on which items will appear on the agenda rests with the [Director of Partnership & Performance](#)~~Head of Resources and Governance~~ in consultation with the Clerk.

8.10 Exempt and Confidential Information

8.11 Reports containing Exempt Information (exempt items) will be clearly marked 'Exempt' and that the report is 'Not for publication' because it contains Exempt Information within the meaning of schedule 7A of the 1973 Act. It is likely that the public will be required to leave the meeting during the debate on reports containing exempt information [or will not have access to it](#).

8.12 If any item of business being discussed at a Council meeting contains Exempt Information, we will decide if the press and public (including co-opted members but not appointed members) must leave the meeting [or not have access to it](#), while the discussion is taking place. This standing order may not be suspended.

8.13 Standing Order 8.12 will not apply to any Councillor going to a committee that he or she is not a member of. (See also SO 9.23)

8.14 Reports containing Confidential Information (confidential items) will be clearly marked 'Confidential' and that the report is 'Not for publication' because it contains confidential information within the meaning of section 50A (2) and (3) of the 1973 Act.

8.15 If any item of business being discussed at a Council meeting contains Confidential Information, the press and public (including co-opted members and in certain cases appointed members) must leave the room [or meeting, or will not have access to that item](#) while the discussion is taking place. This Standing Order may not be suspended.

8.16 Standing Order 8.15 will not apply to any councillor going to a committee that he or she is not a member of. (See also SO 9.23)

8.17 The ~~Head of Resources and Governance in consultation with the~~ Service Manager - Legal and ~~Governance~~Democracy will decide whether a report contains Exempt Information or Confidential Information. If the ~~Head of Resources and Governance in consultation with the~~ Service Manager – Legal and ~~Governance~~Democracy advises that the item of business should be admitted to Part 1 as an unrestricted item of the agenda, the item will be given unrestricted circulation. However, our right to decide at the meeting to consider the item in private will still apply.

8.18 Revealing information

8.19 We will not reveal any document (or any part of any document) marked 'Not for publication by virtue of Paragraph ... of Part 1 of schedule 7A to the Local Government (Scotland) Act 1973' to the press or public unless and until the document has been made available to the public or the press under section 50A of the 1973 Act.

8.20 Information on any part of the proceedings of the Council which the public have not been allowed to see may not be revealed to the public unless and until we have authorised it or the information has been made available to the public or the press under section 50A of the 1973 Act. Co-opted members will only receive the information if the committee has agreed that they can have access to Exempt Information.

8.21 We will not reveal Confidential Information within the meaning of section 50A(3) of the 1973 Act contained in any background documents to the press or public (which for this purpose includes co-opted members) .

8.22 Without affecting the Councillors' Code of Conduct and standing orders no councillor will use or reveal to any person any Confidential or Exempt Information that comes to his or her knowledge through his or her office as a councillor.

9.0 COUNCIL & COMMITTEE MEETINGS - GENERAL OPERATION

9.1 Chairing Meetings

9.2 The Provost, if present or available ~~at~~, will chair council meetings. If the Provost is not present or available, the Depute Provost will chair the meeting. If neither the Provost nor the Depute is present or available, the councillors present or in attendance will decide who will chair the meeting. The Standing Orders relating to the Provost will apply to the Depute Provost or to any member chairing a meeting of the Council.

9.3 The Convenor, if present, will chair committee meetings. If the Convenor is not present, the Vice Convenor will chair the meeting. If neither the Convenor nor the Vice Convenor is present, the members present who are eligible to vote will decide who will chair the meeting. The Standing Orders relating to the Provost will apply to any member chairing a meeting of a committee.

9.4 Quorum

9.5 The quorum is the minimum number of people who must be present before the council meeting can take place and make valid decisions.

9.6 No business will be carried out at a meeting unless a quorum of councillors is present. Quorums are as follows:

	Quorum
Council	5*
Scrutiny Committee	4
People Committee	4
Place Committee	4
Performance Committee	4
Planning Committee	4
Regulatory Committee	4
Workforce Committee	3
Local Review Body	3

* Paragraph 4(1) of Schedule 7 of the 1973 Act

9.7 If 10 minutes after the time appointed for a meeting the quorum has not been met, the Provost, Convenor or person chairing the meeting will postpone the meeting. The minutes of the meeting will record that no business was carried out due to the lack of a quorum.

9.8 If at any time during a meeting a question arises on the presence of a quorum, the Provost, Convenor or person chairing the meeting will (after allowing an interval of five minutes) arrange for the Councillors present to be counted. If a quorum of Councillors is not present, those agenda items which are unresolved will be postponed to a future meeting at a time and date that the Provost, Convenor or person chairing the meeting decides. Notice of the rescheduled time and date may be given immediately or at a later date in line with Standing Order 7.2.

9.9 Decisions taken during that part of the meeting where there was a quorum present are valid.

9.10 Attendance at meetings

9.11 The names of the members (including co-opted members) present at each meeting and the names of those members (including co-opted members) who have sent an apology for not attending will be recorded in the minutes of the meeting.

9.12 Substitutes

9.13 If a Councillor cannot come to a meeting, he or she may arrange for any Councillor who has not already agreed to act as substitute for another Councillor to go to the meeting as his or her substitute. Councillors going to meetings as substitutes must tell the Clerk before the meeting starts. Details of the substitutions will be recorded in the minutes of the meeting. A Councillor (whether or not acting as a substitute) may not be replaced during a meeting. ('Meeting' includes any part of a meeting that has been postponed.)

9.14 If a religious representative who has been appointed under section 124 of the 1973 Act (as amended by section 31(4) of the 1994 Act), cannot come to a meeting, he or she may arrange for another person representing one of the 3 statutorily prescribed designations to go to the meeting as his or her substitute. Persons going to meetings as substitutes for religious representatives must tell the Clerk before the meeting starts. Details of the substitutions will be recorded in the minutes of the meeting. A religious representative (whether or not acting as a substitute) may not be replaced during a committee meeting. ('Meeting' includes any part of a meeting that has been postponed.)

9.15 No other co-opted or appointed member can arrange a substitute.

9.16 Failure to Attend Meetings

9.17 If a councillor does not attend any council meetings (which includes meetings of committees, sub-committees, joint committees, joint boards or other bodies carrying out any Council function and representing the Council at a meeting of any body of persons) for six months in a row, the councillor will no longer be a member of the Council, unless we grant them leave of absence or we have approved their reasons.

However, by virtue of section 35(3) of the 1973 Act members of the armed forces or civil service shall not cease to be councillors due to failure to attend a meeting for six months in a row as a result of employment on military service during war or an emergency. This provision applies to co-opted and appointed members.

9.18 If a Councillor does not attend any meetings of an external body to which he or she has been appointed by the Council for 12 months in a row and no substitute has attended in his/her place, the Councillor will no longer be a member of the external body unless we grant him/her leave of absence or if we have approved their reasons.

9.19 If a member of the Council (including co-opted and appointed members) is not able to go to a meeting for whatever reason, he or she may give his or her apologies either by telling the Head of Resources and Governance before the meeting or through another member who will give the apology at the beginning of the meeting. Only these apologies will be recorded in the minutes.

9.20 Councillors' Attendance At Committees They Are Not Members Of

9.21 Councillors (but not co-opted or appointed members) have the right to go to all, [or virtually attend](#), meetings of council committees even if they are not members of the committee. Councillors do not have the right to speak at any committee they are not a member of unless the matter being discussed concerns his or her ward and no other ward.

9.22 If any issue we are considering affects, or is likely to affect, constituency interests in more than one council ward, this right will not apply.

9.23 The person chairing the meeting will decide whether a Councillor has the right to contribute to the proceedings under standing order 9.21 and will give reasons for his/her decision which shall be recorded in the minute.

9.24 Any Councillor using this right will only speak on the matter in question and may speak for no more than 5 minutes unless the Convenor determines otherwise.

9.25 Any Councillors attending a committee they are not members of can remain in the room during discussion of Exempt or Confidential items of business.

9.26 Public Attendance At Meetings

9.27 [Subject to the provisions of the 1973 Act](#), Members of the public may attend meetings as observers.

9.28 The taking of photographs, use of mobile phones or music players, and audio or video recordings [by Members of the Public](#) are not permitted during meetings unless with the express permission of the Provost.
[Meetings may be recorded by the Clerk.](#)

9.29 If any item of business being discussed at a council meeting contains Exempt Information we will decide if the press and public (which for this purpose includes co-opted members but not appointed members) must leave the room [or meeting, or not have access to the item](#) while the discussion is taking place. This Standing Order may not be suspended. (see SO 8.12)

9.30 If any item of business being discussed at a council meeting contains Confidential Information, the press and public (which for this purpose includes co-opted members and in certain cases appointed members) must leave the room [or meeting, or not have access to the item](#) while the discussion is taking place. This Standing Order may not be suspended. (see SO 8.15)

9.31 If there is any misbehaviour, we have the right to ask members of the public to leave [or to remove them from the meeting](#).

9.32 We may exclude people from a meeting or require that they leave if their presence or behaviour is causing, or is likely to cause, a disturbance. The Provost may issue a warning to any person creating a disturbance or may order that person to be removed from the meeting.

9.33 If there is a general disturbance during any part of the meeting open to the public, the Provost may order the meeting to be cleared.

10.0 COUNCIL & COMMITTEE MEETINGS - CONDUCT

10.1 Powers & Duties of the Provost (applies to Convenors)

- 10.2 It is the duty of the Provost to make sure that standing orders are followed and to make sure that all members receive a fair hearing.
- 10.3 When the Provost begins to speak, other members must stop speaking.
- 10.4 The Provost will decide the order in which members may speak.

- 10.5 The decision of the Provost on all questions of procedure, order, competency, relevancy arising from standing orders will usually be final. If the Provost's decision is challenged, he or she will explain the reasons for the decision. The reasons will be recorded in the Minute of the Meeting. The decision may be put to a vote but can only be overturned or amended if it is agreed by a majority of the members present at the meeting who are eligible to vote.
- 10.6 The Provost may determine all questions of procedure where no specific provision is made under these Standing Orders. If the Provost's decision is challenged, he or she will explain the reasons for the decision. The reasons will be recorded in the Minute of the Meeting. The decision may be put to a vote but can only be overturned or amended if it is agreed by a majority of the members present at the meeting who are eligible to vote.
- 10.7 Points of order**
- 10.8 A point of order is a verbal objection made to the Provost, saying that a statement or proposed procedure or action at the meeting may be breaking the law or standing orders. The term 'point of order' does not include the arguments, the principles or the political views expressed in debate, or relate to how true, valid or accurate any statement made in the course of debate is. A difference of opinion is not a point of order.
- 10.9 Any member (voting or non-voting) may raise a point of order arising at any point in the meeting, but must clearly tell the meeting on what basis a standing order or any law has been, or is about to be, broken.
- 10.10 A member who is addressing the meeting when a point of order is raised will stop until the clerk has explained whether or not the point raised is a point of order.
- 10.11 If the point is confirmed by the clerk as a point of order, the Provost will decide how the point of order should be dealt with. If the point is not confirmed to be a point of order, it will not be accepted and the discussion will continue.

10.12 The Interests of Councillors in Contracts and Other Matters



A personal interest is an interest that must be registered or declared by a councillor under the Councillors' Code of Conduct. This includes non-financial interests that members of the public might reasonably think could influence the actions, speeches or votes of a councillor. A personal interest will also exist where a decision of the Council or of a committee of the Council will affect:

- a councillor, their partner, relative or close friends; or
- the organisation employing any of these people.

10.13 Any Councillor who has a personal interest in a matter arising at a meeting must take account of the Councillors' Code of Conduct before deciding whether or not he or she should take part in any discussion on the matter. He or she must seek the advice of the Head of Resources and Governance in consultation with the Governance Manager, where appropriate, on the terms of the Code and how it may affect the behaviour of any councillor in particular circumstances.

10.14 Formally registering a personal interest does not mean that a Councillor no longer needs to declare the interest if it is relevant to the business of the Council or a committee of the Council.

10.15 A Councillor must leave any Council meeting when a matter in which he/she has a personal interest is being considered.

10.16 The interests of employees in contracts and other matters

10.17 In addition to any duty under section 68 of the 1973 Act, if any employee of the Council knows that he or she has a financial interest in any contract that we have entered into (or propose to enter into), or in some other matter that we are to consider, and which (in either case) is not:

- a personal contract of employment with us; or
- the tenancy of a house we have provided;

he or she will give notice of the interest in writing to the Head of Resources and Governance.

10.18 Under this standing order, if a member of staff has a financial interest in a contract or other matter that is due to be considered at a meeting of the Council at which he or she is present, he or she must reveal the interest in accordance with section 39 of the 1973 Act.

10.19 Behaviour

10.20 If the Provost determines that any member at any meeting is behaving or has behaved improperly or offensively, or is deliberately obstructing our business, the Provost may take any or all of the following courses of action:

- Ask the member to stop speaking during the rest of the debate on the matter under discussion.
- Ask for a vote on the proposal that the member is not allowed to contribute to the rest of the meeting. The motion does not need to be seconded and will be put to the vote without being discussed beforehand. If the motion is carried by a simple majority of those voting, the member named will not speak for the rest of that meeting. Although it may not have been seconded, the motion will be recorded in the minutes.
- Move that the member should leave the meeting. This motion does not need to be seconded and will be put to a vote without being discussed beforehand. If the motion is carried by a simple majority of those voting, the member named must immediately leave the meeting. Although it may not have been seconded, the motion will be recorded in the minutes.
- Postpone the meeting for a period of time that he or she considers to be appropriate.

10.21 Members are required to behaviour courteously at all times during meetings and to treat members and officers with respect.

10.22 Adjournments & Breaks

10.23 The Provost may adjourn a meeting at any time for any reason. He/she shall state the reason for the adjournment which shall be recorded in the minute. An adjournment will last not longer than 15 minutes.

10.24 Subject to the Provost's effective management of the meeting, there may be a 10 minute break after approximately every two hours of sitting.

10.25 Subject to the Provost's effective management of the meeting, there may be a 30 minute meal break after approximately three hours of sitting.

11.0 COUNCIL & COMMITTEE MEETINGS - ORDER OF BUSINESS

11.1 Order of Business

11.2 The Provost may make a statement at the start of a meeting on any matter of civic importance. There will be no debate on such matters.

11.3 Discussion at ordinary meetings of the Council will usually take place in the following order.

- Roll call – The [Clerk-Head of Resources and Governance](#) will arrange for the names of members present at the meeting to be recorded
- Recording apologies and notice of substitutions
- Declarations of interest
- The order of business
- Minutes of the previous meeting or meetings of the Council
- List of Committee meetings convened since the previous Council meeting
- Leader of the Council's Report on key issues and activities
- Committee Recommendations referred to Council for approval
- Any questions to the Provost (if the order of business set out in the agenda includes questions to the Provost, the Provost may decide at which stage of the meeting he or she will take the questions)
- Reports and other items of business that do not contain exempt or confidential information
- Motions (formal proposals for items to be discussed) from members
- Items containing exempt information where we decide the press and public can attend
- Items containing exempt information where we decide the press and public cannot attend
- Items containing confidential information.

11.4 The order of business may be rearranged by the Provost or if we agree on the motion of any councillor.

11.5 Urgent business

11.6 No business, other than that set out on the agenda, will be carried out unless the Provost decides that due to special circumstances the item should be discussed as a matter of urgency (see section 50B(4)(a) and (b) of the 1973 Act).

- 11.7 If the Provost decides that an item of business may be discussed as a matter of urgency under Standing Order 11.6, he or she will give his or her reasons for the decision before the item is discussed. The reasons will be recorded in the minutes of the meeting (see section 50B(4)(a) and (b) of the 1973 Act).

12.0 COUNCIL & COMMITTEE MEETINGS - INTRODUCING REPORTS

- 12.1 The Provost will direct that reports to the Council must be introduced, without interruption where appropriate, by the officer presenting the report.
- 12.2 The Provost will then give members the opportunity to ask relevant questions of, and request explanations or more information from that officer or any other officer at the meeting who holds relevant information, or to ask relevant questions where appropriate of the Leader of the Council or a Spokesperson.
- 12.3 During this period of questions and explanation, members must not make statements. The point a member wishes to raise must be framed as a question. A motion or an amendment cannot be moved at this stage
- 12.4 When, in the opinion of the Provost, members have had a reasonable opportunity to ask questions and request explanations or more information, the Provost will advise that the Council may now discuss the matter.

13.0 COUNCIL & COMMITTEE MEETINGS - DISCUSSION & DEBATE RULES

- 13.1 The Provost will decide the order in which members will speak during the debate.

- 13.2 Members will address the meeting through the Provost.

13.3 Motions

- 13.4 Motions for approval of a report will be treated as the original motion. Any motion proposing to alter a report will be dealt with as an amendment.

- 13.5 Motions must be set out in writing, [including electronically](#), before they can be debated or put to a vote.

- 13.6 Motions must be moved and seconded before they can be debated or put to a vote.

13.7 Persons (such as co-opted members) who do not have voting rights may not move or second a motion.

13.8 Amendments

13.9 An amendment may not be moved or discussed until the original report has been moved and seconded.

13.10 Amendments must relate to the motion by seeking to vary the terms of the motion or make an addition to the motion which bears direct relevance to the terms of the motion.

An amendment which contains an expenditure proposal must identify a budget from which the expenditure can be met.

13.11 Amendments should normally be set out in writing [or electronically](#) before they can be debated or put to a vote.

Except in exceptional circumstances, amendments should be submitted to the Clerk by noon on the day prior to the meeting. Amendments will be collated by the Clerk and circulated to members [by email](#) as soon as possible after receipt and in any case in advance of the meeting.

At the meeting, amendments will be taken in the order in which they have been submitted to the Clerk.

13.12 The Provost may rule out of order any amendment he or she considers irrelevant or substantially similar to the motion or to any previous amendment.

13.13 Amendments must be moved and seconded before they can be debated or put to a vote.

13.14 Persons (such as co-opted members) who do not have voting rights may not move or second an amendment.

13.15 Only one amendment may be debated at the one time.

13.16 Notice of any second or subsequent amendment must be given before the end of the debate on the amendment currently being discussed. If notice is not given at the right time, any subsequent amendments will not be accepted.

It shall be competent for the mover of a motion, with the consent of the member seconding the motion, to accept an amendment to that motion

13.17 Speaking On A Motion Or Amendment

13.18 A member moving or seconding a motion or an amendment or using a right of reply may speak for no more than 10 minutes, unless they have the permission of the Provost.

13.19 Other members taking part in the discussion will speak for no more than five minutes unless they have the permission of the Provost.

13.20 A member who has spoken on a motion will not speak again during the debate on the motion unless :

- the Provost gives him/her permission;
- he or she wishes to comment on a motion which has been amended since he/she spoke;
- the proposer of the motion uses the right of reply at the end of the debate. The right of reply will be limited to answering matters raised in debate; or
- by making a point of order (which will be dealt with in accordance with Standing Order 10.8-10.11).

13.21 The mover of an amendment has no right of reply.

13.22 Withdrawing a Motion or Amendment

13.23 Once a motion or amendment has been moved and seconded, it can be withdrawn only by a decision of the majority of members present and entitled to vote.

13.24 Putting A Motion (or Motion as Amended) To Council

13.25 The Provost will put the motion to the Council after the mover of a motion (or motion as amended) has used the right to reply, or has declined to exercise the right of reply. No other member will speak on the motion.

The Provost will put the motion to the Council without giving the mover a right of reply when the motion has not been debated.

14.0 COUNCIL & COMMITTEE MEETINGS - VOTING

Co-opted members may not vote on any matter, including procedural matters, unless they are sitting on either the Education Appeals Committee or the Complaints Review Committee (Social Services) (ref SOs 4.4, 4.13, 4.15)



Appointed members may not take part in the vote on a motion to suspend standing orders (Ref Standing Order 20.3)

Members who have withdrawn from the meeting due to a personal interest may not vote on the item concerned (ref Standing Order 10.15)

Councillors attending committees they are not members of cannot vote even if they can speak 9.21

The Provost (or Chair) will not have a casting vote in relation to the filling of posts held by councillors and other representatives and in the appointment of employees (ref Standing Order 14.17, 14.22).

General

- 14.1 Unless otherwise provided by law or standing orders, every question coming to or arising at a council meeting will be decided by a simple majority of the members who are present and eligible to vote on a show of hands [or using the appropriate method of voting if the meeting is held using video conferencing.](#)
- 14.2 After the Provost or Convenor has announced that any matter is to be put to the vote, the Clerk will (if any member asks) explain that matter. The Provost will then start to take the vote. No member will interrupt the proceedings until the result of the vote is announced.
- 14.3 The Provost will ask firstly for votes on any amendment and then for votes on the motion or motion as amended. The Provost will confirm the outcome of the vote with the Clerk and announce the result of the vote.
- 14.4 Unless the law or standing orders provide otherwise, the Provost will have a 'casting vote'. He or she may exercise the casting vote if there is an equal number of votes for or against any motion or amendment.
- 14.5 When a motion and an amendment are before the meeting and notice has been given of one or more further amendments, the amendments and voting will be in the order in which notice was given.
- 14.6 If an amendment is defeated, other amendments (of which previous notice has been given) may be moved. If any amendment is moved and seconded, voting will proceed in accordance with standing orders.

14.7 Roll Call Vote

14.8 Any member (whether or not eligible to vote) can ask for a roll-call vote on any matter which is to be put to a vote.

14.9 If a vote is taken by roll call, the names of those members voting for or against the motion or amendment will be included as part of the minutes of the meeting.

14.10 Recording Votes In The Minutes

14.11 A member may ask that the minutes of the meeting record a note of his or her vote for or against any motion or amendment.

14.12 The minutes of the meeting will record the vote, including any abstentions (when someone has decided not to vote).

14.13 A member may ask that the minutes of the meeting record a note of his or her disagreement with a decision of the meeting.

14.14 Filling Posts Or Offices Held By Councillors & Other Representatives

14.15 If the number of councillors or other persons nominated to be appointed to any office or position to be filled by the Council is higher than the number of vacancies, there will be a vote (or votes). Each councillor will be entitled to vote for as many candidates as there are vacancies, but will not vote for more than one candidate for any single vacancy.

14.16 The names of all those nominated will be put to the meeting in alphabetical order of surname.

14.17 If only one vacancy needs to be filled and a candidate has an absolute majority (more than 50%) of the votes cast, the candidate will be declared to be appointed. If there is no absolute majority, the name of the candidate having the fewest votes will be taken off the list. This process will continue until a candidate has an absolute majority of votes cast (if there is only one vacancy) or until the number of candidates left equals the number of vacancies (if there is more than one vacancy). The candidate or candidates will then be declared or appointed.

14.18 If a vote involves more than two candidates having the fewest votes (and the same number of votes), another vote will take place to decide which candidate will be taken off the list. If the candidates with the fewest votes still have the same number of votes, the candidate to be taken off the list will be decided by drawing lots.

14.19 If only one vacancy needs to be filled and there are two candidates with an equal number of votes, the appointment will be decided by drawing lots.

14.20 Standing orders 14.15 to 14.19 do not apply to appointing officers (ref SO 14.22)

14.21 Appointing Officers

14.22 Where there are more than two candidates for any appointment and none gets an absolute majority of votes, the candidate having the fewest votes will not be considered further. Voting will continue until there is an absolute majority of the councillors, present and voting at the meeting, in favour of any candidate.

14.23 Non-Councillor Representatives On The Attendance Committee

14.24 All members appointed to the Attendance Committee will (despite any provision of the Standing Orders) be entitled to vote on any issue those committees are discussing, whether or not they are elected members of the Council.

14.25 Non-Councillor Representatives On The Education Appeals Committee

14.26 All members appointed to the Education Appeals Committee will (despite any provision of the Standing Orders) be entitled to vote on any issue this committee is discussing, whether or not they are elected members of the Council.

14.27 Non-Councillor Representatives On the Complaints Review Committee (Social Services)

14.28 All members appointed to the Complaints Review Committee (Social Services) will (despite any provision of the Standing Orders) be entitled to vote on any issue this committee is discussing, whether or not they are elected members of the Council.

15.0 COUNCIL & COMMITTEE MEETINGS - PROCEDURAL MOTIONS

- 15.1 The procedural motions specified below will be allowed during the discussion of another motion or at such appropriate point as the Provost shall determine. A procedural motion can only proceed with the consent of the Provost. He/she shall state reasons for his/her decision which shall be recorded in the minute and which shall be open to challenge in terms of SO 10.5
- 15.2 When a procedural motion has been moved and seconded, it will be put to the vote without being discussed beforehand. Co-opted members may not move or second a procedural motion. The result of the vote will be recorded in the minutes of the meeting.
- 15.3 If a procedural motion is defeated, a similar motion will not be accepted until two additional members who want to speak on the motion or amendment under debate, and who have not already done so, have been allowed to speak.
- 15.4 **That we Move to the Next Item Of Business**
- 15.5 We may decide if the Provost agrees, to move to the next item of business in accordance with Standing Order 15.2.
- 15.6 **That The Matter Is Put To The Vote**
- 15.7 The Provost may refuse to accept this motion if he or she believes that the matter before the meeting has not been discussed in enough detail.
- 15.8 If the Provost accepts the motion, it will be immediately voted on in accordance with Standing Order 15.2.
- 15.9 If the motion is carried, the mover of the substantive motion may use the right of reply and the matter will be put to the vote immediately thereafter.
- 15.10 **That the debate should be postponed**
- 15.11 If the Provost thinks that the matter before the meeting has been sufficiently discussed, he or she may refuse the motion and put before Council the motion 'that the matter is put to the vote'.

15.12 If the Provost's motion 'that the matter is put to the vote' is not seconded or is defeated, he/she will put the motion 'that the debate should be postponed' to the vote provided it has been seconded. If that motion is carried, the continued debate on the matter will be postponed to the next ordinary meeting of Council.

15.13 To continue an item of business

15.14 We may continue the discussion on any item of business to another day, time or place in accordance with Standing order 15.12.

15.15 If the motion 'to continue an item of business' is carried, the original substantive motion will be carried over to the next meeting of the Council.

15.16 That the meeting should be postponed

15.17 We may postpone a meeting in accordance with Standing Order 15.12.

16.0 COUNCIL & COMMITTEE MEETINGS - NOTICES OF MOTION INTENDED FOR CONSIDERATION AT THE NEXT MEETING

16.1 A notice of motion will be in writing and will be signed by the member presenting it or will be presented by email and contain an electronic signature.

16.2 Notice must be delivered to the Clerk Head of Resources and Governance at his or her office, or email address no later than seven clear working days before the date of the next meeting of the Council. If this deadline is missed, the motion will not be included in the agenda.

16.3 Every motion must be relevant to matters within our powers and duties or involve an issue that will affect, or is of interest to the people of Clackmannanshire.

The Clerk Head of Resources and Governance in consultation with the Governance Manager may refuse to accept any notice of motion which (due to any enactment, rule of law or any provision of these standing orders), should not be considered. In these circumstances, the Clerk Head of Resources and Governance in consultation with the Governance Manager will (within two working days of receiving the notice of motion) tell the member putting forward the motion of this decision and, if asked to do so, will set out reasons in writing or by email.

- 16.4 Motions may not contain offensive or abusive language and may not contain argument. The ~~Clerk Head of Resources and Governance in consultation with the Governance Manager~~ may refuse to accept any motion that fails to meet these requirements.
- 16.5 The ~~Clerk Head of Resources and Governance~~ will include (in the order in which he or she received them) on the agenda for the next meeting motions of which valid notice has been given and which have been accepted in terms of Standing Orders 16.3 and 16.4. He or she will record the date and time of receiving the notice on the original notice.
- 16.6 If the ~~Clerk Head of Resources and Governance~~ considers that, after having consulted the Provost, more than one motion deals with the same subject matter, only the motion lodged first will be included on the agenda.
- 16.7 A motion may only be considered by a committee if it is within the powers of the committee to decide on the motion.
- 16.8 If a councillor has had a motion accepted on to the agenda of any meeting, we may still consider the motion even if the councillor is not present. Before we can consider the motion and vote on it, it must be moved and seconded by members present at the meeting. If this fails to happen, the motion will be dropped from the agenda and cannot be raised again except as a new motion at a future meeting of the Council.

17.0 COUNCIL & COMMITTEE MEETINGS - WITHDRAWING PREVIOUS DECISIONS

- 17.1 No motion that tries to alter or withdraw a council or committee decision (or has that effect) will be considered or passed for at least six months from the date of the original decision, unless:
- the Provost is satisfied that circumstances have changed in a relevant way . The Provost shall give his or her reasons for determining that circumstances have changed in a relevant way which shall be recorded in the minute.
 - the notice of the meeting indicates that the decision may be withdrawn or altered (this information does not need to be specifically highlighted if the withdrawal or alteration is set out in the terms of a report or of any committee minute put forward to us); or
 - a decision is required by law.

18.0 COUNCIL & COMMITTEE MEETINGS - QUESTIONS TO THE PROVOST

- 18.1 Any councillor may put a question that is relevant to the business of the Council to the Provost (or to the [Clerk Governance Manager](#) for an explanation on a point of law or procedure), provided the member has given the question in writing [or by email](#) to the [Clerk Head of Resources and Governance](#) no later than 12 noon, seven working days before the date of the meeting.
- 18.2 Standing Order 18.1 will also apply to religious representatives we have appointed in relation to questions which relate to the discharge of our functions as an education authority.
- 18.3 If there is any doubt or dispute, the Provost will decide whether the question is to be answered verbally or in writing.
- 18.4 Questions, and any written answers, will be reproduced and numbered in the order in which they have been received and will be made available to members at the beginning of the meeting.
- 18.5 If the Provost decides that a question is out of order, the question will not be answered. The Provost will give reasons for his/her decision. The reasons will be recorded in the minute of the meeting.
- 18.6 The councillor who asked the original question may ask two supporting questions to make the answers clearer. The Provost will decide whether the supporting questions will be answered verbally or in writing.
- 18.7 The Provost may decide to refer the question to the appropriate spokesperson, to the Leader of the Council, or to an officer of the Council.
- 18.8 Questions and answers will be recorded in the minutes.
- 18.9 'Written questions' will include a series of written questions asked by one or more members that deal with one or more subjects which, in the opinion of the Provost, are so closely related that they should be treated as one subject.
- 18.10 Questions to the Provost may not be opened up to general debate.

19.0 COUNCIL & COMMITTEE MEETINGS - QUESTIONS TO CONVENORS

- 19.1 Any member of a committee may put a question that is relevant to the business of that committee and not arising from any agenda item to the Convenor (or to the Governance Manager for an explanation on a point of law or procedure), as long as the member has given the question in writing to the Head of Service no later than 12 noon seven working days before the date of the meeting.
- 19.2 Questions to Convenors will only be answered in writing and copies of answers will be produced at the following committee meeting.
- 19.3 No supporting questions will be allowed.
- 19.4 Questions, and any written answers, will be reproduced and numbered in the order in which they have been received and will be made available to members at the beginning of the meeting.
- 19.5 If the Convenor decides that a question is out of order, the question will not be answered. The Convenor shall give reasons for his/her decision. The reasons will be recorded in the minute of the meeting.
- 19.6 'Written questions' will include a series of written questions asked by one or more members that deal with one or more subjects which, in the opinion of the Convenor, are so closely related that they should be treated as one subject.
- 19.7 Questions to the Convenor may not be opened up to general debate.
- 19.8 No supporting questions will be allowed in the case of questions to committee Convenors.
- 19.9 A question may only be put to the Convenor of a committee if the subject matter of the question is relevant to the committee's remit.
- 19.10 A Convenor of a Committee may be requested to attend Scrutiny Committee to answer questions on matters relevant to that committee's remit which are under consideration by Scrutiny Committee. The committee Convenor will be given as much notice as is reasonably practicable of the requirement to attend and the issue to be discussed.

20.0 SUSPENDING & AMENDING STANDING ORDERS

20.1 Suspending Standing Orders

20.2 Subject to the provisions of these Standing Orders, Standing Orders may be suspended at any meeting of the Council or a Committee by a motion passed by a majority of at least two thirds of the votes of councillors present and eligible to vote at the meeting.

20.3 Appointed members may not take part in the vote on a motion to suspend standing orders.

20.4 Committees cannot suspend our financial regulations or contract standing orders.

20.5 Standing Orders 20.2.to 20.4 cannot be suspended.

The following Standing Orders already referred to also cannot be suspended:

6.7 A special meeting will be held within 10 working days from when the Head of Resources and Governance receives a valid request.



8.12 If any item of business being discussed at a council meeting contains exempt information, we will decide if the press and public must leave the room while the discussion is taking place. This standing order will apply to co-opted representatives but not appointed representatives.

8.15 If any item of business being discussed at a council meeting contains confidential information, the press and public must leave the room while the discussion is taking place. This will apply to co-opted representatives and may apply to appointed members.

20.6 Amending Standing Orders

20.7 Standing orders can only be changed or abolished when notice has been given at a meeting of the Council that proposals to amend standing orders will be brought before the next meeting and regardless of circumstances must appear as an item on the agenda of that meeting.

21.0 COUNCIL & COMMITTEE MEETINGS - MINUTES OF MEETINGS

- 21.1 Minutes of council meetings will be prepared ~~by the Head of Strategy and Customer Services~~ and, issued to members of the Council no later than five clear working days before the next ordinary meeting of the Council with the items listed in SO 7.3. The minutes will record decisions only. Members do not have the right to have matters noted in the minute other than as provided for in these Standing Orders. The minutes will be submitted for approval, corrected if necessary and when agreed to be a true record of the proceedings of the meeting they relate to signed by the Provost.
- 21.2 No discussion or amendment will be accepted on minutes of a previous meeting, other than an objection that they are not a correct record. Any objection for this reason will, if not agreed, result in an amendment to a motion approving the minutes or part of the minutes.
- 21.3 A voting member who was not present at the meeting that the minutes refer to may ask that the minutes of the current meeting record their disagreement with a decision recorded in the minutes of the earlier meeting.

The following matters referred to in the following Standing Orders will also be included in the minutes of Council and Committee meetings:



- 9.11 The names of the members present at each meeting will be recorded in the minutes of the meeting, as well as the names of those members who have sent an apology for not attending and any substitutes attending.
- 9.13
- 9.14
- 11.7 If the Provost decides that an item of business may be discussed as a matter of urgency under Standing Order 11.6, he or she will give his or her reasons for the decision. These reasons will then be recorded in the minutes of the meeting
- 14.9 If a vote is taken by roll call, the names of those members voting for or against the motion or amendment will be included as part of the minutes of the meeting.
- 14.11 A member may ask that the minutes of the meeting record a note of his or her vote for or against any motion.
- 14.12 The minutes of the meeting will record the vote, including any abstentions (when someone has decided not to vote)
- 14.13 A member may ask that the minutes of the meeting record a note of his or her disagreement with a decision of the meeting.
- 15.2 The outcome of a vote on procedural motions will be recorded in the minute.
- 18.8 Questions and answers to the Provost will be recorded in the minute.

22.0 DELEGATION

22.1 Delegation arrangements

22.2 We may make a scheme of delegation to committees and officers to carry out our functions. The scheme of delegation will form part of and be read with these standing orders.

22.3 Delegation to committees and officers

22.4 If the law and these standing orders allow, we will delegate our functions, services, activities or other matters (whether under statute or otherwise) to relevant committees and officers but only insofar as permitted within our Scheme of Delegation.

22.5 We may vary, add to, withdraw or restrict any reference to delegation to any committee or officer, or by specific authority refer any function to any committee or officer. Despite the terms of standing order 22.2, any single matter may be referred to a committee or officer as a specific authority by a simple majority of members present and eligible to vote.

22.6 Any arrangement contained in or made under the scheme of delegation for a committee or officer to carry out a function will not prevent us or the relevant committee from carrying out that function. To avoid any doubt, we or the committee may not act on any matter so as to overrule a decision taken by a committee or officer under delegated powers where action in carrying out that decision has already been taken (as that would be against the law).

23.0 DEEDS & OUR COMMON SEAL

23.1 Under the 1973 Act and the Requirements of Writing (Scotland) Act 1995, deeds that we have to sign and seal will be sealed with our common seal and signed on our behalf by the Chief Executive or the Governance Manager (or any other proper officer who has been authorised by either of them).

23.2 The [Senior Manager Legal & Governance](#) ~~Governance Manager~~ will be responsible for keeping safe and using our common seal.

Appendix 2

Programme of Council and Committee Meetings 2020 – 2021							
Meeting	Time/Day	Cycle 1	Cycle 2	Cycle 3	Cycle 4	Cycle 5	
Clackmannanshire Council	9.30 am Thursday	20 August 2020	22 October 2020	17 December 2020	11 February 2021 4 March 2021 <i>(Budget)</i>	22 April 2021 24 June 2021 <i>(inc. Draft Accounts)</i>	
Partnership and Performance Committee	9.30 am Thursday		29 October 2020	14 January 2021	11 March 2021	13 May 2021	
Place Committee	9.30 am Thursday		5 November 2020	21 January 2021	18 March 2021	20 May 2021	
Planning Committee	1.00 pm Thursday	As required	5 November 2020	21 January 2021	18 March 2021	20 May 2021	
People Committee	9.30 am Thursday		19 November 2020	28 January 2021	25 March 2021	27 May 2021	
Regulatory Committee	1.00 pm Thursday	As required	19 November 2020	28 January 2021	25 March 2021	27 May 2021	
Audit Committee	9.30 am Thursday		3 December 2020	4 February 2021	29 April 2021	17 June 2021	
Licensing Board	9.30 am Tuesday	As required	10 November 2020 8 December 2020	19 January 2021 23 February 2021	23 March 2021 27 April 2021	25 May 2021 29 June 2021	
Education Appeals Committee	9.30 am Tuesday					11 May 2021 1 June 2021 8 June 2021	

Report to Clackmannanshire Council

Date of Meeting: 25 June 2020

Subject: Member Appointments

Report by: Senior Manager, Legal & Governance

1.0 Purpose

- 1.1. This report seeks Council approval for some changes to the spokesperson roles held by the Administration and some changes to committee membership.

2.0 Recommendations

- 2.1. It is recommended that Council approves
- 2.2. The appointment of Councillor Craig Holden as the spokesperson for Housing and the Environment and convenor of the Place Committee
- 2.3. That Councillor Jane McTaggart is no longer a member of the People Committee
- 2.4. That Councillor Les Sharp is no longer a member of the Place Committee
- 2.5. That Councillor Jane McTaggart is appointed as a member of the Place Committee
- 2.6. The appointment of Councillor McTaggart as vice convenor of the Place Committee, replacing Councillor Donald Balsillie as vice convenor
- 2.7. That Councillor Les Sharp is appointed as a member of the People Committee
- 2.8. The appointment of Councillor Les Sharp as vice convenor of the People Committee, replacing Councillor Jane McTaggart as the vice convenor
- 2.9. The appointment of Councillor Donald Balsillie as vice convenor of the Partnership and Performance Committee, replacing Councillor Les Sharp as vice convenor

3.0 Considerations

- 3.1. This paper sets out some changes to the spokespeople and convenor and vice convenor roles in relation to the Administration group.

4.0 Sustainability Implications

- 4.1. None

5.0 Resource Implications

5.1. *Financial Details*

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

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

5.4. *Staffing*

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 x

10.0 Appendices

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



11.0 Background Papers

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

Author(s)

NAME	DESIGNATION	TEL NO / EXTENSION
Lindsay Thomson	Senior Manager Legal & Governance	2084

Approved by

NAME	DESIGNATION	SIGNATURE
Lindsay Thomson	Monitoring Officer	
Stuart Crickmar	Acting Chief Executive	

Report to: Clackmannanshire Council

Date of Meeting: 25 June 2020

Subject: Respond, Recover and Renew

Report by: Chief Executive

1.0 Purpose

The purpose of this report is to propose a strategic outline to facilitate the Council's ongoing Covid-19 pandemic response and necessary recovery activity, whilst renewing the Council's agreed Be the Future Plan. The paper sets out a range of principles which underpin the approach with the aim of maximising and streamlining activity to ensure resources are clearly focussed on agreed priorities.

2.0 Recommendations

It is recommended that Council:

- 2.1. notes the Background information set out in section 3
- 2.2. agrees the proposed approach set out in section 4
- 2.3. reaffirms the Be the Future workstreams of Sustainable Inclusive Growth; Empowering Families and Communities and Health and Wellbeing (paragraph 4.4)
- 2.4. endorses the initial priorities set out in paragraph 4.6 and agrees that this work continues to be developed to support the delivery of elected member engagement through the summer months
- 2.5. notes that in the medium term, proposals will be shared with the Be the Future Board (paragraph 4.6) but that this position is unlikely to be achieved whilst the national emergency response remains in force due to the immediacy of the mobilisation required (paragraph 4.9).
- 2.6. agrees the continued development of response, recovery and renewal activity during recess, through the development and delivery of virtual workshop sessions for all elected members. These workshops aim to review and document renewed (Be the Future) priorities, informed by recent experience and learning in responding to the COVID-19 emergency (paragraphs 4.9 and 4.10)
- 2.7. notes that it is likely that the EDMF will require to be convened during the summer recess, given the ongoing development of recovery action (paragraph 4.11)
- 2.8. notes the recent decision of EDMF which reflects the initial steps taken to review and increase capacity to support change (paragraph 4.13)

- 2.9. notes the initial range of workforce issues under consideration, including leadership development (paragraphs 4.12 to 4.17)
- 2.10. notes the significant financial risks summarised in Section 5 and the potential need for Council to agree a funding strategy and /or potential review of the Council's current year budget (paragraph 5.13).

3.0 Background

- 3.1. COVID-19 is the most significant public health emergency that the UK has faced in a generation. It has had a huge impact globally, nationally and locally on communities, businesses and residents. Clackmannanshire Council is playing a critical role in seeking to mitigate these impacts at the local level. The Council is working collaboratively with its partners to protect and support the most vulnerable in our communities in line with Scottish Government and Public Health (Scotland) advice.
- 3.2. The Council's Incident Management Plan was implemented on the 9 March, 2020 and on the 16 March, a briefing for the Council Leader, Depute Leader, Leaders of both Labour and Conservative Groups, and the Council's Independent Councillor, took place, which was intended to provide guidance on clarifying roles, responsibilities and delegation parameters within the Council's agreed Major Emergency Operating Procedures (MEOPs). This group of elected members was also subsequently ratified by Council, at its meeting on 23 March, as the cross party Emergency Decision Making Forum (EDMF).
- 3.3. Since 10 March, the Council has also been working with partners on the Forth Valley Local Resilience Partnership (LRP). These meetings are currently chaired by the Chief Executive of Stirling Council. The LRP had been meeting on a weekly basis and this has recently moved to bi-weekly meetings.
- 3.4. Since the implementation of the Council's Incident Management Plan, regular briefings have been held with all EDMF members. The format of these briefings has evolved: initially daily briefings were provided by the Chief Executive; then replaced with the daily COVID-dashboard briefings. Additionally, regular updates have been provided on a weekly basis by the Acting Chief Executive. These arrangements are being kept under review as the Council starts to implement both recovery and renewal activity.
- 3.5. The response to COVID-19 has necessitated substantial changes in the way that the Council operates, with staff having been redeployed to essential roles which are often different to their normal responsibilities. In line with UK and Scottish Government advice, our staff, wherever possible are, and will remain, working from home. These measures are in line with the principles outlined in the Scottish Government's Roadmap, whilst also providing reassurance to those staff who are 'shielding' or self isolating.
- 3.6. Whilst this context has, and continues to be, extremely challenging, there have been many positive examples of individual, community, staff and partner support, creativity and kindness across the County. It is likely that the response and recovery activity required will be both significant and need to be sustained over a long period of time. It is proposed that the recovery activity should aim to build on this local proactivity and positivity.
- 3.7. The COVID-19 pandemic impact came just as the Council had set out its ambitious Be the Future Plan (Appendix A) and signed the Clackmannanshire and Stirling City Region Deal with the UK and Scottish Governments. It is imperative that the Council builds on this work, taking account of its learning in managing its COVID-19 response to renew and integrate its priorities for the future. Whilst it remains early days, this paper seeks to start the process of building the framework within which these developments can proceed at pace.

4.0 Proposed Approach

- 4.1. In developing the Council's Be the Future Plan, significant effort was invested in ensuring that it provided an integrated and flexible platform from which to build sustainable public service delivery. Whilst the scale of that challenge has increased over the last three months, our emergency response has also provided a significant opportunity to expedite much of the activity required to take forward key elements of our plans.
- 4.2. It is imperative that the Council sustains the momentum built through this period and makes good use of the lessons learned to further evolve innovative and sustainable arrangements for the future within the 'new normal'. It is intended, therefore, that as the Council moves to recovery phase of activity, it is fully integrated within our Be the Future Programme and not seen as a separate activity.
- 4.3. To facilitate this process, on the 15 June, the EDMF agreed to establish, on a temporary fixed term basis, the post of Recovery Co-ordinator at senior manager level, reporting to the Senior Leadership Group. This augments the Council's managerial capacity and places recovery activity within a clear management framework. The Recovery Co-ordinator will facilitate the work of the Operational Recovery Group which was established in May. This group comprises representatives from across Council services, trade union colleagues and the Council's Project Manager for the Be the Future Programme. Recruitment for this post has been initiated by the Strategic Director (Partnership and Performance).
- 4.4. A key step in renewing the Council's Be the Future Plan is to revisit the core workstreams and priorities to ensure that they remain appropriate. Be the Future set out three workstreams:

- Sustainable Inclusive Growth
- Empowering Families and Communities
- Health and Wellbeing.

It is proposed that these three workstreams remain highly relevant in the context of the ongoing COVID-19 response and required recovery activity. Council is requested to reaffirm its commitment to these core themes.

- 4.5. The Be the Future Transformation Programme (Appendix A to this report), also summarises, at Appendix 3, the individual projects prioritised within each of these three workstreams. It is considered prudent to review these priorities to determine if there is a need to amend or rephrase priority projects. This exercise will be significantly informed by the priority developments required to progress the Council's COVID-19 recovery activity and take account of momentum gained in establishing new service delivery models and/or ways of working. Work has already commenced within the Operational Recovery Group and with senior managers to highlight potential priority projects.
- 4.6. Whilst this work is developed, there is already an initial range of projects which are suggested including:
 - **new ways of working**: new blended model of education provision; strengthened partnership working models, including with communities and the third and voluntary sectors; new Health and Social Care models; digital solutions, including remote/home working and the establishment of virtual democracy and governance arrangements

- **supporting economic recovery:** developing a Regional Economic Strategy within Forth Valley to maximise the opportunities for businesses and local employment; progressing critical elements of the City Region Deal such as Scotland's International Environment Centre (SIEC); promoting community wealth building and Wellbeing economy (these aspects are also covered in a separate update report also on this Council agenda)

- **financial sustainability:** supporting income maximisation for vulnerable communities and residents; securing longer term financial balance for Council and partnership service delivery.

It is anticipated that for medium to longer term developments, the proposals/ options will be reported through the established Be the Future Board arrangements.

- 4.7. There will be additional factors which influence prioritisation of actions, including those set by the Scottish Government. In May 2020, Scottish Government launched the Scottish Government COVID-19 Renew Programme. The main objective of this work is to understand how *'national outcomes for the people in Scotland have been impacted by COVID-19, lock in positive reforms and identify the most important strategic, policy and delivery shifts for Scotland's renewal.'*
- 4.8. The Scottish Government's approach builds on its stated mission and the National Performance Framework. The Council's proposed approach is aligned with these principles by building on the Council's agreed ten year Be the Future Programme Aims, workstreams and priorities, renewed in recognition of the changed starting point. It is intended that work and options developed as part of the Council's recovery and renewal activity will also remain aligned with this national approach as far as possible.
- 4.9. It is also proposed that elected members are engaged in the development, as well as agreement, of these local priorities. Clearly, based on our experience to date, there has been an urgency and immediacy required in responding to some of the measures taken following Scottish Government and Public Health (Scotland) advice. Undoubtedly, this will continue to be the case for many aspects of the recovery work, especially within these initial stages. However, initial work is being taken forward with a view to developing virtual elected member workshops focussed on renewing (for instance, amending or rephrasing) the Council's Be the Future Programme.
- 4.10. The workshops will be facilitated virtually which may place some operating constraints in terms of capacity and practicalities. The workshops will also need to be convened in the near future which will coincide with the traditional Council recess period. With these conditions in mind, Council is requested to indicate its support for the proposed all member engagement, using virtual workshop sessions, which will take place during the traditional recess period.
- 4.11. The urgency of much of the recovery work will be ongoing through the summer. On this basis, Council is requested to note the likelihood of EDMF governance being sought for appropriate developments during this period.

Workforce

- 4.12. As priorities are agreed, it is necessary to ensure that the Council's resources are deployed in line with these priorities. However, as recently outlined to the EDMF, it is already clear that additional resources will be required to ensure that Clackmannanshire's communities, businesses, and Clackmannanshire Council as an organisation is able to continue to respond to this emergency whilst simultaneously undertaking critical recovery and renewal activity.

4.13. The EDMF, at its meeting on 15 June, agreed:

- To delegate a further £200k from the Transformation Fund to support the work outlined in this report. This funding is to be used in conjunction with that previously delegated to support transformation at directorate level, creating a total delegated fund of £520k.
- As detailed in paragraph 4.3, a Recovery Co-ordinator post has been established, on a fixed term basis, at Senior Manager level to co-ordinate the Council's ongoing response and recovery activity.
- The vacant Improving Outcomes Manager post to be advertised on a permanent basis to augment senior management capacity within the People Directorate.
- Arrangements to be put in place to permanently recruit to the Strategic Director (People) post which is currently filled on a secondment basis until February 2021.
- To establish appropriate Appointments' Committee arrangements to take forward the recruitment of the Strategic Director (People) and Improving Outcomes Manager posts.
- To delegate to the Chief Executive and/or relevant Strategic Director the appointment of any fixed term internal and/or additional senior management resource from the £520k earmarked reserve, with this arrangement being reviewed in six months time.

4.14. Alongside this additional capacity, work is also being undertaken to look at the specific opportunities to flexibly deploy our staff and allow us to move forward priority developments. As individual project priorities are clarified, work is ongoing to look at how we engage with both trade union representatives and individual staff members to implement these arrangements. Many staff have already willingly been redeployed into new duties and/ or have taken on additional duties during the emergency response phase of the Council's activity and the proposed approach aims to build on this positive commitment. In particular, senior managers are considering how those staff who are currently unable to work from home, as their roles do not lend themselves to these arrangements, are deployed on other priority tasks.

4.15. There is a broader range of significant and cross cutting considerations relevant in relation to the recovery of our workforce. Reflecting on the Council's response phase, Council staff have been required to quickly adapt and evolve work practices. Many of these are positive and reflect the ambitions and direction of travel set out in Be the Future. It is proposed that many of these could be evolved into our future practice and policies, including considering the benefits of extending and formalising homeworking within the changed operating context that will be developed. Further considerations include:

- **Health and Safety of Employees:** the recovery phase will require continued management of significant risk to safeguard employees, including: homeworking, social distancing, hygiene measures, and the appropriate provision and use of PPE
- **Employment Policies:** many policies were updated and reviewed during the response phase and this activity is ongoing. Further review of terms and conditions and employment policies may need to be developed in support of a new employment model which aligns with new service delivery models
- **Cultural Impact:** given the learning and approaches adopted during the emergency response period, significant momentum has been built in establishing community, voluntary and third sector led provision and supports. Further developing these potential models may expedite/ change organisational culture and strategy for the future.

- **Employee engagement and communication:** within the context of a significantly changed working environment, it is critical that we review arrangements for engaging and communicating with staff, including those that are home working or absent from work. The recent Wellbeing survey, whilst generally quite positive, highlighted inconsistent approaches between services and individual managers regarding the levels of contact maintained.
- 4.16. The approach will be complemented by a review and renewal of our leadership development arrangements for senior managers. It is critical that managers are supported to lead and support their teams, develop in their roles and contribute fully to ongoing response, recovery and renewal work.
- 4.17. Council previously agreed to support investment in the leadership development arrangements for senior managers, including arrangements established with Ceannas. The Chief Executive is currently putting in place arrangements to extend these arrangements and review the alignment and proposals for senior managers and supervisors to ensure that the scope of planned activity remains appropriate. The Ceannas costs would be met from the delegated Organisational Change Fund balance of £45k.

5.0. **Financial Considerations**

- 5.1. Delivering the emergency response and recovery activity required for the COVID-19 pandemic will likely have a significant impact on Council finances and resources in the current and future financial year(s). This section aims to highlight key financial considerations and risks, though more detailed monitoring information is currently being prepared and will be reported at a later date.
- 5.2. As summarised in Section 3, the Council has been operating in a business critical emergency mode under the Council's agreed MEOPs arrangements. Since the inception of this activity, the Section 95 Officer and their team have been working with services to monitor the likely financial implications of changes to service delivery, as well as playing a critical role in administering a number of the specific hardship funds for businesses and individuals that have been established by the Scottish Government.
- 5.3. The Section 95 Officer has also been part of the national arrangements, established by COSLA and working with the Directors of Finance network, to both monitor actual expenditure and identify other likely financial consequences of the pandemic. The Council has submitted returns capturing information on estimated costs, lost income and reduced costs through COSLA to the Scottish Government. This has developed a picture across Scotland of the estimated financial impact of the pandemic and the emphasis on the requirement for additional funding. Table 1 below summarises the additional funding provided by the Scottish Government and the forecasted expenditure for the initial period from 1 April to 30 June and the remaining funding to support recovery from 1 July onwards.

Table 1: Summary of Additional Funding from SG for Covid-19 and Estimated Net Spend (April to June 2020)

Additional Funding	Received £
Hardship	465,000
Consequential – share of £155m	1,442,000
TOTAL	1,907,000
Estimated Additional Costs	1,897,000
Reduced Costs	(117,000)
Net Costs to June 2020	1,780,000
Remaining Funding to support costs beyond 30 June	127,000

- 5.4. There is ongoing work to verify some aspects of expenditure allocated by services against COVID-19 funding to ensure that it is eligible. It is imperative that only additional costs are allocated against these budgets and not core budgeted expenditure. Additionally, the Section 95 Officer has recently reiterated their guidance in respect of expenditure against core budgets- i.e. that only essential spend should be made, especially where specific service delivery arrangements are currently diminished. This may allow the Council to make some savings in respect of its usual operational expenditure- this is also being monitored.
- 5.5. In many councils, COVID-19 expenditure is already significantly greater than the money allocated by Scottish Government. Based on the first three months of COVID-19 expenditure in Clackmannanshire, there remains £127k available to fund additional expenditure from July onwards and there are a number of costs which are anticipated, but not yet reflected this level of commitment. These anticipated costs cover both ongoing response and planned recovery activity, for instance, funding IT equipment to support virtual learning and/or remote working arrangements. Council may, therefore, need to reprioritise expenditure within the year to accommodate these significant additional costs.
- 5.6. There is a considerable amount of work being undertaken to establish a new education delivery model in line with Scottish Government and parent expectations. These arrangements have been set out in the Education Local Phasing Plan. At this stage, however, work to cost the impact of running summer hubs and re-opening schools in a significantly changed context is ongoing. It is anticipated that additional costs are likely to be substantial to cover expenditure for costs such as additional staffing, transport, outdoor learning, and childcare.
- 5.7. The key areas of additional COVID-19 expenditure include such things as staffing costs, for instance, additional overtime or increased use of Casual/Supply staff and/or agency costs; health and safety, such as increased costs of providing vital equipment such as PPE, appropriate cleaning products; increased support to vulnerable people and the rapid establishment of extended home/remote working.

- 5.8. There are a number of other potential financial risks, including:
- delays in implementing previously agreed savings and Be the Future projects
 - potential impacts on council tax, non-domestic rates and council rent collection rates
 - impacts on the agreed capital budget both in terms of deferred/delayed delivery of agreed projects and costs. There is also a risk of contractor claims and requests for flexibility in terms of contractual terms
 - some loss of income, though not to the extent that other Councils are reporting. This primarily relates to school meals, planning income and closure of leisure/hire facilities.
- As part of finalising the first quarter outturns, these aspects are all under review.
- 5.9. At this stage, it is also difficult to forecast the medium to longer term impacts on our communities. Given the levels of deprivation and vulnerability in some of our communities, it is likely that many will experience greater individual and collective impacts which may require greater support in the future.
- 5.10. The Council has also received a total allocation of £8.458m of funding for specific Scottish Government initiatives including Business Grants, Newly self employed Hardship Fund, and the Food Fund along with an additional amount for the Scottish Welfare Fund. To date £6.591m of these funds are committed and further commitments continue to be made as applications are received. This funding is ring-fenced and can only be used for the purpose set out in the grant form. Any unspent funds are expected to be returned to the Scottish Government.
- 5.11. A separate mobilisation plan has been developed for the Health and Social Care Partnership. The mobilisation Plan totals £12.405m, though this quantum includes an estimated £3.265m of savings and efficiencies reported as being at risk in the current financial year. The mobilisation plan costs also include the estimated costs of financial support to social care providers in line with COSLA guidance. This covers additional exceptional costs for PPE and sickness/isolation pay. The Clackmannanshire and Stirling HSCP Chief Finance Officer has recently reported to the IJB that significant further work is required to capture and quantify the whole system additional costs attributable to COVID-19 response and recovery activity.
- 5.12. Whilst there is a commitment to fund 'reasonable' expenditure, there is a risk that if mobilisation costs are not fully funded, compounded by planned savings not being achieved, there is potentially a significant financial risk to the Council. At this stage, the Council's Quarter 1 outturn is being finalised on the basis that funding will be routed through the NHS and passed to the Council to meet the costs incurred. The Section 95 Officer and IJB CFO, however, are working in partnership to clarify this position as a matter of priority.
- 5.13. Given the potential severity of the financial risks summarised above, work will be progressed and a funding strategy developed with the aim of mitigating any emergent pressures. Additionally, there may be a need to review the Council's current year budget if the monitoring information indicates that cost profiles are significantly different from those planned for when the budget was set. The Section 95 Officer is also awaiting the finalised Quarter 1 outturn position to inform whether it is necessary to implement precautionary spending restraint measures.

6.0 Sustainability Implications

6.1 N/A

7.0 Resource Implications

7.1 *Financial Details*

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

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

7.4 *Staffing*

8.0 Exempt Reports

8.1 Is this report exempt? No

9.0 Declarations

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

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

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

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

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

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

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

10.0 Equalities Impact

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

11.0 Legality

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

12.0 Appendices

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

13.0 Background Papers

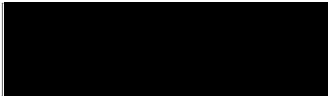
13.1 Have you used other documents to compile your report? (All documents must be kept available by the author for public inspection for four years from the date of meeting at which the report is considered)

Yes (please list the documents below) No

Author(s)

NAME	DESIGNATION	TEL NO / EXTENSION
Nikki Bridle	Chief Executive	452002

Approved by

NAME	DESIGNATION	SIGNATURE
Nikki Bridle	Chief Executive	

Be the
Future



**Clackmannanshire
Council**

Clackmannanshire Council
Be the Future Programme





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Change the Future: Be the Future

We are entering a period of significant change for public service delivery over the next decade in Clackmannanshire.

Everyone who lives and works in our area rightly expects high quality, accessible, efficient and joined up public services. There is a clear policy imperative to deliver greater choice, flexibility and responsiveness in what, and how, services are delivered. This is aligned with a strong desire to maximise the value of service user, family and community participation in designing and delivering service delivery models of the future.

These increased expectations are augmented by our individual and collective experiences of technological advances in our homes and how we live our lives. It is important that public service models change to reflect these societal shifts and that public service transformation is aligned with these broader developments, making the most of technological advances wherever relevant.

This context for our transformation coincides with a period of significant challenge within our area. In Clackmannanshire, we are living longer with more complex needs: there are high levels of vulnerability and inequality in some of our towns and villages that require significant and often complex support; our economic performance requires improvement to facilitate the social and financial resilience and independence of our residents; we have a high proportion of our children living in poverty, and we are facing unprecedented challenges to protect our outstanding natural environment within the context of a worldwide climate emergency. At the same time, resources continue to reduce.

Our ambition is to deliver sustainable public services by improving the economic performance of the area and creating the conditions to ensure that our people, places and businesses enjoy the benefits of greater prosperity. We want to build on the strong identities of our town and villages and develop sustainable new models of delivering public services in our communities. This is not a quick fix and represents a significant and challenging programme of longer term transformation activity and investment that will need to be delivered in partnership.

A clear and consistent focus on sustainable inclusive growth, empowering families and communities and health and wellbeing is required to achieve our transformation ambitions.



Councillor Ellen Forson
Council Leader



Nikki Bridle
Chief Executive

By 2030, we aim to deliver:



Improved economic performance with more, better paid jobs and development opportunities for local people



Sustainable health and social care and improved quality of life for our residents



Improved choices and chances as a consequence of raising attainment and skills development opportunities



More services designed, developed and delivered in partnership, including with our communities



Greater integration with our partners



Greater resilience and independence within our communities to minimise the impacts of poverty and inequality



Clear strategies and innovations which place Clackmannanshire in a leading role in meeting climate challenge

We will do this by:

Creating the conditions: We will create the conditions for sustainable change by investing in our people and systems for the future. We will improve arrangements for engaging and involving our stakeholders and prioritise our relationships with local partners, national agencies and our communities.

Developing the Team: We will embed a positive and empowering culture which supports our shared vision for change. Our communities, partners and service users are at the heart of everything we do and our shared culture embodies this priority.

Releasing the potential: We will establish and support the development of effective and empowered teams which are confident in delivering innovative proposals for change.

Sustainability: Service and financial sustainability is the outcome of our shared innovation. Innovation will be targeted in line with LOIP outcomes and Corporate Plan priorities. To deliver innovation, experimentation and learning is embraced.

1 Be the Future Aims and Programme Themes

Our Be the Future Aims (Exhibit 1) are bold and ambitious.

Our Aims are supported by a Programme of activity which will require investment to ensure that the right capacity and conditions exist for new arrangements to flourish and be sustained over the long term.

We anticipate that significant transformation will be implemented and embedded by 2030. This timeframe is also aligned with the delivery of key aspects of the Stirling and Clackmannanshire City Region Deal, the development of Regional Economic approaches, the establishment of our Longer-term Financial Planning and our capital investment priorities, for instance in respect of the Learning Estate Strategy.

Progress will be tracked through the established framework of the Be the Future Board; regular Council and Alliance Be the Future update reports, and committees as appropriate.

Our Be the Future Aims have been developed from the ambitions set out in our Local Outcome Improvement Plan (LOIP) outcomes (Appendix 1) and our Corporate Plan priorities (Appendix 2). These have been consolidated into three key themes: **Sustainable Inclusive Growth; Empowering Families and Communities and Health and Wellbeing.**

The Aims have been consolidated within three Be the Future Programme Themes which we believe reflect the areas which need to be prioritised to transform outcomes and deliver sustainable public services. The Aims and the three Programme Themes are summarised in Exhibit 1.

Further details on the individual areas of planned activity are summarised in Appendix 3. The projects detailed in the Plan reflect a blend of planned; scoped and/or implementation stages of development. This blend reflects the medium to long term timescale for the delivery of our Be the Future Aims and the delivery of sustainable public services. This approach also reflects the importance placed on early stakeholder engagement in the design and development of proposals.

It is intended that this is a dynamic programme of activity which will be regularly refined and updated to reflect our national and local context and our learning from trialling new models.



Exhibit 1 overleaf sets out the Be the Future Aims and three Programme Themes.



Aims and Programme Themes

Aims	We will transform our organisation and approaches
<p>to:</p> <ul style="list-style-type: none"> ● empower people and places to improve their wellbeing, skills and prosperity; <p>and</p> <ul style="list-style-type: none"> ● ensure that environmental, social and financial needs of our people and places are met and that future generations thrive. 	
<p>Sustainable Inclusive Growth</p>	<p>We will take steps to tackle poverty and inequality. We aim to maximise the opportunities for local people and businesses through our improved economic performance. We will also establish standards, delivery models and strategies which allow Clackmannanshire to play a leading role in meeting the climate challenge and protecting our built and natural environment.</p>
<p>Empowering Families & Communities</p>	<p>We will place people at the heart of service delivery. We aim to prioritise service users, family and community participation and leadership in developing and delivering solutions. We will work in partnership to build individual; family and community skills in support of social and financial independence.</p>
<p>Health & Wellbeing</p>	<p>We aim to improve the environment, quality of life and ease of access to services. Enhanced wellbeing will also provide greater participation opportunities as a consequence of improving economic performance in Clackmannanshire. Delivering increased wellbeing also aims to promote equitable growth.</p>

2 Be the Future: Transformation Principles

Our Be the Future Principles are summarised over four key themes:

- 1. Customer-focus:** Our customers, service users, residents and communities and staff are at the heart of everything that we do and critical to our shared success
- 2. Empowerment:** Greater stakeholder leadership, involvement and participation in the design and delivery of transformation and services
- 3. Continuous improvement and innovation:** Public service partners have a duty to secure continuous improvement. This theme additionally sets out four key principles critical to the identification of new and innovative operating models
- 4. Locality focus:** Options will, wherever practicable, be developed in the context of an assessment of place based strengths and needs.

These themes are largely self-explanatory. However, Theme 3 is more complex. This Theme highlights our duty to secure continuous improvement. Additionally, it highlights our ambition to do things differently and develop new approaches. To facilitate this, the core principles have been augmented to include:

Collaboration:

To meet the expectations of our residents and service users and deliver effective, integrated and efficient public services, it is necessary to look beyond Council service delivery responsibilities and consider the opportunities for creating new and better integrated models of public service delivery which focus on our customers. Our Alliance partners are keen to explore such opportunities and work is already being progressed to take this ambition forward, for instance the Safeguarding through rapid intervention pilot (STRIVE) which commenced in February 2020.

Additionally there are further opportunities to improve quality, expertise, resilience and cost effectiveness by reviewing the potential for new collaborative service delivery models for Council services. A number of examples of such reviews are set out within the revised Organisational Redesign Plan.

Integration:

This principle aims to ensure that the provision of services is streamlined and duplication and handovers within and between services are minimised. This applies within council services but is equally applicable between public service organisations.

Service design and delivery is focussed on maximising the effectiveness of the customer experience with issues, as far as possible, being resolved at the first point of contact.



Technology-informed design:

In order to keep pace with expectations in respect of the use of new technologies in accessing and delivering council and public services, it is important that we consistently consider the applicability of existing, new and emerging technological advances throughout all of our transformation activity. The application of such advances can pave the way for innovative new approaches to be established.

Technology will also be used to improve efficiency, for instance to improve the accessibility of public services through the use of enhanced on-line facilities, and to process high volumes of transactional enquiries by automating such systems. These approaches free capacity to spend in supporting more complex needs and enquiries.

Innovation:

There is an implicit duty on public services to deliver continuous improvement in the operation of our business. In many instances this activity focuses on making incremental improvements to existing arrangements which will improve quality and/or effectiveness and efficiency. Operational activity will continue to be reviewed to ensure that such benefits are identified and realised.

The ambition described within this Plan is significant and aims to establish a very different landscape of service delivery models. It is anticipated that a wider range of different models will co-exist in the future.

In order to deliver this ambition, innovation is critical. This means both doing existing things in different ways and doing new things.

Alignment and application of Be the Future Principles

Our Be the Future Principles are aligned with and underpinned by our Corporate Vision and Values (Appendix 2). As part of our work to develop our organisation to be able to deliver on this ambitious transformation agenda, Council has already approved an Organisational Redesign Framework and Plan (Appendix 4). A key feature of this work is the need to establish, sustain and develop our organisational culture to be able to support transformational change on a 'business as usual' basis. This culture will also need to support experimentation/ pilot approaches within our communities and by our stakeholders and staff.

Underlying all of this is the need to ensure that robust governance processes remain in place as approaches are developed, transition and/or are implemented.

It is intended that these operating principles will be systematically evaluated and/or considered in the development of business cases and options for change, thereby consistently informing the development of future service delivery models.

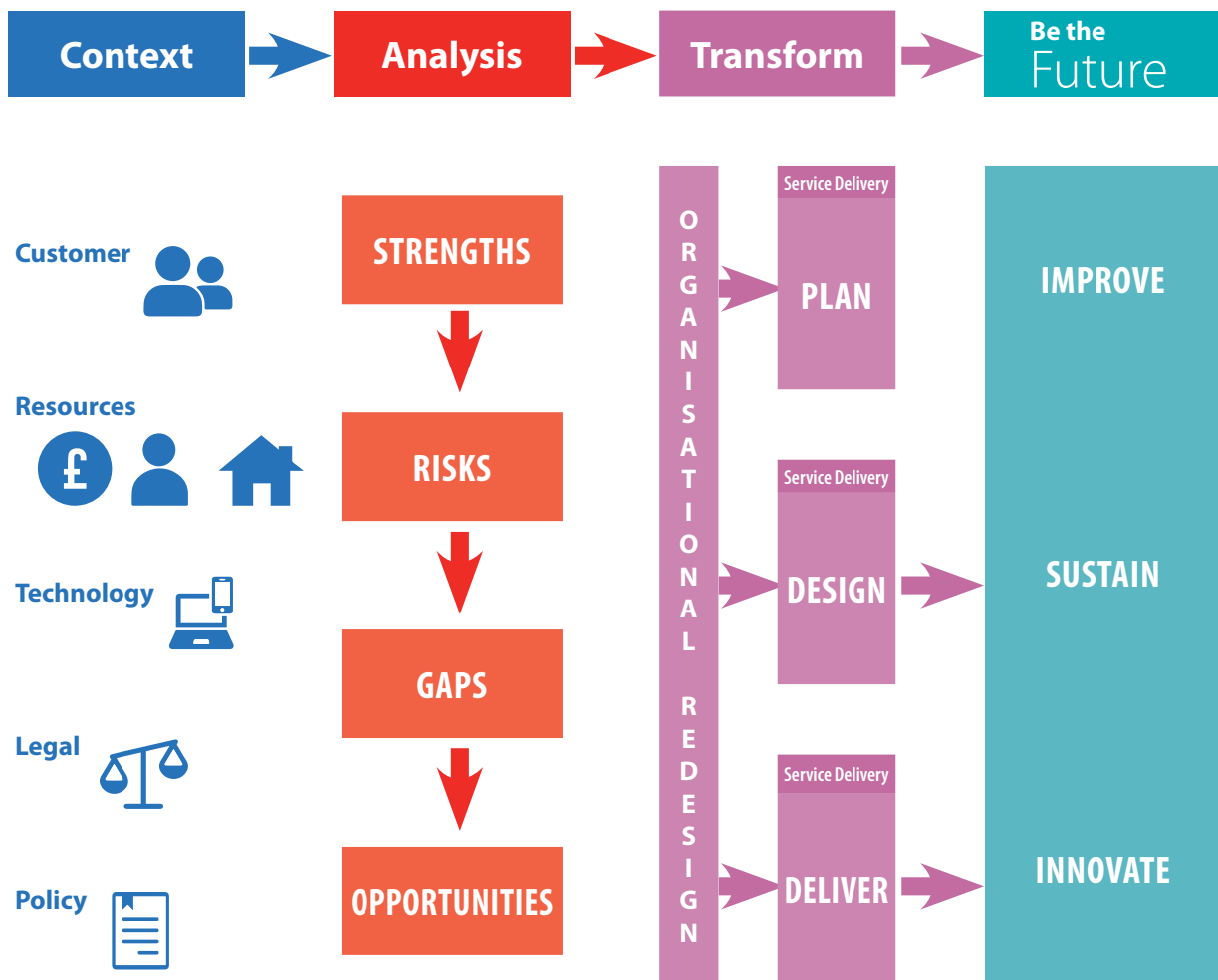


3 Be the Future Framework and Toolkit

In order to deliver our aims, a clear framework needs to be in place for taking forward the identification and delivery of new models.

Exhibit 2 sets out the high level framework.

Clackmannanshire Council Be the Future Framework



The framework summarises activity across four key areas:

- **Context:** Our operating environment needs to be regularly scanned to ensure that the right transformation projects are identified within appropriate parameters for development. For instance proposals need to be developed within current legal, policy and cost parameters; reference the most relevant technological advances; take account of performance standards and requirements, and meet the principles described, in the context of the Be the Future Aims.
- **Analysis:** proposals will reflect an analysis of current strengths, risks, gaps in provision and/or capacity and set out the opportunities for improving efficiency and effectiveness and /or new ways of doing things. These considerations will be presented in the form of a business case, underpinned by full options appraisal, incorporating Equalities Impact Assessment (EQIA) and Fairer Scotland Duty (FSD) assessments.
- **Transformation:** The internal change agenda which ensures that the organisation is able to support the planned transformation activity is set out in the agreed Organisational Redesign Framework. This is already established and regularly reported to each Council meeting.

The Transformation agenda is directly focussed on working with community leaders (elected members, service users, and communities) and our partners to co-design and deliver community-based and/or people centered delivery models. Initial phases of activity will focus on creating the right conditions and capacity for such arrangements to flourish. Progress will also be reported as part of regular Council and Alliance update reports.

- **Delivering the Be the Future Aims:** Achievement of the Aims will be demonstrated in the embedding of a mixed economy of service delivery models, underpinned by a focus on continuous improvement and learning. Our relationships, capacity and approaches will be embedded in the context of a mutually supportive shared culture that embraces change, experimentation, constructive challenge, learning and innovation. Customer focussed services will be sustainable.

Be the Future Toolkit

The Be the Future Framework is supported by a Project Management Office (PMO) and the development of a toolkit of transformation approaches.

To date, there has been a significant emphasis placed on developing the Project Management Framework and a robust business case template. These have been endorsed by the Programme Governance Board and are in use.

It is intended that the PMO works closely with individual project managers to produce the Business Case. This includes providing guidance and support in terms of consultation and engagement.

Appendix 1: LOIP Outcomes

In order to achieve our vision for Clackmannanshire we have developed four long term strategic outcomes which will drive the direction of our strategic partnership working in Clackmannanshire over the next 10 years:

Strategic Outcomes for Clackmannanshire

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



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

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

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

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

Appendix 2: Corporate Plan Vision and Values

THE CORPORATE PLAN 2018-22,
Be the FUTURE - OVERVIEW

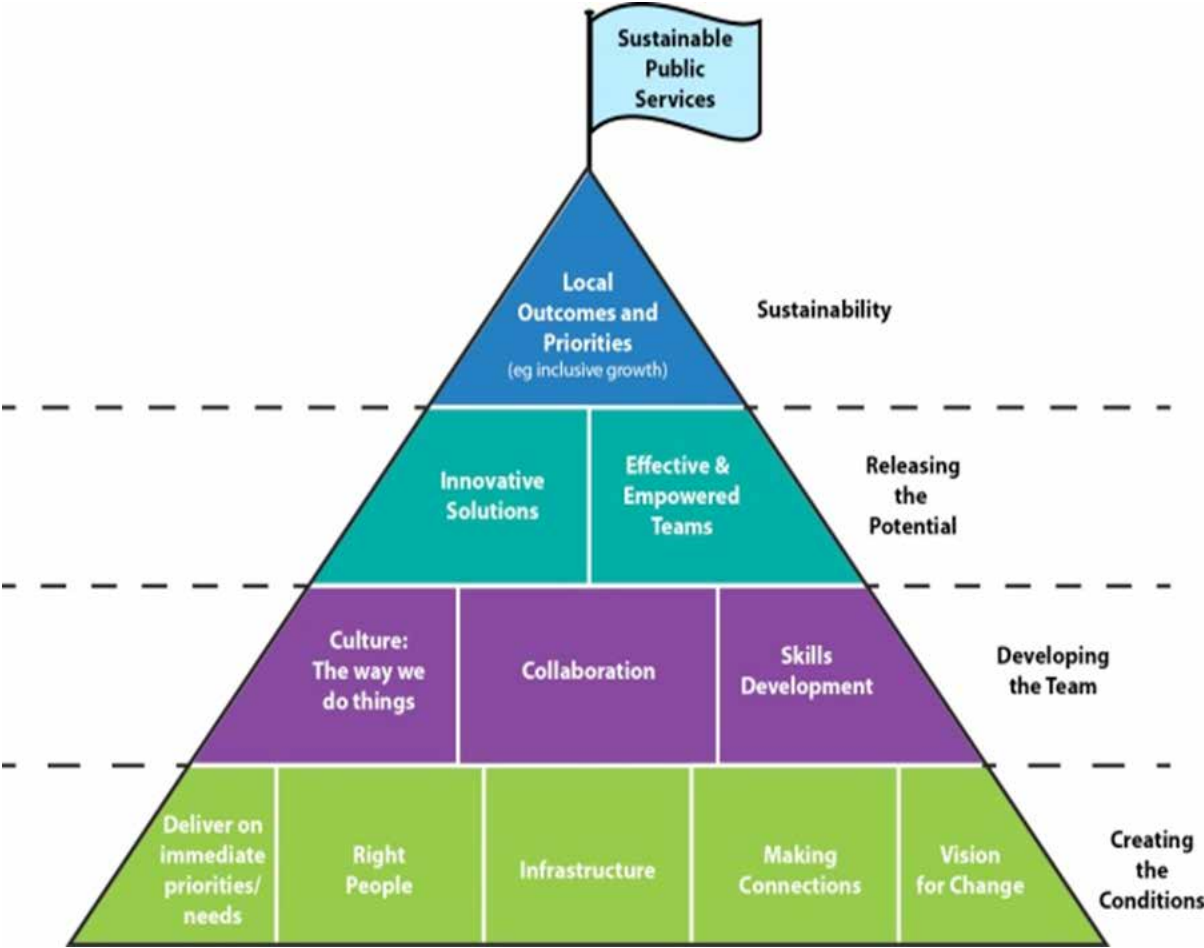
Our Vision	We will be a valued, responsive, creative organisation, through collaboration, inclusive growth and innovation, to improve the quality of life for every person in Clackmannanshire.	
Our Outcomes	<ul style="list-style-type: none"> ● Clackmannanshire will be attractive to businesses and people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

Appendix 3: Be the Future Plan (by Programme themes)

1 Sustainable Inclusive Growth	2 Empowering Families and Communities	3 Health and Wellbeing
<p>Skills Development</p> <p>CRD¹: Regional Skills and Inclusion Programme</p> <p>Skills Development: Strategic Framework</p> <p>CRD¹: Regional Digital Hubs</p> <p>Transforming Secondary School Curriculum</p> <p>Economic performance</p> <p>Revitalise Business Engagement (Inc. 3rd Sector)</p> <p>Strategic Transportation</p> <p>CRD¹: Scotland’s International Environment Centre (SIEC)</p> <p>Regional Economic Strategy</p> <p>Digital Enablement</p> <p>Environmental Sustainability</p> <p>Energy and Climate Change</p> <p>CRD¹: Energy Masterplan</p> <p>Carbon Budgeting and Ethical Investment</p> <p>CRD¹: Culture, Heritage and Tourism</p>	<p>Empowering families</p> <p>Safeguarding through rapid intervention and risk minimalisation</p> <p>Empowering Individuals, Families and Communities: Strategic Framework</p> <p>Collaborative Family Support Services</p> <p>CRD¹: Alloa Lone Parents</p> <p>Empowering communities</p> <p>Learning Estate: Connecting people, places and learning</p> <p>Transforming Local Democracy and Governance</p> <p>HRA Review of tenant advice and support</p> <p>Community capacity building</p> <p>Thriving Towns and Villages</p> <p>Financial resilience</p> <p>Income maximisation: Review of Revenues Service (incorporating Single Financial Assessment)</p> <p>Strategic Review of Procurement and Commissioning Services (incorporating HSCP strategic commissioning)</p> <p>Contract Administration</p> <p>HRA Business Plan refresh and review of rental policy</p>	<p>Health</p> <p>Transforming Adult Social Care</p> <p>Tackling problematic alcohol and substance use</p> <p>CRD¹ Active Travel</p> <p>Transforming mental health services</p> <p>Wellbeing</p> <p>Scottish Government Wellbeing Economy Pilot/ diagnostic</p> <p>Sustainable Ageing</p> <p>Community wellbeing: Centrestage review</p> <p>Active Living and Wellbeing</p> <p>Transforming approaches to Additional Support Needs</p>

Our Be the Future Programme represents a dynamic schedule of activity. It will be revised and refreshed on a regular basis to reflect developments in our operating context; our learning from implementing and trialling new ways of working and learning from other areas and developments. *City Region Deal (CRD)

Appendix 4 Clackmannanshire Council Organisational Redesign Framework



The four phases are not designed to be sequential but run concurrently.

- **Creating the conditions:** This phase is about creating the conditions for sustainable change. It focuses on ensuring that alongside delivering business as usual, the Council is investing in its people for the future. It also requires investment in building the Council’s internal systems, strategies and frameworks and in building effective stakeholder relationships with local partners, national agencies and our communities. This activity is underpinned by a streamlined and focused vision and priorities which clearly recognises the need for change.
- **Developing the Team:** This phase prioritises embedding a positive and empowering culture which supports the Council’s vision for change. Our communities and service users are at the heart of everything we do and our culture embodies this priority. This phase continues to develop effective stakeholder relationships and evidence these through positive collaborative arrangements across the range of services the Council delivers. This phase also recognises the need to continue to support our workforce with focussed leadership and skills development.

- **Releasing the potential:** This phase reflects the establishment of effective and empowered teams which are confident in delivering both operational service delivery and innovative proposals for change. The network of empowered teams is supported by a positive #Team Clacks culture where innovation and learning are embraced and supported.
- **Sustainability:** This phase is characterised by effective delivery of the Council's agreed outcomes and priorities. Over time it is anticipated that, whilst ensuring that the Council continues to meet all of its statutory duties, performance data will show a prioritisation of investment in those areas agreed by Council. The aggregation of the Council's service delivery models will be sustainable in both service delivery and financial terms.

Be the
Future



**Clackmannanshire
Council**

Report to Clackmannanshire Council

Date of Meeting: 25 June 2020

Subject: City Region Deal Update

Report by: Strategic Director (Place)

1.0 Purpose

- 1.1. This report provides Members with an update on progress of the City Region Deal, together with additional information on wider economic development related activity that is taking place within Clackmannanshire Council and across the Forth Valley region.

2.0 Recommendations

- 2.1. It is recommended that Council:

2.1.1. Notes that the City Region Deal was signed on 26 February 2020.

2.1.2. Notes the general update on City Region Deal progress.

2.1.3. Notes that SCREAB and REF are part of the formal CRD governance framework as submitted to Scottish and UK Government at full deal sign off and that the Joint Committee reviewed and approved the Terms of Reference for SCREAB on 9 June 2020 and delegated authority to the Senior Manager Legal and Governance, in consultation with the Chair and Vice Chairs of the Joint Committee to finalise the membership of REF.

2.1.4. Approves the changes to the terms of reference of the SCREAB as set out in Appendix 1.

2.1.5. Approves the changes to the name and terms of reference of the Stirling and Clackmannanshire Joint Commission (to be know as the Regional Enterprise Forum) as set out in Appendix 1.

2.1.6. Agrees to delegate authority to the Joint Committee to review and propose changes to the terms of references of groups which form part of the formal Governance Framework, including SCREAB and REF

2.1.7. Notes and endorses the wider regional economic development activity, and in particular the work on developing a Strategic Transportation Strategy and Spatial Strategy

2.1.8. Notes and endorses the work and next steps on Wellbeing Economy and Community Wealth Building and welcomes the Scottish Government's interest in Clackmannanshire.

3.0 Considerations

City Region Deal

3.1. The City Region Deal Full Deal was signed on 26 February 2020, committing the Regional Partners to the Implementation Plan and Financial profile that formed the Deal documentation. The Grant Offer Letter, which is issued annually to Regional Partners, is the legal document that ties the partnership to delivery and spend in that Financial Year.

3.2. Before any costs can be drawn down against the CRD, the Offer of Grant needs to be signed off by Joint Committee. Before the Offer of Grant can be signed, certain conditions require to be met, the main ones being:

- To complete a business continuity review – to understand the impact of COVID and if necessary to re-prioritise/re-profile projects.
- To finalise the governance arrangements in line with the Deal documentation, in particular the Stirling and Clackmannanshire Economic Advisory Board (SCREAB) and the Regional Enterprise Forum (REF).

The timetable for completing this work and signing off acceptance of the Offer of Grant is September 2020.

3.3. **Business Continuity.** The aim of the business continuity process is to understand and address the impacts created by COVID-19 on the deal delivery implementation plan and financial profile. One of the more significant COVID-19 related impacts is on the availability of investment funding at both partner level and within the private sector. The key focus will be on mitigations that may be required in years 1 and 2. The process will enable reprioritisation against the current challenges and also to explore which activities could be brought forward in support of economic recovery. The revised documentation will then be used to form the Grant Offer Letter for Year 1 (2020/21) of the Deal.

3.4. All partners remain committed to the key programmes and projects in the Deal and there is an acknowledgement that any impact on the investment profile needs to be agreed at a partnership level.

3.5. **Governance** At the outset of the City Region Deal, Stirling and Clackmannanshire Councils each considered a paper establishing the Stirling and Clackmannanshire Regional Economic Advisory Board (SCREAB). Clackmannanshire Council agreed the terms of reference for the SCREAB at its August 2018 meeting. Clackmannanshire Council also established a Clackmannanshire Commission to mirror Stirling's City Commission.

Subsequently it was agreed that a Joint Commission should be formed and this was agreed by both Councils (Full Council meeting February 2019)

- 3.6. The Stirling & Clackmannanshire City Region Deal Governance Framework was developed for full deal sign off in February 2020. This framework notes that the SCREAB and Joint Commission (now proposed to be Regional Enterprise Forum) would be established after the deal signing.
- 3.7. The CRD Joint Committee 9 June reviewed and approved revised terms of reference for SCREAB and REF, subject to the delegated authority noted above. These changes require to be agreed by the Council as it had formally agreed to the previous terms of reference. Also, agreement of the Council is required to change the name of the Joint Commission to the Regional Enterprise Forum.
- 3.8. The revised terms of reference for SCREAB and REF are set out in the paper to the Joint Committee in Appendix 1.
- 3.9. Whilst the SCREAB and REF are advisory bodies to the Stirling and Clackmannanshire CRD COG and Joint Committee, the terms of reference are such as to allow a wider regional role, for example, in support of the Falkirk Growth Deal, should regional partners so wish.
- 3.10. **Benefits Realisation.** A further work stream which is required under the terms of the Deal is the Benefits Realisation Strategy, which consists of a Benefits Realisation Plan and Monitoring and Evaluation Framework.

The Benefits Realisation Plan (BRP) is a public facing strategy outlining the benefits that are to be delivered by the City Region Deal Programme, for whom and how the partnership aims to do this. The BRP will explain the benefits realisation management process including reporting arrangements, roles and responsibilities including the role of the City Region Deal Governance Framework in the context of Benefits Realisation. In addition, the BRP will provide guidance and direction to Programmes and Projects by providing a strategic framework to work to over the lifespan of the Deal. It will ensure that the City Region Deal Programme has a 'golden thread' running throughout it including its alignment to the National Performance Framework and how it will support the delivery of the ambitions of the local authorities as committed to in their Business Plans and Local Outcomes Improvement Plans.

The Benefits Realisation Plan requires to be supported by a Deal Level Monitoring and Evaluation Framework (MEF). The MEF will measure how successful the partnership has been at delivering on the agreed strategic objectives of the Deal across the agreed timescales. Both the Benefits Realisation Plan and Monitoring and Evaluation Framework will require to make clear the Social, Economic and Environmental benefits that will be delivered across the full City Region Deal Programme in addition to outlining how the City Region Deal has contributed to inclusive growth for the region

All partners agree that a critical consideration of the work should focus on post-pandemic economic recovery.

- 3.11. **RPMO.** Currently the Regional Programme Management Office is hosted by Stirling University on an interim basis. The CRD Chief Officer's Group (COG) will review and make recommendations on the permanent arrangements for the future.
- 3.12. **Clacks Fund** The latest position regarding the Clacks Fund is that there has not yet been any formal notification from the UK Government. However, Civil Servants have advised that recommendations from the Scottish Office have been taken forward to HM Treasury for consideration. Formal notification will be via the Chair of the Clacks Commission, which is Councillor Ellen Forson.

Wider regional economic development related activity

- 3.13. The next decade will see significant investment in the Forth Valley. The UK and Scottish Governments are investing a combined total of £90.2 million across Stirling and Clackmannanshire through the Stirling and Clackmannanshire City Region Deal, with regional partners committing to secure up to a further £123.8 million of investment. Meanwhile, the Falkirk and Grangemouth Investment Zone aims to leverage more than £2 billion of private sector investment, alongside £235m in public funding through the Falkirk Growth Deal.
- 3.14. The Chief Executives of Clackmannanshire, Stirling and Falkirk councils, together with their respective Council Leaders, have been exploring how closer collaboration can bring additionality to this major investment. A Chief Officers Group (COG) is working together to ensure the closer alignment of shared priorities and to maximise the benefits of scale across the public, private and social sectors across the region. Ross Martin, an advisor to the Scottish Government on regional economies, was engaged to support the process and to help set out the initial priorities for review.
- 3.15. With the advent of other regionally focused activities such as the Indicative Regional Spatial Strategy (iRSS), and the Scottish Government's Second Strategic Transport Projects Review (STPR2) currently underway, the opportunities presented by regional collaboration are becoming more and more apparent. Post-COVID economic recovery provides an additional imperative to develop a regional approach and is likely to drive the pace of activity going forward.
- 3.16. **Regional Transportation Strategy.** The COG has identified regional transportation as an early priority. Analysis as part of STPR2 has identified that 50% of data zones in the Forth Valley were classified as high risk of transport poverty, compared to 38% in Scotland as a whole. There is an inequality of access between the region's rural and urban locations, access to further and higher education facilities within the region can take up to 120 minutes. Bus and rail fares in the region are relatively high when compared to the rest of Scotland, with the average full rail fare in the region is priced at £0.24/mile (the third most expensive in the country). Overcoming these barriers will be critical in ensuring that the region's economic recovery from COVID-19, and its longer-term transition to a model of low-carbon growth, is inclusive.
- 3.17. A higher proportion of Forth Valley residents travel between 10km and 60km to work (32%) compared to Scottish residents as a whole (27%). Additionally,

the majority of travel-to-work trips within the Forth Valley (70%) are intra-regional, with some notable cross-authority working patterns. This includes 35% of employed people living in Clackmannanshire working in Stirling and 14% of employed people living in Falkirk working in Stirling. Despite this, public transport options do not serve the area in equal measure, with Clackmannanshire in particular having limited bus connections outwith the region. Congestion, bus mileage, and poor bus connectivity are some of the factors attributed to the marked decline in bus travel in the area which in relative terms (i.e. percentage decline in travel by region) places the Forth Valley in the worst quintile in Scotland.

- 3.18. Though each local authority's transport priorities will reflect the specific needs of their communities as outlined in their Local Development Plans and Local Transport Strategies, the case for a regional approach is clear. All three local authorities aspire to a modal shift in transport away from private vehicles towards public and shared transport, with a particular focus on active travel, reflecting the sustainable transport hierarchy outlined in the Scottish Government's National Transport Strategy. While these priorities mirror each other, further joined-up thinking is needed to ensure that developments in each local authority are mutually beneficial, cater to broader demand for intra-regional mobility, and maximise the region's enhanced economic potential made possible through investment as part of the City Region and Growth Deals.

This joined-up approach will help to underpin efficiencies in transport planning and provision through better co-ordination. A shared approach will also allow for innovative, regional solutions to be considered, making better use of existing capacity in line with the Scottish Government's sustainable investment hierarchy.

- 3.19. **Indicative Regional Spatial Strategy.** The Planning (Scotland) Act 2019 introduced the concept of Regional Spatial Strategies (RSS), which are to be prepared by planning authorities, acting individually or jointly. Although the Act outlines the basic elements of the RSS, detailed guidance on their content and process is unlikely to be available until 2021. There is therefore a lack of clarity on what iRRSs will look like, and what their relationship will be to the full RSSs which will follow. The iRRS will therefore have an informal, limited status.
- 3.20. The Scottish Government encouraged planning authorities to form groupings to prepare iRRS to feed into the draft National Planning Framework 4 (NPF4) and the work complements each of the authorities' separate submissions on NPF4.
- 3.21. Officers from Stirling, Clackmannanshire and Falkirk Councils met on 14 January 2020 and agreed in principle to work together to produce an iRSS. The agreement to work collaboratively on an iRRS is without prejudice to any final RSS arrangements. It was agreed that the process should be exploratory and visionary, looking to 2050, and not just stitching together the 3 authorities' current development plans.
- 3.22. The approach is considered to be mutually beneficial, with a collective response more likely to carry weight at a national level and give the area higher prominence in NPF4. It would also align with regional transport and

economic partnerships/strategies which are being discussed on a Forth Valley basis.

- 3.23. The work has been carried out in partnership with consultants Kevin Murray Associates and Stantec. who were appointed from a pooled budget, with money having been made available from the Scottish Government to each authority to progress their iRSS.

Wellbeing Economy and Community Wealth Building

- 3.24. **Wellbeing Economy.** The wellbeing of citizens can support strong economic growth – and the right kind of growth will support the wellbeing of future generations. This will mean government at all levels, businesses and individuals making decisions that impact drive growth in the wellbeing economy such as: degrees of wellness and inclusivity in our society; environmental quality and sustainability; and the quality and quantity of employment opportunities. The way in which an economy performs will depend on a number of attributes that are unique to a particular place and approaches may vary at national/local level and across regions.
- 3.25. Scottish Government (Economic Development Directorate) and Clackmannanshire Council officials are working together to develop an approach to whole-system thinking and evidence-based policy decisions that can support the growth of a wellbeing economy for Clackmannanshire. There is interest from Scottish Government across a number of directorates in the project.
- 3.26. Wellbeing economy approaches are consistent with the Strategic Aims of Clackmannanshire Council through the Corporate Plan and the Clackmannanshire Alliance through the Local Outcomes Improvement Plan. Whilst this work started prior to the Coronavirus pandemic, wellbeing economy approaches are gaining increasing traction, both nationally and internationally, as we aim to recover our local economies in ways that prioritises our citizens and our environment.
- 3.27. Officers do not see the work as onerous in part due to the proactive support on offer from the Scottish Government. They further believe it has advantages in: supporting the achievement of the Council’s strategic objectives and putting Clackmannanshire Council at the forefront of Economic Development practice in Scotland.
- 3.28. The work is structured around Scottish Government’s recently revised Inclusive Growth Outcomes Framework.



- 3.29. Stages 1 and 2 are analytical in nature. Stage 1 involves utilises the Inclusive Growth Diagnostic tool to identify and align objectives and indicators, consider root causes of under-performance and group issues into themes. Stage 2 takes a deeper dive into the root causes of the issues for each theme. It identifies existing policy and actions in relation to themes and examines their nature and sufficiency. It goes on to identify gaps in evidence and consider how or whether to fill these.
- 3.30. Stages 3 and 4 have a policy focus. Stage 3 seeks to understand the complexity and root causes of issues and identifies opportunities for action based on evidence. Stakeholder input is required. Stage 4 goes on to consider the themes identified for possible pursuit and compare with various criteria (including policy aims and deliverability) to enable a recommendation from officials and decisions by Council on priority actions.
- 3.31. Stages 5 and 6 move on to delivery. Stage 5 includes co-designing action plans with delivery partners. This could include new approaches to local economic development such as Community Wealth Building. Alignment with policy objectives is considered throughout. Work with delivery partners, including businesses and residents, identifies what the wellbeing economy means to them. At Stage 6 outputs and outcomes are defined and captured. Lessons learned are captured and feed back into process, to adjust or re-design as necessary. Learning about the wellbeing economy also informs future policy/budget decision processes.
- 3.32. Progress to Date: Work is underway on Stage 1. A Scottish Government official from the Office of the Chief Economic Adviser has collated a draft data dashboard for Clackmannanshire under the headings of: Productivity, Population, Participation, People, Place, Sustainability.
- 3.33. To ensure relevance to our identified local strategies sources for this exercise were: The Clackmannanshire Local Outcomes Improvement Plan, Clackmannanshire Council Corporate Plan, updated data for the Inclusive Growth Diagnostic developed as part of the City Region Deal and other published data. Officers fed in their views and themes are emerging which allow progression to Stage 2.
- 3.34. These themes will come to Council as part of Stages 3 and 4 of the project. They will include areas of policy familiar to members such as poverty, jobs and businesses, women and girls as well as broadening the scope of current strategy to include climate and the impacts of Covid-19.
- 3.35. Covid-19 has already impacted us all and is projected to cause a deep, but potentially relatively short, economic recession. It has not impacted on us all equally however. Impacts on residents and businesses will differ according to individual circumstances and industry sector for example.
- 3.36. To ensure these impacts are understood and can influence approaches to recovery and development of a local wellbeing economy a Clackmannanshire Covid-19 Case Study has been developed and will be delivered in partnership between the Council and Scottish Government.
- 3.37. The case study will consider the available quantitative data on the COVID-19 economic impact in the Clackmannanshire area and seek to supplement our

understanding of the current situation with qualitative data, where possible, in order to:

- Inform Clackmannanshire Council's response to COVID-19.
- Provide insight and help inform SG's understanding of policy priorities in respect of COVID-19 at a national and local level.
- Bridge a gap within our 'Wellbeing Economy in Clackmannanshire' project between the available data in respect of indicators of economic performance and the current situation.

3.38. Scottish Government have allocated an Economic Policy Manager from the Economic Policy and Capability Division to coordinate the work on the Wellbeing Economy and Case Study. In addition a number of staff with specialist skills and knowledge in economic analysis, economic policy and research are making significant contributions. Within the Council the work sits with a small, focused group of staff from Development Services and Partnership & Performance. Any additional Council resource will be sought where there is a strong case to do so.

3.39. **Community Wealth Building.** As mentioned in Stage 5 of the Inclusive Growth Outcomes Framework. Approaches such as community wealth building (CWB) could be adopted as part of developing a wellbeing economy. Given the increased urgency to support our local economy Council officers are already exploring this approach with Scottish Government colleagues linked to the Wellbeing Economy work.

3.40. CWB is an approach which is gaining traction across the UK with a number of local authorities seeking to take a different approach to economic development and local inclusive economic growth. CWB is built upon the concept of creating a fairer, more socially just economy.

3.41. The approach has developed as a response to what is seen as a failure of traditional approaches to economic development. These are based on the need for constant economic growth and an assumption that if the economy grows it will create wealth for all. The evidence of ongoing, and increasing, poverty however demonstrates that that this wealth is not 'trickling down' to those most in need.

3.42. Key to the approach is the role of 'anchor institutions'. These are large commercial, public and social sector organisations (including local authorities) which have a significant stake in a place. Anchors can exert sizable influence by adopting these strategies to impact upon economic, social, and environmental priorities, generating what is commonly referred to as social value.

CWB approaches are organised under five pillars:

1. Plural ownership of the economy: seeking to develop a more diverse blend of ownership models
2. Making financial power work for local places: seeking to increase flows of investment within local economies

3. Fair employment and just labour markets: positively impacting on the prospects and incomes of local people
4. Progressive procurement of goods and services: developing dense local supply chains
5. Socially productive use of land and property: deepening the function and ownership of assets to ensure that any financial gain is harnessed by citizens

Local authorities have key roles to play as an anchor institution themselves and as a strategic partner of other anchor institutions who may already be a part of local Community Planning structures.

4.0 Sustainability Implications

4.1. None

5.0 Resource Implications

5.1. *Financial Details*

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

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

5.4. *Staffing*

6.0 Exempt Reports

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

7.0 Declarations

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

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

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

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

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

Our communities will be resilient and empowered so

that they can thrive and flourish

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

8.0 Equalities Impact

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

Yes No

9.0 Legality

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

10.0 Appendices

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

Appendix 1 : Terms of Reference

11.0 Background Papers

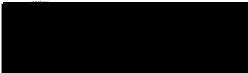
11.1 Have you used other documents to compile your report? (All documents must be kept available by the author for public inspection for four years from the date of meeting at which the report is considered)

Yes (please list the documents below) No

Author(s)

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Approved by

NAME	DESIGNATION	SIGNATURE
Pete Leonard	Strategic Director (Place)	

**Stirling and Clackmannanshire Regional Economic Advisory Board
(SCREAB)**

Terms of Reference

1.0 Purpose

- 1.1 The purpose of the SCREAB is to drive economic development for the city region providing strategic guidance to the City Region Deal Joint Committee in order and coordination to achieve the shared ambition of sustainable and inclusive economic growth.

Members of SCREAB will harness knowledge and expertise in order to;

- 1.2. Inform the Chief Officers Group's recommendations to the City Region Deal Joint Committee in making spend and investment decisions that maximise benefits for the city region's economy and its people; and maximising private sector leverage and investment opportunities that can be delivered as a result of the deal, including leverage proposals.
- 1.3 Support the alignment of regional strategies and plans supporting the delivery of inclusive growth and inward investment as well as informing Local Development Plans and Transport Strategies.
- 1.4 Develop and recommend to Chief Officers Group the underpinning regional strategies, including Regional Skills Strategy and Regional Procurement Strategy, that will support inclusive growth within the region and deliver on the strategic outcomes of the Deal.
- 1.5 Identify opportunities for community wealth building and the role of anchor institutions in order to support the social, environmental and economic priorities of the region.
- 1.6 Ensure that the Regional Enterprise Forum, as the adopted 'business engagement community' for the City Region Deal, is consulted with, communicated with and supported in relation to emerging regional economic opportunities including supporting the delivery of a strong regional supply chain within the context of the City Region Deal.
- 1.7 Champion the region nationally and internationally to encourage further investment opportunities and collaborations harnessing knowledge and expertise enabling the city region to connect with and maximise the regional benefits from emerging opportunities.

2.0 Principles

- 2.1 To garner regional and national expertise in order to support the delivery of a shared vision of growing an inclusive economy within the city region.

- 2.2 Strengthen the partnership opportunities between public, private and third sectors in order to achieving the vision of the City Region Deal specifically within the thematic areas of investment.
- 2.3 The SCREAB will be established to be 'regionally resilient' in the context of the emerging Forth Valley Regional Economic Partnership and will support these developments ensuring duplication is avoided and opportunities to maximise impact across the wider region in the future are supported.
- 2.4 Members will be asked to conform to the City Region Deal Communications Protocol supported by Regional Programme Management Office.
- 2.5 Members will be required to act in the best interest of the city region and its communities, foregoing any interest their own organisation may have (if any) in the City Region Deal and related projects.

3.0 ***Membership***

- 3.1 Members of the SCREAB must be approved by the City Region Deal Joint Committee.
- 3.2 Members will be appointed from a range of organisations to ensure a breadth of relevant expertise on the Board. This will include representatives from anchor institutions in both the private, third and public sectors.
- 3.3 The membership makeup of the Board will be as follows :
Organisations listed will be invited to form the core membership of SCREAB. This is however subject to change with the emerging needs and thematic opportunities within the region;
 - Stirling Council Elected Members x 1
 - Clackmannanshire Council Elected Members x 1
 - University of Stirling x 1
 - Forth Valley College x 1
 - Private Sector Representatives x 4
 - SME Private Sector Representatives x 2
 - Third Sector Interface Representative x 1
 - Skills Development Scotland x 1
 - Scottish Enterprise x 1
 - NHS Forth Valley x 1

Additional Representation

- 3.4 Additional thematic representation connecting to investment areas within the region may be required from national bodies such as Visit Scotland and Sustrans. At times, additional thematic private sector

representation may also be required to support/advise on specific areas of work.

- 3.5 SCREAB have the right to request additional representation from areas such as Economic Development teams to support specific areas of work.
- 3.6 SCREAB has the right to co-opt in new additional temporary members for defined periods as required and invite guests to attend as consultees as required..
- 3.7 The SCREAB can recommend, for approval at Joint Committee, additional representatives to form as part of the core membership composition. These must be approved as per 3.1.

Nomination of Membership

- 3.8 The Third Sector Interfaces (TSI) operating in the region, Stirlingshire Voluntary Enterprise and Clackmannanshire Third Sector Interface, will be responsible for nominating suitable representatives in keeping with the agenda items and key areas of work.
- 3.9 Third Sector representatives will be selected for their knowledge and experience of the third sector and/or within a specific thematic area. They should ensure connectivity takes place with the TSIs and/or local and regional third sector networks/forums for maximum reach.
- 3.10 NHS Forth Valley will be invited to nominate a suitable representative to join the SCREAB due to the role that they play as a regional anchor institution (as opposed to public health representation).
- 3.11 Private Sector membership will be determined through an open application process managed by the RPMO, on behalf of the Joint Committee.
- 3.12 Private Sector membership should aim to complement the investment areas within the City Region Deal in order to maximise the opportunities for growth being made available to the region.
- 3.13 Representatives nominated by the organisations listed in 3.3 (with the exception of private sector members) should be at an influential level and in a position of relevance in terms of the purpose of the group.
- 3.14 City Region Deal Joint Committee voting members are permitted to be appointed on to SCREAB if they are nominated as the SCREAB representative by their organisation. In this case, members will be required to consider any conflicts of interest that arise and must not take part in discussions relating to such matters.
- 3.15 Identified representatives are permitted to send a substitute from their organisation if they are unable to attend scheduled meetings.
- 3.16 The Regional Programme Manager (RPM) for the City Region Deal will be invited to attend as an observer to present updates on the progress of the Deal.

3.17 Additional people such as Senior Responsible Officers or Programme/Project Managers within the City Region Deal programme can be invited at the request of the Chair via the RPMO to present, provide further information or to discuss specific areas of work as required.

3.18 Senior officers of the partners will also attend SCREAB.

4.0 **Quorum**

4.1 Quorum for the Board is 6 with the required representatives as follows:

- Stirling Council Elected Member x 1
- Clackmannanshire Council elected Member x 1
- University of Stirling x 1
- Forth Valley College x 1
- Private Sector x 1

4.2 If the quorum is not met then the group should aim to reconvene at the earliest convenience.

5.0 **Appointment of Chair and Vice-Chair**

5.1 SCREAB will have a Chair and Vice Chair formally appointed by the City Region Deal Joint Committee.

5.2 The roles of Chair and Vice Chair must be held by private sector members. Selection of the Chair and Vice Chair will be supported by the private sector member recruitment process as outlined in 3.11.

5.3 If the Chair is unable to attend meetings of the SCREAB then the Vice Chair will assume the role of Chair.

5.4 If neither the Chair nor Vice-Chair are able to attend, in exceptional circumstances only, then the SCREAB members present are at liberty to nominate, another representative member to stand in as acting Chair to enable the meeting to proceed.

6.0 **Meeting Administration**

6.1 Administrative support will be provided by the local authority that is administering the City Region Deal Joint Committee level (alternates each year) who will support the Chair with the organising of meeting venues, preparation of presentations, collating meeting papers relating to the agreed agendas and communication with members.

6.2 Minutes will be prepared by the local authority that is administering the City Region Deal Joint Committee level (alternates each year) and issued to the Regional Programme Management Office no more than 5 working days after a meeting has taken place.

6.3 Minutes of every meeting require to be formally approved by two representatives who were in attendance and will be made publicly available. The public will not be invited to attend SCREAB meetings.

6.4 The Regional Programme Manager will support the Chair and Vice-Chair to create meeting agendas and related City Region Deal reports including; implementation updates, benefits realisation and updates from other advisory groups within the Governance Framework including the Joint Commission.

7.0 ***Meeting Frequency***

7.1 The SCREAB will meet quarterly.

7.2 The Regional Programme Management Office (RPMO) will schedule an annual calendar of meetings to ensure that they take place in advance of a Chief Officers' Group (COG) meeting. This ensures that the SCREAB have had time to advise on recommendations being made by the RPMO for COG review.

7.3 Any rescheduling of the SCREAB meetings should take into consideration the overall City Region Deal meeting calendar and other related meetings.

8.0 ***Review***

8.1 The SCREAB se Terms of Reference should be reviewed to ensure that they are fit for purpose no less than every 18 months.

8.2 The Regional Programme Management Office will support the review of the SCREAB Terms of Reference for the approval of the Joint Committee via the Chief Officers' Group.

Regional Enterprise Forum

Terms of Reference

1.0 *Purpose*

The purpose of the Regional Enterprise Forum is to;

- 1.1 Represent the regional business communities across the city region ensuring that businesses and social enterprises have a strong voice within the City Region Deal decision making process.
- 1.2 Connect the City Region Deal Joint Committee to business and social enterprise communities and networks within Stirling and Clackmannanshire ensuring that regional business communities representatives are kept up to date with City Region Deal progress, opportunities and benefits realisation.
- 1.3 To advise the Chief Officers' Group on matters relating to the City Region Deal making recommendations or highlighting opportunities that will strengthen the regional economy including the following thematic areas; regional supply chain strengthening, social enterprise development, promotion of entrepreneurship and regional skills development.
- 1.4 Ensure that there is a dedicated forum for business and social enterprise communities that enables consultation on regional and where applicable Forth Valley wide strategies, to enable consultation and recommendations on the alignment or development of emerging regional strategies (both city region and wider Forth Valley as required). These strategies will enable the City Region Deal Partners to deliver on the ambition of the City Region Deal investment and include; Regional Procurement Strategy, Regional Skills Strategy, Transport Strategies and Local Development Plans.;
- 1.5 To provide advice and guidance, and endorse or make recommendations to Chief Officers' Group and SCREAB on the development of the City Region Deal projects, programmes and other priorities areas for growth.
- 1.6 Support the maximisation of private sector leverage
- 1.7 To support the delivery of benefits that the City Region Deal and other regional capital investment will unlock for businesses and social enterprises within Stirling and Clackmannanshire region.;
- 1.8 To explore and develop partnership arrangements, cross sector and business-to-business, which maximise the regional economic potential of the area and to
- 1.9 Increase business engagement opportunities in connection with the City Region Deal investment programme.

2.0 ***Principles***

- 2.1 The Forum will augment and build on existing business forums and structures without superseding them. It will be the recognised business engagement forum for the City Region Deal.
- 2.2 Members will be invited to attend the group by the City Region Deal Joint Committee. Member eligibility will be based on expertise and knowledge of the city region, their role within the regional economic landscape and/or in their capacity as a representative of a business or social enterprise community. as opposed to the individual organisations that they represent.
- 2.3 Members will be required to act in the best interest of the region and local communities forgoing any interest their own organisation (if any) may have in the City Region Deal and related projects.
- 2.4 Members will be responsible for ensuring that the views of existing business and social enterprise networks are captured and that there is no duplication between the group's activity and these networks.
- 2.5 The Regional Enterprise Forum does not have a direct decision making role in relation to the City Region Deal and it will operate as an advisory group
- 2.6 The Regional Enterprise Forum will be established to be 'regionally resilient' in the context of the emerging Forth Valley Regional Economic Partnership and will support these developments ensuring duplication is avoided and opportunities to maximise impact across the wider region in the future are supported.
- 2.5 Members will be asked to conform to the City Region Deal Communications Protocol which will be provided by the Regional Programme Management Office (RPMO).

3.0 ***Membership***

- 3.1 Members of the Regional Enterprise Forum will be invited to create the Forum by the City Region Deal Joint Committee via the Regional Programme Management Office (RPMO).
- 3.2 The following representatives will be invited to create establish the Regional Enterprise Forum;
 - Clacks first (Business Improvement District) x 1
 - Alloa first (Business Improvement District) x 1
 - Go Forth (Stirling Business Improvement District) x 1
 - Loch Lomond and Trossachs Park x1
 - Forth Valley LEADER x 1
 - Representatives from businesses (number to be determined by COG and JC)
 - CETERIS x 1

- STEP x 1
 - Forth Valley Social Enterprise Network x 1
 - Forth Valley College x 1
 - University of Stirling x 1
 - Stirling Council, Senior Officer, Economic Development x 1
 - Clackmannanshire Council, Senior Officer, Economic Development x 1
 - Forth Valley Chamber of Commerce x 1
- 3.3 There will be no application process required to take part in the forum for the organised listed. Business representatives will be invited to apply and the application process will be managed by the RMPO on behalf of the Joint Committee.
- 3.4 The City Region Deal will aim to maximise engagement with business and social enterprise networks and communities and reflect the importance of SMEs and social enterprise within the region.
- 3.5 The Regional Enterprise Forum is able to recommend to the City Region Deal Joint Committee via the RPMO, additional other members as required to ensure future new business network representatives of relevance can access the forum.
- 3.6 The Regional Enterprise Forum via a request from the Chair to the RPMO is able to invite other representatives to attend in order to support or present on specific thematic / agenda items.
- 3.7 Organisations listed in 3.2 should consider the purpose of the group and identify a suitable representative to attend the Regional Enterprise Forum on their behalf.
- 3.8 Identified representatives can send a substitute from the organisation they are representing in 3.2 if they are unable to attend scheduled meetings.
- 3.9 The Regional Programme Manager (RMPO) for the City Region Deal will be invited to attend as a consultee in order to present updates on the progress of the Deal and to support the appointed Chair.
- 4.0 ***Appointment and Role of the Chair***
- 4.1 The Regional Enterprise Forum will have a Chair person, from an organisation listed in 3.2, nominated by the City Region Deal Joint Committee.
- 4.2 The role of the Chair is to facilitate the Regional Enterprise Forum meetings in keeping with the agreed agenda and thematic areas brought to the Forum by the Regional Programme Management Office (RPMO).
- 4.3 The Chair will be expected to approve recommendations, guidance or feedback from the Forum with the RPMO for reporting to the Chief Officers' Group and Joint Committee.

- 4.4 The Chair will not be expected to attend Joint Committee meetings but may be invited to attend as a consultee. The Chair may be invited to attend the Stirling and Clackmannanshire Regional Economic Advisory Board.
- 4.5 The Regional Programme Management Office will support the Chair to create meeting agendas and related reports bringing forward relevant business including; implementation updates, benefits realisation and updates from other advisory groups within the Governance Framework.
- 4..6 The Regional Programme Management Office will support the interface between the Stirling & Clackmannanshire Regional Economic Advisory Board and the Regional Enterprise Forum to ensure that these advisory groups work closely together to feed into the decision making process within the context of the City Region Deal..
- 5.0 ***Meeting Administration***
- 5.1 Administrative support will be provided by the RPMO who will support the Chair with the organisation of meeting venues, preparation of presentations, collating information relating to the agreed agendas and communication with Forum members.
- 5.2 Meeting minutes will be prepared by the RPMO on behalf of the Regional Enterprise Forum and approved by the Chair as detailed in 4.3.
- 5.3 Forum meetings will not be open to the public however minutes of every meeting require to be approved by the Chair and will be made publicly available.
- 6.0 ***Meeting Frequency***
- 6.1 The Regional Enterprise Forum Joint Commission will meet quarterly however meetings can be convened by the Chair out with the meeting schedule in order for the forum to respond to urgent business if required.
- 6.2 The Regional Programme Management Office (RPMO) will schedule an annual calendar of meetings to ensure that they take place in advance of a Chief Officers' Group (COG) meeting. This ensures that the Regional Enterprise Forum have had time to advise on recommendations being made by the RPMO for COG review and ultimately advise the Joint Committee.
- 7.0 ***Review***
- 7.1 These Terms of Reference should be reviewed to ensure that they are fit for purpose no less than every 18 months.
- 7.2 The Regional Programme Management Office will support the review of the Regional Enterprise Forum Terms of Reference for the approval of the City Region Deal Joint Committee via the Chief Officers' Group.

Report to Clackmannanshire Council

Date of Meeting: 25 June 2020

Subject: Review of the Clackmannanshire & Stirling Integration Scheme

Report by: Senior Manager, Legal and Governance

1.0 Purpose

- 1.1. This report advises Council on the statutory duty to review the Integration Scheme for the Clackmannanshire & Stirling Health and Social Care Partnership and provides an update on progress.

2.0 Recommendations

- 2.1. Note the requirement to review the Integration Scheme (paragraph 3.6).
- 2.2. Note that an initial review of the Integration Scheme has been undertaken, (paragraphs 3.9 – 3.12)
- 2.3. Note that the existing Integration Scheme will remain in place until the review is completed and
- 2.4. Note the actions being taken forward in June, if the emergency response to COVID-19 pandemic has reduced. (paragraphs 3.13 – 3.15)

3.0 Considerations

Background

- 3.1. The Public Bodies (Joint Working)(Scotland) Act 2014 sets the framework for integrating adult health and social care, to ensure a consistent provision of quality, sustainable care services for the increasing numbers of people in Scotland who need joined-up support and care, particularly people with multiple, complex, long-term conditions.

- 3.2. The Integration Scheme is a legally binding agreement between Councils and Health Board who are known as ‘the parties’ in the Integration Scheme. The scheme describes what the parties will do to enable the Integration Joint Board (IJB) to meet its responsibilities (or ‘delegated functions’). It does not describe what the IJB will do in detail. The IJB became responsible for adult and older peoples services in April 2016. The scheme contains high level statements of commitment to ensure flexibility and accommodate future changes.

Integration Scheme Review

- 3.3. The current Integration Scheme can be found on the Clackmannanshire & Stirling Health and Social Care Partnership website here:
<https://clacksandstirlinghscp.org/about-us/integration-scheme/>
- 3.4. The current Integration Scheme was approved by all Constituent Authorities and endorsed by the then Partnership Transition Board in June 2015.
- 3.5. The Integration Scheme was submitted to Scottish Ministers on 1 April 2015, as required, and was approved by Ministers on 4 September 2015 where it was laid before Parliament before coming into force on 3 October 2015.
- 3.6. Under Section 44 of the Public Bodies (Joint Working)(Scotland) Act 2014 paragraph (5) the Constituent Authorities have a legal duty to formally review the Integration Scheme five years from its date of approval, in this case by October 2020.
- 3.7. If the Integration Scheme is not reviewed, the Constituent Authorities would be in breach of the Public Bodies (Joint Working)(Scotland) Act 2014. To mitigate this risk, the Integration Scheme must be finalised, approved by Constituent Authorities and submitted to the Cabinet Secretary for Health and Sport for approval.
- 3.8. There is no requirement for the Integration Scheme to be laid before Parliament going forward.

Progress With Review

- 3.9. On 21 January 2020 an initial session was held with:
- Chief Officer (HSCP)
 - Chief Finance Officer (HSCP)
 - Programme Manager (HSCP)
 - Chief Executive of Clackmannanshire Council
 - Section 95 Officer for Clackmannanshire Council
 - Chief Executive of NHS Forth Valley
 - Director of Finance for NHS Forth Valley
 - Chief Executive of Stirling Council
 - Section 95 Officer for Stirling Council
 - Chief Officer – Governance, Stirling Council
 - Senior Manager Legal and Governance, Clackmannanshire Council

3.10. The programme manager took the group through a presentation which set out the requirements (section 2 above) and identified areas for review and updating, these were:

- Local Governance Arrangements
- Local Operational Delivery / Arrangements
- Performance
- Clinical and Care Governance
- Finance
- Participation and Engagement
- Information Sharing and Data Handling

3.11. This was the initial review of the Integration Scheme. It was identified that the next stage should be engagement with Council members and an agreement had been made to have a session (mid April 2020) with wider representation (including IJB Elected Members, Non Executives and others) to make agreements as to how to proceed. In addition the Board had agreed to hold a development session which would have contributed to a review of the Integration Scheme. However, due to our ongoing efforts to respond to the COVID-19 pandemic this work is currently not being prioritised and will be revisited. The existing Integration Scheme remains in place.

3.12. These sessions will require to be rescheduled.

Actions Required

3.13. Reschedule the planned session and ensure agreement has been reached.

3.14. An action plan to be developed; and ensure relevant leads are tasked with writing any required amendments to the Integration Scheme sections if required.

3.15. Chief Executives present the Integration Scheme (with any amendments if there are any) for approval by the Constituent Authority.

Conclusions

3.16. The paper outlines the Constituent Authorities statutory responsibilities to review the Integration Scheme as set out in section 44 of the Public Bodies (Joint Working)(Scotland) Act 2014 paragraph (5).

3.17. Actions identified in this report will enable the Constituent Authorities to meet their statutory responsibilities to review the Integration Scheme as set out in section 44 of the Public Bodies (Joint Working)(Scotland) Act 2014 paragraph (5).

3.18. Reports, similar to this one, will be presented to other Constituent Authorities for noting.

4.0 Sustainability Implications

4.1. None to note

5.0 Resource Implications

5.1. *Financial Details*

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

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

5.4. *Staffing*

Time of relevant staff members to attend a session and draft any potential changes to the Integration Scheme.

6.0 Exempt Reports

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

7.0 Declarations

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

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

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

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

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

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

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

8.0 Equalities Impact

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

9.0 Legality

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

10.0 Appendices

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

11.0 Background Papers

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

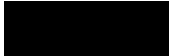

Clackmannanshire & Stirling Integration Scheme

<https://clacksandstirlinghscp.org/about-us/integration-scheme/>

Author(s)

NAME	DESIGNATION	TEL NO / EXTENSION
Lesley Fulford	Programme Manager	07929374335

Approved by

NAME	DESIGNATION	SIGNATURE
Lindsay Thomson	Senior Manager Legal and Governance	
Stuart Crickmar	Acting Chief Executive	

Report to Council

Date of Meeting: 25 June 2020

Subject: Regional Transport Transition Plan

Report by: Strategic Director (Place)

1.0 Purpose

- 1.1. On 22nd May the Cabinet Secretary for Transport, Infrastructure and Connectivity wrote to all Councils in order to outline plans for the direct engagement with local authorities in the Edinburgh and Glasgow City Regions. The letter makes clear the urgency and the scale of the public transport challenge which will require immediate joined up working to manage the operational interactions between the respective networks.
- 1.2. On 3rd June, the Edinburgh and South East of Scotland Transport Appraisal Board which includes representatives of Transport Scotland and SEStran met in order to map the way forward. It was agreed to establish the South East of Scotland Transport Transition Plan Group and to invite both Clackmannanshire and Falkirk to attend given their role in SEStran. Representatives from Clackmannanshire and Falkirk joined the group on 10th June. Given the urgency of the transport challenge, the group will meet weekly in order to work together with Transport Scotland and SEStran to develop operational plans in response to the Covid-19 recovery.

2.0 Recommendations

- 2.1. It is recommended that the Council notes:
- (i) an operational South East of Scotland Transport Transition Group has been established in response to the letter issued by the Cabinet Secretary for Transport, Infrastructure and Connectivity (attached at Appendix 1); and
 - (ii) the terms of reference for the Group have been drafted (attached at Appendix 2).

3.0 Background

- 3.1. The letter attached to this report was sent by the Cabinet Secretary to Council Leaders and Chairs of Regional Planning Partnerships. It announces the preparation of a National Transport Transition Plan, preparation of which will

be guided by a National Advisory Group. The letter notes the reduction in public transport capacity during the lockdown and, because of ongoing social distancing requirements, the certainty of such reduced capacity for an extended period of time. It therefore highlights the risk of increased car use, with consequent adverse impacts on congestion, air quality, and increased inequalities and the need to counteract this through a 'green recovery'.

3.2. Moving on to the process of assessment and implementation of measures the letter refers specifically to the urgency and scale of the public transport challenges in the Edinburgh and Glasgow city regions, and notes that Transport Scotland will be looking to engage with local authorities and regional transport partnerships in those regions.

3.3. Further supporting information published by Scottish Government states the overall aim of the Plan:

"To operate a safe transport service, mitigating risks where possible for those using our transport network and for transport operators". It goes on to set out the following objectives, to:

"inform passengers about when and how to safely access public transport; support management of travel demand, reinforcing broader messages on physical distancing and discouraging unnecessary travel; sustain behavioural changes, encouraging active travel options and staggering journeys to avoid peak times; and inform passengers and road users of busy areas and times to encourage alternative choices."

3.4. Amongst the key issues it states the following:

"Public transport has an essential function in our society. We need to consider the impact on those who are most vulnerable and those who are most dependent on public transport and for accessing essential services.

There may be a tendency to use private cars when available due to the ability to physically distance. We need to ensure the adverse environmental and physical impacts are limited by promoting cycling, walking and wheeling where possible."

3.5. In more detailed initial discussions at regional level with Transport Scotland the following matters were noted:

- Following the terms of the Cabinet Secretary's letter, Transport Scotland considers that the broad membership of the Edinburgh and South East Scotland City Region Deal (ESES CRD) Transport Appraisal Board forms a basis for moving quickly to assess and instigate action within the region that contributes to the aim and objectives of the Transport Transition Plan; and involving all SEStran authorities in establishing the Transport Transition Plan Group.
- It will be the responsibility of the regional group to ensure full engagement with the transport operators in the region.
- Public transport capacity is expected to be between 10% and 25% of pre-Covid-19 levels for an extended period.

- Transport Scotland have commissioned consultants to gather data towards preparation of an overall 'route map', and the results will be shared with the regional group.
- Transport Scotland are also undertaking surveys of consumer confidence in public transport in order to assess the most effective interventions to support that.
- Promoting more and better active travel opportunities is an integral part of the Plan.
- There is a need for measures to be implemented quickly so as to contribute most effectively to the overall economic recovery which will follow the easing of restrictions.
- The National Advisory Group will meet regularly and will link closely with national organisations including CoSLA and SOLACE.

South East Scotland Regional Transport Transition Plan

- 3.6. The City Region Deal Transport Appraisal Board met on 3rd June to begin work on the regional Transport Transition Plan (TTP). By way of reminder, that Board is part of the Edinburgh City Region Deal governance structure, and comprises representatives from all of the (Edinburgh) City Deal partners as well as from Transport Scotland and the Regional Transport Partnership (SEStran). It is not a decision-making part of the City Region Deal governance structure. In taking forward the preparation and implementation of the regional TTP it was agreed to establish the Regional TTP Group and, for completeness, to invite Falkirk and Clackmannanshire Councils to join the Group. Engagement with operators of public transport in the region will be essential, and the well-established links to these operators can be readily used to ensure a collectively sound, focused and comprehensive approach. Meetings of the Group are being held on a weekly basis, with one of the first tasks being to agree a project plan of urgently required transport measures and interventions.
- 3.7. Survey work, modelling and analysis is being conducted by Transport Scotland and, together with data held by SEStran and partner Councils, can provide a robust basis upon which to identify priority actions. The full range of possible interventions has yet to be established. In broad terms there will be a need for measures that seek to flatten the peak periods of demand for travel, and those which maximise the supply and attractiveness of public transport as well as the opportunities for safe other modes of travel (walking and cycling) to reduce reliance upon, and discourage increased use of, the private car. By way of a few examples, measures to flatten demand could include encouragement of continued high levels of home working, and the varying of workplace operating hours. Measures to maximise public transport and active travel could include more road space given over to bus lanes on arterial routes, more 'bus gates', and extensions to existing, or temporary additional, park and ride sites.
- 3.8. The provisions of the regional TTP will also be aligned with the principles set out in current and emerging national, regional, and local transport strategies to mitigate the impact of climate change, and to ensure that improvements to

the transport system recognise and seek to reduce inequalities in access to employment, education/training, and services.

- 3.9. If the TTP is to be effective in supporting the region's economic recovery from the impact of the Covid-19 restrictions it is essential that operational transport measures and interventions are prioritised and implemented quickly. Transport Scotland have advised that, where possible, they should be programmed for implementation over the next few weeks. This will therefore also require an ongoing communications strategy to inform and engage with communities, transport operators, and transport users.

Terms of Reference

- 3.10. A copy of the draft terms of reference prepared by Transport Scotland for the purposes and operation of the TTP Group, and which were considered at the meeting of the Group on 10th June are attached to this report at Appendix 2. They are due for consideration and approval by the City Region Deal Executive Board on 18th June; and any changes will be reported to the next available Council.
- 3.11. The Group is established as a vehicle for providing and sharing information and expertise, developing proposals and making recommendations. It is not a decision-making body and will not be able to commit partners collectively or individually in terms of policy and spending. Accordingly, it will be for partners to determine the extent of authority to be delegated to their representatives and their own internal decision-making and reporting procedures.
- 3.12. Given the need for urgency in response to the Covid-19 recovery the immediate short term measures which are expected to be proposed are essentially operational in nature.

4.0 Sustainability Implications

- 4.1. A central aim of the TTP is to maximise the availability and attractiveness of public transport and active travel modes, and thereby reduce the potential growth of private car use. It has been determined that the proposal is likely to contribute positively to the Council's duty to respond to the Climate Change (Scotland) Act 2009 and to the Council's sustainable development principles.

5.0 Resource Implications

5.1. Financial Details

- 5.2. There is no specifically allocated finance for the preparation or implementation of the TTP, although there are current funding streams within Transport Scotland that could be regarded as potential sources. Councils and partner organisations will also need to consider how best to use existing operational budgets, including the potential pooling of finance.
- 5.3. There are no current revenue funding implications arising from the recommendations in this report.

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

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

5.6. *Staffing*

5.7. There are no staffing implications arising directly from the recommendations in this report.

6.0 Exempt Reports

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

7.0 Declarations

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

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

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

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

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

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

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

8.0 Equalities Impact

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

Yes No

In the preparation of the National TTP as well as any contributory regional strategies, regard will need to be had to the statutory requirements of the equalities legislation, as well as such plans being demonstrable in their attention to the needs of those within the protected characteristics categories.

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 – Cabinet Secretary Letter to Council Leaders
Appendix 2 – Terms of Reference for South East Scotland Transport Transition Plan Board

11.0 Background Papers

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

Author(s)

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Approved by

NAME	DESIGNATION	SIGNATURE
Pete Leonard	Strategic Director (Place)	



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To Council Leaders & Regional Transport
Partnership Chairs

22 May 2020

Colleagues,

Transport Transition Plan Engagement

I would like to thank you and your Council for the significant work that you have undertaken during this unprecedented time to keep the local transport networks safe and operational.

During the Scottish Parliament Rural Economy and Connectivity Committee meeting on the 13 May 2020, I outlined our intention to set out how our Transport Transition Plan will support Scotland's people and businesses on our transition out of lockdown. Further detail can be found at <https://www.transport.gov.scot/news/cabinet-secretary-sets-out-latest-transport-response-to-covid-19-outbreak/>. This will be an evolving process and we will engage Local Authorities and Regional Transport Authorities as it develops.

We are drawing together evidence to inform our plan, however one clear and significant challenge is around public transport. During lock down demand for public transport has fallen by between 85 and 90 per cent against 'normal' since 23 March. As we move towards easing lock down measures operators are estimating that capacity will be between 10 and 25 per cent of 'normal' with the level of physical distancing required. There is a risk this will result in increased private car use, leading to congestion, poor air quality and increased transport inequalities, particularly for the 29 per cent of households in Scotland that do not have access to a car.

We continue to take action to stabilise the transport system and prepare for physical distancing. Further details on the action I have taken can be viewed at <https://www.transport.gov.scot/coronavirus-covid-19/>. A key focus of our on-going work is to ensure that we continue to support a green recovery to deliver our Climate Change commitments and reduce inequalities.

As our national work continues I know you will also be leading your local and regional transport planning responses, in line with your transport responsibilities, which I recognise will be central to the success of the transition. I would encourage you to continue to take a cross boundary approach with your neighbouring authorities where needed.


While we have already been working closely, there will be a continuing need for collaboration to align approaches across our respective transport networks. I therefore intend to include within the Transport Transition Plan a statement on how we continue to engage with local authorities, regional transport partnerships and operators to operationalise the measures across Scotland. I would therefore ask you to consider what Transport Scotland input you may require in relation to your own transition transport planning. Please forward this to Amy Phillips (Amy.Phillips@transport.gov.scot) at Transport Scotland in the first instance.

Our engagement to date has reflected the differing challenges across the country, such as the on-going ferry operation discussions we have held with Island Authorities from start of the crisis. In the short term, Transport Scotland is also looking to engage directly with the local authorities in the Edinburgh and Glasgow city regions at an operational officer level. The urgency and scale of the public transport challenge in these areas requires immediate joined up working to manage the operational interactions between the respective networks for which we are responsible.

We are not seeking to underplay the challenges across rural areas of Scotland, other cities and areas of the country. We value Local Authorities' consideration in this regard, therefore I have asked for a Transport Transition Plan National Advisory Group to be set up with proposed membership to include representatives from COSLA, SOLACE, RTPs, SCOTS and other selected members.

We have held on-going discussions with COSLA, SOLACE, RTPs and SCOTS since the start of the emergency and will continue engagement on the Transport Transition Plan in the coming weeks as outlined above.

We look forward to engaging on our respective plans as we rise to the collective transport challenges as we safely transition out of lockdown to the new normal.

Best wishes


MICHAEL MATHESON

Purpose and Draft Terms of Reference for Transport Transition Plan South East Scotland Region Group

Purpose

1. To align approaches and share knowledge of national, regional and local transport planning activity to safely increase capacity across the transport system and manage demand in our journey along Scotland's route map through and out of the crisis. This will include broader considerations relating to equality impacts and consideration of tailoring measures, for example to specific geographies and sectors.

Draft Terms of Reference

2. The Group will:
 - a) consider regional, local and national transport as it applies in the travel to work area with a focus on issues within and on approaches to city centres to assist in Transport Scotland's evolving Transport Transition Plan;
 - b) focus on increases in travel demand and capacity in line with the second National Transport Strategy sustainable travel hierarchy and interactions between modes as appropriate while considering the four harms set out in *COVID-19: A Framework for Decision Making (23 April 2020)*;
 - c) identify regionally specific and cross-cutting issues, challenges and opportunities associated with increasing travel demand and capacity;
 - d) collectively engage to address these as and where appropriate;
 - e) input consideration of regional equality issues as per due regard to the need to eliminate discrimination and advance equality of opportunity;
 - f) input into scenario planning and provide advice on whether proposed scenarios or policy interventions appropriately and effectively reflect the operational requirements of the transport system from the regional perspective;
 - g) work together on key transport messaging and communication strategies to support the recovery and build confidence in the public transport system;
 - h) offer insight and feedback from those delivering services and measures to input into government decision making;
 - i) review and challenge material to support the response produced by Transport Scotland/Scottish Government, sectoral bodies and/or others; and
 - j) continue to bring together expertise and data in the monitoring of networks as we transition out of lockdown; and
 - k) advise Transport Scotland on the readiness of transport sectors to manage increased demand/service provision as appropriate.

3. Confidentiality

As the Group may be asked for its views on proposals that are still in development, and which have not yet been made available to the public, all discussions and material will be confidential.

Papers may be shared with named individuals who are not members of the group with the prior agreement of the co-chairs.

4. Conduct

Members of the group are expected to contribute their expertise as independent members and not to promote the interests of one organisation or sector. Members are asked to challenge assumptions and scenarios and should, likewise, expect to be challenged by other members of the group however this will be done respectfully.

5. Membership

- The City of Edinburgh Council
- Clackmannanshire Council
- East Lothian Council
- Falkirk Council
- Fife Council
- Midlothian Council
- Scottish Borders Council
- West Lothian Council
- SEStran
- Transport Scotland
- Public Transport Operators to be invited as required and agreed with the co-chairs.
- Other representatives can be invited with prior agreement of the co-chairs.

6. Secretariat

The secretariat function will be provided by the Edinburgh and South East Scotland City Region Deal Project Management Office.

Frequency of meetings to be confirmed, however it is anticipated that meetings will initially be held once or twice weekly, with the first taking place on the week commencing 1 June. Shorter, *ad hoc* meetings with selected members could take place more frequently depending on the requirement and speed of decision making that is required.

Frequency, role, remit and need for the group by all partners to be reviewed every two weeks.

The secretariat will aim to provide papers a day in advance but this may not be possible due to the speed at which work is commissioned and the need for quick turnaround.

The names and roles of all of those attending should be submitted to the secretariat in advance to enable a roll call at the start of each meeting and for the record, including any substitutions to agreed representatives.

7. Chairs

It is proposed that Grace Vickers, as Chair of the Edinburgh City Region Deal Transport Appraisal Board, and Alison Irvine, Transport Scotland Co-Chair, noting that these are bespoke and sit alongside, but separate to, the City Region Regional Transport Working and other Transport Groups.