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

Special Meeting of Clackmannanshire Council

Thursday 24 September 2020 at 9.30 am

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

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

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Clackmannanshire Council – 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	

16 September 2020

A SPECIAL MEETING of the CLACKMANNANSHIRE COUNCIL will be held via MS TEAMS, on THURSDAY 24 SEPTEMBER 2020 at 9.30 AM.

███████████████

NIKKI BRIDLE
Chief Executive

B U S I N E S S

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CLACKMANNANSHIRE COUNCIL

Report to: Clackmannanshire Council Meeting

Date of Meeting: 24th September 2020

Subject: Clackmannanshire Local Police Plan 2020 - 2023

Report by: Strategic Director Partnerships and Performance

1.0   Purpose

1.1.   A local policing plan for Clackmannanshire is a statutory requirement of the Police and Fire Reform (Scotland) Act 2012. The purpose of this report is to present for Council consideration, Clackmannanshire's Local Policing Plan for 2020-23.

2.0   Recommendations

2.1.   It is recommended that Council approves the Clackmannanshire Local Policing Plan for 2020-23.

3.0   Considerations

3.1.   The Local Policing Plan (Appendix 1), sets out the priorities and objectives for policing in Clackmannanshire for a 3 year period from 2020 to 2023. The Plan is a statutory requirement of the Police and Fire Reform (Scotland) Act 2012.   Development of the Plan is a key process for Police Scotland to ensure local policing reflects the concerns of local communities as well as meeting and tackling national demands.

3.2.   The plan has been developed to align with the Local Outcome Improvement Plan for Clackmannanshire. It has been developed in consultation with partners and communities and is based on local and national strategic analyses of need and risk. The draft plan has been shared with partners and Elected Members as part of this consultation activity.

3.3.   The plan sets out 5 priorities for Clackmannanshire. These are:

- Protecting people most at risk of harm

- Responsive to the concerns of the local community

- Road safety and road crime

- Enhancing our collective resilience to emerging threats

- Promoting confidence through our actions.

3.4. Outlined within the plan is detail on the actions that will be taken under each of the 5 priorities, along with the performance measures that will reported under arrangements for scrutiny. Once approved, the Plan will be published on the Clackmannanshire page of Police Scotland's, "Your Community" website and will also be made available on the Council's website.

4.0 Sustainability Implications

4.1. No sustainability implications

5.0 Resource Implications

5.1. *No resource implications*

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

(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 X   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".

Clackmannanshire Local Police Plan 2020 - 2023

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 X

Author(s)

NAME	DESIGNATION	TEL NO / EXTENSION
Cherie Jarvie	Senior Manager Partnership and Transformation	Tel. 452365

Approved by

NAME	DESIGNATION	SIGNATURE
Cherie Jarvie	Senior Manager Partnership & Transformation	
Stuart Crickmar	Strategic Director Partnership & Performance	

DRAFT

Under review

Local Police Plan 2020 - 23

**POLICE
SCOTLAND**
Keeping people safe

POILEAS ALBA

Performance framework
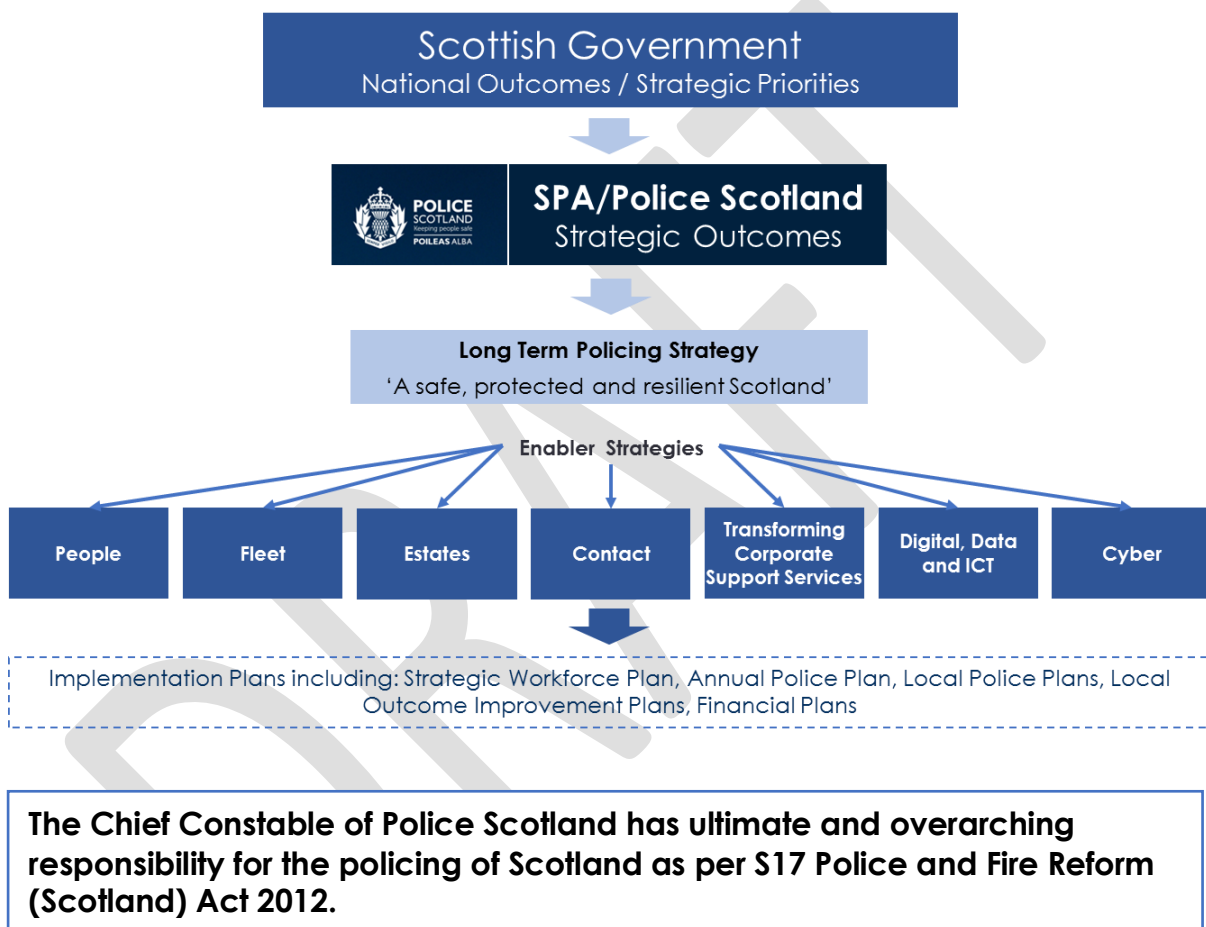
Scottish Government
National Outcomes / Strategic Priorities

SPA/Police Scotland
Strategic Outcomes

Long Term Policing Strategy
'A safe, protected and resilient Scotland'

Enabler Strategies

| People | Fleet | Estates | Contact | Transforming Corporate Support Services | Digital, Data and ICT | Cyber |

Implementation Plans including: Strategic Workforce Plan, Annual Police Plan, Local Police Plans, Local Outcome Improvement Plans, Financial Plans

The Chief Constable of Police Scotland has ultimate and overarching responsibility for the policing of Scotland as per S17 Police and Fire Reform (Scotland) Act 2012.

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FORTH VALLEY DIVISION

Foreword

I am delighted to present our local policing plan to demonstrate our commitments and priorities for Clackmannanshire over the next three years. Whilst Police Scotland has published its national policing plan, this plan is designed to tackle more local community based issues.

We have engaged with communities across Clackmannanshire to identify the issues that matter most and will build on the lessons learned from our previous policing plans to better inform how we will deliver our services.

We have learned the benefits of continuously engaging our communities and over the next three years will continue to do so as we deliver our plans. Clackmannanshire has a diverse, engaged and vibrant range of communities and we will aspire to meet the needs and interests of citizens right across the area, from the heavily populated urban towns to the most remote rural locations.

Over the last three years your local officers have delivered a range of services within communities with support from national and specialist divisions, ranging from roads policing and police dogs, to air support and specialist cybercrime investigators amongst many others. This support allows us to continue to tackle the changing demands on policing, particularly in the area of cybercrime as online crime continues to evolve.

Our partners play a vital role in supporting policing and we will continue to work together to tackle our joint objectives.

Through engagement with communities, and from our own analysis of the demands being placed on policing, we have identified the issues that matter most to you, the communities we serve.

We will strive to provide the highest standards of policing in your communities.

I recognise how important it is to you that you have community officers that you know and can contact and I will ensure we continue to place those officers at the hearts of the communities, working alongside our partners to provide the best possible service.

Chief Superintendent Alan Gibson, Divisional Commander, Forth Valley

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Local policing arrangements

Locally we work within the Community Planning Partnership framework, with all stakeholders, including the third sector, in order to address local concerns and ensure better outcomes for communities in Clackmannanshire.

Forth Valley Division is led by the Divisional Commander, a Chief Superintendent. The Commander is supported by four Superintendents and is directly responsible for delivery of policing within Forth Valley.

The divisional command team provides support and direction to the three local Area Commanders who are responsible for Falkirk, Stirling and Clackmannanshire.

Local perspective: Area Commander

Over the last three years, the Clackmannanshire team have been working to tackle the problems that you told us were of greatest concern to you.

Our team includes community and response officers, School Based Officers and our Divisional Alcohol and Violence Reduction Unit.

We are aware of the local problems in each area and work with the community and other agencies to tackle these issues and provide long term solutions. Based on previous feedback, we have focussed in recent years on tackling

In Clackmannanshire the local Area Commander, a Chief Inspector, has responsibility for the overview of local policing on a day to day basis.

She has access to various officers across the area responsible for investigating local crime, attending local events, working with communities and responding to concerns. They are supported by partners and also by volunteers, such as Special Constables.

Locally based officers are assisted in their activities by specialist teams with expertise in areas such as serious crime, event planning, counter terrorism, air support and armed policing.

antisocial behaviour because you highlighted this to us as a priority.

In addition to our local team, we have been assisted by our licensing department and other specialised national resources, to address antisocial behaviour and drug related crime in Alloa town centre. We arrested a number of well-known repeat offenders and feedback from the local community, councillors and MSPs was very positive.

We continue to proactively police the 'night time economy' and licensed premises to ensure

Clackmannanshire is a good place to live, work and be safe in. This activity reduced the number of antisocial behaviour incidents, serious violence and disorder in the town centre.

Drugs continue to blight the lives of families and communities in Clackmannanshire so we focussed on targeting drug dealers. Our communities worked with us to provide valuable information which we acted upon. This led to a 48% increase in offenders being charged with possession of drugs. A number of warrants were also executed, resulting in several people being charged with drug dealing. This demonstrated that we listen to the public and disrupted the local drug trade.

We responded to local concerns regarding safety on our roads by developing the 'Young Driver Safe Driver' campaign, raising awareness of road safety, the dangers associated with driving and encouraging responsible driver and pedestrian behaviour.

We delivered the Scottish Qualifications Authority (SQA) 'Safe Road User' course to our three Clackmannanshire Academies, resulting in twenty five senior pupils completing the course. This course is now available to senior pupils from fourteen years of age and includes various modules, including being a young driver, cyclist and pedestrian.

In order to highlight and support the new Domestic Abuse Act legislation that came into force in April 2019,

we delivered presentations to local support organisations, including Clackmannanshire Women's Aid.

This was to increase public awareness that 'coercive and controlling behaviour' is now criminal and to empower victims to report domestic abuse or seek help. Several victims approached our team personally after these events and disclosed ongoing domestic abuse that they then felt confident to report.

We endeavour to support the most vulnerable in the community and have commenced a short pilot called STRIVE - Safeguarding Through Rapid Intervention. This is a multi-agency approach that will quickly identify and assess child and adult concerns through collaboration, to deliver an appropriate early and effective intervention.

We aim to create better outcomes for such vulnerable individuals and families that would not be achieved by any one agency alone.

We will continue to reflect upon our policing activity and the feedback we receive from the public to strengthen our service delivery and improve the wellbeing of our diverse communities in

Chief Inspector Audrey Marsh
Area Commander for Clackmannanshire

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Clackmannanshire.

Clackmannanshire Local Outcomes Improvement Plan (LOIP)

Our priorities for policing are aligned to the Clackmannanshire Local Outcomes Improvement Plan (LOIP), which is published by the Community Planning Partnership.

This plan describes how we will address these priorities to make our communities safer and deliver better, lasting outcomes for our communities by:

- Preventing crime and disorder and breaking the offending cycle

- Minimising the impact of identified threats, risks and harm
- Reducing vulnerability by protecting and supporting the most vulnerable and disadvantaged members of our society
- Ensuring we deliver an excellent policing service

Our approach to delivering local policing services is aligned to, and contributes towards, the wider partnership ambitions described within the LOIP:

Outcome 1

Clackmannanshire will be attractive to businesses and people; will create sustainable jobs, raise attainment and improve life skills to ensure fair opportunities for all

Outcome 2

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

Outcome 3

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

Outcome 4

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

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Policing priorities for Clackmannanshire

PROTECTING PEOPLE MOST AT RISK OF HARM

We will work proactively with partners to protect vulnerable adults, children and young people and tackle sexual crime and domestic abuse

RESPONSIVE TO THE CONCERNS OF THE COMMUNITY

We will work to prevent antisocial behaviour, hate crime, violence and disorder and aim to prevent acquisitive crime

ROAD SAFETY AND ROAD CRIME

We will aim to reduce casualties and crime on our roads through collaboration with our partners

ENHANCING OUR COLLECTIVE RESILIENCE TO EMERGING THREATS

We will focus on tackling cybercrime, serious and organised crime and counter terrorism as well as planning for emergencies

PROMOTING CONFIDENCE THROUGH OUR ACTIONS

We will deliver our service by engaging communities and developing and supporting our staff to ensure sustainability for the future

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How we identified our priorities

Our priorities were identified through a number of sources and processes, which include:

- Clackmannanshire Alliance LOIP
- Community consultation (Your Police survey)
- Police Scotland Annual Police Plan 2019/20
- Police Scotland Strategic Assessment 2020/23
- *Policing for a safe, protected and resilient Scotland*, Joint Strategy for Policing (2020)

All of these sources have provided critical information in identifying what is important to the diverse communities within Clackmannanshire.

Whilst this plan spans a three-year period, we recognise that the issues affecting our communities and the associated demands on our service are changing.

This will require us to review our approach periodically throughout the duration of this plan to ensure that

- We are continuing to focus on the right things
- Our people are suitably equipped and supported to deal with these demands
- Our approach remains effective and sustainable for the future

We police with the consent and support of our communities so it is important that you continue to let us know what you think of policing in your area and what our areas of focus should be.

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Plan on a page: Clackmannanshire

Our vision | Policing for a safe, protected and resilient Scotland
Our purpose | Improve the safety and wellbeing of people, places and communities in Scotland
Our values | Fairness, Integrity, Respect and Human Rights

Our local policing priorities

- Protecting people most at risk from harm
- Responsive to the concerns of communities
- Road safety & road crime
- Enhancing our collective resilience to emerging threats
- Promoting confidence through our actions

Our areas of focus

Supporting vulnerable people and building effective pathways to support with partners	Protecting children and young people	Investigating sexual crime and supporting victims	Tackling domestic abuse and aiding victims
Tackle antisocial behaviour, drug and alcohol misuse through partnerships	Investigate violent crime in all its forms	Target those involved in acquisitive crime and aim to prevent homes being broken into	Prevent vulnerable people and locations being subject of acquisitive crime
Effectively investigate all serious and fatal road traffic collisions	Respond to local concerns regarding road safety complaints	Target drink and drug driving	Work in partnership to influence driver and road user behaviour
Work with partners to tackle cybercrime and promote safe use of the internet	Support UK counter terrorism strategy and work with partners to prepare for emergencies	Tackle serious organised crime, disrupt criminal enterprise, sale and supply of drugs and prevent legitimisation of criminal funds	Support multi agency approach to tackle drug related deaths
Deliver an excellent service and be accountable to communities	Engage and involve communities	Develop and support our staff	Deliver sustainability for the future and achieve best value

Police Scotland Strategic Outcomes

- Threats to public safety and wellbeing are resolved by a proactive and responsive police service
- The needs of local communities are addressed through effective service delivery
- The public, communities and partners are engaged, involved and have confidence in policing
- Our people are supported through a positive working environment, enabling them to serve the public
- Police Scotland is sustainable, adaptable and prepared for future challenges

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Our priorities in detail

PROTECTING PEOPLE MOST AT RISK OF HARM

We will work proactively with partners to protect vulnerable adults, children and young people and tackle sexual crime and domestic abuse

Clackmannanshire is home to a diverse community and landscape. Additionally, society is changing and policing is adapting to new challenges.

Along with our wider public sector partners, we are facing increased demand as a consequence of the vulnerability and inequality that exists within our communities.

Dealing with vulnerable people, particularly regarding mental health issues, now accounts for a significant portion of police time. We, along with our partners, are committed to focusing on tackling the root causes rather than the consequences of inequality in order that we can provide better, more targeted support to those who are in need and deliver lasting change in our communities.

Police encounter vulnerability in many different ways. This includes people who are experiencing crisis, physical illness or mental health problems, those who have gone missing or individuals at risk of harm, neglect or abuse.

We are committed to working in partnership to protect the most vulnerable and at risk members of our community, including victims or perpetrators of crime; ensuring that they receive the support they need to lead full and independent lives.

Every contact with a vulnerable person presents an opportunity to improve the outcome for the individual and we will signpost people to partners and agencies that can support them.

As members of the Clackmannanshire Alliance (community planning partnership) we help to protect children and young people from abuse; supporting the wellbeing of young people so that they can have the best possible start in life and fulfil their potential.

Child sexual exploitation presents a significant risk as some young people may not realise they are at risk from harm.

It can include them being coerced into sexual activity either online, through social media or in person.

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We will continue to further develop intelligence in this area and reduce the opportunities for such abuse to occur.

We recognise the devastating psychological, emotional and physical trauma that sexual crime causes to victims. We are committed to working with our partners to provide victims with the confidence and support they need to report such impactful crimes and reduce the risk of those responsible from re-offending.

We know that serious sexual offences are predominantly carried out by someone known to the victim, which can often include those with whom the victim is in a relationship. Domestic abuse is not limited to physical or sexual violence; it can also include emotional, financial or psychological abuse. We are intent on preventing domestic abuse in all of its forms and targeting those offenders who pose the greatest risk of harm.

Our approach

We will regularly review our partnership approach; ensuring that we deliver services to vulnerable people in a co-ordinated, professional and sensitive manner. We will continue to share information to identify those most at risk of harm at the earliest opportunity and seek to safeguard these individuals by:

Vulnerable persons

- **Utilising our risk and concern processes within the Concern Hub at the Public Protection Unit to ensure wellbeing concerns are identified, assessed and appropriately escalated at the earliest opportunity**
- **Reviewing our response and improving safeguards for vulnerable people who are habitually reported as missing persons through our divisional Missing Persons Forum**
- **Working with the Scottish Appropriate Adult Network to support our engagement and investigation of crimes affecting those who have difficulty in communicating**
- **Investing in training so that our officers are equipped to recognise and respond appropriately to individuals who are experiencing mental health problems**

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Children and young people

- **Holding Inter-Agency Referral Discussions to consider child protection concerns, identify risk factors and associated protective measures needed**
- **Using early and effective intervention as an opportunity to promote the development of children and young people involved in low level offending behaviour**
- **Raising awareness of the threats posed from online grooming and the sharing of self-generated indecent images amongst children and young people**
- **Ensuring the preventative advice we give to children and young people is tailored to their age and level of understanding**

Sexual crime

- **Supporting the Public Protection Unit to investigate non-recent instances of sexual violence and domestic abuse**
- **Ensuring victims are aware of, and appropriately signposted to, the range of support mechanisms available in the Clackmannanshire area**
- **Considering the feedback we receive from victims to improve our local service provision**
- **Using multi-agency public protection arrangements to develop risk management plans to reduce the risk of individuals reoffending**

Domestic abuse

- **Identifying and targeting the most harmful perpetrators of domestic abuse by examining the frequency and gravity of their offending behaviour**
- **Supporting the '16 Days of Action' campaign for the elimination of violence against women and children**
- **Promoting awareness of the Disclosure Scheme for Domestic Abuse in Scotland (DSDAS); ensuring victims and those potentially at risk of becoming victims are empowered to make decisions to increase their safety**
- **Protecting victims and intervening with offenders via the Multi-Agency Tasking and Coordinating and Multi-Agency Risk Assessment Conference processes**

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RESPONSIVE TO THE CONCERNS OF THE COMMUNITY

We will work to prevent antisocial behaviour, hate crime, violence and disorder and aim to prevent acquisitive crime

Our primary role is to keep our communities safe. In order that the Clackmannanshire area is a safe place to live, work, visit and do business, it is important that we listen to the views of the public and act on the local issues that you tell us cause you greatest concern.

You highlighted through 'Your Police' survey that tackling violence, disorder, antisocial behaviour and preventing acquisitive crime, such as homes being broken into, remain as important to you.

We will focus on preventing these crimes as a priority, recognising the lasting impact these have on our communities.

We will work with partners to tackle the root causes of crimes of

Our approach

We will continue as active members of Clackmannanshire`s community safety partnership multi-agency tasking process to

violence and dishonesty to reduce repeat offending.

We will also seek to ensure that our residents continue to feel safe in their homes, however remote, and are supported to lead full and independent lives by working in partnership to prevent doorstep crime.

This includes bogus callers and rogue traders who often seek to target vulnerable people to steal money and valuables or charge inflated prices for poor quality or unnecessary work to their homes.

With Clackmannanshire having a significant rural area, which incorporates the extensive Ochil Hills amongst others, we will continue to focus pro-active work to tackle acquisitive crimes in isolated rural locations across Clackmannanshire.

In conjunction with our partners we are committed to promoting inclusivity and equity of opportunity for all. In support of our collective effort to build cohesive communities and reduce social isolation we will seek to reduce the harm caused by hate crime as no member of our community should fear hostility, abuse or violence because of an aspect of their identity.

share information and examine emerging trends relating to the areas of concern highlighted by our communities.

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Using a problem-solving approach, we will work together to prevent crime, reassure and protect our communities from harm by:

Violence, disorder and antisocial behaviour

- **Providing a visible presence at problematic locations identified through intelligence and analysis to deter acts of violence, disorder and antisocial behaviour**
- **Working to identify and address the root causes of such crimes; educating people and guiding them towards the support they need to make positive lifestyle choices and divert them from a cycle of offending behaviour**
- **Making full use of all available options with partners to deal proportionately with issues including Acceptable Behaviour Contracts (ABCs), Antisocial Behaviour Orders (ASBOs), recorded police warnings and reports to the procurator fiscal**
- **Engaging with the Multi-Agency Public Protection Arrangements process to effectively manage violent offenders who are most at risk of involvement in serious violence in order to prevent repeat offending and escalation**
- **Working with Clackmannanshire`s Licensing Board and Licensing Forum to ensure our licensed premises are safe, well-regulated and supplying alcohol in a responsible manner**
- **Continuously reviewing our activities and considering our approach to preventing incidents occurring in domestic premises and other private spaces**
- **Continuing to engage with and develop the Social Work Group to progress interventions to reduce re-offending**
- **Collaborate with partners in Criminal Justice to reduce re-offending**

Acquisitive crime

- **Conducting proactive patrols at locations identified through intelligence and analysis**
- **Raising awareness and providing practical support such as installing bogus caller buttons to make our communities less vulnerable to doorstep crime**
- **Promoting understanding of the warning signs of doorstep crime amongst commercial and retail staff so they are able to take appropriate intervening action if it is suspected that an individual may be at risk of exploitation**
- **Providing support for victims to survey properties to `target harden` to prevent repeat crime**

Hate crime

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- **Seeking to extend our 'Safe Place' initiative where local businesses provide support to vulnerable people who find themselves in challenging situations when they are out in our local area**
- **Conducting local awareness campaigns to encourage those affected by hate crime or harassment to have the confidence to report what is happening**
- **Continuing to engage with Central Scotland Regional Equality Council and promote the use of third party reporting**
- **Engaging with all sections of our communities to support their individual needs**

ROAD SAFETY AND ROAD CRIME

We will aim to reduce casualties and crime on our roads through collaboration with our partners

A significant part of keeping our communities safe extends to detecting and deterring criminality and improving safety on our roads network.

Evidence shows there is a link between criminal driving behaviour, such as driving whilst disqualified or without insurance, to instances of collisions. Such incidents are often traumatic and can be life changing for those involved and their families.

Clackmannanshire has a significant road network ranging from the new

Clackmannanshire Bridge linking the motorway network to both Clackmannanshire and Fife, to small country roads all of which present their own unique challenges. Clackmannanshire comprises a mixture of larger towns and small rural villages and safety for all road users is of paramount importance.

We are committed to working with partners to positively influence the behaviour of drivers and road users to reduce the number of casualties on our roads as well as minimising the economic impact of criminality and disruption to our local road network.

Through the 'Your Police Survey' and local engagement you have told us that speeding, particularly in rural locations, as well as driver behaviour in the vicinity of schools is of particular concern. As a result, this has been given specific priority within the policing plan.

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Our approach

We will assist our partners to provide education for all road users and will share information so that analysis can identify locations where physical improvements can be made to promote road safety. Our Roads Policing Unit will support us in taking part in national and local campaigns to improve road safety to reduce casualties by:

Road safety

- **Influencing driver behaviour through engagement, education and proportionate enforcement of legislation**
- **Deploying mobile safety cameras at priority locations identified through intelligence and analysis**
- **Making full use of schemes to educate road users and divert them from prosecution**
- **Sharing information with relevant partners to identify and target repeat offenders, maximising opportunities to seize their vehicles to ultimately make our roads safer**
- **Continuing to promote the Junior Road Safety officer programme to educate children and drivers alike regarding safety near schools**
- **Supporting our local school in the delivery of the Young Driver Safe Driver programme**
- **Using speed enforcement to improve road safety using intelligence led tasking**
- **Continue to progress actions via our divisional Road Safety Group to support local and national campaigns**

Road crime

- **Continuing to target uninsured and unlicensed drivers**
- **Targeting drink and drug drivers**
- **Patrolling roads used by travelling criminals to disrupt their opportunities to commit crime in our area**

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ENHANCING OUR COLLECTIVE RESILIENCE TO EMERGING THREATS

We will focus on tackling cybercrime, serious and organised crime and counter terrorism as well as planning for emergencies

It is vital we remain informed and responsive to new and emerging threats. National and local strategic assessments help our understanding of future challenges and provide an opportunity to work collaboratively with partners to protect our communities from the risks and harm posed.

The way in which we interact and do business is changing, with an increasing proportion of our daily life carried out online. Criminals are increasingly seeking opportunities to exploit technology, targeting both businesses and individuals.

Cybercrime can include the grooming of young people, financial fraud targeting businesses and extortion of money. With the support of the national Cybercrime Unit, local business leaders, industry regulators and public sector partners we are committed to preventing such crimes.

Feedback from our recent Your Police survey and from local engagement highlights that tackling drug dealing and drug misuse are a concern for our

communities and we remain committed to disrupting those involved in the production, sale and supply of drugs as well as diverting people from becoming involved in the activities of serious organised crime groups.

The harm caused by serious organised crime to our communities however extends beyond the availability of drugs. We are committed to tackling serious organised crime in all of its forms including the emerging issues of human trafficking and county lines drugs exploitation.

We will use all legitimate means to disrupt criminal enterprise, prevent attempts to legitimise criminal income and bring those who are involved in organised crime to justice.

At a local level, we have an important role to play in supporting the UK's Counter Terrorism Strategy (CONTEST) in order that the people of our communities can go about their lives freely and with confidence.

Emergencies such as flooding, severe weather and other major incidents can happen at any time and affect the ability of our communities to go about their daily lives.

This was demonstrated in 2018 during the demands placed on us and our partners during the `Beast from the East` severe weather event. Local resilience partners worked together to support the

most vulnerable people in our communities.

As emergency responders, we are

Our approach

We will continue to review emerging threats and seek the support of our communities to inform our intelligence requirements and develop our understanding of what is happening in our communities. Through our dedicated partnership

members of the Local Resilience Partnership, working collaboratively to prepare and plan for such eventualities.

meeting structures, we will share information and work together to protect our communities from the risk and harm of emerging threats by:

Serious organised crime and drug misuse

- **Using intelligence to disrupt serious organised crime groups operating in our local area and seize their assets**
- **Tackling the sale and supply of controlled drugs in Clackmannanshire**
- **Supporting 'Project Divert' to identify and protect children who are exposed to organised criminal behaviour; utilising a partnership approach to initiate early interventions and challenge social norms to divert our young people from a life of organised criminality**
- **Working with our partners to deprive serious organised crime groups access to legitimate business enterprise and public funds**
- **Providing information about the local support mechanisms available to both drug users and their families; referring individuals who wish to make positive lifestyle changes to Change Grow Live**
- **Tackling alcohol and drug abuse by being active members of the Alcohol and Drug Partnership**
- **Responding to any actions evolving from the Drugs Death Taskforce**

Cybercrime

- **Promoting the safe use of the internet and digital technology through community events**
- **Raising awareness of, and providing safety advice in relation to, online fraud, gift voucher fraud, ATM fraud and card fraud**
- **Continuing to support the Central E-Safety Partnership to promote safe use of the internet**

Counter terrorism

- **Delivering protective security advice and training to enhance the protection of key strategic sites, public places and businesses within the Clackmannanshire area**
- **Continuing to engage with communities to identify and support individuals who may be vulnerable to radicalisation**
- **Seeking the support of communities to develop the national intelligence picture around terrorism, domestic extremism and potential protests**

Planning for emergencies

- **Supporting the review of our local partnership plans as required, to ensure they remain fit for purpose**
- **Actively participating in exercises to test the effectiveness of our local contingency plans**
- **Encouraging and supporting community groups to develop resilience, prepare for and cope with emergencies**
- **Engaging with local and regional resilience partnerships**

PROMOTING CONFIDENCE THROUGH OUR ACTIONS

We will deliver our service by engaging communities and developing and supporting our staff to ensure sustainability for the future

We police with the consent of the public, so to achieve the commitments in this plan we rely on the continued support and cooperation of Clackmannanshire`s communities.

We understand that <u>how</u> we deliver our service is just as important as the services we provide.

Our Code of Ethics explains the standards of behaviour you can expect from us; outlining our commitment to upholding your rights and treating everyone we encounter with Fairness, Integrity and Respect.

To ensure we deliver an excellent policing service we will continue to review our approach and make the best use of the resources available to us to target the areas of greatest need identified within our partnership locality plans,

responding quickly and appropriately when you need us.

The Community Empowerment (Scotland) Act 2015 empowers communities to make decisions about local public services and put forward ideas about how outcomes could be improved for their area.

We recognise the importance of engaging and involving our communities to help shape our local policing priorities and are committed to providing feedback on the actions we have taken and the outcomes we have achieved. We want you to know your local policing team and be able to contact them easily.

Our people are our most valuable asset and it is important that we continue to invest in developing and supporting our staff in order that they are suitably trained, equipped and empowered to make the right professional choices for our communities. We will promote the wellbeing of our staff so that they are fit to come to work and carry out their responsibilities in their communities.

It is anticipated that demand for our services will continue to grow. We are committed to delivering a sustainable policing model for the future; seeking ways to respond to emerging threats.

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Using our internal governance framework, we will consider the continued effectiveness of our approach and drive continuous improvement by:

How we deliver our service

- **Working closely with our colleagues in Contact, Command and Control (C3) division to assess calls from the public to ensure we provide an appropriate and timely service**
- **Utilising national and specialist support to complement and enhance our local policing response**
- **Working in partnership to deliver the Victims` Code for Scotland; ensuring victims are informed and supported through every stage of the criminal justice process**
- **Respond to complaints we receive from communities, acknowledging and implementing any learning for our officers and staff**
- **Regularly reviewing our approach to ensure we are continuing to provide a victim-orientated approach to crime recording and complying with national standards**
- **Auditing our stop and search activity to ensure our actions have a legal basis and are both justified and proportionate**

Engaging and involving communities

- **Deploying dedicated, visible community officers in our localities**
- **Ensuring victims of crime can access information as to the progress of their enquiry**
- **Working in collaboration with partners to maximise the benefits of service to communities**
- **Continuing to engage with community forums and promote the use of social media to reach as many citizens as possible**

Supporting and developing our staff

- **Utilising local wellbeing champions to provide first point of contact support to officers and staff in relation to wellbeing issues or concerns**
- **Periodically reviewing our local training requirements; ensuring that we have an appropriate distribution of officers trained in a range of disciplines across Clackmannanshire**
- **Intervening early and supporting staff who have been involved in a potentially traumatic incident**

Sustainability for the future

- Transforming our estate into one that is modern, flexible and fit for the future
- Working with partners to consider how we can reduce collective demand and make efficiencies whilst promoting the ethos of collaboration and shared service
- Engaging with minority communities in our area to encourage them to assist and participate in the delivery of local policing services
- Reviewing our approach to ensure we are achieving best value

Performance and accountability

At a local level, we are held to account for our performance by the Clackmannanshire Partnership and Performance Committee.

This group meets every six months to scrutinise how we are performing in relation to the commitments we have outlined within this plan and ensure we are fulfilling our statutory obligations to improve the safety and wellbeing of our communities.

If you would like to see what we have discussed at our scrutiny meetings, copies of the reports we submit and minutes from these meetings are available on the Clackmannanshire Council website.

In order to support effective scrutiny and determine whether our preventative approach is having a lasting positive impact, members of the Clackmannanshire Partnership and Performance Committee will consider information linked to the priorities outlined within this plan.

This includes, but is not limited to:

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PROTECTING PEOPLE MOST AT RISK FROM HARM

- Comparing information that shows how we are performing in relation to other areas
- Analysing trends relating to missing persons
- Qualitative information that demonstrates the effectiveness of our approach to keep vulnerable people safe and reduce repeat victimisation
- Obtain feedback from partners to assess the quality of service and support we provide to victims
- Trends relating to the uptake of the Disclosure Scheme for Domestic Abuse in Scotland
- Crime trends relating to our areas of focus including sexual crime, child sexual exploitation and domestic abuse
- Detection rates

RESPONSIVE TO THE CONCERNS OF OUR COMMUNITIES

- Comparing information that shows how we are performing in relation to other areas
- Reoffending rates in our area
- Our approach to dealing with problematic licenced premises
- Qualitative information that demonstrates the impact of our preventative partnership initiatives, safety campaigns and intelligence led operations
- Crime trends relating to our areas of focus including violent crime, antisocial behaviour complaints, acquisitive crime and hate crime
- Crime detection rates

ROAD SAFETY AND ROAD CRIME

- Trends in relation to the number of persons killed or seriously injured on our roads
- Benchmarking information that shows how we are performing in relation to other areas
- Our approach to dealing with problematic repeat collision locations Qualitative information that demonstrates the impact of our preventative partnership initiatives, safety campaigns and intelligence led operations

ENHANCING OUR COLLECTIVE RESILIENCE TO EMERGING THREATS

- Crime trends relating to cybercrime and online crime
- Drug related death statistics
- Our contribution towards directing those affected by drug misuse to the support that they need
- The effectiveness of our approach to reduce the threat of serious organised crime groups, seize their assets and deny them access to public funds
- Qualitative information that demonstrates the impact of our preventative partnership initiatives, and intelligence led operations in protecting our communities from identified threats, risk and harm
- Examining the work we have undertaken to test and enhance our collective response to emergencies

PROMOTING CONFIDENCE THROUGH OUR ACTIONS

- **Levels of public confidence**
- **Levels of public satisfaction with the service they received as demonstrated through our user satisfaction survey results**
- **Our compliance rates in terms of recording crime in line with Scottish Crime Recording Standards**
- **Trends in the levels of dissatisfaction expressed in the form of police complaints**
- **Our responsiveness to calls for service from the public**
- **Staff absence rates**
- **Examining the work we are undertaking to ensure we continue to provide an effective, efficient and sustainable policing service**

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Equality and diversity

Our work is underpinned by our commitment to equality and diversity in our interactions with the public we serve as well as our own staff.

Across Police Scotland we are committed to developing and promoting best practice in the advancement of our Equality Outcomes.

Clackmannanshire is committed to a policing style which meets the differing needs of the communities we serve and is dedicated to promoting equality within our own workforce.

We realise that every police officer, special constable and member of police staff is responsible for delivering a fair and professional service, promoting equality for all.

Ethics and values

A code of ethics was introduced in 2013 with the creation of Police Scotland and provides guiding principles that define how we perform our duties.

The code of ethics sets out the standards we expect of all our employees and the standards that the public can expect to ensure we provide a professional service to all.

Encompassing the values of the service and our commitment to human rights, the code is designed to help us provide positive outcomes and improve the safety and wellbeing of people, places and communities in Scotland.

Police Scotland's values are:

- Integrity
- Fairness
- Respect
- Human Rights

We are continually working to ensure that these values and the code are understood by all our officers and staff and are preserved in all of our decisions and actions.

Local contact details

Police Scotland
Forth Valley Divisional Headquarters
Stirling Police Station
Randolphfield
2 St Ninians Road
Stirling
FK8 2HD

For more detailed information on how to contact your Local Policing Team please refer to our website at www.scotland.police.uk or through our social media platforms.

We will continue to keep in touch with you to keep you updated on the ongoing work being done to tackle the issues that are affecting life for you and your community:

Dial 999 for an emergency that requires urgent police attention.

For non-emergency contact, call 101, the single non-emergency number.

If you have information about crime in your area and wish to provide it anonymously, call CRIMESTOPPERS on 0800 555 111.

Service users who are deaf or have a hearing impairment can contact Police Scotland via TextRelay on 18001 101 for non-emergency, or 18000 in an emergency.

Police Scotland social media channels provide a range of information and insight into policing and what we are doing both nationally and in your local area. A full list of our national and local social media accounts can be found on our website. Our main channels be found at:

https://twitter.com/policescotland / @policescotland @ForthValPolice

https://en-gb.facebook.com/PoliceScotland/

Please note that our social media channels are not monitored 24/7 and should not be used for reporting crime.

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Report to: Clackmannanshire Council

Date of Meeting: 24th September 2020

Subject: Health and Social Care Partnership (HSCP) Remobilisation Plan and Renewal Plan

Report by: Chief Officer, Clackmannanshire and Stirling Integrated Joint Board

1.0 Purpose

1.1. To present the Health and Social Care Partnership's (HSCP) Re-Mobilisation Plan and the HSCP Renewal Plan as part of the HSCP response to COVID-19.

2.0 Recommendations

2.1. To note the approach laid out in the two Plans.

2.2. To note the activity being undertaken by HSCP officers to progress the work through existing planning and oversight structures to ensure progression of activity.

3.0 Considerations

3.1. The HSCP Mobilisation Plan was presented at the Integration Joint Board meeting on 17th June and members of the Board had the opportunity to review the actions and activity associated with the emergency response across community health and care services.

3.2. The Re-mobilise, Recover, Re-design: the framework for NHS Scotland was published on May 31st and set out how health boards would safely and incrementally prioritise the resumption of some paused services, while maintaining COVID-19 capacity and resilience.

3.3. As the HSCP moves forward into this next phase of re-mobilisation and renewal, there was a need to continue to safeguard robust COVID-19 resilience and support across community health and care, whilst working with the Health Board and both Councils to resume paused services across the whole system whilst ensuring they are resumed safely and incrementally.

3.4. The HSCP has worked closely and collaboratively to co-produce and deliver a whole system approach to mobilisation and renewal across NHS Forth Valley and in particular within Clackmannanshire and Stirling Council areas.

3.5.   The Re-Mobilisation and Renewal Plans are being presented together as they represent the commitment of staff to the continuation frontline HSCP services throughout the pandemic whilst delivering a dynamic programme of service model re-design and renewal.

3.6.   Re-Mobilisation Plan – The re-mobilisation of services within a context of transformational change must be done in a way that is considerate to the fact that Covid-19 still represents a very real public health challenge to the country and its population.

3.7.   The HSCP must be able to react quickly and decisively to additional outbreaks of the virus that may require further standing up and down of services and staff, and to respond to external influences such as additional or changing guidance from the UK and Scottish Governments. Recovery of services requires to be managed to cope with any unpredicted or unexpected surge in demand for services that may arise as restrictions across the country are lifted.

3.8.   The HSCP's approach to re-mobilising services and introducing/retaining new approaches is being achieved with at least the same high levels of transparency and accountability as prior to the pandemic.

3.9.   As such, the HSCP will engage with the public, and the workforce, to understand what people most value, and what a safe, sustainable, high quality health and social care support system will look like in the future. This means being explicit and clear with both the public and staff about the changes being introduced/retained and why, and will involve them in the continued monitoring of the impact of these changes.

3.10.   The success or failure of re-mobilising services or making/retaining changes to services will rely on ensuring those affected understand and are part of the decisions being taken and how that affects access and use of local services.

3.11.   Renewal Plan – During the emergency response phase of the pandemic Clackmannanshire & Stirling Health and Social Care Partnership had a community first approach and stood down all non-essential activity, including some planned respite; some district nursing services; all non-essential meetings; and on 31 March all Integration Joint Board & Committee meetings until at least 17 June 2020.

3.12.   The majority of HSCP frontline services continued throughout the pandemic however the small number of non-essential services which did not continue are being supported to restart services in a safe and effective way. In response to the Covid-19 pandemic the HSCP Renewal Plan has been drafted to set out the HSCP response; where a small number of services were stepped down or delivered in different ways to limit client / service user and staff risk of infection of the virus and in line with Scottish Government guidance.

3.13.   The scale and pace of innovation and service transformation was able to be accelerated in response to the pandemic, however changes to services and service models reflected and complemented the vision and priorities already laid out in the Strategic Plan 2019 – 2022 and do not constitute a shift in the strategic direction of the HSCP.

3.14. A mind map was utilised to outline the scope of the issues affecting the renewal of services across the Health and Social Care Partnership. The Mind Map identified key areas of renewal activity for the HSCP which can be progressed alongside the HSCP strategic priorities as laid out in the Strategic Plan.

3.15. As all non-essential HSCP activities were stood down at the start of the pandemic, in contrast, all statutory services have been maintained and some services have been delivered in a different way, e.g. Near Me, telephone appointments, virtual appointments, social distanced visits to a person's garden. This blended approach to support service users will continue for some time to meet the changing circumstances and restrictions as a result of COVID-19.

3.16. Clackmannanshire and Stirling Health and Social Care Partnership within the HSCP Mobilisation Plan and Re-Mobilisation Plan outlined, in detail, the emergency response to the COVID-19 pandemic. These Plans reflected the key activities across all areas of service as well as the financial framework and ongoing costs linked to the pandemic response. Both plans described the HSCP's continuation of the delivery of all essential and statutory community health and social care services since March 2020, ensuring safe and effective service delivery.

3.17. The HSCP Strategic Plan 2019 – 2022 lays out the next three year commitments of the HSCP to Care Closer to Home; Primary Care Transformation; Caring, Connected Communities, Mental Health, Supporting People living with dementia and alcohol and drugs. The Re-Mobilisation Plan and Renewal Plan reflect the COVID-19 response which has created opportunities to accelerate activity linked to the key priorities as laid out in the Strategic Plan.

3.18. The commitment to the ongoing transforming care agenda will be delivered through the newly established Transforming Care Board and as such the activity laid out within the Re-Mobilisation Plan and the Renewal Plan will continue to be progressed and delivered going forward. This ensures that lessons learned and the ongoing review of the model of care which has progressed during this pandemic will inform the transformation of services.

3.19. The Strategic Planning Group will have a key role in reviewing the pandemic response and reviewing local needs and demand going forward, the work described within the Re-Mobilisation Plan and Renewal Plan alongside existing strategic and service priorities and will form the basis of the group's workload for the coming year.

3.20. The Re-Mobilisation Plan and the Renewal Plan reflect a point in time and will act as a bridge between the emergency response to the pandemic and the continuation of review and management of community health and care services across our communities. The pandemic has created the conditions for change, as laid out in the Scottish Government lessons learned piece, and the HSCP has been able to capitalise on this transformational environment.

3.21. These Plans lay out HSCP officers' progress and the ongoing activity linked to the review of the model of care across community health and care which is supporting the transformation of care. This will not only meet the strategic

priorities of the HSCP but will ensure effective financial management of the totality of the HSCP budget.

4.0 Sustainability Implications

4.1. The continuation and movement into the next phases of recovery and renewal, may arguably be more challenging than the initial emergency response. There is a need to recognise the growing risk of rapidly rising waiting lists and potential non-COVID harms; particularly in the context of releasing COVID restrictions; and the need to have in place other key, and interdependent, strands of response for example managing localised outbreaks and ongoing testing regimes across community staffing groups.

4.2. The HSCP has been able to accelerate the delivery of existing strategic priorities and will continue to identify more effective ways of working to meet the needs of the population within a context of financial prudence, scrutiny and review.

5.0 Resource Implications

5.1. Financial Details

5.2. Additional Scottish Government funding for COVID-19 was made available to the HSCP via NHS Forth Valley and there are monthly finance reports submitted on actual and proposed spend. Additionally sustainability funding for independent sector providers across Scotland was managed through the HSCP.

Yes ☐

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

5.4. Staffing

5.5. There are no staffing issues directly associated with these Plans.

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 X

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 X

(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 X   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".

- HSCP Re-Mobilisation Plan

- HSCP Renewal Plan
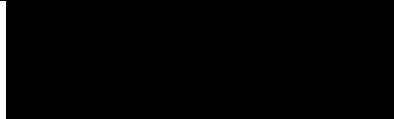
11.0 Background Papers

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
Wendy Forrest	HSCP Head of Strategic Planning and Health Improvement	07385 031941

Approved by

NAME	DESIGNATION	SIGNATURE
Annemargaret Black	HSCP Chief Officer	

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Clackmannanshire & Stirling Health & Social Care Partnership

Re-mobilisation Plan

August 2020

Version	Version 4
Author	Wendy Forrest
Approved by	Annemargaret Black

Contents

1. Introduction

The fundamental principle driving the HSCP approach to recovery are the vision and strategic Priorities of the HSCP Strategic Plan 2019 – 2022 which continue to be as relevant to the planning and delivery of health and social care services during remobilisation as they were before the Covid-19 outbreak.

Whilst the scale and pace of innovation and service transformation has been necessarily accelerated by the requirement to respond to the pandemic, any changes to services and service models reflect and complement the vision and priorities laid out in the Strategic Plan and do not constitute a shift in the strategic direction of the HSCP.

In other words there continues to be a commitment to move to more services being provided in the community, closer to home and a focus on prevention, improving life expectancy and promoting physical and mental health, and supporting people to live healthy lives.

Vision	Priorities	Enabling Activities				Strategies and Initiatives to deliver change
...to enable people in the Clackmannanshire and Stirling Health & Social Care Partnership area to live full and positive lives within supportive communities	Care Closer to Home	Technology Enabled Care	Workforce Planning and Development	Housing / Adaptations	Infrastructure	Intermediate Care Strategy
	Primary Care Transformation					Primary Care Improvement Plan
	Caring, Connected Communities					Carers (Scotland) Act 2016 Community Empowerment (Scotland) Act 2015 Free Personal Care for under 65's 'A Connected Scotland: our strategy for tackling isolation and loneliness and building stronger social connections' Public Health Priorities for Scotland
	Mental Health					Mental Health Strategy
	Supporting people living with Dementia					Dementia Strategy
	Alcohol and drugs					Forth Valley ADP Strategy

This Re-mobilisation Plan aligns to the HSCP Transformation Programme and to the HSCP Strategic Improvement Plan which describe our activities and planned programmes of change for the next three years. The HSCP Renewal Plan is the bridge between the response to the pandemic and ensuring that the HSCP is able to apply the learning and understanding gained during the response to the pandemic.

As lockdown eases and services are remobilised across the public, third and independent sector, as an HSCP there is a need to understand the long term impact and keep under constant review the changes applied, collecting feedback from relevant stakeholders to inform ongoing recovery and planning for the future.

Through this remobilisation activity the HSCP seeks to harness, identify and support innovation and embrace new approaches and ways of working. In doing so, the HSCP will promote and advance local integration to meet individual needs and renew to a better health and social care system.

2. Responding to the Pandemic

A key element in the response to the pandemic has been the ability of the HSCP and its partners to demonstrate agility and innovation in making the changes required to meet the needs of the community.

As described within the priorities of the Re-mobilisation Plan developed at the start of July 2020, HSCP frontline services continued to deliver services throughout the pandemic response to ensure the safety of staff, service users, patients and carers. Ongoing robust assessment of need continued to ensure individuals continued to receive the right level of support and/or statutory involvement at the right time and via the most appropriate means.

HSCP Services continued	HSCP Services Ceased
All statutory social work and social care was maintained including care packages provided by commissioned external services; including reporting and governance structures across the system	A number of care packages were ceased at the request of service users or their carers
Adult support and protection functions have continued throughout current arrangements with close monitoring and consideration when emergency visits have been required to assess vulnerable adults	All non-essential social work was ceased at the start of the pandemic e.g. Learning Disability day services stopped and respite ceased
Maintenance of hospital discharge service and management of discharge planning was as a result of the team being able to work remotely with IT and enhanced communications with hospital wards and visiting if required	Mental Health services used Near Me technology rather than home visits and assessments
Care at home services continued to be delivered to service users across communities	
Re-ablement support and service was delivered as the team continued to support clients on discharge from hospital	
Ongoing support to providers within care homes and care at home settings including updating managers and staff on new and refreshed guidance and reporting requirements linked to COVID-19 responses	
Care at Home reviews undertaken through telephone contact with client/POA and service provider where these are non-statutory	
Bellfield Centre and Clackmannanshire Community hospital based services were maintained with only changed visiting arrangements for professionals and families.	
AHPs, Enhanced Care Team and District nurses maintained compliance with SG guidance as this was released.	

3. Re-design and Re-mobilisation of Services

Re-mobilising the small array of services which were ceased is being managed with a phased approach in each of the care and support services ensuring a safe and phased return to full provision of HSCP services. The sequencing of re-starting services is different to the retraction of the services as it builds on the new required infrastructure for consistent, high quality services to vulnerable citizens and be responsive to the easing of restrictions referred to in the Scottish Government's Route Map.

Decisions have been informed by evidence and learning about what has worked well during the response, what has not been successful and where might there be opportunities to make additional modifications to service provision to support long term, flexible recovery.

In addition, the re-mobilisation of services is being informed by the latest information available on the impact of societal changes linked to the pandemic response that will shape future need and available data sources at community/neighbourhood level.

Key Strategic Priorities	Enabler Activity	Key Actions
Care Closer to Home **Primary Care Transformation** **Caring, Connected Communities**	**Agreement across NHS Forth Valley & HSCP to deliver whole systems planning aligning HSCP Strategic Commissioning Plans and key joint activity**	Development of community hubs across Clackmannanshire & Stirling – drop in centres around Clackmannanshire and Stirling in the local community representation from social care (SW or OT), wider Councils and 3rd sector partners such as the carers centre. Communities have access to social care support, benefits and housing support and aligned to primary care assessment centres across the community
		Review the bed based model of care at the Bellfield Centre to scope opportunities for innovative use of the clinical space to support model of care closer to home
		Utilise the additional capacity to review discharge / admission pathways between community and acute across whole system
		Review pathways for unscheduled and scheduled care across whole system.

Key Strategic Priorities	Enabler Activity	Key actions
Care Closer to Home **Primary Care Transformation** **Caring, Connected Communities** **Supporting people living with dementia**	**Agreement to redesign local services based on learning from the pandemic**	Establishment of refreshed HSCP Clinical and Care Governance arrangements to reflect joint approach across community health and social work/social care led by Associate Clinical Director with multi-disciplinary professional leads including Councils' Chief Social Work Officers and Lead Nurse
		Establishment of CHART (Care Home Assessment and Response Team) multi-disciplinary team representing all professional disciplines providing dedicated support to all care homes; monitoring assurance and feeding directly back into NHS Forth Valley and HSCPs
		Development of care closer to home model working with geriatricians and wider community teams at the heart of the community and with wider community planning partners
		Acceleration of the development of the use of TEC across communities and groups of service users for example in remote and rural Council areas to support medicines management, falls management and joint work with housing providers including both Councils
		Review the bed based model of care at Bellfield Centre and scope opportunities for innovative use of the clinical space to support the model of care closer to home
		Undertake an analysis of bed usage data and development of bed modelling linked to COVID, winter planning and pandemic flu planning
		Established clear recovery and renewal planning within HSCP which aligns to planning across both Councils and NHS Forth Valley for example building on community resilience developed during the pandemic of the use of volunteers and third sector.

Key Strategic Priorities	Enabler Activity	Key actions
Care Closer to Home **Primary Care Transformation**	**Agreement to deliver joint programme of transformation across the HSCP through delivering integrated services within the context of innovation**	Creation of innovative model of care to meet local needs e.g. AHP resource focus in the community hospitals to provide that targeted, goal centred therapy 7 days a week
Caring, Connected Communities		Development of integrated commissioning framework within HSCP
Supporting people living with dementia		Re-provision of care home sites no longer required in partnership with housing services / housing providers
		Review of adult social work/social care focused on choice /control and ethos of SDS
		Expansion of Near Me technology across integrated community health and social work/social care teams – successfully rolled out to teams across community health. HSCP is seeking to offer access to social care and social work practitioners within the community
		Developing a TEC first approach across the HSCP to promote independence and resilience supporting increased use of technology as well as seeking additional funds for capital investment
		Establish effective early intervention model and self-care linking people with third sector and community supports
		Enhance pathways and integrated community team focused on prevention of admission e.g. remodel community services to provide a multi-disciplinary response 7 days a week across all professions
		Scope options for extra care housing with housing services within both Councils and housing providers.

Key Strategic Priorities	Enabler Activity	Key actions
Care Closer to Home **Caring, Connected Communities** **Alcohol and drugs**	**Agreement to work in partnership across the sector and wider community planning partnership**	Development of locality planning arrangements aligned to the Strategic Planning Group and transformation and service redesign priorities so create solutions based on co-production and community engagement
		Delivery of whole systems planning across NHS FV, Regional Planning, Councils Strategic Leads & HSCPs based on an agreement to undertake an analysis of bed usage data and development of bed modelling linked to COVID, winter planning and flu planning
		Reflect on learning from COVID-19 through lessons learned sessions with partners and Scottish Government using stop/keep/continue model of renewal and recovery
		Reflect on learning from local Care Inspectorate review of care at home and housing support services response
		Development of FV wide Mental Health Strategy with a focus on self-care and self-management
		Transfer of ADP into the HSCP in line with Joint Bodies Act
		Established Forth Valley wide Health and Well-being Group for community planning partners led by HSCP
		Continued support for remote working wherever possible, with additional IT equipment/support for those who are able to work from home
		Delivery of innovative workforce planning to support compassionate working patterns including staggered start times and shift patterns over 7 days. Individual risk assessment for members of staff who are self-isolating with underlying conditions to return to work on specific duties.

Key Strategic Priorities	Enabler Activity	Key actions

4. Next Steps

The re-mobilisation of services within a context of transformational change must be done in a way that is considerate to the fact that Covid-19 still represents a very real public health challenge to the country and its population.

The HSCP must be able to react quickly and decisively to additional outbreaks of the virus that may require further standing up and down of services and staff, and to respond to external influences such as additional or changing guidance from the UK and Scottish Governments. Recovery of services will also have to be managed to cope with any predicted or unexpected surge in demand for services that may arise as restrictions across the country are lifted.

The HSCP's approach to re-mobilising services and introducing/retaining new approaches must be achieved with at least the same high levels of transparency and accountability as prior to the pandemic.

As such, the HSCP will engage with the public, and the workforce, to understand what people most value, and what a safe, sustainable, high quality health and social care support system will look like in the future. This means being explicit and clear with both the public and staff about the changes being introduced/retained and why, and will involve them in the continued monitoring of the impact of these changes.

The success or failure of any re-mobilising of services or making/retaining changes to services will rely on ensuring those affected understanding and being part of the decisions being taken and how that affects how they access and use local services.

Clackmannanshire & Stirling Health & Social Care Partnership

Renewal Plan

August 2020

Version	Draft V3
Author	Lesley Fulford
Approved by	Wendy Forrest

Contents Page

1) Introduction

Clackmannanshire and Stirling Health and Social Care Partnership (HSCP) is the delivery vehicle for all community health and care services delegated by the three constituent authorities of Clackmannanshire Council, Stirling Council and NHS Forth Valley. This is a unique partnership in Scotland as there are two local authority areas and one health board all of whom have voting members on the Integrated Joint Board alongside representatives of the wider partnership including third sector, carers and community representatives.

Why a Renewal Plan?

During the emergency response phase of the pandemic Clackmannanshire & Stirling Health and Social Care Partnership had a community first approach and stood down all non essential activity, including some planned respite; some district nursing services; all non essential meetings; and on 31 March all Integration Joint Board & Committee meetings until at least 17 June 2020.

In response to the Covid-19 pandemic this renewal plan has been drafted to set out Clackmannanshire & Stirling Health and Social Care Partnership's (HSCP) response; some services were stepped down or delivered in difference ways to limit client / service user and staff risk of infection of the virus and in line with Scottish Government guidance.

Rural Stirling 21,038 population

Clackmannanshire 51,280 population

Stirling City with Eastern villages, Bridge of Allan & Dunblane 70,222 population

CH Community Hospitals
Clackmannanshire Locality
Rural Stirling Locality
Stirling City with the Eastern Villages, Bridge of Allan and Dunblane Locality
Clackmannanshire & Stirling Health & Social Care Partnership Area
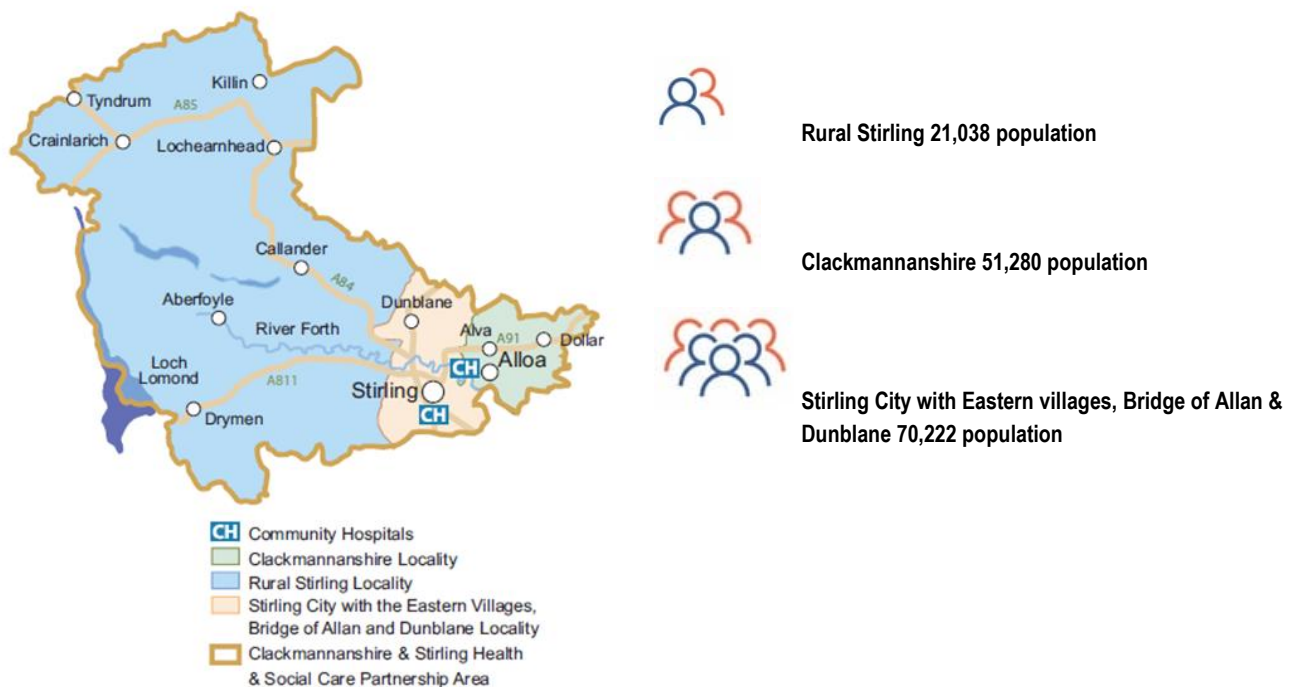
Mobilisation Plan & Arrangements

The Clackmannanshire & Stirling Health and Social Care Partnership (HSCP) Mobilisation Plan lays out the HSCP's continuity planning for COVID 19 however continuing to take account of the strategic aims of the Strategic Plan to support people at home or in a homely setting where possible. The Mobilisation Plan continues to evolve in line with Scottish Government guidance and legislative changes.

The HSCP Senior Leadership Team (SLT) has established a senior co-ordinating group with operational, finance and clinical managers; with operational and strategic oversight of the response. The SLT continues to support the business continuity functions of Clackmannanshire Council, Stirling Council and pan-NHS Forth Valley.

The HSCP Head of Community Health and Care has established co-ordination arrangements to have oversight of community operational services across the HSCP area. This co-ordination group has service managers and clinicians from across community health and care services in Clackmannanshire and Stirling; as well as from NHS Forth Valley where there are pan-Forth Valley services being co-ordinated on behalf of both Clackmannanshire & Stirling HSCP and Falkirk HSCP.

There are representatives from across frontline operational services and senior leadership actively participating in business continuity and resilience planning within Clackmannanshire Council, Stirling Council and pan-NHS Forth Valley.

Baseline Assessment and Remobilisation Plan

As stated in introduction; during the emergency response phase of the pandemic the Health and Social Care Partnership had a community first approach and stood down all non essential activity, including: some planned respite; some district nursing services; all non essential meetings; and on 31 March all Integration Joint Board & Committee meetings until at least 17 June 2020.

A baseline assessment was made by NHS Forth Valley and the Health & Social Care Partnership to capture information which will support identifying the positive changes put in place by teams and services. These are now being used to influence how Clackmannanshire & Stirling Health and Social Care Partnership sustains and expands beneficial changes as we move forward to support recovery from the impact of COVID19.

We asked teams to consider changes made, for example:
- What activity has changed in how it is delivered or undertaken;
- What activity has been stepped down;
- What activity has been stopped; and
- How we may be able to embed and sustain improvements

The baseline assessment and operational re mobilisation plan is laid out in appendices 1 and 2 respectively. The key themes which emerged from the baseline assessment are set out in table 1 below.

Table 1 Baseline Assessment Results

Theme	Benefits	Risks	Mitigation

Use of Near Me / Attend Anywhere / Virtually for clinical and care appointments	Less car & public transport travel for service users, unpaid carers and staff; will have benefits of reduced carbon footprint and travel expenses	• Will not always be appropriate (e.g.
		   o Clinical or care reasons
		   o Users / unpaid carers will not always have the technology and / or equipment to support this approach
		   o Users / unpaid carers inability to utilise the technology required
		• Incidents may arise (e.g. child protection, adult support protection) as a result of not seeing an individual in their own home environment
		• 80% of all communication is non verbal – can be difficult to assess a service user(s) if not physically in a room with an individual or group
			Utilise a blended approach based on clinical and care judgement where service users can be seen either by:
			• Near Me / Attend Anywhere / Virtually;
			• Telephone Appointment ;
			• Outpatient Clinic; or
			• Home visit.

Use of MS teams for MDT & General Team meetings	Less car & public transport travel; will have benefits of reduced carbon footprint and travel expenses claimed. May reduce number of lease cars required.	• 80% of all communication is non verbal – can be difficult to 'read the room' if not physically in a room with an individual or group	Utilise a blended approach by ensuring assessment is made as to the best approach: • MS Teams; • Email; • Phone call for each MDT, individual conversations, general team meetings.

2)   Context

COVID-19 is a new strain of coronavirus first identified in Wuhan city, China. It can cause a new continuous cough, fever or loss of, or change in, sense of smell or taste (anosmia). Generally, COVID-19 can cause more severe symptoms in people with weakened immune systems, older people and those with long term conditions like diabetes, cancer and chronic lung disease. [1]

On 11 March 2020 the World Health Organisation declared COVID-19 was a pandemic.[2]

As a result of an increasing infection rate of COVID-19 and to protect the country's health and care services from being overwhelmed with demand, 'smoothing the curve', the country was placed in 'lockdown' on 23 March 2020[3].

This effectively meant, from the evening of 23 March 2020 the only permissible reasons to leave your home are as follows:

- to shop for basic necessities and that should be limited to once a day
- to take exercise once a day - but alone or with your own household, not in groups
- for medical reasons or to care for a vulnerable person
- to travel to essential work if that cannot be done at home. Further guidance to employers is pending.

On 21 May 2020 The Scottish Government published a COVID-19 - Framework for Decision Making – Scotland's Route Map Through and Out of the Crisis, which included four phases (this is set out in appendix 1 for health and social care services). At this time the First Minister stated 'the danger of a second wave later in the year is very real indeed'.[4]

On 18 June 2020 the First Minster announced Scotland would move to Phase 2[5].

On 24 June 2020 the First Minister announced indicative dates for Phase 2 / 3.[6]

More detail on the R rate (rate of reproduction) can be found in appendix 4.

[1] https://www.nhsinform.scot/illnesses-and-conditions/infections-and-poisoning/coronavirus-covid-19/coronavirus-covid-19-general-advice
[2] https://www.theguardian.com/world/2020/mar/11/who-declares-coronavirus-pandemic
[3] https://www.gov.scot/news/effective-lockdown-to-be-introduced/
[4] https://www.gov.scot/publications/coronavirus-covid-19-update-first-ministers-speech-21-2020/
[5] https://www.gov.scot/news/gradual-introduction-of-phase-2/
[6] https://www.gov.scot/publications/coronavirus-covid-19-scotlands-route-map-indicative-dates-remainder-phase-2-early-phase-3/pages/2/

3)   Scope of Renewal Plan

The scope of this HSCP Renewal Plan is the delegated functions of the Health and Social Care Partnership, these are:

	Delegated Services
Community Based Services including contractor services	District Nursing
	Service provided out with a hospital in relation to geriatric medicine and palliative care
	Services related to substance addiction or dependence
	Services provided by Allied Health Professionals in outpatient clinics or out of hospital e.g. Occupational Therapy
	Public Dental Services/Primary medical services [including out of hours]/general dental, Ophthalmic & Pharmaceutical services
	Community Mental Health services
	Learning Disability Services
	Continence & Kidney Dialysis services provided out with hospitals
	Services that promote Public Health
Social work services/community care services – including assessment and care management and directly provided and commissioned	Older Peoples Services
	Drug and alcohol Services
	Physical Disability Services
	Adult Services
	Direct provision & commissioned services Care home and Care at home

	Delegated Services
	Adult placements
	Day services
	Short breaks/respite
	Reablement/intermediate care: bed based & care at home
	Mental Health
	Learning Disability
	Health Improvement Services
	Adult Protection & Support
	Carer Support services
	Support services – general duty
	Local area co ordination
Set Aside (For Planning) Hospital based services that are included for planning purposes	Palliative Care
	Inpatient hospital services relating to General Medicine; Geriatric Medicine; Rehab Medicine; Respiratory; Psychiatry of Learning Disability
	Accident & Emergency
	Inpatient hospital service provided by General Medical Practitioners
	Hospital based Mental Health, Learning Disability and addiction & dependency services

4)   HSCP Principles of Recovery

The fundamental principle driving Clackmannanshire & Stirling Health and Social Care Partnership approach to recovery are the **Vision and Strategic Priorities** of the Strategic Plan 2019 – 2022 which has continued to be as relevant to the planning and delivery of health and social care services during renewal and recovery as they were before the Covid-19 pandemic. The HSCP vision and, strategic priorities are set out below; along with enabling activities and strategies & initiatives to deliver change.

Vision	Priorities	Enabling Activities				Strategies and Initiatives to deliver change
...to enable people in the Clackmannanshire and Stirling Health & Social Care Partnership area to live full and positive lives within supportive communities	Care Closer to Home	Technology Enabled Care	Workforce Planning and Development	Housing / Adaptations	Infrastructure	Intermediate Care Strategy
	Primary Care Transformation					Primary Care Improvement Plan
	Caring, Connected Communities					Carers (Scotland) Act 2016 Community Empowerment (Scotland) Act 2015 Free Personal Care for under 65's 'A Connected Scotland: our strategy for tackling isolation and loneliness and building stronger social connections' Public Health Priorities for Scotland
	Mental Health					Mental Health Strategy
	Supporting people living with Dementia					Dementia Strategy
	Alcohol and drugs					Forth Valley ADP Strategy

Whilst the scale and pace of innovation and service transformation has been accelerated in response to the pandemic, any changes to services and service models reflect and complement the vision and priorities laid out in the Strategic Plan and do not constitute a shift in the strategic direction of the HSCP.

This includes supporting the move to more services being provided in the community, closer to home and a focus on prevention, improving life expectancy and promoting physical and mental health, and supporting people to live healthy lives.

The academic world has responded by providing an evidence base on a range of topics related to COVID-19 and the below articles have been utilised to inform the HSCP approach. A summary of some of this evidence is contained in appendix 5.

The HSCP has responded to the challenges facing by community health and social care during the pandemic by delivering[7]:
- **Managed infection control and reducing impact on capacity**
    - expansion of personal protective equipment (PPE) provision
    - additional space for social distancing
    - additional staff and more time for cleaning equipment and facilities.

[7] https://www.kingsfund.org.uk/press/press-releases/restarting-health-and-care-services-will-take-many-months

- **Understanding and addressing the full extent of unmet need**
  - Focusing on protecting services for the most vulnerable, many other people's needs may have gone unmet, and people's conditions may have deteriorated while waiting for care.
  - Meanwhile, people left with serious complications from Covid-19 will require additional care.
- **Reassuring people about using services**
  - Communication channels and mediums utilised to reassure service users and unpaid carers, staff and the general public
- **Looking after and growing the workforce**
  - Assurance that adequate protection against the virus is in place before restarting services.
  - Providing support to staff across the Partnership
- **Improving and not just recovering services**
  - innovation, co-operation and an appetite to permanently change the way services work – this willingness to make long - lasting positive changes to the way services are delivered needs to continue.

HSCP Principles of Recovery

- Restarting or stepping up of services will be **phased**
- Restarting or stepping up of services will be **phased**
- A long term approach will be taken to safeguarding the mental health and wellbeing and resilience of staff by supporting our most important resource through the current experience and identifying and addressing any psychological impacts that emerge over time through **compassionate leadership**;
- Seeking to identify, and wherever possible, take advantage of any **opportunities & innovation** that have emerged during the response to the pandemic; determine if they have and will continue to add value and should be embedded;
- Introducing / retaining new approaches must be achieved with at least the same high levels of **transparency** and accountability as prior to the pandemic;
- **Safeguarding** of staff, service users, patients and carers throughout recovery, including adherence to local and national testing and isolating guidelines and the continued provision of appropriate levels of PPE;
- Re-starting of services on the basis of maintaining ongoing and meaningful **collaboration and cross-system working** with key stakeholders in recognition of the important connections and inter-dependencies between services and systems across health and social care that helps them to work together;
- Re-starting services will be done in a way that recognises Covid-19 still represents a very real public health challenge. Recovery must enable the HSCP to be **flexible** and react quickly and decisively to additional outbreaks that may require further standing up and down of services and staff, and to respond to external influences such as additional or changing guidance from the UK and Scottish Governments;
- At all times decisions made about re-starting or making/retaining changes to service provision will be done on the basis of **proportionality** to ensure safe, equitable person-centred and effective service responses;
- Being open to the requirement for flexibility when re-starting or introducing changes to services and the way that individuals and teams work (e.g. remote working / remote clinics etc) recovery must be delivered in a way that is **sustainable** over the longer term; and
- Appropriate communication with all stakeholders, taking into consideration the different **communication** needs of people.

5) HSCP Key Actions Taken during Pandemic

The scale and pace of innovation and service transformation has been accelerated in response to the pandemic, changes to services and service models reflect and complement the vision and priorities laid out in the Strategic Plan and do not constitute a shift in the strategic direction of the HSCP.

Innovation and service transformation	
Care Home Assessment and Response Team (CHART)	Recognised nationally as good practice - a multi-disciplinary care home team in place was rapidly set up to support care homes
Community support the demand for capacity to acute services in Forth Valley Royal Hospital by working towards zero delayed discharge position, including both community hospitals	Retained and expanded additional capacity for the Transition Team linked to Bellfield (extend winter project)
	Focused multi-disciplinary team (MDT) activity on prevention of admissions and early planning for discharge
	Focused social work (SW) activity on Adults with Incapacity (AWI) and the use of 13za
	Re-ablement service focused activity on management of all hospital discharges and admission prevention
	Negotiated with care home providers to identify additional beds within the community
	Community reassessment of critical care packages with care at home providers
	Developed Hospital at Home model to support enhanced care in community and prevent admissions
	Retained Care Home Liaison Capacity for 6 months

Innovation and service transformation	
	MECS (falls and community alarm service) focussed on reassessment and identifying where family members as first responders is possible
	HSCP Mobilisation centre to reviewed delays daily
Maintain Essential services	Monitored daily absences across NHS / Clacks Council / Stirling Council
	Three times weekly meetings of leadership team at Stirling Council
	Three times weekly meetings of leadership team at Clacks Council
	Sought redeployment opportunities for staff within establishments across all employing agencies
	HR Departments across three employing agencies supported fast recruitment
	Established HSCP Mobilisation Centre for single point of co-ordination and support
Reduction in Non Essential Services	All non-statutory SW visits and work ceased – focus on statutory provision including adult protection
	Cancelled some planned respite to free up available beds in the community for discharges
	Reviewed all providers Business Continuity Plans
	Sought to ensure Anticipatory Care Plans in place and being reviewed as circumstances change to prevent admission and support care at home

Innovation and service transformation	
Staff are safe, supported and protected	Promoted hand washing through all communications channels across three organisations Ensured access to appropriate PPE
	HSCP communications take place across three employing organisations for consistent messaging
	Identified staff at risk and provided alternative working arrangements
	Supported home working where appropriate and possible
	Bellfield Centre - limited public flow through the building to prevent infection
	Care facilities and care homes - limited public flow through the building to prevent infection
	Escalation protocols for practitioners established through commissioning team to HSCP
	Senior Leadership Team to support quick and effective decision making
Working with third and independent sector	Individual dialogue with providers assessed capacity
	Identified shift patterns and staffing levels to ensure business continuity during increased activity
	Reassured processes are being implemented as per agreed business continuity planning in line with contracting arrangements

Innovation and service transformation	
	Providers - reassured HSCP that workforce management is underway to ensure business continuity as systems pressure increases
	Providers - supported management of capacity i.e. review packages of care to ensure that people have safe levels of care
	Providers - supported management of care packages to release any additional capacity quickly into the system whether care at home or in care homes
	Third sector ensured essential support was in place for the most vulnerable and to combat the long term effects of social isolation which will result from self- isolation
	Third sector organisations came forward with offers of support, and informally organised community groups offered support on a neighbourhood level
	Coordinated requests for support across established third sector organisations in the Clackmannanshire and Stirling area, who have the systems and processes in place to offer assistance to vulnerable groups e.g. PVG checks, reference checks, specialist skills
	Ensured access to support and good practice to inform community groups that have been created specifically to support the COVID 19 pandemic and are operating at a community or neighbourhood level
	Utilised the skills and experience of wider third sector organisations operating in services that, at the time, could not continue, for community cafés, face to face groups or social enterprises relying on trading

6) HSCP Communication

The Health and Social Care Partnership have build on existing methods of communication during the Covid 19 pandemic, utilising a range of media to distribute key messages to our stakeholders.

In early 2020 the HSCP launched its corporate Twitter account (@cshscp) and this has proven to be an effective tool in publicising both national and local public health information and guidance to a large number of people. Public information and guidance has been updated on the news section of our website, and an imminent review of the website will take into account, accessibility, navigation, quality and relevance of content, and aesthetics.

Covid 19 created a large volume of staff guidance, particularly in the early stages. This information was fast paced and received from multiple sources. In order to simplify the sharing of this important guidance at a time when frontline staff were extremely busy, regular staff updates were issued, consolidating all pertinent messages into a single source. This was initially distributed daily, due to the volume of guidance and pace of chance, but was able to be reduced to share information on an ad hoc basis. It is envisaged that these staff updated will continue as required for the foreseeable future.

Member briefings have routinely been issued to Elected Members and Integration Joint Board Members, to ensure they are kept informed about significant issues across the HSCP. Care Home briefings have also been shared with Senior Leadership across the HSCP and Constituent Authorities. All of these communications activities were expedited by the pandemic, but will form component parts of our communications strategy going forward.

In addition, information is shared with our Third Sector Interfaces from both Clackmannanshire and Stirling for inclusion in their bulletins which has proven to be a valuable way to share information with our communities.

In addition, there have been localised community responses to ensure our most vulnerable people have access to food and medicines. Also a local student received a shipment of masks from China and kindly donate them to the NHS and care homes in Stirling. The HSCP was selected as one of only two areas in UK to test Techforce19 technology to support older and vulnerable people to stay in touch during pandemic lockdown. The Bus service to Stirling University was going to be withdrawn which would have become an issue for student nurses travelling to hospital for their shifts – Dial a Journey stepped in to provide a bus service.

Appendix 5 sets out the evidence base around COVID-19 and the impact of the pandemic and social isolation. Evidence suggests social isolation, health related behaviours and psychological impacts can impact a person's health and wellbeing and they may require support or an increased level of support. HSCP staff and wider partners have been in contact with clients and their families and carers over the last three months to regularly review their needs and are planning for phased returns.

7) Lessons Learned

The Cabinet Secretary for Health & Sport agreed with COSLA that to undertake a short piece of work with Health & Social Care Partnerships to look at how delayed discharges, A&E attendances and hospital admissions all reduced significantly during March and April as the COVID-19 outbreak hit. The purpose was to establish what had worked well, what hadn't and what could have, and could be, done differently. Officials from Scottish Government Integration Division and Health and Social Care Scotland sought the views of managers and practitioners involved in hospital discharge, unscheduled care and social care provision.

In summary the report found **Key factors** that have seen delayed discharges and hospital admissions reduce by unprecedented levels are reported as:

- A "fear of hospital", abiding by national messaging to stay at home and protect the NHS.
- Availability of families at home to support relatives, while furloughed or working from home.
- Changed attitudes to risk, with the risk of remaining in hospital or being admitted to hospital seen as greater, by the public and health and care professionals, than being supported in the community.

Lessons Learned

- **Shared goals and joint commitment**. There was a common sense of purpose and greater collaboration between teams and professionals.
- **The appetite of staff to embrace change,** coupled with a better understanding and acknowledgement of each other's roles and responsibilities.
- **The promise of additional funding**. Partnerships were emboldened to do the right thing without being constrained by budget controls.
- **Strong leadership,** showing integration in action as partnerships were at the forefront of the response
- **Permissions to act**. Long planned work has been accelerated as partnerships were given the power and freedom to act, with urgency.
- **Delegation of responsibility**, as local teams were empowered to do the right thing.
- **An increase in digital technology**, with remote working and virtual meeting technology seeming to have helped togetherness and joint working rather than hinder it.
- B**etter lines of communication** between professionals, including access to expert consultant advice for GPs, other primary care professionals and care home staff.
- **Greater trust** in what social and community care could provide, led to seeing some long-held prejudices reconsidered.
- **Public perceptions and expectations changed**. Hospitals were no longer regarded as "safe" and families did not want their relatives to be there (or to a large extent in care homes as well) and were more willing (and able) to care for them at home.
- **Realistic conversations** were had with families as to the level of formal support that could be available.
- **Family members** being able to support relatives due to being furloughed or working from home.
- **The mobilisation of the third sector and volunteers** to support the delivery of food and medicines, carry out shopping and conduct a check-in service remotely using technology to combat loneliness and social isolation, particularly for those shielding.
- **Close contact** with isolated families has enabled continual review of support needs.
- **Staff redeployed** from the closure of day care services supplemented care at home with other duties also being carried out by those redeployed from other services, such as leisure.
- **Fewer admission** were seen for social reasons, socially isolated, deconditioned or people generally unable to cope, with alternative support mechanisms in place in the community.
- **Reduced flow** through hospitals allowed partnerships the time to focus on the more entrenched delays without having to move on to the next crisis from normally relentless activity coming along behind them.
- **Discharge to assess** has been implemented, partly due to the speed with which people wanted to get home, coupled with difficulties in social care staff accessing the hospital to carry out an assessment. It is more widely acknowledged that someone's home is a far more appropriate setting in which to assess long term needs than an acute hospital.

8) HSCP Mind Map

A mind map was utilised to outline the scope of the issues affecting the renewal of services for the Health and Social Care Partnership
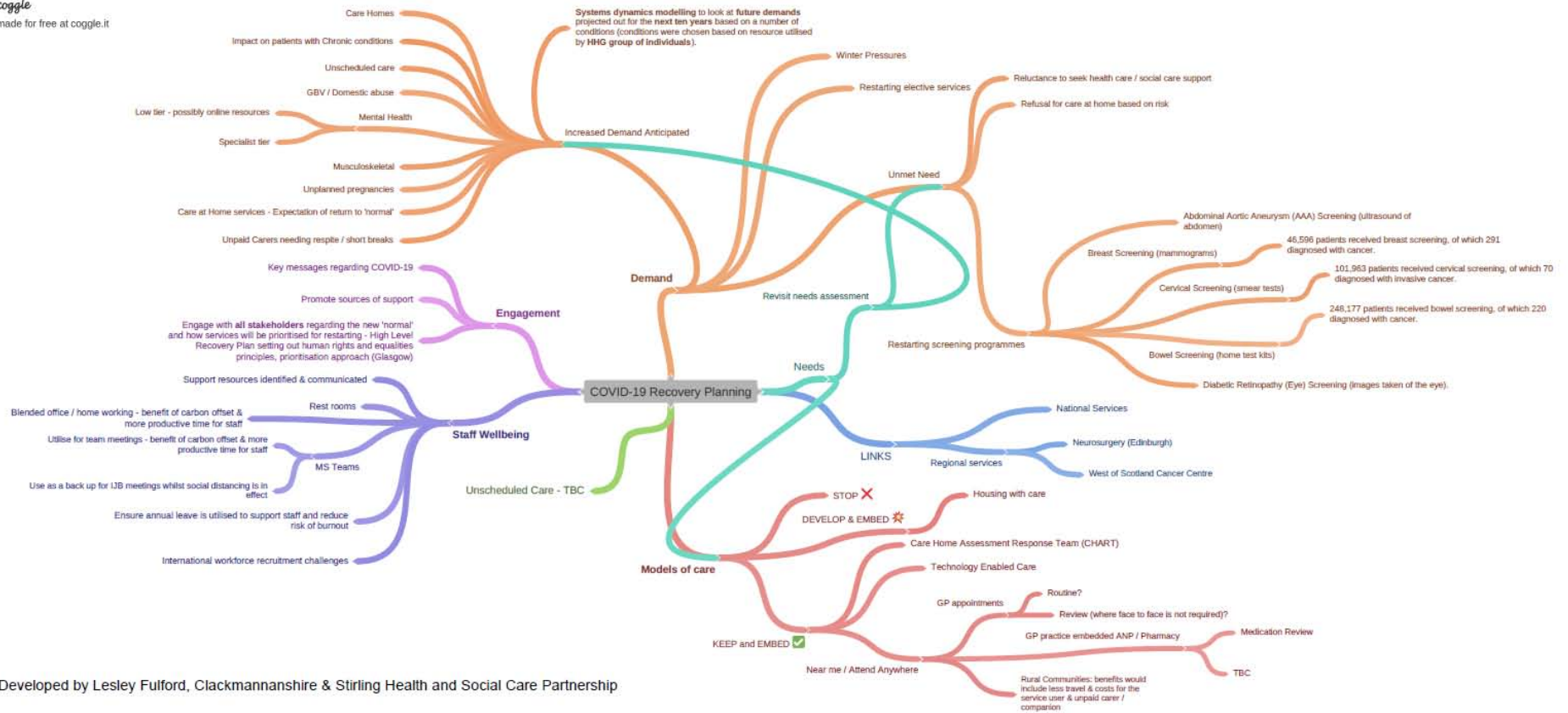
9)   HSCP Renewal Actions

The Mind Map identified key areas of renewal actions for the HSCP which will are being progressed alongside the HSCP strategic priorities as laid out in the Strategic Plan:

1) Needs & Demand
2) Models of care
3) Staff Wellbeing
4) Engagement

Furthermore, by mind mapping all activities, the HSCP is able to demonstrate additional actions arising which reflect population need following on from the pandemic.

As such, there is a need to review the HSCP strategic needs assessment to review and take account of anticipated increasing demand on services as a direct result of the pandemic and social isolation.

1. Needs & Demand

Review of anticipated increased demand on community health and social care services	Chronic conditions Mental Health Well-being Musculoskeletal Review current strategic needs assessment including burden of disease Review services packages which ceased or suspended during the pandemic Review carer support plans with third sector partners Review restarting of non-essential services

2. Models care

Many models of care have had to change to ensure support was available for those who required it.

Services adapting to support the HSCP response	Third sector & providers using on-line and telephone contact with their members to check in
	Utilising NearMe, social distanced visits to service users at home as required and socially distanced visits in care home using gardens and "window visits"
	Review of services – those to be developed further & embedded; and those which can be stopped / re-freshed.

3. Staff Wellbeing

During the emergency response phase some quick developments were put in place to support staff health and wellbeing.

Further review and consideration	Rest rooms in community and acute settings
	Support resources such as Promis.co.uk, Breathing Space, MIND, NHS NES resources, NHS Inform, Palliative Care Scotland links, Scottish Women's Aid and Shelter
	Utilising MS Teams for meetings – benefit of reduced carbon footprint & more productive time for staff
	Ensuring annual leave is utilised to support staff to take breaks and rest
	Review national and international workforce challenges

4. Engagement

Engage with all stakeholders across the spectrum of community health and social care	All stakeholders are involved in planning & supporting the renewal of all services
	Information is disseminated efficiently and effectively through multiple channels / mediums to ensure all stakeholders are informed

10)   Guidance for Restating Services / Interdependences

Phased restarting / stepping up of services has already begun from Scottish Government's Roadmap for Recovery Phase 2, progressing into Phase 3 and 4 of the Roadmap.

The majority of HSCP services continued throughout the pandemic however the small number of non-essential services which did not continue are following the steps below to restart services in a safe and effective way.

Service				
Responsible Manager				
Lead				
	Examples	Risks	Mitigation / Controls In Place	RAG Status
Evidence	- Evidence used to prepare for restarting / stepping up services - Analysis of current caseload - Analysis of waiting list / backlog - Can any demand be redirected - Demand modelling to ensure sufficient capacity available - Academic evidence			
Space	- Building based services: - Undertake a risk assessment - Capacity available when implementing social distancing - Changes required to implement social distancing - Home based services: - Undertake a risks assessment - Capacity available when implementing social distancing			

Staff	• Sufficient staff available to provide services when implementing social distancing • HR / Trade Union consultation			
Stuff	• Sufficient supplies of PPE • Sufficient supplies of any other required kit (e.g. community alarm service, door, falls and pressure sensors, etc)			

Systems	• Virtual consultations (will not always be appropriate for clinical or care reasons)
	    o Users / unpaid carers have the technology and / or equipment to support this approach
	    o Users / unpaid carers have IT skills to utilise the technology and / or equipment to support this approach
	• Remote working
	    o IT skills to undertake
	    o IT equipment			

Communication & Engagement

- Engagement with stakeholders in service provision will be required (e.g. service users, unpaid carers, staff, trade unions, partners) to plan for restarting / stepping up services
- Clear key messages are required at all stages to all stakeholders through a range of mediums

11)   Next Steps

Clackmannanshire and Stirling Health and Social Care Partnership within the HSCP Mobilisation and Re-Mobilisation Plan outlined, in detail, the emergency response to the COVID-19 pandemic. The Plans reflected the key activities across all areas of service as well as the financial framework and ongoing costs linked to the pandemic response. Both plans described the HSCP's continuation of the delivery of all essential and statutory community health and social care services since March 2020, ensuring safe and effective service delivery.

The HSCP Strategic Plan 2019 – 2022 lays out the three year commitments of the HSCP to Care Closer to Home; Primary Care Transformation; Caring, Connected Communities, Mental Health, Supporting People living with dementia and alcohol and drugs. As this Renewal Plan reflects the COVID-19 response has created opportunities to accelerate activity linked to the key priorities as laid out in this document.

The commitment to the ongoing transforming care agenda will be delivered through the newly established Transforming Care Board as such the activity laid out within this Renewal Plan will be continue to be progressed and delivered. This ensures that lessons learned and the ongoing review of the model of care which has happened during this pandemic will inform progress and the transformation of services as laid out in this document.

The Strategic Planning Group will have a key role in reviewing the pandemic response and reviewing local needs and demand going forward, the work described within the Renewal Plan alongside existing strategic and service priorities will form the basis of the group's workload for the coming year.

As such, this Renewal Plan reflects a point in time and will act as a bridge between the emergency response to the pandemic and the continuation of community health and care services across our communities. The pandemic has created the conditions for change, as laid out in the Scottish Government lessons learned piece.

The HSCP has been able to accelerate the delivery of existing strategic priorities and will continue to identify more effective ways of working to meet the needs of the population within a context of financial prudence, scrutiny and review.

12) Appendices

Appendix 1 – Baseline Assessment

NHS Forth Valley: COVID 19: Service Recovery Planning Tool	
Forth Valley Covid 19 Baseline Data	
For each question please provide a concise summary of key information regarding recovering service provision	
Date	2nd July 2020
Name of Service	Clackmannanshire and Stirling Health and Social Care Partnership
Service Manager	Annemargaret Black
Service Lead / Name of Person completing	Wendy Forrest & Carolyn Wyllie
1. What level of service have you managed to maintain to date	• All statutory social work and social care was maintained including care packages provided by commissioned external services and including reporting and governance structures across the system. • Statutory duty to 'assess' as there is no timescale to this we are continuing to assess when required however traditionally was carried out by face-to-face contact in the person's home. • Adult support and protection function has continued throughout current arrangements with close monitoring and consideration when emergency visits have been required to assess vulnerable adults. • Maintenance of hospital discharge service and management of discharge planning - team able to work remotely with IT and enhanced communications with hospital wards etc. visiting if required. • Care at home services continued to be delivered to service users within communities • Re-ablement support and service - team have continued to support clients on discharge from hospital • Support to providers within care homes and care at home settings including updating managers and staff on new and refreshed guidance and reporting requirements linked to COVID-19 responses. • Care at Home reviews undertaken through telephone contact with client/POA and service provider where these are non-statutory. • Bellfield maintained - changes to visiting arrangements • Clackmannanshire Community hospital - changes to visiting arrangements • AHPs maintained compliance with SG guidance • District nurses maintained compliance with SG guidance • Enhanced Care Team maintained compliance with SG guidance

2. What service activities have you stopped /reduced?	• A number of care packages were ceased at the request of service users or their carers
	• All non-essential social work was ceased at the start of the pandemic
	• Learning Disability day services stopped
	• Mental Health services used near me technology rather than home visits and assessments
	• Respite services ceased
	• District Nursing
	    ○ B12 administration
	    ○ Routine Venepuncture
	    ○ Chronic Disease Management Reviews
	    ○ Ear Syringing

3. What have you started doing differently?	• **CHART** – excellent example of integrated working in order to manage the needs of our care home population and deliver a co-ordinated response with regards to infection control, care assurance, PPE, Adult Protection and standards of care. Intention is for model to be evaluated and continue permanently. • **AHP** resource focus in the community hospitals to provide that targeted, goal centred therapy 7 days a week (this would be the 'gold standard') • **ECT** – remodel required to provide a MD response 7/7 and include all professions – clear pathway in order to prevent admission and facilitate faster discharge (discharge to assess etc) • **Review Adult Social care processes** (running concurrently with SW review) to deliver person centred care (SDS principles) and building on community assets by utilising community resources and those in the third/independent sector – this also aligns itself with realistic medicine model. • Developing a **TEC first approach** across the HSCP to promote independence and resilience • **Reviewing Delayed Discharge processes** which will link into discharge to assess model and prevention of admission at acute front door. • **Learning Disability day services** - service users and families have been supported at home with routine contact from staff via telephone. In such cases staff have had full PPE and appropriate parts of building routinely cleaned. • **Ongoing telephone contact with families by staff working from home**, screening to advise them of service availability and to provide ongoing support while receiving a reduced service. have been delivered through phonecalls to service users are • Home reviews are a statutory function, this was a risk area prior to COVID. We plan to develop the Care Home team to undertake care home reviews across HSCP through the multi-disciplinary team (CHART) currently monitoring care assurances.

4. What has worked well? **What you have observed / measured for performance/ for patients/ for staff?**	• **Remote working should continue wherever possible**. Consider additional IT equipment/support for those who are not currently able to work from home but could if equipment can be made available/ordered. Screening of referrals is a daily and continual task in order to identify immediate risk and vulnerabilities. This function is IT based and can be maintain if adequate equipment is available. • **Increase access to technology for staff** to be able to work from home and there is an opportunity to reduce the number of staff in the building for social distancing rules. To allow staff who are self isolating and shielding to carryout meaningful work from home. • **Supporting working patterns including staggered start times, shift patterns over 7 days.** • **Individual risk assessment for members of staff who are self isolating** with underlying conditions to return to work on specific duties. • **Consider scaling up of non – essential planned visits** i.e. yearly face to face routine visits and 6 monthly equipment checks
5. What have you observed/measured that could have improved in relation to performance / staff / patient experience?	Going forward, we could develop the use of Near Me technology or ask the service user to attend a 'clinic' type appointment. Some SW assessments can be undertaken with technology however, this is more problematic for Occupational Therapy assessments.
6. What are the implications for other services, or areas e.g finance	To comply with social distancing there is a need to identify additional office space within the building, move computers from shared offices to other rooms to allow increased physical distancing. Including supporting staff who have been self isolating to return to work in a safe manner meet social distancing rules.
7.Recovery Recommendations- Regarding what you are doing differently, please higlight what the service would plan to Keep during covid only, Drop, Sustain, Expand	The reintroduction of the learning disability service requires to be progressed in the context of social distancing for both staff and service users. This is a client group which will have difficulty in full understanding the requirements of social distancing. Consequently the buildings cannot return to full service user numbers at this time and service user will be offered support every second day, and that staff are utilised accordingly. As a result of increased risk within lockdown there is a need to consider resuming access to Respite Care for vulnerable families

D = Drop	There are no areas that will not be able to progress moving forward as all functions will be able to be scaled up, as and when safe to do so.
K = Keep during Covid	Risk assessments carried out re office spaces. We must have a COVID Secure safe system of work and safe working practice for all employees, managers must review these requirements (before confirming any arrangements to employees). This will require partnership working with health and safety/emergency planning colleagues to risk assess each workplace (applies to homeworking too). Further guidance will follow in this regard.
S = Sustain beyond Covid	- Use of **near me** technology across community health and social care services **CHART** multi-disciplinary care home team **AHP** resource focus in the community hospitals to provide that targeted, goal centred therapy 7 days a week (this would be the 'gold standard') **ECT** – remodel required to provide a MD response 7/7 and include all professions – clear pathway in order to prevent admission and facilitate faster discharge (discharge to assess etc) **Review Adult Social care processes** (running concurrently with SW review) to deliver person centred care (SDS principles) and building on community assets by utilising community resources and those in the third/independent sector – this also aligns itself with realistic medicine model. - Develop a **TEC first approach** across the HSCP to promote independence and resilience **Review Delayed Discharge processes** which will link into discharge to assess model and prevention of admission at acute front door. **Hospital at home model of care**
E = Expand	- IT having sufficient equipment available, training/ support for staff to understand how to use the equipment - Work needed with GP's re Community link workers to explore how this model can augment the realistic medicine approach of linking patients to local communities

8. What in particular needs to be kept in place or put in place to maintain postive changes and enable your service to recover ?	• For Bellfield and Clackmannanshire community hospital we need to identify area for save visiting (inside or outside the building), access and egress, identify designated visitors, duration of visits, visit schedules, and hygiene requirements. • Staff reorganised with staff deployed to MECS returning to day service duties in part if not in full (to be determined) • Review of assessed need to be completed in advance of any return to services in order to identify those in greatest need and those at highest risk of carer breakdown will be the indicators used to give priority for those returning to the service.

Appendix 2 – Operational Mobilisation Plan

Service	Current Status	By end of July – Status	By 15 June	By 29 June	By 13 July	By 29 July
Clackmannanshire and Stirling HSCP	Frontline services have continued throughout the pandemic New Locality Managers for Clackmannanshire and Stirling both now in post	Depending on status of lockdown will depend on reinstatement of some services e.g. respite	CHART multi-disciplinary care home team in place Review Delayed Discharge processes which will link into discharge to assess model and prevention of admission at acute front door.	Community AHP services ECT – remodel required to provide a MD response 7/7 and include all professions – clear pathway in order to prevent admission and facilitate faster discharge (discharge to assess etc)	Updated contracting arrangements for Palliative Care Services AHP resource focus in the community hospitals to provide that targeted, goal centred therapy 7 days a week (this would be the 'gold standard')	Review Adult Social care processes and building on community assets by utilising community resources and those in the third/independent sector – this also aligns itself with realistic medicine model. Reinstatement of respite support Hospital at home model of care
Innovation & Integration e.g. Near Me	Some frontline services using Near Me technology	Roll out to wider services to be business as usual for all HSCP staff where possible Develop a TEC first approach across the HSCP to promote independence and resilience				

Scottish Government COVID-19 Routemap

Scottish Government
Riaghaltas na h-Alba
gov.scot

	Lockdown	Phase 1	Phase 2	Phase 3	Phase 4
Epidemic Status	High transmission of the virus. Risk of overwhelming NHS capacity without significant restrictions in place.	High risk the virus is not yet contained. Continued risk of overwhelming NHS capacity without some restrictions in place.	Virus is controlled but risk of spreading remains. Focus is on containing outbreaks.	Virus has been suppressed. Continued focus on containing sporadic outbreaks.	Virus remains suppressed to very low levels and is no longer considered a significant threat to public health.
Criteria/ Conditions	R is near or above 1 and there are a high number of infectious cases.	R is below 1 for at least 3 weeks and the number of infectious cases is starting to decline. Evidence of transmission being controlled also includes a sustained fall in supplementary measures including new infections, hospital admissions, ICU admissions, deaths of at least 3 weeks.	R is consistently below 1 and the number of infectious cases is showing a sustained decline. WHO six criteria for easing restrictions must be met. Any signs of resurgence are closely monitored as part of enhanced community surveillance.	R is consistently low and there is a further sustained decline in infectious cases. WHO six criteria for easing restrictions must continue to be met. Any signs of resurgence are closely monitored as part of enhanced community surveillance.	Virus is no longer considered a significant threat to public health.

Scottish Government COVID-19 Routemap

Scottish Government
Riaghaltas na h-Alba
gov.scot

	Lockdown	Phase 1	Phase 2	Phase 3	Phase 4
Protections advised in each phase	Physical distancing requirements in place. Frequent handwashing and hygiene measures for all. Cough etiquette is maintained. Face coverings in enclosed public spaces, including public transport. **Shielding:** We know how hard people at the highest clinical risk are finding the advice to shield, and that you are concerned about what will follow the initial 12 week shielding period. We will be updating the advice to people who are shielding in the course of the coming weeks. We will base that advice on what you are telling us about what matters to you, as well as on the evidence, in order to improve your quality of life while keeping your risks as low as possible.	Physical distancing requirements in place. Frequent handwashing and hygiene measures for all. Cough etiquette is maintained. Face coverings in enclosed public spaces, including public transport.	Physical distancing requirements in place. Frequent handwashing and hygiene measures for all. Cough etiquette is maintained. Face coverings in enclosed public spaces, including public transport.	Physical distancing requirements in place. Frequent handwashing and hygiene measures for all. Cough etiquette is maintained. Face coverings in enclosed public spaces, including public transport.	Physical distancing requirements to be updated on scientific advice. Frequent handwashing and hygiene measures for all. Cough etiquette is maintained. Face coverings may be advised in enclosed public spaces, including public transport.

All decisions on phasing will be kept under review as the research evidence base on the impact of the virus and the effectiveness of different interventions builds.

Scottish Government COVID-19 Routemap

Scottish Government
Riaghaltas na h-Alba
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	Lockdown	Phase 1	Phase 2	Phase 3	Phase 4
	Lockdown restrictions:	As with previous phase but with the following changes:	As with previous phase but with the following changes:	As with previous phase but with the following changes:	As with previous phase but with the following changes:
Health and social care	All non-urgent care health care services stopped and capacity focused on COVID-19 response: COVID hubs and assessment centres. Urgent care including dental and the creation of ICU capacity. Joint working to reduce delayed discharges by over 60% and prioritising "home first" and prioritisation of safety and wellbeing of care home residents and staff. Urgent and cancer care still available.	Beginning to safely restart NHS services, covering primary, and community services including mental health. Phased resumption of some GP services supported by an increase in digital consultations. Roll out the NHS Pharmacy First Scotland service in community pharmacies. Increase care offered at emergency dental hubs as practices prepare to open. Restart, where possible, urgent electives previously paused. Resumption of NHS IVF treatment has now been approved in Scotland and we are working with the 4 centres to resume services quickly and safely. Increase provision of emergency eyecare in the community. We will consider the introduction of designated visitors to care homes.	Remobilisation plans implemented by Health Boards and Integrated Joint Boards to increase provision for pent up demand, urgent referrals and triage of routine services. Reintroduce some chronic disease management which could include pain services, diabetic services. All dental practices open to see patients with urgent care needs. Urgent care centres provide urgent aerosol generating procedures. Prioritise referrals to secondary care begin. Increase number of home visits to shielded patients. Continue to plan with COSLA and Scottish Care to support and, where needed, review of social care and care home services. Phased resumption of some screening services. Expand range of GP services. Phased safe resumption of essential optometry/ ophthalmology services. Phased resumption of visiting to care homes by family members in a managed way where it is clinically safe to do so.	Emergency and planned care services delivered. Expansion of screening services. Adult flu vaccinations including in care homes and care at home. All dental practices begin to see registered patients for non-aerosol routine care. Urgent care centres to provide aerosol generating procedures. All community optometry reopens with social distancing safeguards. Some communal living experience can be-restarted when it is clinically safe to do so.	Full range of health and social care services provided and greater use of technology to provide improved services to citizens.

Notes: Above examples are illustrations, and are not intended to be comprehensive. Each phase description should be viewed as a general description rather than precise definitions of permitted activities.

All decisions on phasing will be kept under review as the research evidence base on the impact of the virus and the effectiveness of different interventions builds.

Appendix 4 – The R Rate

The R rate is the rate of reproduction and it tells us the average number of people that would be infected by one individual with the virus. If R is 2, then two people would be infected by one person on average. If R is above 1, it shows that the virus is spreading in the population and, if it is below 1, the virus is declining in the population.

The reproduction number (R) is affected by several factors:
- underlying infectiousness of the organism;
- how long people who have Covid-19 can infect others;
- number of people in the population that the affected patients are in contact with, and how intense that contact is;
- Assuming there is a level of immunity once you have had the virus, R should decrease;
- Over time: as people become infected in a population there are fewer susceptible people left as they are either infected, have recovered, or have died; and
- If policies have the effect of reducing the number of people someone comes into contact with, that would in turn reduce R.

This Renewal Plan has been developed for the HSCP. This includes steps to be taken as we work towards emerging from emergency arrangements put in place during Covid-19, planned service improvement work, and health and wellbeing support to our colleagues and our communities.

Appendix 5 – Evidence Base

The academic world has responded very efficiently to provide an evidence base on a range of topics related to COVID-19 and the below articles have been utilised to inform the HSCP approach.

- Restarting planned surgery in the context of the COVID-19 pandemic, The Faculty of Intensive Care Medicine, Intensive Care Society, Association of Anaesthetists and Royal College of Anaesthetists , 1 May 2020 (available here).
  - Sets out a simple framework to consider when planning to restart / step up services
- Restarting health and care services will take many months, leading charities warn, Health Foundation, The King's Fund and Nuffield Trust, 14 May 2020 (available here)
  - Set out key areas for organisations to consider when planning to restart / step up services
- In the balance: Ten principles for how the NHS should approach 1 restarting 'non-Covid care', BMA, (available here)
- Brooks, Samantha K et al, '*The psychological impact of quarantine and how to reduce it: rapid review of the evidence'*, Lancet, vol. 395, February 26 2020, p. 912-920. Key messages from this article were:
  - **Information is key**; people who are quarantined need to understand the situation;
  - Effective and rapid **communication** is essential;
  - **Supplies** (both general and medical) need to be provided;
  - The **quarantine period** should be short and the duration should not be changed unless in extreme circumstances;
  - Most of the **adverse effects** come from the imposition of a restriction of liberty;
  - **Voluntary quarantine** is associated with less distress and fewer long-term complications;
  - Public health officials should emphasise the **altruistic choice of self-isolating**.
- Douglas, M. Et al, '*Mitigating the wider health effects of covid-19 pandemic response*' BMJ, 27 April 2020. Key messages from this article were:
  - **Economic effects**: loss of income for those unable to work, longer term increase in unemployment, recession.
  - **Social isolation**: lack of social contact, particularly for people who live alone and have less access to digital connectivity, difficulty accessing food and other supplies.
  - **Family relationships**: home confinement may increase family violence and abuse, potential exploitation of young people not in school.
  - **Health related behaviours**: Potential for increased substance use, increased online gambling, and a rise in unintended pregnancies, Reduction in physical activity as sports facilities closed and less, utilitarian walking and cycling
  - **Disruption to essential services**: Direct effects on health and social care demand, unwillingness to attend healthcare settings may affect care of other conditions, loss of workforce may affect essential services
  - **Disruption to education**: Loss of education and skills, particularly for young people at critical transitions, likely increase in educational inequalities from reliance on home schooling
  - **Traffic, transport and green space**: Reduced aviation and motorised traffic with reduced air pollution, noise, injuries, and carbon emissions in short term, restricted public transport may reduce access for people without a car, longer term reluctance

to use public transport may increase use of private cars, restricted access to green space, which has benefits for physical and mental health
- o **Social disorder**: Potential for unrest if supplies run out or there is widespread discontent about the response, harassment of people believed to be at risk of transmitting the virus
- o **Psychological impacts**: High level of public fear and anxiety, community cohesion could increase as people respond collectively

The above articles have developed understanding on the wider health effects of the COVID-19 pandemic response and ways to mitigate and reduce the impact.

CLACKMANNANSHIRE COUNCIL

Report to Clackmannanshire Council

Date of Meeting: 24 September 2020

Subject: Council Governance

Report by: Lindsay Thomson, Senior Manager Legal & Governance

1.0 Purpose

1.1. This report concerns a number of matters relating to the scheduling of Council and Committee meetings and also seeks authority to review Standing Orders.

2.0 Recommendations

2.1. It is recommended that Council

2.2. Agree to change the date of the December Council meeting from 17 December 2020 to 10 December 2020

2.3. Agree that the Emergency Decision Making Forum (EDMF) should continue as a permanent committee to take decisions in an emergency, noting that it is likely to meet only in exceptional circumstances

2.4. Note that the usual cycle of committee meetings will begin from next month and all that all meetings will continue to be held using MS Teams until at least January 2021 when there will be a further review and

2.5. Note that this paper gives notice of a proposal to change to Standing Orders for the next full meeting of Council in October 2020.

3.0 Considerations

3.1. December Council

3.2. The Council approved its schedule of meetings for the next 3 years in 18 April 2019. This year has been exceptional in terms of the number of special meetings of Council, the development of virtual meetings, the introduction of the EDMF and the need for governance on a number of some very significant policy areas, the Be the Future programme and the budget position.

3.3. It is recognised that there is almost two months between the October and December Council meetings currently and this may be undesirable in terms of dealing with an anticipated volume of business at regular meetings. It

therefore considered prudent to move the scheduled December meeting forward by a week to allow business to be considered expediently and to allow decisions of December Council to be implemented before the Christmas break.

3.4.   EDMF

3.5.   As indicated in previous papers, the EDMF has performed an essential function over the initial period of the COVID-19 response. In addition to establishing the first virtual decision making forum, committee officers have also worked hard to produce a decision log and make these available quickly on-line. EDMF decisions were also reported to all councillors by email and then incorporated into the daily dashboard.

3.6.   For the last few months EDMF has not been required to convene and decisions have been made through the mechanisms of ordinary and special meetings of Council. This has been made possible by extended our approach to supporting virtual meetings and also has increased transparency as the full recordings of the meetings are available on line.

3.7.   The ability to hold full meetings of Council virtually does make it less likely that we would require to hold an EDMF. It is also recognised that it is preferable to hold full meetings so that all members can participate fully in the decision making process. However it is still considered prudent to retain the EDMF as a mechanism for speedy decision making should the need arise or should there be some other emergency situation which makes holding a full meeting of Council difficult. The last few months have demonstrated that the need for flexibility in governance structures is critical to allowing an organisation to be responsive, provided accountability, participation and transparency are not diminished.

3.8.   Meeting cycle

3.9.   Council is also invited to note that the committee cycle with all service committees, audit, planning, regulatory committees and Licensing Board will resume from next month. There have already been a number of full Licensing Boards and also Licensing sub-committees to deal with outdoor drinking occasional licences over the summer months. The planning committee has also scheduled an additional meeting to begin the process of determination on some significant planning applications.

3.10. The legislative changes as a result of COVID-19 mean that meetings can continue to take place virtually. This approach is recommended for this meeting cycle and then further consideration can be given to whether physical meetings can take place in the new year. In addition the Council is investigating whether some new IT solution may offer increased opportunities/solutions for Council meetings.

3.11. Standing Orders

3.12. Council's Standing Orders have been amended incrementally recently to address changes in the way meetings are held. It is now considered that a more detailed review should take place to ensure that they remain fit for purpose. As current Standing Orders require notice of proposals of changes

to be given at the meeting before the meeting at which draft changes are laid, authority is sought in this paper to carry out the review.

4.0   Sustainability Implications

4.1.   None

5.0   Resource Implications

5.1.   Financial Details

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

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

5.4.   Staffing

6.0   Exempt Reports

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

7.0   Declarations

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

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

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

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

8.0   Equalities Impact

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

9.0 Legality

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

10.0 Appendices

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

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
Lindsay Thomson	Monitoring Officer	
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CLACKMANNANSHIRE COUNCIL

Report to: Clackmannanshire Council

Date of Meeting: 24 September 2020

Subject: Finance Update

Report by: Chief Finance Officer

1.0   Purpose

1.1   This paper provides an update on key issues impacting Council finances in the current and future years. The key issues covered within the paper are:

- the current year's outturn position for the Council, as at June 2020, in respect of both General Fund (GF) and Housing Revenue Account (HRA) revenue and capital budgets

- the achievement of savings to date, for the current financial year, 2020/21

- the impact of COVID-19

- proposed strategy to ensure a balanced position for 2020/21, including the presentation of a new capital budget for 2020/21 and an update on the Council's reserves position

- an indicative Budget timetable for 2021/22

- some specific additional requests for Council governance to support the delivery of priority activity.

2.0   Recommendations

2.1   Council is asked to approve:

2.1.1   the amendments to the Capital Budget for 2020/21 financial year and the revised Capital Budget for 2020/21 (set out in paragraphs 3.12 & 3.13 and Appendix 13)

2.1.2   a contribution of £100k from the capital programme as the Council's contribution to the running costs of the City Region Deal Regional Programme Management Office (RPMO) (paragraph 3.11 and Table 1)

2.1.3   the proposed strategy to deliver financial balance for the current financial year, noting that regular updates will be provided through a Budget Strategy report to each Council meeting (paragraph 4.4)

2.1.4   the proposed earmarked reserve of £1.5m from uncommitted reserves to cover additional COVID spend in 2020/21 as a contribution to delivering a balanced budget position for the current year (paragraph 4.10)

2.1.5   additional funding for the HSCP for support to the CFO, £5k from uncommitted reserves for 2020/21 and ongoing increase of £10k from 2021/22 (paragraph 6.2)

2.1.6   to delegate a sum of £250k from uncommitted reserves to the Senior Leadership Group to allow additional resources to be implemented in respect of priority resourcing needs/residual unmet need previously reported (paragraph 6.3)

2.1.7   to increase the Transformation Fund by £500k (new balance £742k) to facilitate the delivery of planned priority work required to deliver transformation proposals (paragraph 6.4)

2.1.8   to approve revenue spend of up to £29,635 for the City Region Deal Flexible Skills Project (paragraph 6.5)

2.2   Council is asked to note:

2.2.1   the significant impact of the Covid-19 pandemic on both capital and revenue outturns and the delivery of planned savings, alongside the range of continuing uncertainties in respect of localised outbreak impacts, potential additional funding and fiscal flexibilities (sections 3 and 4);

2.2.2   that GF revenue spend is forecasting an overspend of £2.511m for the year to 31 March 2021;

2.2.3   that the Clackmannanshire locality of the Health and Social Care Partnership (H&SCP) is forecasting an underspend for the year of £(0.478)m;

2.2.4   that the GF Capital Programme has had a fundamental review for the 2020/21 year and future years are being reviewed in detail as part of budget preparations for 2021/22;

2.2.5   that the HRA forecast revenue surplus over budgeted surplus for the year is £(0.221m) to 31 March 2021;

2.2.6   that the Capital programme for HRA is currently forecasting an underspend of £(0.585)m;

2.2.7   progress in delivering the £3.343m savings programme (for 2020/21), is currently forecast as 72%, by 31 March 2021;

2.2.8   the forecast financial commitments against additional Covid-specific funding as at 19th June;

2.2.9   the HRA revenue and capital virements of £19k and £50k respectively to fund essential homeworking equipment which have been undertaken in line with financial regulations (paragraph 3.20 and Table 3);

2.2.10 the requirement to maintain a balanced budget (paragraph 4.4);

2.2.11 the 2021/22 Budget timetable;

2.2.12 that subject to the approval of the requests detailed in paragraphs 6.2 to 6.5, the balance remaining on the Council's uncommitted revenue reserves is £0.03k above minimum level and is equivalent to £3.880m or 3% of net expenditure, and

3.0 Financial position for 2020/21

3.1 This section of the report summarises the forecast financial position of the Council for the financial year ended 31 March 2021 as at 30 June 2020. It consolidates all of the detailed financial data available to date to provide a summary position. The report also provides details of individual Directorate forecasts.

General Fund Revenue

3.2 The Covid-19 pandemic has had a significant impact on the councils financial position; with the Council incurring increased and additional costs, loss of income, and a delay in implementation of a number of the Council's agreed savings which are only partially offset by savings incurred during the pandemic response phase.

3.3 This situation is compounded by continuing uncertainty over additional funding, fiscal flexibilities and/or further additional 'unknowns' that may impact the Council's finances, such as the impacts of local outbreaks, changes in national guidance or local policy. As a consequence, it is anticipated that there will be fluctuations in forecasts throughout the year as the current situation develops, with regular review of assumptions being required. Regular updates will be provided to Council within routine Budget Strategy Update reports.

3.4 Further details on the financial impact of COVID-19 is set out throughout sections 3 and 4 of this paper.

3.5 As at 30 June 2020 the General Fund is forecasting an overspend of £2.511m and the Clackmannanshire element of the H&SCP is forecasting an underspend of £(0.478)m, which brings the Council's overall position to an overspend of £2.033m for the year to March 2021.

3.6 Appendix 1 provides analysis of this position by each Directorate and those centrally held corporate budgets along with the position for Partnerships and Sources of Funding. Additional analysis is shown for each Directorate in Appendices 2, 3 and 4. Detailed variance analysis is also provided in Appendices 5, 6 & 7.

3.7 The key variations are as follows:

- £2.038m overspend within Social Services; £1.308m childcare and support and £0.536m Residential Placements.

- £0.569m loss of income within Place Directorate

Clackmannanshire & Stirling Health and Social Care Partnership (H&SCP)

3.8   The Clackmannanshire locality of the H&SCP is forecasting an underspend of £(0.478)m against a budget of £19,041m.

3.9   Detail of the forecast variances that make up this underspend are shown in Appendix 9 which has been provided to the partnership for inclusion in their consolidated financial report up to the end of June 2020.

3.10   Key variations are summarised as follows:

- £0.842m underspend on employee costs due to vacancies;

- £1.034m underspend on Nursing Homes due to a reduction in occupied nursing home places;

- £1.316m overspend on Care at Home due to an increase in weekly hours provided;

- £0.610m underspend on Misc Third party Payments to other agencies, to be reallocated to reflect service provision, and

- £0.427m shortfall in income due to less people being in short term care.

3.11   Budgets will look to be realigned to reflect changing demands on categories of care.

General Fund Capital

3.12   Since the Council's budget was approved in February 2020, there have been a significant number of factors which have impacted on the Council's approved capital programme. The key changes proposed include:

-   additional investment in the Learning Estate Strategy;

-   delays as a consequence of Covid-19, for instance in respect of the Parking Management Scheme;

-   additional capital investment as a consequence of Covid-19, for instance the roll out of IT kit to support home working;

-   specific reprioritisation to align with the agreed Be the Future priorities (approved by Council on the 10th September), for instance repurposing of the investment in Scotland's International Environment Centre (SIEC) to facilitate the delivery of tangible benefits and contribute to economic recovery in the area, and to make a contribution of £100k to the costs of running the City Region Deal RPMO, and

-   consequential reprioritisation and rephasing to align with the revised likely expenditure profile for the year and to ensure that the capital budget remains within affordability parameters.

3.13   Table 1 below details the key movements proposed to the Capital Budget for 2020/21. Appendix 13 presents this as a revised capital budget for the current

year. Council is requested to approve Appendix 13 as the Council's revised Capital Budget for the year.

Table 1: **Approved capital programme & Proposed Amendments:**

	2020/21 £000	2021/22 £000	2022/23 £000	2023/24 £000
Approved Programme – Budget Paper Feb 2020	**13,058**	**15,705**	**12,780**	**4,964**
Carry fwd adj	2,034	0	0	0
Revised Programme April 2020	**15,092**	**15,705**	**12,780**	**4,964**
Amendments				
Circular 2 – reduction in funding	34			
Specific Grant CWSS	(142)			
Specific Grant CWSS exp	142			
The Orchard & P1 Provision	238			
Parking Management Scheme	(380) (112)	380 112		
IT WFH Kit	65			
Park Primary Nursery Extension	(1,014)	1,014 436		
Office 365	350			
IT Equip	50	50	50	
City Deal SIEC	100	150		
RPMO	100			
Land Acquisition	(1,114)	864		
Other Project Rephasing	(773)	773		
Revised Programme	**12,635**	**19,484**	**12,830**	**4,964**

3.14   Council is also asked to note that work is already prioritised to review future years' capital budgets in detail as part of budget preparations for 2021/22, given the impacts to date and uncertainty of further future impacts of the pandemic on costs and delivery.

Progress on 2020/21 Approved Savings

3.15   At its budget meeting in February 2020, Council approved savings of £3.343m. Table 2 below shows the distribution of these savings across Directorates and indicates the forecast achievement of those savings by 31 March 2021.

Table 2: General Services Revenue Budget 2020/21 distribution of planned savings by directorate and forecasted achievement.

Directorate	Approved Savings 2020/21 £'000	Achieved/ Likely to be achieved £'000	At risk £'000	Unlikely to be achieved £'000	Unlikely to be achieved due to COVID £'000
People	1,345	820	465	60	60
Place	1,187	951	-	236	236
Partnership & Performance	811	639	172	-	-
Total	**3,343**	**2,410**	**637**	**296**	**296**
		72%	**19%**	**9%**	**9%**

3.16   Table 2 shows that 72% of savings have been or are likely to be achieved, with a further 28% at risk or unlikely to be achieved in 2020/21. The achievement of savings has been significantly impacted by the Covid-19 pandemic with £296k forecast to be unachieved as a result. Further detail of progress on individual savings within each directorate is provided in Appendix 8. A review is currently about to start as part of budget preparations for 2021/22 to establish of those savings not achieved, which can be deferred to deliver a financial benefit in future years.

3.17   Managers are maximising efforts to achieve the approved level of savings or identify compensatory savings to sustain a balanced budget position.

Housing Revenue Account (HRA)

3.18   The HRA Revenue account is forecasting a surplus of £(5.394)m which is £(0.221)m above the budgeted surplus**.** Appendix 10 provides details of the forecasted spend to 31 March 2021 with details of variances provided in Appendix 11. Arrears and rental income are being prioritised for close monitoring for any further impact on the expected surplus.

3.19   The key variances are as follows:

   - £0.532m underspend on employee costs due to unfilled vacancies

   - £0.158m overspend on premises expenditure relating to an expected increase in the provision for bad debt due and Void rent loss mainly attributable to the effects of COVID.

   - £0.259m forecasted shortfall in income from recharges as less capital work being undertaken during lockdown.

3.20   During the Covid-19 pandemic response, additional equipment has been purchased to ensure HRA staff could fully meet the H&S requirements of working at home and continue to deliver statutory services. A virement of £19k to fund this additional office equipment was approved by the Strategic Director Place and the Section 95 officer in line with financial regulations. Council is asked to note this virement.

3.21   The HRA Capital Programme is forecast to underspend by £(0.585)m against a budget of £8.565m. This position includes sums carried forward from 2019/20.

3.22   The main programme updates and variations are set out in Table 3 below. Council is particularly asked to note the £50k virement detailed under the IT infrastructure line of the table.

Table 3: HRA Capital Programme Update and main variations

Activity	Budget £000	Forecast Expenditure £000	Variance £000	Commentary
Roof and Render	1,000	1,000	-	Works recommenced all activities fully back on site and expect to deliver planned activity for the year.
Alva Weir Muticon	1,050	1,050	-	The contractor is taking forward two pilot homes. Subject to the findings of this pilot activity a report will be submitted to council, highlighting proposed approach and highlighting additional governance requirements to complete the remaining homes.
Window Replacement	1,310	1,310	-	The Contractor has confirmed they can supply an additional two teams to install the majority of windows in this years programme. This should half the timescale (subject to winter weather) for completion.

Activity	Budget £000	Forecast Expenditure £000	Variance £000	Commentary
Kitchen Replacement Programme	1,050	500	(550)	This programme is scheduled to restart in October 2020. The work is carried out by our own tradespeople with arrangements being put in place to ensure a safe working environment. An increase in the cost of the direct materials is anticipated. The current underspend £(550k) will be monitored closely for potential further impacts alongside the potential associated income impacts within the HRA revenue budget.
Asbestos Removal Works	65	30	(35)	There has been a reduced amount of Electrical testing being undertaken this year as a consequence of the Covid-19 pandemic restrictions.
Door entry	200	200	-	A new contract is required to deliver this planned work and timescales for this have been impacted by the pandemic. As a consequence, delays are anticipated re planned activity.
Travelling person site				Report to Council scheduled March 2020 delayed, Report being prepared for October Council meeting to ensure appropriate governance
IT Infrastructure	70	70	-	A programme of desktop replacement and roll out of standard home working kit for 110 housing and property staff has been undertaken. The staff set up was completed by Monday 17th August to enable full blended working across housing and property. This means the staff are well placed to react to providing statutory obligations in the event of any localised shutdowns. To fund this programme a Virement of £50k from Project 10078 (Windows Replacement) was approved by Strategic Director and Section 95 officer in line with financial regulations and Council is asked to note this virement.

3.23 Appendix 12 provides details of all the approved budgets and forecast on the HRA capital programme for the current year. This provides detail of the individual projects within the various asset management plans.

Covid-related additional Scottish Government funding

4.1 Section 3 has highlighted a range of impacts on the Council's core budgets as a consequence of action that has been taken to manage and mitigate the risks of the Covid-19 pandemic alongside other variances to date. This position

does not include the specific additional funding received from Scottish Government which is described below.

4.2 The Council has received a total additional allocation of £8.458m of funding for specific Scottish Government initiatives including Business Grants, Newly self employed Hardship Fund, along with an additional amount for the Scottish Welfare Fund. To date £7.643m of these funds are committed and further commitments continue to be made as applications are processed. 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.

4.3 Table 4 summarises expenditure and commitments against the residual elements of SG funding.

Table 4: Summary of Additional Funding from SG for Covid-19 and Estimated Net Spend (full year 2020/21)

Additional Funding	Received £'000
Hardship	465
Consequentials – share of £155m	1,442
Food Fund	583
TOTAL	**2,490**
Estimated Additional Costs	5,168
Reduced Costs	(154)
Estimated Net Costs 2020/21	**5,014**
Funding Gap	**2,524**

2020/21 Funding Strategy

4.4 Council is aware of the requirement to maintain a balanced budget position. This paper has highlighted that, based on current information, the Council has a deficit on its current year's operations of £2.511m. This position assumes that as in 2019/20, the HSCP underspend of £(0.478)m is retained in the partnership as a contribution to the net operating deficit forecast for the current year.

4.5 There is an unprecedented level of uncertainty over a number of elements that have the potential to positively or negatively impact the Council's financial performance and funding strategy. These include:

- ongoing discussions with Scottish Government about a range of potential fiscal flexibilities which may deliver revenue benefits in the current financial year;

- ongoing discussion with Scottish Government about the likelihood of further additional funding to support ongoing response and recovery work, the impacts of local outbreaks and the additional costs of implementing aspects of Scottish Government and Public Health (Scotland) guidance. and

- uncertainties over local conditions for the rest of the year, for instance the impact of any potential local outbreak(s) and the levels of restrictions that may need to be implemented.

4.6 Following the preparation of the draft 2019/20 Annual Accounts, the Council held the following reserves as at 1st April 2020:

	£m	£m
General Reserves		**11.9**
- Committed	5.6	
- Uncommitted	6.3	
Capital Receipts		**2.1**
Transformation Fund		**0.9**

4.7 At 1st April 2020, the Council held general reserves of £11.9m, an increase of £3.3m from April 2019. £5.6m of those are committed to fund specific items of expenditure including areas that are ring-fenced. The Councils policy is to retain uncommitted reserves at a level of 3% of net budgeted expenditure. For 2020/21 this equates to £3.9m, therefore, uncommitted general reserves are £2.4m above this minimum level. This means that the Council has some reserves above the minimum level available to fund additional unbudgeted priorities through the year.

4.8 Capital Receipts can be used for Capital Expenditure and permitted elements of revenue expenditure including voluntary severance and loans fund repayments. Recent flexibility by the Scottish Government has also allowed Capital Receipts to be used to form a Transformation Fund.

4.9 The use of reserves to support continued service delivery is not recommended as this position would not be sustainable over the longer term. Reserves are one-off sources of funding and would add to the gap in future years.

4.10 Uncommitted reserves could, however, be used to fund one off events such as the financial impact of COVID-19. There is much uncertainty around the future impact of COVID-19; further waves, localised lockdown and long term recovery and the ability of Scottish Government to fund any associated further expenditure. It would therefore be prudent to earmark an element of uncommitted reserves for this purpose. It is recommended that £1.5m of uncommitted reserves is earmarked to cover any additional costs and that this level be kept under review during the year. Subject to agreement by Council, this would reduce uncommitted reserves to £0.9m above minimum reserves level (3.7%).

4.11 The overall proposed Funding Strategy for 2020/21 is as follows:

- the allocation of £1.5 million of uncommitted reserves to support the 2020/21 budget

- a detailed quantification/review of the potential financial benefit to Clackmannanshire of the proposed fiscal flexibilities currently under consideration by Scottish Government

- the establishment of a Recovery Plan for social care to be developed and implemented urgently. The Recovery Plan should place an emphasis on the scrutiny and refinement of current outturns to reflect the increasing choice and flexibility of supports available as restrictions are eased. It should also prioritise and maximise the opportunities to redesign and transform current delivery models , thereby delivering financial and service sustainability in the future and it should provide a clear evaluation of capacity and demand for the future

- Spending restraint should be implemented across all council services with immediate effect. The Section 95 Officer and Chief Executive are discussing how enhanced management scrutiny of spend can also be implemented to ensure that the corporate focus remains on priority expenditure.

4.12 The impact of this funding strategy will be reported to Council routinely as part of future Budget Strategy update reports. Proposals to ease, revise or add to the above actions will be made as required. On previous occasions, spending restraint has been well managed by the Council and has delivered significant improvements in the financial performance to that originally forecast, thereby reducing the reserves balance required.

5.0   Budget Process 2021/22

5.1.1 For 2021/22, as in previous years, it is proposed that the Council aims to bridge its funding gap by:

- undertaking a thorough review of all service budgets to establish the budget requirement for future years. This review includes a review of under and overspends to ensure the resultant budgets are aligned with activity to facilitate meaningful monitoring and scrutiny of service delivery and financial performance;

- a review of previously agreed savings that are anticipated to deliver a financial benefit in 2021/22 to ensure that these can still be delivered and to confirm the value of the associated savings;

- evaluation of the reasons for savings not being achieved in the current financial year to establish whether these can still be delivered, albeit on a delayed basis;

- the identification of management efficiencies in the light of changes in service operational practice/requirements

- specific policy savings, and

- savings and efficiencies from agreed transformational business cases.

5.1.2 All council members will receive information on all officer proposals as part of the routine budget engagement.

5.1.3 As for 2020/21, the budget process will also be supported by the Be the Future Board. The Board is made up of members of the Administration and the two opposition groups along with Senior Officers.

5.1.4 All material transformation savings proposals will be considered by the Board in line with the previously agreed framework. The Board scrutinises business cases which are then submitted to and approved by Council. The individual projects are routinely overseen by the Board including the monitoring of benefits realisation and post implementation review.

5.1.5 Consultations will also be carried out during the year on specific proposals as part of the business case development. The consultation will be targeted at affected groups and outputs of the consultation will be used to shape the final proposals. Additionally, targeted budget consultation will be undertaken where indicated by the equalities impact assessment in respect of policy saving proposals prior to submission to the Council for approval as part of the Budget setting arrangements.

Demand Pressures

5.2 In calculating the revised budget gap, Contract and General inflation pressures are currently assumed at £2m based on previous trends of bids and approvals. Demand pressure bids will be completed by Services during September and October in conjunction with Finance and will be reviewed by the Strategic Leadership Group and the S95 Officer. Bids that are agreed will be included within the budget gap assumptions.

Budget Timeline

5.3 Due to COVID-19 and the impact on Finance capacity of administering a range of funding streams to support individuals and businesses, the budget process for 2021/22 is commencing slightly later than in previous years. As established in the 2020/21 budget paper, the budget process mainly focusses around the Be the Future programme and further details of this are set out in the Transformation paper reported to Council on the 10 September 2020. In recognition of the longer term process for the Be the Future Programme, this approach is augmented by additional management efficiencies and policy proposals that arise through the year to close the gap as noted above.

5.4 An indicative budget timeline is set out below.

➢ **September -** An initial session has been scheduled with the Extended Strategic Leadership Group (ExSLG) on xxx September. This session will be used to set out the current budget gap and latest assumptions identifying the estimated level of savings required to set a balanced budget. This session will also set out the budget approach for identifying and reporting savings. Following this session, the group will be tasked with

developing business cases in conjunction with relevant support services: Finance, HR, Legal as required.

Similar update sessions will also be held with elected members and trade union representatives at the start of October.

➢ **October** – following the work to update the current year's Capital Budget, early work will focus on Capital Strategy Development. Services will also be asked to prepare any capital bids for consideration at the Capital workshop in November.

➢ **November -** A follow up session with ExSLG will be held in November to consider draft business case proposals alongside proposed management efficiencies and policy savings. The level of savings identified will be compared against the budget gap to identify whether additional proposals are required. Further development of proposals will take place if required.

➢ **November –** Briefings for Members and Trade Unions will be held providing information on new savings proposals, progress on previously approved savings, and an update on the budget gap. This will also include savings that have come through the Be the Future Board.

During November a Capital Workshop will be held to review and revise the agreed capital budget and to scrutinise new capital bids.

➢ **December –** further planned engagement with ExSLG to review the current position and remaining budget gap after applying approved savings.

At the time of writing this report, the timescales for the Draft Scottish Budget are unknown. However, the most up to date information in relation to the settlement will be reviewed to inform assumptions in respect of funding and keep Council informed of the indicative Budget Gap.

Demand Pressures will be reviewed by the Section 95 Officer and SLG. Budget gap will be updated with approved bids.

➢ **January –** The roll-forward budget will be completed and the Budget gap updated.

Briefings will be held with elected members and trade union representatives to provide an update on: the Settlement impact, any changes to assumptions, approved savings and demand pressures and the resultant budget gap.

A workshop will also be held with Senior Officers and the Administration Group to finalise the Administration's Budget.

➢ **February –** Full Council meeting to set 2021/22 Budget.

6.0 Additional governance requests

6.1 Since the last Council meeting, requests have been received for proposals to be submitted to Council for items of priority investment. These are detailed in the remainder of this section.

6.2 The Section 95 Officer has received a request to contribute to the provision of additional finance support for the HSCP. The funding contribution has been shared on a proportionate basis of the budgeted contributions of each partner. For Clackmannanshire, this equates to £5k from uncommitted reserves for 6mths in the current financial year (2020/21) and an ongoing £10k from 2021/22. Council is asked to approve this additional investment in the HSCP.

6.3 In the Be the Future Update report to Council on 10 September, Council was updated on recent work undertaken by the Senior Leadership Group in respect of the delegated EDMF/ Council authority to spend £520k on priority resourcing needs. The outcome highlighted that additional resource was needed (£58k) to cover the costs of the seven posts for 18months (bringing the total investment for the seven posts to £578k). Additionally it was highlighted that there remained significant unmet resourcing needs. Council is therefore requested to delegate a further £250k from uncommitted reserves to the Senior Leadership Group to address some of the residual priority unmet need. Commitments against this additional resourcing would be provided to Council at the October meeting if the investment is approved.

6.4 On the 10 September 2020, Council was notified that the Transformation Fund balance is now £242k following a range of recent investment. As work is now progressing rapidly to develop the Council's budget and associated Transformation business cases, it is proposed that the Transformation Fund is increased by £500k to facilitate future planned work. Council is asked to note that all expenditure against this Fund is approved and reported through Council governance.

6.5 City Region Deal – Flexible Skills Project.

The Outline Business Case (OBC) for the Skills & Inclusion Programme was approved by Scottish Government in October 2019 as part of the process of reaching deal signing. It is made up of a Flexible Skills Project led by Clackmannanshire Council and an Inclusion Workers and Investment fund project led by Stirling Council.

Whilst progress was made on developing the required Full Business Case for each project prior to COVID 19, the impact of the pandemic has been significant and there remains a significant capacity challenge to business case completion and project start-up activities such as recruitment. Within this context however, officers are committed to minimising any further delays as the resource for this programme has a role to play as part of the region's economic recovery.

A minimal delay of approximately six months in starting the Flexible Skills Project is inevitable but to minimise any further delays the securing of additional resource identified as part of the project is required. The resource referred to is a spend of up to £29,635 in 2020/21 which will cover staff and other programme costs such as software licenses. There is a low risk that this sum will not return to the Council as revenue income should the Full Business Case not be approved. However, the impact of not progressing this work and

potential loss of the full programme benefits are considered to outweigh the materiality of the investment sum.

The Council is asked to approve the progression of the Flexible Skills Programme through the recruitment of staff whilst acknowledging the associated financial risk.

6.6   Subject to the approval of the requests detailed in paragraphs 6.2 to 6.4, Council is asked to note the balance remaining of £0.03k above minimum 3% uncommitted reserve level of £3.850m.

7.0   Sustainability Implications

7.1   There are no direct environmental sustainability implications arising from this report.

8.0   Resource Implications

8.1   *Financial Details*

8.2   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 ☑

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

8.4   *Staffing*

8.5   There are no direct staffing implications arising from this report.

9.0   Exempt Reports

9.1   Is this report exempt?   Yes ☐ (please detail the reasons for exemption below) No ☑

10.0   Declarations

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

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

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

11.0 Equalities Impact

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

12.0 Legality

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

13.0 Appendices

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

Appendix 1 – Council Summary at June 2020

Appendix 2 – People Summary at June 2020

Appendix 3 – Place Summary at June 2020

Appendix 4 – P&P Summary at June 2020

Appendix 5 – People Variances at June 2020

Appendix 6 – Place Variances at June 2020

Appendix 7 – P&P Variances at June 2020

Appendix 8 – Summary Savings by Directorate at June 2020

Appendix 9 – HSCP Variances at June 2020

Appendix 10 – HRA Revenue Forecast at June 2020

Appendix 11 – HRA Variances at June 2020

Appendix 12 – HRA Capital Forecast at June 2020

Appendix 13 – GF Capital Budget 2020-21

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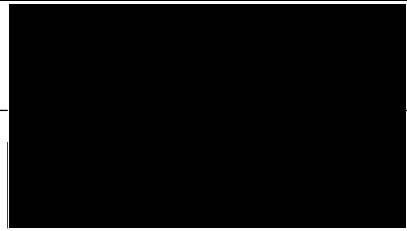
14.1 Have you used other documents to compile your report? (All documents must be kept available by the author for public inspection for four years from the date of meeting at which the report is considered)

Yes ☐ (please list the documents below) No ☑

Author(s)

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Approved by

NAME	DESIGNATION	SIGNATURE
Lindsay Sim	Chief Finance Officer	
Stuart Crickmar	Director of Partnership & Performance	

Council Summary 2020/21

	Annual Budget £'000	Forecast to March 2021 £'000	Variance Forecast to Budget £'000
Resource & Governance	6,156	6,203	46
Strategy & Customer Services	3,303	3,555	251
Executive Team	3,132	3,109	(23)
Development & Environmental	15,157	15,830	673
Education Service	58,712	59,156	444
Housing & Community Safety	12,498	12,159	(339)
Social Services	13,853	15,891	2,038
Corporate Services	551	(29)	(580)
Misc Services - Non Distributed Costs	1,312	1,312	0
	114,675	117,186	2,511
less allocated to non general fund	(1,305)	(1,305)	0
Services Expenditure	113,370	115,881	2,511
Partnership Contributions			
Central Scotland Valuation Joint Board	454	454	(0)
Health & Social Care Partnership	19,041	18,563	(478)
	132,864	134,897	2,033
Add/Deduct			
Interest on Revenue Balances	(91)	(91)	0
Loans Fund Contribution	5,770	5,770	0
Contribution to Bad Debt Provision	200	200	(0)
	138,743	140,776	2,033
Sources of Funding			
General Revenue Funding/Non-Domestic Rates	(113,160)	(113,160)	(0)
Council Tax	(23,763)	(23,763)	0
Council Tax Reduction Scheme	0	0	0
Contribution from Reserves	0	0	0
Capital Stimulus Fund	0	0	0
Application of unapplied Capital receipt	(1,160)	(1,160)	(0)
Contribution from Earmarked Reserves	(660)	(660)	0
Contribution from Uncommited Reserves	0	0	0
	(138,743)	(138,743)	(0)
Projected (Surplus)/Shortfall	0	2,033	2,033
Summarised by Division			
People	74,763	77,552	2,789
Place	18,296	18,475	179
Partnership & Performance	19,753	19,876	123
Health & Social Care Partnership	19,041	18,563	(478)
Corporate Services	6,437	5,857	(580)
Central Scotland Valuation Joint Board	454	454	(0)
	138,743	140,776	2,033

People Summary 2020/21

	Annual Budget 2020/21 £'000	Forecast to March 2021 £'000	Variance Forecast to Budget £'000
Strategy & Customer Services	1,567	1,777	210
Executive Team	123	112	(12)
Development & Environmental	508	616	109
Education Service	58,712	59,156	444
Social Services	13,853	15,891	2,038
Division Expenditure	**74,762**	**77,552**	**2,789**

Place Summary 2020/21

	Annual Budget 2020/21 £'000	Forecast to March 2021 £'000	Variance Forecast to Budget £'000
Strategy & Customer Services	67	52	(14)
Executive Team	132	100	(32)
Development & Environmental	13,910	14,480	569
Housing & Community Safety	4,187	3,843	(344)
Division Expenditure	**18,296**	**18,475**	**179**

Partnership & Performance Summary 2020/21

	Annual Budget 2020/21 £'000	Forecast to March 2021 £'000	Variance Forecast to Budget £'000
Resource & Governance	6,156	6,203	46
Strategy & Customer Services	1,670	1,726	56
Executive Team	2,876	2,897	21
Development & Environmental	739	734	(5)
Housing & Community Safety	8,311	8,316	5
Division Expenditure	19,753	19,876	123
Corporate Services	7,775	7,195	(580)
Health & Social Care Partnership	19,041	18,563	(478)

People	Annual Budget 2020/21	Forecast to March 2021	Total Variance Forecast to Budget at June	Variance due to Covid	Variance due to Non Covid	Narrative
	£'000	£'000	£'000	£'000	£'000	
Strategy & Customer Services	1,567	1,777	210	116	94	Strategy and Customer Services, (**Libraries & Leisure**) is forecast to overspend by £0.210m. **Leisure Services** is forecast to overspend by £0.235m which is offset by the **Libraries** forecast underspend of £(0.025)m particularly in relief staff. In Leisure an overspend of £0.067m is expected on payments for Alloa Leisure Bowl, while the closure of facilities due to **Covid** is expected to reduce income by £0.192m, £0.052m of which remains unallocated. The reduced requirement for relief staff as **Covid** has closed the facilities has mitigated this by £(0.024)m.
Executive Team	123	112	(11)		(11)	Strategic Director underspend due to vacancy management
Development & Environmental	508	616	109	109	0	**Economic Devleopment:** Overspend £0.109m. Due to lower throughput of clients due to **Covid**.
Education	58,712	59,156	444	554	(110)	**Devolved Schools** are forecast on budget as any under or overspends are carried forward. The current estimated overspend of £0.170m is reflected within Primary Non devolved flexibility this includes additional teaching resources of 20FTE from August 20 estimated cost £0.571m.
						Early Years are forecast to underspend by (£0.101m) The underspend is due to Nursery Teacher vacancies and transfer to primary schools (£0.128m), staff turnover in core nurseries as staff move to new facilities (£0.045m) and reduction in income due to **Covid** closure £0.072m . The 1140hrs funding of £4.523m is forecast on budget as any underspend can be carried forward however it is likely to be fully utilised this financial year.
						Additional support needs (ASN) is forecast to overspend by £0.148m. Overspends of £0.035m for travel escorts due to increased demand, Bus & taxi contracts £0.009m , Accessibility Strategy is £0.015m overspent, the NHS OT & Physio contract is forecasting an underspend of (£0.096m) due to **Covid** non delivery of contract and there is a underspend of (£0.065m) on the Additional support for Additional Learning SG funding as staffing in place from August 20 only, Learning Assistants NHS Income is under recovered by £0.087m due to **Covid** non delivery and staffing costs are projecting a £0.143m overspend due to increasing demand, there is a £0.020m overspend in various minor non staffing areas.
						Primary non devolved is forecast to overspend by £0.331m. Within the core Primary Non devolved areas a £0.021m overspend is made up from Clothing Grants (£0.027m), Bus Contracts (£0.009m) , staffing £0.011m and £0.046m in non staffing expenditure (Parent pay charges, cleaning, Seemis). Within Teachers Flexibility an overspend of £0.310m reflects the current Devolved schools overspend including 20FTE additional resource teachers less estimated SG funding for this £0.254m **Covid** impact.
						Secondary non devolved is forecast to overspend by £0.027m. Underspends within School Clothing Grants (£0.008m), SQA Fees (£0.010m), EMA admin fees (£0.013m) and School Transport (£0.029m) are offset by a projected shortfall in Music income due to reduction in uptake following a previous year increase in fees £0.058m further compounded by **Covid** non delivery of lessons £0.020m and non staffing expenditure in central areas £0.009m.
						PPP is forecasting an underspend of (£0.033m), higher than expected payments to the contractor of £0.013m are offset by estimated agreed deductions, surplus budget (£0.033m)
						Pupil Equity Funding (PEF) is forecast on budget. Funding is allocated on an Academic Year basis and any underspend is carried forward to next year
						Business management is forecasting an underspend of (£0.014m). Chief Officers part year vacancy (£0.053m)offset by additional staffing resource **Covid** digital learning £0.081m, Business Support vacancy (£0.030m) and various non staffing (£0.012m)

People	Annual Budget 2020/21	Forecast to March 2021	Total Variance Forecast to Budget at June	Variance due to Covid	Variance due to Non Covid	Narrative
						Sports Development is forecasting an overspend of £0.136m due to a reduction in Income in various programs due to **Covid** totalling £0.158m less associated savings of (£0.022m) in casual sports coaches and equipment
						In other areas, Psychology Service (£0.021m), School Crossing Patrols (£0.016m), and Youth and Adult Services (£0.013)m combines to an underspend of (£0.050m) which is mainly staff turnover
Social Services	13,853	15,891	2,038	1,407	631	
				515	793	**Childcare & Support** are forecast to overspend by £1.308m The main variances are; External Fostering payments £0.685m; Internal Fostering £0.026m; Residence Orders £0.064m; Professional Fees £0.028m; Kinship Payments are forecast to underspend by £0.106m The number of External Foster placements has increased by 12 since the start of the year, many of these being related to **Covid**. External foster care is high cost and an area that is being actively addressed through the use of Family Group Decision Making, Restorative Practice and the more bespoke and targeting of commissioned services. Third Party Payments £0.193m, mainly within payments to voluntary organisations £0.170m, and Professional Fees £0.023m Transfer Payments are forecast to overspend by £0.362m relating to Informal Kinship Payments £0.291m, Self Directed Support £0.071. Transport costs are forecast to underspend by £0.010m, in relation to client transport including family contact. These overspends are offset by underspends in employee costs £(0.036)m mainly due to vacancies and recruitment slippage, especially within the children's unit (£0.29m) There are also small underspends of £0.005m within Property Costs.
				19	67	**Criminal Justice** are forecast to overspend by £0.086m Contributing to the overspend is £0.124m relating to payments to third parties. including a contribution to overheads. £0.042 relating to equipment and materials, £0.011m for Premises and Transport and unachievable income from Glenochil Prison of £0.045m. This is offset by an underspend on staffing of £(0.136)m as a result of vacancies.
				0	108	**Management and Service Strategy** are forecast to overspend by £0.108m. The overspend is the result of forecast expenditure on Third Part payments of £0.44m (mainly payments to voluntary organisations £0.144m offset by underspends on payments to Other local authorities). These are also small overspends forecast within Staffing £0.017m and a un under recovery of income from other local authorities £0.047m.
				874	(338)	**Residential Placements** are forecast to overspend by £0.536m. There are currently 18 children in residential placements with a forecast to overspend by £0.386m. Out of area education expenses are forecast to overspend by £0.150m.This budget relates to 23 children receiving educational support from other local authorities. This budget heading is extremely dynamic and the forecast makes no provision for any unknown future new placements.
Directorate Total	74,763	77,552	2,790	2,186	604	

Place Directorate
Variances at 30th June 2020   **Appendix 6**

Place	Annual Budget 2020/21	Forecast to March 2021	Variance Forecast to Budget at June	Variance due to Covid	Variance due to Non Covid	Narrative
	£'000	£'000	£'000	£'000	£'000	
Strategy & Customer Services	67	52	(14)	(14)		Reception staff underspend as no relief cover or extra hours required at present.
Executive Team	132	100	(32)		(32)	Underspend of £(0.032)m due to recharge to HRA for Strategic Director's time at 25%
Development & Environmental	13,910	14,480	569	446	123	**Building Operations**: Overspend of £0.033m due to electricity usage throughout sites. **Catering**: Overspend of £0.113m. £0.081 due to Holiday Hunger Programme, £0.020m is due to reduced income from breakfast club suspension as a result of **Covid** and £0.012m is due to reduced payments from the milk scheme. **Regulatory**: Overspend of £0.011m due to lower income from rental of park space as a result of **Covid**. **Waste Management**: Underspend of £(0.084)m. £(0.095) due to underspend in Waste Treatment, £(0.024)m on various small underspends, £0.035m overspend on 18/19 unachieved saving on recycling centre opening hours. **Streetcare**: Overspend of £0.049m. £0.040m overspends on overtime due to an unrealised saving in 18/19, £0.009m small overspends. **Fleet**: Underspend of £(0.007)m. £(0.020)m decrease in diesel due to the use of electric vehicles, £(0.017)m decrease in material spend due to repairing rather than replacing, £(0.009) saving in replacement of tyres. These underspends are partially offset by a £0.040m reduction in internal income due to **Covid**. **Grounds Maintenance**: Overspend of £0.033m due to lower income as a result of restrictions on construction and movement due to **Covid**. **Facilities**: Overspend of £0.013m due to acting up payments in salaries. There is a corresponding underspend for this in Development Services. **Roads**: Overspend of £0.142m due to decreased income as a result of restrictions on construction and movement due to **Covid**. **HoS**: Overspend of £0.004m on postages and printing and photocopying **Development Services**: Overspend of £0.262m. £0.200m, due to a 40% reduction of income in Building Standards and Planning as a result of restrictions on construction and movement due to **Covid** and a £0.100m, unachieved saving on the Police Scotland collaboration that hasn't progressed to date. There is a £(0.040)m underspend on staffing due to vacancy managment. The acting up impact of this is visible in facilities as an overspend.
Housing & Community Safety	4,187	3,843	(344)	(46)	(298)	**Building Operations**: Unrealisable income within the Design team for work that was previously charged to capital is offset by staffing vacancies to leave an overspend of £0.144m. This is offset by a forecast underspend of £(0.106)m in the property maintenance area mainly attributes to rates of which £(0.047)m is a consequence of the non implementation of the 1.6% increase due by the Scottish government due to **Covid**. **Homelessness**: At present it is forecast that this department will underspend by £(0.299)m. Each area is forecast to underspend with income from housing benefit expected to be £(0.151)m more than budget while expenditure on B&B and security anticipating a £(0.108)m reduction There is an underspend of £(0.030)m on premises costs and £(0.010)m on staffing also forecast. **Housing** : External grant funding and income from Coalsnaughton NHT for management & maintenance services is being received. This is used to fund the salaries of current staff as well as new staff appointments. Based on current staff there is a cash underspend of £(0.081)m.
Directorate Total	**18,296**	**18,475**	**179**	**386**	**(207)**	

Partnership & Performance	Annual Budget 2020/21	Forecast to March 2021	Variance Forecast to Budget at June	Variance due to Covid	Variance due to Non Covid	Narrative
	£'000	£'000	£'000	£'000	£'000	
Resource & Governance	6,156	6,203	46	4	42	**Accountancy:** Underspend of £(0.023)m. £(0.017)m is due to vacancy management. £(0.006)m underspend in postage, stationery and subscriptions. **Corporate training**: Underspend of £(0.016)m, due to a delay of courses as a result of **Covid** lock down restrictions. **Elections**: Underspend of £(0.058)m, due to only 1 by-election being planned in November 2020. **IT**: Overspend of £0.117m. £0.010m overspend in staffing due to unachievable TVR which is partially being offset by vacancy management, £0.020m overspend related to delayed MFD contract saving which has been delayed due to norovirus and **Covid** outbreak, £0.047m overspend on telephones / mobiles, £0.058m software maintenance mainly due to VMWARE, cyber security and back up services, £(0.018) in hardware purchases. **HR**: Underspend of £(0.026)m due to staffing. **Legal, Democracy & Audit**: Overspend of £0.006m due to unachievable income. **Head of Service**: Overspend of £0.046m relating to a legacy unachievable saving on staffing from 17/18.
Strategy & Customer Services	1,670	1,726	56	36	20	In 2020-21 there is anticpated to be a reduction in income from the services offered by the Registrars due to the restrictions. At present the forecast is an overspend of a £0.100m of which £0.036m can be attributed to **Covid** with the balance remaining continuing to be for Scottish Certificates.The £0.100m external funding budget is anticipating a shortfall of £0.050m. This is offset by current staffing savings within the contact centre, communications and members helping to offset the overspend by £(0.094)m. This leaves the forecast at June 2020 as an overspend of £0.056m.
Executive Team	2,876	2,897	21		21	Period when Strategic Director of Partnership & Performance was Acting Chief Executive.
Development & Environmental	739	734	(5)	52	(57)	**Licencing:** Overspent by £0.056m due to decrease in alocohol and civil licence income as a result of **Covid**. **Trading standards:** Underspent by £(0.048)m, due to a reduction in service cost with Stirling Council. **Environmental Health:** Underspent by £(0.014)m, £(0.010)m underspend as a result of staffing and £(0.004)m as a result of reduced contractor spend due to less activity as a result of **Covid**.
Housing & Community Safety	8,311	8,316	5	104	(99)	There is at present a forecast that expenditure on staffing within Revenues will be an underspend of £(0.099)m. This consists of a vacancy, maternity leave and long term sickness. In the Rent Allowances part of Housing Benefit it is currently forecast that there will be no income from Housing Benefits Overpayments this year as none has currently been received giving shortfall of £0.104m. This recovery action has now resumed and the next forecast will be more able to predict the income expected. The Scottish Welfare Fund is forecast on budget as the additional expenditure will be covered by additional funding from the Scottish Government.
Division Total	**19,753**	**19,876**	**123**	**196**	**(73)**	
Corporate Services	7,775	7,195	(580)		(580)	Underspend due to additional grant funding allocated post budget settting held corporately offset by organisational restructure saving within People Directorate and other small corporate savings held centrally.
Corporate Services	**7,775**	**7,195**	**(580)**	**0**	**(580)**	

Detailed Schedule of Savings - Performance & Partnerships Division

Management Efficiencies

Service Reference	Division	Description of Saving	2020/21 £	Achieved/Likely to be achieved £	Amber £	Red £	Service Updates
P&PF&R6	P&P	Move to rolling Asset Valuation	66,000	66,000			Saving achieved
P&PHMHB1	P&P	Rent Rebates Rent Allowances - reduce current budget provision in conjunction with Homeless CASH	266,000	162,000	104,000		Current data suggests saving partially achievable
P&PHMHB1	P&P	Rent Rebates Rent Allowances - reduce current budget provision in conjunction with Homeless	250,000	250,000			Current data suggests saving achievable
P&PHR1	P&P	Reduce Corporate Training Budget	23,800	23,800			Saving achieved
P&PHR2	P&P	HR- Supplies and Services budget reduction	4,125	4,125			Saving achieved
P&PHR3	P&P	HR- Reduction in Admin Support - Vacancy	27,159	27,159			Saving achieved
P&PLE1	P&P	Legal-Supplies and Services budget reduction	498	498			Saving achieved
P&PF&R1	P&P	Finance- Reduction in Postages Budget	5,000	5,000			Saving achieved
P&PF&R3	P&P	Credit Card Rebate	10,000	2,000	8,000		Work not able to progress on this due to COVID priorities.
P&PS&P1	P&P	Partnerships-Budget Realignment	10,000	10,000			Saving achieved
P&PS&P6	P&P	Newspaper Copyright	1,500	1,500			Saving achieved
P&PF&R4	P&P	Treasury Contract prIce reduction	3,000	3,000			Saving achieved
P&PLE2	P&P	Legal & Democracy Efficiencies	6,592	6,592			Saving achieved
P&PF&R5	P&P	Finance & Revenues Efficiencies	30,000	30,000			Saving achieved
P&PS&P7	P&P	Research & Information Officer Vacancy - CASH for 2 years	37,000	37,000			Saving achieved
P&PHR4	P&P	Shared Cost/Salary Sacrifice Additional Voluntary Contribution (SCAVC) Scheme - savings on Tax & NI contributions	20,000	10,000	10,000		Transfererd to new AVC scheme in August 2020
Total		**Management Efficiencies**	**760,674**	**638,674**	**122,000**	**0**	
			760,674				

Prior Years

Service Reference	Division	Description of Saving	2020/21 £	Likely to be achieved £	Amber £	Red £	
	P&P	Income generation through new Funding Officer post	50,000		50,000		A small number of funding bids have been submitted to external funding bodies, however progress on these has been delayed due to Covid.
Total		**Prior Years**	**50,000**	**0**	**50,000**	**0**	
			0				

			2020/21 £	Likely to be achieved £	Amber £	Red £
Summary By Type						
Management Efficiencies			760,674	638,674	122,000	0
Policy			0	0	0	0
Prior Years			50,000	0	50,000	0
Total Division			**810,674**	**638,674**	**172,000**	**0**
	check		810,674			
				78.8%	21.2%	0.0%

Health & Social Care Partnership	Annual Budget 20120/21	Forecast to June 2020	Variance Forecast to Budget at June 2020	Narrative
	£'000	£'000	£'000	
Employees	8,500	7,659	(842)	Underspend due to vacancies across a range of cost centres, including Disability Day Care. There is a forecast overspend at Menstrie House of £109,000.
Long Term Care				
Nursing Homes	7,594	6,560	(1,034)	Nursing Home places have fallen by 30 since the start of the year and now stand at around 150. Savings will be offset by Relief payments to Providers through the Mobilisation Fund.
Residential Homes	3,594	3,612	18	Overall numbers remain stable at around 60.
Community Based Care				
Care at Home	7,176	8,492	1,316	Current commitments have increased slightly by 300 hours/week since the start of the year to stand at 10,600 hours.
Day Care	230	297	67	Day Care for approximately 42 service users of which 19 have complex needs, the forecast is stable at this time.
Direct Payments	953	1,011	58	Numbers are stable with 70 service users receiving a direct payment.
Housing Aids and Adaptations	159	164	5	Demand driven adaptations within private sector homes.
Housing with Care	163	278	115	This budget is for Supported Accommodation provided by external organisations
Respite	129	53	(76)	Costs for respite have fallen as a result of service changes and service users moving to long term care.
Misc. Third Party Payments	1,771	1,160	(610)	This heading covers various payments to other agencies including other local authorities, registration fees, payments to voluntary organisations. The underspend relates to growth funding awarded in the 2020/21 budget that is to be allocated.
Supplies and Services				
Supplies and Services	372	433	61	This heading includes equipment, house adaptations, food and insurance, postage, printing and administration. The forecast over spend relates to increased levels of spend on equipment servicing and maintenance as well as insurance.
Premises Expenditure	11	25	13	The budget covers cleaning materials within operational buildings.
Transport Expenditure	48	43	(5)	Travel costs are forecast to underspend as a result of reduced amounts of travel in the first quarter.
Income				
Income	(4,390)	(3,963)	427	Income is forecast to be fall below budget this year as a result of less people being in long term care (Covid related).
Resource Transfer (Health)	(7,271)	(7,262)	9	Includes Income from NHS, integration funding and contributions for complex care.
Total	**19,040**	**18,562**	**(478)**	

Description	Annual Budget for 2020/21 £'000	Annual Forecast for 2020-21 £'000	Variance Forecast v Budget £'000
Chief Officers Gross Salaries	23,968	23,968	(0)
Chief Officers Employers Superann	5,273	5,393	120
Chief Officers Employers NIC	2,996	3,001	5
Single Status Gross Salaries	5,748,751	5,336,989	(411,762)
Single Status Employers Superann	1,299,170	1,158,065	(141,105)
Single Status Employers NIC	543,758	493,763	(49,995)
Single Status Overtime	260,000	329,813	69,813
Single Status Sick Pay	0	3,194	3,194
Long Service Awards	2,350	2,350	0
Childcare Vouchers Admin Costs	2,160	2,000	(160)
Employee Management Costs	3,000	3,000	(0)
Staff Training	88,000	86,000	(2,000)
Employee Related Expenditure Total	**7,979,426**	**7,447,536**	**(531,890)**
Premises Related Expenditure			
Annual Maintenance External Providers	300,000	300,000	(0)
Cleaning & Hygiene Materials	1,500	1,500	(0)
Gas	6,000	6,000	0
Electricity	20,000	20,350	350
Void Rent Loss	450,000	491,720	41,720
Non Domestic Rates	3,000	16,766	13,766
Council Tax	10,000	17,120	7,120
Property Insurance	203,000	182,640	(20,360)
Bad Debt Provision	400,000	515,000	115,000
Building Costs - Recharges Internal	103,000	103,000	(0)
Land Services - Internal Recharges	50,000	50,000	(0)
Premises Related Expenditure Total	**1,546,500**	**1,704,096**	**157,596**
Transport Related Expenditure			
Short Term Vehicle Hire	4,000	4,000	0
Staff Travel Mileage Expenses	23,500	21,905	(1,595)
Vehicles - Maintenance Recharges	345,000	315,500	(29,500)
Transport Related Expenditure Total	**372,500**	**341,405**	**(31,095)**
Supplies and Services			
Purchase Of Equipment	23,070	23,070	(0)
Purchase Of Furniture	500	500	0
Storage & Removal Charges	2,000	0	(2,000)
Materials (issued from Stock)	830,000	828,500	(1,500)
Materials - Direct purchases from suppliers	750,000	750,000	0
General Consumables (small items)	35,500	35,500	0
Equipment Maintenance	10,000	10,000	0
Equipment Rental/Leasing	20,000	20,000	(0)
Scaffold Hire	50,000	50,000	0
Medical Supplies	1,100	100	(1,000)
Hospitality	100	0	(100)
Uniforms & Clothing	6,280	6,280	(0)
Office Equipment - Purchases	3,650	3,650	0
Printing & Photocopying	7,800	7,300	(500)
Stationery	6,260	6,260	0
Publications	500	500	0
Insurance	32,120	32,120	0
Professional Fees	52,150	52,150	(0)
Performing Rights	300	0	(300)
Postages	8,000	8,000	(0)

Description	Annual Budget for 2020/21 £'000	Annual Forecast for 2020-21 £'000	Variance Forecast v Budget £'000
Legal Expenses	32,000	33,869	1,869
Subscriptions	20,600	12,500	(8,100)
Telephones	150	150	0
Mobile Telephones	33,810	16,810	(17,000)
Computer Hardware Purchase	53,400	53,400	0
Computer Software Purchase	150,000	150,000	(0)
Computer Software Maint.	32,000	49,190	17,190
Supplies and Services Total	**2,161,290**	**2,149,849**	**(11,441)**
Third Party Payments			
Other Council Accounts	552,620	551,200	(1,420)
Voluntary Organisations Payment	67,730	48,730	(19,000)
Payments To Contractors	98,200	98,200	0
Payment To Subcontractor	525,000	525,000	0
Third Party Payments Total	**1,243,550**	**1,223,130**	**(20,420)**
Support Services			
Central Support Allocation	1,204,000	1,204,000	0
Support Services Total	**1,204,000**	**1,204,000**	**0**
Capital Financing Costs			
Loans Fund Interest	1,196,050	1,323,418	127,368
Debt Management Expenses	23,370	25,322	1,952
Principal Repayments	768,410	596,410	(172,000)
Capital Financing Costs Total	**1,987,830**	**1,945,150**	**(42,679)**
Total Gross Expenditure	**16,495,096**	**16,015,167**	**(479,929)**
Income			
Charges for Services Standard VAT	(61,400)	(25,000)	36,400
Other Income	(5,740)	(1,990)	3,750
Housing Rents	(19,840,760)	(19,838,160)	2,600
General Rents	(62,350)	(62,350)	(0)
Interest(Revenue Balance)	(47,580)	(55,000)	(7,420)
Internal Trading Contract	(1,650,000)	(1,427,000)	223,000
Income Total	**(21,667,830)**	**(21,409,500)**	**258,330**
Net Expenditure	**(5,172,734)**	**(5,394,333)**	**(221,599)**

Housing Revenue Account	Annual Budget 2020/21	Forecast to March 20210	Variance Forecast to Budget	Narrative
	£'000	£'000	£'000	
Employee expenditure	7,979	7,448	(532)	Vacant posts within the budget have been forecast to remain so for the rest of the year.
Premises expenditure	1,547	1,704	158	Bad debt provision forecast to be overspent based on last year's actual and this years circumstances. Void Rent loss has been particularly high at this time with a plan being formulated to allow the return of these to stock while maintaing safe working.
Transport expenditure	373	341	(31)	Forecast at present to underspend but there may be a requirement for more vehicles to ensure safe methods of travel.
Supplies and Servcies	2,161	2,150	(11)	Expecting to spend close to budget as costs forecast to increase and purchases required to catch up on backlog of repairs.
Third Party Payments	1,244	1,223	(20)	Forecast saving on budget as plans have still to be agreed around tenant participation.
Support services	1,204	1,204	0	
Capital financing costs	1,988	1,945	(43)	Reduced costs as final capital expenditure less than that forecast
Total Gross Expenditure	**16,495**	**16,015**	**(480)**	
Income	(21,668)	(21,409)	259	Less capital work undertaken by tradespeople during lockdown.
Total Net Expenditure	**(5,173)**	**(5,394)**	**(221)**	

Housing Capital Programme 2020-21 Period to June 2020	Project Code	Approved Capital Programme 20-21	Virements	20-21 Budget Expenditure	20-21 Budget Income	20-21 Net Budget	Gross Expenditure to 30/06/20	Income to 30/06/20	Net Expenditure to 30/06/20	Forecast as at 30/06/20	Forecast to Budget Variance	C/F to 2021-22
SCOTTISH HOUSING QUALITY STANDARD												
TACKLING SERIOUS DISREPAIR												
PRIMARY BUILDING ELEMENTS												
Structural Works												
Structural Upgrades	10192	170,000		170,000		170,000			0	170,000	0	
Asbestos Testing for Council Houses	10071	15,000		15,000		15,000	579		579	15,000	0	
Asbestos Removal Works for Council Houses	10072	65,000		65,000		65,000	821		821	30,000	(35,000)	
Structural Works		**250,000**	**0**	**250,000**	**0**	**250,000**	**1,400**	**0**	**1,400**	**215,000**	**(35,000)**	
SECONDARY BUILDING ELEMENTS												
Damp/Rot												
Damp & Rot Works	10074	120,000		120,000		120,000	187		187	120,000	0	
Damp/Rot		**120,000**	**0**	**120,000**	**0**	**120,000**	**187**	**0**	**187**	**120,000**	**0**	
Roofs / Rainwater / External Walls												
Roof & Render Upgrading Works	10076	1,000,000		1,000,000		1,000,000	487	0	487	1,000,000	0	
Roofs / Rainwater / External Walls		**1,000,000**	**0**	**1,000,000**	**0**	**1,000,000**	**487**	**0**	**487**	**1,000,000**	**0**	
Windows												
Window Replacement	10078	1,360,000	(50,000)	1,310,000		1,310,000			0	1,310,000	0	
Windows		**1,360,000**	**(50,000)**	**1,310,000**	**0**	**1,310,000**	**0**	**0**	**0**	**1,310,000**	**0**	
		2,480,000	**(50,000)**	**2,430,000**	**0**	**2,430,000**	**674**	**0**	**674**	**2,430,000**	**0**	
ENERGY EFFICIENCY												
Central Heating - Design and Installation 2019-22	10193	300,000		300,000		300,000			0	300,000	0	
Weir Multicon Upgrade 2018-2020	10178	650,000		650,000		650,000			0	650,000	0	
Full/Efficient Central Heating		**950,000**	**0**	**950,000**	**0**	**950,000**	**0**	**0**	**0**	**950,000**	**0**	
MODERN FACILITIES & SERVICES												
Kitchen Renewal												
Kitchen Replacement 2017-20	10158	1,050,000		1,050,000		1,050,000			0	500,000	(550,000)	
Kitchen Renewal		**1,050,000**	**0**	**1,050,000**	**0**	**1,050,000**	**0**	**0**	**0**	**500,000**	**(550,000)**	
Bathrooms												
2016-20 Bathroom Replacements PCU Team	10141	50,000		50,000		50,000			0	50,000	0	
Bathrooms		**50,000**	**0**	**50,000**	**0**	**50,000**	**0**	**0**	**0**	**50,000**	**0**	
		1,100,000	**0**	**1,100,000**	**0**	**1,100,000**	**0**	**0**	**0**	**550,000**	**(550,000)**	
HEALTHY, SAFE & SECURE												
Safe Electrical Systems / CO Detectors												
Safe Electrical systems 2018-22	10171	1,200,000		1,200,000		1,200,000	556		556	1,200,000	0	
Safe Electrical Systems		**1,200,000**	**0**	**1,200,000**	**0**	**1,200,000**	**556**	**0**	**556**	**1,200,000**	**0**	
Communal Areas (Environmentals)												
External Works : Fencing, Gates, Paths	10090	180,000		180,000		180,000			0	180,000	0	
Door Entry Upgrade Term Contract 2016-20	10160	200,000		200,000		200,000			0	200,000	0	
Communal Areas (Environmentals)		**380,000**	**0**	**380,000**	**0**	**380,000**	**0**	**0**	**0**	**380,000**	**0**	
		1,580,000	**0**	**1,580,000**	**0**	**1,580,000**	**556**	**0**	**556**	**1,580,000**	**0**	
NON-SHS ELEMENTS												
PARTICULAR NEEDS HOUSING (CITC)												

Housing Capital Programme 2020-21 Period to June 2020	Project Code	Approved Capital Programme 20-21	Virements	20-21 Budget Expenditure	20-21 Budget Income	20-21 Net Budget	Gross Expenditure to 30/06/20	Income to 30/06/20	Net Expenditure to 30/06/20	Forecast as at 30/06/20	Forecast to Budget Variance	C/F to 2021-22
Conversions & Upgradings												
Conversions & Upgradings	10092	50,000		50,000		50,000			0	50,000	0	
Conversions & Upgradings		**50,000**	**0**	**50,000**	**0**	**50,000**	**0**	**0**	**0**	**50,000**	**0**	
Disabled Adaptations												
Aids & Adaptations 2017-20	10161	100,000		100,000		100,000			0	100,000	0	
Disabled Adaptations		**100,000**	**0**	**100,000**	**0**	**100,000**	**0**	**0**	**0**	**100,000**	**0**	
Environmental Improvements												
HRA Roads & Footpaths Improvements	10099	100,000		100,000		100,000			0	100,000	0	
MCB Tenant Community Improvement Fund	10100	200,000		200,000		200,000			0	200,000	0	
Environmental Improvements		**300,000**	**0**	**300,000**	**0**	**300,000**	**0**	**0**	**0**	**300,000**	**0**	
		450,000	**0**	**450,000**	**0**	**450,000**	**0**	**0**	**0**	**450,000**	**0**	
Council New Build Housing												
New Build - Tilly Community Centre Phase 2	10109			0		0			0	0	0	
Off The Shelf Purchase	10105	1,000,000		1,700,000	(700,000)	1,000,000	46,810		46,810	1,000,000	0	
Council New Build Housing		**1,000,000**	**0**	**1,700,000**	**(700,000)**	**1,000,000**	**46,810**	**0**	**46,810**	**1,000,000**	**0**	
		1,000,000	**0**	**1,700,000**	**(700,000)**	**1,000,000**	**46,810**	**0**	**46,810**	**1,000,000**	**0**	
OTHER												
Other Costs / HBMS												
Construction Design Management	10143	20,000		20,000		20,000			0	20,000	0	
Computer Equipment - New (HBMS)	10111	225,000		225,000		225,000			0	225,000	0	
Lock Up Strategy	10185	100,000		100,000		100,000			0	100,000	0	
Westhaugh Travelling Site - Alva	10186	240,000		240,000		240,000			0	240,000	0	
IT Infrastructure - Clacks IT	10188	20,000	50,000	70,000		70,000			0	70,000	0	
Demolitions	10200	150,000		150,000		150,000				150,000	0	
Other Costs / HBMS		**755,000**	**50,000**	**805,000**	**0**	**805,000**	**0**	**0**	**0**	**805,000**	**0**	
TOTAL CAPITAL EXPENDITURE		**8,565,000**	**0**	**9,265,000**	**(700,000)**	**8,565,000**	**49,440**	**0**	**49,440**	**7,980,000**	**(585,000)**	
Sale of Council Property												
Sale of Council Land	10148					0			0		0	
Sale of Council Property		**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	
NET EXPENDITURE		**8,565,000**	**0**	**9,265,000**	**(700,000)**	**8,565,000**	**49,440**	**0**	**49,440**	**7,980,000**	**(585,000)**	**0**

Capital Budget 2020/21
as at August 2020

Project ID	Project Mana	Project ID Description	Cluster Description	Original Budget 20/21 as approved 2019/20 £	Additional Budget from c/fwd £	Adjustment to cfwds (year end position) £	Budget Amendments £	Total Amended Budget April 2020 £	Amendments April to June 2020 £	Amendments - Special Council July 2020 £	Amended Budget July 2020 £	Proposed Amendments Sept 2020 £	Proposed Amended Budget Sept 2020 £	Virements From £
Community Investment Strategy														
All Clackmannanshire Areas														
10042	CJARVIE	Community Investment Grants	All Clackmannanshire Areas	100,000		3,094		103,094			103,094	0	**103,094**	0
10156		City Region Deal	All Clackmannanshire Areas	307,000	1,207,000	100,000		1,614,000			1,614,000	-1,114,000	**500,000**	
NEW		City Region Deal RPMO	All Clackmannanshire Areas					0			0	100,000	**100,000**	
		City Region Deal - SIEC	All Clackmannanshire Areas					0			0	100,000	**100,000**	
		Renewable Energy Projects	All Clackmannanshire Areas	50,000				50,000			50,000	-50,000	**0**	
10174	SCRICKMAR	Fitness Suite Replacement	All Clackmannanshire Areas	12,000	-			12,000			12,000	0	**12,000**	0
		Total All Clackmannanshire Areas		**469,000**	**1,207,000**	**103,094**	**0**	**1,779,094**	**0**	**0**	**1,779,094**	**-964,000**	**815,094**	**0**
Alloa Cluster														
10000	JALLAN	Schools ICT Replacement - Alloa	Alloa Cluster	41,000	-			41,000			41,000	0	**41,000**	0
10003	TCARMAN	CCTV Equipment	Alloa Cluster	0	-			0			0		**0**	0
10005	PLEONARD	Park, Play Area & Open Space Improvements - Alloa	Alloa Cluster	50,000	-			50,000			50,000	0	**50,000**	0
10006	MHILARION	Park Primary School - School Development	Alloa Cluster	0	-		2,600,000	2,600,000			2,600,000	-1,013,876	**1,586,124**	
10007	JALLAN	School Interactive Display Replacement - Alloa	Alloa Cluster	80,000		59,930		139,930			139,930	0	**139,930**	0
10008	MHILARION	Heritage Improvements	Alloa Cluster	0		23,590		23,590			23,590		**23,590**	
10010		Kilncraigs BPRA	Alloa Cluster	0	4,900,000			4,900,000			4,900,000		**4,900,000**	
		Kilncraigs Roof	Alloa Cluster	0	-		300,000	300,000			300,000	-250,000	**50,000**	
10127	MHILARION	St Serfs Primary School - School Development	Alloa Cluster	34,000			-34,000	0			0		**0**	
10136		Spiers Centre	Alloa Cluster	0		-		0			0		**0**	
10150	MHILARION	Bowmar Area Enahncements	Alloa Cluster	0		-		0			0		**0**	
10169		Kelliebank Depot Improvements	Alloa Cluster	0		24,564		24,564			24,564		**24,564**	
		Alloa South Campus	Alloa Cluster	1,420,000			-1,420,000	0			0		**0**	
		Alloa Academy	Alloa Cluster				100,000	100,000			100,000		**100,000**	
		St Mungos Primary	Alloa Cluster				150,000	150,000			150,000		**150,000**	
		Lochies School	Alloa Cluster				50,000	50,000			50,000	-50,000	**0**	
		Fischcross Primary School	Alloa Cluster				10,000	10,000			10,000	-10,000	**0**	
		Coalsnaughton Primary School	Alloa Cluster				10,000	10,000			10,000	0	**10,000**	
		Deerpark Primary - School School Development	Alloa Cluster				10,000	10,000			10,000	-10,000	**0**	
		Sunnyside PS	Alloa Cluster	0				0			0		**0**	
10183	SWALKER	Forthbank Recycling Centre Improvements	Alloa Cluster	0	130,000	18,141		148,141			148,141	0	**148,141**	0
		Total Alloa Cluster		**1,625,000**	**5,030,000**	**126,225**	**1,776,000**	**8,557,225**	**0**	**0**	**8,557,225**	**-1,333,876**	**7,223,349**	**0**
Hillfoots Cluster														
10029	SWALKER	Street Lighting Improvements - Tillicoultry & Alva	Hillfoots Cluster	0	-			0			0		**0**	0
10031	JALLAN	Schools ICT Replacement - Alva Academy	Hillfoots Cluster	42,000		8,276		50,276			50,276		**50,276**	0
10032	MHILARION	Alva Community Campus/Locality Hub/Primary School	Hillfoots Cluster	4,000	-		46,000	50,000			50,000		**50,000**	0
10034	PLEONARD	Hillfoots Glen - Upgrading - Alva	Hillfoots Cluster	0	-			0			0		**0**	0
10035	JALLAN	School Interactive Display Replacement - Alva	Hillfoots Cluster	80,000		58,930		138,930			138,930		**138,930**	0
		Village and Small Town - Dollar	Hillfoots Cluster	0		25,617		25,617			25,617		**25,617**	
10119	MHILARION	Strathdevon Primary School	Hillfoots Cluster	0		29,750		29,750			29,750		**29,750**	
10121	MHILARION	Menstrie Primary School - School Development	Hillfoots Cluster	0	-			0			0		**0**	0
10124	MHILARION	Tillicoultry Primary School - School Development	Hillfoots Cluster	0		3,022	500,000	503,022			503,022	-403,022	**100,000**	
		Alva Academy	Hillfoots Cluster				50,000	50,000			50,000		**50,000**	
10140	PLEONARD	Village and Small Town - Alva	Hillfoots Cluster	325,000	-			325,000			325,000		**325,000**	0
		Total Hillfoots Cluster		**451,000**	**0**	**125,595**	**596,000**	**1,172,595**	**0**	**0**	**1,172,595**	**-403,022**	**769,573**	**0**
Lornshill Cluster														
10011	JALLAN	Schools ICT Replacement - Lornshill	Lornshill Cluster	42,000		6,346		48,346			48,346		**48,346**	0
10014	MHILARION	Craigbank Primary School Refurbishment	Lornshill Cluster	271,000	-		-223,000	48,000			48,000		**48,000**	0
10015	AMURRAY	Safer Routes to School	Lornshill Cluster	155,000	-			155,000			155,000		**155,000**	0
10017	MHILARION	School Estate - Tullibody South Campus	Lornshill Cluster	400,000	-		1,250,000	1,650,000			1,650,000		**1,650,000**	0
10020	JALLAN	School Interactive Display Replacement - Lornshill	Lornshill Cluster	80,000		59,941		139,941			139,941		**139,941**	0
10024	MHILARION	Clackmannan Primary School Refurbishment/Locality Hub	Lornshill Cluster	0	-		10,000	10,000			10,000		**10,000**	0
10043	MHILARION	Lochies Primary School - School Development	Lornshill Cluster	0		39,530		39,530			39,530		**39,530**	
10125	MHILARION	Banchory Primary School	Lornshill Cluster	0		58,412		58,412			58,412		**58,412**	
10164		Clackmannan CAP	Lornshill Cluster	0		93,000		93,000			93,000		**93,000**	
		Lornshill Academy	Lornshill Cluster				50,000	50,000			50,000		**50,000**	
10149	PLEONARD	Environmental Monies - Clackmannanshire Regen	Lornshill Cluster	0		854,475		854,475			854,475		**854,475**	
		Total Lornshill Cluster		**948,000**	**0**	**1,111,704**	**1,087,000**	**3,146,704**	**0**	**0**	**3,146,704**	**0**	**3,146,704**	**0**
		Total Community Investment Strategy		**3,493,000**	**6,237,000**	**1,466,618**	**3,459,000**	**14,655,618**	**0**	**0**	**14,655,618**	**-2,700,898**	**11,954,720**	**0**
Fleet Asset Management Strategy														
10062	kphilliben	Vehicle Replacement	Fleet Asset Management Strategy	1,415,000		582,741	0	1,997,741			1,997,741		**1,997,741**	0
		Total Fleet Asset Management Strategy		**1,415,000**	**0**	**582,741**	**0**	**1,997,741**	**0**	**0**	**1,997,741**	**0**	**1,997,741**	**0**
		Total Fleet Asset Management Strategy		**1,415,000**	**0**	**582,741**	**0**	**1,997,741**	**0**	**0**	**1,997,741**	**0**	**1,997,741**	**0**
IT Asset Management Strategy													0	
10064	JALLAN	IT Infrastructure	IT Asset Management Strategy	144,000	-			144,000			144,000		**144,000**	
10065	lbarker	Social Service Adaptations	IT Asset Management Strategy	75,000	-			75,000			75,000		**75,000**	0
10041		Schools ICT Upgrade - All Primaries	IT Asset Management Strategy	90,000				90,000			90,000		**90,000**	
10187		Digital Infrastructure	IT Asset Management Strategy	300,000		368,066		668,066			668,066		**668,066**	
		SS IT System	IT Asset Management Strategy	200,000	193,405			393,405			393,405		**393,405**	
NEW		Education digital	IT Asset Management Strategy					0			0		**0**	
NEW		M365	IT Asset Management Strategy					0			0	350,000	**350,000**	

Code	Officer	Project	Strategy											
NEW		Homeworking	IT Asset Management Strategy					0	65,000		65,000	50,000	**115,000**	
NEW		Telephone Payments	IT Asset Management Strategy					0			0		**0**	
10067	JALLAN	Digital Transformation	IT Asset Management Strategy		-	25,619		25,619			25,619		**25,619**	0
			Total IT Asset Management Strategy	809,000	193,405	393,685	0	1,396,090	65,000	0	1,461,090	400,000	1,861,090	0
			Total IT Asset Management Strategy	809,000	193,405	393,685	0	1,396,090	65,000	0	1,461,090	400,000	1,861,090	0
Land Asset Management Strategy														
10009		Sunnyside Cemetery Extension	Land Asset Management Strategy	150,000				150,000			150,000		**150,000**	
10061	SWALKER	SWF/Wheeled Bins	Land Asset Management Strategy	30,000	0			30,000			30,000		**30,000**	0
			Total Land Asset Management Strategy	180,000	0	0	0	180,000	0	0	180,000	0	180,000	0
			Total Land Asset Management Strategy	180,000	0	0	0	180,000	0	0	180,000	0	180,000	0
Property Asset Management Strategy														
Alloa Cluster														
10191	PLEONARD	Town Centre Regeneration Fund	Alloa Cluster	0		621,118		621,118			621,118		**621,118**	0
			Total Alloa Cluster	0	0	621,118	0	621,118	0	0	621,118	0	621,118	0
Lornshill Cluster														
	MHILARION	Park Primary P1 Provision	Lornshill Cluster	0	0		0	0		35,000	35,000		**35,000**	
10201	MHILARION	The Orchard (CSS&PSS)	Lornshill Cluster	0	0			0		203,000	203,000		**203,000**	
	MHILARION	The Orchard (CSS&PSS) additional future works	Lornshill Cluster	0	0			0			0		**0**	0
			Total Lornshill Cluster	0	0	0	0	0	0	238,000	238,000	0	238,000	0
Property Asset Management Strategy														
10045	MHILARION	Statutory Compliance DDA Schools	Property Asset Management Strategy	16,000	0		1,000	17,000			17,000		**17,000**	0
10046	MHILARION	Compliance - Asbestos Removeal (Schools)	Property Asset Management Strategy	20,000				20,000			20,000		**20,000**	
10180	omunro	Boiler Replacement - Ben Cleuch Centre	Property Asset Management Strategy	0	0			0			0		**0**	0
			Total Property Asset Management Strategy	1,036,000	0		-999,000	37,000	0	0	37,000	0	37,000	0
			Total Property Asset Management Strategy	1,036,000	0	621,118	-999,000	658,118	0	238,000	896,118	0	896,118	0
Roads Asset Management Strategy														
All Clackmannanshire Areas														
10176	AMURRAY	Electric Vehicle Charge Points	All Clackmannanshire Areas	0		20,815		20,815			20,815		**20,815**	0
			Total All Clackmannanshire Areas	0	0	20,815	0	20,815	0	0	20,815	0	20,815	0
Road Asset Management Strategy														
10049	AMURRAY	Flood Prevention	Road Asset Management Strategy	86,000		79,414		165,414			165,414		**165,414**	0
10050	AMURRAY	Cycle Routes	Road Asset Management Strategy	100,000		95,309		195,309	142,000		337,309		**337,309**	0
10051	SWALKER	Carriageways	Road Asset Management Strategy	1,904,000	-			1,904,000			1,904,000	-10,000	**1,894,000**	0
10054	AMURRAY	Bridge Improvements	Road Asset Management Strategy	50,000	-			50,000			50,000		**50,000**	0
10055	AMURRAY	Road Safety	Road Asset Management Strategy	0	-			0			0		**0**	0
10056	SWALKER	Lighting Replacement	Road Asset Management Strategy	250,000	-			250,000			250,000		**250,000**	0
NEW		Roads Management System	Road Asset Management Strategy	0	-		0	0			0	10,000	**10,000**	
10172	AMURRAY	Parking Management Scheme	Road Asset Management Strategy	380,000	211,000	1,441		592,441		-380,000	212,441	-112,441	**100,000**	0
			Total Road Asset Management Strategy	2,770,000	211,000	176,164	0	3,157,164	142,000	-380,000	2,919,164	-112,441	2,806,723	0
			Total Roads Asset Management Strategy	2,770,000	211,000	196,979	0	3,177,979	142,000	-380,000	2,939,979	-112,441	2,827,538	0
			Total Capital Programme	9,703,000	6,641,405	3,261,141	2,460,000	22,065,546	207,000	-142,000	22,130,546	-2,413,339	19,717,207	0
Funding														
		Government Grant		- 5,425,000			1,063,000	- 4,362,000	34,000		-4,328,000		**-4,328,000**	
		Specific Government Grant - CWSS		- 70,000			- 14,000	- 84,000	142,000		-226,000		**-226,000**	
		ELC		- 1,000,000			300,000	- 1,300,000			-1,300,000		**-1,300,000**	
		Clackmannan Regeneration				606,318		606,318			-606,318		**-606,318**	
		Regeneration Funding Bowmar						-			0		**0**	
		Town Centre Regeneration Fund				621,118		- 621,118			-621,118		**-621,118**	
		Schools improvement funding		- 611,000			611,000	-			0		**0**	
			Total Capital Funding	-7,106,000	0	-1,227,436	1,360,000	-6,973,436	-108,000	0	-7,081,436	0	-7,081,436	
			Net Capital Programme	2,597,000	6,641,405	2,033,705	3,820,000	15,092,110	99,000	-142,000	15,049,110	-2,413,339	12,635,771	

CLACKMANNANSHIRE COUNCIL

Report to Clackmannanshire Council

Date of Meeting: Thursday 24 September 2020

Subject: Learning Estate: Progress Report

Report by: Strategic Director (Place) and Chief Education Officer

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1.0 Purpose

1.1. At a Special meeting of Council on 10 July 2020, members considered a number of property related issues that had arisen in the Alloa South learning estate, together with the potential implications for the Council's ability to meet its statutory duties in relation to educational provision for the services in affected establishments.

1.2. The Council agreed to the proposed refurbishment of the former St Bernadette's Primary School to enable the temporary relocation of Clackmannanshire's Secondary Support Service (CSSS) and the Primary Support Service establishments.

1.3. The Council noted the intention to provide further information on ABC Nursery, and also the Park Primary Nursery extension project at a Special meeting of Council at the end of July. However, for various reasons, this was not possible and officers continued to work on solutions over the recess period.

1.4. This paper provides further information on ABC Nursery and Park Primary Nursery and also the CSSS building at Bedford Place in Alloa. A number of recommendations relating to these establishments are set out in Section 2. The report also provides an update on the works at the former St Bernadette's Primary School, now known as The Orchard, Tullibody.

2.0 Recommendations

2.1. It is recommended that Council :

2.1.1. notes that there will be a consultation in terms of the Schools (Consultation) (Scotland) Act 2010 (the 2010 Act) for ABC nursery.

2.1.2. agrees that the consultation will contain a proposal to close ABC Nursery permanently.

2.1.3. notes that the consultation proposal will be prepared by education officers in consultation with the People and Place Convenors.

2.1.4. agrees to rephase £1,013,876 of the existing 2020/21 budget for Park Primary Nursery extension into 2021/21 and approve an additional £463,009 of capital funding for this project within 2021/22.

2.1.5. subject to approval of the above notes that the legal contract with Hub East Central Scotland Ltd ("hubco") (due to expiry on 31 December 2020) will be extended to an appropriate date and the value increased to £8,362,252 to facilitate the works to Park Primary/Nursery School together with other outstanding ELC bundle works.

2.1.6 notes that a further report on the Bedford Place building will come to Committee/Council as appropriate.

3.0   Considerations

3.1.   ABC Nursery

3.1.1   The paper to Special Council of 10 July 2020 set out the intention of re-opening the ABC Nursery for use between August and October 2020, with options for service delivery beyond October to be set out in a future report for Council. However, as Members will be aware, officers required to make an operational decision to not open the building for use in August on the basis of health and safety and service continuity considerations. All ABC children have been allocated to alternative provision in local authority nurseries, including nearby Park nursery and Partner Providers. All staff have been temporarily relocated to local authority nurseries.

3.1.2   Officers considered two options for ABC Nursery as set out below:-

3.1.3   The first option was to carry out a programme of works to refurbish the building to a suitable level and continue nursery provision from this facility once work has been concluded. This would include upgrading the existing roof structure, replacing the roof fabric and rain water goods, refurbishment of existing building fabric and services and alteration to the building to meet statutory regulations, specifically to toilet provision and fire escape arrangements. This would result in unbudgeted financial cost in the region of £1.5m. This was discounted on the basis of education benefits achievable from ceasing nursery provision from the current ABC building and instead providing it through other nurseries. The option was also discounted on the basis of the financial implications in respect of repairs to the building.

3.1.4   The only option based on educational benefits is to undertake a consultation under the terms of the 2010 Act, of permanently closing ABC Nursery, and offering alternative provision via the nearby Park Nursery, other local authority nurseries.

3.1.5   The 2010 Act requires that a proposal paper is prepared with an educational benefits statement and financial implications. This paper would be prepared by officers and discussed with convenors of People and Place Committees. The formal consultation process must last for at least 6 weeks and officers are considering how to give effect to the requirement for a public meeting during

the period of COVID restrictions. It is anticipated that the consultation process will be concluded by the end of this academic year 2020/2021.

3.1.6 Future ELC provision could be accommodated in an extension to Park Nursery and, subject to Care Inspectorate variation, a small number of outdoor places in the grounds at Redwell Primary. Both options would provide high quality early learning and childcare in the area. More detail on alternative service provision will feature as part of the consultation proposal.

3.2 Park Primary and Nursery Extension

3.2.1 Park Nursery is located in the most socially and economically challenged area of Clackmannanshire. The Council's ELC Expansion Policy sets out the ambition to deliver the highest quality ELC offer, with flexible provision to meet the needs of families who require ELC for work, training or through vulnerability. Our requirement for Park Nursery is to provide an ELC offer of extended day and year round statutory provision for 2 to 5 years olds as well as offering 0-2 provision for vulnerable families. The ELC Service would operate in an integrated way with other services such as health, social work and the third sector to meet the needs of families.

3.3 History

3.3.1 To deliver the Council and Scottish Government's commitment to Education Primary Schools and Early Learning1140 hours in Clackmannanshire, the Council appointed Hubco to procure a Tier One contractor to carry out upgrades and refurbishment of Alva Primary, Deerpark Primary, Craigbank, Menstrie Primary and Park Primary/Nursery within Clackmannanshire. The current Hubco appointment is for period 8 January 2018 until 31 December 2020. If Council agrees to the recommendation at 2.1.4 then Hubco's appointment will need to be extended to cover the period for the works to Park Primary/Nursery.

3.3.2 The contract sum in the appointment contract of hubco was £7,719,000. An allocation £2,600,000 from the Hubco contract sum was put into the Education Capital Program for 2020/21 to undertake an extension and works to Park Primary School and Nursery. The original works were to create additional space required to accommodate additional numbers to the nursery and P1and 2 classes.

3.3.3 At the Special meeting of Council, 10 July, Members were informed of a delay to the project due to COVID-19, and agreed to the temporary relocation of the Primary Support Service to the former St Bernadette's Primary School in order that capacity for additional two P1 classes could be made available at Park Primary School, thereby enabling the Council to meet its statutory duties in relation to education provision at this establishment.

3.4 Context

3.4.1 Members were also informed that a number of issues had arisen which were likely to result in the project costs exceeding the agreed budget and that no further work was to be instructed until officers had the opportunity to discuss the issues with Hubco and the Tier 1 Contractor.

3.5   Contract

3.5.1   Additional cost items have been identified that were outwith the original scope of works with Hubco and Tier 1 contractor and which need to be addressed in order to complete the project to the required standard. The main items are set out below:

- £141,895 for additional drainage works required to meet Scottish Water specifications.

- £159,855 for upgrades to the existing nursery roof.

- £92,112 for improvement works to public access pathways, landscaping and play area.

- £39,322 for a new kitchen to meet Care Commission requirements associated with 1140 hours provision.

3.5.2   Discussions have taken place with Hubco and the Tier 1 contractor with a view to incorporating these additional works into the existing scope of works. This will simplify the project management, procurement process, timescales and provide clarity on liabilities and warranties relating to the completed works.

3.5.3   Revised project finances are summarised as follows:

Item	£
Total project value	3,733,570
Spend to date	833,799
Required to complete project	2,899,771
Balance of approved budget 2020/21	2,463,762
Budget shortfall	436,009

3.5.4   Hubco have clarified that it is their intention to mitigate some of the COVID related costs (COVID19 costs have derived from Scottish Government SPNN 5/2020 guidelines) within the capital expenditure. However, the current drafting of the design and build contract incorporates unquantifiable costs associated with COVID19. It has been confirmed to hubco and Tier 1 contractor, by Legal Services, that the Council could not sustain unquantifiable costs. It has been confirmed that only a delay event (allow additional time to complete the project) would be acceptable under the construction contract. If this is not accepted by hubco and the Tier 1 contractor then there may be additional costs by way of a compensation event as a result of both a national or local lockdown. The current risk is that there is not yet contractual agreement as to how any future costs associated with COVID19 (for example a local lockdown which might stop work) would be apportioned between the Council and the contractor.

3.5.5   In terms of the Recommendation 2.1.5 the contract sum in the hubco appointment would be increased from £7,719,000 to £8,362,252. This takes

into account the additional investment ask for Park Nursery together with other outstanding works under the ELC bundle contract. The changes would be made by way of a legal variation. The required budget would be phased in line with the project delivery timetable as undernoted:

Item	£
Required to complete project	2,899,771
Balance of budget 2020/21	2,463,762
Projected spend 2020/21	1,449,884
Projected underspend 2020/21	-1,013,876
Predicted budget requirement for 2021/22	1,449,885
Additional funding required under governance	436,009

3.6   Education Requirements

3.6.1   The requirement for the extension works was re-examined given the changed circumstances in relation to costs and the P1 and 2 classes no longer being required. The issues with the ABC Nursery, as set out in paragraph 3.2 of this report, were taken into account in this exercise.

3.6.2   Nursery rolls are not straightforward to predict as parents can request a place at any of our local authority nurseries or with Partner Providers. The historical figures for Park Nursery roll are as follows: session 19/20 - 106, 18/19 – 129, 17/18 – 124. These numbers could have been accommodated in the past as the statutory entitlement was 600 hours. Moving forward to the offer of 1140 hours, and allowing for future housing growth in the area, the requirement would be for 140 places and therefore the extension is still required.

3.7   Former CSSS building at Bedford Place

3.7.1   In July, members were advised of serious structural defects at the Clackmannanshire Secondary School Support Building located at Bedford Place Alloa.

3.7.2   After a series of intrusive structural inspections, it was confirmed that the dormer masonry faces to the east and rear elevations are not structurally sound and require significant costs to rectify. At this point in time the structural engineer has confirmed that the building is not structurally sound enough to allow occupation and access should be carefully managed via the Property team.

3.7.3   Given this, the following is recommended:

- An intrusive structural assessment of the full building is carried out by engineers including the west elevation.

- The whole building is scaffolded to allow further intrusive inspection both in terms of engineering and condition.

- A conservation architect is commissioned to review the findings and prepare an options summary for the building in view of the conservation and listed building status including costs.

3.7.4   Options regarding the future of this building will be the subject of a further Committee/Council report, once full structural assessments have been completed. Meantime the building has been made safe and secure.

3.8   Primary and Secondary Support Relocation to The Orchard

3.8.1   In July, Members agreed to carry out a refurbishment at the former St Bernadette's school building at The Orchard, Tullibody in order to provide emergency accommodation for both the Primary and Secondary School Support Services.

3.8.2   This work has been completed and the new support school facility has opened on the 17 of August. This was completed using a mix of our own trades and existing contracts and managed by Property Project Coordinators. The Education service and property teams collaborated in exceptional circumstances and within tight timescales to ensure an effective transition and the needs of all learners and families were met.

3.8.3   The Primary and Secondary School support services will therefore be provided from this building within the short to medium term pending further review.

3.9   Park Primary School

3.9.1   Internal works to reinstate the P1 classroom at Park have been completed to allow the classroom to be operational. Some cosmetic works to the floor coverings are required along with minor areas of painting and this will be completed during the October break

4.0   Sustainability Implications

4.1.   There are no specific sustainability issues under consideration in this paper.

5.0   Resource Implications

5.1   Financial Details

5.2   Capital finance implications are set out in sections 3.2.8 and 3.2.10, and the Council is asked to agree an additional £436,009 of capital funding, together with revised budget phasing over 2020/21 and 2021/22. Recommendation 2.1.4 refers.

5.3   The full financial implications of the recommendations are set out in the report.   Yes ☑

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

5.5   Staffing

5.6   There are no additional human resources required.

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   The Act 2010 requires an education authority to undertake a consultation before it implements a relevant proposal which it has formulated. The 2010 Act sets out what proposals are relevant proposals and require consultation.

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

10.0   Appendices

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

None

11.0   Background Papers

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

Yes ☐ (please list the documents below)   No ☐

Author(s)

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Lorraine Sanda	Chief Education Officer	Extension : 2425

Approved by

NAME	DESIGNATION	SIGNATURE
Pete Leonard	Strategic Director (Place)	
Nikki Bridle	Chief Executive	

CLACKMANNANSHIRE COUNCIL

Report to: Clackmannanshire Council

Date of Meeting: 24ᵗʰ September 2020

Subject: Children's Services Plan 2020 - 23

Report by: Chief Social Work Officer

1.0 Purpose

1.1. To update Council with regard the Children's Services Plan 2020-23. Originally, this plan was to be submitted to the Scottish Government by the end of May 2020. However, the Scottish Government has acknowledged that not only has Covid negatively impacted on Councils' ability to complete these plans, but also, that these plans may now have to be amended.

1.2. This report is to advise Council that we are taking up the Government's option of deferring our new plan. This will enable us to amend and adapt the plan following a consultation process so that we will be able to produce a new two year Children's Services Plan 2021-23. This conforms with the new guidance.

2.0 Recommendations

2.1. It is recommended that Council

2.2. Notes that work on the 2020-203 Children's Service Plan had been progressing until the outbreak of Covid-19;

2.3. Notes that the Scottish Government has advised councils that they can take up the option of deferring finalising the new plan

2.4. Notes that deferral will allow the partnership the opportunity to undertake proper consultation and will also allow the plan to address the impacts of COVID 19 on children and to incorporate the outcome of the Independent Care Review - The Promise .

2.5. Notes that, Clackmannanshire Council will submit a statement to Scottish Government by 30 September 2020 setting out its intention to defer finalisation of the new plan. The statement will then be published on the Council's website.

2.6. Notes the revised timetable for developing and finalising a new two-year plan (2021-23) is 30 April 2021 and notes that the plan will therefore be considered by Council at its meeting on 22 April 2021.

3.0 Considerations

3.1. In November 2019, the Strategic Director for People presented a report to the People Committee summarising progress against the 2017-20 Children's Service Plan. The Committee was advised that the Children and Young People's Strategic Partnership Group had initiated the process to create the 2020-23 Plan.

3.2. Two workshops were held in early 2020 with all partners being present. Unfortunately, this process was then impacted on by Covid which prevented the completion of the planning process.

3.3. In addition to preventing the completion of the planning process, the COVID-19 pandemic has created a shifting landscape for many local authorities in the process of drafting and finalising their plans. As a consequence, and in most cases, these plans require to be revised as a direct result of the pandemic. The Scottish Government has recognised this and has recently provided clarification regarding the Children's Services Plan for the period 2020-23.

3.4. The Scottish Government has provided options for local authorities to consider, and they require an official statement outlining intentions by 30 September 2020. The timescales for submission remain 'as soon as is reasonably practicable', but partnerships may either opt to submit a completed children's service plan by 30 September 2020 or publish a statement explaining the timetable and process for revising the draft plan, confirming what plans are currently supporting integrated working, and sending revised plans to SG by 31 March 2021.

3.5. Due to the impact that Covid has had on Clackmannanshire's Children's Services Plan, we have taken the option to submit a statement as this will ensure that our Plan for 21 -23 is transformational and will enable our young people to receive the help and support they require to help them flourish and reach their potential.

3.6. The above will allow a full consultation process to be completed to ensure that our Children's Services Plan incorporates the views of our children, young people, families and communities.

3.7. Core to our plan will be the findings and recommendations of the Independent Care Review ('The Promise') which was published at the end of March 2020. We have given a commitment to changing and improving our practice so that the lives of children and young people in our care system can be transformed. This additional time will ensure that we can deliver on our promise.

4.0 Sustainability Implications

4.1. N/A

5.0 Resource Implications

5.1. *Financial Details*

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

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

5.4. *Staffing*

6.0 Exempt Reports

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

7.0 Declarations

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

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

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

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

8.0 Equalities Impact

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

9.0 Legality

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

10.0 Appendices

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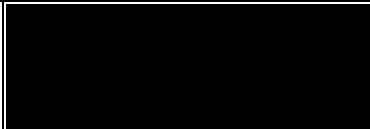
None

11.0 Background Papers

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

Yes ☐ (please list the documents below)   No ✔

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CLACKMANNANSHIRE COUNCIL

Report to Clackmannanshire Council

Date of Meeting: 24 September 2020

Subject: City Region Deal – Regional Energy Masterplan

Report by: Strategic Director (Place)

1.0 Purpose

1.1. The purpose of this report is provide members with a summary of and progress with the Regional Energy Masterplan, a project which forms part of the Stirling and Clackmannanshire City Region Deal.

2.0 Recommendations

2.1. It is recommended that Committee:

2.2. notes the objectives and outputs of the Regional Energy Masterplan project; and

2.3. notes and endorses progress to date and the approach being taken by the Project Delivery Group to start work on the Regional Energy Masterplan.

3.0 Considerations

Background

3.1. The Stirling and Clackmannanshire City Region Deal submission had a strong focus on energy as a theme and, in particular, the importance of sustainable energy systems, in line with Scotland's world-leading carbon reduction targets. In recognition of this, the bid was successful in obtaining Scottish Government funding of £200K to develop a Regional Energy Masterplan as part of the City Region Deal. This is the full cost of the project and no match funding is required. It is a joint project between Stirling and Clackmannanshire Councils.

Project Summary

3.2 The Regional Energy Masterplan project is a piece of consultancy work that will identify strategically important (large-scale) as well as local (small scale) energy projects, interventions and activities, ensuring residents and businesses across Stirling and Clackmannanshire have resilient, secure and affordable energy supplies while reducing carbon emissions through:

- improving energy efficiency and removing poor energy efficiency as a driver for fuel poverty
- reducing energy demand; and reducing energy waste
- decarbonising and decentralising our energy systems (heating, power and transport) – matching local demand with local supply where possible through increased low carbon and renewable energy generation, and the integration of sustainable energy and transport.

3.3   These projects, interventions and activities will be outlined in the form of a road map over 25 years, in 5-year phases. They will then be prioritised based on agreed weighting in line with local and national priorities and targets. This will ensure investment in infrastructure that brings direct benefits to our communities, including fuel poverty reduction, carbon emissions reduction and regeneration of areas. Development of Business Cases for strategically important projects will also form part of this project.

3.4   Promoting local energy solutions, planned with community involvement will ensure that heat, energy and renewables opportunities are optimised in a safe, sustainable, end-user focused manner with community energy at its core, ensuring that energy master planning responds to local needs.

3.5   Progress with the Regional Energy Masterplan (REM) is especially important in the light of the COVID-19 situation. The potential of low carbon and renewable energy in creating new jobs and attracting new business into the area will very much be part of the area's economic recovery plan and, alongside the Council's forthcoming Sustainability and Climate Change Strategy will form a basis for a green recovery.

3.6   With regard to governance of the project, the Project Delivery Group consisting of project managers and service/senior managers from both Councils will oversee the day to day running of the project and will monitor the project delivery plan. An REM Advisory Board, which has still to be established, will receive regular updates on progress and will meet to take decisions escalated by the Project Delivery Group.

Progress with Regional Energy Masterplan

3.7   Over the course of Summer 2020, regular meetings of the Project Delivery Group, consisting of officers from Clackmannanshire and Stirling Councils and the have taken place to drive the project forward.

3.8   Key Scottish Government officials from the City Deal and Climate Change Divisions have also attended meetings to ensure that the approach being taken meets with their requirements as funder. Given that the REM differs from most other City Region Deal (CRD) projects in that it is not a capital project but will act as a catalyst for future capital projects, it has been agreed that the business case can be single stage and less detailed than is normally required.

3.9   Both the business case and a finalised tender specification for consultants have been prepared and were passed to Scottish Government in late July for review and endorsement. A response is awaited.

3.10 Subject to the Scottish Government's endorsement of the business case and tender specification, it is proposed to seek approval to proceed with the project at the next available CRD Joint Committee meeting.

3.11 The first stage of the project is procurement of consultants which will start in October/November 2020 with completion of this phase in January 2021. The contract will be awarded in February 2021 and will run for 14 months.

3.12 There will be a financial risk attached to this project if the CRD grant award letter issued by UK and Scottish Governments is delayed beyond October, its current target date. This is low risk as a relatively small amount of £15,000 is currently being proposed as the 2020/21 spend to be shared between both Councils. This could, however, be mitigated towards the end of the calendar year where the Advisory Board can decline to award a contract to the preferred consultants until such time as the Government grant award letter is received. Early work on the REM is linked to the procurement process as opposed to any billable work being carried out. Consultants will not start work until January/February 2021.

Links to Be the Future Transformation Plan

3.13 The Council will soon start preparation of a new Sustainability and Climate Change Strategy, a priority in the Council's transformation plan and the Regional Energy Masterplan will form an important part of this. It is envisaged that the two can run concurrently and that the Council can 'piggyback' on some of the consultation events that are undertaken by consultants for the REM.

4.0 Sustainability Implications

4.1 The output from the REM project will contribute significantly towards a more sustainable approach to our future energy systems.

5.0 Resource Implications

5.1 *Financial Details*

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

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

5.4 *Staffing*

5.5 There are no staffing implications.

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)

Sustainable Inclusive Growth	☑
Empowering Families and Communities	☑

8.0 Equalities Impact

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

Yes ☐   No ☐

9.0 Legality

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

10.0 Appendices

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

None

11.0 Background Papers

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

Yes ☐ (please list the documents below)   No ☐

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