



**Clackmannanshire  
Council**

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Comhairle Siorrachd  
Chlach Mhanann

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

# **Partnership and Performance Committee**

**Thursday 29 October 2020 at 9.30 am**

**Venue: Via MS Teams**



## **Partnership and Performance Committee**

- (1) To determine policies for the resources, risk and governance and strategic support
- (2) To set standards for service delivery in the above mentioned areas
- (3) To secure best value in the provision of these services
- (4) To consider reports and plans from Community Planning Partners and other partnership arrangements and, where appropriate, to monitor the achievement of agreed outcomes, standards and targets
- (5) To monitor performance in the delivery of services including consideration of:
  - quarterly service performance reports
  - inspection or other similar reports
  - financial performance
- (6) To keep under review the impact of the Committee's policies on Clackmannanshire

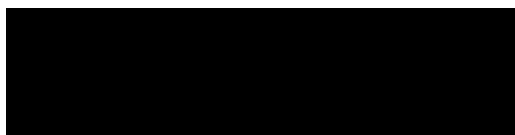
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**21 October 2020**

**A MEETING of the PARTNERSHIP AND PERFORMANCE COMMITTEE will be held Via MS Teams, on THURSDAY 29 OCTOBER 2020 at 9.30 am.**



**STUART CRICKMAR**  
**Strategic Director (Partnership & Performance)**

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

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| 1. Apologies  | --              |
| 2. Declaration of Interests<br>Members should declare any financial or non-financial interests they have in any item on this agenda, identifying the relevant agenda item and the nature of their interest in accordance with the Councillors' Code of Conduct. A Declaration of Interest form should be completed and passed to the Committee Officer. | --              |
| 3. Confirm Minute of Meeting of the Partnership and Performance Committee held on 12 March 2020 (Copy herewith)   | 05              |
| 4. Police Performance Report for Clackmannanshire April 2019 to March 2020 – report by the Local Police Commander (Copy herewith)   | 09              |
| 5. Fire Performance Report - Full Year 2019/20 – report by the Local Senior Officer, Stirling-Clackmannanshire-Fife LSO Area (Copy herewith)  | 25              |
| 6. Financial Performance Report 2020/21 - August Outturn– report by the Chief Finance Officer (Copy herewith)   | 51              |
| 7. Update on the Strategic Workforce Plan (2019-22) – report by the Team Leader, Workforce Development and Training (Copy herewith)   | 61              |
| 8. HR Policies – report by the Strategic Director, Partnership and Performance (Copy herewith)  | 75              |

## Partnership and Performance Committee – Committee Members (Membership 8 - Quorum 4)

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### Councillors

### Wards

|            |                                  |   |                          |      |
|------------|----------------------------------|---|--------------------------|------|
| Councillor | Helen Lewis (Convenor)           | 2 | Clackmannanshire North   | SNP  |
| Councillor | Donald Balsillie (Vice Convenor) | 2 | Clackmannanshire North   | SNP  |
| Councillor | Les Sharp                        | 1 | Clackmannanshire West    | SNP  |
| Councillor | Martha Benny                     | 2 | Clackmannanshire North   | CONS |
| Councillor | Dave Clark                       | 2 | Clackmannanshire North   | LAB  |
| Councillor | Kenneth Earle                    | 4 | Clackmannanshire South   | LAB  |
| Councillor | Ellen Forson                     | 4 | Clackmannanshire South   | SNP  |
| Councillor | Mike Watson                      | 3 | Clackmannanshire Central | CONS |



**MINUTES OF MEETING of the PARTNERSHIP AND PERFORMANCE COMMITTEE held within the Council Chamber, Kilncraigs, Greenside Street, ALLOA, FK10 1EB, on THURSDAY 12 MARCH 2020 at 9.30 am.**

**PRESENT**

Councillor Helen Lewis (Convenor)  
Councillor Les Sharp (Vice Convenor)  
Councillor Donald Balsillie  
Councillor Martha Benny  
Councillor Ellen Forson

**IN ATTENDANCE**

Stuart Crickmar, Strategic Director (Partnership and Performance)  
Cherie Jarvie, Senior Manager, Partnership and Transformation  
Chris Alliston, Senior Manager, Human Resources and Workforce Development  
Lindsay Sim, Chief Finance Officer  
Elizabeth Hutcheon, Management Accountancy Team Leader  
Chief Superintendent Alan Gibson, Police Scotland  
Chief Inspector Audrey Marsh, Police Scotland  
Steve Harkins, Group Commander for Stirling- Clackmannanshire-Fife LSO Area  
Lindsay Thomson, Senior Manager, Legal and Democracy (Clerk to the Committee)  
Melanie Moore, Committee Services

**PPC(20)47 APOLOGIES**

Apologies were received from Councillor Dave Clark, Councillor Kenneth Earle, Councillor Mike Watson and Mark Bryce, Area Commander Scottish Fire Rescue Service.

**PPC(20)48 DECLARATIONS OF INTEREST**

None.

**PPC(20)49 MINUTE OF PARTNERSHIP AND PERFORMANCE COMMITTEE HELD ON 16 JANUARY 2020**

The minutes of the meeting of the Partnership and Performance Committee held on Thursday 16 January 2020 were submitted for approval.

**Decision**

The minutes of the meeting of the Partnership and Performance Committee held on Thursday 16 January 2020 were agreed as a correct record and signed by the Convenor.

**PPC(20)50 POLICE PERFORMANCE REPORT FOR CLACKMANNANSHIRE 1 APRIL 2019 TO 30 SEPTEMBER 2019**

A report, submitted by the Local Police Commander, provided Committee with information on the performance of Police Scotland in the Clackmannanshire local authority area for the period of 1 April 2019 to 30 September 2019.

### **Motion**

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

Moved by Councillor Helen Lewis. Seconded by Councillor Donald Balsillie.

### **Decision**

Having challenged and commented on the report, the Committee agreed to note the report.

*Councillor Forson left the meeting during above item.*

*The Convenor asked that Item 7 on the agenda would be taken as the next item as Scottish Fire and Rescue were in attendance.*

### **PPC(20)51 FIRE PERFORMANCE REPORT – QUARTER 1 & 2, 2019/20**

A report, submitted by the Local Senior Officer Clackmannanshire and Stirling, provided the Committee with a six-month report on performance of the Scottish Fire and Rescue Service (SFRS) in Clackmannanshire covering the period 1 April 2019 to 30 September 2019. The report was based on performance against objectives and targets set out in the Local Fire and Rescue Plan for Clackmannanshire. Performance indicators were detailed in the summary report at Appendix 1.

### **Motion**

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

Moved by Councillor Les Sharp. Seconded by Councillor Martha Benny.

### **Decision**

Having challenged and commented on the report, the Committee agreed to note the report.

### **PPC(20)52 FINANCIAL PERFORMANCE 2019/20 – DECEMBER OUTTURN**

The report, submitted by the Chief Finance Officer, provided an update on the financial performance for the Partnership and Performance Division of the Council in respect of revenue spend for the current financial year 2019/20. The update was based on forecast information at December 2019. Capital expenditure will be reported to the Audit Committee on 2 April 2020 as part of the overall Council's financial performance report.

### **Motion**

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

Moved by Councillor Donald Balsillie. Seconded by Councillor Les Sharp.

### **Decision**

Having challenged and commented on the report, the Committee agreed to note:

1. the forecast General Fund revenue underspend relating to the Partnership and Performance Division for the year of £(0.130)m;

2. The forecast centrally held Corporate Services revenues overspend for the year £0.233m;
3. The forecast revenue overspend of the Clackmannanshire and Stirling Health and Social Care Partnership (HSCP) for the year of £(0.265)m; and
4. Delivery of planned savings in the year forecasted to achieve 80.1%.

**PPC(20)53      HR POLICIES**

The Convenor advised Committee that the Special Leave Policy was considered and agreed by Council on 5 March 2020 (Item 5) following a recommendation from this Committee on 16 January 2020. The reason that the policy is being considered again on this agenda is that there is about to be a change in the law which, in terms of Standing Order 17.1 allows the Committee to consider the matter again within 6 months.

The report, submitted by Human Resources, sought approval to update the recently agreed Special Leave Policy to take account of forthcoming employment law changes.

**Motion**

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

Moved by Councillor Helen Lewis. Seconded by Councillor Donald Balsillie.

**Decision**

The Committee agreed to note the amendments at paragraph 6.2 of the Special Leave Procedure (Appendix 1)

Ends 10:20 hours





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**Report to Partnership & Performance Committee**

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**Date of Meeting: 29<sup>th</sup> October 2020**

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**Subject: Police Performance Report for Clackmannanshire April 2019 to March 2020**

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**Report by: Local Police Commander**

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**1.0 Purpose**

- 1.1. The purpose of this report is to provide the committee with information on the performance of Police Scotland in the Clackmannanshire local authority area for the period 1<sup>st</sup> April 2019 to 31 March 2020.

**2.0 Recommendations**

- 2.1. It is recommended that committee notes, comments on and challenges the report as appropriate

**3.0 Considerations**

- 3.1. This report is aligned with the headings of the [Clackmannanshire Local Policing Plan 2017-2020](#) priorities (i.e. **Responsive to the concerns of our communities, Enhancing our collective resilience to emerging threats, Protecting people most at risk from harm and Promoting confidence through our actions**).
- 3.2. The Clackmannanshire Police Performance Report (Appendix 1) contains the current information on performance against selected performance indicators. This report provides complementary information to that in the table to present a summary of performance of policing in Clackmannanshire Council area and also identifies emerging trends, threats and issues.
- 3.3. Data for this report is sourced from Police Databases that are subject to changes as enquiries progress. They can be best regarded as Point in Time figures. 5 year average figures are not available for all measures. The information in the table should be regarded as provisional.
- 3.4. Attention of members is drawn to the Management Information now published via Police Scotland Website which can be found at the following location - <http://www.scotland.police.uk/about-us/our-performance/>
- 3.5. Some of the risks and threats which continue to present in Clackmannanshire are:

- Cyber Fraud,
- Local impact of serious organised crime groups,
- Changes/trends in drugs.

3.6. By their nature, these remain longer-term threats and Forth Valley Division continues to focus on intervention and enforcement to address them. There were no significant new operational issues emerging during the previous reporting period. There were no significant new operational issues emerging during the current reporting period.

**Author(s)**

| <b>NAME</b> | <b>DESIGNATION</b>                        | <b>TEL NO / EXTENSION</b> |
|-------------|---|---------------------------|
| Alan Imrie  | Command Support,<br>Forth Valley Division | 101                       |

**Approved by**

| <b>NAME</b> | <b>DESIGNATION</b>                            |
|-------------|---|
| Alan Gibson | Chief Superintendent<br>Forth Valley Division |

# CLACKMANNANSHIRE COUNCIL

## PARTNERSHIP & PERFORMANCE COMMITTEE



APPENDIX 1  
POLICE PERFORMANCE REPORT  
April 2019 – March 2020

ALAN GIBSON  
CHIEF SUPERINTENDENT

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**BACKGROUND TO THIS REPORT**

As from April 2013, the Police and Fire Reform (Scotland) Act 2012 has required Police Scotland to produce and publish a Local Policing Plan (LPP) for each local authority area. The LPP clearly sets out the policing priorities for Clackmannanshire.

Performance in relation to the identified policing priorities is monitored and reviewed internally on a weekly basis. Yearly reports are produced to allow scrutiny by Clackmannanshire Council Scrutiny Committee. This report covers the period from 1 April 2019 to the 31st of March 2020.

In order to support effective scrutiny and determine whether our preventative approach is having a lasting positive impact, members of the Public Safety Committee will consider information linked to the priorities outlined within this plan which includes:-

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

This report will make reference to crime groupings. Groups 1-5 refer to an amalgamation of five crime groups. They are Group 1, consisting of violent crime; Group 2 covering sexual offences; Group 3 covers a wide range of crimes of dishonesty, Group 4 includes vandalism, fire-raising and malicious mischief; and group 5 includes Pro-Active Crimes. All statistics are provisional and should be treated as management information. All data is sourced from Police Scotland internal systems and is correct as at 2<sup>nd</sup> July 2020.

Readers should note that  
all data for 2018/19 and 2019/20 was refreshed when it was extracted at the start of July 2020.

## RESPONSIVE TO THE CONCERNS OF OUR COMMUNITIES

### Road Safety – Speeding Deterrent

Concerns were raised by the local community over a section of our roads being used as a race circuit and the possible connection between this and recent road crashes. Whilst there was nothing apparent to connect these incidents, there was a public perception that there could be a connection. The area concerned was identified and targeted jointly by Response Officers, Community Policing Team (CPT) and the Road Policing Unit over the period of a month. In addition, a media strategy was put in place advising of the concerns, the police action being carried out (both high visibility and unmarked police vehicles were utilised) and requesting the public report any incidents to the police. No speeding offences were detected and the police action disrupted any 'circuit racing'. An analysis of police calls following the media appeal did not reveal any increase in the number of reported incidents in this area. This action reassured the public that there was no correlation between this alleged speeding and the road crashes.



### Operation Close Pass, Forth Valley Division Initiative



Road Policing Officers continue to address the concerns of cyclists through education and enforcement. Operation Close Pass focusses on the dangers faced by cyclists when motorists fail to be courteous to cyclists or behave in a safe manner. During 15 days of action since April 2019, 78 motorists were warned and a further 59 were given a Fixed Penalty Ticket

or reported to the Procurator Fiscal. Offences ranged from antisocial behaviour to careless driving.

### **Acquisitive Crime prevention**

During the winter months, in the knowledge that one of the Hillfoots villages was an area synonymous with acquisitive crime, the local Community Police Officer researched the crimes that historically occurred in that area over the last 7 years. In doing so he discovered that 80% of the acquisitive crime in the village had been preventable. These crimes related to vehicles and properties being left insecure and this led to opportunistic theft. The officer liaised with our Prevention and Interventions Department and arranged for the personal delivery of a Property Security Booklet to every household in the village. The booklet is user friendly and clearly reminds members of the community to take their own security seriously, offering excellent advice on how to minimise the possibility of them becoming a victim of theft.

### **Restorative Justice**

Over a period of several months, there had been a number of incidents of youth disorder in an area of Clackmannanshire. An Asian family were identified as being targeted by a small group of local youths. Extensive restorative justice work commenced with the children and young people of all families involved. The Asian complainers were introduced to the perpetrators in a restorative conference setting and an in depth discussion took place regarding the incidents, allowing the complainer to explain in person how the actions of the group had negatively impacted upon them. This led to a very positive conclusion with the Asian family experiencing no further problems in the community. The children and young people involved were able to sympathise with the family and spoke of the benefits of the exercise. They did not come to the attention of police following the restorative work and the guardian of one of the perpetrators provided financial compensation to the complainer for the repair of damage caused by a vandalism.

### **Street Robbery**

A street robbery of a 75 year old woman occurred within Alloa Town Centre with a local man identified as a possible suspect. CPT Officers completed an extensive and thorough CCTV trawl of all cameras in the area, which provided evidence that the suspect's actions had been premeditated and he had planned to rob the elderly lady. The CCTV footage evidenced that he had followed her from the bank, watched her place money into a purse and then a carrier bag she was holding, later providing specialist knowledge and explaining why he had grabbed this bag. It also showed that he changed his clothing at one stage to avoid detection. The local knowledge, perseverance and tenacity of the officers provided the essential information needed to arrest the male for this despicable crime.



## PROTECTING PEOPLE MOST AT RISK FROM HARM

### **Safeguarding Through Rapid Intervention (STRIVE)**

The STRIVE pilot commenced on 3rd February 2020 and was initially set up as an eight week pilot. The purpose of the pilot was to test the concept that a multi-agency, public sector team will deliver better outcomes for the most vulnerable citizens of Clackmannanshire, through integrated service delivery. This 'whole system' approach would test the hypothesis that physically accommodating a team of multi-service professionals improves the existing system of safeguarding vulnerable individuals, that would not otherwise have been achieved by any one of the agencies acting alone.

Police Scotland has a STRIVE Officer and the STRIVE team include Adult and Children Social Work Services, Housing and Legal. Third sector partners such as Women's Aid and drug support agencies are often part of the solution. The sharing of crucial pieces of information and soft intelligence between agencies on a daily basis has enabled proactive, rapid responses by the most capable partner agencies, to mitigate risk and increase opportunities for prevention and early intervention, in the true spirit of the 'Christie Commission Report'.

Practitioners have been better able to understand the overall threat of cases and this informs the most appropriate action to help the individual or families in crisis and create better outcomes for them. People receive the help and support that they need as quickly as possible.

As a direct response to the outbreak of Covid -19, in March 2020 STRIVE+ was created to also respond to referrals where an individual, family or household was experiencing one or more significant welfare concerns, either directly or indirectly related to Covid -19. Since the start of the pilot, STRIVE / STRIVE+ has managed over 100 cases. The pilot has now been extended until the end of March 2021, to enable the continued evaluation of a full year of learning. This pilot goes hand in hand with the co-location project to move Alloa police officers and police staff to work alongside Clackmannanshire Council staff at their headquarters in Kilncraigs, Alloa, This project is currently underway.

### **Engagement with Vulnerable Youths**

CPT Officers continued their community engagement with Clackmannanshire Secondary School Support Service during this period. To encourage participation, inclusion and wellbeing through sport and fitness, Sergeant Cathy Sharkey organised a body attack fitness class in conjunction with The Peak sports facility. CPT Officers, pupils and staff all participated. Our previous engagement through sport, mainly football, has been very successful and undoubtedly improved the relationship between Police Scotland and this group of vulnerable youths within our community.

The class was led by a police officer, who is a qualified and certified instructor, and provided the youths with the opportunity to try something different with the hope they may pursue this further, to divert them from criminality or anti-social behaviour. Due to the great feedback from the pupils, future similar opportunities will be explored to encourage a positive lifestyle change.



### **Partnership Working**

During the month of November 2019, a CPT Officer made considerable efforts to address issues which were causing a female resident to continually contact the police. The female, who regularly abuses alcohol, was constantly reporting serious offences, reporting her partner missing and starting fires in and around her dwelling. Her alcohol dependency and associated mental health issues were having a detrimental effect on her judgement. This behaviour was causing unnecessary police attendance and investigation as well as placing her in the position where she was becoming a danger to herself, her partner and neighbours.

The CPT Officer led discussions with partner agencies including Fire, Health, Social Work and Housing to ensure a collaborative approach from all concerned partners, to successfully address the issues. The female received help and support for her mental health challenges and addiction, assisted with a move to a more suitable property for her needs, which also reduced the impact of her actions on her neighbours and various different services. This resulted in no calls from her in the following month compared to 52 police calls during the preceding 10 months.

### **Vulnerable Adult**

CPT Officers were aware of a local male who had mental health problems and was the subject of court action in relation to sexual offences. The male had a lack of social skills, did not communicate well and was unable to identify potentially dangerous situations. Clackmannanshire Council were trying to identify secure accommodation for this male however at that time he resided alone in homeless accommodation and felt isolated. CPT Officers proactively engaged with the male and led meetings with numerous other agencies in relation to his safety and care. This collaborative multi-agency approach has made the male feel more supported and comfortable in interacting with the community officers regarding any issues he has and they make regular contact with him to offer continued support and advice, which has also prevented him from committing further offences.

### **Safer Communities**

Our Crime Prevention Officer PC Bryan Mackie carries out a great deal of community engagement work with vulnerable and elderly groups to raise their awareness of threats. In addition PC Mackie regularly maintains contacts with partner agencies to keep them up to date with trends and emerging threats so that they can also keep a close eye on their service users. Where relevant, PC Mackie will make direct contact with victims and offer Bogus Caller alarm equipment supplied by MECS which will provide additional support to the person should they become a repeat victim. Police call systems are updated to alert our control room if calls are received from addresses of previous victims. This ensures a speedy response from police.

### **Forth Valley Financial Harm Group**

This group is multi-agency with partners including Police, Local Authority (Adult Support and Protection), Trading Standards, Alzheimer's Scotland, Forth Valley NHS, Royal Bank of Scotland, Santander, HSBC, Royal Mail, CVS. The aim of the group is to highlight current threats to the elderly and most vulnerable within our communities and to proactively engage to prevent crimes of fraud.

### **Neighbourhood Watch Alerts**

At this time this is unique to Forth Valley Division. Partnership between Police Scotland and Neighbourhood Watch. Crimes of fraud are identified by Police through daily crime returns, if relevant, an alert will be raised, highlighting the fraud, and advice given to prevent further instances of this crime type. Although the alerts goes Forth Valley wide, FVFHG members are also signed up and importantly all three local authorities and approximately 11 home care providers also receive the alerts. The alerts are disseminated amongst approximately 1000 home care providers' staff who in turn advise approximately 6500 "service users" within the Forth Valley Division.

### **Vulnerable Youth**

A 16 year old autistic pupil attended school in a very low mood, citing ongoing and historical aggression and pressures in the home and recent suicide attempts. Witnessing Domestic Abuse and parental views on women being the weaker sex had influenced his prejudicial views and resulted in major flare ups with female staff at school. With school staff viewing this as a critical point, and considering exclusion, there was an agreement that the Schools Based Officer (SBO) and staff member would attend Katie's Cradle Equine Therapy Charity in Bridge of Allan, where outdoor learning with horses and other animals allowed the pupil to grow in confidence and undertake physical work with strong confident females. For three weeks the pupil attended numerous times and he was respectful throughout and has been more optimistic about his future since. This has resulted in a full return to school, less frequent and intense flare ups and more respectful interaction with female staff.

### **Domestic Abuse Concerns during COVID Lockdown**

Community Sergeant Sharkey is the chairperson for the Violence Against Women Partnership and was fully aware of the likely increase in domestic violence due to the Covid -19 pandemic restrictions, which were in place in early March 2020. Appreciating the challenges this presented for police and partner agencies in engaging with victims, she ensured that multi-agency conference calls continued to take place to discuss the issues that this presented for victims, share information and ensure that each service was still available to every victim of domestic violence during this unprecedented time. Sergeant Sharkey prepared local media messages, aligned to national domestic violence media campaigns, to encourage the continued reporting of domestic abuse to police and to advertise the many avenues of support available, taking into account the difficulties that the restrictions would pose for some victims.

## PROMOTING CONFIDENCE THROUGH OUR ACTIONS

### **Tackling Youth Offending**

A number of reports of vandalisms, anti-social behaviour and bullying involving primary school children were brought to the attention of CPT Officers. These incidents were occurring at a local primary school and in the wider community, including a fire at the school and Scout Hall, where a window was smashed and youths were observed climbing on the roof. Further reports were received from a local resident whose car and property had been targeted by the children. To address these incidents and prevent any further incidents occurring, CPT Officers liaised with the Primary School and facilitated two inputs to all pupils between P2 and P7 prior to the school holidays. Following the inputs were delivered in October 2019, no crimes were committed by the children involved.

### **Serious Crime**

In November 2019, there was a CID led enquiry for an attempted murder that occurred in Clackmannanshire. Two people were stabbed and sustained potentially life threatening injuries and due to the perpetrators involved the community impact could have been significant. The knives involved were not recovered.

Community Officer PC Lee Allan utilised his extensive community engagement skills, local knowledge and job knowledge to assist with the investigation of this. He ascertained that a local vulnerable 12 year old may have had the knives passed to him after the stabbing. This had not previously been disclosed. He engaged with the youth and his family, gaining their trust, whereby they felt comfortable speaking about the boy's involvement and directed PC Allen to where he had hidden the knives. These were subsequently photographed and recovered. This example of community policing assisted significantly with this operational enquiry and also allowed appropriate protective measures to be put in place by the Social Work Department for the boy who was becoming increasingly vulnerable due to his involvement and possible repercussions.

### **Anti-social behaviour**

Following a sharp increase in anti-social behaviour (ASB), including vandalism, in the Sauchie ward area, PC Scott Arundel obtained valuable information from members of the community as to the identity of the main perpetrators as well as other evidence. This allowed him to charge a number of persons with these crimes. Additional high visibility patrols were also carried out in the area to prevent any further ASB. PC Arundel arranged for two mobile CCTV cameras to be installed at key areas to further deter this behaviour. This community and partnership working with the Council and local residents reduced the offences while offering some welcomed reassurance to the residents and business owners in Sauchie.

## ENHANCING OUR COLLECTIVE RESILIENCE TO EMERGING THREATS

### Operation Christmas

Operation Christmas ran from 2nd December until 31st December 2019. This involved high visibility policing to ensure maximum impact and provide public reassurance.



Attention was given to shopping centres and transport hubs and officers were briefed daily and updated with current intelligence on any issues or persons of interest. Their increased presence was favourably received by local businesses.

Visits were conducted to Bookmakers who were briefed on robbery prevention by CPT Officers and 'purse bells' were also distributed to the public.

Operation Christmas also focused on the night time economy with an increased police presence to mirror the additional patrons in licensed premises. During this period, the dedicated officers also successfully policed "Black Friday" and Hogmanay. This positive visible police action helped maintain the confidence of the community in their local police.

### Social Media Concerns

A local CPT Officer was contacted by two primary schools in her ward regarding some pupils using inappropriate and homophobic language on social media. In order to educate the pupils, she arranged to lead a discussion with senior primary school pupils, highlighting the dangers of social media and the potential harm such behaviours can have on others. These talks were well received by both pupils and staff alike.

In addition, it was established that there was a need for a Social Media and Internet Safety input at another local primary school. Young children were engaging in abusive and bullying chats using a range of media platforms. A local initiative was established by CPT under the banner of 'Internet Safety Week'. A number of inputs were delivered by the CPT Officer and all of the classes engaged positively and feedback was promising.

**PARTNERSHIP AND PERFORMANCE COMMITTEE- Clackmannanshire  
March 2020**

| <b>Violence, Disorder &amp; Antisocial Behaviour</b>   |   |                              |                              |           |             |
|--|---|------------------------------|------------------------------|-----------|-------------|
|  |   | Apr<br>2019 -<br>Mar<br>2020 | Apr<br>2018 -<br>Mar<br>2019 | Victims   | %<br>Change |
| 1  | Total No Group1: Crimes of Violence     | 117                          | 106                          | 11 more   | 10.4%       |
| 2  | Murder                                  | 0                            | 0                            | None      | -           |
| 3  | Attempted Murder                        | 5                            | 1                            | 4 more    | 400.0%      |
| These were sporadic crimes which took place in different areas of Clackmannanshire and at varying times throughout the reporting period.   |   |                              |                              |           |             |
| 4  | Culpable Homicide (common law)          | 0                            | 0                            | None      | -           |
| 5  | Culpable Homicide (other)               | 0                            | 0                            | None      | -           |
| 6  | Serious Assault <b>Detection rate</b>   | 80.8%                        | 84.3%                        |           | -3.5%       |
| 7  | Serious Assault                         | 52                           | 51                           | 1 more    | 2.0%        |
| 8  | Robbery <b>Detection rate</b>           | 69.2%                        | 79.3%                        |           | -10.1%      |
| This   |   |                              |                              |           |             |
| 9  | Robbery                                 | 26                           | 29                           | 3 fewer   | -10.3%      |
| 10   | Common assault <b>Detection rate</b>    | 76.7%                        | 69.7%                        |           | 7.0%        |
| 11   | Common assault                          | 670                          | 610                          | 60 more   | 9.8%        |
| Half of the common assault charges relate to police officer or emergency worker assaults. Most other assaults occurred within residential premises in various areas across Clackmannanshire. |   |                              |                              |           |             |
| 12   | Number of complaints regarding disorder | 2,503                        | 2,882                        | 379 fewer | -13.2%      |

**OFFICIAL**

| <b>Violence, Disorder &amp; Antisocial Behaviour (continued)</b> |  |                     |                     |         |          |
|--|--|---------------------|---------------------|---------|----------|
|  |  | Apr 2019 - Mar 2020 | Apr 2018 - Mar 2019 | Victims | % Change |
| 13   | Number of Domestic Abuse Incidents Reported to the Police  | 773                 | 696                 |         | 11.1%    |
| 14   | Total Crimes and offences in domestic abuse incidents  | 546                 | 431                 |         | 26.7%    |
| 15   | Percentage of Domestic Incidents that result in a crime being recorded                               | 45.8%               | 42.1%               |         | 3.7%     |
| 16   | Total crimes and offences in domestic abuse incidents<br><b>Detection rate</b>                       | 77.7%               | 73.1%               |         | 4.6%     |
| 17   | <b>Total Detections</b> for Domestic Bail Offences   | 52                  | 34                  |         | 52.9%    |
| 18   | Ensure 95% of domestic abuse initial bail checks are conducted within a prescribed timeframe (24hrs) | 92.4%               | -                   |         | -        |
| 19   | Hate Crime and offences <b>Detection rate</b>  | 86.7%               | 75.4%               |         | 11.3%    |

| <b>Violence, Disorder &amp; Antisocial Behaviour - Stop and Searches</b>   |   |                     |                     |         |          |
|--|---|---------------------|---------------------|---------|----------|
|  |   | Apr 2019 - Mar 2020 | Apr 2019 - Mar 2020 | Victims | % Change |
| 20   | Number of statutory stop and searches conducted | 260 in total        | 106 positive        |         |          |
| <p>On the 11th May 2017 Police Scotland adopted a new code of practice on the use of stop and search. At this time the use of non-statutory (consensual) search ceased. Further information on Police Scotland's use of stop and search and on the code of practice is available on the Police Scotland Website.</p> |   |                     |                     |         |          |

| <b>Additional Identified Local Priorities</b> |  |                     |                     |         |          |
|---|--|---------------------|---------------------|---------|----------|
|   |  | Apr 2019 - Mar 2020 | Apr 2018 - Mar 2019 | Victims | % Change |
| 21  | Number of <b>detections</b> for drugs supply, drugs productions, drugs cultivation | 69                  | 41                  |         | 68.3%    |
| 22  | Theft by housebreaking (including attempts) <b>Detection rate</b>                  | 33.0%               | 23.4%               |         | 9.6%     |



**OFFICIAL**

|    |   |       |       |          |        |
|----|---|-------|-------|----------|--------|
| 23 | Theft by housebreaking (including attempts)   | 91    | 94    | 3 fewer  | -3.2%  |
| 24 | Theft by shoplifting <b>Detection rate</b>  | 81.4% | 78.0% |          | 3.4%   |
| 25 | Theft by shoplifting  | 215   | 304   | 89 fewer | -29.3% |
| 26 | Vandalism & Malicious Mischief <b>Detection rate</b>  | 35.7% | 33.9% |          | 1.8%   |
| 27 | Vandalism & Malicious Mischief  | 521   | 466   | 55 more  | 11.8%  |
| 28 | Number of detections for Consuming Alcohol in a designated place (where appropriate bylaws exist) | 7     | 8     |          | -12.5% |

**Public Protection**

|   |                                     | Apr 2019 - Mar 2020 | Apr 2018 - Mar 2019 | Victims | % Change |
|---|-------------------------------------|---------------------|---------------------|---------|----------|
| 29  | Number of Sexual Crimes             | 156                 | 120                 | 36 more | 30.0%    |
| The majority of these crimes relate to online sexual communication offences.        |                                     |                     |                     |         |          |
| 30  | Sexual Crimes <b>Detection rate</b> | 59.6%               | 48.3%               |         | 11.3%    |
| 31  | Rape detection rate                 | 57.1%               | 45.0%               |         | 12.1%    |
| The number of reported rapes decreased slightly in 2019/20 from the preceding year. |                                     |                     |                     |         |          |

**Road Traffic Casualty Statistics**

|   | Apr 2019 - Mar 2020 | Apr 2018 - Mar 2019 | Victims     | % Change |
|---|---------------------|---------------------|-------------|----------|
| People Killed   | 6                   | 1                   | 5 more      | 500.0%   |
| Four people were killed in road crashes during the six month reporting period relevant to this report. Three died when they lost control of the vehicle they were driving and one pedestrian was killed when they walked into the path of a vehicle. The driver was not at fault. |                     |                     |             |          |
| People Seriously injured  | 7                   | 16                  | 9 fewer     | -56.3%   |
| People Slightly Injured   | 22                  | 31                  | 9 fewer     | -29.0%   |
| Children (aged<16) Killed   | 0                   | 0                   | None        | -        |
| Children (aged<16) Seriously Injured  | 1                   | 1                   | same number | 0.0%     |

**OFFICIAL**

| <b>Road Safety &amp; Road Crime</b>   |                      |                     |                     |         |          |
|---|----------------------|---------------------|---------------------|---------|----------|
|   |                      | Apr 2019 - Mar 2020 | Apr 2018 - Mar 2019 | Victims | % Change |
| 32  | Dangerous driving    | 30                  | 20                  |         | 50.0%    |
| More road patrols were carried out this year compared to the preceding year. Dangerous driving is commonly caused by speeding which is exacerbated by other factors such as heavier traffic volume or dangerous road conditions.  |                      |                     |                     |         |          |
| 33  | Speeding             | 84                  | 159                 |         | -47.2%   |
| Over the last year there has been increased use of social media by police - asking people to slow down on the roads which may have assisted in reducing speeding. CPT also regularly target speeding vehicles in areas of greatest local concern.                                       |                      |                     |                     |         |          |
| 34  | Disqualified driving | 21                  | 12                  |         | 75.0%    |
| Disqualified driving and driving without insurance increase is a by-product of additional patrols and intelligence led vehicle stops. Disqualified drivers cannot be insured so the increase in disqualified driving detections generally leads to an increase in insurance detections. |                      |                     |                     |         |          |
| 35  | Driving Licence      | 47                  | 30                  |         | 56.7%    |
| 36  | Insurance            | 101                 | 89                  |         | 13.5%    |
| Refer to above regarding disqualified driving.  |                      |                     |                     |         |          |
| 37  | Seat Belts           | 6                   | 26                  |         | -76.9%   |
| There is a general reduction in seat belt offences possibly due to a changing mind set and new technology in vehicles such as seat belt warning systems.  |                      |                     |                     |         |          |
| 38  | Mobile Phone         | 6                   | 10                  |         | -40.0%   |
| This reduction may also be due to media campaigns and the availability of modern technology for the use of mobile devices in vehicles.  |                      |                     |                     |         |          |

| <b>Public Confidence</b> |                                      |                                       |                      |  |                             |
|--------------------------|--------------------------------------|---------------------------------------|----------------------|--|-----------------------------|
|                          |                                      | Apr 2019 - Mar 2020                   |                      |  |                             |
|                          |                                      | Number of Complaints about the Police |                      | Number of Complaints per 10,000 Police Incidents |                             |
| 39                       | Complaints received about the Police | 36                                    |                      | 22   |                             |
|                          |                                      | On Duty Allegations                   | Off Duty Allegations | Quality of Service Allegations                   | Total Number of Allegations |
| 40                       | Total Allegations Recorded           | 41                                    | 0                    | 8  | 49                          |



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Report to: Partnership & Performance Committee

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Date of Meeting: 29<sup>th</sup> October 2020

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Subject: Fire Performance Report – Full Year, 2019/20

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Report by: Local Senior Officer, Stirling-Clackmannanshire-Fife LSO  
Area

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## 1.0 Purpose

- 1.1 The purpose of this report is to provide committee with:
- 1.2 An overview of the full year performance of the Scottish Fire and Rescue Service (SFRS) in Clackmannanshire covering the period 1st April 2019 to 31<sup>st</sup> March 2020. The report is based on performance against objectives and targets set out in the Local Fire and Rescue Plan for Clackmannanshire. Performance indicators are detailed in the summary report at appendix 1.

## 2.0 Recommendations

- 2.1. It is recommended that committee note and challenge the report as appropriate.

## 3.0 Considerations

- 3.1. A number of significant trends are worth highlighting.
- 3.2. There were **zero** fire related fatalities for the fifth consecutive year and **nine** fire casualties in the reporting period.
- 3.3. A Serious Fire Task Group has been set up within the SFRS. This group will produce a quarterly report providing information on fire fatalities which will assist in local Community Safety Engagement activity.
- 3.4. The SFRS are delivering their Seasonal Thematic Action Plans from 1st April 2019 to 30<sup>th</sup> March 2020 and targets include reducing accidental dwelling fires, reducing fire fatalities and casualties, reducing deliberate fire setting, reducing the number of outdoor fires, and reducing fire related anti-social behaviour.

- 3.5. There were **forty** Accidental Dwelling Fires (ADF), a decrease of five when compared with the same period the previous year. The cause of these fires has predominantly been cooking related activities which in Scotland is the number one cause of fires in the home. This will continue to be a focus of our on-going prevention work.
- 3.6. Work is on-going to identify and support vulnerable people in Clackmannanshire, through the Home Fire Safety Visit (HFSV) Programme and fire safety referrals through multi-agency activity. The quantity and quality of referrals from partners allow the service to target resources within Clackmannanshire, with the aim of reducing the number of accidental dwelling fires and casualties from these fires in the long term.
- 3.7. During the reporting period, local operational crews and the Community Action Team carried out **eight hundred and fifty-one** HFSV's and **sixty-five** talks/station visits. Post fire advice was also offered on **one hundred and twenty-two** occasions after an ADF.
- 3.8. The SFRS in the Stirling and Clackmannanshire area have been working with "Oor Clacks Voices" supporting the Care Experienced Children within the area, hosting and taking part in various activities throughout 2019/20.
- 3.9. There were **twenty-one** deliberate primary fires, an increase of six compared with the same period last year. There were **sixty-two** deliberate secondary fires, which is a reduction of three compared with the same period last year.
- 3.10. The number of Unwanted Fire Alarm Signals during the reporting period was **two hundred and twenty-five**. This is a reduction of four compared to the same period last year. We continue to monitor all UFAS activity and contact all duty holders to discuss the implications of UFAS and identify where improvements can be made. We are also informing duty holders of the latest fire detection technology available which has a proven record in reducing unwanted signals.

**Author(s)**

| <b>NAME</b>   | <b>DESIGNATION</b>   | <b>TEL NO / EXTENSION</b> |
|---------------|--|---------------------------|
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| Mark Bryce    | Area Commander & LSO for Stirling-Clackmannanshire-Fife LSO Area |                           |



## PERFORMANCE REPORT

*Covering the activities and performance in support of the Local Fire and Rescue Plan for Clackmannanshire*



**SCOTTISH**  
**FIRE AND RESCUE SERVICE**  
Working together for a safer Scotland

**Working together  
for a safer Scotland**

## **About the Statistics in this Report**

The activity totals and other statistics quoted in this report are provisional in nature and subject to change because of ongoing quality assurance and review.

Because all statistics quoted are provisional there may be differences in the period totals quoted in our reports after original publication which result from revisions or additions to the data on our systems.

From 2015-16 onwards responsibility for the publication of end-year statistical data transferred from the Scottish Government to the SFRS. This change of responsibility does not change the status of the figures quoted in this and other SFRS reports reported to the Committee.

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## DEFINITIONS

### **Accidental Dwelling Fire**

Building occupied by households, excluding hotels, hostels and residential institutions. In 2000, the definition of a dwelling was widened to include any non-permanent structure used solely as a dwelling, such as caravans, houseboats etc. Caravans, boats etc. not used as a permanent dwelling are shown according to the type of property. Accidental includes fires where the cause was not known or unspecified.

### **Fire Fatality**

A person whose death is attributed to a fire is counted as a fatality even if the death occurred weeks or months later.

### **Fire Casualty**

Non-fatal casualties consist of persons requiring medical treatment including first aid given at the scene of the fire, but not those sent to hospital or advised to see a doctor for a check-up or observation (whether or not they actually do). People sent to hospital or advised to see a doctor as a precaution, having no obvious injury are recorded as precautionary 'check-ups'.

### **Deliberate Fire**

Includes fires where deliberate ignition is merely suspected, and recorded by the SFRS as "doubtful".

### **Non-Domestic Fires**

These are fires identified as deliberate other building fires or accidental other building fires.

### **Primary Fires:**

- Buildings (including mobile homes) fit for occupation (i.e. not wholly derelict) and those under construction.
- Caravans, trailers etc.
- Vehicles and other methods of transport (not derelict unless associated with business e.g. scrap metal).
- Outdoor storage (including materials for recycling), plant and machinery.
- Agricultural and forestry premises and property.
- Other outdoor structures including post-boxes, tunnels, bridges, etc.

### **Secondary Fires**

- Single derelict buildings.
- Grassland etc., including heath, hedges, railway embankments and single trees.
- Intentional straw or stubble burning.
- Outdoor structures, including: lamp-posts, traffic signs and other road furniture, private outdoor furniture, playground furniture, scaffolding, signs and hoarding etc.
- Refuse and refuse containers.
- Derelict vehicles (a vehicle without a registered keeper).

### **Home Fire Safety Visit**

A comprehensive assessment carried out by a trained assessor, which examines the level of fire risk within a home. It provides a means to mitigate the risk through the provision of guidance, advice and, if required, the installation of long life battery operated smoke and heat alarm(s).

### **Adult Protection Referral (AP1)**

This is a process where SFRS Community Action Teams or operational crews can refer an Adult at risk of harm to Social Services. There are specific criteria that require to met when identifying an Adult at risk of harm and also certain SFRS Safeguarding procedures which must be followed to ensure compliance with various legislation. Similar procedures are in place to refer a Child at risk of harm.

### **False Alarms**

Where the SFRS attends a location believing there to be a fire incident, but on arrival discovers that no such incident exists, or existed.

### **Unwanted Fire Alarm Signal**

Where the SFRS attends a non-domestic location believing there to be a fire incident, but on arrival discovers that no such incident exists, or existed.

## Introduction

This is the full year 2019-2020 monitoring report covering the SFRS's performance and activities in support of the seven priorities in the Local Fire and Rescue Plan for Clackmannanshire 2018, namely:





































- **Priority 1 – Local Risk Management and Operational Preparedness**
- **Priority 2 – Unintentional Harm and Injury**
- **Priority 3 – Domestic Fire Safety**
- **Priority 4 – Deliberate Fire Setting**
- **Priority 5 – Built Environment**
- **Priority 6 – Unwanted Fire Alarm Signals**
- **Priority 7 – Transport and Environment**







As well as supporting the seven priorities in the Local Fire and Rescue Plan for Clackmannanshire, this monitoring report shows how SFRS activities and performance contribute to the wider priorities of the Clackmannanshire Council Community Planning Partnership (CPP), as set out in the Local Improvement Plan for Clackmannanshire.



## Annual Performance Summary

The table below provides a summary of activity between **1<sup>st</sup> April 2019 to 31<sup>st</sup> March 2020** compared to the same activity on the previous years, against headline indicators (HI) and annual targets. It aims to provide an at a glance **view** of our direction of travel.

|   | Headline Indicators                                    | 2016-17 | 2017-18 | 2018-19 | 2019-20 | Short Trend   | Long Trend  |
|---|--|---------|---------|---------|---------|---|---|
|    | 1. Accidental Dwelling Fires (ADF)                     | 67      | 47      | 45      | 40      |    |    |
|    | 2. ADF Fatal Casualties                                | 0       | 0       | 0       | 0       |    |    |
|    | 3. ADF Non-Fatal Casualties                            | 20      | 8       | 16      | 7       |    |    |
|    | 4. Deliberate Primary Fires                            | 13      | 24      | 15      | 21      |    |    |
|    | 5. Deliberate Secondary Fires                          | 63      | 77      | 59      | 62      |    |    |
|   | 6. Non-domestic Building Fires                         | 20      | 20      | 17      | 17      |   |   |
|  | 7. Fatal Casualties in Non-Domestic Building Fires     | 0       | 0       | 0       | 0       |  |  |
|  | 8. Non-Fatal Casualties in Non-Domestic Building Fires | 1       | 1       | 9       | 2       |  |  |
|  | 9. Unwanted Fire Alarm Signals                         | 238     | 241     | 229     | 225     |  |  |
|  | 10. Road Traffic Collision (RTC) Incidents             | 16      | 12      | 13      | 21      |  |  |
|  | 11. Fatal RTC Casualties                               | 0       | 0       | 0       | 2       |  |  |
|  | 12. Non-Fatal RTC Casualties                           | 10      | 13      | 11      | 16      |  |  |

| KEY TO SYMBOLS   | Improving   | No Change   | Worsening   |
|--|---|---|---|
| <b>Short Trend</b><br>This year compared with last year                  |  |  |  |
| <b>Long Trend</b><br>This year compared with the previous 3 year average |  |  |  |

## Annual Performance Highlights

Of the 12 headline indicators, the following performance figures should be noted for the **full year 2019/20**:

- There were **forty** ADF's. This is a reduction of **five** compared to the previous year.
- There were **zero ADF Fatal Casualties**. This is the fifth consecutive year where there were no ADF Fatal Casualties.
- There were **seven ADF Non-Fatal Casualties**. This is a reduction of **nine** compared to the previous year.
- There were **twenty-one Deliberate Primary Fires**. This is an increase of **six** compared to the previous year.
- There were **sixty-two Deliberate Secondary Fires**. This is an increase of **three** compared to the previous year.
- There were **seventeen Non-Domestic Building Fires**. This is **no change** compared to the previous year.
- There was **zero Fatal Casualties in Non-Domestic Building Fires**. This is the fifth consecutive year where there were no Fatal Casualties in Non-Domestic Building Fires.
- There were **two Non-Fatal Casualties in Non-Domestic Building Fires**. This is a reduction of **seven** compared to the previous year.
- The number of **Unwanted Fire Alarm Signals (UFAS) caused by automatic fire alarms (AFAs) in non-domestic buildings** was **two hundred and twenty-five**. This is a reduction of **four** compared to the previous year.
- There were **twenty-one Road Traffic Collisions (RTC)**. This is an increase of **eight** compared to the previous year.
- There was **two Fatal RTC Casualties**. This is an increase of **two** compared to the previous year.
- There was **sixteen Non-Fatal RTC Casualties**. This is an increase of **five** compared to the previous year.

## Priority 1: Local Risk Management and Operational Preparedness

### Description;

Risk Management and operational preparedness is a key area of work for the SFRS. In Clackmannanshire, this means:

- Knowing what the risks are in Clackmannanshire and then making plans, so we are resilient to respond to any event.
- Being prepared to respond to national threats or major emergencies.
- Developing flexibility to deploy crews, to take on a broadening role within the community.
- Firefighters being equipped to deal with emergencies safely and effectively and our stations being in a constant state of readiness.
- Ensuring that firefighter safety is paramount in everything we do. This will ensure that our personnel are able to meet the challenges we face

### Activity;

**Operational Intelligence (OI);** Local operational crews regularly carry out a process to identify risk, gather information and collate relevant data and ensure that it is made available, in an easily understood format, at the point of need. During 2019, state of the art portable tablets were installed in all fire appliances in the area to allow ease of access to this data at emergency incidents. The provision of OI is a key component to firefighter safety and resolving operational incidents in a safe and effective manner.

**Emergency/Events Planning;** Local SFRS officers liaise regularly with Clackmannanshire Council emergency planning and other partner agencies, to plan for, prepare and mitigate the effect of major incidents within the area and attend Safety Advisory Group meetings as and when required, to provide Fire and Rescue related advice and guidance regarding local events planning.

**Flooding;** The local multi agency Flood Partnership group is supported by locally based SFRS officers, providing guidance and support to local flood groups in Menstrie and Tillicoultry to prevent, prepare and mitigate the effect of flooding events on local communities.

**Firefighter Training;** During 2019/20 we delivered our training commitment to both Whole-Time (WT) and Retained Duty System (RDS) operational firefighters, which included the following:

- WT and RDS personnel received Initial Casualty Assessment & Treatment (ICAT) training for responding to medical emergencies.
- WT and RDS personnel took part in various off-station exercises focusing on; Incident Command, Breathing Apparatus (BA) search and rescue, Safe Working at Height (SWAH) and Flooding/Water Rescue procedures, enabling them to respond safely to these types of incidents.
- RDS personnel took part in off-station BA training focusing on fire development and how they can tackle various fire situations safely and effectively.

- RDS personnel took part in off-station exercises to maintain and confirm their competency in extricating persons trapped in vehicles (including LGVs, HGVs and Coaches).
- SFRS local training staff carried out familiarisation training with Scottish Ambulance Service (SAS) trainees at Alloa Fire Station. This is a joint working initiative developing rescue techniques and casualty centred rescues.

## Priority 2: Unintentional Harm and Injury

The Building Safer Communities programme is a collaborative initiative which seeks to help national and local partners and communities work together to make Scotland safer and stronger. The programme vision is of a flourishing, optimistic Scotland in which resilient individuals, families and communities live safe from crime, disorder, danger and harm.

In October 2016 a strategic assessment of Unintentional Harm in Scotland was completed. This assessment aims to provide a picture across Scotland and is intended for use as a resource of information for policy makers and local practitioners. This is the first time that the different sources of relevant data and information that inform incidents of unintentional harm in Scotland has been put together into one single strategic assessment.

The strategic assessment is designed to complement the wide range of good work that is underway across the country, both at national and local partnership level. In so doing it provides a snapshot in time of trends and is designed to inform strategic planning and help direct future action and intervention.

In setting this out, the strategic assessment identifies five areas of priority, representing both those identified as most at risk of unintentional harm; and those areas for focus of partnership activity:

- Under 5s
- Over 65s
- Areas of increased deprivation
- Strategic data gathering, analysis and sharing
- Bridging the gap between strategy and delivery

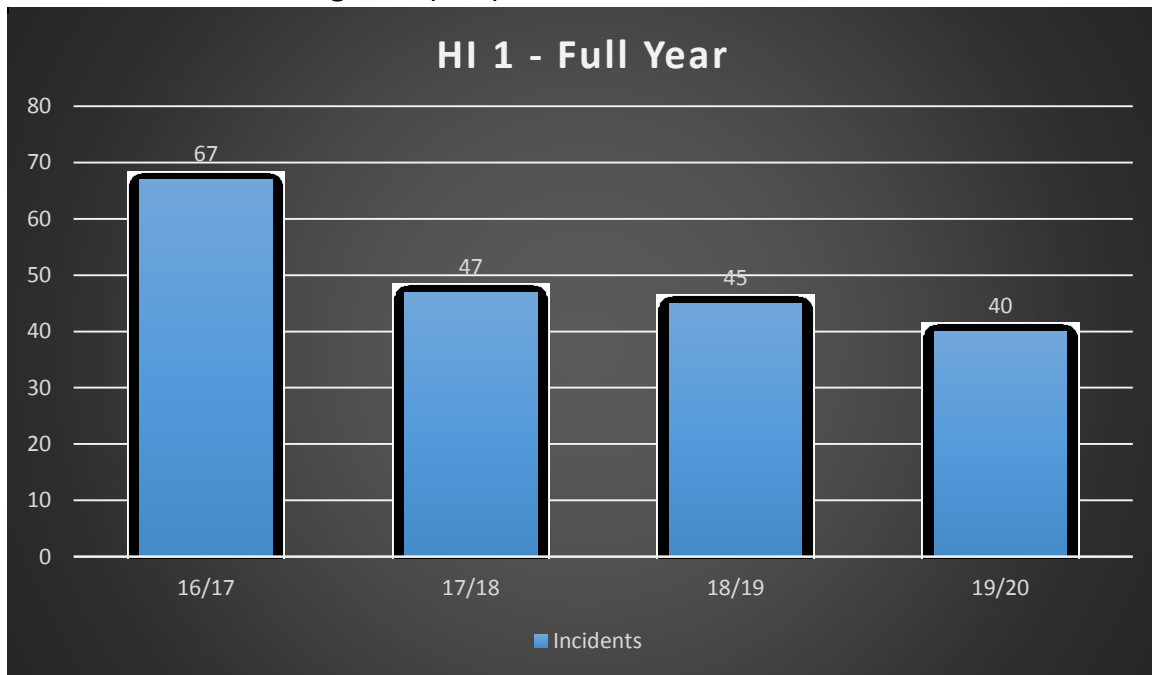
The strategic assessment is complimented by a summary document that captures the main findings and recommends for some next steps to action. Case studies and a short literature review of interventions to prevent and reduce unintentional harm have also been produced.

In addition, a number of thematic briefing papers are available for practitioners which cover key points relating to specific unintentional harm and set out in clear format the key trends and considerations relating to:

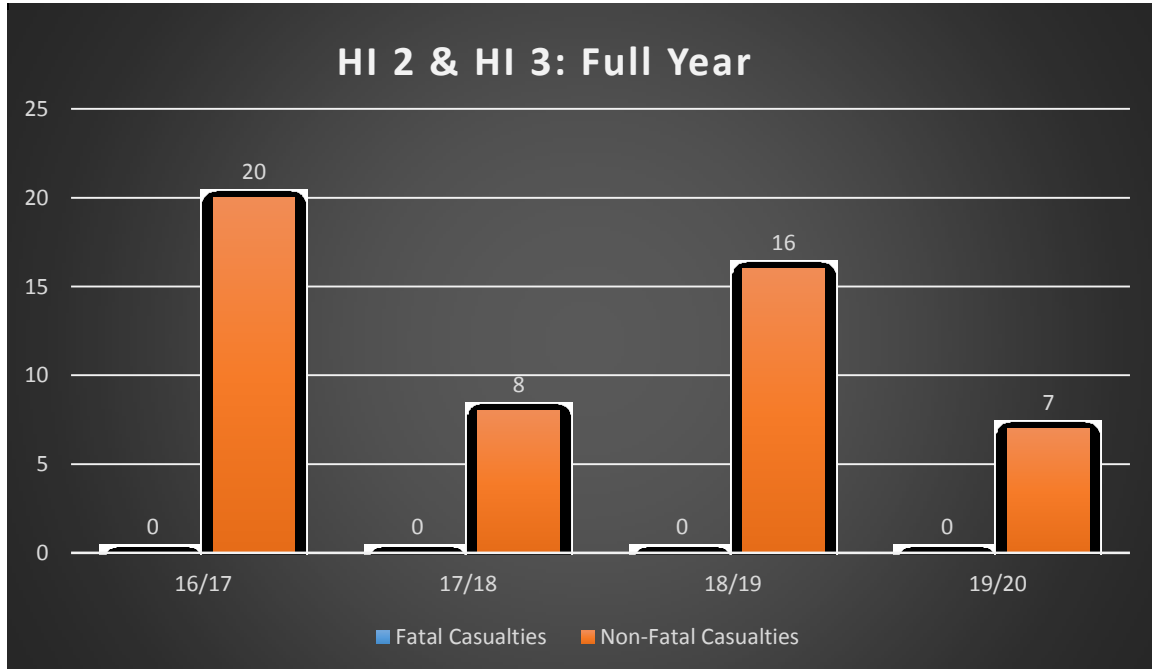
- Children and Young People
- Older People
- Deprivation
- Home Safety
- Road Safety
- Outdoor Safety

## Priority 3: Domestic Fire Safety

### HI 1: Accidental Dwelling Fires (ADF)



### HI 2: ADF Fatal Casualties and HI 3: ADF Non-Fatal Casualties



### **Indicator Description;**

The largest single type of primary fire in Clackmannanshire is accidental fires in the home and their prevention is a key focus of the Service's community safety activity.

#### **HI 1 – Accidental Dwelling Fires (ADF)**

As a headline target, the aim is to reduce the rate of ADF's, in a growing Clackmannanshire population, by keeping these fires **below 62** each year.

#### **HI 2 – ADF Fatal Casualties**

This indicator counts those people for whom fire has been clearly identified as the cause of death, even if they die some-time after the actual fire. Those who die at, or after, the fire but where fire is **not** identified as the cause of death are not included in these figures. As a headline target, the aim is to have **zero** ADF Fire Fatalities.

#### **HI 3 – ADF Non-Fatal Casualties**

This headline target counts all types of non-fatal fire injury in the home, including precautionary checks. As a headline target, the aim is to reduce the risk of injury from fire in the home, in an increasing Clackmannanshire population, by keeping fire injuries **below 13** each year.

### **Performance Management;**

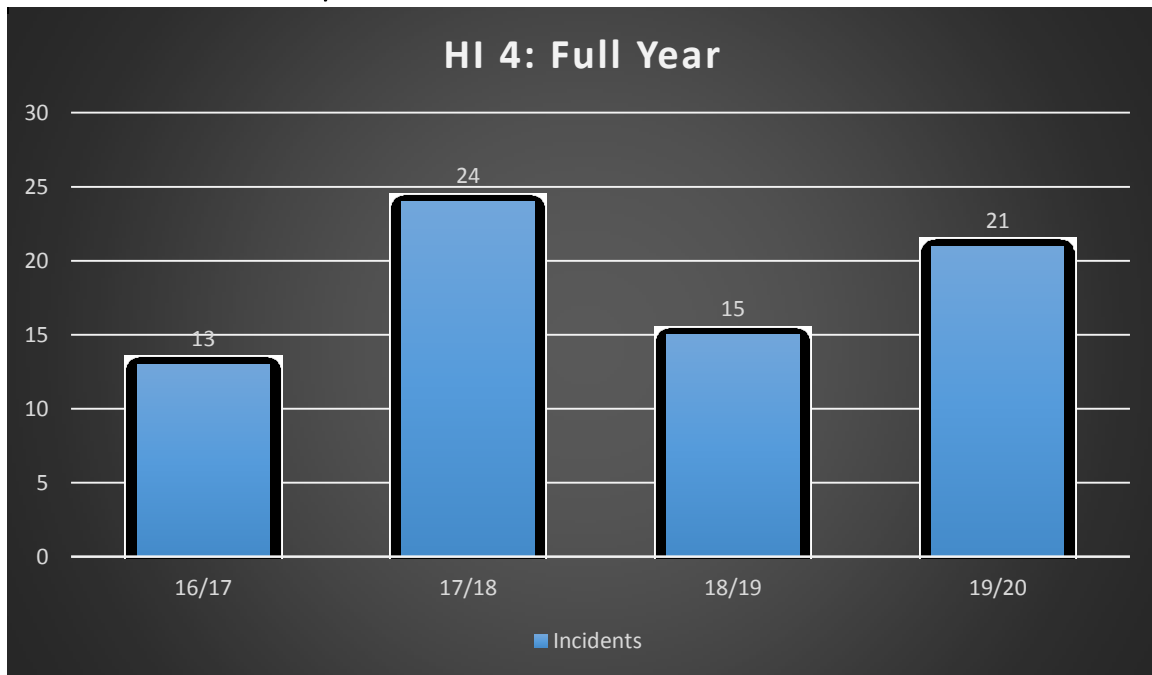
There were **40** ADF's during the reporting period, with **20** of these ADF's cooking related. This is a reduction of **5** compared to the same period last year.

There were **zero** ADF Fatal Casualties during the reporting period. This is the fifth consecutive year where there were no ADF Fatal Casualties.

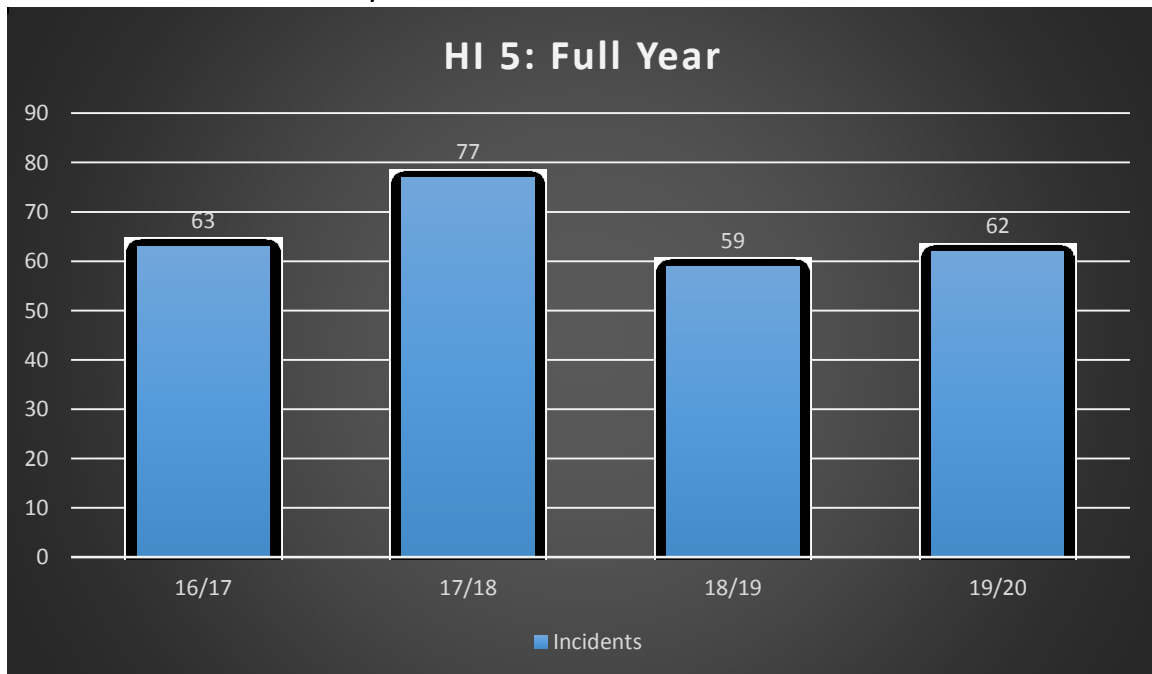
There were **7** ADF Non-Fatal Casualties during the reporting period. This is a reduction of **nine** compared to the previous year.

## Priority 4: Deliberate Fire Setting

### HI 4: Deliberate Primary Fires



### HI 5: Deliberate Secondary Fires





## **Indicator Description;**

These headline and indicators targets account for all types of fire that are believed to have been started intentionally, and are categorized as Deliberate Fires and Deliberate Secondary Fires.

### **HI 4 – Deliberate Primary Fires**

These deliberate fires cover the following types:

- Fires in the home
- Fires in non-domestic buildings
- Fires in motor vehicles

As a headline target the aim is to reduce the rate of deliberate primary fires in Clackmannanshire by keeping these fires **below 19** each year.

### **HI 5 – Deliberate Secondary Fires**

These deliberate fires cover the majority of outdoor fires including grassland and refuse fires and includes fires in derelict buildings, but not chimney fires.

As a headline target the aim is to reduce the rate of deliberate secondary fires in Clackmannanshire by keeping these fires **below 74** each year.

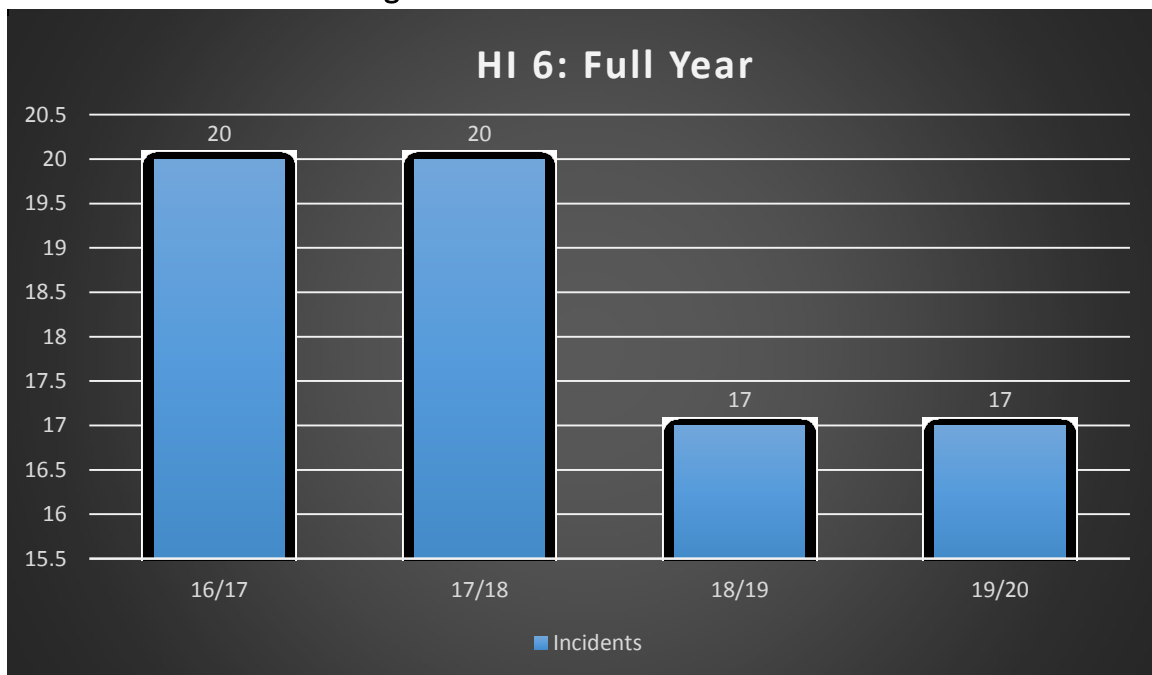
## **Performance Management;**

There were **21** Deliberate Primary Fires during the reporting period. There were **3** fires involving grassland, **10** involving dwelling houses, **3** involving prisons and **1 each** in retail premises, schools, vehicles, outdoor structures and outdoor equipment. This is an increase of **6** compared to the same period last year.

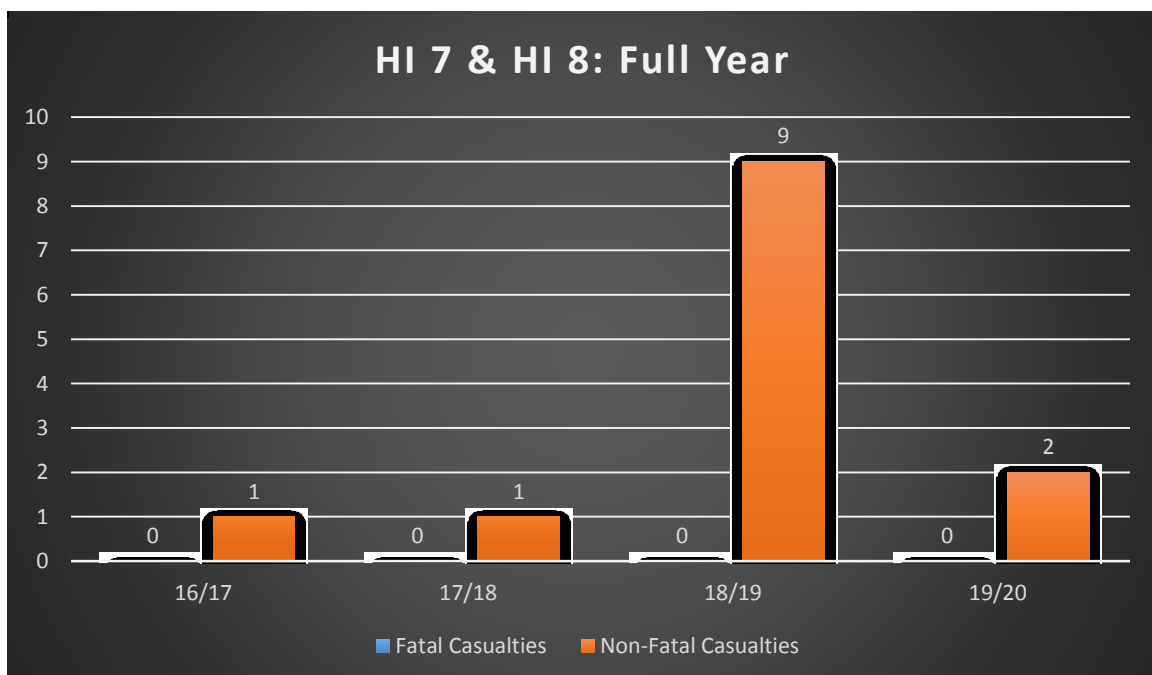
There were **62** Deliberate Secondary Fires reported during the reporting period. There were **44** fires involving outdoor structures/refuse and **14** involving grassland/forestry/crops. This is an increase of **3** compared to the same period last year.

## Priority 5: Built Environment

### HI 6: Non-Domestic Building Fires



### HI 7: Fatal Fire Casualties in Non-Domestic Buildings and HI 8: Non-Fatal Fire Casualties in Non-Domestic Buildings



### **Indicator Description;**

These headline and indicators targets cover the types of non-domestic buildings applicable to Part 3 of the Fire (Scotland) Act 2005 and is designed to reflect the effectiveness of fire safety management in respect of these types of building. These include buildings such as Care Homes, Hotels, and Hospitals.

#### **HI 6 Non-domestic Building Fires Applicable to the Act**

As a headline target, the aim is to reduce the rate of accidental fires in non-domestic buildings (where the Act applies), by keeping these fires **below 21**, in Clackmannanshire each year.

#### **HI 7 Fatal Fire Casualties in Non- Domestic Building Fires Applicable to the Act**

As a headline target the aim is to have **zero Fatal Fire Casualties** in Non- Domestic buildings.

#### **HI 8 Non- Fatal Fire Casualties in Non-Domestic Building Fires Applicable to the Act**

As a headline target, the aim is to reduce the rate of Non-Fatal Fire Casualties in Non-Domestic Buildings by keeping these **below 1** in Clackmannanshire each year.

### **Performance Management;**

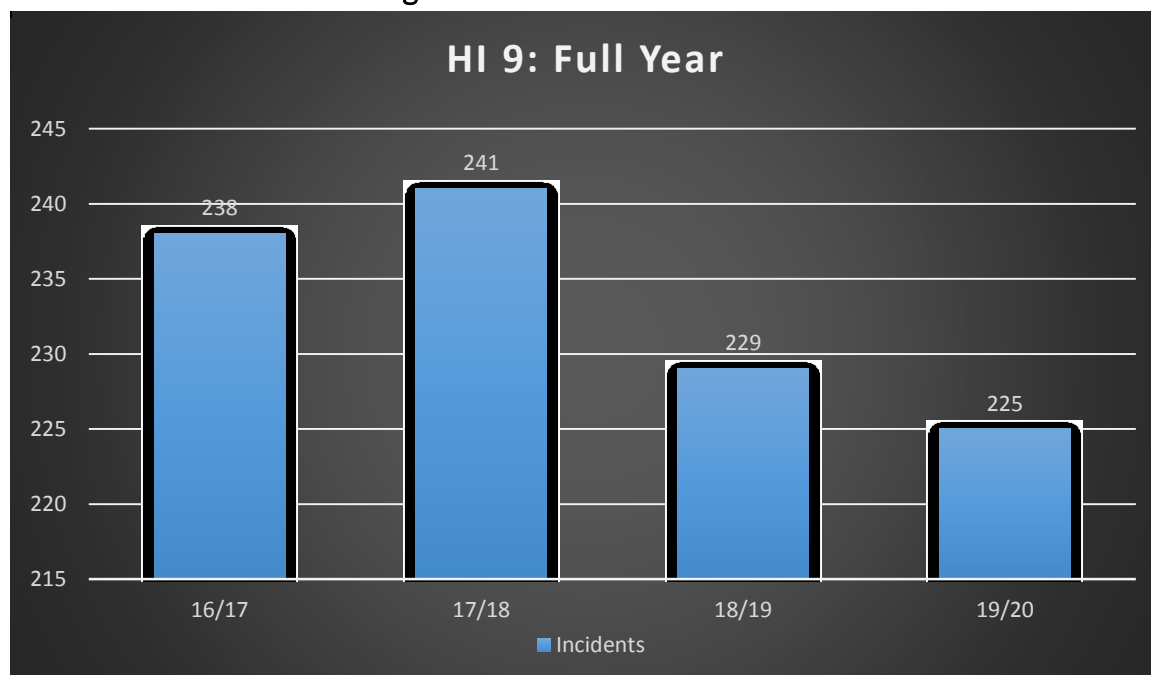
There were **17** Non-Domestic Building Fires during the reporting period. There were **2** fires involving garden sheds, **5** in prisons and the rest of the instances were single occurrences in various property types. There is no change compared to the same period last year.

There were **zero** Non-Domestic Fatal Casualties during the reporting period. This is the fifth consecutive year where there were no Fatal Casualties in Non-Domestic Building Fires.

There were **2** Non-Domestic Non-Fatal Casualties during the reporting period, which occurred within a prison establishment. This is a reduction of **7** compared to the same period last year.

## Priority 6: Unwanted Fire Alarm Signals

### HI 9: Unwanted Fire Alarm Signals



#### **Indicator Description;**

Automatic Fire Alarms (AFA) are fundamental to providing early warning from fire, giving people the chance to evacuate safely. However, to be effective, they must be properly installed, and a good fire safety management regime must be in place by the duty holder, so they do not activate where there is no fire.

Every Unwanted Fire Alarm Signal (UFAS) from an AFA has an impact in terms of unnecessary blue light journeys, redirecting SFRS resources away from other activities such as community safety work and causing considerable disruption to businesses.

#### **HI 9: Unwanted Fire Alarm Signals (UFAS)**

As a headline target, the aim is to improve fire safety management and awareness, by reducing the number of attendances to unwanted fire alarm signals from automatic systems in non-domestic buildings to **less than 239** each year.

## **Performance Management;**

During the reporting period we were called out to **225** Unwanted Fire Alarm Signals (UFAS). This was a reduction of **4** compared to the same period last year.

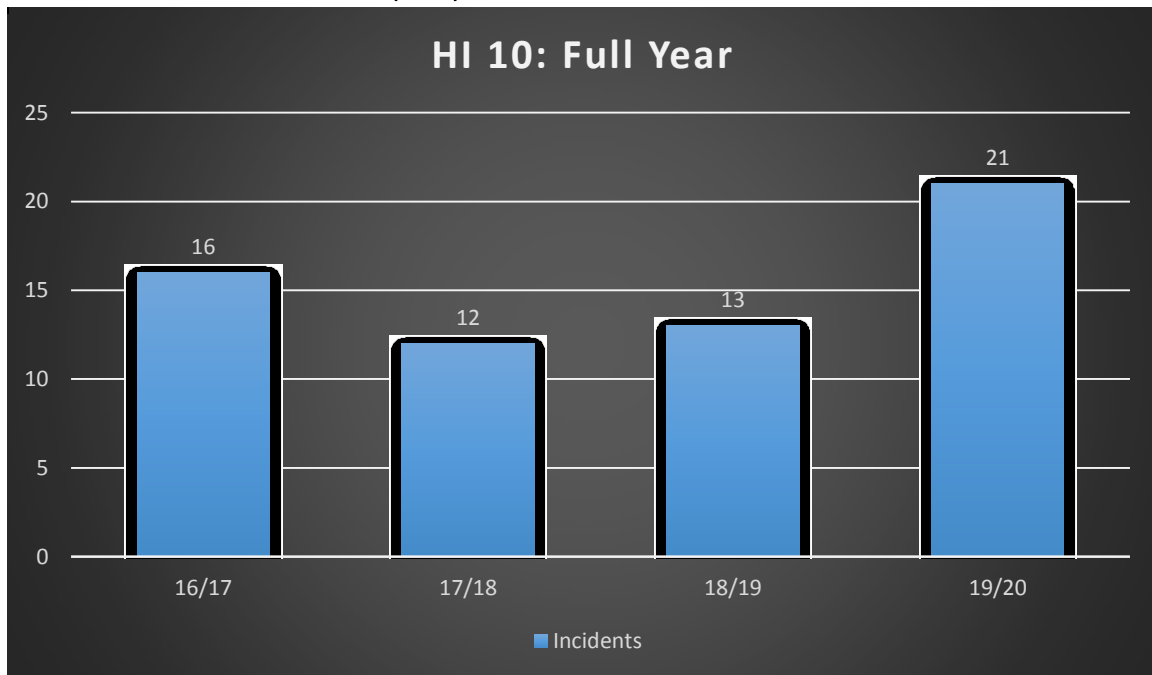
Below are examples of the most common type of UFAS incidents during the reporting period;

- Industrial Premises, warehouses, and bulk storage areas = **95**
- Residential Home, Nursing/Care = **39**
- Education Facilities = **44**
- Offices = **18**

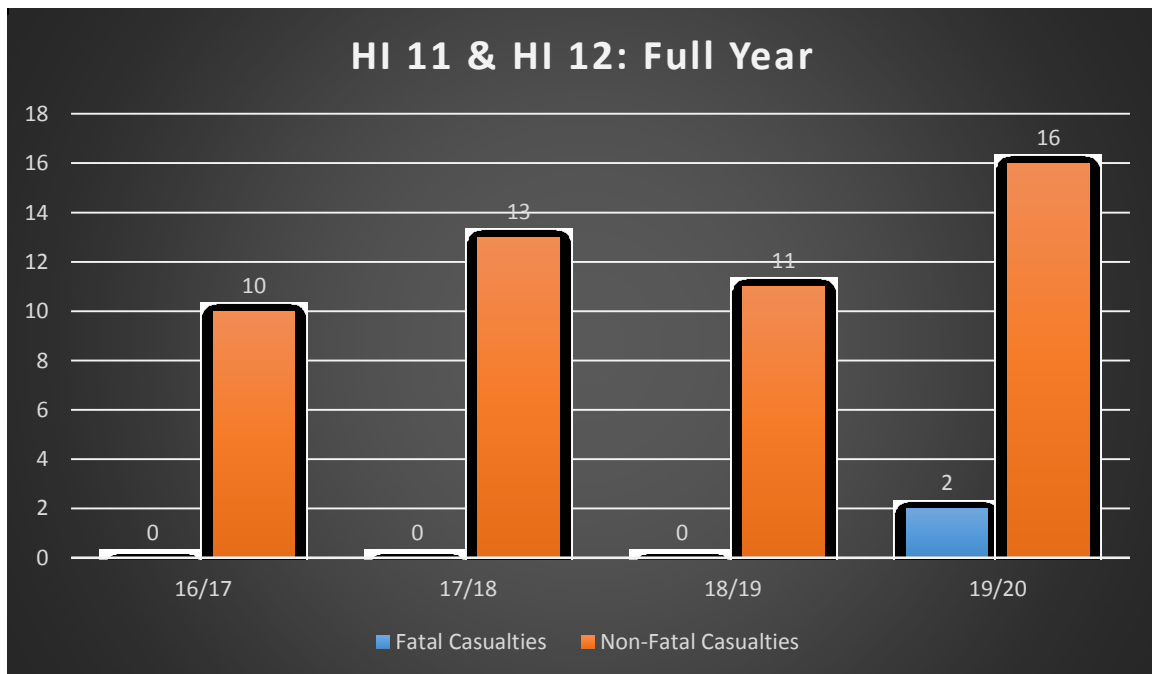
UFAS incidents create a significant number of unnecessary blue light journeys, placing our firefighters and communities at risk, and tying up resources that may be needed at a real emergency elsewhere. To reduce the impact of UFAS, we have introduced a process, that will ensure our weight and speed of response to UFAS incidents is based on risk.

## Priority 7: Transport and Environment

### HI 10: Road Traffic Collision (RTC) Incidents



### HI 11: Fatal RTC Casualties and HI 12: Non-Fatal RTC Casualties



## **Indicator Description;**

The SFRS has become increasingly involved in more non-related fire prevention work, in support of its role in promoting the wider safety and wellbeing of its communities. The headline indicators and targets reflect the fact that most of the non-fire related incidents attended by the SFRS in Clackmannanshire are RTC incidents.

### **HI 10: RTC Incidents**

As a headline target, the aim is to reduce the rate of RTC's in Clackmannanshire, by keeping them **below 16** each year.

### **HI 11: Fatal RTC Casualties**

As a headline target, the aim is to reduce the risk of death from RTC's in Clackmannanshire, by keeping **zero** Fatal RTC Casualties.

### **H12: Non- Fatal RTC Casualties**

As a headline target, the aim is to reduce the risk of injury from RTC's in Clackmannanshire by keeping them **below 12** each year.

## **Performance Management;**

We attended **21** RTC Incidents, to assist in the release/extrication of the occupants of the vehicles during the reporting period. This is an increase of **8** compared to the same period last year.

There were **two** Fatal RTC Casualties during the reporting period at RTC Incidents we attended. This is an increase of **2** compared to the same period last year.

There were **16** Non-Fatal casualties during the reporting period at RTC Incidents we attended. This was an increase of **5** compared to the same period last year.

## App 1 – Community Safety Engagement Activities

| Clackmannanshire Council Area                      |                  |
|--|------------------|
| Home Fire Safety Visits (HFSV) – 1/4/19 to 31/3/20 |                  |
| Risk Level   | Number Completed |
| High   | 415              |
| Medium   | 249              |
| Low  | 187              |
| <b>Total Completed</b>                             | <b>851</b>       |
| <b>AP1 Referrals</b>                               | <b>50</b>        |

| Clackmannanshire Council Area                              |                  |
|--|------------------|
| Community Safety Engagement Activities – 1/4/19 to 31/9/20 |                  |
| Activity   | Number Completed |
| School Talks   | 11               |
| Nursery Talks  | 4                |
| Group Talks  | 20               |
| Firework Talks   | 6                |
| Prison Talks   | 7                |
| Station Visits by Groups                                   | 17               |
| Gala Days  | 7                |
| British Heart Foundation Inputs                            | 1                |
| Open Days  | 8                |
| Post Incident Talk   | 1                |
| Promoting Home Fire Safety Visits                          | 9                |
| <b>TOTAL</b>   | <b>91</b>        |

### Other Community Safety Engagement Activities throughout 2019/20;

- After domestic fire incidents, SFRS crews offer Home Fire Safety Visits to neighbouring properties. This activity was carried out on **122** occasions during the reporting period.
- An Open Day was held at Alloa FS on 4<sup>th</sup> August 2019 where around 1000+ local people attended.
- Bonfire Awareness School visits were carried out by local SFRS operational crews, Community Action Team and partners, visiting both secondary and primary schools, highlighting the dangers of fireworks and anti-social behaviour around fireworks.

### Youth Engagement;

- A number of Youth Engagement Programmes were delivered in the Clackmannanshire Council area in 2019/20, specifically for care experienced children.
- Corporate Parenting; 'Oor Clacks Voices' over the summer holidays visited Alloa Fire Station in small groups (under 10s, 10 to 14s and 14 and over) along with Stirling Champions Board, to experience roles within the SFRS. A total of 10 days was spent across the various age groups discussing elements of fire safety and what is involved in the role of a firefighter (including Breathing Apparatus, CPR). These days culminated in a closed open day at Alloa Fire Station for all involved.
- 6 sessions were conducted for Lornshill secondary school students during their skills week, where they could have first-hand experience of various roles within SFRS and what they involve.



## Appendix 2 - Acts of Violence

There were **zero** reports of acts of violence towards firefighters during the reporting period, which reflects on the positive partnership working carried out within the Clackmannanshire Council area.



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**Report to: Partnerships & Performance Committee**

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**Date of Meeting: 29 October 2020**

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**Subject: Financial Performance 2020/21 – August Outturn**

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**Report by: Chief Finance Officer**

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## **1.0 Purpose**

- 1.1. This paper provides an update on the financial performance for the Partnerships and Performance Division of the Council in respect of revenue spend for the current financial year 2020/21. This is based on forecast information as at August 2020. Capital expenditure will be reported to the Audit Committee on 3 December 2020 as part of the overall Council's financial performance report.

## **2.0 Recommendations**

- 2.1 The Committee is asked to note the report, commenting and challenging as appropriate on:
- the forecast General Fund revenue overspend relating to the Partnership and Performance Division for the year of £0.074m;
  - the forecast centrally held Corporate Services revenue underspend for the year of £(0.496)m;
  - the forecast revenue underspend of the Clackmannanshire & Stirling Health & Social Care Partnership (HSCP) for the year of £(0.091)m, and
  - delivery of planned savings in the year forecasted to achieve 80.5%.

## **3.0 Background**

- 3.1 **Table 1** details the portfolios that are within the remit of the Partnerships & Performance Division:

**Table1**

|   |
|---|
| <b>PARTNERSHIP &amp; PERFORMANCE</b>    |
| <b>FINANCE &amp; REVENUES</b>           |
| <b>LEGAL &amp; GOVERNANCE</b>           |
| <b>HR &amp; WORKFORCE DEVELOPMENT</b>   |
| <b>PARTNERSHIP &amp; TRANSFORMATION</b> |

*Source: Organisational Redesign: Update June 2019*

#### **4.0 General Fund Revenue**

- 4.1 The Division's net service expenditure forecast before Corporate Services is reporting an overspend of £0.074m. This is an favourable movement of £0.050m since the finance update report to Council on 24 September 2020.
- 4.2 Corporate services is forecasting an underspend of £(0.496)m. There remains an overspend relating to the corporate redesign deferred saving due to the delay in implementation of the People Structure, this is offset by centrally held budgets recorded as underspends reported within the Services and unallocated funding received post budget setting awaiting further information.
- 4.3 **Appendix 1** provides an overview of the financial outturn position within each Service Expenditure area.
- 4.4 **Appendix 2** sets out the main variances and movement since last reported to Council on 24 September 2020.

#### **5.0 Clackmannanshire & Stirling Health and Social Care Partnership (HSCP)**

- 5.1 The Clackmannanshire Locality of the Health and Social Care Partnership is forecast to underspend by £0.091m. This is an adverse movement of £ 0.387m since last reported to Council on 24 September 2020.

This forecast is subject to a significant degree of uncertainty owing to Covid19. Whilst the forecast is based on current commitments and activity levels, these are subject to change depending on the future course of the pandemic and the future configuration and design of services aligned to the partnerships strategic priorities.

The forecast assumes that service volumes will continue at their current levels but any further increases in activity levels will directly impact forecast expenditure. In addition the forecast does not include support payments to care providers and other exceptional costs relating to Covid19 that are being managed centrally through the Partnership and charged to the Local Mobilisation Plan (LMP) Funding being received from Scottish Government.

The key issue for the Partnership will be to what extent the additional funding provided through the Mobilisation Fund will fully meet the additional costs associated with Covid19 including the impact on the Transforming Care

Programme and associated savings delivery. Clarity on this point continues to be sought from the Scottish Government.

5.2 **Appendix 3** sets out the main variances and movement since last reported to Council on 24 September 2020.

5.3 It is proposed that the HSCP budget is re-aligned more closely reflect service delivery and expenditure patterns, align to strategic priorities and direct resources to the areas of demand. This exercise is being overseen by the HSCP Senior Management Team.

5.4 The projection for the Clackmannanshire locality should also be viewed in the context of the overall financial position of the partnership.

## **6.0 2019/20 Savings Progress**

6.1 The 2020/21 budget incorporated approved savings of £3.343m. Of this total, £0.810m is attributable to the Partnership & Performance Division.

6.2 Based on analysis to date, savings of £0.653m (80.5%) are forecast to be achieved with £0.158m (19.5%) being forecast as at risk or unachievable in 2020/21. This position of savings achieved has increased from 78.8% since last reported to Council on 24 September 2020.

6.3 **Appendix 4** provides details of budgeted 2020/21 savings progress and shows details of the savings that have been identified as either Amber or Red. These mainly relate to the timing of savings realisation. Services supported by the accountancy team will continue to work together to achieve the approved savings or identify compensatory savings by the end of the financial year.

## **7.0 Conclusions**

7.1 The Partnership & Performance Division revenue spend is anticipating an overspend in Performance of £0.074m and an underspend in Corporate Services of £ (0.496) m.

7.2 The Clackmannanshire & Stirling, Health & Social Care Partnership (HSCP) is forecasting a revenue underspend for the year of £ (0.091) m.

7.3 Of the associated £0.810m approved savings, £0.653m (80.5%) is forecast to be achieved by the year end.

## **8.0 Sustainability Implications**

8.1 None

## **9.0 Resource Implications**

9.1 *Financial Details*

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

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

9.4 *Staffing*

9.5 None

## 10.0 Exempt Reports

10.1 Is this report exempt? No

## 11.0 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)

## 12.0 Equalities Impact

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

## 13.0 Legality

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

## 14.0 Appendices

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

Appendix 1- Financial Outturn position at August 2020

Appendix 2- Outturn variance and variance movement at August 2020

Appendix 3- HSCP Outturn variance and variance movement at August 2020

Appendix 4- 2020/21 Savings progress at August 2020

## 15.0 Background Papers


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

Yes  (please list the documents below) No

### Author(s)

| NAME               | DESIGNATION                           | TEL NO / EXTENSION |
|--------------------|---------------------------------------|--------------------|
| Elizabeth Hutcheon | Management Accountancy<br>Team Leader | 6214               |

### Approved by

| NAME            | DESIGNATION                                     | SIGNATURE  |
|-----------------|---|--|
| Stuart Crickmar | Strategic Director<br>Partnership & Performance |  |





## Partnership & Performance Summary 2020/21

Appendix 1

|   | <i>Annual Budget<br/>2020/21<br/>£'000</i> | <i>Forecast to<br/>March 2021<br/>£'000</i> | <i>Variance Forecast<br/>to Budget<br/>£'000</i> |
|---|--|---|--|
| Resource & Governance                     | 6,156                                      | 6,190                                       | 33   |
| Strategy & Customer Services              | 1,689                                      | 1,741                                       | 52   |
| Executive Team                            | 2,870                                      | 2,894                                       | 23   |
| Development & Environmental               | 739  | 742   | 3  |
| Housing & Community Safety                | 8,311                                      | 8,273                                       | (39)   |
| <b>Division Expenditure</b>               | <b>19,766</b>                              | <b>19,840</b>                               | <b>74</b>  |
| Corporate Services                        | 616  | (29)  | (645)  |
| Misc Services - Non Distributed Costs     | 1,312                                      | 1,312                                       | 0  |
|   | 1,928                                      | 1,283                                       | (645)  |
| <b>less allocated to non general fund</b> | <b>(1,305)</b>                             | <b>(1,305)</b>                              | <b>0</b>   |
|   | 623  | (22)  | (645)  |
| Add requisitions from joint boards        |  |   |  |
| Central Scotland Valuation Joint Board    | 454  | 454   | 0  |
| Add/Deduct                                |  |   |  |
| Interest on Revenue Balance               | (91)                                       | (10)  | 81   |
| Loans Fund Contribution                   | 5,770                                      | 5,838                                       | 68   |
| Contribution to Bad Debt Provision        | 200  | 200   | 0  |
| <b>Total Corporate Services</b>           | <b>6,956</b>                               | <b>6,460</b>                                | <b>(496)</b>                                     |
| Health & Social Care Partnership          | 19,041                                     | 18,950                                      | (91)   |

Partnerships & Performance Directorate  
Variances at 31st August 2020

Appendix 2

| Partnership & Performance    | Annual Budget 2020/21 | Forecast to March 2021 | Variance Forecast to Budget at August | Variance due to Covid | Variance due to Non Covid | Variance Forecast to Budget at June | Variance movement June to August | Narrative  |
|------------------------------|-----------------------|------------------------|---------------------------------------|-----------------------|---------------------------|-------------------------------------|----------------------------------|--|
|                              | £'000                 | £'000                  | £'000                                 | £'000                 | £'000                     | £'000                               | £'000                            |  |
| Resource & Governance        | 6,156                 | 6,190                  | 33                                    | 4                     | 29                        | 46                                  | (13)                             | <p><b>Accountancy:</b> Underspend of £(0.041)m, movement of £(0.018)m. £(0.035)m underspend and £(0.018)m movement is due to staffing. £(0.006)m underspend in postage, stationery and subscriptions.</p> <p><b>Corporate training:</b> Underspend of £(0.016)m, due to a delay of courses as a result of <b>Covid</b> lock down restrictions.</p> <p><b>Elections:</b> Underspend of £(0.058)m, due to only 1 by-election being planned in November 2020.</p> <p><b>IT:</b> Overspend of £0.114m, movement of £(0.004)m. £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 <b>Covid</b> 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. Movement of £(0.004)m from various small underspends.</p> <p><b>HR:</b> Underspend of £(0.017), movement of £0.009m due to staffing.</p> <p><b>Legal, Democracy &amp; Audit:</b> Overspend of £0.006m due to unachievable income.</p> <p><b>Head of Service:</b> Overspend of £0.046m relating to a legacy unachievable saving on staffing from 17/18.</p> |
| Strategy & Customer Services | 1,688                 | 1,741                  | 52                                    | 27                    | 26                        | 56                                  | (4)                              | The Registrar's service lack of income is now forecast to overspend by £0.091m of which £0.027m can be attributed to <b>Covid</b> with the balance remaining continuing to be for Scottish Certificates. This is an improvement of (£0.009m) from June. 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 £(0.088)m. This has reduced by £0.006m as a result of enabling staff to work from home. This leaves the forecast at August 2020 as an overspend of £0.053m.  |
| Executive Team               | 2,870                 | 2,894                  | 23                                    | 0                     | 23                        | 21                                  | 2                                | Period when Strategic Director of Partnership & Performance was Acting Chief Executive.  |
| Development & Environmental  | 739                   | 742                    | 3                                     | 69                    | (66)                      | (5)                                 | 8                                | <p><b>Licencing:</b> Overspent by £0.055m, movement of £(0.001)m. Overspend due to decrease in alcohol and civil licence income as a result of <b>Covid</b>. Movement due to various small underspends.</p> <p><b>Trading Standards:</b> Underspent by £(0.052)m, movement of £(0.004). Underspend and movement due to a reduction in service cost with Stirling Council.</p> <p><b>Environmental Health:</b> No variance, movement of £0.014m. Movement is due to reduced income as a result of <b>Covid</b>.</p>   |
| Housing & Community Safety   | 8,311                 | 8,273                  | (39)                                  | 90                    | (129)                     | 5                                   | (44)                             | There is at present a forecast that expenditure on staffing within Revenues will be an underspend of £(0.138)m. This is an increase of £(0.039)m from June. There are currently adverts out to fill some posts. 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 £0.090m, a reduction of £(0.014)m from June. The Scottish Welfare Fund is forecast £0.005m over awaiting on additional funding from the Scottish Government.   |
| <b>Division Total</b>        | <b>19,765</b>         | <b>19,840</b>          | <b>74</b>                             | <b>190</b>            | <b>(116)</b>              | <b>123</b>                          | <b>(50)</b>                      |  |
| Corporate Services           | 6,956                 | 6,460                  | (496)                                 |                       | (496)                     | (580)                               | 84                               | Underspend due to additional grant funding allocated post budget setting held corporately offset by organisational restructure saving within People Directorate and other small corporate savings held centrally. There is a forecast overspend within Loans Fund and interest receivable, this is due to a combination of very low interest rates on working balances investments and the anticipated redemption of investments held.   |
| <b>Corporate Services</b>    | <b>6,956</b>          | <b>6,460</b>           | <b>(496)</b>                          | <b>0</b>              | <b>(496)</b>              | <b>(580)</b>                        | <b>84</b>                        |  |

| Annual Budget 2020/21             | Annual Budget 2020/21 | Forecast to March 2021 | Variance Forecast to Budget at August | Variance due to Covid | Variance due to Non Covid | Variance Forecast to Budget at June | Variance movement June to August | Narrative  |
|-----------------------------------|-----------------------|------------------------|---------------------------------------|-----------------------|---------------------------|-------------------------------------|----------------------------------|--|
|                                   | £'000                 | £'000                  | £'000                                 | £'000                 | £'000                     | £'000                               | £'000                            |  |
| <b>Employees</b>                  |                       |                        |                                       |                       |                           |                                     |                                  | Underspend across a range of services: including: Integrated Mental Health £(414k); Disability Day Care £(198k); Assessment & Care Management £(210k); Business Support £(145k). There is a forecast overspend at Menstrie House of £100k<br>A proposal to re-align budgets and direct resources to those areas under pressure is to be brought forward. |
|                                   | 8,501                 | 7,634                  | (867)                                 | 0                     | (867)                     | (842)                               | (25)                             |  |
| <b>Long Term Care</b>             |                       |                        |                                       |                       |                           |                                     |                                  |  |
| <b>Nursing Homes</b>              |                       |                        |                                       |                       |                           |                                     |                                  | Nursing Home places fell by 30 at the start of the year but have now started to rise and now stand at around 160 as homes have re-opened to admissions. Savings will be offset by Relief Payments to Providers through the Mobilisation Fund.  |
|                                   | 7,594                 | 6,855                  | (740)                                 | (740)                 | 0                         | (1,034)                             | 294                              |  |
| Residential Homes                 | 3,594                 | 3,593                  | (1)                                   | 0                     | (1)                       | 18                                  | (19)                             | Overall numbers remain stable at around 60.  |
| <b>Community Based Care</b>       |                       |                        |                                       |                       |                           |                                     |                                  |  |
| <b>Care at Home</b>               |                       |                        |                                       |                       |                           |                                     |                                  | Current commitments have increased by 400 hours/week since the start of the year to stand at 10,700 hours/week.  |
|                                   | 7,176                 | 8,674                  | 1,498                                 | 0                     | 1,498                     | 1,316                               | 182                              |  |
| Day Care                          | 230                   | 268                    | 39                                    | 0                     | 39                        | 67                                  | (28)                             | Day Care for approximately 42 service users of which 19 have complex needs.  |
| Direct Payments                   | 953                   | 954                    | 2                                     | 0                     | 2                         | 58                                  | (56)                             | Numbers are stable with 70 service users receiving a direct payment.   |
| Housing Aids and Adaptations      | 159                   | 164                    | 5                                     | 0                     | 5                         | 5                                   | 0                                | Demand driven adaptations within private sector homes.   |
| Housing with Care                 | 163                   | 278                    | 115                                   | 0                     | 115                       | 115                                 | (0)                              | This budget is for Supported Accommodation provided by external organisations  |
| Respite                           | 129                   | 87                     | (42)                                  | 0                     | (42)                      | (76)                                | 34                               | Costs for respite have increased since June as Respite plans for the year are confirmed.   |
|                                   |                       |                        |                                       |                       |                           |                                     |                                  |  |
| <b>Misc. Third Party Payments</b> |                       |                        |                                       |                       |                           |                                     |                                  | This heading covers various payments to other agencies including other local authorities, registration fees and payments to voluntary organisations.<br>The underspend relates to growth funding awarded in the 2020/21 budget that is to be allocated. A report will go to IJB to realign budgets   |
|                                   | 1,771                 | 1,160                  | (610)                                 | 0                     | (610)                     | (610)                               | (0)                              |  |
| <b>Supplies and Services</b>      |                       |                        |                                       |                       |                           |                                     |                                  |  |
| <b>Supplies and Services</b>      |                       |                        |                                       |                       |                           |                                     |                                  | 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 £(17k) Insurance, £(18k) and Office Costs £(26k).  |
|                                   | 372                   | 433                    | 61                                    | 0                     | 61                        | 61                                  | 0                                |  |
| Premises Expenditure              | 11                    | 25                     | 13                                    | 0                     | 13                        | 13                                  | 0                                | The budget covers cleaning materials within operational buildings.   |
| Transport Expenditure             | 48                    | 43                     | (5)                                   | (5)                   | 0                         | (5)                                 | (0)                              | Travel costs are forecast to underspend as a result of reduced amounts of travel in the first quarter.   |
| <b>Income</b>                     |                       |                        |                                       |                       |                           |                                     |                                  |  |
| <b>Income</b>                     |                       |                        |                                       |                       |                           |                                     |                                  | Income forecast is less than budget this year as a result of a reduced level of client contributions. This is as a result of less people being in long term care (Covid related).  |
|                                   | (4,390)               | (3,958)                | 432                                   | 432                   | 0                         | 427                                 | 5                                |  |
| Resource Transfer (Health)        | (7,271)               | (7,262)                | 9                                     | 0                     | 9                         | 9                                   | 0                                | Includes Income from NHS, integration funding and contributions for complex care.  |
|                                   |                       |                        |                                       |                       |                           |                                     |                                  |  |
| <b>Total</b>                      | <b>19,040</b>         | <b>18,950</b>          | <b>(91)</b>                           | <b>(312)</b>          | <b>222</b>                | <b>(478)</b>                        | <b>387</b>                       |  |

Management Efficiencies

| Service Reference | Description of Saving   | 2020/21 £      | Achieved/ Likely to be achieved £ | Amber £        | Red £    | Service Updates  |
|-------------------|---|----------------|-----------------------------------|----------------|----------|--|
| P&PF&R6           | Move to rolling Asset Valuation   | 66,000         | 66,000                            |                |          | Saving achieved  |
| P&PHMHB1          | Rent Rebates Rent Allowances - reduce current budget provision in conjunction with Homeless CASH                  | 266,000        | 176,000                           | 90,000         |          | Current data suggests saving partially achievable          |
| P&PHMHB1          | Rent Rebates Rent Allowances - reduce current budget provision in conjunction with Homeless                       | 250,000        | 250,000                           |                |          | Current data suggests saving achievable                    |
| P&PHR1            | Reduce Corporate Training Budget  | 23,800         | 23,800                            |                |          | Saving achieved  |
| P&PHR2            | HR- Supplies and Services budget reduction  | 4,125          | 4,125                             |                |          | Saving achieved  |
| P&PHR3            | HR- Reduction in Admin Support - Vacancy  | 27,159         | 27,159                            |                |          | Saving achieved  |
| P&PLE1            | Legal-Supplies and Services budget reduction  | 498            | 498                               |                |          | Saving achieved  |
| P&PF&R1           | Finance- Reduction in Postages Budget   | 5,000          | 5,000                             |                |          | Saving achieved  |
| P&PF&R3           | Credit Card Rebate  | 10,000         | 2,000                             | 8,000          |          | Work not able to progress on this due to COVID priorities. |
| P&PS&P1           | Partnerships-Budget Realignment   | 10,000         | 10,000                            |                |          | Saving achieved  |
| P&PS&P6           | Newspaper Copyright   | 1,500          | 1,500                             |                |          | Saving achieved  |
| P&PF&R4           | Treasury Contract price reduction   | 3,000          | 3,000                             |                |          | Saving achieved  |
| P&PLE2            | Legal & Democracy Efficiencies  | 6,592          | 6,592                             |                |          | Saving achieved  |
| P&PF&R5           | Finance & Revenues Efficiencies   | 30,000         | 30,000                            |                |          | Saving achieved  |
| P&PS&P7           | Research & Information Officer Vacancy - CASH for 2 years   | 37,000         | 37,000                            |                |          | Saving achieved  |
| P&PHR4            | Shared Cost/Salary Sacrifice Additional Voluntary Contribution (SCAVC) Scheme - savings on Tax & NI contributions | 20,000         | 10,000                            | 10,000         |          | Transferred to new AVC scheme in August 2020               |
|                   |   |                |                                   |                |          |  |
| <b>Total</b>      | <b>Management Efficiencies</b>  | <b>760,674</b> | <b>652,674</b>                    | <b>108,000</b> | <b>0</b> |  |

Prior Years

| Service Reference | Description of Saving                              | 2020/21 £     | Achieved/ Likely to be achieved £ | Amber £       | Red £    | Service Updates   |
|-------------------|--|---------------|-----------------------------------|---------------|----------|---|
|                   | 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. |
|                   |  |               |                                   |               |          |   |
| <b>Total</b>      | <b>Prior Years</b>                                 | <b>50,000</b> | <b>0</b>                          | <b>50,000</b> | <b>0</b> |   |

| Summary By Type         | 2020/21 £      | Achieved/ Likely to be achieved £ | Amber £        | Red £    |
|-------------------------|----------------|-----------------------------------|----------------|----------|
| Management Efficiencies | 760,674        | 652,674                           | 108,000        | 0        |
| Policy                  | 0              | 0                                 | 0              | 0        |
| Prior Years             | 50,000         | 0                                 | 50,000         | 0        |
| <b>Total Division</b>   | <b>810,674</b> | <b>652,674</b>                    | <b>158,000</b> | <b>0</b> |

check

80.5% 19.5% 0.0%

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**Report to:** Partnership & Performance Committee

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**Date of Meeting:** 29 October 2020

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**Subject:** Update on the Strategic Workforce Plan (2019-22)

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**Report by:** Team Leader - Workforce Development & Learning

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### 1.0 Purpose

1.1 The following report provides an update on the Council's Strategic Workforce Plan (2019-22) in light of the ongoing Coronavirus pandemic.

### 2.0 Recommendations

Members of the Partnership & Performance Committee are asked to:

2.1 **Note** the impact of the pandemic on the Strategic Workforce Plan (2019-22); and

2.2 **Note** the updated Workforce Development Delivery Plan, the narratives provided, and revised timescales where appropriate.

### 3.0 Background

3.1 The Strategic Workforce Plan (2019-22) was approved by Council in February 2019. The Workforce Plan outlines the priority workforce development requirements for the Council over a 3 year period, focussing on the delivery of:

- A positive and inclusive organisational culture;
- A sustainable and resilient workforce;
- A workforce which feels supported, empowered, respected and engaged; and
- A workforce which has the knowledge, skills and behaviours capable of meeting future demands.

3.2 Since approval of the Workforce Plan, Officers have continued to progress actions with the last progress report being submitted to the Partnership and Performance Committee in November 2019. As of the November update, all actions were within allocated timescales.

- 3.3 Since late March 2020 the Council has had to deal with the unprecedented circumstances which the Coronavirus pandemic has created for our organisation. In particular, the pandemic has significantly impacted our workforce in terms of:
- Working practices (in particular the move to remote working);
  - Organisational culture (team working and relations);
  - Internal communications and feedback; and
  - Employee health and well being.
- 3.4 In reaffirming the need to address these impacts as part of the Council's recovery and renewal work, the Chief Executive identified the Council's workforce as one of seven key priorities which will be addressed within the Be the Future programme, and, as part of the Council's wider strategic framework via the Strategic Workforce Plan (2019-22).<sup>1</sup>
- 3.5 As a result, whilst the overarching workforce development priorities for the Council remain unchanged (as per s3.1 of this report), some of the actions within the Workforce Development Delivery Plan need revised to account for the impact which the pandemic has had on our organisation, and the priorities identified within the Be the Future update paper of 10 September 2020.

#### **4.0 Revised Workforce Development Delivery Plan**

- 4.1 Annex A of this report provides an updated Workforce Development Delivery Plan. The updated plan outlines actions which have been completed, are in progress, or are now overdue from their original timescales.
- 4.2 Additionally, the Workforce Development Delivery Plan notes actions which have been revised due to the challenges which the pandemic has created, and the response, recover and renew work now underway. A brief summary of the key challenges (as per s3.3. of this report) are provided below.

##### *Internal communications & staff Feedback*

- 4.3 With a significant portion of the Council's workforce now remote working (or experiencing changes to their normal working practices) there is a more urgent need to undertake an in depth appraisal of the Council's internal communications strategy - with particular emphasis on creating engaging, two way feedback mechanisms for provision of information, and feedback from staff.
- 4.4 This challenge is reflected in the most recent Be the Future update to Council, where it was noted that the response, recover and renewal work from the pandemic would be predicated on "a continued and evolving focus on...communication, engagement, and contact mechanisms for elected members, staff and managers".<sup>2</sup>

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<sup>1</sup> Report to Council – Be the Future Update, 10 September 2020.

<sup>2</sup> Report to Council – Be the Future Update, 10 September 2020: Para 4.5

- 4.5 In order to address this challenge, colleagues across our Communications and HR & Workforce Development teams have been working collaboratively to create a communications and workforce programme which will address key issues arising from the pandemic, and which will seek to provide a continuum to work undertaken pre-covid in support of promoting the Council's vision, values, and Be the Future priorities.
- 4.6 Additionally (and following the Coronavirus Staff Wellbeing Survey in May 2020) the Council wide Staff Survey for 2020 will, for this year, be reviewed and amended to better represent the key priorities which the pandemic has created. This includes a renewed focus on staff health and wellbeing, remote working, and effectiveness of internal communications processes. Via partnership working with out external partners at Craigforth, it is expected that the survey review will take place in September 2020, with roll out of the survey in late October 2020.

*Working Practices & Organisational Culture (team working)*

- 4.7 One of the most immediate changes which the pandemic has created for our organisation is the shift in staff working practices and organisational culture – whereby a significant proportion of staff have moved to either remote working, have experienced extended periods out-with their normal working environments, or have had changes to shift or working patterns and practices.
- 4.8 Whilst the Health and Wellbeing Survey undertaken at a relatively early stage of the pandemic (May 2020) indicated positive experiences from the majority of respondents, it is important that our organisation continues to offer support and training for managers with the aims of maintaining positive working experiences for all staff.
- 4.9 As part of the Council's pandemic response colleagues within HR & Workforce Development have worked at pace over lockdown, and in partnership with Forth Valley College, to scope out, develop and roll out a programme of management training which seeks to specifically address the changes which the pandemic has created.
- 4.10 The Promoting Good Conversations training programme offers a range of interventions for all management levels, including:
- Use of MS Teams for effective team management
  - Adapting to working from home & mental health awareness;
  - Insights into effective communication skills;
  - Coaching & mentoring; and
  - How to lead and motivate high performance teams

- 4.11 Currently, all 40 spaces on the programme are subscribed to, with 22 managers on the waiting list for further cohorts. It is expected that additional cohorts will be available in 2020/21 via the Scottish Government's Flexible Workforce Development Fund, or should it be necessary, through use of the corporate training budget.
- 4.12 In addition to the more immediate leadership response, the pandemic has also forced a wider review of the Council's approach to leadership and management development. With a planned Prior Information Notice (PIN) for the procurement of leadership development programmes being delayed due to pandemic, colleagues in HR & Workforce Development are now taking the opportunity to realign expected outcomes of our development programmes to address the new challenges which the pandemic has created.
- 4.13 Allied to this, the Council's Senior Managers Forum (SMF) has also undergone revision, with a shift to a new Senior Leadership Forum, the first meeting of which took place on 14 September 2020. This new forum, building on the leadership experiences and challenges from the pandemic, seeks to provide a platform for collaboration and innovation amongst our senior leaders, and is closely aligned to both the priorities as identified in the Be the Future programme and the response, recover and renew work which is now underway.

#### *Employee Health and Wellbeing*

- 4.14 Tied closely to the changes in working practices and culture is the effect of the pandemic on staff health and well being. Indeed, staff health and wellbeing as a priority cuts across all the areas as noted at s3.3 of this paper, and was recently reaffirmed by the Chief Executive in the Be the Future Update paper to Council, where it is noted that the organisations experiences from the pandemic suggests "a need to prioritise how we maximise the opportunity for staff empowerment...and better sustain support for employee wellbeing within the new operating context".<sup>3</sup>
- 4.15 In addressing this significant challenge, the Council's health and safety team have worked to ensure that staff have access to a range of resources in relation to maintaining their health and well being (for instance when working from home, or experiencing other challenges which the pandemic may bring). The majority of these resources are accessible via the [clacks.gov.uk/staff](https://clacks.gov.uk/staff) website, and there continues to be pro-active development of new resources as issues, and areas of priority focus, are identified.
- 4.16 Additionally, HR & Workforce Development colleagues are now looking to develop further information and resources via the Forth Valley LRP (Local Resilience Partnership). Whilst complimentary to the work already undertaken in support of staff health and well being, this approach to partnership working across the forth valley region ensures consistency in what is offered, and creates a strategic approach to staff health and wellbeing which cuts across all Council directorates.

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<sup>3</sup> Report to Council – Be the Future Update, 10 September 2020: Para 5.5



- 4.17 In addition to the resources on the Council's website, staff can now access a range of resources and training hosted via the Clacks Academy Elearning portal. Designed to be accessible at anytime, and from any device, the portal gives all staff access to information on mental health, general wellness, and stress management both from a staff and management perspective.
- 4.18 Whilst the above gives staff access to a wide range of resources, it is recognised that consideration is now needed as to how we promote and enable access for all, regardless of working pattern, location or role. This will be addressed via the work noted as paragraph 4.3 of this report.

### *Workforce Planning*

- 4.19 The Council's initial pandemic response saw staff from across all directorates volunteer, to be temporarily redeployed, or assist in more informal capacities in order to maintain services and respond to what was and still is a rapidly evolving crisis. Many of these employees were able to assist as a result of their normal duties temporarily ceasing, or through changes to working patterns or practices.
- 4.20 However, since this initial response, and with many Council services having resumed in line with the national route map, it is necessary to recognise the need to be able to balance a sustained and dynamic emergency response, critical recovery and renewal activity, and the maintenance of core day to day services to our citizens and partners.
- 4.21 Whilst the Council's Temporary Redeployment process, agreed in conjunction with our recognised Trade Unions, has allowed for movement of staff across Directorates to assist with the organisational response to the pandemic, it is clear that a flexible deployment of resources in support of pandemic response, will be required over the next 6 to 18 months.
- 4.22 This work, which is being progressed for example, to enable Support for Isolation. As such, embedded directorate based workforce planning arrangements will continue to be crucial over the next year so as to create sufficient flexibility , particularly where additional pandemic responses could create unsustainable pressure on normal Council functions.

## **5.0 Sustainability Implications**

- 5.1 None

## **6.0 Resource Implications**

- 6.1 All actions in support of the Strategic Workforce Plan will be taken forward by existing members of the HR & Workforce Development team, with support of colleagues from other Council directorates where necessary.

6.2 It should, however, be noted that where the Council continues to prioritise workforce development and support (including both pandemic response and wider staff upskilling) this may result in the need to bolster the resources available to scope, develop, and roll out development programmes, or provide more targeted organisational development support to Council directorates.

## 7.0 Financial Details

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

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

## 8.0 Staffing

8.1 None

## 9.0 Exempt Reports

9.1 Is this report exempt? No

## 10.0 Declarations

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

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

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

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".

ANNEX A – Workforce Development Delivery Plan

**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)**

| NAME          | DESIGNATION                                    | TEL NO / EXTENSION |
|---------------|--|--------------------|
| Alastair Hair | Team Leader – Workforce Development & Learning | 2045               |

**Approved by**

| NAME            | DESIGNATION                                  | SIGNATURE   |
|-----------------|--|---|
| Stuart Crickmar | Strategic Director Partnership & Performance |  |



## ANNEX A: Workforce Development Delivery Plan

The following annex provides an update on actions as identified within the 2019-22 Workforce Development Delivery Plan.

| PRIORITY- To create a positive and inclusive organisational culture  |                      |   |                  |  |
|--|----------------------|---|------------------|--|
| Action   | Staff Survey Output? | Update  | Revised due date | Outcome KPI(s)   |
| Review our Core Competency Framework so as to link in with Council values  | Yes                  | STATUS: <b>OVERDUE</b><br>Narrative: This action was due in June 2020 but has been delayed due to the Council's coronavirus response.<br><br>Output(s): None.   | Sep-21           | % of staff clear about how they contribute to the organisations goals      |
| When preparing leadership Management Development proposals, ensure our approach incorporates opportunities for all levels of management. | Yes                  | STATUS: <b>COVID 19 REVISED</b><br>Narrative: The issuing of a Prior Information Notice (PIN) to the open market was delayed due to the Council's pandemic response. However, as a result of emerging priorities and areas of focus (as per the iESE recommendations and Be the Future programme) our leadership development proposals now need revised to ensure they are reflective of emerging leadership challenges.<br><br>Output(s): L&MD Programme proposals which address all levels of management. | Nov 2020         | % staff commenting positively in relation to Staff Survey Leadership theme |
| Leadership and Management Development approach to include both transformational change, and resilience training                          | No                   | STATUS: <b>COMPLETE</b><br>Narrative: L&MD proposals include reference to the need for further upskilling of managerial staff in resilience and transformational change.<br><br>Output(s): Transformational change skills now included within L&MD proposals.   | Jul 2019         | % staff commenting positively in relation to Staff Survey Leadership theme |

|  |     |   |           |   |
|--|-----|---|-----------|---|
| Evaluate communication channels for 'hard to reach' groups in order to improve engagement  | Yes | <p>STATUS: <b>COVID 19 REVISED</b></p> <p>Narrative: Since being initially defined, the pandemic has merited the need for a more holistic review of internal communications within the Council. This includes undertaking an options appraisal of available methods and systems which will enhance two communication, and open up how all staff receive important messages in a timely manner.</p> <p>Output(s): Communications and Workforce Programme in support of the Council's response, recover and renewal work</p>  | Dec 21    | <p>% of staff who get the information and updates needed to do their job well</p> <p>% of staff who's ideas are listened to, and acted upon</p> |
| Explore options for capturing staff ideas on an on-going basis (staff suggestions)   |     |   |           |   |
| Ensure our Corporate Plan, vision and values are visible to staff, and form part of their day to day work                              | Yes | <p>STATUS <b>COVID 19 REVISED</b></p> <p>Narrative: As a long term goal, work to date has included a revised communication strategy (draft), wider staff engagement processes, and smaller initiatives designed to promote our vision and values at various Council sites.</p> <p>There is now a need for a more planned approach to how the Council's vision, values and Be the Future programme are promoted, as noted via the most recent update to Council (10 Sept 2020) and through recommendations following the work undertaken by iESE (across summer 2020).</p> <p>Output(s): Communications and Workforce Programme in support of the Council's response, recover and renewal work</p> | Dec 21    | % of staff who are clear about how they contribute to the organisation's goals  |
| In line with Policy Group schedule of work review the Council's recruitment procedures to ensure a clear link to our vision and values | No  | <p>STATUS: <b>COMPLETE</b></p> <p>Narrative: This work is to be undertaken in line with the policy review schedule, with our Recruitment Policy and Procedure due for review in December of 2019.</p> <p>Output(s): None.</p>   | Sept 2019 | % of staff who are clear about how they contribute to the organisation's goals  |

| PRIORITY - To have a sustainable and resilient workforce  |                      |  |          |  |
|---|----------------------|--|----------|--|
| Action  | Staff Survey Output? | Update   | Due Date | Outcome KPI(s)   |
| Undertake a matching exercise, designed to explore how the Council currently meets the Fair Work Framework dimensions, and the work required for future alignment | No                   | <p>STATUS: <b>COMPLETE</b></p> <p>Narrative: A matching exercise was undertaken in May 2019 with the outcomes being shared with trade union colleagues and Strategic Directors. A Working Together Agreement (based on the Fair work Framework) has been drafted and is now under consultation with Trade Unions. The aim of this Agreement is to formally establish the principles and practices of partnership as the foundation for how the SLG, management, counsellors, employees and trade unions will work together to achieve shared commitments.</p> <p>Output(s): Working Together Agreement (draft)</p> | Dec 2019 | % of staff who feel that they are treated with dignity and respect |

| PRIORITY - That our Workforce feels supported, empowered, respected and engaged                                 |                      |  |          |  |
|---|----------------------|--|----------|--|
| Action  | Staff Survey Output? | Update   | Due Date | Outcome KPI(s)   |
| Undertake a review of our approach to Healthy Working Lives, including viability of achieving the Gold Standard | Yes                  | <p>STATUS: <b>COMPLETE</b></p> <p>Narrative: A review of our approach to Healthy Working Lives was undertaken resulting in the publication of a staff wide Employee Health and Wellbeing Survey, and the reconvening of our Healthy Working Lives Working Group. Consultation on progress with Healthy Working Lives with NHS Forth Valley has resulted in a re-evaluation of the Council's commitment to the Gold standard, due to a need to fully embed the silver award standard in all areas of the Council (feeding in from the outcomes of the Staff Survey Working Group also). As such, the Council will continue activities to embed the silver level award for this financial year and within 20/21, with a view to then scoping out the gold standard thereafter.</p> <p>Output(s): Employee Health and Wellbeing Survey published, Healthy Working Lives Group convened with Silver Award evaluation undertaken.</p> | Oct 2019 | % of staff who feel the organisation cares about their health and wellbeing. |

|  |     |   |          |  |
|--|-----|---|----------|--|
| Create a Communications Strategy for all in-house Health & Well Being initiatives  | Yes | <p>STATUS: <b>COMPLETE</b></p> <p>Narrative: The Healthy Working Lives group was reconvened in September 2019 in order to progress work in re-validating the Council's Silver award status. Part of this work includes identifying the well being initiatives that will be taken forward by staff, and the means as to which these will be promoted. This has been drafted and will be taken forward by the Healthy Working Live Lead.</p> <p>Output(s): Timetable of promotional events.</p>   | Oct 2019 | % of staff who feel the organisation cares about their health and wellbeing.             |
| Undertake Portfolio based analysis of future staff survey results in order to understand hotspots and areas of action  | Yes | <p>STATUS: <b>COVID-19 REVISED</b></p> <p>Narrative: Whilst full portfolio analysis of the 2019 staff survey results as not been possible due to the coronavirus response (and lack of available resources), in consultation with trade union colleagues it has been agreed that the Council's OD Advisor will undertake a peer reviewed analysis of results, with outputs being used to help inform the 2020 staff survey, and the Council's approach to staff health and well being.</p> <p>Output(s): Peer reviewed analysis of 2019 Staff Survey responses.</p> | Jan 21   | % Staff Engagement score for organisation & Portfolio areas.                             |
| Undertake a review of our communications strategy, with a view to developing our approach to cascades of important information, and building approaches for 'hard to reach' staff groups | Yes | <p>STATUS: <b>COVID 19 REVISED</b></p> <p>Narrative: Since being initially defined, the pandemic has merited the need for a more holistic review of internal communications within the Council. This includes undertaking an options appraisal of available methods and systems which will enhance two communication, and open up how all staff receive important messages in a timely manner.</p> <p>Output(s): Communications and Workforce Programme in support of the Council's response, recover and renewal work</p>  | Dec 21   | % of staff who feel they get the information and updates they need to do their job well. |



| PRIORITY - That our workforce has the knowledge, skills and behaviours capable of meeting future demands                               |                      |  |          |  |
|--|----------------------|--|----------|--|
| Action   | Staff Survey Output? | Update   | Due Date | Outcome KPI(s)   |
| Undertake a Council wide workforce analysis in order to identify training, skills gaps and behavioural competencies                    | No                   | <p>STATUS: <b>COVID-19 REVISED</b></p> <p>Narrative: Originally planned for implementation in 2021, there is now a more pressing need to bring forward the development of a staff wide skills analysis as part of the Council's pandemic response.</p> <p>This will be taken forward as part of directorate based workforce plans, which will be incorporated into the Council's response, recover and renew processes.</p> <p>Output(s): Directorate Workforce Plans, and a staff database providing information on skills, competencies, and potential roles or tasks where colleagues can be redeployed in the event of a second pandemic wave.</p> | Apr 21   | <p>% of staff who feel their team works well together</p> <p>% of staff who feel they get the support they need to do their job well</p> |
| Create a structured approach to promotion of all L&D activities, to increase uptake, and increase breadth of opportunity for all staff | Yes                  | <p>STATUS: <b>COMPLETE</b></p> <p>Narrative: A schedule of promotional activity has now been created in order to assist with driving uptake of courses, particularly amongst those who are not based within the Kilncraigs campus.</p> <p>Output(s): Corporate Learning &amp; Development Promotions Schedule</p>  | Aug 2019 | % of staff who feel they are given time to invest in their own learning and development  |
| Promote communication and social skills courses on the Clacks Academy for all managers and leaders                                     | Yes                  | <p>STATUS: <b>COMPLETE</b></p> <p>Narrative: This action is not yet due, but has been considered as part of the wide Clacks Academy promotional schedule.</p> <p>Output(s): Corporate Learning &amp; Development Promotions Schedule</p>   | Mar 2020 | % of staff who feel they are given time to invest in their own learning and development  |

|  |     |  |                                |   |
|--|-----|--|--------------------------------|---|
| The Council's transformation programme should consider workforce development and OD / LD requirements at project initiation stage, and within all business cases | No  | <p>STATUS: <b>COMPLETE</b></p> <p>Narrative: All projects in support of the Council's transformation programme now consider OD and WD requirements as part of the project process. Council's OD Advisor is kept in sight of projects so as to pro-actively plan consultative OD and planning work.</p> <p>Output(s): OD/LD requirements included within Project documentation.</p> | Aug 2019                       | <p>% of staff who feel they are involved in decisions within their team"</p> <p>% of staff who have trust and confidence in the decisions made by their manager</p> |
| Undertake a review of our 360 Development Tool with a view to a staggered roll out across all management levels  | Yes | <p>STATUS: <b>OVERDUE</b></p> <p>Narrative: Use of the 360 development tool is being considered as part of wider Leadership and Management Development proposals, and has not been prioritised due to the need to focus on strategic priorities arising from the pandemic.</p> <p>Output(s): None.</p>   | Sept 21                        | % staff commenting positively in relation to Staff Survey Leadership theme  |
| Roll out the revised Digital PRD process to all staff  | No  | <p>STATUS: <b>COMPLETE</b></p> <p>Narrative: The Council wide Digital PRD process rolled out in October 2019, with Head Teachers undertaking the Education ERD process in August 2019.</p> <p>Output(s): PRD process launched Council wide. Good conversations training to supplement process roll out scheduled for throughout Oct-Dec 2019.</p>                                  | On approval of Business Plans  | % of staff who are confident that performance is managed well within the organisation   |
| Roll out of the Chief Executive PRD process  | Yes | <p>STATUS: <b>COMPLETE</b></p> <p>Narrative: During 2019, process guidance in support of the CEX PRD process was agreed by both the Chief Executive, and the Council's Leadership Group. Following approval, the first CEX PRD was undertaken in September 2019.</p> <p>Output(s): CEX PRD process documentation drafted and agreed. CEX PRD process undertaken.</p>               | In line with staff PRD process | % of staff who are confident that performance is managed well within the organisation   |

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**Report to Partnership and Performance Committee**

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**Date of Meeting: 29 October 2020**

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**Subject: HR Policies**

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

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**1.0 Purpose**

- 1.1. This paper seeks Committee approval of the revised Homeworking Policy/Procedure.

**2.0 Recommendations**

Committee are asked to:

- 2.1. **Challenge** and **comment** on the paper as appropriate.
- 2.2. **Approve**, subject to formal approval by Council, the revised Homeworking Policy and Procedure which is attached at Appendix 1 .
- 2.3. **Note** that the Policy group met on the 20 July 2020 and extensive discussions took place with both Trade Unions and Management at this meeting in the formation and development of this Policy and procedure.
- 2.4. **Note** that following these discussions, the revisions/amendments made were agreed by those policy group members who had been in attendance.
- 2.5. **Note** that on 16 September 2020 the Tripartite agreed that the Homeworking Policy and Procedure be presented to the Partnership and Performance Committee for approval.
- 2.6. **Agree to make consequential changes** to the Worklife Balance and Flexible Working Policy and Procedure following approval of the revised Homeworking

**3.0 Considerations**

- 3.1. The Councils existing Worklife Balance and Flexible Leave Policy and Procedure was formally agreed by Council on 5<sup>th</sup> March 2020.
- 3.2. This Worklife Balance and Flexible Working Procedure includes homeworking as an option for balancing work and home life.

- 3.3. As a consequence of the COVID-19 pandemic the Council, along with other businesses, had to quickly adapt to new ways of working and this included significant numbers of staff moving from traditional office based working to homeworking.
- 3.4. Give the significant and rapid change to our traditional ways of working, it was felt that from an organisational perspective, and to build on the momentum of change, a separate Homeworking Policy should be developed, to not only build and strengthen our commitment to flexible working but to also allow us to modernise our ways of working.
- 3.5. The revised procedures defines the categorises of homeworking that can be put into place i.e. ad hoc, regular or permanent, outlines the process to follow for implementing homeworking, as well as outlining the responsibilities of managers and staff when considering and undertaking homeworking.
- 3.6. The Council recognises that this is a significant change to how we operate and acknowledges that homeworking will not be suitable in all cases, and indeed not all staff will welcome or wish to consider homeworking. As such, homeworking will be by mutual agreement only.
- 3.7. The continued safety of our staff, both physically and mentally, remains of paramount importance and the procedure puts in place measures to address both these aspects.

#### 4 Sustainability Implications

- 4.1 None

#### 5 Resource Implications

##### *Financial Details*

- 5.1 N/A

##### *Staffing*

- 5.2 TUs have been consulted in the development of the policies and procedures.

#### 6 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".

Homeworking Procedure

EQIA

## 11.0 Background Papers

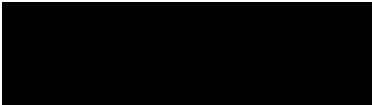
- 11.1 Have you used other documents to compile your report? (All documents must be kept available by the author for public inspection for four years from the date of meeting at which the report is considered)

Yes  (please list the documents below) No

**Author(s)**

| <b>NAME</b>    | <b>DESIGNATION</b>                            | <b>TEL NO / EXTENSION</b> |
|----------------|---|---------------------------|
| Chris Alliston | Senior Manager – HR and Workforce Development | 01259 452184              |

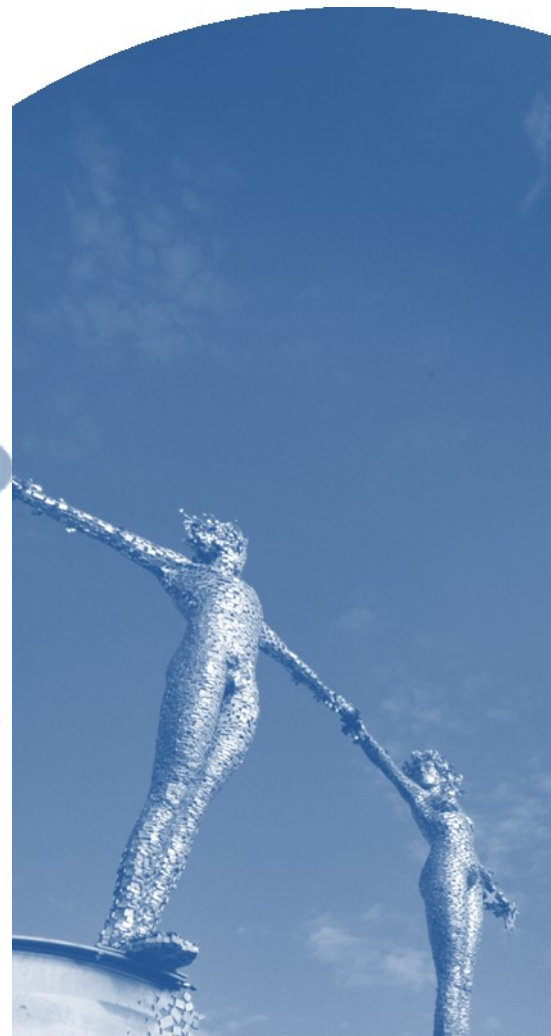
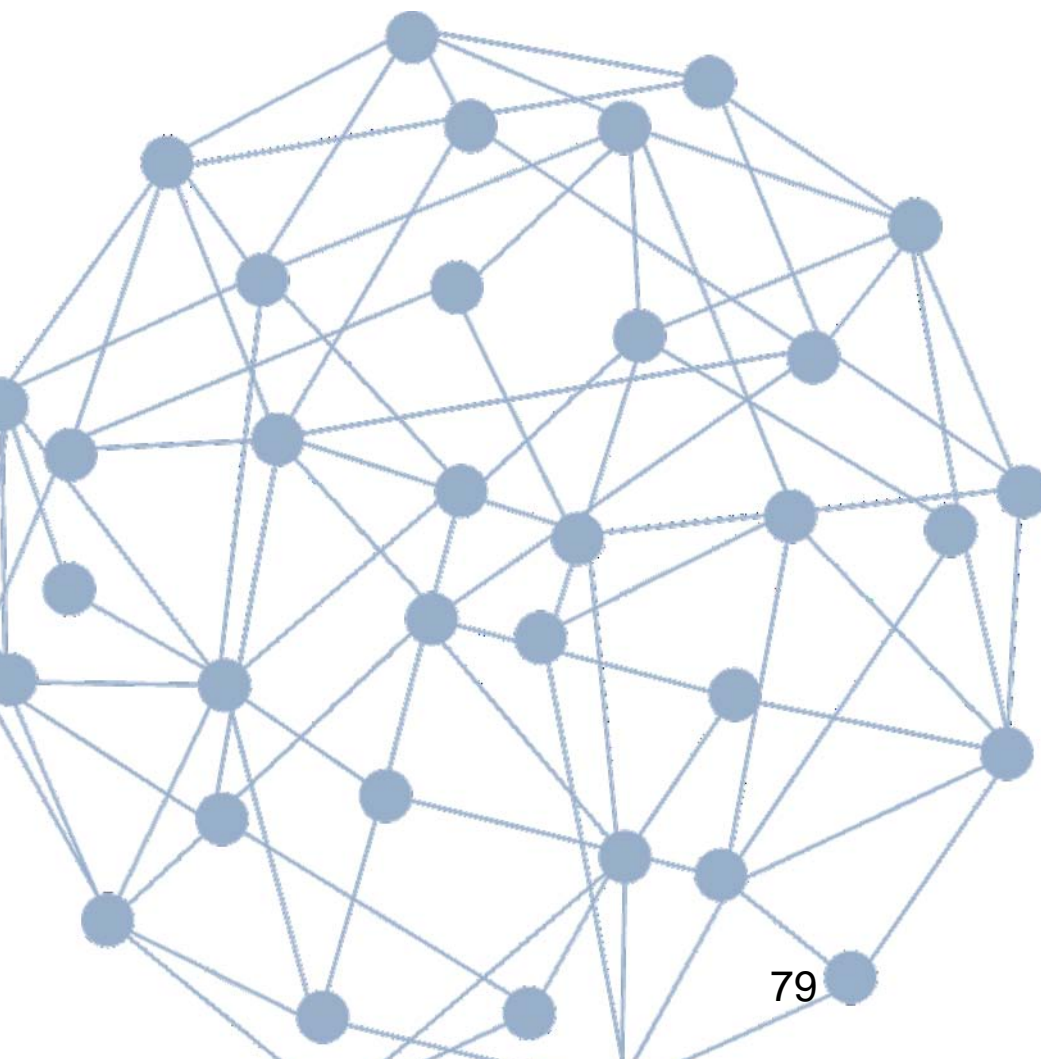
**Approved by**

| <b>NAME</b>     | <b>DESIGNATION</b>                           | <b>SIGNATURE</b>  |
|-----------------|--|---|
| Stuart Crickmar | Strategic Director Partnership & Performance |  |



# Homeworking Procedure

## 2020



## DOCUMENT CONTROL SHEET:

### Key Information:

|                              |             |
|------------------------------|-------------|
| <b>Title:</b>                | Homeworking |
| <b>Date Issued:</b>          |             |
| <b>Date Effective From:</b>  |             |
| <b>Version Number:</b>       |             |
| <b>Document Type:</b>        | Procedure   |
| <b>Document Status:</b>      |             |
| <b>Author:</b>               |             |
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| <b>Approver:</b>             | Council     |
| <b>Approved by and Date:</b> |             |
| <b>Contact:</b>              |             |
| <b>File Location:</b>        |             |

### Revision History:

| <b>Version:</b> | <b>Date:</b> | <b>Summary of Changes</b> | <b>Name:</b> | <b>Changes Marked:</b> |
|-----------------|--------------|---------------------------|--------------|------------------------|
|                 |              |                           |              |                        |
|                 |              |                           |              |                        |
|                 |              |                           |              |                        |
|                 |              |                           |              |                        |



## **1. INTRODUCTION**

- 1.1 The Council is committed to supporting flexible working arrangements, provided that the needs and objectives of both the Council and the employee can be met and as an employer we have been keen to embed the principles of flexible working throughout the Council. Our agreed Worklife balance and Flexible Working policy/procedure available on CONNECT demonstrated our clear commitment to this.
- 1.2 Homeworking, which was previously included in our work/life balance procedure, can improve motivation, performance and productivity and reduce stress, when managed correctly.
- 1.3 The aim of this revised procedure is to strengthen this balance but also to acknowledge that our traditional ways of working have been permanently changed and hopefully improved for the future as a result of the COVID pandemic.

## **2. PURPOSE**

- 2.1 To provide guidance on the required actions and responsibilities of the Council, line managers and employees in regard to homeworking
- 2.2 To set out the procedural steps and process for posts which are suitable for some or substantial homeworking. This procedure applies to any post where work is performed from home instead of a Council location for a significant proportion of the contractual working hours. It is however recognised that it will not be possible for all roles to have the ability to work at or from home.

### **3. DEFINITIONS**

#### **3.1 Permanent Homeworkers**

- This is when an employee will spend 100% of their contracted hours working at home.
- As a Council we recognise that in the modern world of work, and due to ever advancing technology such as widely available video conferencing, there are now many roles which are suitable to be carried out from home, for the majority of working time. In these cases, Senior Managers will identify these groups of staff as being “Homeworkers” and their base contractual location can, if mutually agreed, therefore be their home rather than a fixed Council location. They will still be required to attend Council locations as and when agreed, which may be occasional or on a more formally agreed basis (for example to attend a specific meeting on a fortnightly/ monthly basis, or on a rota basis).

#### **Regular Homeworking**

- This is when an employee spends some of their contracted hours working from home, on a regular basis. It may be suitable for example where the function of the role requires little or no face to face contact with colleagues or clients, or facilitates a more flexible work pattern.

#### **Ad-hoc Homeworkers**

- This means taking work home on an ad-hoc basis as and when required or requested.
- The nature of the work being undertaken would allow for ad-hoc homeworking, which could be on a regular agreed or occasional basis as agreed in each individual case with line management. This may also include times when, as a result of emergency situations e.g. Adverse Weather, staff are requested to work from home.

#### **4. ELIGIBILITY**

4.1 As a Council we have a large variety of roles and also individual circumstances which must be taken into account when considering working location. Each role will be looked at, but for any role the following would need to apply for home working on an ad-hoc or permanent basis to be deemed appropriate:

- Where their role does not involve “supervisory” duties that require to be undertaken in person along side the team members involved, such as a site fore person for example
- Where their home environment is suitable following completion of risk assessment
- There is no significant increase in workload on colleagues
- The work done by the employee must be capable of being done from home, or could be done from home with adaptations/ process amendments which would not be detrimental to the service

#### **5. BENEFITS**

5.1 There are a number of reasons why homeworking and ad-hoc working at home is desirable, including:

- Providing greater flexibility and work/ life balance for employees;
- Increasing scope to meet the Council’s commitment to equal opportunities e.g. it may as a reasonable adjustment, enable a person with disabilities to do a job they otherwise would not be able to do;
- Reducing energy consumption and pollution from unnecessary car journeys; as well as reducing travel time for employees commuting and contributing to staff well being
- Attracting and retaining staff; including from a wider geographical pool
- Providing a working environment which enables work to be carried out effectively and efficiently without many of the distractions which can inevitably come with being based in an office or busy working environment.

## 6. Ad hoc Homeworking

6.1 The following is provided as guidance:

- Working at home can be used to undertake specific work activities, projects, or pieces of work with require concentration
- Frequency and duration of working at home should be agreed with the line manager, this can be on a set basis (for example working from home weekly or fortnightly, or as and when required by agreement dependent upon work needs and/ or employee requests to support work/ life balance
- Reasonable notice of a request to work at home should be given to allow appropriate planning
- Staff working at home (either on a regular basis or as and when requested/ required) may be recalled to work at short notice due to staff shortages or service need
- Staff and managers should monitor the impact of time spent working at home as part of 1-2-1 meetings
- Staff working at home on an ad-hoc basis should carry out their work duties during their normal hours of work, unless otherwise agreed by management. Any domestic arrangements such as childcare/carer arrangement must remain in place throughout the hours of work It is recognised that staff may have caring requirements that mean they cannot undertake their tasks between 9 and 5 flexibility in the working day should be accommodated where possible.
- Staff working at home must be contactable by their council telephone and/or email during their agreed working pattern.

Problems caused by staff working at home should be addressed informally before considering if homeworking needs to be concluded.

## **7. Regular/Permanent Homeworkers**

7.1 In addition to staff and managers agreeing some ad-hoc homeworking outside of their fixed base Council location, Strategic Directors in discussion with Senior Managers and HR will also identify the types of roles that can be considered as being able to work from home on a more fixed basis. The roles identified will be discussed with Trade Union colleagues at service bipartites. Determination on the types of roles suitable for homeworking will be based on the following:

- The Nature of the role. The primary consideration for any manager must be to start with an open mind and to assess whether a role can effectively be undertaken from home and has no need to be primarily office based. If periods of concentration are required, this would also lend itself well to Homeworking, as well as preparing written documents for example.
- If meetings, including with team members, are required on a regular basis, can these be carried out virtually? Are there any duties which **MUST** be conducted in person and if so, how frequently would this (realistically) be the case.
- If client interaction is involved in the role, can this also be conducted virtually? In roles which are front-facing or delivering services to service users, it is unlikely the nature of these roles will enable them to be carried out by homeworkers effectively.
- Can the role be adapted to actually work more efficiently from a home location? Just because the current post involves face to face interaction and a different work environment such as paper processing tasks for example, consider if processes could actually be improved by being moved to electronic rather than paper. Consider if there are tasks which would be more effective to be carried out by others (for example cutting out unnecessary steps in procedures which have traditionally been in place) and look at this as a chance to be innovative and future focused.

- Could new ways of working involving technology increase productivity during contractual hours? Consideration would need to be given to IT equipment available to support this and perhaps training for employees who may struggle to adapt to new virtual and online processes.
- Consider the “social” aspects of teams and relationships with both immediate and senior managers, Consider how this could be ensured if a team is primarily made up of Homeworkers, for example frequent virtual team meetings and one to ones, making communication a key priority for all, wider team meetings and regular communication from Senior Managers also and perhaps ensuring team “meet ups”, be it monthly, quarterly or in the form of team events and catch up days either virtually or in person..
- The size of the team would also play a role, in a larger team it may work well that Homeworking is in place, with some form of rota for these employees to be called in to cover certain tasks/meetings/any duties which cannot be conducted effectively from the remote location.
- When assessing these new ways of working, managers could again use this as an opportunity to be innovative and look at where employees are based and determine whether they would be better to be based from a different Council location in addition to homeworking, If the nature of the work does not require a fixed office location, then any other arrangements which would work better for both the service and the employee should be considered and if necessary discussed with HR
- The use of a fixed office location for the traditional idea of being “present” should be moved away from, in favour of being seen to be “highly effective”. For all employees, ensuring communication and how and when they can be contactable if homeworking is in place is key and working efficiently and effectively, feeling motivated and maintaining a work/ life balance which support health and well-being, should be the key focus for Senior management and SLG in looking at new ways of working and homeworking where possible.

- Consider individual employee needs as well as the role. Any employee identified as being a Homeworker must be able to deliver the role effectively without supervision, for example anyone who is currently being informally or formally performance managed, may benefit from more time in the office to ensure this support is on hand and appropriate on the job training given.
- There must be an understanding of the impact of homeworking on the home environment and taking into account where this may not be possible. Homeworking is an extension of the office environment and it is important that appropriate measures are in place for childcare/caring responsibilities. The Council has a number of policies in place to support staff including Special leave, Carers Policy, Worklife balance Flexible Working. Self motivation, self discipline and possession of good time management skills are essential for Homeworkers. We have created an appendix as a guide with tips and support for Homeworkers.
- Clarity of role, deadlines and objectives with feedback must be in place

## **7.2 Health and Safety Assessment**

All staff who will work from home (ad hoc or permanent) should complete the attached self assessment form to ascertain whether their home needs to be assessed by a member of the H&S Team. If a home assessment is required the staff member can request a trade union health and safety representative is also in attendance. The purpose of such assessment is to establish the suitability of the home for working against health and safety standards as recommended by HSE Standards 'Working Safely with Display Screen Equipment'.

As an employer, we take seriously the health and well being of our staff and therefore we would only support homeworking on a permanent basis if staff are able to evidence they have the appropriate environment available to work at home. If they do not, ad-hoc home working on a less frequent basis, or being based in a Council location, may be more appropriate.

## **8. Regular Information/Support/Communications**

- 8.1 It is important for managers to maintain regular and meaningful contact with employees in order to ensure they are not adversely affected by homeworking arrangements, particularly those who are permanent homeworkers. Whilst some staff may prefer working from home others may start to feel isolated, something that could potentially impact on their mental health and also performance.
- 8.2 The following provides guidance to managers and staff to ensure that those who work from home remain an integral and important part of the team:
- Managers should ensure that each homeworker has the opportunity to meet (virtually or in person) their team at least once a month.
  - In addition to regular and detailed team briefings, line managers must ensure regular communications, as appropriate, are made between the “present” teams, if applicable, and homeworkers. Homeworkers should receive all relevant information, briefing papers, updates etc. Homeworkers and their line manager must meet and undertake 1-2-1s (virtually or in person) on a regular basis.
  - All staff, whether homeworking or not, have clear objectives in line with the Councils PRD process.
  - Staff working from home are required to carry out their work duties during agreed hours of work, which can be agreed on a flexible basis as the service and individual role permits. Any domestic arrangements such as childcare/carer arrangements must remain in place throughout the hours of work (it is recognised that this has been a key challenge during the COVID pandemic and employee efforts in balancing this in these circumstances are appreciated, however long term other arrangements need to be in place, or working hours can be adjusted/ reduced as per the Council’s usual Work life balance and Flexible Working procedures).



- A lack of trust can be the biggest barrier to achieving successful homeworking. It can be challenging for managers who prefer face-to-face supervision and they should ensure they have in place robust ways of monitoring outputs and quality of work, without micro-managing staff which can be very demotivational. Examples of this could be weekly informal catch ups in addition to more formal one to ones, meetings at the start of the working week to discuss the key priorities for the week ahead, ensuring deadlines are in place and adhered to, and above all being clear on expectations with each employee.
- Managers should also make sure the employee knows what is expected of them in terms of how they are expected to work with and sharing information and ideas with both managers and colleagues.
- At regular one to ones progress should be discussed and this is also an opportunity for line managers or employees to raise any concerns. All feedback where this is appropriate must also form part of ongoing discussions and employee hard work should be recognised.
- Managers must also ensure that access to training opportunities and personal/professional development is not compromised, and this should also be discussed regularly with Homeworkers .

## **9. Terms and Conditions of Employment**

- 9.1 The terms and conditions of employment for homeworkers will be outlined in their written statement of particulars and in accordance with national and locally agreed conditions.
- 9.2 Any equipment required to be purchased to support/enable homeworking to take place should be done so in line with the Council's procurement policy.
- 9.3 The cost of electricity, water, heating, telephone, broadband and other utilities will not be covered by the Council. These costs remain the employee's responsibility. Employees are able to complete a self assessment tax return to claim for their home working costs. Employees can claim a deduction of £26 per month without having to justify this figure. Claims can be made at <https://www.gov.uk/tax-relief-for-employees/working-at-home>
- 9.4 For occasional and regular home workers, car mileage expenses will only be paid for those miles travelled which are over and above the number of miles

which the home worker would previously have incurred by having to travel into the office and return home on a daily basis, i.e. their normal commuting journey.

- 9.5 For permanent home workers, car mileage expenses would be payable for work related journeys beginning and ending at the home base. On conclusion of employment the employee is responsible for returning all Council property including equipment, software and copy documents and files.

## **10. Risk Assessment**

- 10.1 The Health and Safety at Work Act 1974 states that an employer shall ensure, so far as it is reasonably practical, the health, safety and welfare at work of all employees – this also extends to homeworkers. As the control that can be exercised over a member of staff working from home is limited, the main responsibility will be with the home worker under Section 3(2) of the Act, which places the obligations on homeworkers themselves to ensure that they and other persons, including members of the household are not endangered by work activities undertaken at home.
- 10.2 A risk assessment checklist will be required to be completed by the Homeworker and also any member of staff who works from home on an ad-hoc basis. to determine any relevant risks and to prevent harm to the homeworker or anyone else who may be affected by their work, in respect of the workplace itself and the working arrangements. The Council may need to check such workplaces from time to time as the homeworking arrangement proceeds. Any steps necessary from these various risk assessments will be undertaken to ensure the homeworker has a safe workplace.
- 10.3 A specific risk assessment will be done on employees who inform the Council that they are pregnant. In order for this to take place, homeworking employees who become pregnant should notify their line manager of their pregnancy .
- 10.4 Homeworkers have the same health and safety duties as other employees. Employees will be required to take reasonable care of their own health and safety while working at home and should [comply with the Council's Health and Safety Policy and] follow all health and safety instructions issued by the Council

## **11. General Conditions**

### **11.1 Moving home**

If employees move home, the homeworking arrangement will be reassessed. If the Council considers that the house move would make, or has made, homeworking unsuitable, this may result in the homeworking period coming to an end.

### **11.2 Equipment and expenses**

The Council will provide all equipment reasonably required for staff to work from home, which will remain the property of the Council.

Where equipment is provided staff must:

- only use it in line with council policy
- take reasonable care of it;
- Comply with relevant Council policies, and
- make it available for collection by the Council on termination of employment or if the homeworking arrangements end at any other time if requested to do so.

Accidental damage to equipment will be covered by the Council's insurance policy. Wilful damage to Council property may be dealt with in line with the Council's disciplinary procedure.

There may be occasions, as a result of system or equipment failure, when the employee will be required to work from Council premises

### **11.3 Working hours**

Employees and Managers should agree working patterns which complement worklife balance and service delivery. It is important that employees working from home, ensure that they take adequate breaks in accordance with terms and conditions of employment.

#### **11.4 Meetings**

Face to Face meetings (unless through Video/Tele conferencing) with service users, Council staff or staff from other organisations must not be held at an employees home.

It is the responsibility of each individual Homeworker to ensure they have an available appropriate space where meetings of a confidential nature can take place without anyone else in the home overhearing.

#### **11.5 Insurance/Mortgage/Tenancy Agreements**

Working from home may affect an employees home and contents insurance policy. Employees must make any necessary arrangements to provide adequate cover for the fact they will be working from home.

The Council's existing insurance policies (both public and employer's liability) will continue to operate and cover the homeowner.

Employees working from home should inform anyone with an interest in the property (e.g. Building Society, Bank and Owner) of the position.

### **12. Storage of confidential data and transportation of documents**

- 12.1 Confidential documentation, wherever possible, should not be removed from the office location. Where confidential information needs to be removed it is every employee's responsibility to ensure it is handled in a secure manner and in compliance with GDPR and data protection. Any loss of data, or potential data breaches MUST be reported immediately.

### **13. Review of Homeworking**

- 13.1 Homeworking arrangements should be reviewed regularly between the employee and their line manager. Homeworking can be withdrawn if it is demonstrated that:
- The performance of an employee suffers as a result of homeworking;
  - The effectiveness of the team in which the employee works is compromised
  - The needs of the Council/Service are not being met through homeworking.
- 13.2 If homeworking arrangements are reviewed due to an employee's performance this will be dealt with under the Council's Capability procedures
- 13.3 Where, other than as a result of performance, an employee wishes to appeal the ending of homeworking they should fully outline in writing the grounds of their appeal to their Strategic Director, who shall consider and provide response within 14 days. There will be no further right of appeal.
- 13.4 An employee can request to end their homeworking arrangements at any time also, subject to reasonable notice to allow appropriate arrangements to be made.

### **14. Sickness Absence**

- 14.1 Homeworkers must comply with the Council's sickness absence policy and ensure any sickness is reported to their line manager.

### Equality Impact Assessment

|                                  |   |
|----------------------------------|---|
| Policy Name                      | Homeworking   |
| Department                       | HR  |
| Policy Lead                      | HR  |
| Equality Impact Assessment       |   |
| Full EQIA required               | Yes <input checked="" type="checkbox"/><br>No* <input type="checkbox"/> |
| * In no please provide rationale |   |
| Date Full EQIA complete          | July 2020   |
| Date Approved                    |   |
| Review Date                      |   |



## From CIPD

### Appendix

#### Getting the most from remote working

Our series of top tips will help you and your team get the most out of homeworking

With working from home being a key means for many workers and organisations to keep going during the coronavirus outbreak, we will be publishing a series of top tips to help you and your team to make the most of remote working.

#### 10 top tips for working remotely

1. **Set up a designated workspace.** Separate space for yourself to work in, somewhere you can focus on tasks without being distracted and set up with everything you need for a normal working day – computer, phone, stationery, papers...etc.
2. **Make sure you have all the tech you need.** This includes a reliable and secure internet connection, any necessary files, hardware and software, remote access to your company network and, importantly, knowledge of how to get IT support.
3. **Get dressed.** Changing into working clothes will help you mentally switch to productive work mode. It will also help you distinguish between 'homeworking' and 'home life'.
4. **Write a daily to-do list.** Set out a list of realistic, achievable tasks to keep you focused.
5. **Know when to step away from your desk.** Be clear about when your working day begins and ends and take breaks to refresh. It's easy to let yourself be 'always on' when your home and office are the same place. When work is over, be sure you switch off to avoid burnout. Think about having 'core hours' which people you work with are around for.
6. **Stay in conversation.** Contribute regularly to team chats/group emails so you don't drop off the radar. Ask about what people are working on and share what's on your plate. Being physically separated means you miss the 'water-cooler moments' so this is a means to keep informed.
7. **Foster relationships.** Make time for non-work chats as you would in the workplace and use video calling to maintain face-to-face contact.
8. **Be clear in your communication.** Speaking in person gives you visual and audio cues that help you communicate. Conversing remotely removes a lot of that extra information so make your communications extra clear and concise.

9. **Ask for support when needed.** Speak out when you need assistance, further training or support. Your manager, colleagues and you are part of a team and should be supporting each other, especially remotely.
10. **Make remote working work for you.** Change where you sit, put on music, whatever helps you work. And enjoy the perks – no commute or uncomfortable shoes, and all your home comforts!



## Equality and Fairer Scotland Impact Assessment - Screening

|                         |                                  |
|-------------------------|----------------------------------|
| <b>Title of Policy:</b> | Homeworking Policy and Procedure |
| <b>Service:</b>         | Human Resources                  |
| <b>Team:</b>            | Human Resources                  |

|   |     |
|---|-----|
| Will the policy have to go to Council or committee for approval   | Yes |
| Is it a major policy, significantly affecting how functions are delivered?  | No  |
| Does it relate to functions that previous involvement activities have identified as being important to particular protected groups? | No  |
| Does it relate to an area where the Council has set equality outcomes?  | No  |
| Does it relate to an area where there are known inequalities?   | No  |
| Does it relate to a policy where there is significant potential for reducing inequalities or improving outcomes?                    | No  |

**IF YES TO ANY - Move on to an Equality & Fairer Scotland Assessment**

**IF NO - Explain why an Equality & Fairer Scotland Assessment is not required**

|  |
|--|
|  |
|--|

### APPROVAL

| NAME | DESIGNATION | DATE |
|------|-------------|------|
|      |             |      |

NB This screening exercise is not to be treated as an assessment of impact and therefore does not need to be published. However, if you decide not to assess the impact of any policy, you will have to be able to explain your decision. To do this, you should keep a full record of how you reached your decision.

## **Equality and Fairer Scotland Impact Assessment - Scoping**

|   |
|---|
| <p><b>Purpose of the proposed policy or changes to established policy</b></p>   |
| <p>This Procedure will support the transition that has been made to a large scale number of employees working from home rather than office locations, and looks to continue this transition to modern working practices beyond the time of the pandemic, to benefit both the Council and employees. The procedure expands upon the current flexible working and work life balance procedures to support employees to achieve a better balance between work and their other priorities, by reducing travel time and more virtual working. The Council is committed to supporting flexible working arrangements, provided that the needs and objectives of both the organisation and the employee can be met.</p>   |
| <p><b>Which aspects of the policy are particularly relevant to each element of the Council's responsibilities in relation to the General Equality Duty and the Fairer Scotland Duty?</b></p>  |
| <p><b>General Equality Duty -</b></p>   |
| <p>➤ <b>Eliminating unlawful discrimination, harassment and victimisation and other prohibited conduct</b></p>  |
| <p>The provision of flexible working and flexible ways of working including Homeworking could assist with the elimination of discrimination for protected groups who may require more flexibility which is associated with their protected characteristic(s). This could include those with disabilities covered by the Equality Act 2010, for whom home working may enable them to remain in work, work more comfortably, or work more hours than if in a fixed office location, as would be a reasonable adjustment also. It would also help support females who are more likely to be balancing work and childcare/ other caring needs such as elderly parents, by reducing travel time for example. Women are more likely to also be single parents and benefit from this flexibility (92% of single parents nationally are female)</p>   |
| <p>➤ <b>Advancing equality of opportunity between people who share a relevant protected characteristic and those who do not</b></p>   |
| <p>Having due regard for advancing equality involves removing or minimising disadvantages suffered by people due to their protected characteristics. The increased support of homeworking should assist with minimising disadvantages for employees who share protected characteristics, for example those with disabilities</p> <p>It is recognised for those some categories of staff such as teaching staff/ those in manual jobs it will likely not be possible to agree to any homeworking, however this does not amount to indirect discrimination as it is classed as a proportionate means of achieving a legitimate aim i.e. the contractual requirement for those staff to be in attendance during school time.</p>   |
| <p>➤ <b>Fostering good relations between people who share a protected characteristic and those who do not.</b></p>  |
| <p>This element of the Duty is more relevant to the Council's role as a service provider, and there is relatively limited direct relevance to this particular Procedure.</p>  |
| <p><b>Fairer Scotland Duty -</b></p>  |
| <p>➤ <b>Reducing inequalities of outcome caused by socioeconomic disadvantage</b></p>   |
| <p>This Procedure should assist with the retention of staff, and maintaining employment can be extremely important for protected groups who have a higher level of poverty. For example, poverty rates are higher for households with a disabled adult, and the employment rate for people with a disability is significantly lower than the employment rate for people who do not have a disability. Levels of socioeconomic disadvantage are also more frequent for other protected groups including lone parents who are predominantly female, and Black, Asian or Minority Ethnic (BAME) groups. Reducing the cost of travelling to work should also help with this aim. Furthermore, when recruiting for employees, if it is stated that the role can be home-based, this could allow for more applicants to be able to access these roles and gain employment where perhaps before they may have geographically been excluded due to travel or even travel costs.</p> |

| <b>To which of the equality groups is the policy relevant?</b> |                |   |
|--|----------------|---|
| <b>Protected Characteristic</b>                                | <b>Yes/No*</b> | <b>Explanation</b>  |
| Age  | No             | It is submitted that this protected characteristic is not directly relevant to this Procedure and it is not anticipated that there could be any differential impact on people on the grounds of age.  |
| Disability   | Yes            | Staff data shows a relatively high “Prefer Not to Say” response in relation to disclosure of a disability (39.5%). At a national level, it is estimated that 1 in 10 people who are economically active have a disability or long term health condition.<br>The approach which is outlined includes the Council’s commitment to being a caring and supportive employer, which should remove or minimise disadvantages. Homeworking is often one adjustment to be considered as a reasonable adjustment for this purpose and makes clear if a manager cannot accommodate this, this must be discussed first with HR. This demonstrates that the Council is paying due regard to meeting the needs of protected groups. |
| Gender Reassignment  | No             | It is submitted that this protected characteristic is not directly relevant to this Procedure and it is not anticipated that there could be any differential impact on people on the grounds of gender reassignment   |
| Marriage and civil partnership                                 | No             | It is submitted that this protected characteristic is not directly relevant to this Procedure and it is not anticipated that there could be any differential impact on people on the grounds that they are married or in a civil partnership.   |
| Pregnancy and Maternity  | No             | It is submitted that this protected characteristic is not directly relevant to this Procedure and it is not anticipated that there could be any differential impact on people on the grounds of pregnancy/ maternity leave.   |
| Race   | No             | It is submitted that this protected characteristic is not directly relevant to this Procedure and it is not anticipated that there could be any differential impact on people on the grounds of race.   |
| Religion and Belief  | No             | It is submitted that this protected characteristic is not directly relevant to this Procedure and it is not anticipated that there could be any differential impact on people on the grounds of religion and belief.  |
| Sex  | Yes            | This procedure opens up homeworking and actively encourages this for any staff whose roles allow, which will likely be particularly beneficial for females who may work part time/ have caring responsibilities. There are more women than men who are employed by the Council (71.3% of staff excluding teachers are female compared to 28.7% of men).<br>Lone parents are more frequently female and face a higher level of poverty, and this Procedure could assist with their retention.<br>Homeworking, whether permanent, part of the time or on an ad hoc basis could also assist with travel time and work/ life balance and allow flexibility, which may particularly support female workers as above.       |

|                    |    |   |
|--------------------|----|---|
|                    |    | The overall commitment to support staff who have family/caring commitments which the Council express also demonstrates paying due regard to the General Equality Duty as more women than men are primarily responsible for arranging childcare, which can contribute to the gender pay gap. |
| Sexual Orientation | No | It is submitted that this protected characteristic is not directly relevant to this Procedure and it is not anticipated that there could be any differential impact on people related to their sexual orientation.  |

\* Delete as required

**What evidence is already available about the needs of relevant groups, and where are the gaps in evidence?**

The evidence referred to above includes evidence from Scotland's Census Results, the Equality and Human Rights Commission, regional employment patterns, publications on poverty and income inequality, the Scottish Health Survey and statistics published by Police Scotland.

In terms of internal evidence, reference has been made to the most recently published staff equality data.

With reference to gaps, there is currently no equality data relating to grievances by staff who allege that their application for alternative ways of working has not been allowed. There is also a high rate of staff who responded "Prefer Not to Say" in relation to whether they have a disability.

**Which equality groups and communities might it be helpful to involve in the development of the policy?**

Union engagement has been undertaken in the formation of this policy and procedure.

**Next steps**

In order to better meet the General Equality Duty, the Council will take steps to ensure that this Procedure is applied fairly. These steps will include:

- Encouraging staff to update their sensitive personal information, in order to assist with monitoring the impact of this Procedure
- Raising awareness with managers of the need to act fairly and impartially
- Monitoring grievance data relating to the implementation of this Procedure
- Encouraging managers to be mindful of the Council's commitment to support staff and to take into account the needs of protected groups

## Equality and Fairer Scotland Impact Assessment - Decision

|  |  |             |
|--|--|-------------|
| <b>Evidence findings</b>   |  |             |
| The evidence shows there are circumstances in which the reason for an application for alternative ways of working can be related to protected characteristics, and that the Council's approach demonstrates that it has taken steps to meet the needs of protected groups. The provision of different ways/flexible working should also assist with minimising disadvantages faced by protected groups. The overall should assist the Council in demonstrating that it has paid due regard to the General Equality Duty. The Procedure should support the retention of staff, and mitigate the potential for reduced income, which complements the Council's Fairer Scotland Duty. |  |             |
| <b>Details of engagement undertaken and feedback received</b>  |  |             |
| This Procedure has been developed in consultation with recognised trade unions as part of its Policy Group, In addition it will be reviewed by Tripartite and thereafter, if agreed, considered by the Partnership and Performance Committee for formal adoption.  |  |             |
| <b>Decision/recommendation</b>   |  |             |
| Having considered the potential or actual impacts of this policy, the following decision/ recommendation is made:  |  |             |
| <b>Tick</b>  | <b>Option 1: No major change</b>   |             |
| ✓  | The assessment demonstrates that the policy is robust. The evidence shows no potential for unlawful discrimination and that all opportunities have been taken to advance equality of opportunity and foster good relations, subject to continuing monitoring and review.   |             |
|  | <b>Option 2: Adjust the policy</b> – this involves taking steps to remove any barriers, to better advance equality or to foster good relations. It may be possible to remove or change the aspect of the policy that creates any negative or unwanted impact, or to introduce additional measures to reduce or mitigate any potential negative impact. |             |
|  | <b>Option 3: Continue the policy</b> – this means adopting or continuing with the policy, despite the potential for adverse impact. The justification should clearly set out how this decision is compatible with the Council's obligations under the duty.  |             |
|  | <b>Option 4: Stop and remove the policy</b> – if there are adverse effects that are not justified and cannot be mitigated, consideration should be given to stopping the policy altogether. If a policy leads to unlawful discrimination it should be removed or changed.  |             |
| <b>Justification for decision</b>  |  |             |
| This assessment finds no indication that the Procedure will unlawfully discriminate against protected groups, and that a systematic approach has been taken to ensure that the Procedure conscientiously takes into account diverse needs and circumstances. Steps to monitor the equality impact have been agreed, along with practice to promote fair use.   |  |             |
| <b>APPROVAL</b>  |  |             |
| <b>NAME</b>  | <b>DESIGNATION</b>   | <b>DATE</b> |
|  |  |             |