



**Clackmannanshire  
Council**

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

Comhairle Siorrachd  
Chlach Mhanann

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

## **Audit and Scrutiny Committee**

**Thursday 15 December 2022 at 9.30 am**

**The meeting will be held by  
Video Conference (MS Teams)**



## **Audit and Scrutiny Committee**

The remit of the Audit and Scrutiny Committee is:

### **Audit & Finance**

- a) Receive, review and consider reports on the Council's finance
- b) Receive, review and consider reports on value for money and best value
- c) Consideration and monitoring of the Council's Annual Governance Statement
- d) Consider internal audit reports and results of internal audit investigations
- e) Consider external audit and resultant action plans
- f) Monitor and review actions taken on internal and external audit recommendations
- g) Consider the effectiveness of the Council's risk management procedures and the control environment
- h) Receive and consider reports on countering fraud and corruption.

### **Scrutiny**

- a) Monitor council services, including the Health and Social Care Partnership (HSCP) against agreed outcomes, standards and targets
- b) Monitor the achievement of organisation-wide agreed outcomes, standards and targets
- c) Monitor the achievement of agreed outcomes, standards and targets by the community planning partnership
- d) Monitor Police and Fire performance against Plans approved by the Council
- e) Scrutiny of Council decision-making, with the ability to call in decisions
- f) Initiate or undertake scrutiny reviews
- g) Deal with matters referred by the Council for scrutiny purposes.

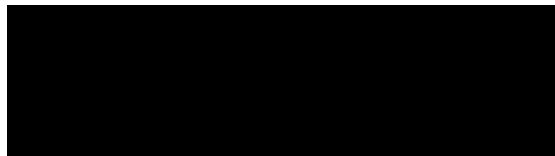
**Members of the public are welcome to attend our Council and Committee meetings to see how decisions are made.**

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**7 December 2022**

**A MEETING of the AUDIT AND SCRUTINY COMMITTEE will be held virtually via VIDEO CONFERENCE (MS TEAMS), on THURSDAY 15 DECEMBER 2022 at 9.30 am.**



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

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

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1. Apologies	--
2. Declaration of Interests 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 Minutes of Meeting of the Audit and Scrutiny Committee held on 27 October 2022 (Copy herewith)	05
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## Audit and Scrutiny Committee – Committee Members (Membership 8 - Quorum 4)

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### Councillors

### Wards

Councillor	Kenneth Earle (Chair)	4	Clackmannanshire South	LABOUR
Councillor	Denis Coyne (Vice Chair)	5	Clackmannanshire East	CONSERVATIVE
Councillor	Phil Fairlie	1	Clackmannanshire West	SNP
Councillor	Martha Benny	2	Clackmannanshire North	CONSERVATIVE
Councillor	William Keogh	2	Clackmannanshire North	LABOUR
Councillor	Janine Rennie	3	Clackmannanshire Central	LABOUR
Councillor	Ellen Forson	4	Clackmannanshire South	SNP
Councillor	Bryan Quinn	4	Clackmannanshire South	SCOTTISH GREEN

The Council agreed that the Convenor of the Audit Committee will rotate between the 2 Opposition parties on an annual basis.



**MINUTES OF MEETING of the AUDIT AND SCRUTINY COMMITTEE held via VIDEO  
CONFERENCE (MS TEAMS) on THURSDAY 27 OCTOBER 2022 at 9.30 AM.**

**PRESENT**

Councillor Kenneth Earle (Chair)  
Councillor Denis Coyne (Vice Chair)  
Councillor Craig Holden (S)  
Councillor William Keogh  
Councillor Jane McTaggart (S)  
Councillor Bryan Quinn  
Councillor Janine Rennie

**IN ATTENDANCE**

Stuart Crickmar, Strategic Director (Partnership and Performance)  
Pete Leonard, Strategic Director (Place)  
Lorraine Sanda, Strategic Director (People)  
Martin Devanny, Audit Scotland  
Pamela Morrison, Audit Scotland  
David Sim, Audit Scotland  
Lindsay Sim, Chief Finance Officer (Partnership & Performance)  
Sharon Robertson, Chief Social Work Officer (People)  
Mark Bryce, Area Commander & LSO, Stirling-Clackmannanshire and Fife  
Paul Cunningham, Group Commander, Stirling-Clackmannanshire- Fife LSO Area  
Chief Inspector Audrey Marsh, Police Scotland  
Chief Superintendent Alan Gibson, Police Scotland  
Chris Alliston, Senior Manager, HR & Workforce Development (Partnership & Performance)  
Cherie Jarvie, Senior Manager, Partnership & Transformation (Partnership & Performance)  
Ali Hair, Organisational Development Adviser (Partnership & Performance)  
Sarah McPhee, Senior Internal Auditor, Falkirk Council  
Ewan Murray, Chief Finance Officer, Clackmannanshire & Stirling Health and Social Care  
Partnership  
Rose Hetman, Strategy & Performance Adviser (Partnership & Performance)  
Judi Richardson, Performance & Information Adviser (Partnership & Performance)  
Seonaid Scott, Health and Safety Manager (Partnership & Performance)  
Tony Cain, Senior Manager, Housing (Place)  
Lee Robertson, Senior Manager, Legal and Governance (Partnership & Performance) (Clerk  
to the Committee)  
Gillian White, Committee Services, Legal and Governance (Partnership & Performance)  
Melanie Moore, Committee Services, Legal and Governance (Partnership & Performance)

**AS(22)15 APOLOGIES**

Apologies for absence were received from Councillor Martha Benny, Councillor Ellen Forson and Councillor Phil Fairlie. Councillor Craig Holden was in attendance today as substitute for Councillor Ellen Forson and Councillor Jane McTaggart was in attendance as substitute for Councillor Phil Fairlie.

**AS(22)16 DECLARATIONS OF INTEREST**

None.

**AS(22)17      MINUTE OF AUDIT AND SCRUTINY COMMITTEE HELD ON 27 AUGUST 2022**

The minutes of the meeting of the Audit and Scrutiny Committee held on Thursday 27 August 2022 were submitted for approval.

**Decision**

The minutes of the meeting of the Audit and Scrutiny Committee held on Thursday 27 August 2022 were agreed as a correct record by the Committee.

**AS(22)18      ANNUAL REPORT OF THE CHIEF SOCIAL WORK OFFICER 2021-2022**

The report, submitted by the Chief Social Work Officer, presented the Chief Social Work Officer (CSWO) Annual Report reflecting the period 1 April 2021 – 31 March 2022 (attached at Appendix 1). The report and its consideration are a requirement to ensure oversight and accountability within the local authority for all social work and social care services, including those delegated to the Integration Joint Board. Following scrutiny and consideration by Council, the report is required to be submitted to Scottish Government.

**Motion**

That Committee agrees the recommendations set out in the report.

Moved by Councillor Denis Coyne. Seconded by Councillor Janine Rennie.

**Decision**

The Committee agreed to:

1. note, challenge and comment on the report as appropriate and
2. note that the Chief Social Work Officer Annual Report 2021/22 is submitted to the Office of The Chief Social Work Advisor, Scottish Government subject to Council approval.

**Action**

Chief Social Work Officer

**AS(22)19      POLICE PERFORMANCE REPORT FOR CLACKMANNANSHIRE OCTOBER 2021 TO MARCH 2022**

A report, submitted by the Local Police Commander, provided the Committee with information on the performance of Police Scotland in the Clackmannanshire local authority area for the period of 1 October 2021 to 31 March 2022.

Councillor Holden formally requested that the numbers of fixed penalty notices outwith the 3 days of action be provided to the next meeting of the Audit and Scrutiny Committee.

**Motion**

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

Moved by Councillor Janine Rennie. Seconded by Councillor Denis Coyne.

**Decision**

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

**AS(22)20 FIRE PERFORMANCE REPORT – ANNUAL REPORT 2021/22**

A report, submitted by the Local Senior Officer Clackmannanshire –Stirling and Fife, provided the Committee with an overview of the half year performance of the Scottish Fire and Rescue Service (SFRS) in Clackmannanshire covering the period 1 April 2021 to 31 March 2022. 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 Kenneth Earle. Seconded by Councillor Denis Coyne.

**Decision**

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

**AS)22)21 BUSINESS PLAN 2021/23 – UPDATE REPORT**

The report, submitted by the Strategic Director, Partnership and Performance, provided the Committee with an update on performance, risks and achievements, relating to the Business Plan 2021-23 which was agreed in August 2021. Appendix 1 provided a fuller update on the progress, however a number of areas are highlighted with the Considerations section of this report.

**Motion**

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

Moved by Councillor Janine Rennie. Seconded by Councillor William Keogh.

**Decision**

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

*The Convenor adjourned the meeting at 11.35 am for a comfort break. The meeting resumed at 11.50 am with 7 members present.*

**AS(22)22 INTERNAL AUDIT PLAN 2022/23**

The report, submitted by the Internal Audit Manager, presented to Committee a 2022/23 Internal Audit Plan for approval.

**Motion**

That Committee agrees the recommendations set out in the report.

Moved by Councillor Denis Coyne. Seconded by Councillor William Keogh.

**Decision**

The Committee agreed to:

1. note the resources available to Internal Audit;

2. note that the plan is indicative and flexible;
3. agree the Internal Audit Plan for 2022/23; and
4. note that progress will be reported to the Audit Committee on an ongoing basis.

**Action**

Internal Audit Manager

**AS(22)23 COUNCIL FINANCIAL PERFORMANCE 2022/23 AS AT JUNE 2022**

The report, submitted by the Chief Finance Officer, provided an update on the financial performance for the Council as at June 2022, in respect of the General Fund (GF) revenue and capital spend and the achievement of savings, for the current financial year 2022/23, the Clackmannanshire element of the Stirling & Clackmannanshire Health and Social Care Partnership (H&SCP) revenue spend and Housing Revenue Account (HRA) revenue and capital spend, for the financial year, 2022/23.

**Motion**

That Committee agrees the recommendations set out in the report.

Moved by Councillor Janine Rennie. Seconded by Councillor Brian Quinn.

**Decision**

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

1. the General Fund (GF) revenue overspend of £2.226m for the year to 31 March 2023;
2. the Clackmannanshire element of the Health and Social Care Partnership (H&SCP) underspend of £(0.840)m as at June, for the year to 31 March 2023;
3. the HRA revenue forecasted surplus of £(0.019)m over the budgeted surplus for the year to 31 March 2023;
4. the HRA Capital programme underspend of £(1.300)m which it is proposed to be carried forward;
5. the General Fund Capital Programme underspend of £(3.855)m, and
6. progress to date in delivering the £1.838m approved savings programme, currently forecast to achieve £1.490m, 81%, as at 31 March 2023.

**AS(22)24 HOUSING BENEFIT PERFORMANCE AUDIT**

Audit Scotland recently carried out an audit on the Council's Housing Benefit Service. Appendix A contained the final report with proposed recommendations and agreed management actions.

**Motion**

That Committee agrees the recommendations set out in the report.

Moved by Councillor Janine Rennie. Seconded by Councillor Denis Coyne.



### **Decision**

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

### **AS(22)25 CORPORATE RISK REGISTER**

The report, submitted by the Strategic Director, Partnership and Performance, provided the Committee with the 2022/23 half year update on Clackmannanshire Council's Risk Register (Appendix A).

### **Motion**

That Committee agrees the recommendation set out in the report.

Moved by Councillor Denis Coyne. Seconded by Janine Rennie.

### **Decision**

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

### **AS(22)26 REGULATION OF INVESTIGATORY POWERS (SCOTLAND) ACT 2000**

The report, submitted by the Senior Manager Legal and Governance updated the Committee on the outcome of a recent inspection of the Council's use of The Regulation of Investigatory Powers (Scotland) Act 2000 (RIPSA) by a representative of the Investigatory Powers Commissioner's Office (IPCO), the recommendations made and actions required following on from that.

### **Motion**

That Committee agrees the recommendations set out in the report.

Moved by Councillor William Keogh. Seconded by Councillor Kenneth Earle.

### **Decision**

The Committee agreed to:

1. note there have been no authorisations granted under RIPSA since the previous inspection; and
2. note the report whilst having commented and challenged as appropriate.

### **AS(22)27 ANNUAL COMPLAINTS REPORT 2021/22**

The report, submitted by the Strategic Director, Partnership and Performance, presented an overview of performance in relation to complaints handling during the year 2021/22.

### **Motion**

That Committee agrees the recommendations set out in the report.

Moved by Councillor Kenneth Earle. Seconded by Councillor Denis Coyne.

**Decision**

Having commented and challenged the report, the Committee agreed to note the performance in relation to complaints handling during the year 2021/22.

**AS(22)28 HEALTH AND SAFETY ANNUAL REPORT 2021/22**

The report, submitted by the Health and Safety Manager, provided Committee the 2021/22 annual report on Health and Safety performance across the Council.

**Motion**

That Committee agrees the recommendation set out in the report.

Moved by Councillor Janine Rennie. Seconded by William Keogh.

**Decision**

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

Ends 1243 hrs

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**Report to: Audit and Scrutiny Committee**

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**Date of Meeting: 15 December 2022**

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**Subject: Business Plan Review 2021/23**

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

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## **1.0 Purpose**

- 1.1. This report provides the Committee with an update on the Place Business Plan 2021-23 which was agreed in August 2021.
- 1.2. Appendices A-B provide detailed updates on performance and improvement actions. Appendix C covers Risk and Appendix D summarises our key achievements over the life of the plan.
- 1.3. A number of key areas are also highlighted with the Considerations section of this report.

## **2.0 Recommendations**

- 2.1. Committee is asked to note, comment on and challenge the report.

## **3.0 Considerations**

- 3.1. **Policy and Strategy Development.**
- 3.2. Strategies and policies which have been developed in line with the schedule set out in the Business Plan are:
  - Community Wealth Building Action Plan
  - Economic Recovery Strategy
  - Local Employability Delivery Plan
  - Waste Treatment Procurement Strategy
  - Connecting Clackmannanshire
  - Winter Service Policy
- 3.3. Progress has also been made on the following:
  - Net Zero Strategy and Action Plan
  - Local Biodiversity Action Plan
  - Learning Estate Strategy
  - Regional Energy Masterplan
  - Household Waste and Recycling Collection Policy

3.4. Policies and strategies which have not progressed to date are:

- Sustainable Food Growing Strategy
- Local Development Plan
- Local Transport Strategy

3.5. **Key Issues and Priorities**

3.6. Place services strive to deliver quality front-line services to the citizens of Clackmannanshire. Roads and Transportation, Land services, Waste and Recycling, Housing and Public Protection are all highly valued aspects of what people expect from a Council and have a major influence on people's quality of life. Also, Housing, Property and Facilities Management Services provide vital support to other Council Services, such as Education and Health and Social Care

3.7. Place services also have a major influence on shaping the future prosperity of Clackmannanshire, through spacial planning and development management, economic development and employability services; together with the delivery of capital projects in support of the Council's vision and outcomes. Many of the levers that can promote and accelerate a Wellbeing Economy lie within the Place Directorate.

3.8. The impact of the global pandemic on our citizens, communities, partners, suppliers and our staff is still being felt. Taken together with the economic outlook and Cost of Living Crisis, we continue to experience consequential impact on the operations of the Council and Place services. We are experiencing increased demand in a range of service areas, not least those involved in supporting vulnerable people. Some of our capital programme activities have been adversely affected, either by restrictions to working practices or increases in supply chain costs.

3.9. There has been increased focus on the importance of health and safety at work. We have worked jointly with colleagues from the corporate health and safety team to raise staff awareness of safety issues via a programme of toolbox talks and site audits. A review of all service health and safety risk assessments is well underway, with the updated assessments being uploaded to the new corporate health and safety system, Evotix. Importantly, there has been a real drive to improve our safety culture and staff are encouraged to report incidents and accidents so that we can prevent similar issues arising again.

3.10. Financial sustainability remains a key consideration and tight budgetary controls remain a high priority.

3.11. Climate change and net zero considerations are also becoming more and more part of 'business as usual' when designing operations, as well as shaping our policies and capital projects.

3.12. **Transformation, Innovation and Collaboration**

3.13. Place services have made major contributions to taking forward the key 'Be The Future' transformation themes of: Sustainable, Inclusive Development,

Empowering Families and Communities and; Health and Wellbeing. Examples include:

- Key partner in the Family Wellbeing Partnership and STRIVE, working with others to find creative solutions to support local people whilst helping to shape the future of public service delivery.
  - Developing the principle of the Alloa Transformation Zones to maximise the benefits of a range of interrelated investment opportunities and to position Clackmannanshire as a world recognised centre of innovation.
  - Delivering the 'Living Alloa' townscape improvements, in collaboration with Alloa First and CTSI to improve connectivity, safety and sense of pride of place.
  - Delivering Primrose Street dementia friendly housing, in collaboration with Kingdom Housing Association.
- 3.14. Working with colleagues in Finance, we have taken an innovative approach to capital planning by developing a 20 year capital programme. This enables us to assess affordability over time, together with our ability to plan resources to deliver the programme. It also enables the Council to communicate key priority projects to our citizens.
- 3.15. Working with colleagues in the Transformation Team, we have begun an internet of things pilot to remotely monitor CO2 in classrooms, which will be helpful in managing COVID and other air borne illnesses. There is great potential to widen this approach to monitor other building related concerns such as testing for the presence of legionella or mould and damp.
- 3.16. Other collaborations include working with the University of Stirling and Forth Valley College on two key City Region Projects: Scotland's International Environment Centre and the Inter-generational Living Innovation Hub (which feature as part of the Alloa Transformation Zone). We are also collaborating with Stirling Council colleagues on other CRD programmes, which include Culture, Heritage and Tourism; Active Travel; Regional Digital Hubs, Regional Energy Masterplan; and Flexible/Inclusive Skills programmes.
- 3.17. **Stakeholder Engagement**

Stakeholder engagement is an essential part of our approach to designing and delivering services and projects. Over the recent period we have carried out the following engagements:

- Renewed engagement with the Tenants Federation.
- Housing tenant satisfaction feedback sought for all for capital, repairs and maintenance works.
- Meetings with local community groups occupying our properties on leases in particular where shared repair and maintenance liabilities occur.
- Public engagement on improvements to West End Park, especially with younger children and girls.
- Extensive use of the Place Standard Tool to inform regeneration and development activities – e.g. Alloa Town Centre, Alva Regeneration, Glentarn Mill development.

- Feedback via Survey Monkey from all learners and employers involved in our Skills Development Scotland programmes.
- Business engagement conducted through the Clackmannanshire Business Support Partnership including fortnightly mailing to over 1,600 recipients and Business Survey.
- Supported a number of community based Climate Change Fora in each of our Ward areas.

### 3.18. **Service Performance**

3.19. Appendix A sets out our performance across the Local Government Benchmarking Framework. In addition, across the directorate there are a range of embedded practices for managing and monitoring service performance. The service provides a number of statutory/national performance reports, as follows:

- Planning Performance Framework
- Building Standards Verification – Annual Performance Report
- Food Control Service Plan
- Public Bodies' Climate Change Duties
- Scottish Housing Regulator – Annual Return of the Charter (ARC)
- Scottish Housing Regulator – Self Assurance Statement
- Scottish Housing Regulator – Landlord Report to Tenants
- Core Facts Return to Scottish Government
- Scottish Housing Regulator – Annual Return of the Charter (ARC) & Assurance Statement
- Annual Core Facts Building Condition Return to Education for their Submission to Scottish Government
- LEAMS Keep Scotland Beautiful Local Environmental Audit & Management System

### 3.20. **Workforce Planning**

3.21. By and large, our staff have adapted well to post-pandemic working. Remote and/or hybrid working is still common and is likely to become the norm for many colleagues. Whilst hybrid working presents real opportunities, this work will require new policies, processes, systems; assets and ways of working that represent a fundamental change, and as such require careful engagement with staff, members and trade union colleagues. This is being taken forward by the 'new ways of working' group and various sub-groups. The output from these interactions will inform our public buildings asset strategy going forward.

3.22. At the same time, many of our staff have - and continue - to operate traditional patterns of work, in physical proximity on sites and within buildings. We must continue to ensure that this is done safely and in line with COVID guidance as the working environment evolves over time.

3.23. The Council's workforce is aging, and this is particularly acute within Place. More than a third of the workforce is at an age where retirement is a potential option, with over half moving into this category within the next 5 years. At the same time, the number of younger employees in the service is distinctly imbalanced, with around 10% of employees under the age of 30.

The scale and pace of staff turnover is likely to increase significantly in the next 5 years, emphasising a requirement to secure and develop skills required to fulfil statutory and essential support functions as a matter of priority. Due to our size, there are people covering multiple roles and this creates risks of single points of failure. There are also skills and capacity gaps in some business-as-usual activities and in meeting our Capital Plan and transformation aspirations. The development of the Target Operating Model offers opportunities to address some of these risks. Meantime, there has been some good progress in bringing new and young talent into the organisation via various employability programmes such as Kickstart, especially within the Environment service.

### 3.24. **Delivery Plan and Key Achievements**

3.25. Appendix B sets out details of the delivery plan, which describes service performance and progress against agreed improvement actions, whilst Appendix C provides information on some of our key achievements.

3.26. Improvement Plan activities that have or are being delivered to schedule are:

- Deliver Alloa town centre improvement projects
- Produce and economic development recovery plan
- Deliver City Region Deal programme in line with financial profile
- Deliver roads and transportation capital projects
- Deliver village and small towns capital projects
- Deliver improvements to West End Park and other play areas and open spaces
- Produce Waste Treatment procurement strategy
- Deliver improvements to Westhaugh Gypsy/Travellers site
- Deliver social services adaptations programme
- Deliver Learning Estate capital projects
- Develop the next iteration of the Learning Estate Strategy
- Complete Police Integration Project
- Undertake a viability assessment and review of the current commercial property portfolio

3.27. Progress has also been made on the following:

- Deliver Community Wealth Building Action Plan
- Develop rapid scoping assessment for Transformation Zones
- Develop project proposals, masterplan and engagement strategy for Transformation Zones
- Develop Climate Change/Net Zero strategy and action plan
- Produce local biodiversity action plan
- Waste and Recycling collections policy
- Deliver Housing capital programme
- Deliver non-housing compliance/operational resilience capital programme
- Comprehensive review of the use of homeless temporary accommodation
- Tenant Participation improvement plan
- Implement new Housing/Property IT system
- Route-map and options appraisals for compliance with SG rollout of free school meals to all primary age pupils

- Implement the new school food menu in compliance with nutritional guidance/standards

3.28. Improvement actions which have not progressed to date are:

- Parking decriminalisation
- Develop route-map to compliance with Energy Efficiency in Scottish Social Housing 2 (ESSH2)

3.29. **Risks**

3.30. Key risks that apply to Place services are:

- Insufficient financial resilience
- Inadequate workforce planning
- Health and Safety Breach
- Failure to prepare for severe weather events.

3.31. Appendix C includes the service risk register which identifies how these risks are to be mitigated.

#### 4.0 Sustainability Implications

4.1. None

#### 5.0 Resource Implications

5.1. *Financial Details*

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

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

5.4. *Staffing*

#### 6.0 Exempt Reports

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

#### 7.0 Declarations

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

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



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

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

**8.0 Equalities Impact**

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

**9.0 Legality**

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

**10.0 Appendices**

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

Appendix A – Place Business Plan 2021/23 - LGBF Performance Data  
 Appendix B – Place Business Plan 2021/23 - Performance Indicators & Improvement Actions  
 Appendix C – Place Business Plan 2021/23 - Risk Register  
 Appendix D – Place Business Plan 2021/22 - Service Achievements

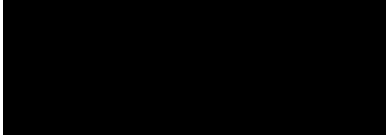
**11.0 Background Papers**

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

**Author(s)**














NAME	DESIGNATION	TEL NO / EXTENSION
Pete Leonard	Strategic Director (Place)	Extension : 2533













**Approved by**
















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













## Local Government Benchmarking Framework – Place Directorate 2020/21 Extract




(2021/22 data currently undergoing national validation and integrity-checks, and will be published by 31-Mar-23)







LGBF	The Local Government Benchmarking Framework enables comparisons across Councils, and ‘family groups’ (with similar deprivation levels or population density). While ‘league tables’ can encourage undesirable behaviours, it is important to know how we are progressing in relation to other authorities, and the country as a whole, as well as analysing trends and target achievement. National forums and family groups continue working to develop and benchmark the processes behind the data, to determine which approaches may be best suited to achieve positive outcomes for communities in each unique Scottish authority.
Years	The value achieved by Clackmannanshire Council in the financial year shown. Indicators for which 2020/21 data is not available are purple and the summary is for the most recent year held (most due to methodological changes in the Scottish Household Survey, meaning data is not comparable). Costs for previous years may differ slightly elsewhere as they are reported here as actual costs, but are sometimes reported using a ‘deflator’ to cancel out inflation.
Trend	Whether performance levels have improved or declined since the previous year. Though we cannot realistically expect to improve in all indicators, for each area, we must determine whether efficiency, effectiveness or satisfaction (or a balance of all three) is the priority, and set targets accordingly.  Performance has improved  Performance is consistent  Performance has declined  Missing data for previous or current year
Target/Status	The target set and whether it was met (within tolerance). This highlights areas requiring attention, while those achieving (or close to) target remain green.  Meeting target or within 5%  5 - 15% worse than target  >15% worse than target  No target (new measure or ‘no service’)
Rank/Quartile	Authorities’ results are ranked best (1 <sup>st</sup> ) to worst (32 <sup>nd</sup> ) to support learning from strong performers. Rankings are grouped into 4 quartiles for a higher-level summary. If not all authorities report, there are fewer than 32 rankings so quartiles are smaller (such as Housing, not reported by 6 authorities due to differing arrangements). Minimising costs is a broad financial sustainability goal, however, this also represents investment, so spend may be higher in priority areas.  Top quartile - 1 <sup>st</sup> to 8 <sup>th</sup> place  2 <sup>nd</sup> quartile - 9 <sup>th</sup> to 16 <sup>th</sup>  3 <sup>rd</sup> quartile - 17 <sup>th</sup> to 24 <sup>th</sup>  Bottom quartile - 25 <sup>th</sup> to 32 <sup>nd</sup>  No rank
Scotland	The overall figure for Scotland (calculated from raw figures), or the average result reported by local authorities (where raw data is not available).
















Waste Management	2018/19	2019/20	2020/21	Target	Rank	Scotland	Management Comments
Cost of refuse collection per premise	£60	£59	£45 	£59 	2 	£72	Number of efficiencies arising from reduction in operatives required for food collections. Also replacement of aging vehicles in waste fleet resulting in fewer breakdowns and delays with subsequent need for overtime payments.
Cost of refuse disposal per premise	£100	£105	£110 	£105 	19 	£105	Increase in non-recyclable waste produced due to home working accompanied by increase in Landfill Tax. Increase also likely linked to introduction of chargeable garden waste scheme – diverting garden waste to landfill bins.
Household waste composted or recycled	56.3%	55.4%	48.6% 	55.4% 	12 	42.0%	Number of Covid related factors e.g. increase in non-recyclable waste attributed to increase in home working and reduction in visits to Recycling Centre. Significant reductions in wood and scrap metal through Centre.
Satisfaction with refuse collection (3 year average)	71.7%	64.0% 	Not available	76.3% 	29 	74.3%	The Scottish Household Survey does not cover a statistically valid sample size at local authority level. 3-year average to 19/20 still reflects out of date perceptions as far back as 2017, and 3.5% error margin means rankings are not reliable.







Lands Services	2018/19	2019/20	2020/21	Target	Rank	Scotland	Management Comments
Cost of street cleaning per 1,000 population	£10,175	£10,613	£12,537 	£15,230 	18 	£14,845	Costs have been kept relatively low to align with available budgets.
Cost of parks & open spaces per 1,000 population	£13,541	£19,325	£14,272 	£19,325 	10 	£19,112	Costs are low because an increasing number of staff are working on income generation projects at the detriment of grounds maintenance.
Street cleanliness score (% 'acceptable')	92.9%	95.1%	89.6% 	92.2% 	24 	90.1%	Cleanliness scores are consistent due to the routine cleanliness programmes and regimes in place.
Satisfaction with street cleaning (3 year average)	56.6%	55.0% 	Not available	66.3% 	29 	62.6%	In order to improve satisfaction levels Land Services will be working in partnership with Waste colleagues to improve targeted hot spot areas and more demand driven street cleansing arrangements. The reduction in labour allocated to maintenance results in less grounds maintenance being conducted which leads to an increase in complaints and dissatisfaction. Covid-19 has resulted in significant increase in usage of parks & open spaces with the subsequent expectation levels rising versus static or reduced maintenance budgets. The Scottish Household Survey does not cover a statistically valid sample size at local authority level. 3-year average to 19/20 still reflects out of date perceptions as far back as 2017, and 3.5% error margin means rankings are not reliable.
Satisfaction with parks & open spaces (3 year average)	82.7%	84.0% 	Not available	84.8% 	16 	83.5%	







Roads & Transportation	2018/19	2019/20	2020/21	Target	Rank	Scotland	Management Comments
Cost of maintenance per kilometre of road	£18,029	£17,066	£12,968 	£9,707 	22 	£9,761	Capital increase of 16.8% (£2.54m to £2.97) due to new investment in Safer Routes to School, increased investment in Cycling Walking Safer Street offset by a reduction works on the road network (66.5% reduction in Road & Winter Maintenance revenue expenditure). There are concerns regarding the accuracy and consistency of authorities' reporting for this measure.
A class roads that should be considered for treatment	24.3%	24.8%	26.5% 	25.0% 	16 	29.8%	Roads Maintenance activities were emergency works only from March 2020 to June 2020 at the start of the first lockdown - and thereafter maintenance activities picked back up - incurring additional costs for social distancing, more vehicles being used etc. Cost figures also include discrete schemes such as Alva Regeneration, whilst this £1m public realm improvement is spent on roads infrastructure it represents less than 0.003% of the road network (this also includes footways, street lighting, drainage etc).
As above – B Class	22.2%	18.0%	18.5% 	20.0% 	1 	34.0%	
As above – C Class	30.4%	29.0%	27.4% 	30.0% 	9 	33.6%	










Roads & Transportation	2018/19	2019/20	2020/21	Target	Rank	Scotland	Management Comments
As above – Unclassified	40.2%	43.0%	43.2% 	42.0% 	24 	38.3%	

Property Services	2018/19	2019/20	2020/21	Target	Rank	Scotland	Management Comments
Operational buildings suitable for current use	79.7%	80.0%	80.0% 	85.0% 	23 	82.3%	New criteria for Educational establishments was applied in 19/20, with some schools categorised as C. Expected to improve following further Capital spend on the Primary Education Estate. Core Facts Monitoring (testing/certification for fire, legionella, electrics, etc.) continues to improve. Extensive Asbestos Management Plan surveys have been commissioned and continue to be updated.
Council buildings in satisfactory condition (by floor area)	97.6%	97.7%	97.7% 	95.0% 	4 	89.2%	Secondary School Support Building was temporarily closed pending structural monitoring and former St Bernadettes school was opened as a temporary decant building. This was in July, and temporary, therefore no change since last year.




























Housing Services	2018/19	2019/20	2020/21	Target	Rank	Scotland	Management Comments
Rent arrears as a % of rent due in the year	9.05%	10.11%	9.56% 	10.11% 	16 	8.19%	Housing officers worked very well to maximise where possible supports that where available to maximise rent collection in difficult circumstances. We were assisted by the rollout of the moby soft tool, to help target cases effectively.
Rent loss due to empty (void) properties	1.14%	0.45%	0.94% 	0.90% 	10 	1.38%	Waiting period between receiving keys and work being allowed to start under Health & Safety Guidance, plus formal waiting periods between trades resource and before let, resulted in artificially increasing days taken to complete voids.
Average working days to complete non-emergency repairs	6.22	7.16	4.24 	7.33 	2 	7.28	Due to the focus on emergency repairs with the pandemic resulted in artificially improved performance.
Council housing meeting all Scottish Housing Quality Standard (SHQS) criteria	97.73%	96.12%	98.77% 	100.00% 	2 	90.30%	This remains a priority for our investment, challenges remaining with owners not participating in SHQS works (no obligation to do so) and non traditional building fabric where no current technical solution exists to improve the thermal efficiency.
Council houses meeting the Energy Efficiency Standard for Social Housing (EESH)	72.75%	84.16%	78.39% 	84.10% 	21 	86.40%	The reduction in EESH is due to a significant number of EPC's reaching the end of their 10 year lifespan and the resource capacity not being available during the pandemic to action updates. The Scottish Government updated SHQS guidance affecting element 35 of EESH which came into force on 01-Jan-21. Some landlords overlooked the update and misreported compliance, and the regulator asked us to review data in December, resulting in data corrections for 20/21.

Sustainability	2018/19	2019/20	2020/21	Target	Rank	Scotland	Management Comments
CO <sub>2</sub> emissions area wide per capita – all emissions	10.2 tonnes	9.9	9.1 	9.0 	28 	4.6	The rationalisation of the Council's building portfolio has been a significant factor in the reduction as has the national decarbonisation of the gas and electricity network. Inroads are also being made into electrifying our fleet transport and ongoing energy efficiency projects are contributing towards the reductions.
As above – emissions within local authority scope	7.2 tonnes	6.9	6.2 	6.0 	30 	4.6	

Regulatory Services	2018/19	2019/20	2020/21	Target	Rank	Scotland	Management Comments
Cost of Trading Standards per 1,000 population	£2,724	£2,600	£1,891 	£4,439 	1 	£5,857	While costs have reduced as part of partnership delivery with Stirling Council, it is essential that staffing and provision of protective services remain sufficient to meet community needs, and particularly those of potentially vulnerable groups.
Cost of Environmental Health per 1,000 population	£10,953	£11,253	£13,648 	£13,776 	21 	£12,606	For the last two years Environmental Health has been focussed on enforcing the regulations controlling the spread of Coronavirus. This required a suspension of many of our existing duties. We have received Scottish Government funding to provide extra officer resources to complete this task and are now transitioning from Coronavirus regulation to resume our full pre-Coronavirus duties.

Development Planning	2018/19	2019/20	2020/21	Target	Rank	Scotland	Management Comments
Cost per local planning application	£2,586	£2,818	£3,575 	£4,440 	6 	£5,044	Lower than average and variable depending on number of applications received by small planning team. Staff undertake additional functions beyond assessment of planning applications (eg. capital project management, bid preparation, Local Development Plan assistance and environmental improvement work).
Average weeks to process commercial planning applications	7.6	6.3	6.5 	10.5 	2 	10.6	Slight increase (3%) due to Covid but reduced for previous 3 years (32% improvement from 9.5 weeks in 16/17) following focus on economic development. Lower than national average and top quartile ranking maintained for 3 <sup>rd</sup> year.
Immediately available employment land (as % of employment land allocated in Local Development Plan)	5.3%	68.5%	68.5% 	36.2% 	11 	38.9%	Higher than average but related to market conditions. The Local Development Plan has identified sufficient land availability however this has not always been effective as planning permission has not been granted to result in immediately available land. This is outwith Council control as it cannot apply for planning permission for private land and is therefore subject to market forces. However planning permission has been granted for significant employment sites (such as Kilbagie) and further permissions are expected to be granted for other sites (such as Carsebridge) in the coming year. The percentage of immediately available land is therefore expected to increase significantly by the next reporting period.










## Appendix A

Economic Development	2018/19	2019/20	2020/21	Target	Rank	Scotland	Management Comments
Cost of Economic Development & Tourism per 1,000 population	£35,447	£34,459	£37,707 	£102,811 	4 	£87,793	Further investigation into the detailed inclusions and exclusions in this calculation will be conducted in order to set future targets, as investment in essential employability and business support services is critical for inclusive growth.
Business gateway startups per 10,000 population	23.0	20.4	17.9 	23.0 	10 	11.2	The number has declined slightly (-12%), though to a lesser extent than nationally (-32%), therefore our 10 <sup>th</sup> place ranking has been maintained. Please note that the target for Business Gateway Startups was reduced during the year 2020/21 to allow the BG team to support COVID enquiries.
Town vacancy rate (vacant retail units as % of total) – Alloa town centre only	12.4%	7.5%	13.6% 	11.7% 	23 	12.4%	The town centre vacancy rate has risen as it has done nationally as retailers respond to the challenges of the pandemic.
Gross Value Added (per Capita)	£20,914	£21,343	£20,491 		17 	£24,721	The trend up to 2019/20 continues to show GVA increasing year on year, with a 4% dip in 20/21, believed to be pandemic-related (our family group median declined by 7%, and the Scottish average by 9%). Clackmannanshire has the greatest ranking improvement over the last 10 years of any Local Authority.
Properties with Superfast Broadband	94.0%	94.8%	95.8% 	95.0% 	15 	93.8%	There is a small increase this year and the figure remains above the Scottish figure of 93.8%.
Residents earning less than the Living Wage	26.3%	22.9% 	Not available	19.4% 	21 	16.9%	It is disappointing that Clacks has not been provided with a 20/21 value for this critical measure. As yet, no explanation has been given as to why we (and 5 other authorities) were excluded from results.
Unemployed people assisted into work via Council employability programmes	10.0%	14.6%	9.0% 	12.7% 	9 	6.4%	Numbers supported into work are lower for the year which is to be expected in line with the reduction in face to face services, redeployment of staff to Covid support tasks and the lower numbers of opportunities available as businesses were not operating.
Unemployment Rate – Working Age (16-64 years)	4.3%	4.2%	6.5% 		25 	6.1%	Figure to March 2021 shows an increase in unemployment rate for both Working Age and Young People in line with the overall Scottish rates / trend. This increase is most likely due to the impact of the Covid pandemic finally filtering through after rates remained quite static in 18/19 and 19/20. The gap between Clacks and Scotland narrowed to March 2021 in both age groups. Worth noting that latest data to January 2022 shows Unemployment rates for overall working population falling back towards 19/20 figures for both Clacks and Scotland.
Unemployment Rate – Young People (16-24 years)	6.6%	6.8%	9.3% 		28 	7.2%	










## Place Directorate Business Plan 2021-23



Key to Symbols					
Performance Indicators		Actions		Risks	
	Meeting target or within 5%		Already complete		Score of 16 or above
	5-15% outwith target		Will complete within target date		Score of 10 to 15
	More than 15% outwith target		Will complete outwith target date		Score of 9 or below

## 1. Performance Indicators



## 1.1 Housing Service

Code	Performance Indicator	2019/20	2020/21		2021/22			Latest Note
		Value	Value	Scotland - Average	Value	Target	Status	
HMO ALL 035	Rent loss due to empty (void) properties	0.45%	0.94%	1.38%	0.66%	0.90%		Waiting period between receiving keys and work being allowed to start under Health & Safety Guidance, plus formal waiting periods between trades resource and before let, resulted in artificially increasing days taken to complete voids.
HMO HPI 005	Council housing meeting all Scottish Housing Quality Standard (SHQS) criteria	96.12%	79.19%	90.30%	59.87%	100.00%		This remains a priority for our investment, challenges remaining with owners not participating in SHQS works (no obligation to do so) and non traditional building fabric where no current technical solution exists to improve the thermal efficiency.
HMO HPI 157	Council houses meeting the Energy Efficiency Standard for Social Housing (EESH)	84.16%	85.26%	86.40%	62.28%	100.00%		The reduction in EESH is due to a significant number of EPC's reaching the end of their 10 year lifespan and the resource capacity not being available during the pandemic to action updates.
HMO PRO 006	Average working days to complete non-emergency repairs	7.16	4.24	7.28	4.90	7.28		Due to the focus on emergency repairs with the pandemic resulted in artificially improved performance.
HMO TEM 011	Rent arrears as a % of rent due in the year	10.11%	9.56%	8.19%	10.66%	9.56%		Housing officers worked very well to maximise where possible supports that where available to maximise rent collection in difficult circumstances. We were assisted by the rollout of the moby soft tool, to help target cases effectively.





## 1.2 Property Service

Code	Performance Indicator	2019/20	2020/21		2021/22			Latest Note
		Value	Value	Scotland - Average	Value	Target	Status	
ASM FAC 02a	Operational buildings suitable for current use	80.0%	80.0%	82.3%	91.4%	85.0%		We continue to improve our overall estate with an emphasis on legal compliance. Asbestos management continues to be a prominent aspect with continual monitoring and removals undertaken when convenient and necessary. Improvements and upgrades across all properties in respect of fire management and recent audits by Scottish Fire & Rescue continue to be extremely positive with only minor items being identified during audits. We have been given permission to sell the old Secondary School Support building in Bedford Place and the sale of the old ABC nursery in Grant street appears to be almost finalised. The recent sale of Ditch farm was a welcome removal from our portfolio.
ASM FAC 03a	Council buildings in satisfactory condition (by floor area)	97.7%	97.7%	89.2%	97.5%	95.0%		Learning estate colleagues engaged with Hub East and HollisGlobal, Independent real estate consultants who undertook and prepared condition reports for all nurseries (ELC's) and primary schools producing a priority list of all works along requiring attention as well as estimated costings for each. These reports were then used to report conditions under the core facts to the Scottish Government.






## 1.3 Development Service

Code	Performance Indicator	2019/20	2020/21		2021/22			Latest Note
		Value	Value	Scotland - Average	Value	Target	Status	
DEV DMA 01b	Cost per local planning application	£2,818	£3,575	£4,986		£4,986		Lower than average and variable depending on number of applications received by small planning team. Staff undertake additional functions beyond assessment of planning applications (eg. capital project management, bid preparation, Local Development Plan assistance and environmental improvement work).
DEV DMA 01c	Average weeks to process commercial planning applications	6.3	6.5	10.6		10.6		Slight increase (3%) due to Covid but reduced for previous 3 years (32% improvement from 9.5 weeks in 16/17) following focus on economic development. Lower than national average and top quartile ranking maintained for 3rd year.
DEV DMA 11a	Immediately available employment land (as % of land allocated for employment in Local Development Plan)	68.5%	68.5%	38.9%	68.0%	38.9%		Figure similar to previous years.
DEV LFR 026	Cost of Economic Development & Tourism per 1,000 population	£34,459	£37,707	£88,582	£71,187	£88,582		Further investigation into the detailed inclusions and exclusions in this calculation will be conducted in order to set future targets, as investment in essential employability and business support services is critical for inclusive

## Appendix B

Code	Performance Indicator	2019/20	2020/21		2021/22			Latest Note
		Value	Value	Scotland - Average	Value	Target	Status	
								growth.
EDE EMP 005	Unemployed people assisted into work via Council employability programmes	14.6%	9.0%	6.0%	31.4%	6.0%		Numbers supported into work are lower for the year which is to be expected in line with the reduction in face to face services, redeployment of staff to Covid support tasks and the lower numbers of opportunities available as businesses were not operating.
EDE LGB B1b	Business gateway startups per 10,000 population	20.4	18.3	11.2				Please note that the target for Business Gateway Startups was reduced during the year 2020/21 to allow the BG team to support COVID enquiries.
EDE LGB B2a	Residents earning less than the Real Living Wage	22.9%	N/A	15.2%		15.2%		It is disappointing that Clacks has not been provided with a 20/21 value for this critical measure. As yet, no explanation has been given as to why we (and 5 other authorities) were excluded from results.
EDE LGB B3a	Properties with Superfast Broadband	94.8%	95.8%	93.8%		93.8%		There is a small increase this year and the figure remains above the Scottish figure of 93.8%.
EDE SLD 19a	Town vacancy rate (vacant retail units as % of total units) - Alloa town centre only	7.5%	13.6%	12.4%	18.6%	13.1%		<i>Increase of 14 vacant units compared to previous year.</i>
RGY EHE 014	Cost of Environmental Health per 1,000 population	£11,253	£13,648	£13,070	£11,001	£13,070		For the last two years Environmental Health has been focussed on enforcing the regulations controlling the spread of Coronavirus. This required a suspension of many of our existing duties. We have received Scottish Government funding to provide extra officer resources to complete this task and are now transitioning from Coronavirus regulation to resume our full pre-Coronavirus duties.
RGY SCC 005	CO2 emissions area wide per capita - all emissions	9.9 tonnes	9.1 tonnes	4.6 tonnes		9.0 tonnes		The rationalisation of the Council's building portfolio has been a significant factor in the reduction as has the national decarbonisation of the gas and electricity network. Inroads are also being made into electrifying our fleet transport and ongoing energy efficiency projects are contributing towards the reductions.
RGY SCC 006	CO2 emissions area wide per capita - emissions within scope of local authority	6.9 tonnes	6.2 tonnes	4.1 tonnes		6.0 tonnes		
RGY TST 004	Cost of Trading Standards per 1,000 population	£2,600	£1,891	£5,928	£1,281	£4,144		While costs have reduced as part of partnership delivery with Stirling Council, it is essential that staffing and provision of protective services remain sufficient to meet community needs, and particularly those of potentially vulnerable groups.

## 1.4. Environment Service

Code	Performance Indicator	2019/20	2020/21		2021/22			Latest Note
		Value	Value	Scotland - Average	Value	Target	Status	
ENV LAN 01a	Cost of parks & open spaces per 1,000 population	£19,325	£14,272	£19,112	£18,374	£14,272		Costs are low because an increasing number of staff are working on income generation projects at the detriment of grounds maintenance.
ENV SHS POS	Satisfaction with parks & open spaces (3 year average)	84.0%						Methodological changes to the Scottish Household Survey mean 20/21 data was not comparable to previous - we have not been advised of national plans for future reporting.
ENV SHS STR	Satisfaction with street cleaning (3 year average)	55.0%						
ENV SHS WMA	Satisfaction with refuse collection (3 year average)	64.0%						
ENV STR 02e	Street cleanliness score (% 'acceptable')	95.1%	89.6%	90.1%		90.1%		Cleanliness scores are consistent due to the routine cleanliness programmes and regimes in place.
ENV STR 04a	Cost of street cleaning per 1,000 population	£10,613	£12,283	£14,492	£16,046	£14,492		Costs have been kept relatively low to align with available budgets.
ENV WMA 02c	Cost of refuse collection per premise	£59	£45	£72	£51	£45		Number of efficiencies arising from reduction in operatives required for food collections. Also replacement of aging vehicles in waste fleet resulting in fewer breakdowns and delays with subsequent need for overtime payments.
ENV WMA 02d	Cost of refuse disposal per premise	£105	£110	£106	£112	£110		Increase in non-recyclable waste produced due to home working accompanied by increase in Landfill Tax. Increase also likely linked to introduction of chargeable garden waste scheme – diverting garden waste to landfill bins.
ENV WMA 04c	Household waste composted or recycled	55.4%	48.6%	42.0%		48.6%		Number of Covid related factors e.g. increase in non-recyclable waste attributed to increase in home working and reduction in visits to Recycling Centre. Significant reductions in wood and scrap metal through Centre.
RAT RCI 001	A class roads that should be considered for treatment	24.8%	26.5%	29.8%		25.0%		Roads Maintenance activities were emergency works only from March 2020 to June 2020 at the start of the first lockdown - and thereafter maintenance activities picked back up - incurring additional costs for social distancing, more vehicles being used etc. Cost figures also include discrete schemes such as Alva Regeneration, whilst this £1m public realm improvement is spent on roads infrastructure it represents less than 0.003% of the road network (this also includes footways, street lighting, drainage etc).
RAT RCI 002	B class roads that should be considered for treatment	18.0%	18.5%	34.0%		20.0%		
RAT RCI 003	C class roads that should be considered for treatment	29.0%	27.4%	33.6%		30.0%		
RAT RCI 004	Unclassified roads that should be considered for treatment	43.0%	43.2%	38.3%		42.0%		
RAT RDS 024	Cost of maintenance per kilometre of road	£17,066	£12,968	£9,379	£9,573	£9,379		Capital increase of 16.8% (£2.54m to £2.97) due to new investment in Safer Routes to School, increased investment in Cycling Walking Safer Street offset by a reduction works on the road network (66.5% reduction in Road & Winter Maintenance revenue expenditure). There are concerns regarding the accuracy and consistency of authorities' reporting for this measure.

## 2. Actions

## 2.1 Sustainable Inclusive Growth

Code	Action	Lead	Due Date	Expected Outcome	Latest Note
PLC 213 101	Develop Net Zero strategy and action plan	Senior Manager - Development	31-Mar-2023	✓	Final report including Action Plan scheduled to go to Council Spring 2023.
PLC 213 102	Undertake a viability assessment and review of the current commercial property portfolio.	Senior Manager (Property)	31-Mar-2023	✓	Asset strategy review being taken forward as part of the 2023/24 budget process.
PLC 213 103	Deliver Community Wealth Building Action Plan	Senior Manager - Development	31-Mar-2023	⚠	Action Plan approved by Council December 2020.
PLC 213 104	Develop routemap to compliance with EESSH2 for all Council Housing stock.	Senior Manager - Housing	31-Mar-2023	⚠	Regional Energy Masterplan work could have a significant bearing on helping to shape our approach to EESSH 2.
PLC 213 105	Review of the Local Development Plan and the preparation of a Proposed Plan, in line with NPF4 and the Regional Spatial Strategy for the Forth Valley area.	Senior Manager - Development	31-Mar-2023	✓	
PLC 213 106	Deliver the Town Centre improvement projects in accordance with Scottish Government's Town Centre Grant Fund	Senior Manager - Development	31-Mar-2023	✓	'Living Alloa' has been shortlisted for SURF Awards for Best Practice in Community Regeneration, under the Improving Scotland's Places category.
PLC 213 107	Deliver roads and transportation capital projects	Senior Manager - Environment	31-Mar-2023	✓	2021/22 programme was delivered to budget– spend £2.25 m Projected Capital. However we are experiencing significant inflationary costs and 2022/23 programme has been adjusted to remain within budget, with the impact that 4 projects will be re-phased into next year.
PLC 213 108	Develop Rapid Scoping Assessments for Alloa Transformation Zones	Senior Manager - Development	30-Nov-2021	⚠	<b>Shaping Places:</b> Initial findings from data analysis will be available January 2023.
PLC 213 109	Develop project proposals and engagement/masterplan and implementation of Transformation Zone initiatives.	Senior Manager - Development	31-Mar-2023	⚠	Predicated on having the Alloa Place Programme agreed, however preparatory work is ongoing, including discovery phase workshops with University of Stirling and other stakeholders in relation to SIEC and ILIH
PLC 213 110	Produce an Economic Recovery strategy and action plan	Senior Manager - Development	31-Oct-2021	✓	Economic Development Action Plan approved by Council October 2021
PLC 213 111	Deliver CRD programme in line with delivery plan/financial profile	Strategic Director - Place	31-Mar-2023	✓	Spend on Clacks projects is largely in line with profile.

## 2.2 Empowering Families &amp; Communities

Code	Action	Lead	Due Date	Expected Outcome	Latest Note
PLC 213 201	Undertake condition survey & option appraisal of Learning Estates Primary School property assets.	Senior Manager (Property)	31-Mar-2023		Excellent output on first batch of appraisals.
PLC 213 202	Develop the next iteration of the Learning Estate Strategy	Senior Manager (Property)	31-Mar-2023		Council decision re Lochies 6 October LEIPS bid completed and ready for submission by 31 October. Further strategy development/decision points are dependent on remaining options appraisals being completed. Next phase: <ul style="list-style-type: none"> <li>• Craigbank Primary and Nursery School</li> <li>• Sauchie Nursery</li> <li>• Tullibody North Campus – Banchory Primary and Nursery and St Serfs Primary and Nursery</li> <li>• Park Primary School</li> </ul>
PLC 213 203	Deliver Learning Estate capital projects	Senior Manager (Property)	31-Mar-2023		Park ELC - Onsite on 20th September 2021 and final snagging is complete. Menstrie ELC and Primary – complete Craigbank ELC – complete Redwell Primary Outdoor Learning Environment – complete Alva Primary flood defences – complete Tullibody South Campus snagging issues being resolved.
PLC 213 204	Deliver village and small towns capital projects	Senior Manager - Development; Senior Manager - Environment	31-Mar-2023		Alva Streetscape project is complete.
PLC 213 205	Routemap and option appraisals for compliance with Scottish Government Policy to feed all primary school children with free school meals by August 2022.	Senior Manager (Property)	31-Mar-2023		Roll out to P5 complete.SG have delayed P6-P7 roll out until next year
PLC 213 206	Implement the new school food menu to ensure compliance with the new requirements of the Nutritional Act to ensure food meets the new standards.	Senior Manager (Property)	31-Mar-2023		Staff turnover and capacity issues at the production unit have delayed progress.
PLC 213 207	Improvements to Westhaugh Gypsy/Traveller site	Senior Manager - Housing	31-Mar-2023		The decant process has been completed. Consultation and discussions with the community are on going and positive at this stage. Early design scheme is complete and site works commenced in October 2022.
PLC 213 208	Tenant Participation Improvement Plan	Senior Manager - Housing	31-Mar-2022		Limited progression due to capacity constraints. Property interim redesign will free up Team Leader capacity. Meantime steps being taken to appoint a TP officer.

## 2.3 Health &amp; Wellbeing

Code	Action	Lead	Due Date	Expected Outcome	Latest Note
PLC 213 301	Support the development of the Wellbeing hub	Senior Manager (Property)	31-Mar-2023	✓	
PLC 213 302	Deliver Housing Capital plan	Senior Manager - Housing	31-Mar-2023	⚠	All necessary procurement activity is now either complete or underway. Some further adjustment to anticipated spend may be necessary in Q4 2022/23.
PLC 213 303	Deliver social services adaptations programme	Senior Manager (Property)	31-Mar-2023	✓	Process review nearing completion. Additional resources now in place and work underway to eliminate backlog. Anticipated that this will be completed by the end of the financial year.
PLC 213 304	Deliver Strategic Housing Investment Plan (SHIP)	Senior Manager - Housing	31-Mar-2023	⚠	Not progressed due to resource capacity constraints. External resource being procured to assist in taking this forward.
PLC 213 305	Develop active travel projects and associated funding bids (non CRD)	Senior Manager - Environment	31-Mar-2023	✓	
PLC 213 306	Deliver improvements to West End Park and other play areas and open spaces	Senior Manager (Property)	31-Mar-2022	✓	West End Park: New and improved footpaths installed together with new play equipment, including accessible equipment. Outdoor gym remains to be installed.
PLC 213 307	Comprehensive review of the council use of homeless temporary accommodation (HRA stock, RSL and Private)	Senior Manager - Housing	31-Mar-2023	⚠	Progressing with off the shelf purchases for temporary accommodation up to approved level of 20 units. Paper to 30 November Council seeking governance to purchase additional units.

## 2.4 Compliance &amp; Operational Resilience


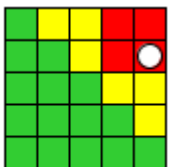
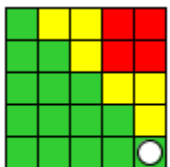

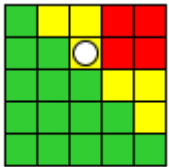
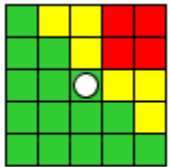

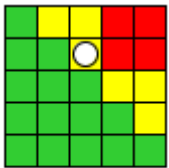
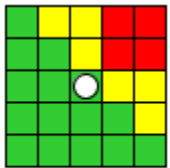
Code	Action	Lead	Due Date	Expected Outcome	Latest Note
PLC 213 401	Implement service redesign and associated workforce development plan	Strategic Director - Place	31-Mar-2022	✓	
PLC 213 402	Implement Housing/Property IT system	Senior Manager (Property); Senior Manager - Housing	31-Mar-2023	⚠	Moving to mini competition for procurement in Q3 2022/23. Will appoint a short term resource to support project implementation.
PLC 213 403	Complete Police Integration Project	Strategic Director - Place	30-Nov-2021	✓	Formal opening by Chief Constable 22 September 2022.
PLC 213 404	Review service delivery model for Trading Standards service	Senior Manager - Development	31-Dec-2021	✓	
PLC 213 405	Deliver property Compliance and Operational Resilience capital projects	Senior Manager (Property)	31-Mar-2023	✓	
PLC 213 406	Deliver roads and transportation Compliance and Operational Resilience capital projects	Senior Manager - Environment	31-Mar-2023	⚠	Property resource working closely with procurement and legal teams in advance of forthcoming procurements.
PLC 213 407	Review health and safety and compliance performance and culture and embed	Strategic Director - Place	31-Mar-2023	✓	

**Appendix B**


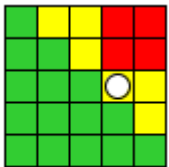
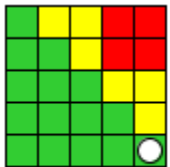

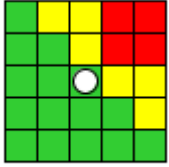
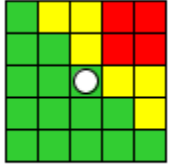
Code	Action	Lead	Due Date	Expected Outcome	Latest Note
	improvement in line with the Corporate Health and Safety Improvement Plan				



3. Risks

ID & Title	<b>Health &amp; Safety Breach</b>	Approach	Treat	Status		Lead	Strategic Director - Place	Current Rating	20	Target Rating	5	
PLC DRR 008												
Description	Incident or statutory breach results in injury or death of staff member or customer due to lack of awareness or non-compliance with policies and procedures. Incidents may also arise from third parties actions, outwith Council control.							Likelihood		Impact	Likelihood	
Potential Effect	The effects on individuals and their families, financial penalties (including Health & Safety Executive intervention fees), criminal proceedings, adverse publicity, increased insurance or damage to Council assets.											
Related Actions	PLC 213 407	Review health and safety and compliance performance and culture and embed improvement in line with the Corporate Health and Safety Improvement Plan	Internal Controls	Health & Safety Management System			Health & Safety Handbook for Managers					
Latest Note	H&S development work has been interrupted as the team has been heavily involved in establishing safe working arrangements in light of the Covid 19 pandemic. However a new IT system is being developed to help manage H&S risks across the Council.											
ID & Title	<b>Loss of Staff Knowledge, Skills and/or Goodwill</b>	Approach	Treat	Status		Lead	Strategic Director - Place	Current Rating	12	Target Rating	9	
PLC DRR 002												
Description	The lack of a corporate approach to knowledge management leads to the loss of tacit information, knowledge and experience held by staff members as the workforce contracts due to reducing budgets, which also reduces ability to appropriately train and develop staff.							Likelihood		Impact	Likelihood	
Potential Effect	Neglect of key or statutory duties if remaining staff are unaware of requirements or unequipped to fulfil them, increased pressure on staff, reduced satisfaction, morale and willingness to add value or contribute to improvement activities, complacency, lowered standards, increased absence and future recruitment difficulties.											
Related Actions			Internal Controls	Attendance & Wellbeing Policy			Information Management Strategy					
Latest Note	This risk is being managed through the related actions. In addition, a system of recorded handover notes is in place as part of the exit process. Also a process of skills auditing has begun across the directorate, beginning with the Housing service.											
ID & Title	<b>Strategies Do Not Provide Clear, Deliverable Direction</b>	Approach	Treat	Status		Lead	Strategic Director - Place	Current Rating	12	Target Rating	9	
PLC DRR 003												
Description	Policies and strategies do not clearly set out realistic actions to achieve the required outcomes within appropriate timescales with available resource.							Likelihood		Impact	Likelihood	
Potential Effect	Unfulfilled objectives, loss of balance between project work and core service delivery, resulting in backlog of unmet demand, or negative reports from regulatory bodies and closer future scrutiny, all with additional reputational damage.											
Related Actions			Internal Controls	Business Planning Process			Committee Approval Process					
Latest Note	This risk is being managed through the related actions. The Director is currently reviewing the range of strategies that are under development in order to ensure that they align with corporate priorities and that engagement with stakeholders is carried out at an early stage of the process.											

## Appendix C

ID & Title	<b>Resources Reduce Below Manageable Levels</b>	Approach	Treat	Status		Lead	Strategic Director - Place	Current Rating	12	Target Rating	5
PLC DRR 001		Description	Financial pressures worsen to a point where buildings, physical assets, technologies and supplier contracts can no longer be maintained, used or improved and staff numbers reduce to levels below the service's functional requirements.							<div style="display: flex; justify-content: space-around;"> <div style="text-align: center;"> <p>Likelihood</p>  <p>Impact</p> </div> <div style="text-align: center;"> <p>Likelihood</p>  <p>Impact</p> </div> </div>	
Potential Effect	Inability to complete required redesign and project work, disturbance to core service delivery and failure to fulfil fundamental goals and duties, with associated financial, legal and reputational implications, particularly if resource reductions coincide with increased demand.										
Related Actions			Internal Controls	Budget Strategy & Monitoring							
				Corporate Asset Management Strategy							
				Interim Workforce Strategy							
Latest Note	New Director now in post and recruitment of senior managers is at an advanced stage. Therefore the likelihood of the risk occurring, and the overall risk rating have reduced.										
ID & Title	<b>Focus on Transformation Rather Than Need</b>	Approach	Tolerate	Status		Lead	Strategic Director - Place	Current Rating	9	Target Rating	9
PLC DRR 004		Description	Transformation itself becomes the goal, rather than addressing the reasons for which transformation is required, such as modernising working practices, exploiting emerging technologies, responding to changing demand, demographics, customer need and preferences etc.							<div style="display: flex; justify-content: space-around;"> <div style="text-align: center;"> <p>Likelihood</p>  <p>Impact</p> </div> <div style="text-align: center;"> <p>Likelihood</p>  <p>Impact</p> </div> </div>	
Potential Effect	Significant wasted resources and potential impact on productivity and service delivery, while new services and processes may not address the required issues with efficiency and effectiveness declining, rather than improving, and resulting failure to make savings or increase income.										
Related Actions	CRR P&P TP1	Refocussing of Corporate Transformation Programme on current priorities	Internal Controls	Customer Consultation & Engagement							
	CRR P&P TP2	Refinement of Corporate Transformation processes and governance mechanisms		Tenant Participation Strategy							
				Vanguard Principles & Techniques							
Latest Note	Transformation business cases are being developed in line with the emerging corporate approach. These will ensure that key outcomes are identified and benefits realisation is achieved. A corporate prioritisation tool has been created which will assist in identifying which transformation business cases will be resourced.										

## Appendix C

ID & Title	<b>Missed Improvement Opportunities</b>	Approach	Tolerate	Status		Lead	Strategic Director - Place	Current Rating	9	Target Rating	9	
PLC DRR 005												
Description	Opportunities for improving efficiency are not taken due to a risk averse culture, delays in senior management or elected member decision-making or a lack of long-term planning and vision to identify actions required now to ensure robust and sustainable services are in place to meet future needs.							Likelihood		Impact	Likelihood	
Potential Effect	Systems Thinking principles not rolled out to remaining teams leading to disjointed approaches and continuing inefficiency in areas where working practices require improvement, lack of action contributes to worsening resource pressures and standards fall below those in other authorities, and those expected by regulatory bodies.											
Related Actions	CRR P&P TP1	Refocussing of Corporate Transformation Programme on current priorities	Internal Controls	Invest to Save Principles & Processes								
	CRR P&P TP2	Refinement of Corporate Transformation processes and governance mechanisms		Corporate Transformation Programme								
				Vanguard Principles & Techniques								
Latest Note	Transformation business cases are being developed in line with the emerging corporate approach. These will ensure that key outcomes are identified and benefits realisation is achieved. A corporate prioritisation tool has been created which will assist in identifying which transformation business cases will be resourced.											
ID & Title	<b>Lack of Appropriate Governance or Scrutiny</b>	Approach	Tolerate	Status		Lead	Strategic Director - Place	Current Rating	6	Target Rating	6	
PLC DRR 006												
Description	Failure to effectively manage performance or comply with corporate governance requirements during transitional periods of service redesign, or a lack of scrutiny from senior management or elected members during periods of political instability results in a governance failure.							Likelihood		Impact	Likelihood	
Potential Effect	Potential for harm to individuals and / or financial penalties from insurance claims or breaches of statutory duties, negative publicity and/or attention from audit/regulatory bodies.											
Related Actions			Internal Controls	Pentana Performance Management System								
				Governance & Audit Processes								
				Committee Approval Process								
Latest Note	The Director has put in place a process and timetable for review, challenge and authorisation to ensure that the appropriate governance processes are followed.											
ID & Title	<b>Strategies Do Not Meet Local/Corporate/National Needs</b>	Approach	Tolerate	Status		Lead	Strategic Director - Place	Current Rating	5	Target Rating	5	
PLC DRR 007												
Description	Policies and strategies are not fit for purpose due to decisions not taking into account appropriate data, evidence or consultation information, or not being aligned to corporate, community planning or national goals and plans.							Likelihood		Impact	Likelihood	
Potential Effect	Focus on the wrong actions and / or outcomes, wasted time and money, duplication or contradiction of actions by other services or partners, failure to meet customer or statutory requirements, associated reputational and legal implications.											
Related Actions			Internal Controls	Customer Consultation & Engagement								
				Community Safety Partnership Strategy								

		Committee Approval Process		
Latest Note	This risk is being managed through the related actions.			

## ACHIEVEMENTS IN DEVELOPMENT SERVICE OVER 2021 AND 2022

### *Economic Development Team*

#### **Completion of the Wellbeing Economy Pilot with Scottish Government**

The Clackmannanshire Wellbeing Economy project started in late 2019. It completed in Summer 2022 and Scottish Government has used it as a case study in their recently published [Wellbeing Economy Toolkit: Supporting place-based economic strategy and policy development](#). The toolkit has been developed to support and guide local authorities and regional economic development policymakers to identify local wellbeing outcomes, e.g. relating to health, child poverty, levels of greenhouse gas emissions and fair work, and to prioritise investments and policies to improve those outcomes.

At a Clackmannanshire level, the outcomes of this work will be used to inform the forthcoming Wellbeing Economy Local Outcome Improvement Plan.

#### **Clackmannanshire Local Employability Partnership Review**

- LEP Membership and Terms of Reference reviewed during 2021 in line with Scottish Government framework for No One Left Behind
- an Action Plan and a 3-5 year LEP Delivery Plan have been drafted and a recent follow up self-assessment exercise completed by 6 LEP partners (October 2022) has shown significant improvement in most areas,
- All LEP partners were invited to join Cohort 9 of the Columba 1400 experience, which took place at Ardoch in November 2022 and which focused on employability. Most LEP partners accepted the invitation, and are now taking forward the work which was started at Ardoch, and which follows 3 work streams;
  - Reviewing the employability landscape in Clackmannanshire, and planning the design of a new employability 'process' to incorporate different employability funding streams (including the new UK Shared prosperity funding and the Scottish Government No One Left Behind agenda). The aim is to streamline and align different funding streams, and reduce duplication
  - User Engagement (led by Community Justice, along with SDS, Third Sector, and Education)
  - Employer engagement (led by Ceteris/Business Gateway)

This work is being supported by WEALL (through the Family Wellbeing Partnership)

#### **Employability achievements (full year 2021/22):**

Number of individuals supported: 651

Number supported into jobs: 251

Number of Fair Work Incentives (Employer Recruitment Incentives) awarded : 30 new (in addition to those continuing from previous year)

Number of Kickstart placements: 53

#### **Business Support:**

Discretionary grants Phase 3: 31 awards to date (£133,000)

LACER Fund grants (Clackmannanshire Economic Recovery Fund) : 44 awards to date - £145k.

## ***Planning and Building Standards***

**Transformation work:** A temporary Principal Placemaking Officer role has been created within the Planning Team to assist with taking forward Transformation Zones work with Scottish Futures Trust, to play a role in maximising placemaking elements of the Wellbeing Hub and to act as the Council interface with the Shaping Places for Wellbeing Programme of which Alloa was chosen as one of six Scottish project towns. The PPO is also working with University of Stirling on shaping the Business case for delivery of the SIEC and ILIH projects and on other site delivery projects such as Glentana in Alva and Tillicoultry town centre improvements. The key purpose of this role is to maximise opportunities to successfully deliver on the Place Principle.

## **Living Alloa**

Living Alloa is a place-based partnership project delivering a range of interventions to transform Alloa town centre as a place for living, visiting and doing business. In response to challenges facing Alloa as a result of long term industrial and more recent decline in retail, the Council, community, third sector and businesses have come together to shift the dial on the social, economic and environmental issues facing the town centre.

As a key component of that, Living Alloa has transformed a derelict town centre site into a stunning development of 60 dementia friendly flats, transformed a vacant public toilet into an active travel and town centre hub and delivered a package of streetscape projects that make the town safer, more attractive and easier to move around in.

Living Alloa has been shortlisted in Improving Places category of 2022 SURF Awards and recently won the Town Centre Living Award in the 2022 Scotland Loves Local Awards.



Lane to High Street





Primrose Street



Bank Street



### Visit Scotland's Rural Tourism Infrastructure Fund

Dumyat Visitor Hub Project Menstrie is a key access point to Dumyat Hill, arguably the most popular hill in the Ochil Hills range. This project was developed to help realise the potential of the village of Menstrie as a destination for outdoor recreation and inclusive wellness tourism, generate economic activity and employment opportunities to benefit the vitality and viability of the businesses and amenities in the village centre, support the Dumyat Centre and improve sustainable and active travel opportunities for residents and visitors.

The project was awarded funding under VisitScotland's Rural Tourism Infrastructure Fund to provide facilities which would help draw people to Menstrie to access Dumyat Hill and help address severe visitor parking pressures and bottlenecks on Sheriffmuir Road associated with the level of public demand to access Dumyat Hill. The project also secured match funding from Energy Savings Trust, Transport Scotland and the Council and benefit in kind from The Conservation Volunteers organisation.

The key elements of the project were; the formation of an extended permanent carpark next to the Dumyat Centre with a tarmac finish, lighting and lining including disabled spaces and 2 spaces signed for motorhomes, improved pedestrians links from the carpark, the installation of 2 rapid Electric Vehicle Chargers, the installation of interpretation and waymarking from the carpark to the path leading to Dumyat and neighbouring routes, a Forth Bike ebike station with ebikes, and improvements to paths in Menstrie Glen to make them more attractive to visitors.

The Council sought the support and advice of other key stakeholders to help secure the funding bid and maximise the potential benefits for the local community from its design and layout. This included consultation with Menstrie Community Council, Menstrie Community Action Group, Discover Clackmannanshire, Clackmannanshire Third Sector interface, Stirling Council and Forth Environment Link. The proposals also complement the operation of the adjacent Dumyat Centre which is managed by the community as a community resource.

The project has been implemented through a collaborative approach between the Council's Planning, Roads and Partnership and Transformation Services to develop the design, secure the funding and take it forward through the tender and implementation stages and adoption of elements..

The project has is now nearing completion.

### Photos



Carpark extension with tarmac finish, lining and lighting.



Improvement to existing section of path



### **Major Applications approved by the Planning Service:**

Two applications to extend Diageo campus at Cambus:-  
Garvel Farm, Cambus - Erection of 5 Bonded Warehouses  
Midtown Farm, Cambus- Erection of 7 No Bonded Warehouse

Air Products Ltd - Erection of Air Separation Plant and Associated Infrastructure at south Alloa. This is significant investment which will reduce carbon footprint of the neighbouring OI plant and safeguard hundreds of jobs.

New Housing Developments approved:

Schawpark, Alloa - 100 houses  
Alloa South - 90 houses  
Coalsnaughton c250 houses  
Dollar Expansion – c300 houses

### ***Building Standards***

The Building Standards service has recently been appointed by Scottish Government as approved Building Standards Verifier for the maximum period available (6 years) until 2029. The decision to confirm this maximum period appointment was based on positive feedback of Building Standards service provision and the evidence provided in the required Annual Verification Report (link below) that is used to evaluate performance;

<https://www.clacks.gov.uk/property/annualperformancereport/>

Scottish Government acknowledged the improvements that the Building Standards service has made. In particular the significant improvement in performance as well as the steps taken to understand and improve customer satisfaction. Also noted was the engagement of the Building Standards team in processes for continuous improvement and the wider commitment to this across Clackmannanshire Council.

Maintaining the maximum verification is reviewed on an annual basis by Scottish Government and is conditional on the continued demonstration of sufficiently resourcing of the Building Standards service to ensure workforce supply will meet longer term demand projections to maintain operational resilience.

### ***Environmental Health***

- Completion of Covid regulation without need for any formal regulatory action, achieving high level of business compliance throughout the pandemic.
- Implementation of new Animal Licensing Regulations conditions providing greater protection for activities involving animals.
- Successful completion of all Homes for Ukraine property checks within tight deadlines, giving assurance regarding safety of accommodation offered to Ukrainian guests.
- FSS Audit - despite the disruption to service created by pandemic regulation and suspension of normal work, the service achieved a good result following an audit of food law regulation performance by Food Standards Scotland.

### ***Energy, Sustainability and Climate Change Team***

Clackmannanshire Council has responded to the Climate Emergency by unanimously passing new targets to reach net zero by 2040 for our own operations and 2045 for the Clackmannanshire area.

In order to deliver on these commitments, a new **Climate Emergency Board**, made up of elected officials from the four political parties represented at Council and senior officers, has been established and has been meeting monthly to create a Climate Emergency Action Plan and interim targets leading up to net zero.

A coordinated approach with communities - including young people, businesses, community groups and residents - is crucial to exploiting innovative ideas to maximise the financial returns, inward investment, and job-creation potential of the transition to net zero.

This is why the Council has established five **Climate Change Forums** across Clackmannanshire: to produce recommendations and feedback on the Council's environmental work and drive forward decarbonisation through collaboration and innovation.

Over 50 individuals have attended the first round of forums, including representatives from businesses, community groups, residents and school pupils. Monthly meetings are being established for all five Climate Change Forums to build up on this work and engage larger parts of the community.

Photo of recent Climate Forum meeting:



### Clackmannanshire Countryside Rangers

**Naturescot - Better Places Green Recovery** This year, following a successful funding bid from Naturescot's Better Places Green Recovery fund, we were able to take on board 4 additional seasonal rangers to help us tackle challenges in the countryside which we experience during the summer months and also to help us improve visitor experiences.

Working in the countryside, at our key hotspots (Gartmorn Dam, The Hillfoots Glens and popular core path routes) the seasonal rangers:

- Provide educational talks on biodiversity and animal habitats for visitors and members of the community and worked with schools and Community Learning to deliver an education programme for the young
- They tackled access challenges – improving access and pathways, resolving disputes, tackling litter and fly tipping problems and improving publicity and signage
- They provided guided walks and adventures for visitors and members of the community.
- Helped remove Invasive species – Giant Hogweed rhododendrons and Himalayan balsam, and
- Provided a programme of health pursuits that contributed towards improved mental and physical wellbeing

They held 16 special events over the summer period to raise awareness of the Scottish Outdoor Access Code and to help tackle environmental issues that are creating problems in our countryside. All of the events were well received and we received positive feedback with calls for us to run more events throughout the year.

**Supporting Outcomes** Connecting people and place, the seasonal rangers provided a link between visitors and local communities, businesses and agencies, farmers, game keepers, foresters, access officers, biodiversity officers, Police Scotland and many others

The Rangers work with the local community helped educate and empower them to take pride in the countryside and to play a part in the conservation of our natural environment.

Throughout this project we increased awareness, understanding, care and responsible use of our natural and cultural heritage.

Photos of a Rangers 'Pixies, Wizards and Fairies Event and a litter pick at Gartmorn Dam





### Homes Energy Advice Team

The team plays a pivotal role in the delivery of our Energy Efficiency Savings Area Based Scheme (EES ABS) programme and have co-ordinated funding bids and delivery of the works programme since 2009.

Total Value of Scottish Government Projects carried out by the team since 2009 -  
£19,421,329, averaging almost £1.5m per annum

Advocacy Savings - £2,873,705.12

LIFETIME Total CO2 Savings = 334,366 Tonnes

During the current cost of living crisis, the Home Energy Advice Team is more important than ever. The team was established initially to assist participants in our Energy Efficiency Programmes – providing customer liaison services and an extended role in relation to fuel poverty. However, during Covid, the role extended during development of our programmes to include neighbours residing in the area of works and also to provide promotion of the scheme in other towns and villages. The service was further extended to cover all of Clacks in 2020 as it was considered that fuel poverty was having a major impact upon the health of everyone. They also:

- Are independent and impartial
- Work closely with Home Energy Scotland and the Energy Savings Trust to help consumers save energy.
- Provide a focal point for other Council services which allows for referrals to be made and connections established that provide for a holistic approach to tackling individuals problems.
- Operate local surgeries and attend promotional events
- Provide training for internal and external services
- Aim to reach the whole of Clackmannanshire, regardless of tenure

## ACHIEVEMENTS IN ENVIRONMENT SERVICES OVER 2021 AND 2022

### *Waste Service*

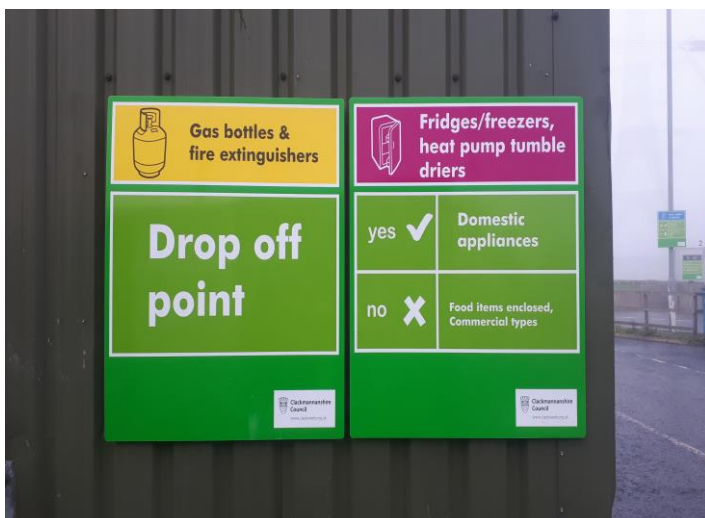
- Secured funding from Zero Waste Scotland (£30,000) for in-cab technology for RCVs to improve level of customer service.
- Secured funding from Zero Waste Scotland (£21,500) for compositional analysis of residual waste deposited at Forthbank Recycling Centre.
- Obtained Council approval to proceed with the Procurement of Residual Waste and Bulky Waste Treatment Services, ahead of the Biodegradable Municipal Waste to Landfill Ban in 2026.
- Obtained thermal treatment derogation approval from SEPA in respect of the above procurement.
- Undertook comprehensive options appraisal of household waste and recycling collection service, with recommendations for major service changes designed to increase recycling.
- Ongoing improvements at Forthbank Recycling Centre including new signage and improved site layout making the site more user friendly and facilitating increased recycling.
- Introduction of requirement for users to show ID on arrival at Forthbank Recycling Centre to limit use to Clackmannanshire residents.
- Restriction of commercial waste inputs to Clackmannanshire businesses only.
- Improved recycling of waste brought into Forthbank Recycling Centre by Property, Housing and Land services.
- Successful SEPA site inspection of Black Devon landfill site and Forthbank Recycling Centre. Inspection to check compliance with site license.
- Improved monitoring of landfill leachate in conjunction with SEPA and Scottish Water.
- Household Waste Collection Policy revised and approved by Council.
- Installation of attractive new livery on food waste collection vehicles in drive to boost food waste recycling.
- Refurbishment of used metal Euro bins, instead of buying from new, making cost saving.
- Support provided to schools to improve recycling, with provision of recycling bins and advice and improved collection regime.
- Attendance by Officer at Dollar Sustainability Day, promoting awareness of sustainable waste management and recycling.
- Successfully exited from all COVID 19 service restrictions in the waste collection service and at Forthbank Recycling Centre.
- Achieved a household waste recycling rate of 50.1% in 2021.
- Audit and withdrawal of all unauthorised additional residual bin capacity i.e. green bins in order to increase recycling performance and reduce the cost of landfill disposal.
- Waste contracts register produced.
- Purchase and installation of x3 sets of CCTV cameras across the county to combat fly tipping. Have proved to be an effective deterrent, prompting reduction in fly tipping. £200 FPNs also issued to offenders. One offender billed £2,500 for clearance of illegally tipped waste.
- Internal staff training database developed, alongside delivery of toolbox talks with emphasis on H&S.



Food Waste Vehicle Livery



HWRC Signage & Layout



### **Fleet Service**

#### **Digital**

The replacement of the severely outdated Fleet Management software solution, which had been in place since the early eighties.

The new system allows a virtually paper free environment, real time data, digital input via hand held tough books by technicians and the ability to add bolt-on modules to manage other areas within Fleet Management.

#### **Fleet Replacement**

2022 has seen the replacement of some key vehicles and plant items.

There were two main procurement activities in 2022, the replacement of Lands Services agricultural tractor and trailer and the replacement of Road Services Gully emptying vehicle. Both vehicles were over the recommended replacement age and showing major signs of wear and tear.

Both new models operate at the lowest possible emission level for the type of vehicle and come packed with the latest safety systems. Automatic braking system, automatic reversing aids, turning alarms, 5 star cab vision and many more.

Additional procurement activities include the replacement of the Waste and Roads Telehandlers, Lands 3.5T Pick Ups and the Lands JCB 3cx



### **Electric Vehicles and Charging Infrastructure**

#### **Electric Vehicles**

Additional electric vehicles have been added to the fleet, the Council now operate 31 electric cars and small vans. Additional vehicles will be added over the next two year period. All cars will be fully electric by end of 2023. Larger vans and light commercial vehicles will move to alternate fuels when they become available to the market.

### Charging Infrastructure

Additional charging infrastructure for Fleet vehicles has been implemented at Kelliebank depot, Kilncraigs and Whins Resource Centre in 2022. 4 additional charging points were fitted at Kilncraigs taking the total to eight charging points, two new charging units fitted at Whins taking the total to 4 points and 15 new points fitted at Kelliebank.

The total number of fleet vehicle charging points now sits at **33**

### Staff

For the first time in around 20 years Fleet Services have invested in an Apprentice mechanic. The successful candidate Kay Wilson was involved in the very successful Kick Start programme held during the year.

The placement was awarded due to the good work and enthusiasm shown by the individual during the Kick Start process.



### Fleet Management

Continued first time MOT pass rate for Heavy Vehicles – tested by DVSA, of 100% one of the highest in the country.

Operator Compliance Risk Score – Continued operation within the desired green band for compliance, MOT pass rate and vehicle roadside checks.



**Roads & Transportation Service**

**Scheme** - Alva Streetscape and Road Safety improvement

**Cost** - £2m

**Benefits** – Enhanced environments with high quality materials

- Create safer pedestrian crossings
- Rationalise parking and loading areas
- Improve connectivity across primary route
- Reduce anti-social behaviour
- Create attractive spaces

**Scheme** – Alloa Town Centre - Streetscape Improvements

**Cost** - £600k

**Benefits** – Enhanced environments

- Create safer pedestrian crossings
- Rationalise parking
- Create open public spaces
- Improve connectivity
- Reduce anti-social behaviour
- Create attractive spaces

**Scheme** – School Road, Tullibody – School Streets Project

**Cost** - £400k

**Benefits** – Enhanced environment

- Create safer pedestrian crossings
- Improve connectivity on school route
- Create attractive spaces

**Scheme** – B9140 Coalsnaughton – Traffic Calming & Street Lighting

**Cost** - £250k

**Benefits** – Enhanced environment

- Create safer pedestrian crossings
- Improve connectivity on school route
- Improve street lighting

**Scheme** – Clackmannan Road, Kennet – Traffic Calming & Street Lighting

**Cost** - £300k

**Benefits** – Enhanced environment

- Create safer pedestrian crossings
- Improve connectivity
- Improve street lighting

**Scheme** – Dumyat Car Park, Menstrie

**Cost** - £100k

**Benefits** – Electric parking bays

- Tourist and visitor parking provision including, camper vans
- Improved connectivity to village
- Enhanced sustainable drainage

## Flood Risk and Road Drainage Projects

- Deployable Flood Barriers acquired for external use by local flood groups in Alva and Tillicoultry.
- Floodguards Installed for emergency use in Menstrie Care Home and Alva Primary School.
- Minor Flood Alleviation Works completed at :
  1. Claremont, Alloa
  2. White Wisp Gardens, Dollar
  3. Alloa Road, Tullibody
  4. Thistle Bar, Alloa TC
  5. Dumyat Centre, Menstrie.
- Road Drainage and carriageway edge upgrade scheme – Pitgover Road, by Dollar
- Natural Flood Management Scheme Agreed for Muckhart in partnership with flood group and Forth Rivers Trust - 150k funding secured from Nature Scot.
- Road Closure Storage Pods + equipment established at flood flap sign locations at each road crossing of River Devon.
- Network body for all Hillfoots Flood Groups established.
- Partnership working group re-established with Alloa Scottish Fire and Rescue Service.

- 📁 Branshill Park, Sauchie - Resurfacing
- 📁 Delphwood, Tullibody, FW
- 📁 Dewar Street, Dollar CW
- 📁 Jamieson Gardens CW
- 📁 Redlands Road, Tullibody CW
- 📁 Smithfield Loan, Alloa- Resurfacing
- 📁 Ten Acres, Sauchie - Resurfacing
- 📁 The Ness, Dollar CW
- 📁 FloodRiskDrainageProjects2022

### Branshill Park Road Resurfacing

Before



After



### **Land Services**

- Gean Woods; significant improvements to open up the woods again for public use after storm Arwen removing dangerous and diseased trees
- Claremont Woods; significant improvements to open up the woods again for public use after storm Arwen removing dangerous and diseased trees
- Continuing with tree work emanating from Storm Arwen including improvements in cycle routes
- Opened up closed footpath at Mill Laid Sauchie
- Land improvements around St Johns church to enhance the area reducing loitering and antisocial behaviour
- Supported CTSI and Alloa First to achieve gold ward for Alloa in Bloom and SURF award
- Supporting Alloa Academy work experience for young person
- Moving towards battery operated land hand tools removing the use of petrol and reduced noise and HAVS
- Commitment from OI glass to improve process due to issues related to silica dust coming into Kelliebank Yard (OH&S)
- Tullicoultry allotments, taken over council land on lease, supported them with clearance of the land in readiness for them to use.
- West End Park significant improvements ongoing
- Identified several parks within the region with serious defects and or issues, made several improvements with work ongoing to support communities
- Menstrie - fitting new outdoor gym
- Housing; some significant improvement projects to front and rear gardens – Argyle Street Renovation project for Housing Client

## ACHIEVEMENTS IN PROPERTY SERVICE OVER 2021 AND 2022

### Housing - Weir Multicom Project, Alva

17 council properties improved from pre-fabrication status to design built status. Quantifiable improvements to the energy efficiency and the social livability of the properties for residents.

The first Pre-Fabrications within Scotland to fully comply with the PAS2035 guidance. The only Scottish Project funded by Department for Business, Energy and Industrial Strategy that finished on time, within budget without loss of original scope. Successful grant draw down of £310k, working in connection with the internal HEAT team led by Lawrence Hunter and Emmie Fyvie.

Praised by Department for Business, Energy and Industrial Strategy and Ricardo for the technical innovation applied through the design and built. Runner up at the Scottish Suitability Award for Energy Related Projects..

Further project success factor: 40 private owners have completed or signed up for works, the Councils technical specification and building warrant paving the way for innovation within the owner occupier area.



3.jpeg



12.jpeg



Weirs New Photo.jpg



Weirs 3.jpg



Weirs 2.jpg

### Westhaugh Travellers Site

An upgrade to current living standards for a traveller community of 16 families to include eight replacement amenity blocks, a community hub, new play park, communal waste disposal, re-configured pitch layouts and provision of safe storage for butane gas. The Westhaugh Transformation Project aims to improve the quality of life for residents, who have been temporarily relocated for the duration of the construction works.

This Council Transformational project seeks to significantly upgrade and modernise the Westhaugh Travellers Site in Alva.

The site currently provides 9 amenity blocks which each serve two pitches, a managers office, large hard standing for parking and playground. All of these facilities are of poor condition and not suitable for current standards. All amenity blocks are connected to a macerator which needs to be upgraded

## Project Objectives

- Demolish all existing amenity blocks and manager office
- Build new amenity blocks to cater for 16 pitches.
- Build 1 new manager office including communal meeting room
- Reconfigure external landscaping to ensure each pitch satisfies SFRS layout requirements.
- Provide safe storage facilities for Butane gas used for each caravan (caged & 1m from buildings)
- Improve soft landscaping to create a more attractive and inclusive community environment.
- Provide visitor parking facilities with electric car charging points.
- Provide a new playground that is safe and secure.
- A new chemical toilet disposal facility
- One large waste disposal facility in addition to individual resident bins.
- Replace the communal macerator with a suitable waste disposal system



## Housing Repairs & Maintenance

Data showing continued high performance in re-active repairs and maintenance over the past year and during the covid period.



Repairs performance.pdf



Annual Performance Report 2021-22.pdf

## General Fund - War Memorials

Cleaning and restoration of Clakmannanshire's war memorials following a condition survey. Main Contractor, Lasman 24/7, along with Scottish Lime Centre, Gracelia Ainsworth, specialist Conservator & Powderhall Bronze undertook the various specialist cleaning and restoration of the war memorials.

The most impressive of these transformations and restorations was that of the Alloa memorial. The statue had been painted previously and the removal of this now shows the true beauty and details of the bronze that has been hidden from public view for many years. In addition the restoration of the plaques showing those who gave their life, the ultimate sacrifice for their country, is now elegantly and proudly displayed for generations to come.

The project team also undertook the removal of the monolith and Celtic cross from the Alva memorial as a result of cracks identified in the stone. This was expertly repaired and again displayed and available for generations to view and appreciate.

Other monuments that received specialist care of the team were Coalsnaughton, Menstrie and Dollar. Plans are in place to carry out further work on the remaining monuments in 2023



alva.JPG



a0037.JPG



a0032.JPG



a0035.JPG



alva.JPG



a0001.jpg



a0002.jpg

a0003.jpg



a0004.JPG



a0005.JPG



## ACHIEVEMENTS IN HOUSING SERVICE OVER 2021 AND 2022

### Primrose Street

A key component of the Living Alloa Place Transformation initiative, the Primrose Street development brings together research led insight and innovative design. At the project's early inception academics from the University of Stirling combined with practitioners in Housing and Health and Social Care to shape the specification and design cues for this leading edge development. The focus on dementia friendly design and inter-generational living caught the imagination of the Scottish Government and significant funding was provided via the More Homes programme. The Housing and Development teams then worked closely with our design and build partners Kingdom Housing Association to take the design and setting within Alloa town centre to the next level. Kingdom Housing also contributed to the funding of the project.

The building is almost complete and engagement with potential residents is underway. An open day was held at the end of November and over 100 people have expressed an interest. We are now preparing to let the flats ready for new residents to move in early in the new year.

### Westthaugh Provisioning

Following on from a successful bid to the Scottish Government's Gypsy/Traveller Accommodation Fund officers in the Housing and property Teams have worked with the local Gypsy/Traveller community, their representatives at MECOPP, Hubco and the Scottish Government to progress a comprehensive redevelopment of the whole site. All the residents have now been rehoused on a temporary basis in preparation for the demolition of the existing facilities. A planning application reflecting best practice in design and the express wishes of the local community has been submitted and work to demolish the existing buildings is programmed for early in 2023.

The design for the redeveloped site has been recognised as reflecting best practice in design:

[https://www.urbanrealm.com/news/10255/Best\\_practice\\_principles\\_adopted\\_for\\_Alloa\\_traveller\\_community\\_.html](https://www.urbanrealm.com/news/10255/Best_practice_principles_adopted_for_Alloa_traveller_community_.html)

### Main Street Clackmannan

Forming part of a wider programme of local improvements, the redevelopment of the derelict former bakery site on Main Street, Clackmannan is now underway. In a partnership between the Scottish Government (as part funder), Kingdom Housing Association as the developer and ultimate owner of five flats and Clackmannan Council working as the strategic housing authority and investor providing three small business units available for local community use or start ups'

Work on site started in September 2022 after a lengthy period of local consultation, design and development. The five mid market rent flats and three commercial units will be completed and ready for occupation in 2023.

### ARC performance 2022-23

The Housing Service has continued it's recovery from the disruption caused by Covid related lock downs and restrictions. This recovery was evident in the Annual Return on the Charter

for 2021-22. As well as achieving the highest number of top quartile performances across the local authority sector the service delivered continued improvement in the completion of repairs, returning empty homes for relet and overall tenant satisfaction. Full details of our performance against the ARC performance indicators can be found here:

<https://www.clacks.gov.uk/housing/sshcrepcard/>



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**Report to Audit and Scrutiny Committee**

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**Date of Meeting: 15<sup>th</sup> December 2022**

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**Subject: Procurement Annual Report**

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

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**1.0 Purpose**

- 1.1. The Procurement Reform (Scotland) Act 2014 Section 18 states that the Council must prepare an annual procurement report on its regulated procurement activities as soon as reasonably practicable after the end of the financial year.
- 1.2. This report also updates the committee on key procurement activity and statistical performance during the Financial Year 2021-22 and provides an overview of the resources that are available to deliver effective procurement.

**2.0 Recommendations**

- 2.1. It is recommended that Committee notes the report, commenting and challenging as appropriate.

**3.0 Considerations**

- 3.1. The report, attached at Appendix 1, is the eight report presented to the Committee to comply with the statutory requirement in the 2014 Act and to provide Committee with greater visibility of all the Council's procurement activity.
- 3.2. The report gives a snap shot on how procurement is organised within Clackmannanshire Council and resources are being utilised to deliver effective procurement.
- 3.3. The financial analysis has been carried out using the Spikes Cavell tool (observatory) with financial data supplied from the Council's finance system for the 2022-22 financial year. The observatory is a unique collaborative project designed to enable public sector organisations across Scotland to gather comprehensive supplier, spend and performance information.
- 3.4. In addition the report provides:
  - a summary of the regulated procurements that have been completed during the year covered by the report,

- a review of whether those procurements complied with the authority's procurement strategy,
- the extent that any regulated procurements did not comply, a statement of how the authority intends to ensure that future regulated procurements do comply,
- a summary of any community benefit requirements imposed as part of a regulated procurement that were fulfilled during the year covered by the report,
- a summary of any steps taken to facilitate the involvement of supported businesses in regulated procurements during the year covered by the report,
- a summary of the regulated procurements the authority expects to commence in the next two financial years,
- Exception reports
- Procurement Savings
- Spike Cavell Charts detailing key statistics

### 3.5 Key issues identified in the report are:

- The Council is continuing to implement and enhance the functionality of the finance system which is helping to automate and streamline the entire procurement lifecycle and generate efficiencies; from a request for a quote and creation of a procurement contract, through to requisition, order transmission and payment. to enhance the procurement and finance governance arrangements.
- Local suppliers are important stakeholders in the community and setting up and encouraging two-way communication with them helps to fulfil the Council's strategic priorities. The share and trend of spend in the local area is favourable (from 16% to 25%) and in line with agreed targets.
- In this reporting period, 113 local suppliers were used by the Council. When the definition of local supply is extended to Forth Valley, the picture is more positive, with 40.58% remaining in the local economy. It is recognised that there is a fairly limited local supplier base but work continues with local suppliers to provide ever more opportunities. Approximately 69% of expenditure is in Scotland.
- Social care, facilities management and construction continue to be the major areas of procurement expenditure.
- The upgrade to the Council's financial management information system is providing greater opportunities for procurement efficiencies and improved governance.

#### 4.0 Sustainability Implications

- 4.1. The report refers to maximising the local benefit of procurement by engaging with local businesses to increase awareness of opportunities to provide the council with services or supplies.
- 4.2. Figures suggest that we increased the annual share of spend with local suppliers from 19.69% to 23.36 % in the previous annual report an increase of 3.67 % In this reporting period we further increased this by 2.04% to 25.4% . Greater detail of this is shown per business sector in table 7 of the report. Our Spend in the Forth Valley area was £28,062,898, which equates to 40.58% of our overall trade creditor expenditure
- 4.3. We will continue to provide support to local businesses and the third sector to ensure they are able to respond to opportunities to provide the council with services or supplies.

#### 5.0 Resource Implications

##### 5.1. *Financial Details*

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

##### 5.4. *Staffing*

#### 6.0 Exempt Reports

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

#### 7.0 Declarations

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

- (1) **Our Priorities** (Please double click on the check box )  
Clackmannanshire will be attractive to businesses & people and ensure fair opportunities for all  
Our families; children and young people will have the best possible start in life  
Women and girls will be confident and aspirational, and achieve their full potential  
Our communities will be resilient and empowered so that they can thrive and flourish
- (2) **Council Policies** (Please detail)

## 8.0 Equalities Impact

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

Yes  NA

## 9.0 Legality

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

## 10.0 Appendices

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

Appendix 1: Procurement Annual Report

## 11.0 Background Papers

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

Yes  (please list the documents below) No

### Author(s)

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Derek Barr	Procurement Manager	01259 452017

### Approved by

NAME	DESIGNATION	SIGNATURE
Stuart Crickmar	Strategic Director Partnership & Performance	



**Clackmannanshire  
Council**

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

Comhairle Siorrachd  
Chlach Mhanann

# **Annual Procurement Report**

**Financial Year 2021 – 2022**

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# 1. Purpose

This report provides an update on procurement activity within Clackmannanshire Council and provides an overview of the resources that are available to deliver effective procurement and the actions taken to ensure that procurement conducted is effective and efficient as possible.

The Procurement Reform (Scotland) Act 2014 Section 18 States that the Council must prepare an annual procurement report on its regulated procurement activities as soon as reasonably practicable after the end of the financial year.

The report must include —

- a summary of the regulated procurements that have been completed during the year covered by the report, page 23
- a review of whether those procurements complied with the authority's procurement strategy, page 23
- to the extent that any regulated procurements did not comply, a statement of how the authority intends to ensure that future regulated procurements do comply, page 23
- a summary of any community benefit requirements imposed as part of a regulated procurement that were fulfilled during the year covered by the report, page 24
- a summary of any steps taken to facilitate the involvement of supported businesses in regulated procurements during the year covered by the report, page 25
- a summary of the regulated procurements the authority expects to commence in the next two financial years, page 26

## 2. Introduction

Since 2006, Scottish Government and Scotland Excel initiatives have led to significant changes in Councils' procurement practices. In March 2006, the Scottish Government published the Review of Public Procurement in Scotland (The McClelland Report). The report concluded that public sector structures, people and technology were not in place to improve how the public sector buys goods and services and that the public sector needed to improve quickly.

Procurement today plays a key part in delivering Scotland's economic strategy, focussed on sustainable economic growth and delivering better outcomes for Scotland. The truly collaborative partnership approach between public sector, business and the third sector has resulted in a transformed public sector landscape, with procurement today a lever for economic change.

The Scottish Model of Procurement realises the key components of the Scottish Government's drive towards a more dynamic, sustainable and inclusive economy, where high quality public services play a vital role in making Scotland stronger and fairer, and increasing economic growth.

# Scottish Procurement



Scottish Model of Procurement



The impact and benefits of the changes in legislation will support improved economic, social and environmental wellbeing, reduce inequality, promote innovation, and increase access to opportunities for small businesses, the voluntary sector and disadvantaged individuals across the country.

The changes will maximise the impact of annual procurement spend and ensure that



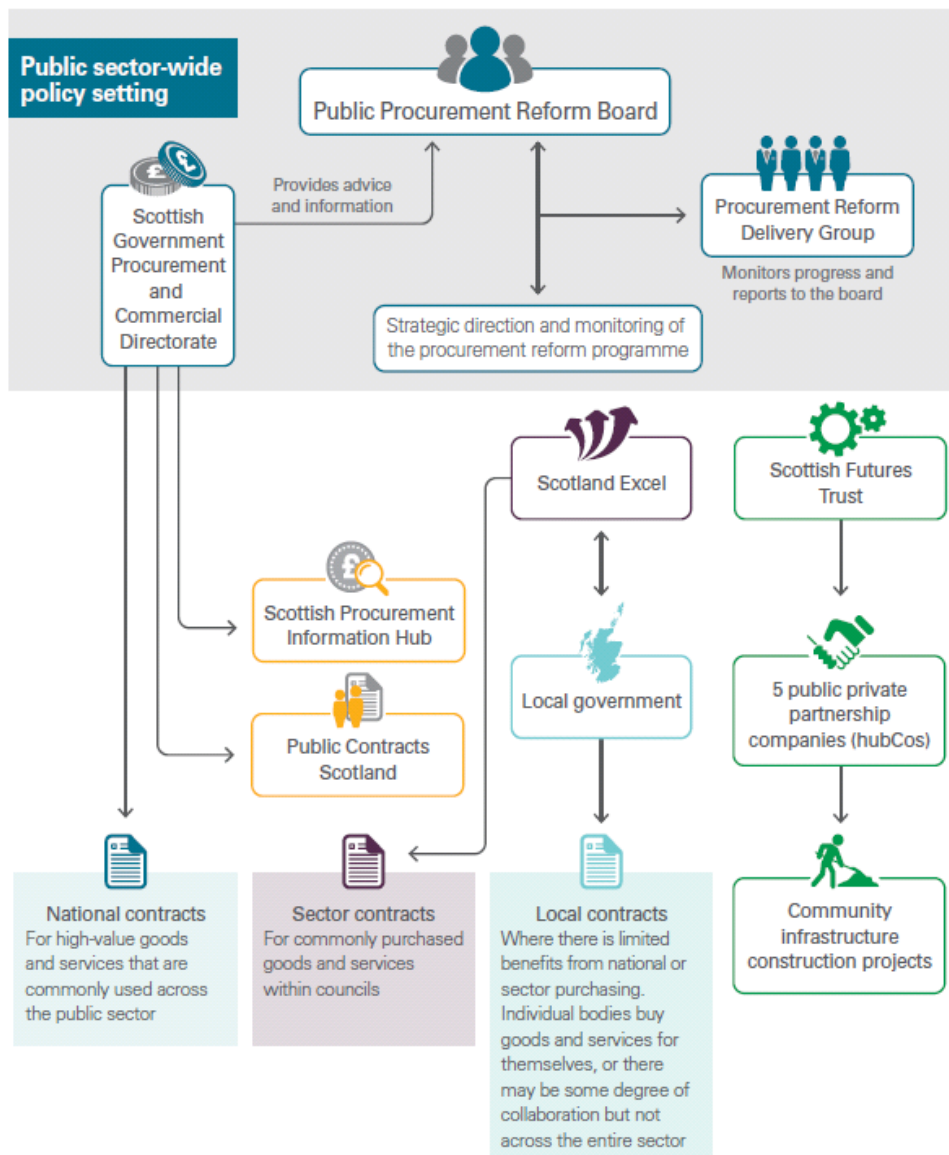
public procurement in Scotland delivers environmentally sustainable, socially responsible and innovative goods, services and works.

In addition to councils and groupings of councils, other organisations are involved in supporting improved procurement in councils. The main ones are the Scottish Government, Scotland Excel and the Scottish Futures Trust. Councils have access to framework contracts set up by Crown Commercial who lead on procurement policy on behalf of the UK Government

Councils also have access to frameworks and framework contracts set up by councils and groups of councils in Scotland and the rest of the UK. The Scottish public sector

relationships are illustrated in Figure 1.

**Figure1.**



Source: Audit Scotland

### 3. Clackmannanshire procurement position background & key statistics

The financial analysis and procurement category of spend has been carried out using The Scottish Procurement Information Hub (The Hub) supported by Spikes Cavell with financial data supplied from the Council's finance system One Council commonly known as TechnologyOne for 2021/22.

The Hub is a unique collaborative project designed to enable Scottish public sector organisations to gather comprehensive supplier, spend and performance information and to use that data to share best practice, improve joint working and increase efficiency.

Tables 1 and 2 summarise the key statistics for the 2021/22 on the Council spend on goods, services and works with trade creditors.

**Table 1: Key Statistics**

#### 2021/22 Published Data Overview

<b>£ 70,383,369</b>			<b>£ 64,628,429</b>	
Total Spend			Core Trade Spend	
<b>1411</b>	<b>1356</b>	<b>55</b>	<b>694</b>	<b>113</b>
Input Suppliers	De-duplicated Total Suppliers	Duplicate Suppliers	SME Suppliers	Local Suppliers
<b>28524</b>	<b>£51,905</b>	<b>0.2%</b>	<b>60%</b>	<b>25.40%</b>
Transactions	Avg. spend per supplier	Purchase Card Spend	SME Spend	Local Spend

Key:

**Total Spend** – The total amount of spend for the financial year 2020 /21

**Input Suppliers** – The number of suppliers, before de-duplication

**De-duplicated Total Suppliers** - The number of unique suppliers.

**Duplicate Suppliers** - The number of suppliers which are duplicates of another supplier.

**PCard Spend** - Percentage of transactions by value of spend that are identified as Purchase Card transactions in the extract.

**Transactions** - The total number of transactions.

**Avg. spend per supplier** - The average spend per unique supplier.

**Core Trade Spend** – Core Trade is a sub set of our supply base that includes all trade suppliers and social care providers with whom we have spend £1,000 or more in the financial year.

**SME Suppliers** – Small & Medium sized business where the supplier has less than 249 employees or where the annual revenue is less than £22.8m

**SME Spend** – Spend with SME as a percentage of Core Trade Spend

**Local Suppliers** – Spend with suppliers within Clackmannanshire based on Post Codes. Please note postcodes are generated from our finance system and it is the postcode that we pay our invoices that is used for this statistic. This does not mean that we are not spending with a national company with a local branch.

**Local Spend** – Spend with local suppliers as a percentage of Core Trade Spend

**Table 2: Variances previous annual reports**

	17/18	18/19	19/20	20/21	21/22	Variance
<b>Number of Suppliers - Trade Creditors</b>	2054	2021	1754	1383	<b>1441</b>	<b>58</b>
<b>Total Value of Procurement Spend</b>	£56,631,333	£63,629,995	£65,194,550	£57,948,752	<b>£70,383,369</b>	<b>£12,434,617</b>
<b>Number of Invoices</b>	30,127	34,617	30847	25530	<b>28524</b>	<b>2,994</b>
<b>% Spend with SMEs</b>	60%	53%	55%	64%	<b>60%</b>	<b>-4%</b>
<b>% Spend Locally</b>	14%	16%	19.69%	23.36%	<b>25.40</b>	<b>2.04%</b>

Procurement expenditure has increased over the period from 2017/18 to 2021/22 from £56,631,333 to £70,383,369 However expenditure decreased significantly over the period 2019/20 to 2020/21 by £7,245,798 due to Covid19

The Council paid **94.77%** of invoices within 30 days of receipt of a valid invoice to the creditors team in 2020/21

The % spend with SME's had **Decreased** by **4%** in the last financial year. Table 6

The % Spend locally has **increased** from the previous year by **2.4%**. This is shown in more detail in Table 7

**Table 3: Procurement activity in Public Contracts Scotland Portal in the period**

	2019/20	2018/19	2019/20	2020/21	2021/22
Contract Notices Published	<b>13</b>	<b>18</b>	<b>16</b>	<b>13</b>	<b>13</b>
Contract Award Notices	<b>37</b>	<b>42</b>	<b>42</b>	<b>38</b>	<b>10</b>
Number of Quick Quotes Published	<b>34</b>	<b>23</b>	<b>23</b>	<b>17</b>	<b>29</b>

A summary of Clackmannanshire's overall expenditure in percentage terms are shown in Table 4:

Overall Spend in %	2017/18	2018/19	2019/20	2020/21	2021/22
<b>Social Community Care</b>	31.75%	30.44	30.74	<b>36.97</b>	<b>36.99</b>
<b>FM Services</b>	16.39%	14.19	13.11	<b>14.71</b>	<b>13.45</b>
<b>Construction</b>	14.37%	11.33	11.74	<b>8.43</b>	<b>10.25</b>

Consultancy on further analysis is spend through HUBCO East Scotland and is construction related expenditure

**Table 4: Overall Expenditure**

Proclass 10.1 Level 1	Total Spend	Total Value (%)	Total Suppliers	Total Suppliers (%)	Total Transactions	Total Transactions (%)
Social Community Care	£ 25,984,308.21	36.99	159	16.48	4095	14.78
Facilities & Management Services	£ 9,450,814.31	13.45	49	5.08	1267	4.57
Construction	£ 7,198,213.65	10.25	62	6.42	1490	5.38
Consultancy	£ 3,435,440.13	4.89	24	2.49	162	0.58
Information Communication Technology	£ 3,243,394.60	4.62	73	7.56	764	2.76
Construction Materials	£ 3,078,293.43	4.38	75	7.77	7817	28.21
Housing Management	£ 2,839,567.40	4.04	9	0.93	170	0.61
Utilities	£ 2,223,028.34	3.16	17	1.76	599	2.16
Environmental Services	£ 2,067,553.69	2.94	46	4.77	367	1.32
Human Resources	£ 1,938,660.99	2.76	54	5.60	1451	5.24
Public Transport	£ 1,473,905.24	2.10	27	2.80	548	1.98
Financial Services	£ 1,397,066.04	1.99	21	2.18	798	2.88
Vehicle Management	£ 1,268,337.60	1.81	59	6.11	1094	3.95
Education	£ 951,539.09	1.35	62	6.42	1105	3.99
No Summary Category	£ 716,333.96	1.02	29	3.01	466	1.68
Catering	£ 691,723.44	0.98	27	2.80	1727	6.23
Cleaning & Janitorial	£ 535,500.63	0.76	15	1.55	1001	3.61
Healthcare	£ 452,781.57	0.64	42	4.35	585	2.11
Furniture & Soft Furnishings	£ 324,867.08	0.46	15	1.55	575	2.08
Street & Traffic Management	£ 154,888.44	0.22	6	0.62	52	0.19
Mail Services	£ 133,136.93	0.19	3	0.31	136	0.49
Arts & Leisure Services	£ 130,321.73	0.19	8	0.83	16	0.06
Clothing	£ 120,895.59	0.17	13	1.35	532	1.92
Sports & Playground Equipment & Maintenance	£ 106,662.96	0.15	19	1.97	72	0.26
Legal Services	£ 83,289.73	0.12	13	1.35	121	0.44
Highway Equipment & Materials	£ 73,560.13	0.10	8	0.83	50	0.18
Stationery	£ 49,742.27	0.07	6	0.62	449	1.62
Horticultural	£ 45,920.24	0.07	13	1.35	132	0.48
Health & Safety	£ 37,703.97	0.05	4	0.41	22	0.08
Domestic Goods	£ 33,598.07	0.05	6	0.62	43	0.16
Cemetery & Crematorium	£ 1,800.00	0.00	1	0.10	2	0.01

Highlighted are the top three %'s for each category of spend, suppliers & transactions

Appendix 5 provides more detail of the categories of spend and detail of the expenditure with individual suppliers.

Table 5 provides the range of invoice values. Similarly to last year, a large number of invoices are being processed for relatively low values that create an administrative cost to the council. However, analysis of the figures show an overall **drop** in invoices processed over three years of **3397**.

**Table 5:**

**Invoice distribution by range of invoice values 2021/22**

Invoice Range	Volume	% of Invoices	Value	% of Spend
More than £250,000	21	0.08	£ 12,420,578.38	17.69
£50,001 to £250,000	141	0.51	£ 13,916,008.13	19.82
£10,001 to £50,000	1090	3.97	£ 23,269,452.55	33.13
£1,001 to £10,000	5426	19.77	£ 17,259,838.61	24.58
£501 to £1,000	2628	9.57	£ 1,868,236.90	2.66
£101 to £500	7941	28.93	£ 1,931,898.57	2.75
£51 to £100	3149	11.47	£ 233,601.69	0.33
Less than £51	6558	23.89	£ 150,282.05	0.21
Credits	496	1.81	-£ 821,343.67	-1.17

**Invoice distribution by range of invoice values 2020/21**

Invoice Range	Volume	% of Invoices	Value	% of Spend
More than £250,000	20	0.08	£ 11,477,251.53	18.32
£50,001 to £250,000	116	0.47	£ 11,309,528.68	18.05
£10,001 to £50,000	1077	4.40	£ 21,014,547.84	33.54
£1,001 to £10,000	4716	19.28	£ 15,477,125.65	24.70
£501 to £1,000	2285	9.34	£ 1,626,049.76	2.59
£101 to £500	7282	29.77	£ 1,797,671.71	2.87
£51 to £100	2945	12.04	£ 217,874.00	0.35
Less than £51	5581	22.82	£ 126,794.45	0.20
Credits	436	1.78	-£ 383,897.30	-0.61

**Invoice distribution by range of invoice values 2019/20**

Invoice Range	Volume	% of Invoices	Value	% of Spend
More than £250,000	25	0.08	£ 14,086,528.86	20.42
£50,001 to £250,000	157	0.51	£ 15,616,548.96	22.64
£10,001 to £50,000	956	3.10	£ 20,081,289.91	29.11
£1,001 to £10,000	4987	16.17	£ 16,056,312.69	23.28
£501 to £1,000	3174	10.29	£ 2,259,519.77	3.28
£101 to £500	10086	32.70	£ 2,491,052.19	3.61
£51 to £100	3850	12.48	£ 285,713.83	0.41
Less than £51	6878	22.30	£ 152,625.74	0.22
Credits	734	2.38	-£ 2,054,988.76	-2.98

Overall, spend is relatively evenly distributed amongst small and medium sized enterprises and performance compares favourably with other Local Authorities.

Table 6 shows percentage spend with SME's compared to last year with a **decrease of 3.14%**

**Table 6:**

Supplier Size	Total Value (%)	Total Suppliers (%)	Total Transactions (%)
Large Company	39.88	23.33	43.39
Medium Company	31.33	30.45	28.96
Small Company	28.79	46.22	27.65
<b>SME Total 21/22</b>	<b>60.12</b>	<b>76.67</b>	<b>56.61</b>
SME Total 20/21	63.26	55.51	76.19
<b>Difference</b>	<b>-3.14</b>	<b>21.16</b>	<b>-19.58</b>
SME Total 19/20	54.69	57.67	75.45

% of Spend locally has increased by **2.04%** in this financial year.

**Table 7: Percentage of spend by Locality.**

	17/18	18/19	19/20	20/21	21/22	Variance
<b>% Spend Locally</b>	14%	16%	19.69%	23.36%	<b>25.40</b>	<b>2.04%</b>

Percentage of spend in Scottish region

Region (Scottish Definition)	Total Spend	Total Value (%)	Total Suppliers (%)	Total Transactions (%)
<b>Scotland - Forth Valley</b>	<b>£ 28,062,898.04</b>	<b>39.99</b>	<b>25.04</b>	<b>40.58</b>
Scotland - Glasgow and Strathclyde	£ 10,715,674.19	15.27	15.78	16.59
Scotland - Tayside Central and Fife	£ 3,951,653.35	5.63	6.24	6.81
Scotland - Edinburgh and Lothians	£ 3,249,640.84	4.63	7.84	4.66
Scotland - Highlands and Islands	£ 1,335,963.34	1.90	0.89	0.35
Scotland - South	£ 885,888.38	1.26	0.62	0.37
Scotland - Aberdeen and North East	£ 263,429.97	0.38	1.34	0.43

## 4. Annual procurement savings achieved

Appendix 6 illustrates Clackmannanshire's participation in national contracts under the Category A, Scottish Government procurement savings, Category B, Scotland Excel procurement savings and Category C, Clackmannanshire savings

### **Scottish Government procurement (Cat A) savings**

The Scottish Government provide a contract by contract cash saving description using various methods depending on the contract type. A full breakdown of Scottish Procurement Savings nationally is at Appendix 6.

### **Scotland Excel - Local authority sector contracts (Cat B) savings**

Scotland Excel estimate potential savings for each new collaborative contract. It bases its calculations on the total spend of participating councils in the previous year(s) and current market data. It works closely with the council to develop its savings estimates and the council agree these estimates during the contract development process.

Scotland Excel calculates savings using the percentage saving that the council might achieve if it opted for the best value supplier in a framework agreement. When the contract becomes operational, Scotland Excel collects spend information from suppliers and applies the expected percentage saving to the actual spending on the contract.

Scotland Excel reports savings to councils through quarterly business review reports and to its governance committees. Its method of calculating savings may not always reflect the savings achieved by councils for the following reasons:

- The cheapest option in the framework may not be available to the council.
- The council may not choose the cheapest supplier from those in the framework, for example they may not choose the cheapest tyres in a framework contract if higher cost but better quality tyres have a lower whole-life cost to the council.
- A council may join a contract after Scotland Excel has awarded it and the saving may be higher or lower depending on the price in the council's predecessor contract.

A full breakdown of Scottish Excel Savings is at Appendix 6.

### **Clackmannanshire procurement (Cat C) savings**

The business case for Corporate Procurement clearly outlines the opportunities to maximise value for money by identifying service benefits and efficiencies through a consistent and corporate approach to procurement. To drive the progress of the business case the Procurement Matters Group was developed to bring together key professionals from the council with procurement responsibilities.

A breakdown of Clackmannanshire Council Savings is at Appendix 7

## 5. Procurement strategy

The Procurement Reform (Scotland) Act 2014 Section 18 States that the Council must prepare a procurement strategy by 31 December 2016.

Following on from the interim procurement strategy approved by Council on 15th December 2016, approval was sought from the Partnership & Performance Committee to adopt the procurement strategy to cover the period from March 2019 to March 2023 to comply with the requirements of the Procurement Reform (Scotland) Act which was later ratified at the next Clackmannanshire Council meeting

The Strategy sets out how the Council will:

- Make procurement more straightforward for suppliers and the Council alike
- Increase the professionalism and commercial skill of those carrying out procurements for the Council
- Provide opportunities to local and SME suppliers, including third sector organisations, to participate by increasing visibility of the Council's procurement plans and opportunities
- Maximise innovation, sustainability and collaboration in procurement activities
- Work with the Integrated Joint Board(IJB) in the provision of Adult Social Care Services

The Procurement strategy provides a vision for procurement, identifies procurement principles and a work plan to deliver the 6 key themes. Its development followed on from the adoption of the interim strategy, which committed to an engagement exercise being carried out with local stakeholders.

- **Strategic Theme 1: Straightforward:**  
To make procurement as straightforward as possible for the Council and potential suppliers, in particular to improve access for local suppliers and SMEs and to eliminate anything that does not add value to the procurement
- **Strategic Theme 2: Professional:**  
To continue to embed professional procurement and contract management skills and support the growth of commercial acumen within the Council.
- **Strategic Theme 3: Maximise local opportunities:**  
To support and encourage an effective local supplier market including the voluntary sector and the promotion of local social value in contracts.
- **Strategic Theme 4: Strategic:**  
To use sound procurement practices and innovative solutions to promote sustainability and value for money, making use of clear and detailed procurement/purchasing data, collaboration and partnership opportunities where appropriate.
- **Strategic Theme 5 Fair:**  
To ensure that, where applicable, contractors comply with Living Wage and Blacklisting Policies and to ensure that account is taken of the possible impact



that the Council's approach to major projects might have on different groups of people.

- **Strategic Theme 6 Compliance:**

To ensure that all procurement activity across the Council is compliant with procurement regulations, Contract Standing Orders and Financial Regulations.

The strategy will be reviewed annually through the action plan update to ensure ongoing alignment with corporate priorities. Appendix 11 provides a detailed update on progress.

## 6. Local suppliers

Local suppliers are important stakeholders in the community and setting up and encouraging two-way communication with them helps to fulfil the Council's broader social objectives as follows:

- The use of Community Benefit (CB) clauses provides a method of including social and economic matters in public contracts for the supply of goods, services or works. CB clauses need not cost more and they require contractors working on public sector contracts to put something back into the community.
- The identification of new suppliers where there may be shortages or lack of competition
- Help local suppliers sell themselves to major companies as potential sub-contractors when large contracts are due to be let by the Council
- Expose the Council to new ideas, products and services from local suppliers and allow them to be routed to the appropriate officer

In accordance with the terms of the Procurement Reform (Scotland) Act, Clackmannanshire Council is committed to maximising community benefits, community wealth building and the Council's social and economic regeneration objectives.

Where identified candidates are required to complete a community benefit method statement, which forms part of the contract conditions. The successful candidates are required to enter into a legally binding agreement incorporating the Community Benefits method statement.

In partnership with Clackmannanshire Third Sector interface(CTSI) and Samtaler a social value creation agency we have created a community benefit wish list and have asked community groups and third sector organisations to identify items they require to support their work. This list has been designed to make it easier for businesses operating in Clackmannanshire to see the current needs of charities and social enterprises and candidates are required to choose from this list when submitting their tender.

<https://ctsi.org.uk/community-benefits>

The relatively small geographic areas covered by Clackmannanshire and small number of companies registered with Public Contracts Scotland are likely to be key factors in the share of spend. However it could easily be argued that Forth Valley as an area could be

considered “Local” and our expenditure in Forth Valley equates to **40%** of the Council spend.

The data used to calculate these figures are based on expenditure by invoiced postcode. This brings up a number of anomalies as a number of our suppliers head offices are not based in the area that the services or goods are supplied from.

As an example, the Council spent £8,329,804.23 with Clackmannanshire Educational Partnership Ltd, which equates to 14% of our overall expenditure and Invoiced to their registered office in Windsor & Maidenhead.

It could be also be reasonably argued that at least 50% of this expenditure could be attributed to the spend in Scotland, Forth Valley and Clackmannanshire but the data does not allow us to extract to that level of detail.

Based on this assumption with just this one supplier our percentage expenditure in Scotland would be over 71% in Forth Valley 47% and in Clackmannanshire just under 26%

Our Spend in Scotland was **£48,465,148, which** equates to **69.79%** of our overall trade creditor expenditure

Region	Total Spend	Total Suppliers	% Of Spend
<b>Scotland</b>	<b>£ 48,465,148</b>	<b>648</b>	<b>69.79</b>

Our Spend in the Forth Valley area was **£24,820,830**, which equates to **39.79%** of our overall trade creditor expenditure

Region	Total Spend	Total Suppliers	% Of Spend
<b>Scotland - Forth Valley</b>	<b>£ 28,062,898</b>	<b>281</b>	<b>40.58</b>

Our Spend in the Clackmannanshire area was **£13,536,828**, which equates to **23.36%** of our overall trade creditor expenditure

Local Authority	Total Spend	Total Suppliers	% Of Spend
<b>Clackmannanshire</b>	<b>£ 17,801,315</b>	<b>113</b>	<b>25.40</b>

Local spend by Clackmannanshire Council is dominated by Social Care & Services followed by Travel & Accommodation and Facilities Management

Please Note: Travel & Accommodation the spend is only on Travel

**Table 8: Spend Summary by Business Sector Locally.**

Row Labels	Sum of Total Spend
Social Care & Services	£ 11,510,763.10
Travel & Accommodation	£ 1,031,751.95
Facilities Management	£ 994,144.72
Construction	£ 984,370.91
ICT	£ 858,603.70
Other Goods & Services	£ 176,522.00
Healthcare	£ 142,187.71
Arts, Sport & Leisure	£ 117,690.24
Human Resources	£ 39,280.00
Animals & Farming	£ 35,982.88
Education	£ 23,510.00
Vehicles	£ 22,724.20
Waste & Environmental Services	£ 21,201.20
Transport	£ 19,350.24
Marketing & Media	£ 11,277.00
Clothing	£ 8,471.64
Food, Beverage & Catering	£ 7,532.78
Professional Services	£ 6,553.75
Financial Services	£ 3,200.00
Retail & Wholesale	£ 1,400.00
Personal Care	£ 1,000.00

There have been a number of events to assist suppliers including:

Stirling Council, Falkirk Council and Clackmannanshire Council, in partnership with the Supplier Development Programme, hosted a Meet the Buyer event online on Wednesday, 30 June 2021.

Suppliers were able to meet procurement teams from the three Forth Valley councils, alongside other public and private sector buying organisations, and found out how to become 'tender ready' for bid writing for these many opportunities through free training from the Supplier Development Programme.

This Meet the Buyer event will differed from previous events, as it was aimed towards the two Growth Deals in the Forth Valley area: the Falkirk Growth Deal and the Stirling and Clackmannanshire City Region Deal.

To support Clacks Business Week, Clackmannanshire Council in partnership with the Supplier Development Programme hosted a free *"Talking Tenders with Clackmannanshire Council"* webinar on 16 March 2022. At this webinar, local businesses were be able to meet the "Real Buyers" of Clackmannanshire Council. Members of the

Procurement Team were on hand to advise businesses on how they could work with the Council, including information on upcoming and future contracts and where to find them.



The supplier development Programme we unable to provide a number of the usual face to face events and provided a number of webinars and virtual events over the period which we sign posted a number of organisations towards.

Feedback from these events have been extremely favourable

## 7. Contract standing orders

The Council's Procurement processes and procedures are documented in Contract Standing Orders (CSO's) and Financial Regulations. CSO's are made under Section 81 of the Local Government (Scotland) Act, 1973 and apply to the making of all contracts by or on behalf of Clackmannanshire Council. CSO's are subject to any overriding requirements of the European parliament on the coordination of procedures for public works contracts, public supply contracts and public service contracts and The Public Contracts (Scotland) Regulations 2015.

CSO's set out a framework of procedural rules, behaviours and standards applicable to procurement activity. Compliance ensures value for money, propriety and the proper spending of public money and ensures that the Council is fair and accountable in its dealings with contractors and suppliers.

CSO's are due for a full review in the 2022/23 financial year and a report will be submitted to Council for consideration and approval.

Exceptions to CSO's are documented and a full report on the exceptions noted in 2021/22 are at Appendix 8.

## 8. Purchasing system

In 2016 we saw the replacement of the Council's finance system which has been realising benefits of end to end processing by fully supporting the e-procurement (purchase to pay process) and is enhancing procurement and finance governance arrangements.

The benefits include; improved supplier payments, significant reduction in the purchase card transactions and enhanced procurement management information.

The Council is now using the new system to undertake the annual financial analysis and procurement category of spend.

The system was upgraded in February 2020 to further improve the functionality and enhance the business processes and governance arrangements this included:

- CiA Upgrade

This allows the use of the system on any device such as iPad's or smartphones.

- Dragitin and ITP (Intelligent Transaction Processing)

This ensures compliance with eInvoicing EU Directive

#### Contract Management

This will provide us with a totally integrated procurement contract solution by combining the Contract Management, Purchasing, Catalogues and accounts payable modules with electronic workflow and web services. This is yet to be implemented and was delayed due to COVID

#### Purchase Cards

Once implemented this should simplify corporate procurement card processes by giving cardholders self-service functionality to view and reconcile their own card transactions. Eliminate complex document trails by letting cardholders attach receipts at the time of expenditure from any device. Ensure compliance with automated approval workflows and get total visibility of the reconciliation status of every transaction and card balance.

## 9. Purchasing cards

Due to the previous manual invoice system, the Council found difficulties in meeting national performance indicators to pay suppliers within 30 days, which was one of the reasons for implementing a new finance system. The figures shown in table 9 show the reductions in Purchase card spend and transactions. Further benefits will be realised when the Purchase Card module is implemented within the finance system.

Since 2003, a partnership with Barclaycard through the Government Procurement Card (GPC Visa) contract has enabled authorised staff to conduct low-value transactions quickly and to consolidate large numbers of invoices from multiple suppliers into a single monthly invoice, thus removing process costs and improving management information. There is a potential efficiency saving of £28 per transaction compared to the full manual process.

As GPC pays suppliers in as little as four days it allows the Council to support the Scottish Government's pledge to pay SME's within 10 days.

The arrangement also makes it easier to monitor compliance with procurement policies such as delegated authority levels as the following can be set:

- different levels of purchasing authority for staff
- built-in safeguards such as monthly credit limits
- business sector category restrictions

The utilisation of the finance system rather than using the purchase card has provided improved workflow capabilities to route transactions for review and approval and show greater visibility on what is being spent. The use of electronic catalogues within the system has taken away the requirement to use purchase cards for the low value

transactions which can be consolidated within the finance system and reduce the number of transactions. The reduction in volumes and expenditure is shown in table 9 below.

**Table 9: Purchase Card transactions summary**

	2014/15	2017/18	2018/19	2019/20	2020/21	2021/22	Variance from last year
<b>Purchase Card Transactions</b>	35,949	3,265	3137	1318	1046	943	<b>-103</b>
<b>Spend</b>	£2,214,250	£582,849	£714,090	£278,519	£174,877	167,975	<b>-£6,902</b>
<b>Cardholders</b>	41	31	27	27	25	17	<b>-8</b>

## 10. The Scottish Procurement Agenda

The Public Procurement Group has developed a set of priorities, high level aims and aspirational delivery statements for all public procurement leaders in Scotland – the public procurement priorities. They demonstrate our commitment to using the power of procurement to deliver and influence outcomes that are good for the people of Scotland. They also support the commitments set out in the government’s National Performance Framework, the Programme for Scotland and our Economic Recovery Implementation Plan.

- **Priority: leadership and visibility**

High level aims:

- engage and influence organisation leaders and stakeholders
- raise profile with better communications internally and externally
- identify and own escalated issues

- **Priority: sustainable economic recovery**

High level aims:

- mainstream sustainable procurement and related tools
- use of intelligent data and local partnerships Local Partnerships
- inclusive and responsible supply chains
- understand what good looks like, tracking performance and tackling opportunities to deliver better outcomes

- **Priority: supply chain resilience (public sector)**

High level aims:

- manage business continuity through supply chain shocks (e.g. pandemic, post-EU Exit)
- build/support immediate and longer term resilience in critical supply chains
- collaborate on opportunities to grow capacity & capability in targeted sustainable supply chains

- **Priority: maximise impact of the sustainable duty (including post EU-exit implications)**

High level aims:

- understand and exploit any flexibility within current Rules and our international obligations to support economic recovery
- explore further options to maximise priority outcomes and financial wellbeing to ensure Scotland maintains its competitive position in the world

- **Priority: climate emergency (including carbon reduction and a circular economy)**

High level aims:

- embed climate considerations in a 'whether', 'what', 'how' and 'how much' we buy approach
- integrate climate action in contract and supplier management activities
- seek local leaders, stakeholders and suppliers commitment to developing cross-functional roadmaps that exploit opportunities for economic development while delivering on our climate ambitions

- **Priority: achieving professional excellence (against national policy and standards)**

High level aims:

- create and develop the talent we require now and in the future to deliver on our ambitions
- develop and/or implement collaborative targeted capability programmes to build skills and competencies, driving consistency in approaches
- ensure that training and professional development continues to be available to the sector during the pandemic and post-pandemic period

- **Priority: develop our use of systems to exploit sustainable outcomes and support reporting**

High level aims:

- embed national and tailored sectoral systems and best practice tools across the Scottish public sector and supply base
- increase the visibility / use of other systems in use across sectors
- develop a strategy to enable the sharing of these systems and tools across sectors to enhance outcomes

Several pieces of legislation have changed the regulatory framework for public procurement across the Scottish public sector and will be revised later in 2022/23

## 11. Other activities - Looking forward

### Community Wealth Building

Centre for Local Economic Strategies (CLES) Definition:

*'Community wealth building is a people-centred approach to local economic development. It reorganises local economies to be fairer. It stops wealth flowing out of*

*our communities, towns and cities. Instead, it places control of this wealth into the hands of local people, communities, businesses and organisations.'*

Scotland Excel secured Scottish Government funding to support 4 Community Wealth Building Projects and we have been nominated as one of the organisations they will work with.

The programme is designed to launch or reinvigorate elements of the Scottish Model of Procurement and will include a number of specific tasks that support greater community wealth building within the council. It will invest approximately 25 days of resource in each organisation either to initiate or develop a specific area.

Throughout the programme they are working closely with procurement and economic development colleagues to promote and support the existing good work and practices to both internal and external stakeholders.

The programme covers a number of areas:

- Grow Local
- **Internal Partner Engagement – Our Priority**

Carry out a review of internal partners and current engagement and support for Community Wealth Building (CWB) elements.

Identify key internal stakeholders that can support the growth of CWB and develop a plan of engagement and tangible actions that support aims.

Communicate key elements from the Scottish Model of procurement that support and encompass CWB.

Internal partners include economic development, senior officers, key service areas and elected members.

It is anticipated that this will comprise a number of meetings and targeted workshops.

- External Partner Engagement
- Data Analysis
- Public Contracts Scotland
- Quick Quotes
- Project

### **Living Wage Employer**

The Real Living Wage is the only rate calculated according to what people need to make ends meet. It provides a voluntary benchmark for employers that choose to ensure their staff earns a wage that meets the costs and pressures they face in their everyday lives.

The UK Living Wage at the time was £9.90 per hour and a separate London Living Wage rate of £11.05 per hour. These rates were announced on 15th November 2021 as part of Living Wage Week – the annual celebration of the Living Wage movement in the UK.

The rates are calculated annually by the Resolution Foundation and overseen by the



Living Wage Commission, based on the best available evidence on living standards in London and the UK.

The Living Wage Foundation is the organisation at the heart of the UK movement of businesses, organisations and individuals who campaign for the simple idea that a hard day's work deserves a fair day's pay.

Clackmannanshire Council was confirmed in November 2021 as an accredited Living Wage employer. The Council's accreditation means there are now 23 Scottish Local Authorities with Living Wage accredited status. This links in to our community wealth building agenda and reinforces our commitment as a Council to reducing poverty and inequality for our employees.

### **Public Procurement Priorities**

Reporting against the Priorities detailed in section 10 of this report will be incorporated into future procurement annual reports

This is a significant piece of work and will require input from all services in the Council. This information will help us to capture a snapshot of current progress, to identify areas of good practice, and should identify areas requiring greater development and support.

### **Changes in the Procurement regulations**

- The Council will continue to review and update procurement:
  - Policies, procedures and contract standing orders
  - Standard form tender documentation
  - Standard form contracts
- Policies, procedures and contract standing orders updates will:
  - Give prominence to the national procurement priorities which will underpin all Council procurement activities including community wealth being
  - Update statutory references – Act and new Regulations
  - Update thresholds and reflect lower thresholds under Act
  - Include new procedures – competitive with negotiation, innovation partnership
  - Reference Light Touch Regime where appropriate
  - Consider producing decision-making tools to assist those making procurement related decisions – checklists / flowcharts
  - Highlight that some contracts may be subject to both Act and Regulations

### **Contract register**

The contract register is publically available here you can see all current contracts, expired contracts and collaborative contracts and is updated on a regular basis, and can be accessed via Public Contracts Scotland

[https://www.publiccontractsscotland.gov.uk/Contracts/Contracts\\_Search.aspx?AuthID=AA00260](https://www.publiccontractsscotland.gov.uk/Contracts/Contracts_Search.aspx?AuthID=AA00260)



## Appendix1. Summary of the regulated procurements that have been completed during the year covered by the report.

Table 10: Regulated procurement summary

File Number	Requirement	Value	Complied with Strategy	Community Benefits
2/6/1861	SCHOOL ESTATE OPTIONS APPRAISAL AND CONDITION SURVEY PROGRAMME	£ 200,000.00	Yes	N/A
2/6/1862	INTERACTIVE PANEL REFRESH	£ 114,865.54	Yes	N/A
2/6/1868	WELLBEING LISTENING AND TARGETED COUNSELLING SERVICES	£ 378,000.00	Yes	N/A
2/6/1869	VMWARE LICENSING UPGRADE - EDUCATION & CORPORATE	£ 299,536.46	Yes	N/A
2/6/1870	CLACKMANNAN TOWN HALL ROOF REFURBISHMENT	£ 1,200,000.00	Yes	N/A
2/6/1875	FLEET REPLACEMENT PROGRAMME - CAGED TIPPER	£ 79,080.00	Yes	N/A
2/6/1878	LEARNING ESTATE OPTIONS APPRAISAL & CONDITION - STRUCTURAL SURVEYS	£ 200,000.00	Yes	N/A
2/6/1881	ROAD MATERIALS - ROADSTONE	£ 1,350,000.00	Yes	N/A
2/6/1882	ICT MOBILE CLIENT EQUIPMENT	£ 71,000.00	Yes	N/A
2/6/1884	STREET LANTERNS	£ 170,000.00	Yes	N/A
2/6/1885	FLEET PARTS	£ 220,000.00	Yes	N/A
2/6/1888	LAPTOPS - EDUCATION ACADEMY	£ 51,072.00	Yes	N/A
2/6/1891	MICROSOFT OVS AGREEMENT & FOXIT PDF SOFTWARE	£ 108,142.55	Yes	N/A
2/6/1893	WELL-BEING HUB PROFESSIONAL ADVISER	£ 170,000.00	Yes	N/A
2/6/1895	PRIORITY RESOURCE -PROJECT MANAGEMENT - STRIVE & SW SYSTEM	£ 143,744.40	Yes	N/A
2/6/1896	DESIGN OF TEMPORARY POOL	£ 50,000.00	Yes	N/A
2/6/1897	DOMESTIC FURNITURE, FURNISHINGS & CLEANING	£ 871,000.00	Yes	N/A
2/6/1903	VERITAS SOFTWARE RENEWAL 2022	£ 122,416.72	Yes	N/A
2/6/1904	FLEET REPLACEMENT PROGRAMME - JCB LOADALL	£ 79,080.00	Yes	N/A
2/6/1919	ALLOA ACTIVE TRAVEL HUB	£ 300,000.00	Yes	N/A
2/6/1927	ALLOA LEISURE BOWL - DEMOLITION	£ 400,000.00	Yes	N/A
2/6/1937	ELECTRIC CHARGING POINTS	£ 89,714.00	Yes	N/A

## **Appendix 2. Summary of any community benefit requirements imposed as part of a regulated procurement that were fulfilled during the year covered by the report,**

Where the Council proposes to carry out a regulated procurement where the estimated value of the contract is equal to or greater than £4,000,000. The Council must, before carrying out the procurement, consider whether to impose community benefit requirements as part of the procurement.

There were no contracts during this year that required consideration as part of the regulation.

Most large scale contracts have been done via National arrangements that have community benefits. These are called off by the services as part of their contract management.

Where identified candidates are required to complete a community benefit method statement, which forms part of the contract conditions. The successful candidates are required to enter into a legally binding agreement incorporating the Community Benefits method statement.

In partnership with Clackmannanshire Third Sector interface(CTSI) and Samtaler a social value creation agency we have created a community benefit wish list and have asked community groups and third sector organisations to identify items they require to support their work. This list has been designed to make it easier for businesses operating in Clackmannanshire to see the current needs of charities and social enterprises and candidates are required to choose from this list when submitting their tender.

<https://ctsi.org.uk/community-benefits>

### **Appendix 3. Steps taken to facilitate the involvement of supported businesses in regulated procurements during the year covered by the report,**

Suppliers whose main aim is the social and professional integration of disabled or disadvantaged persons, where at least 30% of their employees are disabled or disadvantaged workers are classed as Supported Businesses. It is possible for the Council to “reserve” the right to participate in a competition to supported businesses where it is assessed as appropriate.

The Council contract standing orders enable officers to reserve contracts with supported businesses more readily without having to resort to full tendering exercises.

We actively encourage the use of the supported business frameworks and currently using:

- Haven Recycling, IT Recycling
- Lady Haig Poppy Factory,
- Royal National Institute for the Blind – Signage
- All Cleaned Up – APEX – Cleaning Services
- Alloa Community Enterprises (ACE) - Second-hand furniture outlet,

## Appendix 4. Summary of the regulated procurements the authority expects to commence in the next two financial years,

The Council capital plan agreed at Council provides detail of future regulated procurement requirements for 2022 -2042

Project	2022/23	2023/24	2024/25	2025/26	2026/27	Total 2027-32	Total 2032-37	Total 2037-42	TOTAL	Funding	Net Spend
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
<b>Sustainable Growth</b>											
Innovation Hub Delivery	200	1,164							1,364		1,364
City Deal (RPMO)	100	100							200		200
Renewable Energy Projects	30								30		30
Alloa Town Centre Upgrade	0	200	200						400		400
Active Travel - Alloa Town Centre	100								100		100
Active Travel Route Railway Station	0	560							560	(400)	160
Forthbank Road Operational Facilities	16	4							20		20
Flood Protection	57	235	86	86	86	430	430	430	1,840		1,840
Tillicoultry Flood Protection	0	150	250	300	2,500	2,800			6,000	(4,800)	1,200
Alva Glen	0	87							87		87
Parking Management System	0	569	20						589		589
Building energy management system	32	8							40		40
<b>TOTAL</b>	<b>535</b>	<b>3,077</b>	<b>556</b>	<b>386</b>	<b>2,586</b>	<b>3,230</b>	<b>430</b>	<b>430</b>	<b>11,230</b>	<b>(5,200)</b>	<b>6,030</b>

Project	2022/23	2023/24	2024/25	2025/26	2026/27	Total 2027-32	Total 2032-37	Total 2037-42	TOTAL	Funding	Net Spend
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
<b>E R</b>											
Community Investment Grants	60	80	100	100	100	240			680		680
Clackmannan Regeneration	1,275								1,275	(750)	525
Clackmannan Town Hall Roof & Wall	1,067	50							1,117		1,117
Alloa Town Centre Upgrade extension		400							400		400
Village and Small Town - Alva	320								320		320
Village and Small Town - Menstrie		120							120		120
Village and Small Town - Tillicoultry		550							550		550
Clackmannan Community Access Point	93								93		93
School Estate - Tullibody South Campus	50								50		50
Coalsnaughton Primary School	106								106		106
Park Primary	48								48		48
Demolition of St Mungos	250								250		250
<b>Learning Estate</b>											
Development Driven (minimum requirements)		450	4,700	6,965	6,281	14,305			32,701	(11,100)	21,601
<b>Learning Estate</b>											
Indicative Future Investment Requirements (Options appraisals, condition and suitability)	690	1,150	460	300	3,250	17,750	21,000	10,000	54,600		54,600
<b>Learning Estate</b>											
Policy Driven		383	1,150	1,917	2,683	34,968			41,102		41,102
<b>TOTAL</b>	<b>3,959</b>	<b>3,183</b>	<b>6,410</b>	<b>9,282</b>	<b>12,314</b>	<b>67,263</b>	<b>21,000</b>	<b>10,000</b>	<b>133,411</b>	<b>(11,850)</b>	<b>121,561</b>

Project	2022/23	2023/24	2024/25	2025/26	2026/27	Total 2027-32	Total 2032-37	Total 2037-42	TOTAL	Funding	Net Spend	
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	
Health and Wellbeing	Social services adaptations	75	75	75	75	75	375	375	375	1,500		1,500
	Analogue to Digital	386	192							578		578
	Park, Play Area & Open Space Improvements	72	25	25	25	25	125	125	125	547		547
	Cycle Routes	222	100	100	55					477	(477)	0
	Gartmorn Dam Country Park	22	33							55		55
	Active Travel Route	0	2,000							2,000	(1,400)	600
	Resourcing	110								110		110
	Wellbeing Hub	2,860	1,450	5,485	5,485					15,280	(2,000)	13,280
<b>TOTAL</b>	<b>3,747</b>	<b>3,875</b>	<b>5,685</b>	<b>5,640</b>	<b>100</b>	<b>500</b>	<b>500</b>	<b>500</b>	<b>20,547</b>	<b>(3,877)</b>	<b>16,670</b>	

Project	2022/23	2023/24	2024/25	2025/26	2026/27	Total 2027-32	Total 2032-37	Total 2037-42	TOTAL	Funding	Net Spend	
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	
Compliance and Operational Resilience	<b>DIGITAL</b>											
	Social services IT system	332	1,668							2,000		2,000
	Digital Transformation	750							750		750	
	Digital Learning Strategy	478	478	478	250	250	1,250	1,250	1,250	5,684		5,684
	Digital Infrastructure (Fibre - Council and Schools)	350								350		350
	IT Equipment (Homeworking)	50								50		50
	IT Infrastructure (Council)	144	90	90	90	90	450	450	450	1,854		1,854
	Interactive Screen Replacement (Secondary Schools)	123								123		123
	ICT Replacement (Secondary Schools)	125	125	125	125	125	625	625	625	2,500		2,500
	ICT Upgrade (Primary Schools)	90	90	90	90	90	450	450	450	1,800		1,800
	ICT Resourcing - Corporate	165								165		165
	ICT Resourcing Digital rollout	50								50		50
	CRB system (School)	40								40		40
	<b>LEARNING ESTATE</b>											
	Fitness Suite Equipment	12	12	12	12	12	60	60	60	240		240
Alva Primary School Bridge		35							35		35	
Asbestos Removal (Schools)	10	10	10	10	10	50	50	50	200		200	
Learning Estate DDA	17	17	17	17	17	85	85	85	340		340	
Cleaning Equipment Upgrade (Schools and Council)	23	10							33		33	

Project	2022/23	2023/24	2024/25	2025/26	2026/27	Total 2027-32	Total 2032-37	Total 2037-42	TOTAL	Funding	Net Spend	
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	
Compliance and Operational Resilience	<b>PLACE</b>											
	Bridge Improvements	190	200	122	75	75	375	375	375	1,787		1,787
	Street Lighting Replacement	258	258	258	258	259	1,297	1,303	1,305	5,196		5,196
	Carriageways - Road Improvements	2,151	2,210	2,210	2,210	2,210	11,050	11,050	11,050	44,141		44,141
	Cemetery Walls	257	250	250	250	172				1,179		1,179
	Kilncraigs Stone Preservation	120	30							150		150
	Strategic Estate Enhancements	315								315		315
	Police Intergration	8								8		8
	Vehicle Replacement	563	800	1,000	1,000	1,000	5,000	5,000	5,000	19,363		19,363
Wheeled Bins	24	30	30	30	30	150	150	150	594		594	
<b>TOTAL</b>	<b>6,645</b>	<b>6,313</b>	<b>4,692</b>	<b>4,417</b>	<b>4,340</b>	<b>20,842</b>	<b>20,848</b>	<b>20,850</b>	<b>88,947</b>	<b>0</b>	<b>88,947</b>	

<b>GROSS PROGRAMME TOTAL</b>	<b>14,886</b>	<b>16,448</b>	<b>17,343</b>	<b>19,725</b>	<b>19,340</b>	<b>91,835</b>	<b>42,778</b>	<b>31,780</b>	<b>254,135</b>	<b>(20,927)</b>	<b>233,209</b>
<b>INCOME</b>	<b>(5,553)</b>	<b>(8,829)</b>	<b>(8,662)</b>	<b>(8,649)</b>	<b>(8,809)</b>	<b>(28,085)</b>	<b>(21,545)</b>	<b>(21,545)</b>	<b>(111,677)</b>		
<b>NET PROGRAMME TOTAL</b>	<b>9,333</b>	<b>7,619</b>	<b>8,681</b>	<b>11,076</b>	<b>10,531</b>	<b>63,750</b>	<b>21,233</b>	<b>10,235</b>	<b>142,458</b>		

KEY

EXISTING

NEW

REVISED

The listing below is contracts due for renewal within the next two financial years. Please note some of these arrangements have the option for extension periods that extend the contracts beyond the original end date.

TITLE	END DATE
Washroom Solutions	30/09/2022
Forth Valley Alcohol & Drug Partnership	30/09/2022
NPS Scottish Welfare Provision SaaS	30/09/2022
Strategic HR Services	30/09/2022
Learning Estate Education Consultant	31/10/2022
STRIVE & Social Care Replacement System Project Management Support	06/11/2022
Safe Electrical Periodical Electrical Testing Upgrade and Rewire 2018-22	11/11/2022
Roof and Render Upgrade Works 2018-2022	30/11/2022
Removal and Storage Services	01/12/2022
Supply of agricultural tractor and trailer	01/12/2022
Asbestos Surveys	02/12/2022
Asbestos Removal and Disposal	31/12/2022
Domestic Furniture, Furnishings & Cleaning	09/01/2023
Processing and Haulage of Dry Mixed Recyclate (DMR)	09/01/2023
Digital self management of mental health difficulties	31/01/2023
Residual Waste Brokerage Service	10/02/2023
Wellbeing Hub Communication Consultant	01/03/2023
Fleet Management System	01/03/2023
Provision of bespoke therapeutic interventions	13/03/2023
Alcohol Drugs Partnership - Recovery Worker	30/03/2023
School travel planning services	31/03/2023
Vocational Training and Work Related Skills Programme	31/03/2023
Employability Programme for Young People with Additional Support Needs	31/03/2023
Mental health assessments	31/03/2023
Household box glass recycling collection	31/03/2023
Text-based crisis mental health support	31/03/2023
Digital platform that promotes self-management of mental health and wellbeing	31/03/2023
Provision of debt recovery and sheriff officer services	31/03/2023
Insurance and Claims Handling	31/03/2023
Waste Service Labels and Software	31/03/2023
Clearswift	31/03/2023
Citrix upgrade	31/03/2023
Occupational Health Services and Employee Assistance Programme Lot 3	31/03/2023
Occupational Health Services and Employee Assistance Programme Lot 2	31/03/2023
Money & Welfare Benefits Advice & Support up to and including Type III	31/03/2023
Revenue & Benefits System	31/03/2023
Kitchen Cabinets, Worktops and Associated Products	01/04/2023
Unpaid carers Services for adult care services	01/04/2023
Election Materials	01/04/2023
Environmental planning building control trading standards and licencing systems	01/04/2023



Interactive Screens Primary School Refresh Phase 1	01/04/2023
Fire Safety	01/04/2023
Holistic Wellbeing Listening and targeted Counselling Services in 3 lots	14/04/2023
Well-being Hub Professional Advisor	30/04/2023
Corporate Anti Virus	30/04/2023
Treatment of Organic Waste - Lot 2 Garden Waste	17/05/2023
Schools Antivirus Upgrade (VIPRE)	31/05/2023
Vehicle Tracking & Telematics Services	30/06/2023
Central Heating Systems Design and Installation	30/06/2023
Damp - Rot 2019-2023	30/06/2023
Learning Management System	01/07/2023
Disposal of Rubble and inert waste	01/07/2023
Street Lighting Lanterns	31/07/2023
CDM Consultancy	28/08/2023
Transport Technology and Associated Services	01/09/2023
Staff Survey end to end administration	01/09/2023
Hire of Winter Maintenance Footway Tractors	30/09/2023
Ground water and gas monitoring of Black Devon closed landfill	05/10/2023
Demolition of Alloa Leisure Bowl, incl consultant appointment	06/10/2023
Franking Machine	22/10/2023
Cleaning and Valeting of Council Vehicles	30/11/2023
Flooring Contract 2019-2023	01/12/2023
Backup and web-filtering (Education Services) Smoothwall	12/01/2024
Digital Fibre Installation Consultancy	01/02/2024
Roadstone	01/02/2024
Court Mandated Womens Domestic Abuse Support Service	14/03/2024
Non Court Mandated Womens Domestic Abuse Support Service	20/03/2024
Veritas Software Renewal 2022	30/03/2024
Care & Support Services	30/03/2024
Bitumen Products	30/03/2024
Clearswift upgrade	31/03/2024
Library Management System	31/03/2024
Housing Analytics Service	31/03/2024
GIS Services	31/03/2024
Roads Maintenance and Improvements Framework	31/03/2024
Health & Safety IT System	31/03/2024
Care and support for children and young people	31/03/2024
Supply and install fitness equipment	31/03/2024
Vehicle Parts	31/03/2024
Clackmannan Town Hall Roof Refurbishment	31/03/2024
MFD Replacement Programme	31/03/2024
Transport for Education and Social Care Requirements	31/03/2024
eForms Solution	31/03/2024
Autocad Software	31/03/2024

Public Buildings Servicing and Reactive Heating Maintenance	31/03/2024
Carriageway Bitumen Bonding & Joint Spraying Equipment	31/03/2024
Web-based consultation software	31/03/2024
Treasury Management Advice Services	31/03/2024
Digital self management of mental health difficulties for 10-18 year olds	31/03/2024
Finance System	31/03/2024
Citrix ADC Always On VPN	31/03/2024
Digital Foundations: M365	31/03/2024
Clackmannanshire Council Improvement Fencing Contract 2020-2024	31/03/2024
Design and Installation of Central Heating Systems	31/03/2024
Maintenance, Monitoring & Repair of Flood Prevention Pumps and Associated Equipment	31/03/2024
Banking Services	31/03/2024
Technical Equipment - Servicing & Maintenance Contract 2021-25	31/03/2024
In-cab Technology	31/03/2024
Common Area Secure Door Entry Replacement Term Contract 2021-2024	31/03/2024
Supply and Delivery of Plant Material including Hardy Nursery Stock and Seasonal Bedding	31/03/2024
Construction contract, Main Street, Clackmannan, Clackmannanshire	31/03/2024
Microsoft OVS & FoxIT PDF Editor Software	31/03/2024
Roads Management Software	31/03/2024
Window Replacements	31/03/2024
Door Provision	31/03/2024
Stairlifts, Steplifts, Vertical Through Floor Lifts and Hoists	31/03/2024
NOx Analyser Service Contract	31/03/2024
Enhancement to Leisure & Management Booking System with support.	31/03/2024
Demolition of lock ups and other non permanent structures	31/03/2024
VMware licensing upgrade - Education & Corporate	31/03/2024
Oracle licence agreement	31/03/2024
Early Learning and Childcare Funded Providers	31/03/2024

## Appendix 5. Top categories of spend by total expenditure

The top 10 categories represent 87% of the council's total spend

Proclass 10.1 Level 1	Total Spend	Total Value (%)
Social Community Care	£ 25,984,308.21	36.99
Facilities & Management Services	£ 9,450,814.31	13.45
Construction	£ 7,198,213.65	10.25
Consultancy	£ 3,435,440.13	4.89
Information Communication Technology	£ 3,243,394.60	4.62
Construction Materials	£ 3,078,293.43	4.38
Housing Management	£ 2,839,567.40	4.04
Utilities	£ 2,223,028.34	3.16
Environmental Services	£ 2,067,553.69	2.94
Human Resources	£ 1,938,660.99	2.76
Public Transport	£ 1,473,905.24	2.10
Financial Services	£ 1,397,066.04	1.99
Vehicle Management	£ 1,268,337.60	1.81
Education	£ 951,539.09	1.35
No Summary Category	£ 716,333.96	1.02
Catering	£ 691,723.44	0.98
Cleaning & Janitorial	£ 535,500.63	0.76
Healthcare	£ 452,781.57	0.64
Furniture & Soft Furnishings	£ 324,867.08	0.46
Street & Traffic Management	£ 154,888.44	0.22
Mail Services	£ 133,136.93	0.19
Arts & Leisure Services	£ 130,321.73	0.19
Clothing	£ 120,895.59	0.17
Sports & Playground Equipment & Maintenance	£ 106,662.96	0.15
Legal Services	£ 83,289.73	0.12
Highway Equipment & Materials	£ 73,560.13	0.10
Stationery	£ 49,742.27	0.07
Horticultural	£ 45,920.24	0.07
Health & Safety	£ 37,703.97	0.05
Domestic Goods	£ 33,598.07	0.05
Cemetery & Crematorium	£ 1,800.00	0.00

## Top 50 Suppliers by total expenditure

Supplier Name	Total Value	vCode Business Sector
Clackmannanshire Educ Partnership Ltd	£ 8,653,640.39	Facilities Management
HUB EAST CENTRAL SCOTLAND LIMITED	£ 3,240,754.95	Construction
CARING HOMES LTD	£ 3,118,388.22	Social Care & Services
Cera Care Operations (Scotland) Ltd	£ 2,152,915.90	Social Care & Services
J H Civil Engineering Ltd	£ 1,586,103.80	Construction
HC ONE LTD	£ 1,527,216.50	Social Care & Services
Avondale Environmental Limited	£ 1,282,627.43	Waste & Environmental Services
ARTHUR J GALLAGHER	£ 1,173,790.86	Financial Services
IKL CARE	£ 1,096,609.17	Social Care & Services
Everwarm Services Limited	£ 1,066,500.76	Construction
EDF Energy Networks Ltd	£ 1,049,784.02	Utilities & Energy
Parklands Care Home	£ 1,038,108.57	Social Care & Services
Scottish Autism Central Area Office	£ 968,981.22	Social Care & Services
Key Housing Association Ltd	£ 915,039.95	Facilities Management
SIDEY GLAZIERS LTD	£ 913,271.08	Construction
Maclay Civil Engineering Ltd	£ 909,810.73	Construction
KINGDOM HOUSING ASSOCIATION LTD	£ 881,500.00	Facilities Management
BOXXE LTD	£ 810,483.37	ICT
Ailsa Building Contractors Ltd	£ 760,825.46	Construction
Flourish Home Support Services Ltd	£ 653,844.40	Social Care & Services
CAREVISIONS	£ 651,355.95	Social Care & Services
AC Gold Services	£ 630,384.56	Construction
Common Thread Limited	£ 623,492.00	Social Care & Services
XMA Ltd	£ 596,673.50	ICT
SWIIS FOSTER CARE LTD	£ 560,269.81	Social Care & Services
Trust Housing Association Ltd	£ 502,581.06	Facilities Management
Kibble Education And Care Centre	£ 498,801.02	Social Care & Services
HUNTERS EXECUTIVE COACHES	£ 497,893.75	Travel & Accommodation
ACTION FOR CHILDREN SERVICES LTD	£ 497,877.57	Social Care & Services
1st Class Care Solutions Ltd	£ 459,942.20	Social Care & Services
SCRT Ltd	£ 447,193.01	Human Resources
THE ADOLESCENT & CHILDRENS TRUST	£ 445,080.91	Social Care & Services
Tillicoultry Quarries Ltd	£ 442,413.98	Construction
Ark Housing Association Ltd GR	£ 436,206.62	Facilities Management
Wellbeing Scotland	£ 428,377.97	Social Care & Services
Crossroads Caring for Carers	£ 400,938.61	Social Care & Services
BRAKE BROS FOODSERVICE LTD	£ 395,503.51	Food, Beverage & Catering
A & B Reid	£ 384,265.68	Construction
Nec Software Solutions Uk Ltd	£ 382,987.26	ICT
Mears Supported Living Ltd	£ 378,722.18	Social Care & Services
Re-Gen Waste Ltd	£ 372,773.29	Waste & Environmental Services

Little Stars Nursery	£ 372,638.11	Social Care & Services
STEP UP	£ 369,966.57	Human Resources
Richmond Fellowship	£ 368,080.98	Social Care & Services
SCOTTISH FUELS	£ 365,583.29	Utilities & Energy
Clearview Care Home	£ 363,817.55	Social Care & Services
Scottish Water	£ 342,113.35	Utilities & Energy
Dennis Eagle Ltd	£ 339,059.69	Waste & Environmental Services
Barnardo'S	£ 338,850.16	Social Care & Services
PROFILE SECURITY SERVICES LTD	£ 336,622.67	Security Equipment & Services

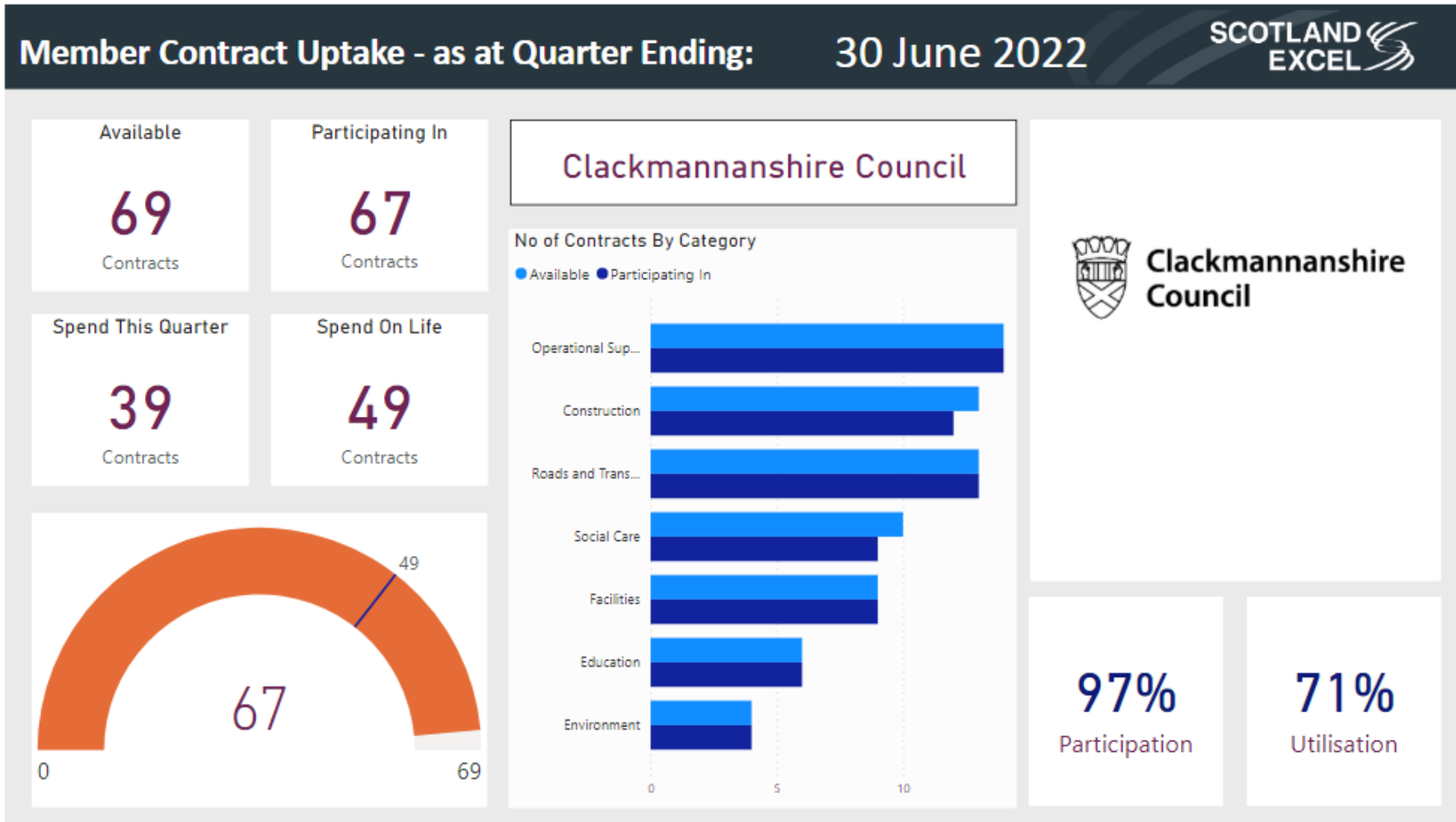
## Appendix 6. Participation in National Contracts

### Scottish Government procurement (Cat A) Summary of contracts used spend and savings

Contract	SUPPLIER	Total Spend	Total Saving
Electricity 2019	EDF Energy Ltd	£ 1,189,526.96	£ 29,703.00
Web Based & Proprietary Client Devices 2019	XMA Limited	£ 634,280.00	£ 146,244.00
Liquid Fuel - Scotland Central (2019)	Scottish Fuels	£ 390,915.30	£ 9,121.00
Natural Gas	Total Gas & Power Ltd	£ 337,072.39	£ 20,267.00
Water and Waste Water Services (2020)	Business Stream	£ 321,373.92	£ 88,314.00
Provision Of Admin, Catering & Manual Staff Services – South Region	Pertemps Recruitment	£ 195,843.00	£ 16,962.00
Mobile Client Devices	Hewlett Packard UK Ltd	£ 162,525.00	£ 136,985.00
IT Peripherals (2018)	Computacenter	£ 103,496.00	£ 10,654.00
Provision Of Admin, Catering & Manual Staff Services – South Region	BRIGHTWORK LTD	£ 63,492.00	£ 5,372.00
National Framework for Office Equipment and Services (2017)	Ricoh (UK) Ltd	£ 54,732.00	£ 10,406.00
Provision Of Interim Professional Staff Services – National	ASA INTERNATIONAL	£ 49,393.00	£ 4,337.00
Postal Services - One Stop Shop (2020)	Royal Mail Group	£ 41,718.00	£ 1,669.00
General stationery and office paper (2016)	Lyreco UK Ltd	£ 38,987.00	£ 8,788.00
Desktop client devices framework 2020	Hewlett Packard UK Ltd	£ 27,443.00	£ 10,262.00
Office Equipment - Multi-functional Devices & Services	Ricoh (UK) Ltd	£ 11,997.00	£ 3,671.00
Recruitment Advertising & Public Information Notices (2020)	TMP (UK) Ltd	£ 11,637.00	£ 3,395.00
Postal Services - Scheduled/Regular Bulk Mail (2016)	Royal Mail Group	£ 9,075.00	£ 590.00
Postal Services - Ad-hoc and hybrid mail (2016)	Royal Mail Group	£ 8,926.00	£ 580.00
Temporary and Interim Staff - Catering/Manual East	BRIGHTWORK LTD	£ 7,426.00	£ 501.00
Print And Associated Services 2019 - litho/ digital print services	Harlow Printing Ltd	£ 1,393.00	£ 209.00
Office Equipment - Multi-functional Devices & Services	Canon (UK) Ltd	£ 730.00	£ 211.00
Print And Associated Services 2019 - litho/ digital print services	Panda Litho Ltd	£ 557.00	£ 83.00
IT Consumables (2016)	Banner Group Ltd	£ 129.00	£ 9.00

## Participation in National Contracts

**Scotland Excel - Local Authority sector contracts (Cat B)** Scotland Excel advised that due to COVID pandemic they were unable to gather all spend information from a small number of frameworks so the reports only cover what has been possible to collect as soon as the information is available this will be reported



# Contract Spend & Estimated Savings - as at: Thursday, June 30, ...



**Clackmannanshire Council**

Actual Spend vs Forecast Spend



**Clackmannanshire Council**

Actual Spend

**£10.9M**

Forecast Spend

**£13.1M**

Spend Variance

**-£2.3M**

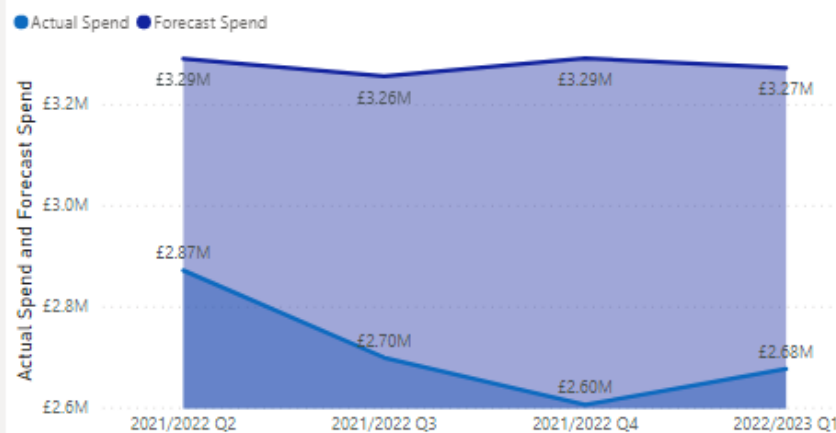
Estimated Saving

**£0.2M**

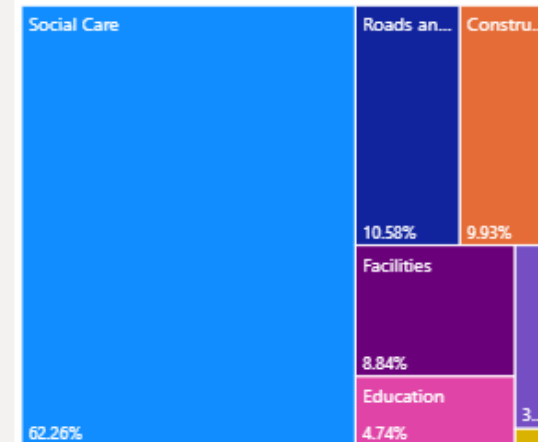
Fiscal Year/Quarter

- 2022/2023
  - 2022/2023 Q1
- 2021/2022
  - 2021/2022 Q1
  - 2021/2022 Q2
  - 2021/2022 Q3
  - 2021/2022 Q4
- 2020/2021
  - 2020/2021 Q1
  - 2020/2021 Q2
  - 2020/2021 Q3
  - 2020/2021 Q4
- 2019/2020
  - 2019/2020 Q2
  - 2019/2020 Q3
  - 2019/2020 Q4

Actual Spend vs Forecast Spend by Quarter



% of Actual Spend by Category





## Appendix 7. Clackmannanshire procurement activity (Cat C) savings

Clackmannanshire Council Cat C procurement activity savings are calculated by showing the difference between the budget figure authorised at the start of the procurement process and the actual contract figure. Both values are for the total value of the contract over the lifetime of the contract. The figures shown below are for procurement activity started in April 2021 up to March 2022. Potential Overall Savings **£394,284** and a Potential Annual Saving for **2021/22** of **£308,950**

File Number	Requirement	Supplier Name	Form 1 Estimated Spend	Form 2 Amount of Award	Savings	Capital / Revenue	Goods, Services or Works	Years	Potential Annual Saving
2/6/1811	OFFICE 365	Boxxe	£ 900,000	£ 894,731	£ 5,269	Both	Service	4	£ 1,317
2/6/1821	LIBRARY MANAGEMENT SYSTEM	PTFS Europe Ltd	£ 18,000	£ 16,950	£ 1,050	Revenue	Service	3	£ 350
2/6/1824	CORPORATE BACKUP SOLUTION	Phoenix Software Limited	£ 104,381	£ 93,121	£ 11,260	Capital	Goods	3	£ 3,753
2/6/1833	SKILLS STRATEGY - CITY REGION DEAL	EKOS Limited	£ 25,000	£ 24,288	£ 712	Revenue	Service		£ 712
2/6/1839	BACKUP AND WEB-FILTERING - EDUCATION SERVICE - SMOOTHWALL	Phoenix Software Limited	£ 41,610	£ 34,817	£ 6,793	Both	Service	2	£ 3,396
2/6/1841	VERITAS	Phoenix Software Limited	£ 183,200	£ 46,040	£ 137,160	Revenue	Service	1	£ 137,160
2/6/1846	CLEARSWIFT UPGRADE	Boxxe	£ 92,485	£ 82,495	£ 9,990	Both	Service	3	£ 3,330
2/6/1847	WAN EXTENTION TO MUCKHART PRIMARY SCHOOL	Briskona Wireless Telecom	£ 15,000	£ 14,607	£ 393	Capital	Service		£ 393
2/6/1863	CRD REGIONAL ENERGY MASTERPLAN - CITY DEAL	Integrated Environment Solutions	£ 66,000	£ 48,073	£ 17,927	Revenue	Service	1	£ 17,927
2/6/1871	CAPACITY & SKILLS AUDIT	Trueman Change	£ 30,000	£ 26,250	£ 3,750	Revenue	Service		£ 3,750
2/6/1876	PLAY EQUIPMENT AND SEATING FOR TULLIBODY SOUTH CAMPUS	Scotplay and Sports Limited	£ 28,000	£ 17,114	£ 10,886	Capital	Goods		£ 10,886
2/6/1883	BEMS UPGRADE	Enterprise Controls Engineers	£ 49,500	£ 48,675	£ 825	Capital	Service		£ 825
2/6/1886	ALWAYS ON VPN	Boxxe	£ 35,000	£ 34,667	£ 333	Both	Service	3	£ 111
2/6/1902	PLAY EQUIPMENT AND OUTDOOR GYM EQUIPMENT SG PLAYPARK RENEWAL	Russell Leisure Ltd t/a Russell Play	£ 22,000	£ 1,600	£ 20,400	Capital	Service		£ 20,400
2/6/1902	PLAY EQUIPMENT AND OUTDOOR GYM EQUIPMENT SG PLAYPARK RENEWAL	Scotplay & Sports Ltd	£ 22,000	£ 5,469	£ 16,531	Capital	Service		£ 16,531
2/6/1902	PLAY EQUIPMENT AND OUTDOOR GYM EQUIPMENT	Hugh Harris Limited (T/A Fresh Air Fitness)	£ 25,000	£ 14,418	£ 10,582	Capital	Service		£ 10,582
2/6/1902	PLAY EQUIPMENT AND OUTDOOR GYM EQUIPMENT FOR WEST END PARK, ALLOA	KOMPAN Scotland Limited	£ 49,000	£ 46,130	£ 2,870	Capital	Service		£ 2,870
2/6/1902	PLAY EQUIPMENT AND OUTDOOR GYM EQUIPMENT FOR WEST END PARK, ALLOA	All Play (Ireland) Ltd	£ 49,000	£ 46,130	£ 2,870	Capital	Service		£ 2,870
2/6/1902	PLAY EQUIPMENT AND OUTDOOR GYM EQUIPMENT SG PLAYPARK RENEWAL	HAGS SMP Limited	£ 22,000	£ 19,612	£ 2,388	Capital	Service		£ 2,388
2/6/1905	TRAFFIC MANAGEMENT EQUIPMENT MAINTENANCE AND ANCILLARY SUPPORT SERVICES	Yunex Limited (Siemens Group)	£ 30,000	£ 27,650	£ 2,350	Revenue	Service	2	£ 1,175
2/6/1910	PUMP MAINTENANCE	Trillim Flow Services	£ 210,241	£ 117,658	£ 92,583	Revenue	Service	3	£ 30,861
2/6/1914	PURCHASE OF OXIDES OF NITROGEN ANALYSER AND WEB LOGGER	ACOEM UK LTD	£ 13,000	£ 8,940	£ 4,060	Capital	Goods		£ 4,060
2/6/1928	SUPPLY AND DELIVERY OF STEEL RAILINGS	James Cowie & Co Limited	£ 18,000	£ 16,837	£ 1,163	Capital	Works		£ 1,163
2/6/1930	WELLBEING HUB - COMMUNICATION CONSULTANT	Glen Rae Communications	£ 49,999	£ 21,600	£ 28,399	Revenue	Service		£ 28,399
2/6/1932	EMPLOYABILITY PROGRAMME FOR YOUNG PEOPLE WITH ADDITIONAL SUPPORT NEEDS	ENABLE Scotland	£ 49,999	£ 49,622	£ 377	Revenue	Service		£ 377
2/6/1933	VOCATIONAL TRAINING AND WORK RELATED SKILLS PROGRAMME	Triage Central Limited	£ 49,999	£ 46,635	£ 3,364	Revenue	Service		£ 3,364
					£ 394,284				£ 308,950

## Appendix 8. Exception reports

Contract standing orders apply to all contracts entered into by procurement officers. In some circumstances however, exceptions may be granted. All requests must be made in writing, following the procedure detailed in Appendix 1 of CSO's, identifying the grounds for the request. Approvals must also be recorded in writing and given prior to any action not in accordance with CSO's being taken.

In such an event, the requirement to comply with the Scottish Regulations remains. A voluntary award notices without competition are published in Public Contracts Scotland where appropriate for any exception granted, and where the exemption granted is above threshold, the procedures leading to the award under the Scottish Regulations are followed.

File Number	Requirement	Supplier Name	Form 2 Amount of Award	Service
2/6/1892	SCHOOL CLEANING	All Cleaned Up	£65,000	Place
2/6/1898	WELL-BEING HUB ENGAGEMENT CONSULTANT	Matt Lamb	£14,400	People
2/6/1901	HR PAYROLL SYSTEM	MHR	£496,762	HR
2/6/1907	IMPROVEMENT IN SERVICES FOR CARE EXPERIENCED YOUNG PEOPLE	Volunteering Matters	£14,251	Economic Development
2/6/1913	WELL-BEING HUB EDUCATION CONSULTANT	Iain Hughes	£24,000	People

## Appendix 9. Spikes Cavell (The Hub) charts

### Spend by Scottish Region – Forth Valley

Region (Scottish Definition)	Total Spend	Total Value (%)	Total Suppliers	Total Suppliers (%)	Total Transactions
<b>Scotland - Forth Valley</b>	<b>£ 28,062,898.04</b>	<b>39.99</b>	<b>281</b>	<b>25.04</b>	<b>11165</b>
Scotland - Glasgow and Strathclyde	£ 10,715,674.19	15.27	177	15.78	4564
South East	£ 10,214,387.47	14.56	73	6.51	1436
Scotland - Tayside Central and Fife	£ 3,951,653.35	5.63	70	6.24	1875
Scotland - Edinburgh and Lothians	£ 3,249,640.84	4.63	88	7.84	1283
South West	£ 1,856,910.01	2.65	42	3.74	609
East Midlands	£ 1,795,540.99	2.56	55	4.90	713
Yorkshire and The Humber	£ 1,579,941.51	2.25	60	5.35	1539
London	£ 1,522,088.95	2.17	57	5.08	753
East of England	£ 1,487,749.90	2.12	42	3.74	601
West Midlands	£ 1,399,508.21	1.99	59	5.26	1317
Scotland - Highlands and Islands	£ 1,335,963.34	1.90	10	0.89	95
North West	£ 1,115,349.43	1.59	60	5.35	1008
Scotland - South	£ 885,888.38	1.26	7	0.62	101
Northern Ireland	£ 452,323.28	0.64	6	0.53	63
Scotland - Aberdeen and North East	£ 263,429.97	0.38	15	1.34	119
North East	£ 235,087.19	0.34	10	0.89	219
Wales	£ 46,095.26	0.07	10	0.89	55

## Spend by Region – Scotland

Region (ONS Definition)	Total Spend	Total Value (%)	Total Suppliers	Total Suppliers (%)	Total Transactions	Total Transactions (%)
<b>Scotland</b>	<b>£ 48,465,148</b>	<b>69.07</b>	<b>648</b>	<b>57.75</b>	<b>19202</b>	<b>69.79</b>
South East	£ 10,214,387	14.56	73	6.51	1436	5.22
South West	£ 1,856,910	2.65	42	3.74	609	2.21
East Midlands	£ 1,795,541	2.56	55	4.90	713	2.59
Yorkshire and The Humber	£ 1,579,942	2.25	60	5.35	1539	5.59
London	£ 1,522,089	2.17	57	5.08	753	2.74
East of England	£ 1,487,750	2.12	42	3.74	601	2.18
West Midlands	£ 1,399,508	1.99	59	5.26	1317	4.79
North West	£ 1,115,349	1.59	60	5.35	1008	3.66
Northern Ireland	£ 452,323	0.64	6	0.53	63	0.23
North East	£ 235,087	0.34	10	0.89	219	0.80
Wales	£ 46,095	0.07	10	0.89	55	0.20

## Grow Local % spend Local area

vCode Business Sector	Total Spend	Total Vendors	Total Transactions	% Local Area	% Sub-Region	Spend Local Area
Social Care & Services	£ 23,914,487	139	3803	48.13	84.45	£ 11,510,763
Travel & Accommodation	£ 1,704,179	25	567	60.54	99.79	£ 1,031,752
Facilities Management	£ 12,752,279	64	2301	7.8	29.63	£ 994,145
Construction	£ 13,528,439	126	9310	7.28	96.27	£ 984,371
ICT	£ 3,101,255	50	532	27.69	30.5	£ 858,604
Other Goods & Services	£ 301,398	4	676	58.57	66.54	£ 176,522
Healthcare	£ 794,587	45	630	17.89	58.43	£ 142,188
Arts, Sport & Leisure	£ 287,861	20	83	40.88	61.17	£ 117,690
Human Resources	£ 1,836,389	38	1316	2.14	35.09	£ 39,280
Animals & Farming	£ 71,610	9	154	50.25	68.48	£ 35,983
Education	£ 510,465	42	976	4.61	66.42	£ 23,510
Vehicles	£ 549,071	30	607	4.14	69.98	£ 22,724
Waste & Environmental Services	£ 2,415,542	34	451	0.88	61.35	£ 21,201
Transport	£ 241,023	10	329	8.03	38.86	£ 19,350
Marketing & Media	£ 42,723	13	115	26.4	52.76	£ 11,277
Clothing	£ 13,520	3	27	62.66	100	£ 8,472
Food, Beverage & Catering	£ 857,411	22	1697	0.88	28.5	£ 7,533
Professional Services	£ 221,747	18	70	2.96	33.35	£ 6,554
Financial Services	£ 1,277,862	10	142	0.25	93.18	£ 3,200
Retail & Wholesale	£ 7,968	2	162	17.57	100	£ 1,400

## Top 25 spend by Cost Centre

Row Labels	Sum of Net Amount
Balance Sheet	£ 12,982,740
Secondary Schools PPP	£ 8,644,306
Physical Disability Assessment & Care Management	£ 6,305,858
Learning Disability Assessment & Care Management	£ 5,599,001
Older People Assessment & Care Management	£ 4,776,354
Residential Placements	£ 2,793,033
External Foster Care	£ 2,621,489
Mental Health Assessment & Care Management	£ 2,436,050
HRA Operations	£ 2,104,276
Waste Treatment	£ 1,828,489
Early Years Centrally Held	£ 1,519,561
Utilities Management	£ 1,502,688
Affordable Housing	£ 881,500
Central IT Software Maintenance	£ 858,502
Building Repairs & Maintenance	£ 798,761
Roads Operations	£ 789,218
Homeless & Specialised Accom	£ 774,287
ASSISTANCE TO PUPILS SPECIAL	£ 754,200
Childrens Commissioned Services	£ 650,379
Continuing Care	£ 620,411
Fleet Operations	£ 594,208
Disability Team	£ 541,460
Catering Central	£ 416,324
Scottish Welfare Fund	£ 403,440
ASSISTANCE TO PUPILS-SECONDARY	£ 391,500

## Top 25 spend by Nominal Code

Row Labels	Sum of Net Amount
Payments To Contractors	£ 10,469,074.77
Home Care	£ 9,560,873.26
Private Nursing Homes	£ 8,704,322.51
Private Residential Homes	£ 5,600,189.28
Asset Additions - Council Dwellings	£ 3,587,247.66
Asset Additions - Other Land and Building	£ 3,490,965.47
Fostering & Kinship Payments	£ 2,620,896.74
Asset Additions - Infrastructure	£ 2,306,129.84
Educational Establishments Payment	£ 1,945,313.91
Other Agencies Payment	£ 1,692,522.99
Asset Additions - Vehicle, Plant and Equipment	£ 1,344,825.04
Materials - Direct purchases from suppliers	£ 1,298,653.56
Waste Contractors - Landfill	£ 1,282,627.43
Voluntary Organisations Payment	£ 1,279,901.94
Pupil & Client Transport	£ 1,229,072.30
Electricity	£ 1,071,444.63
Supported Accommodation	£ 989,138.66
Computer Software Maint.	£ 943,699.84
Annual Maintenance External Providers	£ 928,211.14
Materials (issued from Stock)	£ 920,749.43
Agency Staff Costs	£ 870,789.50
Payment To Subcontractor	£ 631,535.18
Professional Fees	£ 586,939.91
Purchase Of Equipment	£ 581,682.35
Assets under Construction	£ 570,416.60

## Appendix 10. Procurement Strategy Action Plan – Annual Update

The table below summarises the actions and initiatives planned over the Strategy period to achieve the outcomes set out in the Vision for Procurement at section 5.

A number of these are aspirational and priority will be given to statutory obligations.

Elements of the effectiveness of the procurement strategy will be measured via the [Procurement & Commercial Improvement Programme \(PCIP\)](#).

### Definitions

Responsible "The person or persons that will undertake the objective"

Accountable "The person that is answerable and has liability for the objective"

Consult "Prior to making a decision"

Inform "After decision is made"



**PROCUREMENT ACTION PLAN March 2019 – March 2023**

**Strategic Theme 1 Straightforward Procurement**

To make procurement as straightforward as possible for the Council and potential suppliers, in particular to improve access for local suppliers and SMEs and to eliminate anything that does not add value to the procurement

<b>Action</b>	<b>Responsibility</b>	<b>Target Date</b>	<b>Update April 2022</b>
Deliver electronic procurement systems to satisfy new legislative requirements.	TechnologyOne Project Team	Reviewed on an annual basis	No change to legislation TechologyOne Financial System upgraded February 2020 further up dates planned
	<b>Accountable</b>		
	Chief Accountant		
	<b>Consult</b>		
	Procurement Manager		
	<b>Inform</b>		
Review impact of newly implemented EU Procurement Rules and UK legislation and make necessary changes to existing approaches.	<b>Responsibility</b>	A per Scottish Procurement policy notes, which are published on an ad hoc basis to provide advice on current policy issues.	No change to legislation All SPPN's have been noted Expected changes later 2023
	Procurement Manager		
	<b>Accountable</b>		
	Strategic Director (Partnership & Performance)		
	<b>Consult</b>		
	CMT		
Guidance produced for local/third sector suppliers and SMEs is clear concise and easy to follow, and includes a section with regard to local and national support bodies, and how they can improve access.	<b>Responsibility</b>	Reviewed on an annual basis	How to do business with Clackmannanshire Council updated for National meet the buyer events & Forth Valley events
	Procurement Manager		
	<b>Accountable</b>		
	Strategic Director (Partnership & Performance)		
	<b>Consult</b>		
	CMT		
Continue to use Public Contract Scotland portal as our main advertising media for all regulated procurements.	<b>Responsibility</b>	Ongoing	Continuing to use and update
	All Purchasing staff		
	<b>Accountable</b>		
	Heads of Service		
	<b>Consult</b>		
	Procurement Manager		
<b>Inform</b>			
	All Council staff		

**PROCUREMENT ACTION PLAN March 2019 – March 2023**

<b>Strategic Theme 2 Embed procurement and contract management Skills</b>			
To continue to embed professional procurement and contract management skills across the Council. This goes hand in hand with moves to increase the commercial acumen of the Council			
<b>Action</b>	<b>Responsibility</b>	<b>Target Date</b>	<b>Update April 2022</b>
Provide strategic professional advice to the corporate review of how to transform the way the Council procures its works, services and supplies and to propose a new model for procurement and purchasing activities across the Council.	Procurement Manager	Ongoing	Ongoing continuing to provide advice
	<b>Accountable</b>		
	CMT		
	<b>Consult</b>		
	CMT		
	<b>Inform</b>		
Provide support and learning and development opportunities to staff, contractors, stakeholders, unions and elected members engaged in procurement processes to ensure they are able to deliver effectively and are empowered to deal with and understand the impact of any procurement decisions/ issues.	<b>Responsibility</b>	Reviewed on an Annual basis	Various virtual training Sessions delivered throughout the year SDP virtual training available
	Procurement Manager		
	<b>Accountable</b>		
	CMT		
	<b>Consult</b>		
	<b>Inform</b>		
Review the role of the Procurement Matters Group and the terms of reference for the group. The procurement matters group is a management model where employees identified as having responsibility for procurement within their job role would have this aspect of their role managed by the Procurement Manager.	<b>Responsibility</b>	March 2023	Meetings taking place quarterly rather than monthly to encourage better participation and attendance. No real effect and will review again early in the new financial year
	Procurement Manager		
	<b>Accountable</b>		
	CMT		
	<b>Consult</b>		
	<b>Inform</b>		
Assist Clackmannanshire Third Sector Interface (CTSI) in the development and delivery of training with regard to 'Understanding Social Enterprise/Third Sector Legal Structures', and the impact/opportunities re Community Benefit Clauses	<b>Responsibility</b>	March 2023	Early discussions taken place Delayed due to COVID and capacity issues
	Procurement Manager and CTSI		
	<b>Accountable</b>		
	Procurement Manager		
	<b>Consult</b>		
	<b>Inform</b>		
Elected Members			

Collaborate with CTSi on the production of a guide for analysing and measuring social value/impact in the assessment of bids.	<b>Responsibility</b>	March 2023	Not started re profile to next year Delayed due to COVID and capacity issues
	Procurement Manager and CTSI		
	<b>Accountable</b>		
	CTSI		
	<b>Consult</b>		
	CTSI		
<p>Brexit - Public Procurement Regulations have been implemented to UK law from four European Directives.</p> <p>The principles contained within the directives of equal treatment, non-discrimination, transparency and proportionality are enshrined within the Scottish Procurement Regulations and ultimately our procurement activity. Upon departure from the European Union it is unlikely that there would be any significant impact to procurement legislation and the way in which procurement activity is conducted</p> <p>However we will consider any of the implications of Brexit across our procurement portfolio, with focus on procurement regulations, trade, migrant labour workforce, and take all available practical steps. This will include working with the Scottish Government and Scotland Excel</p>	<b>Responsibility</b>	March 2023	Awaiting outcome re Changes to UK and Scottish procurement Law expected 2023
	Purchasing staff		
	<b>Accountable</b>		
	Purchasing staff		
	<b>Consult</b>		
	Scottish Government & Scotland Excel		
<b>Inform</b>	Purchasing Staff		
Purchasing Staff			

**PROCUREMENT ACTION PLAN March 2019 – March 2023**

**Strategic Theme 3 Support and encourage the local supplier market**

To support and encourage an effective local supplier market including the voluntary sector and the promotion of local social value in contracts.

<b>Action</b>	<b>Responsibility</b>	<b>Target Date</b>	<b>Update April 2022</b>
Revise guidance on Council’s website about selling to the Council.	Procurement Manager	Dec. 2019  There after on an annual basis	Updated February 2022
	<b>Accountable</b>		
	Procurement Manager		
	<b>Consult</b>		
	Procurement Matters Group		
Refresh and publish online schedule of proposed procurements to promote future contract opportunities.	<b>Responsibility</b>	As part of the procurement annual report and as per capital budget as agreed by Council February / March each year	Ongoing
	Procurement Manager		
	<b>Accountable</b>		
	Heads of Service		
	<b>Consult</b>		
Where possible, utilise the Public Contract regulations to enable Officers to place contracts with supported businesses more readily without having to resort to full tendering exercises, e.g. <ul style="list-style-type: none"> <li>Identify third sector suppliers that meet ‘Supported Business’ criteria; and</li> <li>Identify opportunities to make use of reserved contracts for local supported businesses at monthly CTSI meetings.</li> </ul>	<b>Responsibility</b>	Ongoing	
	Purchasing Staff		
	<b>Accountable</b>		
	Heads of Service		
	<b>Consult</b>		
For non regulated procurement exercises officers will purchase via local suppliers and will include at least one local supplier to tender where there is one available.	<b>Responsibility</b>	Every procurement journey route 1 procurement	Still being maintained
	Purchasing Staff		
	<b>Accountable</b>		
	Heads of Service		
	<b>Consult</b>		
	Procurement Manager		
	<b>Inform</b>		
	Procurement Matters group		

<p>Support businesses local to Clackmannanshire through a range of initiatives including:</p> <ul style="list-style-type: none"> <li>• Making it simpler to do business with the Council;</li> <li>• Reduce to a minimum the bidding burden on suppliers;</li> <li>• Have regard to the impact on small/local firms of the way in which a procurement is structured and how they are paid;</li> <li>• Provide clear information about selling to the Council on the Council's website.</li> <li>• Production of a clear and concise guide for Third Sector suppliers that includes guidance with regard to partnership/consortia bids</li> <li>• Run a series of 'Meet the Supplier' events to encourage greater engagement from the third sector with the procurement process, and to create greater understanding of Third sector suppliers amongst council officers</li> </ul>	<p><b>Responsibility</b></p>	<p>Throughout each year and reported in the procurement annual report</p>	<p>Ongoing</p>
	<p>Procurement Manager Supplier Development programme CTSI</p>		
	<p><b>Accountable</b></p>		
	<p>Procurement Manager</p>		
	<p><b>Consult</b></p>		
<p>Take in to account and align with the Council's Local Outcome Improvement Plan (LOIP) and that communication of its purpose, priorities and outcomes are better communicated across departments. Where possible align the procurement journey so that procurement exercises are attractive to local businesses and people and ensure fair opportunities for all.</p>	<p><b>Responsibility</b></p>	<p>Every procurement exercise</p>	<p>Written into all procurement authorisation documentation</p>
	<p>Purchasing Staff</p>		
	<p><b>Accountable</b></p>		
	<p>Heads of Service</p>		
	<p><b>Consult</b></p>		
<p>Procurement Manager</p>			
<p><b>Inform</b></p>			
<p>CMT</p>			

<p>Extend awareness of implications of Public Procurement Reform legislation through;</p> <ul style="list-style-type: none"> <li>Workshop discussions to brief third sector on Council procurement policy and changes in legislation; and</li> <li>Establish monthly communication between Council procurement manager and CTSI.</li> </ul>	<b>Responsibility</b>	March 2023	Early Discussions Delayed due to COVID and capacity issues
	Procurement Manager CTSI		
	<b>Accountable</b>		
	Procurement Manager CTSI		
	<b>Consult</b>		
	Procurement Manager CTSI		
<p>Better Align Service Level Agreements with Alliance Priorities by:</p> <ul style="list-style-type: none"> <li>Mapping grant-aid and commissioned spend from the Council to the local third sector; and</li> <li>Initiating a review and appropriate changes to Service Level Agreements based on Alliance policy priorities.</li> </ul>	<b>Responsibility</b>	March 2023	Not Started Delayed due to COVID and capacity issues
	Purchasing staff		
	<b>Accountable</b>		
	Heads of service		
	<b>Consult</b>		
	CMT Elected members		
<p>Advise and work in partnership with the Integration Joint Board (IJB) in line with The Public Bodies (Joint Working) (Scotland) Act 2014 as the IJB are not able to contract or hold contracts with third parties as contractual arrangements remain with the local authority.</p>	<b>Responsibility</b>	Every adult commissioning exercise	Ongoing work to be done on Awareness of individual procedures
	Social Services Commissioning IJB		
	<b>Accountable</b>		
	Social Services Commissioning IJB		
	<b>Consult</b>		
	Procurement Manager		
<b>Inform</b>	CMT		
CMT			

Increase local procurement expenditure by 2.5% per year from 14% to 21.5% or greater over the life of the strategy	<b>Responsibility</b>	21.5% spend with local suppliers by March 2023	25.40% financial year 2021/22
	Purchasing Staff		
	<b>Accountable</b>	23.36% financial year 2020/21	
	Procurement Manager		
	<b>Consult</b>		
	All Stakeholders		
<b>Inform</b>			
Elected Members			

**PROCUREMENT ACTION PLAN March 2019 – March 2023**

**Strategic Theme 4 Sound procurement practices and innovative solutions**

To use sound procurement practices and innovative solutions to promote sustainability and value for money, making use of clear and detailed procurement/purchasing data, collaboration and partnership opportunities where this accords with the Council's Principles of partnership working.

<b>Action</b>	<b>Responsibility</b>	<b>Target Date</b>	<b>Update April 2022</b>
Ensure that all regulated procurements comply with the sustainable procurement duty and in the case of commissioning ensure these are aligned to the Integration Joint Board joint strategic commissioning plans which pull together the forecast of overall need across the local authority area, together with the availability of services or resources to meet that need and makes recommendations following an option appraisal for how these should be met	<b>Responsibility</b>	All regulated procurement exercises	Ongoing
	Purchasing Officers Social services commissioning		
	<b>Accountable</b>		
	Heads of Service		
	<b>Consult</b>		
	Procurement Manager IJB		
	<b>Inform</b>		
CMT			
Establish systems to record the impact of procurement policies and practices on the council's climate change duties.	<b>Responsibility</b>	March 2023	Not Started
	Procurement Manger		
	<b>Accountable</b>		
	Heads of Service		
	<b>Consult</b>		
	CMT		
<b>Inform</b>			
Elected members			

Review scope for and deliver further corporate contracts to consolidate spend.	<b>Responsibility</b>	Ongoing agenda item with the Procurement Matters Group	Ongoing
	Procurement Matters Group		
	<b>Accountable</b>		
	Heads of Service		
	<b>Consult</b>		
	CMT		
Revise template documents and guidance with intention of promoting scope for innovation by the market in appropriate procurements.	<b>Responsibility</b>	Ongoing agenda item with the Procurement Matters Group	Ongoing
	Procurement Manager		
	<b>Accountable</b>		
	Procurement Manager		
	<b>Consult</b>		
	Procurement Matters Group		
When exploring outsourcing and private partnership solutions, these will not be procured in isolation and consultation with staff, service users, unions and stakeholders will be undertaken when market testing.	<b>Responsibility</b>	When required	Ongoing
	Heads of Service		
	<b>Accountable</b>		
	CMT		
	<b>Consult</b>		
	All Stakeholders		
Utilise the Scottish Government's sustainable prioritisation tool to identify and prioritise procurement activity.	<b>Responsibility</b>	March 2023	Tool being revised to web format once complete we will be able to utilise
	Purchasing Staff		
	<b>Accountable</b>		
	Heads of Service		
	<b>Consult</b>		
	Procurement Manager		
	<b>Inform</b>		
	CMT		



Utilise the Flexible Framework Self-Assessment Tool (FFSAT) to provide a Sustainable Action Plan to establish the performance level of sustainable procurement across the council.	<b>Responsibility</b>	March 2023	Tool being revised to web format once complete we will be able to utilise
	Purchasing Staff		
	<b>Accountable</b>		
	Heads of Service		
	<b>Consult</b>		
	Procurement Manager		
Create and manage a sustainable register to capture, monitor and report on the sustainable outcomes achieved via procurement activity, and link to related internal and external reporting requirements.	<b>Responsibility</b>	March 2023	Not Started
	Procurement Manager		
	<b>Accountable</b>		
	Procurement Manager		
	<b>Consult</b>		
	All stakeholders		
Explore innovative solutions through greater collaborative approaches between the Council and the local Third sector	<b>Responsibility</b>	March 2023	Early Discussions Delayed due to COVID and capacity issues
	Purchasing Staff		
	CTSI		
	<b>Accountable</b>		
	Purchasing Staff		
	CTSI		
Explore the development of a subcontractor community benefit directory	<b>Consult</b>	December 2020	Completed <a href="https://ctsi.org.uk/community-benefits">https://ctsi.org.uk/community-benefits</a>
	Procurement Matters Group		
	CTSI		
	<b>Inform</b>		
	CMT		

**PROCUREMENT ACTION PLAN March 2019 – March 2023**

**Strategic Theme 5 Fair procurement**

To ensure that, contractors comply with our Living Wage and Blacklisting Policies and to ensure that we take account of the possible impact that our approach to major projects might have on different groups of people.

<b>Action</b>	<b>Responsibility</b>	<b>Target Date</b>	<b>Update April 2022</b>
Ensure that all procurement follows the fundamental principles of (transparency, equal treatment and non-discrimination, proportionality and mutual recognition), the legal requirements of the Procurement Reform (Scotland) Act 2014, The Public Contracts (Scotland) Regulations 2015, The Procurement (Scotland) Regulations 2016, statutory guidance issued under the Act and Scottish public procurement policy generally and including the Scottish specific equality duty.	Purchasing Staff	Every Regulated procurement exercise	Ongoing
	<b>Accountable</b>		
	Heads of Service		
	<b>Consult</b>		
	Procurement Manager		
Establish simple methodology for assessing best value case for using the Living Wage requirement in service and works contracts,	<b>Responsibility</b>	July 2022	Completed  Living wage accreditation Obtained 2021 – extensive procurement data mining exercise and correspondence has been undertaken
	Procurement Manager		
	<b>Accountable</b>		
	Procurement Manager		
	<b>Consult</b>		
Procurement will also foster and adopt the Fair Work directive where legally permissible by removing contractors who use Zero Hour Contracts and contractors who do not provide a minimum of pay in line with the living wage	<b>Responsibility</b>	Where Identified	Ongoing
	Procurement Manager		
	<b>Accountable</b>		
	Procurement Manger		
	<b>Consult</b>		
Procurement Matters group			
<b>Inform</b>			
Purchasing Staff			

Embed Blacklisting protocols in procurement processes for construction contracts.	<b>Responsibility</b>	Ongoing	Ongoing
	Procurement Manager and Works purchasing officers		
	<b>Accountable</b>		
	Procurement Manger		
	<b>Consult</b>		
	Procurement Matters group		
Procurement will encourage, through the tender process and support to contractors, provision of apprenticeships and promote health and safety and utilise environmentally sustainable solutions	<b>Responsibility</b>	Every appropriate regulated procurement exercise	Ongoing
	Purchasing officers		
	<b>Accountable</b>		
	Purchasing officers		
	<b>Consult</b>		
	Procurement Manager		
Ensure that where appropriate EQIA's are completed for regulated procurements.	<b>Responsibility</b>	Every appropriate regulated procurement exercise	Ongoing
	Purchasing officers		
	<b>Accountable</b>		
	Purchasing officers		
	<b>Consult</b>		
	Stakeholders		
	<b>Inform</b>		
	Procurement Manager		

**PROCUREMENT ACTION PLAN March 2019 – March 2023**

**Strategic Theme 6 Compliance**

Procurement will continue to identify, manage and control risk by developing policy and procedures which consider risk, and balance operational effectiveness and compliance.

<b>Action</b>	<b>Responsibility</b>	<b>Target Date</b>	<b>Update April 2022</b>
Update Council Contract Standing Orders to support compliance with the new procurement rules and cascade changes to informed clients and key stakeholders.	<b>Responsibility</b>	March 2023	Started to revise but awaiting Brexit outcome in case of legislative changes
	Procurement Manager		
	<b>Accountable</b>		
	Strategic Director (Partnership & Performance)		
	<b>Consult</b>		
	Elected Members, CMT and procurement Matters group		
Adapt internal procedures, processes and documentation to reflect the required legislative changes.	<b>Responsibility</b>	On going	On going
	Procurement Manager		
	<b>Accountable</b>		
	Procurement Manager		
	<b>Consult</b>		
	Procurement Matters group		
Produce a procurement workforce plan to consider what skills and development requirements will be necessary within the Council to comply with the procurement rules.	<b>Responsibility</b>	March 2022	Not Started Delayed due to COVID and capacity issues
	Procurement Manager		
	<b>Accountable</b>		
	Procurement Matters Group		
	<b>Consult</b>		
	Purchasing Officers OD Officer		
Implement measures in conjunction with Internal Audit to ensure that the opportunity for procurement fraud is minimised	<b>Responsibility</b>	Ongoing	Ongoing
	Procurement Manager and Internal Audit		
	<b>Accountable</b>		
	Heads of Service		
	<b>Consult</b>		
	Heads of Service		
<b>Inform</b>			
CMT			

Produce an annual procurement report in line with legislative requirements as soon as possible after the financial year end.	<b>Responsibility</b>	Quarter 3 Annually	Ongoing
	Procurement Manager		
	<b>Accountable</b>		
	Strategic Director (Partnership & Performance)		
	<b>Consult</b>		
	CMT and Elected members		
	<b>Inform</b>		
Scottish Government			



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**Report to: Audit & Scrutiny Committee**

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**Date of Meeting: 15 December 2022**

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**Subject: Council Financial Performance 2022/23 as at September 2022**

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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 Council, as at September 2022, in respect of:

- the General Fund (GF) revenue and capital spend and the achievement of savings, for the current financial year, 2022/23,
- the Clackmannanshire element of the Stirling & Clackmannanshire Health and Social Care Partnership (H&SCP) revenue spend; and
- the Housing Revenue Account (HRA) revenue and capital spend, for the financial year, 2022/23

## **2.0 Recommendations**

2.1 Committee is asked to note the report, commenting and challenging as appropriate on:

- 2.1.1 General Fund revenue forecasted overspend of £0.331m for the year to 31 March 2023 after allocation of general Covid funding of £0.849m;
- 2.1.2 the Clackmannanshire element of the Health and Social Care Partnership (H&SCP) forecasted overspend of £0.476m as at September, for the year to 31 March 2023;
- 2.1.3 the HRA revenue forecasted surplus of £(0.454m) over the budgeted surplus for the year to 31 March 2023;
- 2.1.4 the HRA Capital programme forecasted underspend of £(2.300)m, of which £1.500m is proposed to be carried forward to 2023/24;
- 2.1.5 the General Fund Capital Programme forecasted underspend of £(4.098)m, and
- 2.1.6 progress to date in delivering the £1.838m approved savings programme, currently forecast to achieve £1.605m, 87%, as at 31 March 2023.

### **3.0 Background**

3.1 This report summarises the draft financial position of the Council for the financial year ended 31 March 2023. This report consolidates all of the detailed financial data to provide a summary position for the Council. The report also provides detail of individual Directorate positions within the appendices.

### **4.0 General Fund Revenue**

4.1 As at 30 September 2022 the General Fund is forecasting an overspend of £1.180m which is a favourable movement of £1.047m since last reported to this Committee in October. This projected overspend includes pressures of £0.849m within Care and Protection £0.734m and Scottish Welfare Fund £0.115m, that are due to COVID and the Cost of Living Crisis. At its meeting on 1 December, Council approved an allocation to mitigate these costs from the general earmarked COVID reserve carried forward from 2021/22. This results in a revised forecasted overspend for the General Fund of £0.331m.

4.2 The Clackmannanshire element of the H&SCP is forecasting an overspend of £0.476m, however, any underspend is transferred to the HSCP at the year end in line with the integration scheme.

4.3 **Appendix 1** provides the breakdown by each Directorate and centrally held Corporate Service areas along with the position for Partnerships and Sources of Funding. This shows the position before allocation of centrally held Covid funding of £0.849 for related spend within Care and Protection and Scottish Welfare Fund. As noted above, after allocation of the funding the adjusted overspend is forecast to be an overspend of £0.331m.

4.4 The Council Summary at **Appendix 1** shows the under and overspend positions for each of the Directorates and Corporate Areas. The overall overspend is attributable to the following Directorates: People £0.277m, Place £0.193m and Partnership & Performance £(0.052)m. Corporate Services is showing an overspend of £0.762m, which includes centrally held savings achieved within the individual services.

4.5 **Appendices 3 to 6** provide details of individual Directorate financial performance.

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

5.1 The Clackmannanshire element of the Health and Social Care Partnership is projecting an overspend of £0.476m for the financial year based on financial information as at September 2022 and care commitments recorded in the social care management information service (CCIS) forecast for the remainder of the year.

5.2 Details of the forecast variances that make up this overspend are shown in **Appendix 7**. A report presented to the IJB Board on 23 November 2022 indicated a projected overspend across the Partnership of £3.919m at the end of September 2022.



## 6.0 General Fund Capital

- 6.1 For 2022/23, the approved General Fund Capital programme set out significant gross investment in Clackmannanshire amounting to £14.886m. Following the draft outturn position for 2021/22 (subject to audit), a further £4.377m was added to the approved program and a further £0.288m has since been approved by Council in August 2022 for Clackmannan Regeneration, increasing the approved budget for 2022/23 to £19.551m.
- 6.2 Work on capital projects is being progressed however delays are still being incurred due to internal and external factors. On review of the forecasts as at November, spend is estimated to be £15.453m for the year resulting in an underspend of £(4.098)m against the approved budget. **Appendix 10** provides detail of the forecasted expenditure to 31 March 2023 and variance against budget by project.
- 6.3 A summary of the projected outturn position for each of the Asset plans with main variances are shown in the table below:

Asset Management Strategy	Budget	Forecast to 31 March 2023	Forecast Over / (under) Spend	Main Variances
	£m	£m	£m	
<b>Community Investment Strategy</b>	4.846	4.728	(0.118)	<p>The variance is made up of the following projects:</p> <ul style="list-style-type: none"> <li>- Wellbeing Hub underspend - £0.179m - proposed to be carried forward</li> <li>- Renewable energy projects £0.080m underspend with £0.050m proposed to be carried forward.</li> <li>- Village and Small Towns Alva overspend of £0.196m</li> </ul>
<b>Property</b>	5.704	2.481	(3.223)	<p>The underspend is primarily due to the following projects:</p> <ul style="list-style-type: none"> <li>- Wellbeing Complex – interim pool £2.154m due to cessation of project. Budget to be repurposed in line with overall Wellbeing Complex.</li> <li>- Learning estate contingencies £0.376m, not expected to be required at this time</li> <li>- Cemetery Wall Upgrade £0.299m postponed until 2023/24 due to weather and contractual delays</li> </ul>

Asset Management Strategy	Budget	Forecast to 31 March 2023	Forecast Over / (under) Spend	Main Variances
	£m	£m	£m	
<b>Roads</b>	3.412	3.446	0.034	Slight overspend forecast on Bridge Improvements and Road Safety, however this may be offset through additional grant funding.
<b>Land</b>	0.538	0.288	(0.250)	Underspend due to rephasing of the budget for demolition of St Mungo's into 2023/24.
<b>Fleet</b>	0.973	0.973	-	Spend forecast in line with budget.
<b>IT</b>	4.078	3.537	(0.541)	Underspend driven predominately by three projects: <ul style="list-style-type: none"> <li>- Social Services adaptations due to focus on analogue to digital £0.075m,</li> <li>- Analogue to Digital project due to delays, underspend carried forward to 2023/24 £0.136m</li> <li>- Social Services IT System £0.331m,</li> </ul>
<b>Gross Capital Expenditure</b>	<b>19.551</b>	<b>15.453</b>	<b>(4.098)</b>	
<b>Allocation of Capital Funding</b>	<b>(5.553)</b>	<b>(5.553)</b>	-	All funding forecast to be utilised in year. Funding is allocated to projects as it is spent. Any funding that is not utilised in full will be carried forward to 2023/24 where grant conditions allow or repaid.
<b>Net Capital Programme</b>	<b>13.998</b>	<b>9.900</b>	<b>(4.098)</b>	

## 7.0 Delivery of 2022/23 Approved Savings

7.1 At its budget meeting in March 2022, Council approved savings of £1.838m for the financial year 2022/23. The table below shows the split of these savings across Directorates and the forecasted achievement of those savings by 31 March 2023.

### General Services Revenue Budget 2022/23 - Progress of Approved Savings by Directorate

Directorate	Total Approved Savings £000	Achieved £000	At Risk/ Unachievable £000
People	505	343	162
Place	505	434	71
Partnership & Performance	828	828	-
<b>Total Approved Savings</b>	<b>1,838</b>	<b>1,605</b>	<b>233</b>
		87%	13%

7.2 The above table indicates that 87% of savings will be achieved, with 13% unachieved in 2022/23. Detail of individual savings within each directorate is provided in **Appendix 2**. This is a favourable movement of 6% since last reported to committee in October 2022. The movement relates to:

- PEMGT13 - Residential Placements £0.098m;
- PLMGT07- Homelessness Income £(0.200)m;
- PLMGT14 - Rental Income £(0.012)m, and
- PLPOL08 – Waste Income £(0.001)m.

Services continue to work towards the achievement of approved savings and/or to identify compensating savings where possible.

## 8.0 Housing Revenue Account (HRA)

### Revenue

8.1 The HRA forecast as at September is a surplus of £(6.079)m, which is £(0.454)m above the budgeted surplus of £(5.625)m. This is a favourable movement of £(0.435)m since last reported to committee in October 2022. **Appendix 8** provides a summary of the variances and the variance movement.

### Capital

8.2 The HRA approved Capital Programme for 2022/23 is £12.582m. As at September, forecasted spend on the programme is £10.282m, which results in a projected underspend of £(2.300m) and a movement £(1.000)m movement since the June outturn reported in October. The main variances are set out below.

8.3 Within the Kitchen programme the forecast is for expenditure of £0.500m against a budget of £1.000m. Operational capacity has delayed the start of this work until January 2023. There are similar capacity issues for the adaptations programme where expenditure of £0.300m is forecast against a

budget of £0.500m. The Service is looking to procure a contract to assist with the delivery of this programme.

8.4 The Roof and Render programme forecast is £0.700m against a budget of £1.000m. Tenders were received late October with a view to being awarded in December. Progress on this project will be weather dependant.

8.5 **Appendix 9** provides the detail for all the projects along with comments on their progress.

## 9.0 Conclusions

9.1 General Fund Revenue Services are forecasting an overspend of £0.331m for the year to 31 March 2023;

9.2 The Clackmannanshire element of the H&SCP is forecasting to overspend £0.476m as at September for the year to 31 March 2023. This overspend remains in the partnership contributing to its overall year end financial position.

9.3 The HRA revenue is forecast to achieve a surplus over budget for the year of £(0.454)m to 31 March 2023.

9.4 The HRA Capital programme is forecast to underspend by £(2.300)m of which £1.500m is proposed to be carried forward.

9.5 The General Fund Capital programme is forecast to underspend by £(4.098)m.

9.6 Of the £1.838m approved savings programme, £1.605m (87%) are forecast to be achieved by 31 March 2023.

## 10.0 Sustainability Implications

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

## 11.0 Resource Implications

### 11.1 *Financial Details*

11.2 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



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

### 11.4 *Staffing*

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

## 12.0 Exempt Reports

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

### 13.0 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)

### 14.0 Equalities Impact

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

Yes  No

### 15.0 Legality

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

### 16.0 Appendices

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

Appendix 1 – Draft Council Summary at 30 September 2022

Appendix 2 – Summary Savings by Directorate at 30 September 2022

Appendix 3 – People Variances at September 2022

Appendix 4 – Place Variances at September 2022

Appendix 5 – P&P Variances at September 2022

Appendix 6 – Corporate Variances at September 2022

Appendix 7 – HSCP Variances at September 2022

Appendix 8 – HRA Revenue Variances at September 2022

Appendix 9 – HRA Capital Forecast as at September 2022

Appendix 10 – GF Capital Forecast 2022

## 17.0 Background Papers

17.1 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 Team Leader	6214

### Approved by

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

**Council Summary 2022/23**  
**As at September 2022**

Appendix 1

	<b>Annual Budget</b>	<b>Forecast to</b>	<b>Variance Forecast</b>	<b>Previous Forecast</b>	<b>Variance</b>
	<b>£'000</b>	<b>March 2022</b>	<b>to Budget</b>	<b>Variance</b>	<b>Movement</b>
		<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
<b>Directorate</b>					
People	74,870	75,146	277	953	(677)
Place	32,020	32,213	193	467	(274)
Partnership & Performance	10,280	10,228	(52)	108	(160)
Transformation	481	481	(0)	0	(0)
<b>Directorate Expenditure</b>	<b>117,651</b>	<b>118,068</b>	<b>417</b>	<b>1,528</b>	<b>(1,111)</b>
<b>Corporate</b>					
Corporate Centrally Held	986	986	(0)	0	(0)
Corporate Services	(1,152)	(568)	584	412	171
Misc Services - Non Distributed Costs	1,100	1,100	0	0	(0)
	934	1,517	583	412	171
	118,585	119,585	1,001	1,941	(940)
<b>less allocated to non general fund</b>	<b>(1,305)</b>	<b>(1,305)</b>	<b>0</b>	<b>0</b>	<b>0</b>
	117,280	118,280	1,001	1,941	(940)
<b>Add Requisitions from Joint Boards</b>					
Central Scotland Valuation	453	453	0	0	0
<b>Corporate Expenditure</b>	<b>117,732</b>	<b>118,733</b>	<b>1,001</b>	<b>1,941</b>	<b>(940)</b>
<b>Add/Deduct</b>					
Interest on Revenue Balances	(91)	(144)	(53)	76	(129)
Loans Fund Contribution	4,073	4,305	232	210	22
Contribution to Bad Debt Provision	200	200	0	0	0
<b>Total Expenditure</b>	<b>121,914</b>	<b>123,094</b>	<b>1,180</b>	<b>2,226</b>	<b>(1,047)</b>
<b>Sources of Funding</b>					
General Revenue Funding/Non-Domestic Rates	(116,393)	(116,393)	(0)	0	(0)
Council Tax	(24,427)	(24,427)	(0)	0	(0)
Contribution from Reserves	(2,742)	(2,742)	(0)	0	(0)
Contribution from Earmarked Reserves	(2,283)	(2,283)	0	0	0
Contribution from Uncommitted Reserves	(1,200)	(1,200)	0	0	0
<b>Total Funding</b>	<b>(147,045)</b>	<b>(147,045)</b>	<b>(0)</b>	<b>0</b>	<b>(0)</b>
<b>Projected (Surplus)/Shortfall</b>	<b>(25,131)</b>	<b>(23,952)</b>	<b>1,180</b>	<b>2,226</b>	<b>(1,047)</b>
<b>Health &amp; Social Care Partnership</b>	<b>25,131</b>	<b>25,607</b>	<b>476</b>	<b>(840)</b>	<b>1,316</b>

Management Efficiency Savings 2022-23

Directorate	Department	Responsible Officer	Saving Reference	Description	Cash/ Permanent	2022/23 £	Achieved/ Likely to be achieved £	At Risk £	Unachieved £	Total £	Budget Holders Comments - September
P&P	Corporate	N Bridle	P&PMGT01	Turnover across services	Permanent	500,000	500,000			500,000	Likely to be achieved in full
P&P	Corporate	N Bridle	P&PMGT02	Hybrid Working - Reduction in Mileage	Cash	20,000	20,000			20,000	Saving achieved
P&P	Finance & Revs	L Sim	P&PMGT03	Vacancy Senior Accountancy Asst (12 mths)	Cash	48,000	48,000			48,000	Saving achieved
P&P	Finance & Revs	C Jarvie	P&PMGT04	Cash Handling Consolidation	Permanent	15,000	15,000			15,000	Saving achieved
P&P	Finance & Revs	L Sim	P&PMGT05	Housing Benefit of homelessness income	Cash	20,000	20,000			20,000	Saving likely to be achieved
P&P	Corporate	N Bridle	P&PMGT06	Staff Salary Sacrifice Scheme Income	Permanent	1,000	1,000			1,000	Saving achieved
P&P	Partnership & Trans	C Jarvie	P&PMGT07	Capitalisation of Digital Transformation posts supporting capital plan implementation	Cash	42,000	42,000			42,000	Saving achieved
P&P	Partnership & Trans	C Jarvie	P&PMGT08	Capitalisation of ICT posts supporting capital plan implementation	Cash	123,300	123,300			123,300	Saving achieved
P&P	Partnership & Trans	C Jarvie	P&PMGT09	Removal of Research and Information Vacancy	Permanent	30,000	30,000			30,000	Saving achieved
P&P	Partnership & Trans	C Jarvie	P&PMGT10	Temporary Reduction in Kinlraigs Reception Resource	Cash	18,450	18,450			18,450	Saving achieved
P&P	HR & Workforce Development	C Alliston	P&PMGT11	Reduction to HR Legal budget	Permanent	10,000	10,000			10,000	Saving achieved
People	Primary non devolved	C Bruce	PEMGT07	Capitalisation of Project Manager for Digital Technology within People for Digital Rollout	Cash	50,155	50,155			50,155	Saving achieved
People	Strategic Director	L Sanda	PEMGT2	External Recharge to Regional Improvement Collaborative	Cash	67,241	67,241			67,241	Saving achieved
People	Early Years	L McDonald	PEMGT18	ELC Staffing Models and Centre Support	Cash	17,468	17,468			17,468	Saving achieved
People	Primary	L McDonald	PEMGT2	Primary Schools Efficiency (Falling Rolls)	Permanent	95,292	95,292			95,292	Saving achieved
People	Strategic Director	L Sanda	PEMGT3	External Recharge to Regional Improvement Collaborative	Cash	14,980	14,980			14,980	Saving achieved
People	Libraries and Leisure	L McDonald	PEMGT8	Vacant libraries post	Permanent	34,314	34,314			34,314	Saving achieved
People	Care & Protection	S Robertson	PEMGT9	Withdraw support for external organisations Apex and CAB	Permanent	14,000	14,000			14,000	Saving likely to be achieved
People	Care & Protection	S Robertson	PEMGT11	Review SLA with SPS for Glenochil	Permanent	30,000		30,000		30,000	Discussions are ongoing
People	Care & Protection	S Robertson	PEMGT12	Align Criminal Justice spend with funding	Permanent	50,000	50,000			50,000	Saving likely to be achieved
People	Care & Protection	S Robertson	PEMGT13	Residential placements	Permanent	98,500		98,500		98,500	New additional placement from Oct at 6k per week will eliminate this saving
People	Care & Protection	S Robertson	PEMGT15	Reduction in external foster places (further saving 23/24)	Permanent	33,000		33,000		33,000	Spend to save project will start in November and review will identify any savings.
Place	Secondary PPP	P Leonard	PEMGT6	PPP Contract Management	Permanent	43,000		43,000		43,000	Dependant on an increase in agreed contract deductions
Place	Development	E Fyvie	PLMGT01	Trading Standards SLA	Cash	40,000	40,000			40,000	Saving likely to be achieved
Place	Development	E Fyvie	PLMGT02	Economic Development Budget Realignment	Cash	25,000	25,000			25,000	Saving achieved
Place	Property	A Morrison	PLMGT03	Rental Properties	Permanent	45,390	45,390			45,390	Saving likely to be achieved
Place	Environment	I McDonald	PLMGT04	Street Lighting Maintenance	Cash	20,000	20,000			20,000	Saving likely to be achieved
Place	Environment	I McDonald	PLMGT05	Fleet Diesel	Cash	15,000			15,000	15,000	Unachievable due to rise in fuel price
Place	Environment	I McDonald	PLMGT06	Fleet Tyres	Cash	10,000	10,000			10,000	Saving likely to be achieved
Place	Housing	T Cain	PLMGT07	Homelessness Income - increase previous cash saving of £100,000	Cash	200,000	200,000			200,000	Saving achieved
Place	Housing	T Cain	PLMGT10	Reconfiguration of staffing funding from other sources.	Cash	45,000	45,000			45,000	Early return from secondment has added back costs
Place	Property	A Morrison	PLMGT14	Rental Income	Permanent	12,000	12,000			12,000	Saving likely to be achieved
				<b>TOTAL</b>		<b>1,788,090</b>	<b>1,568,590</b>	<b>204,500</b>	<b>15,000</b>	<b>1,788,090</b>	

Policy Savings 2022-23

Directorate	Department	Responsible Officer	Saving Reference	Description	Cash/ Permanent	2022/23 £	Achieved/ Likely to be achieved £	At Risk £	Unachieved £	Total £	Budget Holders Comments - September
Place	Waste Management	I McDonald	PLPOL2	Waste Income - internal charges	Cash	5,000	5,000			5,000	Saving likely to be achieved
Place	Environment	I McDonald	PLPOL3	Waste Income - Brown Garden Waste Bin Permit Charge	Cash	15,000	15,000			15,000	Saving likely to be achieved
Place	Environment	I McDonald	PLPOL4	Roads Charges Income	Permanent	12,000	3,300	8,700		12,000	Full income may not be achieved in 2022/23 due to shortfall in demand
Place	Environment	I McDonald	PLPOL5	Land Services Burials income	Cash	10,000	10,000			10,000	Saving likely to be achieved
Place	Environment	I McDonald	PLPOL7	Waste Income - increase in bulky waste collection charge	Cash	5,000		5,000		5,000	Full income may not be achieved in 2022/23 due to shortfall in demand
Place	Environment	I McDonald	PLPOL8	Waste Income - Introduction of charges for bins at new developments	Cash	3,000	3,000			3,000	Saving likely to be achieved
				<b>TOTAL</b>		<b>50,000</b>	<b>36,300</b>	<b>13,700</b>	<b>0</b>	<b>50,000</b>	

P&P	827,750	827,750	-	-	827,750
People	504,950	343,450	161,500	-	504,950
Place	505,390	433,890	56,700	15,000	505,390
<b>Total</b>	<b>1,838,090</b>	<b>1,604,890</b>	<b>218,200</b>	<b>15,000</b>	<b>1,838,090</b>
		<b>87%</b>		<b>13%</b>	



People	Annual Budget 2022/23	Forecast to March 2023	Variance Forecast to Budget at March	Variance due to Covid	Variance due to Non Covid	Variance Forecast to Budget at June	Movement in variance June to September	Narrative
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	
<b>Strategic Director</b>	(20)	65	85	0	85	0	85	Restructure saving not yet achieved pending redesign.
<b>Support &amp; Wellbeing</b>								
Strategy & Customer Services	689	536	(152)	0	(152)	(108)	(44)	<b>Libraries &amp; Customer services:</b> - £(0.152)m underspend due to staffing vacancies. £(0.044)m movement is slippage on filling vacant posts.
Leisure & Sports Development	1,191	1,201	10	0	10	(1)	11	<b>Sports Development:</b> on budget, nil variance <b>Leisure:</b> £0.010m overspend, £0.012m movement - £0.035m income shortfall (Civic Halls & Community Centres); £(0.077)m staff turnover and vacancies and £0.052m unachievable income saving. The movement of £0.011m relates to staffing, £0.005m and income, £0.007m.
<b>Total Support &amp; Wellbeing</b>	<b>1,880</b>	<b>1,738</b>	<b>(142)</b>	<b>0</b>	<b>(142)</b>	<b>(109)</b>	<b>(33)</b>	
<b>Education &amp; Learning</b>								
Devolved Schools	32,171	31,960	(212)	0	(212)	(221)	9	<b>Devolved Schools:</b> £(0.212)m underspend, £0.009m movement - <b>Primary</b> - £(0.195)m underspend due to staffing turnover and vacant posts; <b>Secondary</b> - £(0.102)m underspend due to staffing £(0.195)m and £0.093m overspend on per capita expenditure; <b>ASN</b> - £0.090m overspend due to staffing £0.008m, Income shortfall £0.032m and per capita overspend of £0.051m; £(0.005)m underspend in Early Years. Any underspend in Devolved budgets is moved to earmarked reserves at year end and is available for use in the next financial year.
Early Years	10,554	10,197	(357)	0	(357)	(31)	(326)	<b>Early Years:</b> £(0.357)m underspend, £(0.326)m movement - £0.023m overspend due to shortfall in Kidzone Out Of School Care income; £(0.327)m underspend in staffing due to ongoing staff turnover and £(0.053)m underspend in payments to external nursery providers. Forecast includes £0.300m additional funding for ELC Deferral Pilot. £(0.326)m movement relates to Kidzone, £0.023m previously forecast on budget, £(0.244)m payments to partner nurseries as reduced uptake of places in private nurseries and £(0.105)m further staff turnover.
ASN Non Devolved	5,905	6,107	202	0	202	243	(42)	<b>ASN Non Devolved:</b> £0.0202m overspend, £(0.042)m movement - £0.020m overspend in Learning Assistants due to increasing demand, £0.090m overspend on pupil transport being Travel Escorts £0.036m and Pupil Transport £0.054m both demand led, £0.024m overspend on accessibility strategy, £0.059m overspend on staffing and £0.009m overspend on various non staffing. The movement of £(0.042)m relates to an increase in teaching posts less further staff turnover £0.048m offset by reduction in Learning assistants as further funding identified £(0.052)m and Pupil Transport costs £(0.038)m.

People	Annual Budget 2022/23	Forecast to March 2023	Variance Forecast to Budget at March	Variance due to Covid	Variance due to Non Covid	Variance Forecast to Budget at June	Movement in variance June to September	Narrative
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	
Primary Non Devolved	2,246	2,174	(72)	0	(72)	91	(163)	<b>Primary Non Devolved:</b> £(0.072)m underspend, £(0.163)m movement - £(0.100)m underspend on teachers supply, £(0.032)m underspend in staffing as a result of turnover, £(0.018)m underspend on pupil transport, £0.138m overspend on non staffing (Parent pay charges £0.008m, Cleaning £0.030m, Seemis £0.082m, Maintenance & Repairs £0.018m, £(0.060)m underspend in teachers flexibility reflects available reserve after adjustments for academic year 22-23 staffing requirements, savings and future commitments. The movement of £(0.163)m relates to change in flexibility reserve after realignment of devolved staffing for new academic year, staff turnover £(0.010)m, teachers Supply £(0.011)m and non staffing £0.045m.
Secondary Non Devolved	1,767	1,758	(9)	0	(9)	41	(50)	<b>Secondary Non Devolved:</b> £(0.009)m underspend, £(0.050)m movement - £(0.050)m underspend in teachers supply; £(0.046)m staff turnover, £0.083m overspend on school transport due to inflationary pressures, £0.004m overspend on minor non staffing. The movement of £(0.050)m relates to Teachers Supply Costs £(0.025)m and staff turnover (£0.025)m.
Pupil Equity Funding	2,343	2,343	(0)	0	(0)	(0)	(0)	<b>PEF (Pupil Equity Funding)</b> is allocated on an Academic Year basis and any underspend is carried forward with the requirement that it is fully spent by July of the following year.
Business Management	805	822	17	0	17	17	(1)	<b>Business Management</b> £0.017m overspend mainly staffing.
Other Areas	879	857	(22)	0	(22)	(43)	21	<b>Other areas:</b> £(0.022)m overspend, £0.021m movement - £(0.020)m underspend School Crossing Patrols; £(0.002)m underspend in Youth and Adult Services mainly due to staffing. The movement of £0.021m relates to additional staff resource.
<b>Education &amp; Learning Total</b>	<b>56,670</b>	<b>56,218</b>	<b>(452)</b>	<b>0</b>	<b>(452)</b>	<b>98</b>	<b>(550)</b>	
<b>Care &amp; Protection</b>								
Children's Commissioned Services	607	756	149	0	149	150	(1)	<b>Children's Commissioned Services:</b> £0.149m overspend, £(0.001)m movement - Payments to Voluntary organisations in line with previous years trends. Commissioning review report now finalised and saving proposal are being prepared.

People	Annual Budget 2022/23	Forecast to March 2023	Variance Forecast to Budget at March	Variance due to Covid	Variance due to Non Covid	Variance Forecast to Budget at June	Movement in variance June to September	Narrative
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	
Corporate Parenting	6,261	6,802	541	0	541	876	(335)	<p><b>Corporate Parenting:</b> £0.541m overspend, £(0.335)m movement - £0.349m overspend Kinship payments. The growth in kinship payments has been steady over the last 12 - 18 months, with there now being 183 children in Kinship placements. Within the service, Kinship is viewed as a positive solution as it provides stability until the point where it is possible for the child to return to his/her parents. In the near future the service will commence a review of current kinship, with the main aim being to establish if amounts currently being paid to kinship carers is appropriate to the current circumstances.</p> <p>£0.087m overspend in Woodside Childrens Home due to overtime and staff allowances. A review of working practices is currently being undertaken by senior staff. Within this budget there is an unachieved income budget of £0.049m as there is no external provision.</p> <p>£0.040m overspend on external fostering costs. There has been a net reduction of 3 external £0.070m Community Integrated care for 1 young person within Thorough Care/Aftercare.</p> <p>£0.048m - Internal fostercare relates mainly to contracts placed with Stirling council Offset by £0.053m in employee underpends in departments accross this area service except Woodside.</p> <p>The movement of £0.355m is linked to a service realignment to show the Early Intervention Team separately.</p>
Fieldwork Children And Families	1,819	1,758	(61)	0	(61)	13	(74)	£(0.061)m underspend, £(0.074)m movement relates to staff costs across the service.
Residential Placements	3,439	3,697	258	0	258	71	187	<p><b>Residential Placements:</b> £0.258m overspend, £0.187m movement - £0.0187m movement due to one new placement from end of October costing £0.006m per week, this is predicted to cost £0.135m to the end of March 2023. Two new placements have been extended by 3 months and some charge adjustments to existing placements. Supported accommodation has also increased by £0.020m due additional costs of a placement.</p>
Strategy And Planning	208	212	4	0	4	8	(4)	Small Overspend in employee costs.
Management Support	943	853	(90)	0	(90)	(65)	(25)	<p><b>Management Support:</b> £(0.090)m underspend, £(0.025)m movement - Forecast underspend of £(0.090)m due to savings in staff costs for posts in business support that are currently not filled.</p>
Permanence Team	298	203	(95)	0	(95)	(89)	(6)	<p><b>Permanence Team:</b> £(0.095)m underspend, £(0.006)m movement - £(0.095)m underspend due to savings in staff costs for vacancies that the department is currently trying to fill.</p>
Early Intervention	1,157	1,237	80	0	80	0	80	<p><b>Early Interventions:</b> £0.080m overspend and movement - £ 0.098m overspend in Children with Disabilities team, primarily £0.075m in Self Directed Support payments and £0.070m overspend on complex care payments to NHS Forth Valley, partially offset by £(0.047)m underspend in staffing costs within Children with Disabilities area and £(0.018)m underspend in payments to other Councils.</p>

People	Annual Budget 2022/23	Forecast to March 2023	Variance Forecast to Budget at March	Variance due to Covid	Variance due to Non Covid	Variance Forecast to Budget at June	Movement in variance June to September	Narrative
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	
Criminal Justice Service	1,386	1,386	0	0	0	0	0	No variance in spend forecast at this time.
Community Justice	221	221	0	0	0	0	0	No variance forecast at this time
<b>Total Care &amp; Protection</b>	<b>16,339</b>	<b>17,125</b>	<b>786</b>	<b>0</b>	<b>786</b>	<b>964</b>	<b>(178)</b>	
<b>Directorate Total</b>	<b>74,869</b>	<b>75,146</b>	<b>277</b>	<b>0</b>	<b>277</b>	<b>953</b>	<b>(677)</b>	

Place	Annual Budget 2022/23	Forecast to March 2023	Variance Forecast to Budget at March 2023	Previous Forecast Variance	Mvmt from June 2022	Narrative
	£'000	£'000	£'000	£'000	£'000	
Strategic Director	214	214	(1)	(2)	1	Small variance
Development	1,879	1,838	(41)	(10)	(31)	<p><b>Trading Standards:</b> £(0.025)m underspend - due to lower estimated cost of service provided by Stirling Council, no movement.</p> <p><b>Planning and Building standards:</b> £(0.028)m underspend, £(0.023)m movement - due to staffing vacancies.</p> <p><b>Economic Development:</b> £0.011m overspend, £(0.017)m movement - overspend due to the staffing costs within the training unit as service provision reduces. Service are looking at options to divert staff to other funded projects. Favourable movement due to reduction in subsidies and travel costs to clients as a result of free transport becoming more widely available.</p> <p><b>Environmental Health -</b> £0.002m overspend, £(0.009)m movement - reduction in income due to less pest control required, favourable movement due to increased income for testing.</p>
Environment	9,041	9,035	(6)	211	(217)	<p><b>Fleet:</b> £(0.004)m underspend, £(0.075)m movement - £0.102m overspend on diesel due to rising prices; £(0.051)m underspend and movement in tyres and materials due to less mileage in vehicles and mix of tyres requiring replacement; £(0.028)m underspend, £(0.010)m movement due to increase in avoidable repair recharges; £(0.031)m underspend, £(0.027)m movement in staffing and £0.004m various small overspends, £0.013m movement.</p> <p><b>Streetcare:</b> £0.049m overspend, £(0.037)m movement - £0.065m overspend on overtime, which is a movement of £0.015m; £0.037m overspend on agency costs to cover absence and vacancies; £(0.053)m underspend, £(0.051)m movement due to staffing vacancies.</p> <p><b>Waste Management:</b> £(0.056)m underspend, £(0.091)m movement - £0.052m overspend for share of transfer loading station and share of green waste costs (due to increase haulage costs passed on from service provider); £0.038m overspend, £0.007m movement due to reduced income from small traders tipping licence; £0.024m overspend from reduced income in commercial waste; £(0.043)m underspend, £(0.084)m movement in staffing, £(0.122)m underspend due to additional income for waste transfer between Forthbank and Kelliebank; £(0.004)m various small underspends throughout Waste Management, movement of £(0.016)m.</p>
						<p><b>Grounds Maintenance &amp; Land:</b> £0.042m overspend, £0.069m movement - £0.066m overspend due to decrease in external income as businesses procure services in the private sector; £0.034m overspend, £0.026m movement in short term hire of vehicles; £0.018m overspend, £0.050m movement in contractors due to specialist knowledge required for specific work undertaken; £0.020m various small overspends, £0.013m movement. These overspends have been offset by £(0.096)m underspend, £(0.021)m movement due to staffing vacancies.</p> <p><b>Roads:</b> £(0.055)m underspend, £(0.058)m movement - £(0.050)m underspend and movement due to an increase in internal income for recharges; £(0.019)m underspend and movement on transport coordination charge from Stirling Council; £0.016m overspend and movement on signs due to necessary sign replacement; £(0.002)m underspend, £(0.005)m movement on various small overspends.</p>
Housing	(115)	78	192	173	19	<p><b>Homelessness:</b> The continued requirement to place clients outwith our own stock has resulted in an overspend of £0.169m on accommodation, £(0.072)m movement. Rental income is forecast to be over by £(0.161)m an increase of £(0.042)m. Premises costs, particularly utilities and repairs overspend by £0.161m (linked to reduction in subsidy loss on housing benefit), an increase of £0.091m. Other costs overspent by £0.002m an increase of £0.009m.</p> <p><b>Strategic Housing:</b> Shortfall in income from recharges £0.033m partially offset by underspends in supplies &amp; services and staffing of £(0.006)m. The increase in the forecast is as a result of a secondment finishing early.</p>
Property	21,000	21,049	49	95	(46)	<p><b>Catering:</b> £0.146m overspend, £0.054m movement - £0.142m reduced income from overall school meal income as a result of decline in uptake of school meals; £(0.026)m underspend, £0.050m movement on food; £0.031m overspend on recharges from HRA for staff secondment; £(0.001) various small underspends, £0.004m movement.</p> <p><b>Repairs &amp; Maintenance:</b> £(0.056)m underspend and movement of £0.027m due to level of repairs to buildings.</p> <p><b>Property:</b> £(0.039)m underspend, £(0.035)m movement due to vacancy management.</p>
Directorate Total	32,020	32,213	193	467	(274)	

Partnership & Performance Directorate  
Variances as at 30 Sept 2022

Appendix 5

Partnership & Performance	Annual Budget 2022/23 £'000	Forecast to Sept 2023 £'000	Variance Forecast to Budget at Sept £'000	Variance Forecast to Budget at June £'000	Variance movement June to September £'000	Narrative
Strategic Director - P&P	89	89	(0)	0	(0)	<b>Strategic Director</b> : Forecast expenditure in line with budget.
Finance & Revenues	3,627	3,586	(41)	23	(65)	<b>Finance</b> : underspend £(0.188)m, movement £(0.065)m - £(0.206)m underspend on staffing due to vacancies, partially offset by £0.045m professional fees for external support. £(0.025)m underspend on budget for IFRS16 system compliance (deferred) and £(0.002)m underspend on publications. <b>Revenues</b> : underspend £(0.066)m - £(0.139)m underspend in staffing due to vacancies , additional income of £(0.031)m, offset by an overspend in rent allowances/rent rebates of £0.074m, an overspend on postages of £0.025m and other small variances totalling £0.005m. <b>Scottish Welfare Fund</b> : overspend £0.213m due to increased payments for Crisis & Community Care grants to individuals of £0.115m, overspend of £0.150m - Northgate Contract which provides support due to vacancies, offset by staff vacancies within SWF of £(0.053)m and across the service. Other small variances £0.005m overspend.
HR & Workforce Development	1,694	1,639	(55)	(21)	(34)	<b>HR &amp; Payroll</b> underspend £(0.055) due mainly to staffing.
Legal & Governance	1,464	1,466	1	23	(22)	<b>Elections</b> : Overspend £0.022m due to shortfall in funding. <b>Legal &amp; Democracy</b> : underspend £(0.017)m due to staffing. <b>Registrars</b> : £(0.004)m small underspends.
Partnership & Transformation	3,406	3,448	42	82	(39)	<b>IT: £0.049m overspend</b> - £0.071m overstepend due to telephony costs, £0.015m overspend on computer hardware maintenance and £0.020m overspend on printing & stationery and £(0.057)m underspend on staffing. <b>Strategy &amp; Performance</b> : underspend £(0.007)m due to vacancy management.
	<b>10,280</b>	<b>10,228</b>	<b>(52)</b>	<b>108</b>	<b>(160)</b>	

**Corporate Budgets & Sources of Funding  
Forecast Variances at September 2022**

**Appendix 6**

<b>Corporate</b>	<b>Annual Budget 2022/23</b>	<b>Forecast to March 2023</b>	<b>Variance Forecast to Budget at September 2022</b>	<b>Variance Forecast to Budget at June 2022</b>	<b>Movement in variance June to September 2022</b>	<b>Narrative</b>
	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	
Corporate Centrally Held	986	986	0	0	0	Nil variance
Corporate Services	(1,152)	(568)	584	412	172	corporate achieved within services- family friendly, turnover and mileage.
Misc Services - Non Distributed Costs	1,100	1,100	0	0	0	Nil variance
Central Support	(1,305)	(1,305)	0	0	0	Nil variance
Central Scotland Valuation Joint Board	453	453	0	0	0	Nil variance
Interest on Revenue Balances	(91)	(144)	(53)	76	(129)	Interest income forecast higher than budget as interest rates on deposits are increasing
Loans Fund Contribution	4,073	4,305	232	210	22	Premium charge
Contribution to Bad Debt Provision	200	200	0	0	0	Nil variance
					0	
<b>Sources of Funding</b>	<b>(146,186)</b>	<b>(146,186)</b>	<b>0</b>	<b>0</b>	<b>0</b>	
<b>Directorate Total</b>	<b>(141,923)</b>	<b>(141,160)</b>	<b>763</b>	<b>698</b>	<b>65</b>	

**Clackmannanshire Outturn**  
**As at September 2022**

Appendix 7

	Sum of Full Year Budget 2022/23	Sum of Full Year Forecast 2022/23	Sum of Var - Forecast to Budget	Movement June - September	Comments
<b>Employees</b>					
Employee Expenditure	9,186	8,923	-264	517	Forecast includes estimated impact of Pay Award (£0.500m) plus new appointments planned within Rapid Response £0.150m
<b>Employees Total</b>	<b>9,186</b>	<b>8,923</b>	<b>-264</b>	<b>517</b>	
<b>Long Term Care</b>					
Nursing Homes	10,278	10,348	71	62	Budget includes allocation of £2.653m from growth funding/income re-alignment. Nursing Care numbers stand at 231, an increase of 23 since the start of the year. The projection includes provision for additional pressures in the second half of the year amounting 15 additional beds and subject to significant volatility depending on the future course of the pandemic and pressure across the health and social care system.
Residential Homes	3,169	3,213	45	-299	Residential Care numbers have fallen by 5 to 49 following the transfer of some care packages to a care at home model.
<b>Long Term Care Total</b>	<b>13,446</b>	<b>13,561</b>	<b>115</b>	<b>-237</b>	
<b>Community Based Care</b>					
Care at Home	11,702	12,059	357	530	Budget includes allocation of £2.973m from growth funding/income re-alignment. Weekly hours currently stand at around 12,000 compared to pre covid levels of 10,000. Forecast includes £0.456m for additional pressures in second half of year and is subject to volatility given uncertainty in both demand and availability of care.
Day Care	230	202	-27	-4	
Direct Payments	1,349	1,439	90	-96	Numbers stand at 89. The budget includes a budget allocation of £0.396m from growth funding/income re-alignment. Movement due to a reduction of 4 since June.
Housing Aids and Adaptations	159	110	-49	-49	
Housing with Care	163	72	-91	-44	
Respite	128	126	-2	1	
<b>Community Based Care Total</b>	<b>13,730</b>	<b>14,007</b>	<b>277</b>	<b>338</b>	
<b>Misc Third Party Payments</b>					
Payments to Other OLA's/Agencies	16	120	104	71	
Voluntary Organisations	378	249	-129	-145	Updated forecast to reflect agreed commitments for 22/23.
Misc Third Party Payments	555	696	141	134	Growth funding of £5.1m has been allocated in line with budget pressure pending a strategic re-alignment of the budget. Forecast includes Carers Act expenditure of £0.183m
<b>Misc Third Party Payments Total</b>	<b>949</b>	<b>1,064</b>	<b>115</b>	<b>59</b>	
<b>Supplies and Services</b>					
Premises Expenditure	11	97	86	-11	The budget covers cleaning materials within operational buildings. Overspend due to additional costs of materials due to increased covid related cleaning.
Supplies and Services	403	550	147	101	Includes equipment, food and insurance, postage, printing and administration. Movement relates to an increased forecast for equipment.
Transport Expenditure	48	48	0	8	
<b>Supplies and Services Total</b>	<b>463</b>	<b>695</b>	<b>232</b>	<b>98</b>	
<b>Income</b>					
Income	-4,740	-4,740	0	212	Client income. Surplus Income re-allocated in line with demand pressures
Resource Transfer (Health)	-7,903	-7,904	-1	328	Includes Income from NHS, integration funding and contributions for complex care. Surplus Income re-allocated in line with demand pressures
<b>Income Total</b>	<b>-12,643</b>	<b>-12,643</b>	<b>-0</b>	<b>540</b>	
<b>Total</b>	<b>25,131</b>	<b>25,607</b>	<b>476</b>	<b>1,316</b>	



Place Directorate  
HRA Variances at 30 September 2022

Appendix 8

<i>Housing Revenue Account</i>	<i>Annual Budget 2022/23</i>	<i>Forecast to March 2023</i>	<i>Variance Forecast to Budget at September</i>	<i>Variance Forecast to Budget at June</i>	<i>Movement in variance September to June</i>	<i>Narrative</i>
	<i>£'000</i>	<i>£'000</i>	<i>£'000</i>	<i>£'000</i>		
Employee expenditure	8,485	7,988	(497)	(320)	(177)	Initial forecasts of the annual costs of the agreed pay award are that it will be in the region of £330k above the 2% provided for in the budget. The fact that the forecast underspend has actually increased is a reflection that the Service has been unable to recruit to vacancies as expected. There has also been current staff leaving and those returning from maternity leave returning on reduced hours. Included in the budget is £(560)k for vacancy management which is equivalent to almost 7% of staffing. There is a £(39)k underspend in other employee expenditure mainly staff training.
Premises expenditure	1,416	1,525	109	101	8	Forecast overspend in void rent loss £68k an increase of £30k from June as numbers remain high, remedies are in place to reduce this before the year end. Utilities costs £30k, shared costs of Kelliebank £20k, insurance £13k offset by other costs now showing an underspend of £(22)k which is an improvement from June.
Transport expenditure	359	370	11	10	1	Overspend due to recharge from fleet of maintaining vehicles and small increase in mileage expenses.
Supplies and Services	2,666	2,436	(230)	(103)	(127)	A further delay in restarting the kitchen programme has resulted in an increase in the underspend for direct materials costs.
Third Party Payments	1,392	1,657	265	189	76	Extra costs from Environment in respect of disposing of waste over the weighbridge and at Polmaise that were not included in the budget are forecast to be £202k overspent, this is a reduction of £(26)k. Subcontractor payments are now forecast to overspend by £100k as the services require an increased useage in relation to the reduced employee expenditure above. This is offset by forecast underspends of £(79)k within payments to contractors and voluntary organisations, an increase of £(40)k.
Support Services	1,204	1,204	0	0	0	No variance
Capital financing costs	1,707	1,486	(221)	0	(221)	Following no borrowing being required last year the forecast loans fund interest and expenses is lower than budget.
<b>Total Gross Expenditure</b>	<b>17,229</b>	<b>16,666</b>	<b>(563)</b>	<b>(123)</b>	<b>(440)</b>	
Income	(22,854)	(22,745)	109	104	5	There is a reduction in income from the kitchen programme of £500k as the staffing resources to carry out the work are not yet in place. Offsetting this is an increase in rechargeable income of £(442)k from General Fund particularly from Council Buildings for repairs and maintenance. The net position is a shortfall of £58k. There continues to be non achievement of income for factoring and general rents of £51k.
<b>Total Net Expenditure</b>	<b>(5,625)</b>	<b>(6,079)</b>	<b>(454)</b>	<b>(19)</b>	<b>(435)</b>	

Housing Capital Programme 2022-23 Period to September 2022	Project Code	Revised 22-23 Budget	Net Expenditure to 30-09-22	Forecast as at 30/09/22	Forecast to Budget Variance	Comment	C/F to 2023-24
<b>SCOTTISH HOUSING QUALITY STANDARD</b>							
<b>TACKLING SERIOUS DISREPAIR PRIMARY BUILDING ELEMENTS</b>							
<b>Structural Works</b>							
Structural Upgrades	10192	430,000	8,008	430,000	0	Spend will appear shortly for works completed at Stirling Street and Branshill Park Project due to start January. Will spend out	
Asbestos Testing for Council Houses	10071	20,000	3,433	20,000	0		
Asbestos Removal Works for Council Houses	10072	50,000	7,325	50,000	0		
<b>Structural Works</b>		<b>500,000</b>	<b>18,766</b>	<b>500,000</b>	<b>0</b>		
<b>SECONDARY BUILDING ELEMENTS</b>							
<b>Damp/Rot</b>							
Damp & Rot Works	10195	120,000	83,437	120,000	0	Consistent spend - Will spend out	
<b>Damp/Rot</b>		<b>120,000</b>	<b>83,437</b>	<b>120,000</b>	<b>0</b>		
<b>Roofs / Rainwater / External Walls</b>							
Roof & Render Upgrading Works	10196+					Tenders back late October plan to award in December but delay possible on site weather related	
Roofs / Rainwater / External Walls	10264	1,000,000	10,215	700,000	(300,000)		
<b>Roofs / Rainwater / External Walls</b>		<b>1,000,000</b>	<b>10,215</b>	<b>700,000</b>	<b>(300,000)</b>		
<b>Windows</b>							
Window Replacement	10247	1,800,000	371,780	1,800,000	0	Programme in place work ongoing	
<b>Windows</b>		<b>1,800,000</b>	<b>371,780</b>	<b>1,800,000</b>	<b>0</b>		
		<b>2,920,000</b>	<b>465,433</b>	<b>2,620,000</b>	<b>(300,000)</b>		
<b>ENERGY EFFICIENCY</b>							
Central Heating - Design and Installation 2019-22	10193+					Small issue with boilers but we are managing this through procurement means	
Renewable Central Heating Systems	10263	650,000	31,305	650,000	0		
Energy Performance Certificates Programme	10232	60,000	171	60,000	0		
Internal Wall Insulation	10233	50,000	0	50,000	0		
<b>Full/Efficient Central Heating</b>	10249	<b>810,000</b>	<b>31,476</b>	<b>810,000</b>	<b>0</b>		
<b>MODERN FACILITIES &amp; SERVICES</b>							
<b>Kitchen Renewal</b>							
Kitchen Replacement	10158	1,000,000	87,968	500,000	(500,000)	Due to start January 2023 - Operational Capacity	
<b>Kitchen Renewal</b>		<b>1,000,000</b>	<b>87,968</b>	<b>500,000</b>	<b>(500,000)</b>		
<b>Bathrooms</b>							
Bathroom Replacements	10141	50,000	0	50,000	0	Will spend out	
<b>Bathrooms</b>		<b>50,000</b>	<b>0</b>	<b>50,000</b>	<b>0</b>		
		<b>1,050,000</b>	<b>87,968</b>	<b>550,000</b>	<b>(500,000)</b>		
<b>HEALTHY, SAFE &amp; SECURE</b>							
Safe Electrical systems 2018-22	10171+					Programme in place work ongoing	
<b>Safe Electrical Systems</b>	10265	<b>1,544,200</b>	<b>185,594</b>	<b>1,544,200</b>	<b>0</b>		
<b>Communal Areas (Environmentals)</b>							
External Works : Fencing, Gates, Paths	10090	426,500	38	426,500	0	Contractor on site working through already committed programme. Land services will be doing work starting January to improve stairs at Branshill Park	
Secure Door Entry Upgrade 2021-25	10160	200,000	95,217	200,000	0		
CCTV Security	10250	100,000	0	100,000	0		
<b>Communal Areas (Environmentals)</b>		<b>726,500</b>	<b>95,255</b>	<b>726,500</b>	<b>0</b>		
		<b>2,270,700</b>	<b>280,849</b>	<b>2,270,700</b>	<b>0</b>		
<b>NON-SHS ELEMENTS PARTICULAR NEEDS HOUSING (CITC)</b>							
<b>Conversions &amp; Upgradings</b>							
Conversions & Upgradings	10092	70,000	28,750	70,000	0	Will spend out, budget allocated already for works at 22 Stirling Street - There will be an overspill into the structural works code	
<b>Conversions &amp; Upgradings</b>		<b>70,000</b>	<b>28,750</b>	<b>70,000</b>	<b>0</b>		
<b>Disabled Adaptations</b>							
Aids & Adaptations	10161	500,000	92,743	300,000	(200,000)	Contract currently being procured through Scottish Procurement Alliance to meet demand led needs. Internal staff still carrying out weekly works however large spend will come from contractor.	200,000
<b>Disabled Adaptations</b>		<b>500,000</b>	<b>92,743</b>	<b>300,000</b>	<b>(200,000)</b>		
<b>Environmental Improvements</b>							
HRA Roads & Footpaths Improvements	10099	100,000	0	100,000	0	Argyll Place will be charged against this.	
MCB Tenant Community Improvement Fund	10100	305,000	39,184	305,000	0		
<b>Environmental Improvements</b>		<b>405,000</b>	<b>39,184</b>	<b>405,000</b>	<b>0</b>		
		<b>975,000</b>	<b>160,677</b>	<b>775,000</b>	<b>(200,000)</b>		
<b>Council New Build Housing</b>							
Off The Shelf Purchase	10105	1,845,000	273,612	1,845,000	0	The strategy is to ensure that the budget is optimised on house purchases to help alleviate pressures that the lack of accommodation is causing elsewhere	
Estate Management Redesign	10234	0	0	0	0		
Lochies Road Clackmannan	10248	1,385,000	0	85,000	(1,300,000)	Initial expenditure of £800,000 anticipated this year offset by Grant with balance carried forward to complete project in 23-24	1,300,000
<b>Council New Build Housing</b>		<b>3,230,000</b>	<b>273,612</b>	<b>1,930,000</b>	<b>(1,300,000)</b>		
		<b>3,230,000</b>	<b>273,612</b>	<b>1,930,000</b>	<b>(1,300,000)</b>		
<b>OTHER</b>							
<b>Other Costs / HBMS</b>							
Construction Design Management	10143	20,000	0	20,000	0		

Housing Capital Programme 2022-23 Period to September 2022	Project Code	Revised 22-23 Budget	Net Expenditure to 30-09-22	Forecast as at 30/09/22	Forecast to Budget Variance	Comment	C/F to 2023-24
Computer Equipment - New (HBMS)	10111	372,000	0	372,000	0	With procurement now requiring a mini competition expected to spend in January 2023 with implementation to start in 23-24	
Lock Up Strategy	10185	278,700	350	278,700	0		
Westhaugh Travelling Site - Alva	10186	0	-60,574	0	0		
IT Infrastructure - Clacks IT	10188	21,000	0	21,000	0		
Demolitions	10200	134,800	0	134,800	0		
<b>Other Costs / HBMS</b>		<b>826,500</b>	<b>-60,224</b>	<b>826,500</b>	<b>0</b>		
<b>TOTAL CAPITAL EXPENDITURE</b>		<b>12,582,200</b>	<b>1,258,556</b>	<b>10,282,200</b>	<b>(2,300,000)</b>		<b>1,500,000</b>

Expenditure as at 14th Nov 2022

Project ID	Project ID Description	Amended Budget £	Expenditure (to 14th Nov 2022) £	Projected Out- turn £	Projected_(Under )/Over_spend £	Proposed C/fwd to 2023/24 £
<b>Community Investment Strategy</b>						
<b>All Clackmannanshire Areas</b>						
10042	Community Investment Grants	60,000	27,651	60,000	0	0
10156	City Deal (Land)	36,250	0	0	-36,250	0
10174	Fitness Suite Replacement	12,000	-3,887	12,000	0	0
10209	City Deal RPMO	100,000	0	100,000	0	0
	City Deal - Japanese Garden	0	580,000	0	0	0
10213	Innovation Hub Delivery	400,000	0	400,000	0	0
10086	Renewable Energy Projects	80,000	0	0	-80,000	50,000
10246	WELLBEING HUB RESOURCING	0	10,258	10,557	10,557	0
10251	Wellbeing Hub - Permanent	370,313	8,625	180,776	-189,537	178,980
		1,058,563	622,647	763,333	-295,230	228,980
<b>Alloa Cluster</b>						
10000	Schools ICT Replacement - Alloa	62,661	1,037	62,161	-500	0
10005	Park, Play Area & Open Space Improvements - Alloa	91,800	17,100	91,800	0	0
10006	Park Primary School - School Development	359,265	17,977	359,265	0	0
10007	School Interactive Display Replacement - Alloa	4,935	3,039	4,935	0	0
10168	Forthbank Road Operational Facilities	20,000	0	500	-19,500	16,000
10183	Forthbank Recycling Centre Improvements	0	3,511	3,511	3,511	0
		538,661	42,664	522,172	-16,489	16,000
<b>Hillfoots Cluster</b>						
10030	Village and Small Town - Tillicoultry	100,000		100,000	0	0
10031	Schools ICT Replacement - Alva Academy	42,373	3,227	41,870	-503	0
10035	School Interactive Display Replacement - Alva	3,935	3,039	3,934	-1	0
10039	Village and Small Town - Dollar	51,617	0	51,617	0	0
10118	Coalsnaughton Primary School - School Development	106,000	0	106,000	0	0
10029	Street Lighting Improvements - Tillicoultry & Alva	0	0	0	0	0
10032	Alva Community Campus/Locality Hub/Primary School	0	0	0	0	0
10085	Dumyat Visitor Hub	0	0	0	0	0
10140	Village and Small Town - Alva	412,949	609,188	609,188	196,239	0
		716,874	615,454	912,609	195,735	0
<b>Lornhill Cluster</b>						
10011	Schools ICT Replacement - Lornhill	73,036	3,055	72,536	-500	0
10014	Craigbank Primary School Refurbishment	-7,354	0	0	7,354	0
10015	Safer Routes to School	705,918	0	705,918	0	0
10017	School Estate - Tullibody South Campus	50,000	14,700	40,000	-10,000	10,000
10020	School Interactive Display Replacement - Lornhill	38,555	0	38,555	0	0
10125	Banchory Primary School - School Development	16,079	0	16,079	0	0
10149	Clackmannan Regeneration	1,562,550	465	1,562,550	0	0
10024	Clackmannan Primary School Refurbishment/Locality Hub	0	0	0	0	0
10043	Lochies Primary School - School Development	0	0	0	0	0
10034	Hillfoots Glen - Upgrading - Alva	0	1,330	1,330	1,330	0
10164	Clackmannan CAP	93,000	0	93,000	0	0
		2,531,784	19,551	2,529,968	-1,816	10,000
<b>Total Community Investment Strategy</b>		<b>4,845,882</b>	<b>1,300,316</b>	<b>4,728,082</b>	<b>-117,800</b>	<b>254,980</b>
<b>Fleet Asset Management Strategy</b>						
10062	Vehicle Replacement	973,448	237,249	973,448	0	0
<b>Total Fleet Asset Management Strategy</b>		<b>973,448</b>	<b>237,249</b>	<b>973,448</b>	<b>0</b>	<b>0</b>
<b>IT Asset Management Strategy</b>						
<b>All Clackmannanshire Areas</b>						
10041	Schools ICT Replacement - All Primaries	203,851	53,018	203,842	-9	0
10227	CRB System	40,000	0	40,000	0	0
10229	Interactive Screen Replacement (Secondary Schools)	123,000	123,001	123,001	1	0
10255	Digital Transformation - Work Smarter	950,000	95,345	950,000	0	0
10256	IT Resourcing - Corporate	165,300	0	165,300	0	0
10257	IT Resourcing - Digital Rollout	50,155	0	50,155	0	0
		1,532,306	271,363	1,532,298	-8	0
<b>IT Asset Management Strategy</b>						
10064	IT Infrastructure	160,515	38,353	160,251	-264	0
10065	Social services adaptations	75,000	0	0	-75,000	0
10253	Tech Analogue to Digital Trans	386,000	9,655	250,000	-136,000	136,000
10066	Social Services IT System	331,500	0	0	-331,500	0
10067	Digital Transformation	0	2,695	0	0	0
10187	Digital Infrastructure	605,827	1,675	605,827	0	0

Project ID	Project ID Description	Amended Budget	Expenditure (to 14th Nov 2022)	Projected Out-turn	Projected_(Under)/Over_spend	Proposed C/fwd to 2023/24
		£	£	£	£	£
10202	Digital Learning Strategy	494,241	313,488	494,241	0	0
10207	Digital Foundations : M365	43,833	995	43,833	0	0
10210	Homeworking	17,355	401	19,580	2,225	0
10225	Upgraded Telephony System	348,931	0	348,931	0	0
10231	Building Energy Management System	81,620	48,675	81,620	0	0
		<b>2,544,822</b>	<b>415,936</b>	<b>2,004,283</b>	<b>-540,539</b>	<b>136,000</b>
<b>Total IT Asset Management Strategy</b>		<b>4,077,128</b>	<b>687,300</b>	<b>3,536,581</b>	<b>-540,547</b>	<b>136,000</b>
<b>Land Asset Management Strategy</b>						
<b>Alloa Cluster</b>						
10245	West End Park Improvements	119,158	44,115	119,158	0	0
10262	St Mungos Primary - Demolition	250,000	0	0	-250,000	250,000
		0				
		<b>369,158</b>	<b>44,115</b>	<b>119,158</b>	<b>-250,000</b>	<b>250,000</b>
<b>Land Asset Management Strategy</b>						
10061	Wheeled Bins	27,143	30,999	27,143	0	0
10258	Kilncraigs - Stone Preservation	120,000	0	120,000	0	0
10096	Gartmorn Dam Country Park	22,000	0	22,000	0	0
		<b>169,143</b>	<b>30,999</b>			
<b>Total Land Asset Management Strategy</b>		<b>538,301</b>	<b>75,113</b>	<b>288,301</b>	<b>-250,000</b>	<b>250,000</b>
<b>Property Asset Management Strategy</b>						
<b>All Clackmannanshire Areas</b>						
10224	Learning Estate Cleaning Equipment	35,129	0	35,129	0	0
10226	Wellbeing Hub - Demolition of ALB	397,335	37,744	388,335	-9,000	9,000
10252	Wellbeing Hub - Interim Pool	2,154,386	0	0	-2,154,386	0
10259	Strategic Estates Enhancements	315,000	0	0	-315,000	315,000
10254	Capital Program Legal Resource	110,000	23,668	110,000	0	0
10219	Learning Estate - Condition Surverys	74,748		172,411	97,663	0
10260	Learning Estates - Option Appraisals	213,512	35,480	190,956	-22,556	0
10261	Learning Estates - Contingencies	476,488	7,805	25,000	-451,488	376,381
		<b>3,776,598</b>	<b>104,698</b>	<b>921,831</b>	<b>-2,854,767</b>	<b>700,381</b>
<b>Alloa Cluster</b>						
10191	Town Centre Regeneration Fund	455,472	170,140	455,472	0	0
10208	Bowmar Community Hub	2,637	11,677	11,677	9,040	0
10214	Kilncraigs - Roof	0	0	0	0	0
		<b>458,109</b>	<b>181,818</b>	<b>467,149</b>	<b>9,040</b>	<b>0</b>
<b>Property Asset Management Strategy</b>						
10045	Statutory Compliance DDA Schools	17,000	0	17,000	0	0
10046	Compliance - Asbestos Removal (Schools)	10,000	0	10,000	0	0
10212	Car park works	64,905	0	0	-64,905	0
10220	Clackmannan Town Hall Roof and Wall Upgrade	1,078,852	540,313	1,065,002	-13,850	13,850
10221	Cemetery Walls Upgrade	298,784	0	0	-298,784	298,784
		<b>1,469,541</b>	<b>540,313</b>	<b>1,092,002</b>	<b>-377,539</b>	<b>312,634</b>
<b>Total Property Asset Management Strategy</b>		<b>5,704,248</b>	<b>826,828</b>	<b>2,480,982</b>	<b>-3,223,266</b>	<b>1,013,015</b>
<b>Roads Asset Management Strategy</b>						
<b>All Clackmannanshire Areas</b>						
10176	Electric Vehicle Charge Points	0	26,769	0	0	0
10093	Active Travel Route Railway Station	25,000		25,000	0	0
		<b>25,000</b>	<b>26,769</b>	<b>25,000</b>	<b>0</b>	<b>0</b>
<b>Road Asset Management Strategy</b>						
10049	Flood Prevention	78,931	23,805	78,931	0	0
10050	Cycle Routes	235,495	9,324	235,495	0	0
10051	Carriageways	2,532,142	1,254,642	2,532,142	0	0
10054	Bridge Improvements	175,569	19,249	189,600	14,031	0
10055	Road Safety	0	21,171	19,390	19,390	0
10056	Lighting Replacement	303,423	57,612	303,423	0	0
10218	Bus Priority Rapid Development Fund	31,794		31,794	0	0
10172	Parking Management Scheme	0	0	0	0	0
10222	Active Travel Route - Alloa-Alva-Menstrie	30,000		30,000	0	0
		<b>3,387,354</b>	<b>1,385,803</b>	<b>3,420,775</b>	<b>33,421</b>	<b>0</b>
<b>Total Roads Asset Management Strategy</b>		<b>3,412,354</b>	<b>1,412,573</b>	<b>3,445,775</b>	<b>33,421</b>	<b>0</b>

Project ID	Project ID Description	Amended Budget	Expenditure (to 14th Nov 2022)	Projected Out-turn	Projected_(Under)/Over_spend	Proposed C/fwd to 2023/24
		£	£	£	£	£
	<b>Total Capital Programme</b>	<b>19,551,361</b>	<b>4,539,379</b>	<b>15,453,169</b>	<b>-4,098,192</b>	<b>1,653,995</b>

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**Report to: Audit and Scrutiny Committee**

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**Date of Meeting 15<sup>th</sup> December 2022**

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**Subject: Exceptions from the Application of Contract Standing Orders**

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**Report by Strategic Director Partnership & Performance**

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## **1.0 Purpose**

- 1.1 It is a requirement of Contract Standing Orders that exceptions should be reported to the next available Audit Committee. The purpose of this paper therefore is to provide detail on Exceptions to Contract Standing Orders submitted in the previous quarter.

## **2.0 Recommendations**

- 2.1 The Committee is asked to note the report, commenting and challenging as appropriate

## **3.0 Considerations**

- 3.1 Contract Standing Orders (CSO's) apply to all contracts entered into by Council officers. In some circumstances however, exceptions may be granted.
- 3.2 The appropriate senior manager must record their reasons in writing in the form of an exception report for a decision, which must be submitted to the Strategic Director, Partnership and Performance, for consideration.

The Strategic Director is required to consult with the Chief Finance Officer (S95) and Procurement Manager before taking any action that binds the Council. It is a requirement that any such exception shall be reported retrospectively in full to the next Audit Committee, including the reasons that fully justify the exception. A summary of CSO exemptions will also be provided as part of the Annual Procurement report to the Audit Committee.

- 3.3 **Three exceptions** were considered since the last report in August 2022

- 3.3.1 To permit the appointment of AC GOLD LTD to Supply electrical upgrade works over a 4 month period. This is an extension of the current four year contract. Due to operational capability surrounding procurement within the service and the requirement to do emergency works we wish to proceed with the extension and re-tender for April 2023.

The basis of the exception request is that, in terms of Contract Standing Orders section 6 (7), there is a genuinely justifiable case to use an existing contractor/supplier to maintain continuity of supply or site experience.

Reference 2/6/1632

### **Granted**

The COVID19 pandemic delayed the works forecasted due to the requirement for non-working practices within tenant houses. As a result, some remedial works required in relation to electric services were delayed and we require having these done before the new contract can be tendered.

The risks to the council of not having this contract in place are severe, as the contract has been used to back our internal emergency works and void procedure. Delays to these works would see a lead time increase in service delivery and the void process. The risk to capital programme expenditure is noted as medium concern, affecting the ability of the capital works manager to carry out refurbishment works as required. Quantified risk to capital programme through delay would be the £300k spends plus delaying a further circa £250k of associated works.

The procurement with AC Gold is currently due to end on the 31/11/2022. The original contract spend was set for £3m however only £1.8m has been spent on the contract. The justification for the reduced spend is due to the COVID19 pandemic and the reduced working within tenant properties. The contract still has a contract sum outstanding of £1.2m.

### **Conditions**

Extension Letter should be drafted, authorised and sent to provider  
The award notice published in Public Contracts Scotland should be revised to account for the 4 month extension.

- 3.3.2 To permit the appointment of Clackmannan CAB to Supply general advice and advocacy services types 1, 2 and 3 as set out in the Scottish National Standards for Advice and Advocacy<sup>1</sup> and homeless prevention advice (to Council tenants) all as detailed in the contract number 2/6/1650 expiring on 31 December 2021, for a 15 month period from 1 January 2022 to 31 March 2023 to the value of £167,916.33.

The basis of the exception request is that, in terms of Contract Standing Orders section 6 (7), there is a genuinely justifiable case to use an existing contractor/supplier to maintain continuity of supply or site experience.

Reference 2/6/1650

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<sup>1</sup> <https://www.gov.scot/publications/scottish-national-standards-information-advice-providers-quality-assurance-framework-2009/pages/14/>



## **Granted**

Based on the outcome of the tendering process in 2018 it is unlikely that a further process will result in any other providers tendering for the work. In addition, the well established and trusted brand of CABs and established local presence and track record make mean that they are best placed to deliver these services for the Council and local residents.

In the light of this and the continuing cost of living and homelessness crisis it is important that this service remains available. In the light of this officers are of the view that the current contract should be extended until the end of the current financial year to ensure continuity of service provision.

Further discussions will take place prior to the end of the proposed extension to make appropriate arrangements for the continuation of this or an equivalent service from March 2023 onwards.

## **Conditions**

Extension Letter should be drafted, authorised and sent to provider.

The award notice published in Public Contracts Scotland should be revised to account for the extension Period.

A Purchase order to be raised to cover the period.

- 3.3.3 To permit the appointment of the Resilience Learning Partnership (RLP) - a unique and locally-based education and training provider specialising in psychological trauma and lived experience which values the knowledge and expertise of individuals with lived experience - to support the development of trauma-informed approaches across the Council in accordance with the terms of the Trauma-Informed Approaches Funding from the Scottish Government.

The basis of the exception request is that, in terms of Contract Standing Orders section 6 (8), the purchase of goods or materials, the execution of works or supply of services for which the procurement officer considers that no genuine competition can be obtained

Reference 2/6/1991

## **Granted**

The Resilience Learning Partnership (RLP) has been a key member of the Trauma Training Community Planning Partnership Group reporting into The Alliance that operated for several years, At the final meeting of this group in October 2021 it was recommended that a partnership approach across a number of organisations and services should be developed which integrates the skills, knowledge and insights from lived experience, professional practice and academic research to support the delivery and embedding of trauma-informed training and practice across Clackmannanshire. This partnership approach would align with other key national and local priorities and developments including NHS Education for Scotland (NES) National Trauma Training Programme, The Promise, Clackmannanshire Council's Be the

Future programme including STRIVE and the Driving Change in Mental Health and Wellbeing for Children, Young People and Families Transformation Project and organisational change processes such as The Scottish Approach to Service Design in order to promote wider cultural shifts across organisations and communities.

## Conditions

Procurement Form 2 should be completed and authorised.

A purchase order should be raised to cover the period requested.

The award notice published in Public Contracts Scotland should be published.

## 4.0 Sustainability Implications

4.1 There are no direct sustainability implications arising from the recommendations in this report.

## 5.0 Resource Implications

5.1 Financial Details - there are no direct implications for the Council's budget arising from this report

8.2 Staffing - there are no direct implications for the Council's establishment arising from this report

## 6.0 Exempt Reports

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

## 7.0 Declarations

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

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

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

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

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

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

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

Contract Standing Orders

Financial Regulations

## 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?

N/A

## 9.0 Legality

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

## 10.0 Appendices

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

**none**

## 11.0 Background Papers

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

No  (please list the documents below)

### Author(s)

NAME	DESIGNATION	TEL NO / EXTENSION
Derek Barr	Procurement Manager	2017

### Approved by

NAME	DESIGNATION	SIGNATURE
Stuart Crickmar	Strategic Director Partnership & Performance	



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**Report to**            **Audit & Scrutiny Committee**

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**Date of Meeting:** 15<sup>th</sup> December 2022

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**Subject:**            **Corporate Risk Register**

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

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## **1.0 Purpose**

- 1.1. This report provides Committee with the 2022/23 half year update on Clackmannanshire Council's Corporate Risk Register (Appendix A). Please note that this is a repeat of the report presented in October, as the Quarter 3 review is currently underway.

## **2.0 Recommendations**

- 2.1. That Committee notes the report, commenting and challenging as appropriate.

## **3.0 Considerations**

### **3.1. Purpose of Risk Management**

- 3.1.1. The Council has several key goals regarding how it will achieve the priorities set out in the Local Outcomes Improvement Plan (LOIP) and how it will transform services under the Be the Future programme. In order to effectively plan how we will achieve these goals, we must also consider the internal and external challenges with the potential to prevent or hinder their achievement. An effective risk management approach ensures that the Council is aware of such factors and, where appropriate, takes action to reduce or remove risks to ensure the success of its initiatives.
- 3.1.2. The purpose of risk management is not to prevent activities from taking place, but to ensure that all relevant factors are taken into account in their planning and execution so that the best possible outcomes are realised. In recent years it has been well-recognised that Council officers and services deal, on a daily basis, with a wide variety of operational risks to individuals, communities and internal management processes. However, the corporate risk management approach must take a wider, more strategic view and consider short-, medium- and long-term implications, as well as (often complex) inter-dependencies.
- 3.1.3. The impact of the pandemic and other recent global events on Council services and the local community has been significant, and this approach remains critical in light of the Council's ongoing response and recovery planning. The hierarchy of risk logs from teams, services, directorates and partnerships up to the corporate log should ensure that each level has holistic oversight of the most significant issues which must be monitored and managed. In addition, consideration of risk at a Civil Contingencies and Incident Management level has been critical, as has the risk assessment process which has formed a significant part of the Council's ability to respond and manage service provision safely.

## **3.2. Corporate Risk Management Process**

- 3.2.1. The corporate risk register is owned by the Strategic Leadership Group, and the Strategic Director – Partnership & Performance is responsible for the corporate Risk Management approach. The Council follows a systematic process, reporting corporate and service risks to Committee on a regular basis. The process is assessed via internal and external governance and audit mechanisms, and peer-reviewed by other authorities and partners.
- 3.2.2. Each corporate risk review involves gathering information from internal and external sources (environmental scanning) and review of the register by a range of individuals and groups. Discussions are held at the Corporate Risk & Integrity Forum (including risk owners and/or delegated officers) to:
- Review changes and developments in existing corporate and service risks;
  - Investigate emerging externally-identified risks for local relevance;
  - Evaluate emerging internally-identified risks (Internal Audit/self-assessment); and
  - Consider significant risks, or those with implications across multiple services, for escalation to the corporate log, where they are managed until their severity reduces.
- 3.2.3. It would be impossible to remove all risk from our operations as most of our functions have inherent risks, as do most changes. Moreover, we cannot choose not to make changes, as this would involve exposure to other risks, such as failing to fulfil statutory duties, comply with new legislation or take advantage of new opportunities/technologies. The aim, therefore, is not to be ‘risk averse’ but ‘risk aware’.
- 3.2.4. We identify our approach to managing each risk as:
- |            |  |
|------------|--|
| Treat:     | we will take action to reduce the risk;                                |
| Tolerate:  | actions within our control have been completed and plans are in place; |
| Transfer:  | the risk will be passed to another party, such as insurers;            |
| Terminate: | the activity that is causing the risk will be ceased.                  |

## **3.3. Current Risk Profile & Development Activity**

- 3.3.1. As can be seen from Appendix A, while several issues remain of significant concern, some progress has been made in reducing scores. Workforce Planning has reduced from red to amber, and ongoing work towards the Council’s Net Zero ambitions has also reduced the Climate Change score (remaining within amber thresholds). Industrial Unrest was last reported as amber (Quarter 1 report, August), was temporarily increased to red in an interim assessment due to pay disputes, but has now been downgraded again.
- 3.3.2. In a number of other areas, the positive impact of mitigations is outweighed by worsening external factors, resulting in little direct change in many scores. Interdependencies are also clearly evident, and the impact of several substantial external factors is expected to continue for quite some time, presenting economic, environmental, geopolitical, societal and technological concerns. While the register summarises an extremely challenging time, we are not alone, and one factor within our control is how we lead by example to ensure that high standards of diligence are applied in all areas of our work.
- 3.3.3. The Corporate Risk & Integrity Forum continues to lead progress on mitigations and provide challenge and peer-review. Training is ongoing via our risk management partners, Gallagher Bassett, with 7 staff members achieving accreditation in 2021/22, additional Health & Safety training for senior managers, and the circulation of guidance and materials internally. Work also continues on supporting services and reviewing the corporate risk strategy, as well as partnership work with the Health & Social Care joint risk forum.

#### 4.0 Sustainability Implications

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

#### 5.0 Resource Implications

5.1. *Financial Details – There are no direct financial implications arising from this report.*

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

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

5.4. *Staffing – There are no direct staffing implications arising from this report.*

#### 6.0 Exempt Reports

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

#### 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. If there are no appendices, please state "none".

#### Appendix A – Corporate Risk Log

#### 11.0 Background Papers

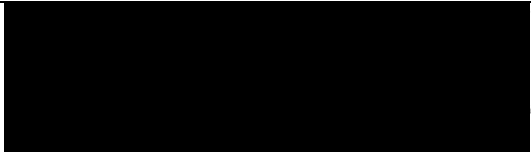
11.1 Have you used other documents to compile your report? (All documents must be kept available by the author for public inspection for four years from the date of meeting at which the report is considered)

Yes (please list the documents below) No ✓

#### Author(s)

NAME	DESIGNATION	TEL NO / EXTENSION
Judi Richardson	Performance & Information Adviser	2105

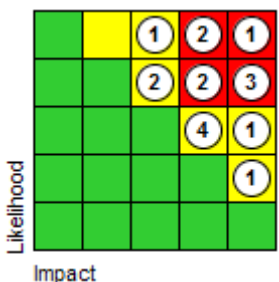
#### Approved by

NAME	DESIGNATION	SIGNATURE
Stuart Crickmar	Strategic Director – Partnerships & Performance	





# Appendix A - Corporate Risk Log



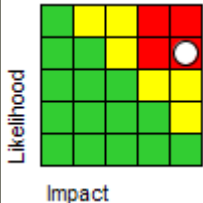
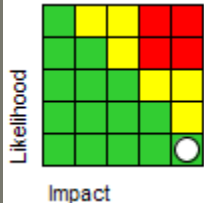
Summary of Changes	Distribution of Scores
<p>At the 2022/23 half year stage (out of a total of 17 risks):</p> <p><b>Status</b></p> <p>8 risks are red (9 in previous report - 2022/23 Quarter 1)            9 risks are amber (previously 8)            No risks are green (same as previous – fewer green as normally demoted to lower-level registers unless particular scrutiny needed)</p> <p><b>Approach</b></p> <p>12 risks are being <b>Treated</b> (same as previous)            5 risks must be <b>Tolerated</b> (same as previous)</p> <p><b>Change in Scores Since Last Review</b></p> <p>No risks have increased            14 risks remain the same            3 risks have reduced            No risks have been added or removed</p>	 <p>The heatmap shows a 5x5 grid of Likelihood (Y-axis) vs Impact (X-axis). The top row has a yellow cell (1), a red cell (2), and a red cell (1). The second row has a yellow cell (2), a red cell (2), and a red cell (3). The third row has a yellow cell (4) and a yellow cell (1). The fourth row has a yellow cell (1). The bottom row is all green.</p>

Code	Title	Score	Status	Approach	Change
COU CRR 008	Insufficient Financial Resilience	25		Treat	
COU CRR 022	Public Health Emergency	20		Tolerate	
COU CRR 005	Impact of Poverty, Inequality & Changing Demographics	20		Treat	
COU CRR 034	Insufficient Pace and Scale of Organisational Transformation	20		Treat	
COU CRR 050	Supply Chain & Labour Market Disruption	20		Tolerate	
COU CRR 012	Health & Safety Breach	20		Treat	
COU CRR 048	Increasing Attainment Gap	16		Treat	
COU CRR 009	Information Not Managed Effectively	16		Treat	
COU CRR 046	IT System Failure	15		Treat	
COU CRR 038	Failure to Prevent Extremism and/or Radicalisation	15		Treat	
COU CRR 047	Inadequate Workforce Planning	12		Treat	
COU CRR 011	Harm to Child(ren)	12		Treat	
COU CRR 037	Failure to Address Serious Organised Crime	12		Treat	
COU CRR 023	Industrial Unrest	12		Tolerate	
COU CRR 040	Failure of Public Utility Supply	12		Tolerate	
COU CRR 031	Failure to Prepare for Severe Weather Events	12		Tolerate	
COU CRR 049	Continued Contribution to Climate Change	10		Treat	



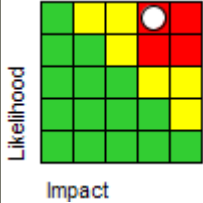
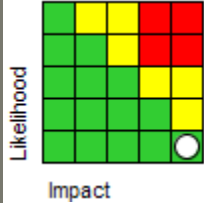
# Approach Treat



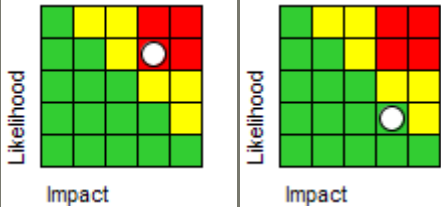
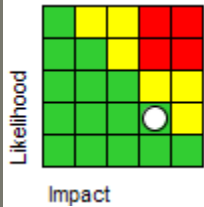
		<b>Insufficient Financial Resilience</b>	Senior Manager Finance & Revenues	Current Score	25	Target Score	5			
Risk	The Council does not have a balanced budget to meet essential service demands, customer needs, or external agendas.			Likelihood						
Potential Impact	Reputational and legal implications and severe, extended loss of service provision. Possibility of Alliance, Health & Social Care and other partners also experiencing budget pressures contributes to potential impact, given the interdependencies.							Likelihood		
Note	Reviewed and assessment of risk remains the same based on current financial resourcing situation.									
Related Actions	Audit of 2021/22 Accounts by Audit Scotland		COU EXA 212	Existing Controls	Budget Strategy & Monitoring					
	Use the agreed strategic change framework and organisational design principles to implement a whole organisation redesign		EXA BVA 1A0		Contract Standing Orders					
	Balance the drive for savings with the need for sufficient officer time and skills to support change and consider how to make more use of external assistance to support improvement		EXA BVA 4F0		Financial Regulations					



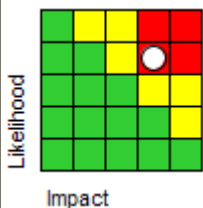
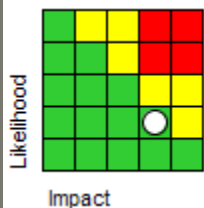
		<b>Impact of Poverty, Inequality &amp; Changing Demographics</b>	Chief Executive	Current Score	20	Target Score	5			
Risk	Services are not appropriately redesigned based on changing needs in relation to the ageing population, health, complexity of care or socio-economic factors, specifically poor outcomes associated with welfare reform, poverty and/or inequality.			Likelihood						
Potential Impact	Inappropriate allocation of resources & assets, misalignment of corporate objectives to need, inability to demonstrate Best Value, and possible financial and reputational consequences of responding to unplanned situations.							Likelihood		
Note	The LOIP and Health & Care Strategic Plan set out partnership outcomes to strengthen community & place-based services. Key priorities are to reduce children living in poverty, develop inclusive growth and empower families & communities. Relevant actions include City Region Deal, Community Wellbeing & Community Wealth Building, as well as data analysis to inform decision-making and Poverty Impact Assessments. The risk score takes into account EU withdrawal, pandemic impacts and recent Child Poverty statistics.									
Related Actions	Clackmannanshire Alliance Local Outcomes Improvement Plan 2017-27		CPP LOI	Existing Controls	Customer Consultation & Engagement					
	Implement Health & Care Partnership Strategic Delivery Plan		CRR HSC SDP		Budget Strategy & Monitoring					



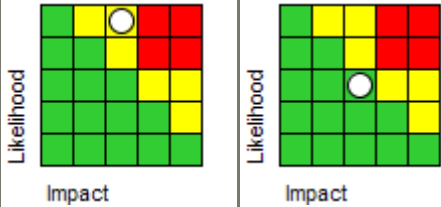
		<b>Insufficient Pace and Scale of Organisational Transformation</b>	Chief Executive	Current Score	20	Target Score	5
Risk	The Council fails to proactively drive the fundamental redesign of services and organisational planning/development with the speed required to address the funding gap due to ineffective change management.						
Potential Impact	Failure to maintain the required level of provision for statutory services. The corporate business improvement programme does not establish sustainable service delivery and a sustainable cost base for the future.						
Note	Council meeting of 11th August 2022 gave approval to develop a Target Operating Model (TOM) that will provide a consistent foundation and framework within which future organisation change and redesign can be developed and accelerated. Accompanying the TOM will be a Communications and Engagement Strategy. The proposed TOM prioritises getting the basis right for the users of our services by placing the needs of residents, communities and businesses at the heart of Council decision making. It also reflects a mixed economy model of service delivery, underpinned by objective analytical evaluations of the most effective ways of addressing customer needs, delivering outcomes, ensuring resilience in service delivery and securing financial sustainability. The TOM will guide the organisation through the next stage of its transformation journey.						
Related Actions	Be the Future Transformation Programme		COU BTF	Existing Controls	Be the Future Board		



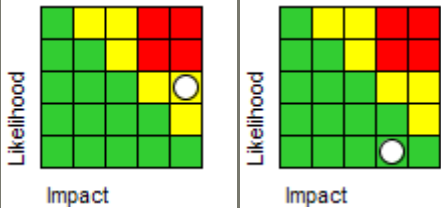
  



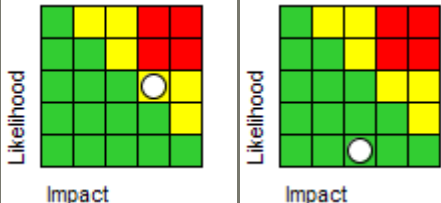
		<b>Health &amp; Safety Breach</b>	Chief Executive	Current Score	20	Target Score	5
Risk	Incident or statutory breach results in injury or death of staff member or customer due to lack of awareness or non-compliance with policies and procedures. Incidents may also arise from third parties actions, outwith Council control.						
Potential Impact	The effects on individuals and their families, financial penalties (including Health & Safety Executive intervention fees), criminal proceedings, adverse publicity, increased insurance or damage to Council assets.						
Note	Significant risk still remaining. H&S Strategy developed to help address concerns and reduce the risk.						
Related Actions	Revised Health & Safety Strategy & Actions Plan		CRR P&P HR1	Existing Controls	Health & Safety Management System		
	Governance improvement actions across all services		CRR P&P LD1		Health & Safety Corporate Training Programme		



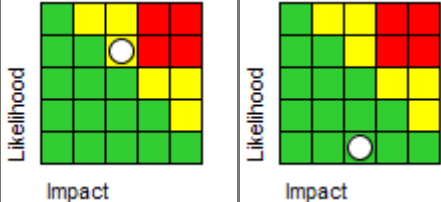
		<b>Increasing Attainment Gap</b>	Chief Education Officer	Current Score	16	Target Score	8
Risk	The Council fails to reduce the educational attainment gap between pupils from more and less deprived areas due to financial pressures, workforce issues, or wider economic, demographic and poverty-related issues.						
Potential Impact	Poor school leaver destinations/participation, young people failing to reach potential, longer-term impacts on social mobility, poverty, life chances & economic growth, plus reputational damage and implications for inspections & funding.						
Note	Recovery Plans now form part of School Improvement Plans and support continues from Centre Teams & government funding. Health & wellbeing impacts and emerging challenges being addressed by Educational Psychology & partners. Redesigned approach to Scottish Attainment Challenge has seen funding to 9 Challenge Authorities (£43m) distributed equitably between all 32 local authorities - now named Strategic Equity Funding. This significantly reduces finance available for local Programme Plans, tapering down over next 4 years (2022-25). We continue to monitor attainment closely, with targeted support to close any identified gaps, and funding will be carefully allocated to mitigate risks.						
Related Actions	Increased attainment in Literacy and Numeracy		NIF 21 10	Existing Controls	Education Senior Management Team		
	Collective efforts ensure that interventions continue to be targeted to those areas of greatest need to improve outcomes and close the poverty related attainment gap		NIF 21 16		Strategic Equity Funding		
	Covid-19 Education Recovery Plan		PPL EDU CRP		National Improvement Framework		



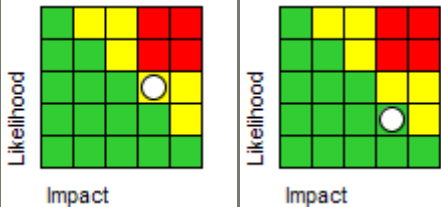
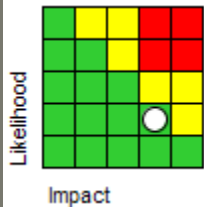
		<b>Information Not Managed Effectively</b>	Senior Manager - Legal & Governance	Current Score	16	Target Score	8
Risk	Information is not protected, managed or used effectively due to lack of compliance with information sharing, data protection, records management or IT principles/protocols, potentially leading to data breaches, inefficiency/duplication and strategic/performance management decisions based on poor quality/inaccurate business intelligence.						
Potential Impact	Legal/reputational/financial implications from breaches (regulators being the ICO and SIC can impose monetary penalties and enforcement notices), inefficiencies costing time/money, non-completion of (possibly statutory) duties. Loss of productivity, impacting morale, or misinformed decision-making if information not available/used.						
Note	There is currently no Records Management Officer in post, and the Data Protection Officer is externally appointed. The likelihood of this risk occurring increased at the last review in relation to external cyber security threats, with cyber essentials accreditation remaining outstanding. Work continues around opportunities from MS365, review of Data Protection policies and partnership sharing agreements, and ensuring the completion of mandatory training by all staff.						
Related Actions	Develop & deliver the Council's Digital Transformation Strategy		CRR P&P IT1	Existing Controls	Data Sharing Agreements GDPR Guidance & Training		



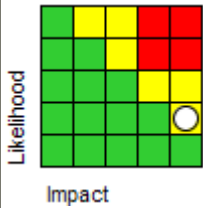
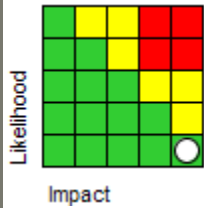
 	<b>IT System Failure</b>	Senior Manager Partnership & Transformation	Current Score	15	Target Score	9
Risk	Full or partial loss of network/hardware/software/telecoms technologies (temporary or prolonged) due to cyber attack/other emergency, failure to manage maintenance/backups/suppliers/contracts, or lack of investment in systems/staff/training (i.e. failure of IT services to uphold priorities of Confidentiality, Integrity and Availability).					
Potential Impact	Financial impact from loss of productivity, service disruption (inc. statutory/vulnerable groups), inability to communicate, harm to staff/customers (access to records/Potentially Violent Persons register) & legal/regulatory/reputational implications.					
Note	The Council is investing in ICT infrastructure as part of its Digital Transformation Strategy. This will introduce cloud hosted services, retire/replace legacy systems, implement m365 & invest in modern technology to support delivery, future ways of working & Digital Transformation ambitions. Digital Maturity Assessment, Audit Scotland review and work in partnership with Digital Office is helping shape this work. A report on Cyber Security compliance is scheduled, however, recent global issues increased this risk at the last review, and work is ongoing around security and improving staff & public awareness.					
Related Actions	Develop & deliver the Council's Digital Transformation Strategy		CRR P&P IT1	Existing Controls	Business Continuity Plans	
	Complete actions from IT Asset Management Plan		CRR P&P IT2		Service Level Agreements & Contracts	

 	<b>Failure to Prevent Extremism and/or Radicalisation</b>	Senior Manager Partnership & Transformation	Current Score	15	Target Score	4
Risk	Radicalisation of someone from the area results in terrorist incident (or other malicious attack), causing physical or financial harm to individuals or groups (here or elsewhere), or fear of such an incident affects quality of life.					
Potential Impact	Casualties/fatalities, property/infrastructure damage, need for evacuation/temporary housing or wider economic damage. Financial harm to individuals, businesses or the Council. Disruption to services or reputational/legal implications.					
Note	Continue to implement CONTEST delivery plan through work with our partners and through the Forth Valley CONTEST Board. Prevent is the strand within CONTEST focussed on preventing radicalisation and extremism in communities. Training for staff is provided as part of mandatory training programmes and on specific aspects of the national Prevent strategy. The national Prevent referral pathway has also been reviewed in 2021.					
Related Actions	Actions from Internal Audit of CONTEST, Prevent & Serious Organised Crime Readiness		CRR P&P SP2	Existing Controls	FV Local Resilience Partnership	
					CONTEST Delivery Plan & Working Groups	
					WRAP Training (High Priority Staff)	

 	<b>Inadequate Workforce Planning</b>	Senior Manager HR & Workforce Development	Current Score	12	Target Score	3
Risk	Due to lack of workforce planning the Council fails to ensure sufficient capacity/resource to deliver key Council service or fails to adequately develop its workforce to ensure that skills, knowledge and structures are appropriate, sustainable financially viable and compatible with our corporate vision.					
Potential Impact	Loss of key staff from posts identified as single points of failure, including statutory officers, leading to inability to delivery key functions and lack of adequate professional advice to Council Officers/Elected Members.					
Note	The main continues to relate to a stretched and fatigued workforce as a result of balancing "business as usual" with ongoing pandemic recovery as well as progressing key transformation activities. Beyond this an aging workforce, with a number of key staff approaching potential retirement, turnover in key posts or single points of failure, impacted by turnover or absence overlays presents significant future challenges. Workforce Planning Session are being arranged with Portfolios, facilitated by the Team Leader - Workforce Development and Learning. These outputs together with the outputs of the demands/capacity/skills audit will inform the review of our Strategic Workforce Plan 22-25					
Related Actions	Develop & implement the strategic workforce plan 2022-25	CRR P&P HR3	Existing Controls	Strategic Workforce Plan		

 	<b>Harm to Child(ren)</b>	Strategic Director - People	Current Score	12	Target Score	3
Risk	A lack of capacity or stability in key roles reduces the Council's ability to fulfil statutory requirements and intervene to prevent the serious harm of a child/children.					
Potential Impact	Effects of injury or death on individual, family, friends & staff members, reputational & legal implications, with associated costs, as well as impact of reputational damage & negative publicity on morale, workforce development and sustainability.					
Note	Planning and measures are in place to address staffing, leadership, assurance and improvement planning, including quarterly reports to Committee. We are currently recruiting to the vacancies for team leaders and social workers.					
Related Actions	Children's Services Plan 2021-24	PPL CHC CSP	Existing Controls	Child Protection Procedures		
	Covid-19 Education Recovery Plan	PPL EDU CRP		Public Protection Chief Officers Group		
	People Business Plan 2021-22	PPL PBP 212		Public Protection Committee		



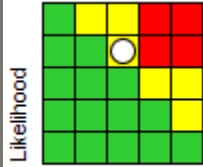


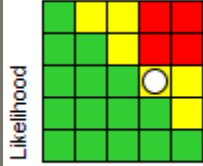
		<b>Failure to Address Serious Organised Crime</b>	Senior Manager Partnership & Transformation	Current Score	12	Target Score	8
Risk	Public bodies fail to address organised crime involving drugs, violence, fraud, corruption, money laundering and/or human trafficking (with women and girls particularly vulnerable), due to a lack of preventative processes or information sharing.						
Potential Impact	Physical or financial harm to individuals, businesses, communities or the Council. Direct or indirect disruption to Council services and associated reputational and/or legal implications.						
Note	Situational awareness and monitoring of significant developments or intelligence is ongoing. Web pages for staff have been updated with the latest advice on cyber crimes and keeping safe and briefings are shared with staff from Scottish Business Resilience Centre and the National Crime Agency.						
Related Actions	Serious Organised Crime action plan, based on Police Scotland self-assessment		COU SOC	Existing Controls	Serious Organised Crime Delivery Plan		
	Implement Council CONTEST Delivery Plan, based on the Government's CONTEST Strategy		CRR P&P SP1		Let Scotland Flourish Strategy		
	Actions from Internal Audit of CONTEST, Prevent & Serious Organised Crime Readiness		CRR P&P SP2		National Fraud Initiative		

		<b>Continued Contribution to Climate Change</b>	Strategic Director - Place	Current Score	10	Target Score	5
Risk	The Council fails to play its part in addressing the climate emergency, such as by not adapting to climate change, by not reducing waste and the need to travel, making available adequate resources, developing/using/promoting sustainable practices, materials & technologies (including energy efficiency & emissions) or failing to act as an ambassador for national & international good practice as it emerges.						
Potential Impact	Worsening environmental impacts including flooding (see related Severe Weather risk), increased fuel poverty (with knock-on health/social impacts), missed efficiency savings, economic opportunities and poorer air quality. Political/reputational impacts of not supporting national/international policy, and potential legal implications of not meeting targets or demonstrating progress.						
Note	We submit Climate Change Duties reports annually, and are developing/implementing several related strategies & projects around our own practice and dissemination to local residents & businesses. These relate to assets, housing stock, energy & fuel poverty advice, community food growing, waste reduction, low-carbon technology and sustainable transport. A comprehensive Net Zero/Climate Change Strategy and Climate Emergency Action Plan is being prepared and a Council Climate Emergency Group and community Climate Change Forums are being established to support this process. Scotlands International Environment Centre proposal, as part of the City Region Deal, will place Clackmannanshire at the forefront of Scotland's Climate Change mitigation efforts. A recent internal audit found systems to be largely satisfactory, and provided recommendations around reporting processes, strategy review and establishing a Carbon Management Group. However, a comprehensive Climate Change/Net Zero Strategy is now required to guide the Council and communities to a net zero future.						
Related Actions	Develop Net Zero strategy and action plan		PLC 213 101	Existing Controls	Local Biodiversity Action Plan		
	Develop routemap to compliance with ESSH2 for all Council Housing stock.		PLC 213 104		Regional Energy Masterplan		
	Deliver CRD programme in line with delivery plan/financial profile		PLC 213 111		Sustainable Food Growing Strategy		

## Approach Tolerate

Risk	Public Health Emergency	Chief Executive	Current Score	20	Existing Controls
Risk	Significant numbers of Council staff and customers become ill due to the occurrence of a public health emergency, such as a flu pandemic, with spread potentially exacerbated through failure to vaccinate or follow hygiene protocols.				Business Continuity Plans
Potential Effect	Short- & long-term health implications for public & staff (inc. absence if ill or caring for others). Disruption to support & front-line services, inc. to already vulnerable groups. Consideration required of minimal service provision requirements.				Pandemic Flu Plan
Note	The Covid 19 pandemic remains an ongoing incident requiring Council's continued response and recovery activity. The Council's Incident Management Plan was implemented on the 9 March, 2020 and Major Emergency Operating Procedures (MEOPs) were agreed and enacted. All Business Continuity plans have been reviewed and we are actively involved in response planning with the Forth Valley Resilience Partnership. Continuity of crucial services has been achieved and response and recovery work for outbreak management, community testing, vaccinations and community support for those people isolating has been established. Council has agreed an internal debrief process and a survey was undertaken to identify lessons learned and inform the ongoing process of response and recovery.				Major Incident Procedures
Risk	Supply Chain & Labour Market Disruption	Chief Executive	Current Score	20	Existing Controls
Risk	Disruption to UK supply chains & labour markets as a result of EU withdrawal, increasing costs & delays in sourcing goods (particularly in construction), already materialising and could continue for an extended period or escalate				SLAs & Contracts
Potential Effect	The Council could fail to recruit or retain staff with the required knowledge & experience, and/or be subject to direct or third-party impacts if suppliers are unable to source goods/materials or staff to fulfil contractual obligations				Recruitment & Retention Policy
Note	While contracts and other mechanisms may reduce impact to a certain extent, we must broadly tolerate this significant external risk. Where possible, mitigations are being sought, particularly in Procurement and Human Resources, as well as analysis, forecasting and contingency planning.				Procurement Processes & Procedures
Risk	Industrial Unrest	Chief Executive	Current Score	12	Existing Controls
Risk	Industrial action by Council staff, partners or suppliers arises, normally in relation to local or national budget-related changes to terms and conditions, or restructuring.				Business Continuity Plans
Potential Effect	Immediate effects on service delivery & those dependent on services, with financial and reputational damage, and residual impact on staff morale & productivity. In case of partners/suppliers may have to support or reduce activity/service delivery.				Trade Union Comms Protocol
Note	SJC Unions are balloting members on the revised pay award agreed by Leaders on 02/09/22, Unions are recommending acceptance. Until ballot concluded strike action is suspended. Teaching unions have however rejected a 5% pay award and will look to ballot members on potential industrial action. If teaching staff strike this will impact on educational delivery.				Forth Valley Local Resilience Partnership



		<b>Failure of Public Utility Supply</b>	Strategic Director - Partnership & Performance	Current Score	12	Existing Controls
Risk	Loss of gas, electricity, water or communications over a significant area due to failure of a provider's infrastructure as a result of a local or national event.				Business Continuity Plans	
Potential Effect	Fatality, injury or health risk, requirement to evacuate & find alternative accommodation, including for vulnerable people. Disruption to businesses, with potentially large costs, and impact on contact with health, care and emergency services.				Major Incident Procedures	
Note	This risk remains a concern due to infrastructure & power interdependencies, particularly black start outage recovery time (now believed to be minimum 7 days). Priority for the Resilience community, particularly due to Councils' duty of care. Planning & work ongoing, regular testing of plans, lessons learned from previous incidents and quarterly meetings with resilience partners including SPEN, SGN and Scottish Water.				Emergency Response Plan	
		<b>Failure to Prepare for Severe Weather Events</b>	Strategic Director - Place	Current Score	12	Existing Controls
Risk	Inability to respond to severe weather events due to lack of appropriate planning & equipment (e.g. 4x4 vehicles). Most likely flooding from rain/coastal surge, winter weather or heatwave (increasing frequency & severity due to climate change).				Business Continuity Plans	
Potential Effect	Widespread community dislocation, damage to property, businesses, roads & utility infrastructure (inc. telecoms & power), or inability of staff to get to workplace. Impact on delivery, reputation & finances, and increased workload in numerous services to support communities, and clear roads and the core path network (e.g. from fallen trees & other debris).				Winter & Flood Management Plan	
Note	Resilience groups continue to plan and mitigate risks, and discussions held with Police Scotland on how to improve community resilience response for flooding e.g road closures on minor roads. Increased resilience is, however, seasonably dependant and in light of the potential 'layering' of risks this year including ongoing pandemic response, the score remains consistent. Lessons learnt from Storm Arwen are being built into plans, including mutual aid with neighbouring Councils.				Forth Valley Local Resilience Partnership	

