Audit and Scrutiny Committee

Thursday 28 August 2025 at 9.30 am

The meeting will be held in
Council Chambers, Kilncraigs, Alloa

Audit and Scrutiny Committee

The remit of the Audit and Scrutiny Committee is:

<u>Audit & Finance</u>

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.

<u>Scrutiny</u>

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.

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

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

20 August 2025

A MEETING of the AUDIT AND SCRUTINY COMMITTEE will be held in the COUNCIL CHAMBERS, KILNCRAIGS, ALLOA on THURSDAY 28 AUGUST 2025 at 9.30 am.

Chris Alliston
Strategic Director (Partnership and Performance)

B U S I N E S S

EXEMPT INFORMATION

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

It is considered that the undernoted items are treated as exempt from the Council's general policy of disclosure of all papers by virtue of Schedule 7A, Part 1, Paragraphs 12 & 14 of the Local Government (Scotland) Act 1973.

Audit and Scrutiny Committee – Committee Members (Membership 8 - Quorum 4)

Councillors

Wards

Councillor	Janine Rennie (Chair)	3	Clackmannanshire Central	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	Kenneth Earle	4	Clackmannanshire South	LABOUR
Councillor	Ellen Forson	4	Clackmannanshire South	SNP
Councillor	Bryan Quinn	4	Clackmannanshire South	SCOTTISH GREEN

Religious Representatives

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

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

Our representatives are:

Reverend Sang Y Cha – Church of Scotland

Father Michael Carrie – Roman Catholic Church

Pastor Dee Jess – Baptist Church

Clackmannanshire Council | Comhairle Siorrachd
Chlach Mhanann
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MINUTES OF MEETING of the AUDIT AND SCRUTINY COMMITTEE held in Council Chambers, Kilncraigs, Alloa on THURSDAY 12 JUNE 2025 at 9.30 AM.

PRESENT

Councillor Janine Rennie (Chair)
Councillor Denis Coyne (Vice Chair)
Councillor Kenneth Earle
Councillor Ellen Forson
Councillor William Keogh (Via Teams)
Councillor Fiona Law (S)
Councillor Bryan Quinn

IN ATTENDANCE

Chris Alliston, Strategic Director (Partnership & Performance)
Helena Arthur, Solicitor, Legal and Governance (Partnership & Performance) (Depute Clerk to the Committee)
Kevin Wells, Strategic Director (Place)
Lorraine Sanda, Strategic Director (People)
Cherie Jarvie, Senior Manager, Partnership and Transformation (Partnership & Performance)
Sharon Robertson, Chief Social Work Officer (People)
Wendy Forrest, Head of Strategic Planning & Health Improvement
Joanna McDonald, Interim Chief Officer for Clackmannanshire and Stirling Health and Social Care Partnership (HSCP)
Euan Murray, Chief Finance Officer, Clackmannanshire & Stirling Health and Social Care Partnership (HSCP)
Sarah Goldberg, Team Leader, Legal and Governance (Partnership & Performance)
Sarah Langsford, Senior Manager, HR and Workforce Development (Acting) (P&P)
Jim Young, Child Protection Lead Officer ((People)
Fi Grinly, Strategy and Performance Adviser (Partnership & Performance)
Katie Roddie, Housing Service Policy and Innovation Co-ordinator (Place)
Andrew Buchanan, Team Leader, Housing Business Management (Place)
Sarah McPhee, Senior Internal Auditor, Falkirk Council
Melanie Moore, Committee Services, Legal and Governance (Partnership & Performance) (Minute)
Gillian White, Committee Services, Legal and Governance (Partnership & Performance)

ON TEAMS
Colin Bruce, Chief Education Officer (People)
Lindsay Sim, Chief Finance Officer (Partnership & Performance)
Donna Tierney, Accountant (Partnership & Performance)
Rebbecca McConnachie, External Auditor, Deloitte
Robbie Stewart, Senior Manager, Sport & Leisure (People)
Wendy Robertson, Senior Manager, Transformation & Capital

AS(25)28   APOLOGIES

Apologies for absence were received from Councillor Phil Fairlie, Councillor Law attended today as substitute for Councillor Fairlie.

AS(25)29   DECLARATIONS OF INTEREST

None.

AS(25)30   MINUTE OF AUDIT AND SCRUTINY COMMITTEE HELD ON 17 APRIL 2025

The minutes of the meeting of the Audit and Scrutiny Committee held on Thursday 17 April 2025 were submitted for approval.

Decision

The minutes of the meeting of the Audit and Scrutiny Committee held on Thursday 17 April 2025 were agreed as a correct record by the Committee and signed off by the Chair.

AS(25)31   INTERNAL AUDIT PLAN

This report, submitted by the Internal Audit Manager, presented the 2025/26 Internal Audit Plan for approval.

Motion

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

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

Decision

The Committee agreed to:

1. Note the resources available to Internal Audit;

2. Note the Plan is indicative and flexible;

3. Approve the Internal Audit Plan for 2025/26; and

4. Note the progress will be reported to the Audit and Scrutiny Committee on an ongoing basis.

Action
Internal Audit Manager

AS(25)32   INTERNAL AUDIT ACTIONS – PROGRESS REPORT

This report, submitted by the Strategic Director, Partnership and Performance, provided Committee with a further update on progress towards completing actions identified from Internal Audit reports.

Motion

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

Moved by Councillor Janine Rennie. Seconded by Councillor Ellen Forson.

Decision

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

AS(25)33   **HSCP – CLACKMANNANSHIRE LOCALITY PERFORMANCE REPORT 2024/25 Q3 & Q4 (OCTOBER TO MARCH)**

This report, submitted by the Head of Strategic Planning and Health Improvement, highlighted the work and performance of the Clackmannanshire and Stirling and Social Care Partnership in relation to performance for the locality of Clackmannanshire.

Motion

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

Moved by Councillor Janine Rennie. Seconded by Councillor Ellen Forson.

Decision

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

AS(25)34   **SCOTTISH HOUSING REGULATOR ANNUAL RETURN OF THE CHARTER (ARC)**

This report, submitted by the Strategic Director, Place, provided information to Committee on the Annual Return of Charter (ARC) submitted to the Scottish Housing Regulator (SHR) on 31 May 2025 (Appendix 1). The purpose of this report is to allow Housing Service performance to be scrutinised in a meaningful way.

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 the report, the Committee agreed to note the report.

AS(25)35   **CLACKMANNANSHIRE CHILD PROTECTION ANNUAL REPORT 2023-24**

This report, submitted by the Child Protection Lead Officer, presented the Clackmannanshire Child Protection Committee Annual Report reflecting the reporting period for 1 April 2023 to 31 March 2024 (appendix 1).

Motion

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

Moved by Councillor Janine Rennie. Seconded by Councillor Ellen Forson.

Decision

The Committee agreed to:

1. Consider and note the Clackmannanshire Child Protection Committee Annual Report 2023-24 (appended) and;

2. Note that the Clackmannanshire Child Protection Committee Annual Report 2023-24 has been endorsed by the Public Protection Chief Officers group.

Action
Child Protection Lead Officer

The Chair adjourned the meeting at 11.38 am for a comfort break. When the meeting resumed at 11.50 am, 7 members remained present.

AS(25)36   ANNUAL GOVERNANCE STATEMENT 2023-24: END OF YEAR PROGRESS

This report, submitted by the Strategy and Performance Adviser, provided an end-of-year update on the improvement actions within Clackmannanshire Council's Annual Governance Statement (AGS) due for progress or delivery by 31 March 2025.

Councillor Keogh left during questions on this next item (12 noon).

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 the report, the Committee agreed to note the report.

AS(25)37   AUDIT AND SCRUTINY COMMITTEE FORWARD PLAN 2025/26

This report, submitted by the Strategic Director, Partnership and Performance, enabled members to review and approve the Audit and Scrutiny Committee's forward plan for 2025-26, agree on the process for completing the Committee's self-evaluation to inform its Annual Report, and note the progress of the Committee's agreed training plan.

Motion

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

Moved by Councillor Janine Rennie. Seconded by Councillor Ellen Forson.

Decision

The Committee agreed to:

1.   Approve the draft forward plan as set out at Appendix 1;

2.   Agree that all Committee members complete the online self-evaluation questionnaire, Appendix 2 by 5 September 2025;

3.   Agree that all Committee members will meet informally during September 2025 to review the results of the self-evaluation exercise. This will support the preparation of the Committee's Annual Report for consideration at the October 2025 meeting and subsequent submission to Council; and

4.   Note the progress made in relation to the 2024/25 training plan (as detailed in paragraph 3.7).

EXEMPT ITEM

The Council resolved in terms of Section 50(a) of the Local Government (Scotland) Act, 1973, that the press and public be excluded from the meeting during consideration of the following item of business on the grounds that they involved the likely disclosure of exempt information as detailed in Schedule 7A, Part 1, Paragraph 12 and 14

AS(25)38   INTERNAL AUDIT ANNUAL ASSURANCE REPORT 2024/25

The minute from this item of business is recorded separately.

CLACKMANNANSHIRE COUNCIL

Report to: Audit and Scrutiny Committee

Date of Meeting: 28 August 2025

Subject: Council Financial Performance 2024/25

Report by: Chief Finance Officer

1.0   Purpose

1.1.   This paper provides an update on the financial performance for the Council, as 31 March 2025, in respect of:

- the General Fund (GF) revenue and capital spend and the achievement of savings for the financial year 2024/25, and

- the Clackmannanshire element of the Stirling & Clackmannanshire Health and Social Care Partnership (H&SCP) revenue spend.

2.0   Recommendations

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

2.1.1. General Fund revenue underspend of £(3.643)m for the year to 31 March 2025, after adjusting for £(3.074)m which is earmarked to be carried forward to 2025/26;

2.1.2. the Clackmannanshire element of the Health and Social Care Partnership (H&SCP) overspend of £2.425m, for the year to 31 March 2025;

2.1.3. the balances of earmarked reserves held and used to date and remaining balances at 31 March 2025;

2.1.4. the General Fund Capital Programme underspend of £(13.358)m, with proposed carryforward of £12.333m.

2.1.5. delivery of £4.842m of the £5.383m approved savings programme, representing an achievement of 90.0%, as at 31 March 2025.

2.1.6. note that these figures are draft and will be updated within the draft annual accounts if required and confirmed following the completion of the audit of the annual accounts.

3.0 Background

3.1. This report summarises the draft financial position of the Council for the financial year ending 31 March 2025. This report consolidates the detailed financial data to provide a summary position for the Council. The report also provides detail of individual Directorate positions and their service areas within the appendices.

4.0 General Fund Revenue

4.1. As at 31 March 2025 the General Fund is reporting an underspend for the year of £(3.643)m after taking account of earmarked reserves of £(3.074)m. This is a favourable movement of £(1.212)m from the £(2.431)m underspend at quarter 3 reported as at December 2024.

4.2. The Council Summary at **Appendix 1** provides the forecast position by each Directorate and centrally held Corporate Service areas along with the position for Partnerships and Sources of Funding. The overall net underspend is made up as follows:

- People Directorate - £(0.300)m underspend, movement £0.110m, with £1.307m earmarked for spend in 2025/26.

- Place Directorate - £(1.733)m underspend, movement £(0.509)m with £1.496m earmarked for spend in 2025/26.

- Partnership & Performance Directorate - £(0.987)m underspend, movement £(0.177)m with £0.271m earmarked for spend in 2025/26.

- Chief Executive and Corporate Services - £(0.333)m underspend, movement £(0.243)m The overspend pf £0.567m within Corporate services includes centrally held savings to applied to individual services.

4.3. Measures to reduce spend in year in light of the challenging financial budget gap for 2025/26 remained in place till 31 March 2025. This included continuation of essential spend, meaning that only spend that is currently committed or business critical should have been undertaken and recruitment carried out for business critical posts only. The positive reduction in spend and the resulting underspend reflects the management action taken as result of these measures. This underspend will increase reserves to assist the Council in meeting future financial pressures and support delivery of services.

4.4. **Appendices 3 to 6** provide details of individual Directorate financial performance, with variance by Service area and reason for variance.

Earmarked Reserves

4.5. At 1 April 2024, the council held earmarked reserves of £23.242m to be applied to future spend. At the 31 March 2025, £10.056m has been allocated to spend for 2024/25 leaving a balance of £13.186m as set out in the table below. A further £0.414m has been released to uncommitted reserves leaving a committed balance of £12.772m as at 31 March 2025.

Earmarked Reserve	Balance at 1 April 2024	Allocated spend as at March 2025	Remaining balance at 31 March 2025
	£'000	£'000	£'000
Devolved School Management	(505)	505	-
Pupil Equity Funding	(560)	560	-
Ringfenced Housing Grants	(1,253)	366	(887)
Organisational Change fund	(198)	77	(121)
Other Miscellaneous Commitments	(1,891)	291	(1,600)
Employment fund	(515)	293	(222)
Transformation fund	(1,928)	446	(1,482)
COVID - General funding	(288)	288	-
COVID - Specific Funding	(179)	19	(160)
Specific Employability Funding	(523)	252	(271)
Developer Contributions	(816)	30	(786)
Ukranian refugee support	(599)	258	(341)
Homeless Accommodation	(1,950)	592	(1,358)
Service Concessions	(5,958)	-	(5,958)
Support 2024/25 budget	(6,079)	6,079	-
TOTAL	**(23,242)**	**10,056**	**(13,186)**

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

5.1.   As at 31 March 2025 the Clackmannanshire element of the H&SCP is reporting a draft overspend of £2.426m against the budgeted contribution to the Partnership. This is a favourable movement of £(3.260)m from the previous reported overspend of £5.686m as at December 2024. Details of the variances that make up this overspend and the reasons for movement are shown in **Appendix 7**.

5.2.   As a consequence of the previously projected overspend earlier in the year and in line with the integration scheme, a financial recovery plan was developed and areas identified as part of this plan were presented to the Integrated Joint Board (IJB) for consideration. Not all the options were agreed by the IJB and those

that were agreed were estimated to reduce the forecasted overspend down to £11.456m. The need to continue to pursue all available efforts to reduce the level of overspend as far as possible was strongly emphasised to the Board.

5.3. The reduction in spend within the Clackmannanshire Locality reflects the actual cost of care services and the impact of the recovery action including management of vacancies.

5.4. The latest finance report presented to the Integrated Joint Board (IJB) on 13 August 2025 indicated an overspend for the year on the integrated budget across the Partnership of £11.264m. A contribution from partnership reserves of £3.947m and further recovery measures of £0.341m have been utilised, reducing the overspend to £6.976m to be met by partners.

5.5. Whilst the integration scheme does not specifically require partners to fund the overspend, the integration scheme is silent on how the gap may be funded. The Chief Officer and the Chief Finance Officer for the IJB presented a request to fund the projected overspend to the Council's Chief Executive in March who subsequently presented a report to Council. After considering the various options set out in the Chief Executives report and the affordability to the Council, Council agreed at its meeting on 20 March to make an additional contribution on a loan basis of £1.327m on the basis of a share of the projected overspend proportionate to the contribution made to the Integrated Budget, equivalent to 12% of the then reported overspend of £11.029m.

5.6. Since then, both Stirling and NHS have agreed additional contributions which result in a shortfall of £0.417m on the year end position across the Partnership. At the time of writing this report discussions are ongoing across the partnership on how the unresolved risk share would be met.

6.0   General Fund Capital

6.1. For 2024/25, the approved General Fund Capital programme set out significant gross investment in Clackmannanshire amounting to £20.011m. A further £2.151m was added as a result of carry forwards from 2023/24 and £1.893m has been added to reflect additional grant income for various projects and initiatives. These additional amounts have increased the approved budget for 2024/25 to £24.055m.

6.2. The total spend on the General Fund capital programme for the year is £10.697m. This is a decrease of £3.050m on the forecasted £13.747m reported as at December. As a result, the underspend on the programme is £13.358m.

6.3. Whilst work on capital projects has been progressed, delays are still being incurred due to internal and external factors and as such £12.333m is proposed to be carried forward to 2025/26 which is £4.987m greater than that included within the 2025/26 approved budget **Appendix 8** provides detail of the actual expenditure to 31 March 2025 and variance against budget by project.

6.4. 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	Revised Budget 2024/25	Actual to 31 March 2025	Over / (under) Spend	Main Variances
	£m	£m	£m	
Community Investment Strategy	12.854	3.847	(9.007)	Underspends on: - Clackmannan Regeneration £(1.337)m - £(245k) for Clackmannan Main St project & £(1.092)m for other regeneration projects - City Region Deal £(2.970)m due to delays in programme and associated City Region Deal resourcing £(0.208)m - Wellbeing Hub-Permanent £(2.999)m -and Wellbeing Resourcing £(0.196)m to be carried /forward to 2025/26 in line with more accurate phasing of requirements - Innovation Hub Deliver £(0.330)m delayed awaiting contractor appointment, to be carried forward to 2025/26 - Free School Meals equipment £(0.257)m 100% funded by SG to be carried forward.
Property	2.283	0.527	(1.756)	Underspends on: - Learning Estate option appraisals £(0.574)m to be carried forward - Capital programme support resourcing £(0.221)m due to vacancies - Kilncraigs roof £(0.182)m project complete - Clackmannan Town hall £(0.151)m project complete under budget - Cemetery wall upgrade £(0.263)m - projected carried forward of £(0.260)m
Roads	4.056	3.379	(0.677)	Underspends on: - Active Travel -Fishcross to Alva £(0.400)m to be carried forward - Cycling ,Walking and Safer Routes £(0.311)m to be carried forward Overspend on: - Carriageways £0.146m to be carried forward and offset against 2025/26 budget.
Land	0.877	0.541	(0.336)	Underspends on:

				- Kilncraigs stone preservation £(0.150)m to be carried forward
				- Renewable energy projects £(0.100)m to be carried forward to 2025/26
				- Polmaise Transfer Station – £(0.77)m work to be carried out by Stirling Council
Fleet	0.578	0.382	(0.196)	Underspend on: - Vehicle Replacement £(0.196)m, spend committed with delivery in 2025/26 – £(0.168)m to be carried forward
IT	3.091	1.734	(1.357)	Underspend on: - Digital Transformation and resourcing £(0.476)m to be carried forward to 2025/26 - IT Network Switching £(0.300)m to be carried forward to 2025/26 Capital Programme - Tech Analogue to Digital £(0.069)m, implementation extended, to be carried forward to 2025/26 - Digital and IT Resourcing Resourcing £(0.098)m, to be carried forward to 2025/26
Place Based Investment	0.316	0.287	(0.029)	£(0.028)m to be a carried forward to enable completion of projects
Gross Capital Expenditure	**24.055**	**10.697**	**(13.358)**	
Allocation of Capital Funding	**(9.551)**	**(6.752)**	**2.799**	Funding is allocated to projects as it is spent. Any funding that is not utilised in full will be carried forward to 2025/26, where grant conditions allow, or repaid. • City Region Deal £2.970 - Grant not being drawndown due to delayed spend. Carried forward to 2025/26 • Nature Restoration Fund £0.100m – grant withdrawn by Scottish Government • Free School Meals £0.257m late allocation and to be carried forward • Community Bus Fund £0.037m to be carried forward
Net Capital Programme	**14.504**	**3.945**	**(10.559)**	

7.0 Delivery of 2024/25 Approved Savings

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7.1. At its budget meeting in March 2024, Council approved savings of £5.383m for the financial year 2024/25. The table below shows the split of these savings across Directorates and the achievement of those savings by 31 March 2025.

General Services Revenue Budget 2024/25 - Progress of Approved Savings by Directorate

Directorate	Total Approved Savings £000	Achieved £000	Unachieved £000
People	1,731	1,472	259
Place	1,337	1,074	263
Partnership & Performance	2,315	2,296	19
Total Approved Savings	5,383	4,842	541
		90.0%	10.0%

7.2. The above table indicates that 90.0% of savings were achieved and 10.0% unachieved in 2024/25. Detail of individual savings within each directorate is provided in **Appendix 2.**

8.0 Conclusions

8.1. General Fund Revenue Services are underspent by of £(3.643)m for the year to 31 March 2025, after adjusting for £(3.074)m which is earmarked to be carried forward to 2025/26;

8.2. The Clackmannanshire element of the H&SCP is overspent by £2.426m for the year to 31 March 2025.

8.3. The General Fund Capital programme is underspent by £(13.358)m.

8.4. Of the £5.383m approved savings programme, £4.842m (90.0%) was achieved by 31 March 2025.

9.0 Sustainability Implications

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

10.0 Resource Implications

10.1. *Financial Details*

10.2. 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** ☒

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

10.4. Staffing

11.0 Exempt Reports

11.1. 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

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

Complies with relevant Council Policies	☒

8.0 Equalities Impact

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

Yes ☐   No ☒

9.0 Legality

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

10.0 Appendices

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

Appendix 1 – Draft Council Summary at March 2025

Appendix 2 – Summary Savings by Directorate at March 2025

Appendix 3 – People Variances at March 2025

Appendix 4 – Place Variances at March 2025

Appendix 5 – P&P Variances at March 2025

Appendix 6 – Corporate Variances at March 2025

Appendix 7 – HSCP Variances at March 2025

Appendix 8 – General Fund Capital as at March 2025

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)
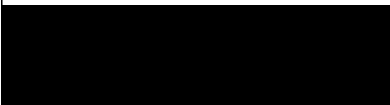
Yes ☒ (please list the documents below)   No ☐

General Fund Revenue and Capital Budget 2024/25

Author(s)

NAME	DESIGNATION	TEL NO / EXTENSION
Elizabeth Hutcheon	Management Accountancy Team Leader	6214
Lindsay Sim	Chief Finance Officer	2022

Approved by

NAME	DESIGNATION	SIGNATURE
Chris Alliston	Strategic Director of Partnership & Performance	██████████

Council Summary 2024/25

As at 31 March 2025

	Annual Budget 25GLBR £'000	Actual to March £'000	Variance Actual to Budget £'000	Earmarked Reserves (EMR) £'000	Variance after EMR £'000	Forecast Variance At Dec £'000	Variance Movement £'000
Directorate							
People	85,878	84,272	(1,607)	1,307	**(300)**	(410)	110
Place	35,859	32,629	(3,229)	1,496	**(1,733)**	(1,224)	(509)
Partnership & Performance	13,598	12,340	(1,258)	271	**(987)**	(809)	(177)
Directorate Expenditure	135,335	129,241	(6,094)	3,074	**(3,020)**	(2,444)	(576)
Corporate							
Corporate Centrally Held	327	350	23	0	**23**	(11)	34
Corporate Services	(717)	(165)	552	0	**552**	344	208
Misc Services - Non Distributed Costs	1,393	1,393	(0)	0	**(0)**	0	(0)
	1,003	1,578	575	0	**575**	333	243
	136,338	130,819	(5,518)	3,074	**(2,444)**	(2,111)	(334)
less allocated to non general fund	(1,315)	(1,287)	28	0	**28**	(0)	28
	135,023	129,532	(5,491)	3,074	**(2,417)**	(2,111)	(306)
Add Requisitions from Joint Boards							
Central Scotland Valuation Joint Board	490	490	0	0	**0**	0	0
Corporate Expenditure	135,512	130,021	(5,491)	3,074	**(2,417)**	(2,111)	(306)
Add/Deduct							
Interest on Revenue Balances	(205)	(578)	(373)	0	**(373)**	(45)	(328)
Loans Fund Contribution	6,233	5,880	(353)		**(353)**	(275)	(78)
Contribution to Bad Debt Provision	100	64	(36)	0	**(36)**	0	(36)
Total Expenditure	141,640	135,387	(6,253)	3,074	**(3,179)**	(2,431)	(748)
Health & Social Care Partnership	28,853	28,853	(0)	0	**(0)**	5,686	(5,686)
Sources of Funding							
General Revenue Funding	(113,700)	(113,707)	(7)		**(7)**	0	(7)
Non-Domestic Rates	(19,659)	(19,659)	0		**0**	0	0
Council Tax	(25,547)	(26,004)	(457)	0	**(457)**	0	(457)
Total Income	(158,906)	(159,370)	(464)	0	**(464)**	0	(464)
(Surplus) / Shortfall before reserves	11,587	4,870	(6,717)	3,074	**(3,643)**	3,255	(6,898)
Funding from Reserves							
Contribution from Reserves	(1,531)		1,531	0	**1,531**		
Contribution from Earmarked Reserves	(3,977)		3,977	0	**3,977**		
Contribution from Uncommited Reserves	(6,079)		6,079		**6,079**		
Total Funding	(170,493)	(159,370)	11,123	0	**11,123**		
Net Use of reserves					**7,944**		

APPROVED SAVINGS 2024/25

Management Efficiency Savings 2024/25

Saving Reference	Directorate	Department	Responsible Officer	Description	Cash/ Permanent	2024/25 £	Achieved £	Unachieved £	Total £	Comments
P&PMGT03	P&P	HR & WFD	Chris Alliston	New Corporate Training Funding Model	Cash	86,000	86,000		86,000	Achieved
P&PMGT06	P&P	Multiple	Chris Alliston	Managed reduction of overtime budgets	Cash	4,170	4,170		4,170	Achieved
P&PMGT06	PEOPLE	Multiple	Lorraine Sanda	Managed reduction of overtime budgets	Cash	18,330		18,330	18,330	Unachieved
P&PMGT06	Place	Multiple	Kevin Wells	Managed reduction of overtime budgets	Cash	84,476	84,476		84,476	Achieved
P&PMGT07	P&P	HR & WFD	Chris Alliston	Budget realignment	Permanent	950	950		950	Achieved
P&PMGT12	P&P	Legal & Governance	Lee Robertson	Centralisation of Service Legal Budgets	Permanent	7,000		7,000	7,000	Unachieved. 24/25 Legal expenses overspend across the Council.
P&PMGT14	P&P	Corporate	Lindsay Sim	Reduction in Pension Contribution following triennial valuation	Permanent	1,327,000	1,327,000		1,327,000	Achieved
P&PMGT15	P&P	Partnerships &Transformation	Cherie Jarvie	Budget Realignment - safe drive stay alive	Permanent	3,000	3,000		3,000	Achieved
P&PMGT19	P&P	Finance & Revenues	Lindsay Sim	Reduce SWF resource - vacant post	Permanent	33,000	33,000		33,000	Achieved
P&PMGT23	P&P	Finance & Revenues	Lindsay Sim	Review VJB SLA - inflationary uplift	Permanent	10,000	10,000		10,000	Achieved
P&PMGT24	P&P	Partnerships &Transformation	Cherie Jarvie	Capitalisation of ICT posts supporting capital plan implementation	Permanent	62,500	62,500		62,500	Achieved
P&PMGT25	P&P	Corporate	Lindsay Sim	Reduction in Loans Fund interest charges	Cash	609,000	609,000		609,000	Achieved
PEMGT01	PEOPLE	Education	Adrienne Aitken	Change in contracted hours new ELC appointments	Permanent	52,843	52,843		52,843	Achieved
PEMGT02	PEOPLE	Education	Catriona Scott	Review of secondary education supply teaching staff budget	Permanent	100,000	100,000		100,000	Achieved
PEMGT03	PEOPLE	Education	Michael Boyle	Review of Devolved School Management	Cash	400,000	400,000		400,000	Achieved
PEMGT04	PEOPLE	Educational Psychology	Veronica Cully	Review of Education Psychology Management Structure	Permanent	20,000	20,000		20,000	Achieved
PEMGT05	PEOPLE	Education	Colin Bruce	Capitalisation of Project Manager for Digital Technology for Digital Rollout	Permanent	50,155	50,155		50,155	Achieved
PEMGT06	PEOPLE	CLD	Catriona Scott	Subscriptions budget for CLD	Permanent	2,000	2,000		2,000	Achieved
PEMGT07	PEOPLE	Sports and Leisure	Robbie Stewart	Review of Leisure Bowl budget	Cash	200,000	200,000		200,000	Achieved
PEMGT08A	PEOPLE	Sports and Leisure	Robbie Stewart	Review of Sports Development Service	Permanent	62,789	62,789		62,789	Achieved
PEMGT15	PEOPLE	Education	Michael Boyle	Delivering ASN School Transport - Budget realignment	Permanent	34,000	34,000		34,000	Achieved
PEMGT18	PEOPLE	Education	Lorraine Sanda	Alternative funding for SLA for Play Alloa	Permanent	15,685	15,685		15,685	Achieved
PEMGT19	PEOPLE	Education	Adrienne Aitken	Centralised ELC admissions	Permanent	228,505	228,505		228,505	Achieved
PLMGT01	Place	Economic Development	Emma Fyvie	Recovery of Staffing costs	Cash	170,000	170,000		170,000	Achieved
PLMGT02	Place	Trading Standards	Emma Fyvie	Trading Standards SLA Rebate	Cash	70,000	22,690	47,310	70,000	Unachieved as service provided by Stirling is now fully staffed
PLMGT03	Place	Property	Pete Leonard	Building cleaning to pre-COVID policy standard	Permanent	25,000	25,000		25,000	Achieved
PLMGT04	Place	Public Buildings	Pete Leonard	Removal of LLP budget	Permanent	183,810	183,810		183,810	Achieved
PLMGT06	Place	Development	Emma Fyvie	Building Standards Agency	Permanent	12,710	12,710		12,710	Achieved
PLMGT07	Place	Environment- Land	Iain McDonald	Land income - budget realignment	Cash	80,000	80,000		80,000	Achieved
PLMGT09	Place	Environment- Waste	Iain McDonald	Increased income from Recycling Paper/Card	Permanent	180,050	180,050		180,050	Achieved
PLMGT10	Place	Property	Alison Morrison	New target operating model for public buildings R&M	Permanent	109,800		109,800	109,800	Unachieved
PLMGT11	Place	Development	Emma Fyvie	Redesign vacant Environmental Health Officer post to Technical Officer	Permanent	4,500	4,500		4,500	Achieved
PLMGT12	Place	Property	Alison Morrison	Rent Review/Service Charge Review	Permanent	19,612		19,612	19,612	Rental income not being achieved - £64k shortfall
PLMGT13	Place	Property	Alison Morrison	Revenue savings from Asset Disposal (Phase 1)	Permanent	12,600		12,600	12,600	Saving split across rates, insurance and energy. Not achieved as assets not yet disposed of
PLMGT14	Place	Property	Alison Morrison	Insurance Premium recharge to Commercial Tenants	Permanent	41,312		41,312	41,312	This has not yet been implemented. Ongoing work to review leases for additional charges to tenants
PLMGT15	Place	Environment - Land	Iain McDonald	Land Re-Design - Staff	Permanent	14,450		14,450	14,450	Restructure is complete. Staff member on redeployment, therefore still incurring cost.
Total Management Efficiency Savings 2024/25						**4,335,247**	**4,064,833**	**270,414**	**4,335,247**	

Policy Savings 2024/25

Saving Reference	Directorate	Department	Responsible Officer	Description	Cash/ Permanent	2024/25 £	Achieved £	Unachieved £	Total £	
P&PPOL01	P&P	HR & WFD	Chris Alliston	IOSH and First Aid Training Income	Perm	4,400	4,400		4,400	Achieved
P&PPOL05	P&P	Legal & Governance	Lee Robertson	Income & Charging - Legal Admin Charge	Perm	2,000	1,800	200	2,000	Partially achieved.
P&PPOL06	P&P	Partnerships & Transformation	Cherie Jarvie	Remove funding to 3 community halls (Coalsnaughton, Clackmannan and Devonvale)	Perm	8,800	8,800		8,800	Reduction in funding has been actioned
P&PPOL07	P&P	Finance & Revenues	Lindsay Sim	Council Tax - Premium on 2nd Homes	Perm	55,000	47,882	7,118	55,000	£48k achieved, shortfall due to a small number of properties having been sold.
P&PPOL09	P&P	Corporate	Chris Alliston	No longer making payment to leavers who write in and request arrears	Cash	80,000	80,000		80,000	No payments being made per process established in HR team
P&PPOL23	P&P	Legal & Governance	Lee Robertson	Income & Charging - Licensing	Perm	2,500	2,500		2,500	Achieved.
P&PPOL25	P&P	Partnerships & Transformation	Cherie Jarvie	Income & Charging Full Cost Recover for Commercial Events	Perm	5,000		5,000	5,000	Unachieved. Dependent on nature of chargeable events which go through the planning process. Aiming to achieve in 2025/26.
P&PPOL26	P&P	Partnerships & Transformation	Stuart Crickmar	Digital Transformation - Redesign of Customer Services/CAP/Library Provision (joint proposal People and P&P)	Perm	15,000	15,000		15,000	Achieved on cash basis only. Awaiting restructure of service area to enable permanent saving.
PEPOL06	People	Care & Protection	Sharon Robertson	Review of third sector funding for children's services	Perm	44,760		44,760	44,760	Unachieved.
PEPOL07	People	Care & Protection	Sharon Robertson	Introduce multiagency equipment storage and recycling facility	Cash	20,000	20,000		20,000	Achieved
PEPOL10	People	Support & Wellbeing	Robbie Stewart	Review of Leisure Services charges	Perm	40,000	40,000		40,000	Achieved
PEPOL15	People	Support & Wellbeing	Catriona Scott	Reduce CLD service	Perm	71,804	71,804		71,804	Achieved
PEPOL09A	People	Support & Wellbeing	Robbie Stewart	Review of Leisure Services - Option A	Perm	127,899	127,899		127,899	Achieved
PEPOL18A	People	Education & Learning	Veronical Cully	Option A - Reduction 1fte in Psychological Service	Perm	46,741	46,741		46,741	Achieved
PEPOL21	People	Education & Learning	Michael Boyle	Review of Primary Class Sizes	Perm	195,450	0	195,450	195,450	Unachieved - Management action taken to reduce number of classes across primary schools, howewer, due to the number of long term absences the saving has not yet been achieved, The service is committed to deliver the same level of saving elsewhere within its budget
PLPOL02B	Place	Property	Alison Morrison	Janitorial Service Redesign	Perm	33,500	33,500		33,500	Achieved
PLPOL06	Place	Environment - Roads	Iain McDonald	Stop Winter footpath gritting by mechanical means and operate in core hours only	Cash	41,000	41,000		41,000	Achieved
PLPOL09	Place	Environment - Waste	Iain McDonald	Garden waste collection charge - increase from £45 to £48 (6.7%)	Perm	20,000	20,000		20,000	Achieved
PLPOL18	Place	Property	Alison Morrison	Property - Service Redesign	Perm	109,603	109,603		109,603	Restructure complete
PLPOL03C	Place	Property	Alison Morrison	School Meals income - 25p increase	Cash	46,689	46,689		46,689	Achieved
PLPOL15C	Place	Environment - Land	Iain McDonald	Reduce use of Agency staff for street cleaning 4 FTE to 2 FTE	Perm	60,000	60,000		60,000	Achieved
PLPOL23D	Place	Environment	Iain McDonald	Reduce Forestry by one FTE	Perm	17,522		17,522	17,522	Unachieved
Total Policy Savings 2024-25						**1,047,668**	**777,618**	**270,050**	**1,047,668**	

People	1,730,961	1,472,421	258,540	1,730,961
Place	1,336,634	1,074,028	262,606	1,336,634
P&P	2,315,320	2,296,002	19,318	2,315,320
Total	**5,382,915**	**4,842,451**	**540,464**	**5,382,915**
	-	89.96%	10.04%	-

People	Annual Budget 2024/25	Actual to March 2025	Variance Budget V Actual	underspend carryforward to EMR	Variance Forecast to Budget at Dec 2024	Variance movement Dec to Actual	Narrative
	£000's	£000's	£000's	£000's	£000's	£000's	
Strategic Director	86	138	52	0	83	(31)	**Overspend of £0.052m** reflects historic restructure saving not achieved £0.052m
Support & Wellbeing							
Customer Services	632	552	(80)	0	(57)	(23)	Libraries & Customer services: - **£(0.080)m underspend** due to staffing vacancies and staff turnover £(0.071)m, Supplies & Services £(0.034)m partly offset by forecast overspend of £0.025m in service charges for card machine terminals. The **movement of (£0.023m)** relates to a reduction from forecast spend on Supplies & Services (Libary materials £(0.028)m, additional service charges £0.003m and additional staffing £0.002m
Leisure & Sports Development	925	617	(307)	0	(278)	(29)	Sports Development: **£(0.136)m underspend** - £(0.076)m Swimming (excess Budget), Discontinued Programs £(0.044)m, various other variances across Sports Programs of £(0.016)m Leisure: **£(0.171)m underspend** - £(0.156)m underspend in Wellbeing Hub operating costs/Subsidy not required at this time and non staffing underspends £(0.015)m. The **movement of £(0.029)m** is Swimming Programs additional income £(0.005)m, Skiing additional Income £(0.021)m, Leisure Income £(0.018)m from Internal recharges and £0.015m additional costs in Parks & Pavillions due to high common Good internal recharge.
Total Support & Wellbeing	**1,557**	**1,169**	**(388)**	**0**	**(335)**	**(52)**	
Education & Learning							
Devolved Schools	38,876	38,259	(616)	(616)	(601)	(16)	Devolved Schools are reporting an **underspend of £(0.616)m.** This consists of **£(0.824)m** forecast underspend within Primary schools - staffing turnover and vacant posts. A underspend of **£(0.032)m** within Secondary schools consists of staffing £(0.185)m underspend vacant posts & turnover and per capita £0.153m overspend. ASN **overspend totals £0.242m** - consisting of an overspend in staffing £0.077m, per capita of £0.065m and external placement income shortfall £0.100m. Early Years per capita is a minor **overspend of £(0.002)m.** The **movement of £(0.016)m** is further staff turnover Any underspend in Devolved budgets is carried forward at year end into DSM earmarked reserves and is available for use in the next financial year.
Early Years	10,452	10,663	212		129	82	Early Years are forecasting an **overspend of £0.212m.** Kidzone out of school care £0.025m overspend due to shortfall in income and additional staffing costs (Janitors overtime), there is a review of fees ongoing to rectify shortfall. Mainstream Nursery provision has **a overspend of £0.186m.** Additional income for Out Of Hours Care £(0.049)m and EAC funded provision £(0.146)m, supply costs £0.035m overspend, staff turnover £(0.034)m underspend, Partner Nursery providers overspend £0.234m, there is a shortfall in "review of operating models "23-24/24-25" saving of £0.149m and various others £(0.002)m **The movement** of £0.082m is due payments to Partner Nurseries £0.034m, Supply Costs £0.013m additional EAC funding £(0.012)m and additional staffing costs totaling £0.047m.
ASN Non Devolved	7,657	7,863	206		153	53	ASN Non Devolved is forecasting an **overspend of £0.206m.** Learning Assistants have a overspend of £0.150m of which £0.109m relates to successful re grading appeal backdated pay, £0.132m is additional staffing part offset by drawdown of covid consequential funding £(0.091)m), overspend of £0.118m in other ASN staffing, Insurance costs over spend £0.013m and various other minor £0.008m part offset by School Transport £(0.033)m underspend and £(0.050)m underspend in NHS S&L - O/T contract. Overall overspend position reflects trends in previous years of increasing pressures on ASN budgets in both Devolved & Non Devolved areas. **The movement** of £0.053m relates to school transport £(0.033)m, S&L - O/T contract £(0.055)m as costs transferred to PEF & SAC, additional Insurance £0.010m, additional staffing £0.022m and back pay for successful regrading appeal £0.109m

People	Annual Budget 2024/25	Actual to March 2025	Variance Budget V Actual	underspend carryforward to EMR	Variance Forecast to Budget at Dec 2024	Variance movement Dec to Actual	Narrative
	£000's	£000's	£000's	£000's	£000's	£000's	
Primary Non Devolved	2,415	2,805	389		388	1	Primary Non Devolved is reporting an **overspend of £0.389m** due to: staff turnover / vacancies £(0.058)m, Teachers Supply costs overspend £0.127m (demand led) and £0.191m non staffing (Parent Pay fees £0.008m, Cleaning £0.091m, Seemis £0.034m, equipment & property works £0.027m and Insurance £0.031m). Unachieved saving (Primary Roles) £0.195m part mitigated by drawdown of remaining DSM earmarked reserves £(0.105)m, additional AY teaching requirement for Primary Classes £0.057m and various other minor (£0.018)m **The movement** of £0.001m is additional cleaning recharges due to change in charging methadology £0.051m, additional Insurance £0.031m reduction in Teachers Supply £(0.045)m and various other minor movements totaling £(0.036)m
Secondary Non Devolved	2,051	2,039	(13)		(19)	6	Secondary Non Devolved is reporting an **underspend of £(0.013)m**. Gaelic (Pupil Transport) £0.014m overspend, Teachers Supply costs underspend £(0.077)m, Music Instructors £0.022m overspend in staffing, Insurance £0.033m, various other minor variances totaling £(0.005)m. **The movement** of £0.006m relates to Teachers Supply costs £(0.020)m Additional Insurance charges £0.029m and various other minor £(0.003)m
Pupil Equity Funding	2,223	1,618	(605)	(605)	(0)	(605)	Pupil Equity Funding (PEF) 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. 24-25 Carry Forward is £(0.605)m moved to Earmarked Reserves
Business Management	803	783	(20)		6	(26)	Business Management **underspend of £(0.020)m**, historic saving Head Of Education post re-instated £0.056m, Staffing vacant post, staff turnover & funded posts £(0.067)m and various non staffing variances £(0.009)m, **The movement** of £(0.026)m relates to Glasgow City Works contract previously forecast incorrectly £(0.014)m, Period Products £(0.005)m and various other non staffing £(0.007)m
Other Areas	850	754	(96)	(6)	(105)	9	In other areas, Psychology Service £0.015m, School Crossing Patrols Officers £(0.012)m and CLD £(0.099)m combine **to an underspend of £(0.096)m** being, Crossing Patrol Staffing (£0.012)m, CLD staffing £(0.089)m and Holiday Programs £(0.010)m and Psychological £0.015m expected funding not received in full. **The movement of** £0.009m relates to funding shortfall in Psychology £0.015m and staff turnover in CLD £(0.006)m
Education & Learning Total	**65,328**	**64,784**	**(543)**	**(1,227)**	**(48)**	**(495)**	
Care & Protection							
Children's Commissioned Services	750	768	19		(0)	19	**Overspent by and movement of £0.019m**; Total spend is made up of payments to Voluntary Organisations which at original value totalled £0.747m plus uplifts applied and backdated mid-year of £0.022m. These uplifts were an unfunded cost pressure.

People	Annual Budget 2024/25	Actual to March 2025	Variance Budget V Actual	underspend carryforward to EMR	Variance Forecast to Budget at Dec 2024	Variance movement Dec to Actual	Narrative
	£000's	£000's	£000's	£000's	£000's	£000's	
Corporate Parenting							Corporate Parenting is an **underspend of £(0.757)m** which is a movement of **£(0.225)m:** **Family Placement Team**: Adoption Payments overspend of £0.130m [movement of £(0.002)m] - more placements than budgeted, backlog of care planning due to Covid; Respite Care overspend of £0.044m (movement of £0.005m)- due to use of respite care as alternative not in place for foster place break downs and increase in emergency respite, Professional Fees overspend of £0.007m, movement of £(0.014)m Staffing costs underspend of £(0.086)m, movement of £(0.026)m, due to delays in recruitment, Legal fees/Expenses underspend of £(0.107)m, movement of £(0.051)m- Originally 4 placement Fees but now reduced to 2 Fostering & Kinship Payments underspend of £(0.075)m, movement of £(0.043)m - internal fostering provision, Other Local Authorities fostering payments underspend of £(0.041)m - Children placed out with the Authority. Movement of £(0.009)m relates to a reduction in expected legal adoption fees. **Kinship Care**: Residence Order payments overspend of £0.059m [movement of £(0.066)m]- due to an increase in kinship placements. Kinship payments underspend of £(0.303)m {movement of £(0.035)m] relating to overspend above in residency payments. Increase in Resident orders equate to a decrease in Kinship Payments. Various small overspends £0.007m including pupil transport and legal expenses. **External Foster Care:** Total underspend of £(0.425)m, movement of £(0.171)m Movement caused by expectation of additional funding that was not originally forecast, due to a genuine increase in Unaccompanied Asylum Seekers and a reduction in Fostering & Kinship Payments
	7,344	6,587	(757)		(532)	(225)	**Throughcare/Aftercare:** Other Agencies Payments overspend of £0.051m [movement of £0.021m] - flat rented in Clacks, partly offset by Home Office funding. Payments to Individuals overspend of £0.014 [movement of £(0.011)m] - Payments to Young People Payments to Other Local Authorities- Rent for an Individual out with the area - On budget [movement of £(0.019)m] Other Council Accounts overspend of £0.080m- [movement of £(0.004)m - Young People with their own tenancies being supported by tcac service. Staffing costs underspend of £(0.071)m - due to maternity leave. Movement of £(0.013)m offset by Other Agency Payments movement of £0.021m **Childrens Unit:** Staffing overspend of £0.136m (movement of £0.034m) due to additional absence cover and changes in contractual provisions during the year such as sleepover payments, post regrading not previously budgeted. Agency overspend of £0.015m [movement of £(0.005)m; Property maintenance charges overspend of £0.004m, movement of £0.003m. Misc other costs overspend: £0.030m [movement of £0.010m] **Other:** Unaccompanied Young Asylum Seekers Other Income nil variance [movement of £(0.250)m] - Offset against/funded various budgets where these young people reside Reviewing Office underspend of £(0.028)m, movement of £(0.028)m: vacancy has become available and not filled.

People	Annual Budget 2024/25 £000's	Actual to March 2025 £000's	Variance Budget V Actual £000's	underspend carryforward to EMR £000's	Variance Forecast to Budget at Dec 2024 £000's	Variance movement Dec to Actual £000's	Narrative
Fieldwork Children And Families							Fieldwork Childrens and Families overspend of **£0.125m and movement of £0.004m**: **Initial Assessment Team**: Underspend of (£0.013m) and movement of (£0.078m). The underspend is mainly from the SCIM payment (£0.015m) and payroll/other small discrepancies of £0.002m. Movement due to Payroll costs (£0.034m) and SCIM payments (£0.041m) **Long Term Team** - Overspend of £0.117m and movement of £0.085m. Overspend mainly due to Agency worker costs £0.189m against salary costs underspend (£0.115m), Pupil Transport costs £0.026m; Legal Expenses £0.011m; Professional Fees (£0.003m); Other Agency payments £0.003m and Residence order payments £0.006m. Movement due to payroll costs £0.094m and other small movements (£0.009m). **ASP Co-Ordinator:** Overspend of £0.015m, no movement. **Child Care Support**: Marginal underspend and small movement of (£0.002m) **Child Protection**: Underspend of (£0.003m) and movement of (£0.002m) mainly due to an unrealised accrual from 23/24 **Training**: Overspend of £0.002m and movement of £0.002m. **Youth Justice**: Overspend by £0.002m and movement £0.002m. Staff costs not in budget.
	1,732	1,857	125		122	4	
Residential Placements							Other Residential: **Overspend of £0.217m and movement of (£0.131m)** **Residential Placements**: Overspend of £0.334m and movement of (£0.019m). The overspend is a combination of a large overspend in Educational Establishment Placements of £0.576m balanced against an underspend of (£0.240m) in residential placements and underspend £(0.002)m in Other Local Authority (OLA) payments. The movement is due to overspends in Educational Establishment Payments of £0.135m and underspends in OLA payments £(0.034)m and Residential £(0.119)m. **Continuing Care**: Underspend of (£0.118m) and movement of (£0.112m). Underspend and movement due to supported accommodation costs. Some supported accommodation placements ended mid-year and only 3 were still in place at Year-End. Also unbudgeted income of (£0.037m) from UASC income apportionment.
	3,791	4,008	217		348	(131)	
Management and Support							Management & Support: Underspend **of £(0.072)m and movement of £0.016m.** Overspend made up of £0.182m social work system replacement; £0.031m EDT team, Salary costs (£0.071m) and additional income (£0.024m) professional fees (£0.008m) Movement of £0.166m due to £0.182m Social work system replacement; (£0.014m) management fee income from OLA/other council accounts; other small discrepancies of (£0.002m)
	1,222	1,150	(72)		(56)	(16)	
Permanence Team							Permanence Team **overspend £0.114m and a movement of £0.016m.** Staff Cost overspend of £0.090m [movement of £0.009m] caused by an overspend of £0.018m in staff wages [movement of (£0.003)m and an overspend of £0.072m in Agency costs [movement of £0.012m]. Professional fees are overspent by £0.002m (movement £0.002m)and Legal expenses are overspent by £0.017m [movement £(0.004)m]. Other overspends totalling £0.001m (movement of £0.010m) include Insurance, Publications and Other Agency payments
	202	316	114		99	16	

People	Annual Budget 2024/25	Actual to March 2025	Variance Budget V Actual	underspend carryforward to EMR	Variance Forecast to Budget at Dec 2024	Variance movement Dec to Actual	Narrative
	£000's	£000's	£000's	£000's	£000's	£000's	
Early Interventions							**Early Intervention underspend of £(0.333)m and movement of £(0.263)m:** **Whole Family Wellbeing Fund:** Underspend of £(0.089)m, movement of £(0.143)m **Disability Team:** Underspend of £(0.233)m, movement of £(0.096)m Staffing costs are underspent by £(0.068)m due to a vacancy, movement £0.006m Health Authorities underspent by £(0.061)m, movement of £(0.041)m Third Party Payments to other health authorities, respite care, home care and other agencies) was underspent by £(0.147m, a movement of £(0.064)m Self-directed support - payments to individuals underspent by £(0.028)m and movement of £(0.016)m. **Planning & Commissioning:** Underspend of £(0.010)m, movement of £(0.010)m: Underspend in Staff Training £(0.001)m, movement of £(0.001)m Health Authorities - on budget. Movement: £(0.009)m - the plan was adjusted to match the spend IRO Central Carers Association payment
	1,855	1,522	(333)		(71)	(262)	
Community Justice							**Community Justice underspend of £(0.043)m and movement of £(0.016)m:** **Social Services Community Justice:** Under budget by £(0.043)m with underspends of £(0.012)m in employee costs and £(0.026)m for third party payments. Additional income of £(0.005)m was received from the Scottish Police Authority. Movement of £(0.011)m against previous forecast due to the additional income £(0.005)m highlighted above, underspends in third party payment of £(0.007)m, offset by a small overspend of £0.001m in employee costs. **Violence Against Women & Girls:** Over budget by £0.005m with overspend in employee costs of £0.018m offset by additional income received of £(0.013)m from another local authority. No movement per previous forecast.
	332	289	(43)		(27)	(16)	
Criminal Justice Service							**Criminal Justice Service overspend of £0.004m and movement of £(0.004)m:** **Glenochil Prison:** Overspend of £0.013m against budget primarily due to reduced income from the recovery of payroll costs and associated 5% management charge. Movement of £0.012m against the previous forecast for the same reason outlined above. **MAPPA:** Underspend of £(0.026)m against budget. Underspend of £(0.023)m at Larbert Police Station and small underspend totalling £(0.003)m across several areas. Movement of £0.001m against previous forecast, with several areas showing a small overspend. **S27 Management:** Overspend of £0.017m against budget. The movement against the previous forecast was a £(0.018)m.
	1,680	1,683	4		8	(4)	
Total Care & Protection	18,908	18,181	(728)	0	(110)	(618)	
Directorate Total	85,879	84,272	(1,607)	(1,227)	(411)	(1,197)	

Place	Annual Budget 2024/25	Actual to March 2025	Variance Actual v Budget	underspend carryforward to EMR	Variance Forecast to Budget at Dec 2024	Variance movement Dec to Actual Var	Narrative
	£'000	£'000	£'000	£'000	£'000	£'000	
Strategic Director	226	198	(28)		(26)	(2)	Additional pay funding for posts within Place received late in the year £(202)k and underspend on Director budget £(16)k. VS saving from 2023/24 partly unachieved £177k and support costs relating to RAAC at Chappelle Crescent and explosion at Kellieplace £15k
Development	2,312	940	(1,372)	912	(511)	(862)	**Planning and Building standards:** £(0.365)m underspend, £(0.278)m movement: £(0.099)m underspend, £(0.014)m movement in staffing costs due to delays in recruitment; £(0.073)m underspend, £(0.071)m movement income due to unexpected increase in building applications; £(0.177)m underspend and movement in income for Developers Contributions; £(0.016)m underspend and movement on various small spends. **Economic Development:** £(0.351)m underspend, £(0.019)m movement due to administration and enabling element funded through UKSPF and an underspend in client amenities. Movement due to underestimated income forecast. **Environmental Health:** £(0.094)m underspend, £(0.025)m movement due to staffing vacancies. **Trading Standards:** £0.047m overspend, £0.011m movement due to higher than budgeted costs from Stirling Council, previously the team was running with vacancies but these have all been filled resulting in a higher charge. **Energy and Sustainability:** £(0.565)m underspend, £(0.551)m movement. This underspend relates to grant funding to be used in future years and has been submitted for consideration to be earmarked. **Implementation:** £(0.044)m underspend due to staffing vacancies, no movement.
							Fleet: £(0.193)m underspend, £(0.070)m movement: £(0.111)m underspend, £(0.001)m movement due to increased income from avoidable repairs and recharges to HRA, Criminal Justice & Education; £(0.039)m underspend, £(0.012)m movement on tyres due to less wear and tear; £(0.023)m underspend, £(0.017)m movement on external maintenance due to lower volume of repairs; £(0.012)m underspend, £(0.018)m movement on diesel; £(0.008)m underspend, £(0.022)m movement in various small underspends. **Land:** £(0.076)m underspend, £(0.149)m movement: £(0.144)m underspend, £0.0.10m movement due to staffing; £(0.160)m underspend, £(0.080)m movement due to increased income for internal work carried out; £0.228m overspend, £(0.024)m movement in contractor costs as a result of high vacancies and increase in work undertaken by external providers; £(0.055)m movement on various small underspends.

Place	Annual Budget 2024/25	Actual to March 2025	Variance Actual v Budget	underspend carryforward to EMR	Variance Forecast to Budget at Dec 2024	Variance movement Dec to Actual Var	Narrative
	£'000	£'000	£'000	£'000	£'000	£'000	
							Roads: £0.347m overspend, £0.304m movement: £0.280m overspend, £0.289m movement as a result of a reduction in internal work carried out; £0.158m overspend, £0.091m movement in Street Lighting Power Electricity due to increased prices; £(0.111)m underspend, £(0.087)m movement in short term vehicle hire due to reduced requirement for these; £0.020m overspend, £0.011m movement on various small overspends. **Transportation:** £(0.398)m underspend, £(0.216)m movement: £(0.179)m underspend, £(0.069)m movement in income due to income from electrical vehicle charging points; £(0.150)m underspend, £(0.026)m movement in staffing costs as a result of a delayed recruitment to vacancies; £(0.068)m underspend and movement in income due to funding from Transport Scotland for Travel Safety Upgrades; £(0.052)m movement in contractor costs due to not requiring as much contractor use as anticipated. **Waste:** £(0.647)m underspend, £(0.546)m movement: £(0.364)m underspend, £(0.015)m movement due to increased internal waste income such as HRA bulky uploads and HRA garden waste permits; £(0.170)m underspend, £(0.240)m movement on waste treatment routes; £(0.146)m underspend, £(0.058)m movement in staffing costs due to vacancies; £(0.102)m underspend, £(0.071)m movement due to additional external income such as commercial waste and small trader tipping tickets; £(0.061)m underspend, £(0.012)m movement on equipment purchases due to less equipment needing replaced; £(0.025)m underspend, £0.003m movement on equipment hire for pumps to use as a result of Blackdevon explosion; £0.192m overspend, £(0.069)m movement on contractor spend as a result of work being carried out on the building at HWRC Forthbank and the gas explosion earlier in the year; £0.029m overspend, £(0.084)m movement on various small spend.
Environment	9,747	8,780	(967)	473	(290)	(677)	
							Homeless & Specialised Accom £0.216m adverse vs Budget: £0.973m Temporary accomodation costs (e.g. B&Bs) offset by; £(0.756)m favourable rental income mainly from Housing Benefit £0.340m movement due to Housing Benefit income lower than Forecast **Resettlement Programme £(0.169)m underspend vs Budget:** £(0.133)m vs Budget - Ukranian Refugee Programme mainly driven by Government Grant funding not known when budget was set. £(0.036)m vs Budget - Syrian VPR Scheme Phase 2 mainly driven by Government Grant funding not known when budget was set. **ASBO/CSP: £(0.050m) underspend:** £(0.060)m from vacancies currently not filled £0.010m Other **Strategic Housing Authority: £0.038m adverse driven by:** £0.044m Other Council Accounts Income not materialising offset by £(0.006)m due to vacancy
Housing	718	477	(242)	111	(305)	64	

Place	Annual Budget 2024/25	Actual to March 2025	Variance Actual v Budget	underspend carryforward to EMR	Variance Forecast to Budget at Dec 2024	Variance movement Dec to Actual Var	Narrative
	£'000	£'000	£'000	£'000	£'000	£'000	
							Catering: £(0.271)m underspend, £(0.237)m movement: £(0.229)m underspend, £(0.046)m movement due to additional income from nursery school meals; £(0.034)m underspend, £0.034 movement due to staffing vacancies; £0.025m overspend, £(0.173)m movement on combined primary and secondary school meal income and food provision due to increase in food costs; £(0.033)m underspend, £(0.052)m movement on various small spends. **Building Operations:** £0.224m overspend, £(0.182)m movement: £(0.020)m underspend and movement within office moves, budget not required in year; £(0.016)m underspend, £(0.164)m movement in Property Admin due to overspends within other council accounts property admin, partially offset with underspends in staffing and professional fees; £0.260m overspend, £0.002m movement on utilities due to increase in cost. **Facilities:** £(0.428)m underspend, £(0.240)m movement: £(0.263)m underspend, £(0.187)m due to staffing; £(0.103)m underspend, £0.006m movement in internal income due to increase in cleaning for expansion in early learning programme: £(0.062)m underspend, £(0.059)m movement due to a reduced spend in cleaning materials. **Rental Income**: £0.212m overspend, £0.101m movement due to decrease in rental income and unachieved saving for recharge of insurance premiums. **Asset Management & Major Works:** £(0.260)m underspend, £0.128m movement due to a reduction in repairs carried out to public buildings. **PPP:** £(0.097)m underspend and movement due to rebate received.
Property	22,855	22,235	(620)		(93)	(527)	
Directorate Total	35,859	32,629	(3,229)	1,496	(1,224)	(2,005)	

Partnership & Performance Directorate
Actual Variances as at 31 March 2025

Partnership & Performance	Annual Budget 2024/25	Actual to March 2025	Variance Budget V Actual	underspend carryforward to EMR	Variance Forecast to Budget at Dec 2024	Variance movement Dec to March	Narrative
	£'000	£'000	£'000	£'000	£'000	£'000	
Strategic Director - P&P	(199)	178	377		364	13	**Strategic Director**: Overspend £0.377m - £0.350m relates to historic VS saving and unrealised VS savings in year, £0.014m to be offset with HR Senior Manager Saving below.
Finance & Revenues	5,527	4,719	(808)	(271)	(673)	(135)	**Finance:** Underspend £(0.185)m: £(0.175)m Underspend on employee spend due to vacancies that have been challenging to recruit to £(0.081)m additional income relating to Procurement Rebates, earmarked for use in 2025/26 £0.063m higher than budgeted Professional fees and other smaller variances, mainly relating to £0.028m Revaluation of Sample of Non-Current Assets and £0.010m Audit Scotland, Vat Advice £0.010m, various others £0.015m Other small variances totalling £0.008m **Revenues:** Underspend £(0.623)m: £(0.165)m Less NDR and Empty Property Relief awarded than funding provision from SG £(0.218)m Scottish Welfare Fund Crisis & Community Grants - additional grant funding received part way through the year to be carried forward for 2025/26 £(0.148)m Underspend on staffing due to vacancies and time taken to recruit following restructure, offset by professional services purchased £0.029m Rent Allowances and Rebates £(0.047)m costs retained £(0.016)m Various items including Mail costs and Professional Fees. **Movement relates to:** £(0.229)m Housing Benefit rent rebates and allowances re-assessment of pressure from EMR £0.181m NDR and Empty Property Relief adjusted for year end actual awards £(0.021)m Scottish Welfare Fund Crisis & Community Grants - additional grant and forecast update in line with latest reporting £(0.066)m Other smaller variance movements
HR & Workforce Development	1,954	1,863	(91)		(50)	(41)	**HR & Workforce Development:** £(0.076)m Staffing underspend mainly due to in year saving on HR Service Manager post less costs of acting up arrangements and other staff vacancies £(0.048)m Corporate training underspends due to non-delivery of some training areas £0.027m Overspend on Occupational Health contract with supplier due to volume of demand led occupational health referrals £0.006m Other small variance. **Movement relates to:** £(0.018)m in employee costs £(0.019)m corporate training £(0.009)m Occupational Health contract less than forecast £0.005m various small variance movements
Legal & Governance	1,813	1,627	(185)		(136)	(50)	**Legal and Democracy:** £(0.125)m underspend due to Staffing £(0.173)m vacancies offset by £0.044m overspend on external legal provision, £0.016m unbudgeted Legal expenses and £(0.012)m small variances **Elections:** £(0.088)m underspend due to no Local Elections - General Election fully funded **Registrars:** £(0.061)m underspend, £(0.037)m staffing due to vacancies, £(0.026)m overachieved income and other small overspends totalling £0.002m **Audit & Fraud:** £0.036m Internal Audit Fees **Scottish Certificates:** £0.053m overspend as a result of unrealised income £0.017m, £0.034m overspend in staffing due to unrealised income and £0.001m overspend in various small variances **Movement relates to:** £(0.037)m on staffing within Registrars £(0.009)m additional income £(0.005)m for Internal Audit provision £0.001m small overspends
Partnership & Transformation	4,357	3,807	(550)		(191)	(359)	**IT: Underspend £(0.433)m:** £(0.187)m Underspend on staffing due to vacancies £(0.219)m Underspend on Software maintenance Budget £(0.074)m Hardware & Peripherals underspend £0.023m Telephony overspend due to delay in Openreach connection installation as part of new Telephone System implementation £0.003m Insurance overspend £0.010m Professional fees overspend £0.010m Other small overspends **Strategy & Performance: Underspend £(0.116)m:** £(0.218)m Underspend on staffing due to vacancies £(0.009)m Other small variances £0.100m Income budget which was created alongside the funding officer post, but income has never been achieved. Offset with vacancies in 2024/25, will require a Budget pressure or other savings to resolve going forward. £0.008m Other historic savings unachieved **Movement relates to:** £(0.048)m Software & Hardware forecast updates and utilisation of capital budget £(0.075)m Salaries, Postage costs & Voluntary organisations forecast updates
Working Smarter	145	145	0		0	0	Spend in line with budget
Directorate Total	13,597	12,340	(1,257)	(271)	(685)	(572)	

Corporate Budgets & Sources of Funding
Variances as at March 2025   **Appendix 6**

Corporate	Annual Budget 2024/25	Actual to March 2025	Variance - Actual to Budget at March 2025	Previous variance at December 2024	Variance movement Dec to Mar 2025	Narrative
	£'000	£'000	£'000	£'000	£'000	
Chief Executive	327	350	23	(11)	34	£0.023m overspend: employee costs £0.011m, subscriptions £0.017m offset by various small underspends of £(0.005)m
Corporate Services	(717)	(165)	552	344	208	Overspend relates to: £0.812m Corporate savings centrally held to be achieved within services - family friendly, turnover and mileage. Achievement monitored throughout year. £0.203m relates to additional pay funding held centrally to offset additional pay costs of the 2024/25 pay award and historic unallocated income of £(0.057)m from suspense codes. Movement due to quarterly release of savings realised within services £0.303m, additional income £0.057m and £0.038m Voluntary Severance saving.
Misc Services - Non Distributed Costs	1,393	1,393	0	0	0	Budget increased in year from Employment Fund to match expenditure
Central Support	(1,315)	(1,287)	28	0	28	Recharge slightly under budget
Central Scotland Valuation Joint Board	490	490	0	0	0	On budget
Interest on Revenue Balances	(205)	(578)	(373)	(45)	(328)	Income from short term cash deposits higher than budget due to more favourable interest rates
Loans Fund Contribution	6,233	5,880	(353)	(275)	(78)	Borrowing for capital programme less than budgeted
Contribution to Bad Debt Provision	100	64	(36)	0	(36)	Variance due to lower provision required at the end of the year based on age of debt
Total expenditure	**6,306**	**6,147**	**(159)**	**13**	**(172)**	
Sources of Funding	(158,906)	(159,370)	(464)	0	(464)	Variance of £(0.464)m due to additional Council tax income from previous years and higher income received than budgeted assumption in year of £(0.457)m. Gaelic grant received not budgeted £(0.007)m as is accounted for on a claims basis.
Total	**(152,600)**	**(153,223)**	**(623)**	**13**	**(636)**	

HSCP	Annual Budget 2024/25	Actual to March 2025	Variance Budget V Actual	Variance Forecast to Budget at Dec 2024	Variance movement Dec 2024 to March 2025	Narrative
	£'000	£'000	£'000	£'000	£'000	
Employee costs						
Employee expenditure	10,308	9,307	(1,002)	(360)	(642)	Underspend on staffing budget due to ongoing vacancies and delayed recruitment, as well as other longer-term absences which have not been backfilled. The favourable movement is due to a year-end virement in relation to the pay award, increasing the budget by £0.2m. There was a £0.204m forecast duplication in relation to Partnership costs. £0.1m of Partnership costs forecast were not incurred. The remaining balance is the combined effect of new vacancies and existing vacancies remaining unfilled longer than expected across the Assessment & Care Management teams (1404, 1406, 1410), as well as Clacks share of Partnership posts costing £0.03m less than expected.
Employee costs total	**10,308**	**9,307**	**(1,002)**	**(360)**	**(642)**	
Long Term Care						
Nursing Homes	10,956	12,295	1,339	2,057	(718)	The budget provides for approx. 208 places compared to the 241 places currently being funded, based on March data.
Residential Homes	3,202	3,468	266	254	12	The budget provides for approximately 40 places and there were 41 service users in residential homes at year end. Although the number of placements is low, the costs of individual placements can be high: 20 of the placements cost more than £1,400 per week. This has remained relatively stable in 2024/25, according to CCIS data, although there was an increase to 58 in December. The adverse movement is a result of the cost of placements rising since Q3, in spite of reduction in places from 58 to 41.
Long Term Care total	**14,158**	**15,763**	**1,605**	**2,311**	**(706)**	
Community Based Care						
Care at Home	14,365	16,981	2,616	3,226	(610)	The budget provides for approximately 12,800 hours of care per week. At year end, this had fallen to 949 service users operating at 12,446 hours of care per week, however overspend due to higher cost packages. Forecasts are subject to volatility, especially over the winter period, reflected in the movement from 1,080 service users in December to 949 in March which resulted in the reduction in the forecast.

HSCP	Annual Budget 2024/25	Actual to March 2025	Variance Budget V Actual	Variance Forecast to Budget at Dec 2024	Variance movement Dec 2024 to March 2025	Narrative
	£'000	£'000	£'000	£'000	£'000	
Day Care	209	372	163	318	(155)	Demand for Day care exceeds the budget, which was set on the basis of approx. 27 service users. March CCIS data confirms 29 service users being supported with day care. While over budget, the year-end favourable movement is indicative of planned care not being required/adjustments to packages of care.
Direct Payments	1,239	1,242	3	317	(314)	The demand for Self-Directed Support continues to grow with client numbers now at 110. Previous forecast based on CCIS data at that point in time, higher than actual costs at year end.
Housing Aids and Adaptations	159	103	(56)	3	(59)	Previous forecast based on CCIS data at that point in time. £0.056m underspend at year end due to delays in commencements of projects.
Housing with Care	62	80	18	12	6	Demand-led support package in excess of budget; expenditure broadly in line with forecast.
Respite	65	317	252	267	(15)	Costs of respite are in excess of budget. Further slight favourable variance due to actual costs being less than forecast at Q3.
Community Based Care total	**16,099**	**19,095**	**2,996**	**4,143**	**(1,147)**	
Misc Third Party Payments						
Voluntary Organisations	248	211	(37)	(124)	87	Year end has seen an expected underspend on budget, due to funding and contracts still to be agreed in line with the Strategic Commissioning Plan. However, there was an adverse variance on forecast due to uncertainty about costs still to be incurred at the end of Q3.
Misc Third Party Payments	537	(206)	(743)	(55)	(688)	This budget covers payments to other Local Authorities and NHS. Underspend reflects allocation of previous year reserves to cover spend across various areas.
Misc Third Party Payments total	**785**	**5**	**(780)**	**(179)**	**(601)**	
Supplies & Services						
Supplies	405	431	26	43	(17)	This budget covers a range of equipment and operational materials and was forecast to overspend based on actuals at end Q3. The favourable movement is a result of a transfer of equipment costs to Capital at year end.

HSCP	Annual Budget 2024/25	Actual to March 2025	Variance Budget V Actual	Variance Forecast to Budget at Dec 2024	Variance movement Dec 2024 to March 2025	Narrative
	£'000	£'000	£'000	£'000	£'000	
Transport Expenditure	48	48	(0)	6	(6)	Staff travel costs have increased following the expansion of the Rapid/Reablement service. 2023/24 year end showed an overspend of 10k. Initial high demand on the service has subsided and expansion has stabilised, resulting in costs coming in on budget.
Premises Expenditure	12	33	21	27	(6)	Ongoing expenditure is over budget, due to maintaining a higher level of post-Covid hygiene control measures in facilities. The reduction in spend is mainly due to a lower than expected spend on cleaning materials in Q4, as well as lower rental costs for respite properties in the year (rental costs determined by Housing).
Supplies & Services total	**465**	**512**	**47**	**76**	**(29)**	
Income						
Client Contributions and other income	(5,168)	(5,542)	(374)	(359)	(15)	Client income from non-personal care, MECS and residents' contributions from Menstrie House and Ludgate.
Resource Transfer (Health)	(7,794)	(7,862)	(68)	53	(121)	Resource transfer income from NHS. The £0.068m favourable variance and movement of £0.121m is due to an extra payment made in year for alignment purposes: this had previously been paid in arrears and is now paid in advance.
Income total	**(12,962)**	**(13,403)**	**(441)**	**(306)**	**(135)**	
Directorate Total	28,853	31,279	2,425	5,685	(3,260)	

Expenditure as at 31-03-25

Project ID	Project Manager	Project ID Description	Amended Budget £	Total Expenditure at 31 March 25 £	Actual Exp V Budget (Under) Overspend £	C/fwd included in 2025/26 Budget £	Additional C/fwd to 2025/26 Budget £	Comment
Community Investment Strategy								
10307	KWELLS/A Davidson	UK GOV Shared Prosperity Fund UKSPF	176,000	177,823	1,823			Expenditure is grants to community groups and allocation is fully spent.Budget increase of £16k during the year agreed by UKSPF Programme Board to increase capital allocation and reduce revenue allocation. £50k virement to 10334 Forthbank Renewable Energy and Food project during 2024/25
10334	Lawrence Hunter	Forthbank Renewable Energy and Food Growing	162,000	42,110	-119,890		112,000	Underspend relates to a SG grant of 112k for the Forthbank Vertical Growing Facility project to be progressed in 25/26.This project is to develop an innovative vertical growing facility in the Forthbank area of Alloa,
10272	N HERKES/MBOYLE	Free School Meals Equipment	257,000	0	-257,000	0	257,000	This project is 100% grant funded by Scottish Government who have agreed that any underspend in the 24/25 can be carried forward to fund existing or alternative capital projects in the Free School Meal Secondary School Pupils programme in 2025-26.
10305	MBOYLE	ISACS Lochies School	6,014	9,485	3,471			Small overspend
10174	AMACKIE	Fitness Suite Replacement	6,000	4,305	-1,695		1,695	Carry forward of underspend required. Underspend due to late confirmation of equipment required for project. Procurement process needed to be undertaken for 25/26.
10149	Andrew Buchannan	Clackmannan Regeneration	1,487,860	150,255	-1,337,605		1,337,605	Carry forward of 1,337k (245k+1092k). The 245k is for spend on the development works at Clackmannan Main St/North St with project ongoing and is expected to complete in September 2025. Underspend of £1.092m is being carried forward to support other regeneration projects within Clackmannan.
10164	CJARVIE	Clackmannan CAP	93,000	0	-93,000	93,000		Carry forward £93k included in 2025/26 approved budget
10125	Kevin Wells	Banchory Primary School - School Development	16,000	0	-16,000			Not required -no carry forward
10209	KWELLS/Jane Burridge	City Deal RPMO	100,000	85,822	-14,178			RPMO vacancies during the year, managed by Stirling Council. Rolling budget
10213	KWELLS/Jane Burridge	Innovation Hub Delivery	330,000	0	-330,000	150,000	180,000	Finalisation of Contractor appointment was delayed to April 2025. Total 2024/25 budget to be carried forward and added to 2025/26 budget. All works to be completed in 2025/26.
10283	KWELLS/Jane Burridge	City Region Deal	2,970,000	0	-2,970,000	2,970,000		100% Grant funded. Projects delayed. Carry forward of £2,970k included in future years approved budget.
10191	KWELLS	Town Centre Regeneration Fund	245,480	0	-245,480	195,000		Carry forward of £195k included in 2025/26 approved budget.
10290	KWELLS/Jane Burridge	City Region Deal - Resourcing	403,717	122,996	-280,721	208,000		Carry forward £208k included in 2025/26 approved budget
10251	Ross McGuire	Wellbeing Hub - Permanent	5,704,653	2,705,456	-2,999,197	1,776,000	1,223,000	Underspend on capital is due largely to uncontrollable delays in finalising project cost and legal delays which have pushed back the anticipated enabling works. It was anticipated this would start prior to March 2025 but has commenced in July 2025.
10254	LROBERTSON	Capital Programme Legal Resource	61,928	15,797	-46,131	4,000	42,131	Legal support for multi year capital projects to be carried forward
10292	Ross McGuire	Wellbeing Hub & Lochies - Resourcing	424,907	229,024	-195,883	187,000	8,832	Capital underspend is to be carried forward to 2025/26 to ensure the project costs for enabling and construction can be met.
10227	IMCDONALD	CRB System	40,000	0	-40,000		40,000	Project to be progressed in 2025/26, underspend to be carried forward
10323	kphilliben	Above Ground Fuel Storage Tank Replacement at Kelliebank Dep	100,000	97,103	-2,897			Project complete
10324	kphilliben	Vehicle Lift Replacement at Kelliebank Depot	60,000	57,660	-2,340			Project complete
10325	kphilliben	Vehicle drive through wash bay upgrade at Kelliebank Depot	80,000	75,050	-4,950			Project complete
10320	KWELLS/Chris Hargrove	Alva Cemetery Extension	130,000	74,000	-56,000		56,000	Works expected be completed in 25/26 . 56K to be carry forward to support 25/26 cemetery budget
			12,854,559	3,846,886	-9,007,673	5,583,000	3,258,263	
Fleet Asset Management Strategy								
10062	kphilliben	Vehicle Replacement	552,675	356,905	-195,770		168,065	Budget has been fully committed but delivery for some vehicles will not occur until new financial year. Carry forward is for Road sweeper delivered 18/06/25.
10322	CHARGROVE	New Amazone Grass Cutter & Collector	25,000	24,950	-50			Budget fully spent
			577,675	381,855	-195,820	0	168,065	
IT Asset Management Strategy								
10041	JALLAN	Schools ICT Replacement - All Primaries	226,020	136,697	-89,323		89,323	c/f Budget required for new network and Windows 11 Rollout
10031	JALLAN	Schools ICT Replacement - Alva Academy	42,000	31,528	-10,472		6,000	Budget is initially held on Project 10230 and allocated to Academies as required during financial year. c/f Budget required for new network and Windows 11 Rollout
10011	JALLAN	Schools ICT Replacement - Lornshill Academy	41,000	30,713	-10,287		6,000	Budget is initially held on Project 10230 and allocated to Academies as required during financial year. c/f Budget required for new network and Windows 11 Rollout
10000	JALLAN	Schools ICT Replacement - Alloa Academy	42,000	28,492	-13,508		9,000	Budget is initially held on Project 10230 and allocated to Academies as required during financial year. c/f Budget required for new network and Windows 11 Rollout
10230	JALLAN	ICT Replacement (Secondary Schools)	0	12,885	12,885			Expenditure funded from budgets for Alloa, Alva and Lornshill Academies
10064	JALLAN	IT Infrastructure	90,000	71,971	-18,029		18,029	25/26 budget required for PSN network upgrades, Windows 11 rollout
10187	JALLAN	Digital Infrastructure	15,000	1,050	-13,950		10,000	Project part completed - Fibre ducts. Carry forward to 25/26
10202	JALLAN	Digital Learning Strategy	250,000	249,965	-35			Project complete on budget
10210	JALLAN	Homeworking	153,881	77,634	-76,247		76,247	Budget has been fully committed but delivery of some equipment may not occur until new financial year. Carry forward to 25/26
10255	ABONNER	Digital Transformation - Work Smarter	966,183	360,181	-606,002	425,000	141,000	Digital Transformation covers projects 10255 & 10294. Total Carry forward of 476K (335k +141k additional) in respect of agency resources to their expected contract completion date as per resource model. Virement from 10256 to cover 2 officers working 50% of time on D&T.
10294	ABONNER	Working Smarter (IOT, RPA) - Resourcing	0	129,826	129,826	-90,000		Budget Held in project 10255. Expenditure is capitalisation of salaries.
10256	CJARVIE	IT Resourcing - Corporate	50,291	14,972	-35,319		35,319	Anticipated expenditure for resource to support Techical Design Authority (TDA).
10257	CJARVIE	IT Resourcing - Digital Rollout	51,000	51,000	0			Fully spent
10282	CJARVIE	Social Care System MVP	160,000	80,000	-80,000	80,000		Expenditure in 2025/26 to upgrade platform to ensure Social Care sytem will be secure and supported
10295	CJARVIE	Future Ways of Working - Resourcing	94,000	87,953	-6,048			Spend in line with budget
10231	Kevin Wells/R Scobie	Building Energy Management System	40,000	23,680	-16,320		16,320	A number of projects were paused for further investigation which meant they could not be completed in the financial year.
10065	lbarker	Social services adaptations	75,000	50,695	-24,305		24,304	Following the announcements from Vodafone and O2 to switch off the 2G network by the end of 2025 and 2026 respectively, there is a need to replace 2G current digital equipment with 4G units. Project to be completed in 2025/26.
10253	lbarker	Tech Analogue to Digital Trans	204,567	135,063	-69,505	145,000	-75,496	Previously stated carry forward of £145k reduced to 69k following finalisation of 2024/25 expenditure. Following the announcements from Vodafone and O2 to switch off the 2G network by the end of 2025 and 2026 respectively, there is a need to replace 2G current digital telecare equipment with 4G units. Project to be completed in 2025/26
10317	LROBERTSON	Case Management System	8,000	0	-8,000	8,000		To be progressed in 2025/26. Carry forward of £8k included in 2025/26 approved budget

Project ID	Project Manager	Project ID Description	Amended Budget £	Total Expenditure at 31 March 25 £	Actual Exp V Budget (Under) Overspend £	C/fwd included in 2025/26 Budget £	Additional C/fwd to 2025/26 Budget £	Comment
10318	JALLAN	M365 Resourcing Implementation	153,000	128,649	-24,352		24,352	Technical Design Authuority to support M365 embedding within the Council.
10326	CJARVIE	Digital and IT PMRO Resourcing	129,000	31,115	-97,885		97,885	Expected Project Management costs to implement corporate projects.
10327	CJARVIE	IT Network Switching	300,000	0	-300,000	300,000		Network Replacement Contract invitation to tender issuessed in May 2025 and Schools Fibre Installation Works request for quotation issued in June 2025. Project was reprofiled as part of the 25/26 Capital Programme as follows: 25/26 £0.3m, 26/27 £0.3m, 27/28 £0.4m.
			3,090,942	1,734,067	-1,356,876	868,000	478,283	
Land Asset Management Strategy								
10284	IMCDONALD	National play park and open space improvements	170,799	167,710	-3,089		3,089	Underspend to be carried forward
10005	IMCDONALD	Park, Play Area & Open Space Improvements - Alloa	25,000	0	-25,000		25,000	Cary forward required for the upgrading of play parks.
10061	Kphilliben	Wheeled Bins	30,000	27,871	-2,129			Small underspend
10289	Kphilliben	Polmaise Waste Transfer Station	77,000	0	-77,000		77,000	Carry forward to 25/26 No capital works have been undertaken this financial year by Stirling Council.
10258	KWELLS/Francois Gouws	Kilncraigs - Stone Preservation	150,000	0	-150,000	120,000	30,000	Capacity has delayed works until 2025/26. Additional carry forward of £30k to 25/26 capital budget.
10096	Lawrence Hunter	Gartmorn Dam Country Park	55,000	49,857	-5,143	30,000	-25,000	Land ownership issues delayed spend until Q4. £30k carry forward included in 25/26 to be reduced to £5k as budget utilised in 24/25
10279	Stuart Graham	Clackmannan Tolbooth	269,690	295,548	25,858			Overspend due to additional works required following removal of roof showing deteriorating masonry and timber elements.
10086	Lawrence Hunter	Renewable Energy Projects	100,000	0	-100,000	50,000	50,000	Carry forward of £50k included in 2025/26 approved budget. Additional carry forward required to develop a heat network in Alloa south and west.
			877,489	540,986	-336,503	200,000	160,089	
Place Based Investment Fund								
10300	KWELLS/Neil Ramsay	Tullibody Civic Centre - Outdoor Playing Surface	604	0	-604			No expenditure in 2024/25.
10301	KWELLS/Neil Ramsay	Hawkhill Community Centre - Outdoor Playing Surface	9,529	19,680	10,151			Project complete.
10302	KWELLS/Neil Ramsay	New Cycle Facilities	182,041	167,878	-14,163		-14,163	This project has been running over 23/24 and 24/25 and is near completion. Underspend of £14k to be carried forward to 25/26 to cover turf of remaining ground.
10308	KWELLS/Neil Ramsay	Place based Investment	123,514	99,667	-23,847		-23,847	Funded through Place Based Investment Fund
			315,688	287,225	-28,463	0	-38,010	
Property Asset Management Strategy								
10226	Kevin Wells	Wellbeing Hub - Demolition of ALB-Review PO commitment	2,000	0	-2,000			Project completed - Budget is in respect of retention accrued in 23/24 and paid 24/25
10268	KWELLS	Nature Restoration Fund	110,720	11,176	-99,544			Initial funding allocation for 24/25 was withdrawn by Scottish Government for them to reallocate to pay award funding.
10303	LHUNTER	Vacant & Derelict Land IP	15,443	2,265	-13,178		4,167	Project ongoing. Carry forward required to connect services including connection to solar panels to containers which are on site
10214	Kevin Wells	Kilncraigs - Roof	314,052	132,140	-181,912			Project complete.
10045	Stuart Graham	Statutory Compliance DDA Schools	20,000	13,315	-6,685		6,000	Underspend due contractors availability to access properties
10046	Stuart Graham	Compliance - Asbestos Removal (Schools)	12,000	11,490	-510			Small underspend
10221	Stuart Graham	Cemetery Walls Upgrade	371,685	109,177	-262,508		260,000	No current contract in place. This is currently being procured via Land Services and works are anticipated to commence summer 2025 when contract is approved. Carry forward to 25/26.
10224	Kevin Wells	Learning Estate Cleaning Equipment	10,000	0	-10,000		10,000	Carry forward to 25/26.
10286	IMCDONALD	Alva Primary School Bridge	35,000	34,895	-105			Project complete
10287	CHARGROVE	Land Welfare Facilities - Replacement	46,000	45,986	-14			Project completed in July 2024
10288	LSANDA	Local Care Provision (Woodside)	40,000	3,699	-36,301	36,000		Carry forward of £36k included in 2025/26 approved budget
10293	Kevin Wells	Property - Resourcing	93,000	0	-93,000			Post not yet appointed due to recruitment challenges
10298	KWELLS	Capital Programme Support - Resourcing	324,000	102,880	-221,120	40,000		Resourcing positions not filled: funding investment officer & funding investment lead. Carry forward of 40k in respect of external solicitors costs.
10220	Kevin Wells	Clackmannan Town Hall Roof and Wall Upgrade	165,000	13,960	-151,040			Project complete
10260	KWELLS/Francois Gouws	Learning Estates - Option Appraisals	620,000	45,911	-574,089	582,000	-7,911	Net carry forward of £574k to address schools marked as category C (buildings of local importance).
10321	Stuart Graham	Remedial works at The Whins and Ludgate House	78,000	0	-78,000		78,000	Property is under review. Carry forward to 25/26.
10328	CHARGROVE	Dollar Changing Facilities	26,000	0	-26,000		26,000	Project to be reviewed in 2025/26
			2,282,900	526,894	-1,756,006	658,000	376,256	
Roads Asset Management Strategy								
10051	GMACLACHLAN	Carriageways - Roads	1,800,000	1,945,469	145,469		-145,469	Budget to be reduced in 25/26 for overspend in 24/25.
10054	SCULLEN	Bridge Improvements	75,000	65,055	-9,945		9,945	Carry forward of £9k for further bridge improvement works.
10056	GMACLACHLAN	Lighting Replacement	160,000	165,214	5,214		-5,214	Small overspend will be absorbed within overall 24/25 programme
10309	SCULLEN	SG Road Safety Improvement Fund	82,145	81,494	-651			Project is 100% funded by Transport Scotland. Fully spent
10049	SCULLEN	Flood Prevention	116,000	67,203	-48,797			Underspend due to costs being covered by other budgets e.g. £30k consultancy work for flooding included in Alva Cemetery extension project.
10050	SCULLEN	Cycle Routes	100,000	93,841	-6,159			Small underspend
10055	SCULLEN	Road Safety		636	636			Small overspend
10311	SCULLEN	Community Bus Fund	71,787	66,562	-5,225	37,000	-31,775	Carry forward of £37k included in 2025/26 approved budget, reduced to reflect actual spend in year greater than expected. Net carryforward £5,225
10310	SCULLEN	National Cycle Network Accessibility Improvements	85,700	84,404	-1,296			Grant funded -This project is fully grant funded by Sustrans Scotland
10312	SCULLEN	Cycling, Walking and Safer Routes 2023/24 (now Tier 1)	359,039	47,884	-311,155		311,155	Project is 100% grant funded by Transport Scotland. Significant delay to works due to due diligence on land acquisition. The Council was gifted the land from third party. Council needed to ensure undertake a ground investigation survey before took possession and in parallel the acquisition process was longer than anticipated. Detailed design and development works was not undertaken until land acquisition was completed to avoid abortive costs. Transport Scotland have agreed that the grant can be carried forward to 2025/26 on condition that the project is completed by late summer 2025.
10319	SCULLEN	Active Travel Route - Fishcross to Alva	400,000	0	-400,000		400,000	Delays caused by procurement legal issues and extended consultation with land owners -part of CRD plan
10329	SCULLEN	People and Place Project	190,200	160,355	-29,845		29,845	Grant fully claimed from Sustrans Scotland. Underspend reflecting works still to be caried out in 25/26
10335	SCULLEN	Encouraging Safe Active Travel - Alva to Tillicoultry	570,000	570,000	0			Project fully spent, 100% funded by Transport Scotland
10336	SCULLEN/S Paterson	Greenways	25,000	9,904	-15,096		15,096	Project is 100% grant funded by Sustrans Scotland. Carry forward 15k matched by carry forward of grant.

Project ID	Project Manager	Project ID Description	Amended Budget	Total Expenditure at 31 March 25	Actual Exp V Budget (Under) Overspend	C/fwd included in 2025/26 Budget	Additional C/fwd to 2025/26 Budget	Comment
			£	£	£	£	£	
10337	SCULLEN/S Paterson	Local Authority Direct Award	21,331	21,100	-231			Project complete
			4,056,202	3,379,123	-677,080	37,000	583,583	
Total Capital Programme			**24,055,456**	**10,697,035**	**-13,358,420**	**7,346,000**	**4,986,529**	

CLACKMANNANSHIRE COUNCIL

Report to: Audit and Scrutiny Committee

Date of Meeting: 28 August 2025

Subject: HRA Financial Performance 2024/25

Report by: Chief Finance Officer

1.0 Purpose

1.1. This paper provides an update on the financial performance, as at March 2025, in respect of:

- the Housing Revenue Account (HRA) draft revenue and capital spend for the financial year 2024/25.

2.0 Recommendations

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

2.1.1. the HRA revenue surplus of £(6.083)m which is £(3.144)m greater than budgeted for the year to 31 March 2025, and

2.1.2. the HRA revenue spend carry forwards of £0.151m to support voids repair works and £0.882m for implementation of system upgrades (paragraph 4.2)

2.1.3. the HRA Capital programme underspend of £(6.836)m, of which £6.362m is proposed to be carried forward

3.0 Background

3.1. This report summarises the draft financial position of the Housing Revenue Account (HRA) for the financial year ending 31 March 2025.

4.0 Revenue

4.1. The HRA surplus at 31 March 2025 is £6.083m which is £3.144m greater than budgeted. This is a favourable movement of £0.920m from that forecasted as at 31 December. **Appendix 1** provides a summary of the variances.

4.2. The main variances contributing to the surplus are within:

- Additional Income: £(1.702)m, of which £(0.917)m is offset by payments to contractors. A key element in the remaining variance is £(0.741)m increase in property rentals, mainly due to the off-the-shelf purchase scheme, which has resulted in more properties becoming available for rental.

- Supplies and Services: £(1.537)m underspend, largely driven by £(0.998)m in Computer Software Maintenance due to delays in implementing the OHMS and Servitor system upgrades. A carry forward of £0.882m is requested to fund these upgrades in 2025/26. The remaining underspend is mainly offset by payments to contractors.

- Employee Costs: £(0.996)m underspend, primarily attributable to vacancies.

- Premises Related Expenditure: £(0.189)m underspend, of which £0.151m is requested to be carried forward to support Voids repair works which will allow around eight additional properties to be repaired and made available.

- Overspend on Third Party Payments £1.292m, which is offset by Income £(0.917)m, and Supplies & Services £(0.500)m as noted above. These variances arise mainly from expenditure on jobs carried out by external contractors which are then recharged to other service areas and recorded as Income to the HRA.

4.3. Any additional surplus in the year can contribute to financing capital spend and reduce borrowing. **Appendix 1** provides a summary and reasons for the variances and movement from the previous period.

5.0 Capital

5.1. The HRA Capital Programme for 2024/25 is £18.081m in line with the approved budget including additional carry forwards from 2023/24. The net expenditure at the year-end is £11.245m resulting in an underspend of £(6.836)m. Of this underspend, £6.362m is proposed to be carried forward into 2025/26. **Appendix 2** provides the detail for all projects along with comments on their variances.

5.2. The overall underspend is largely driven by two projects which are now expected to continue into 2025/26 and the budget will be carried forward. These include:

- Westhaugh: gross budget underspend of £(4.979)m. Project delayed due to contractual issues but has recommenced in 2025/26. Carry forward budget of £4.642m is proposed and is required to meet the agreed project budget reported to Council at its meeting on 20th March 2025.

- Lochies Road HRA rebuild: gross budget underspend £(1.881)m expected to progress in 2025/26 and full carry forward is requested.

6.0   Conclusions

6.1.   The HRA revenue has achieved a surplus of £(6.083)m which is £(3.144)m greater than the budgeted surplus for the year to 31 March 2025.

6.2.   The HRA Capital programme is reporting an underspend of £(6.836)m for the year to 31 March 2025.

7.0   Sustainability Implications

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

8.0   Resource Implications

8.1.   Financial Details

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

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

8.4.   Staffing

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

9.0   Exempt Reports

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

7.0   Declarations

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

(1)   **Our Priorities**

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**

Complies with relevant Council Policies ☒

8.0 Equalities Impact

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

Yes ☐ No ☒

9.0 Legality

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

10.0 Appendices

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

Appendix 1 – HRA Revenue Variances as at March 2025

Appendix 2 – HRA Capital Variances as at March 2025

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 ☐

HRA Financial Performance 2024/25 as at December 2024

Housing Revenue Account Budget 2024/25 and Capital Programme 2024/25

Author(s)

NAME	DESIGNATION	TEL NO / EXTENSION
Elizabeth Hutcheon	Management Accountancy Team Leader	6214
Nicola Mack	Chief Accountant	

Approved by

NAME	DESIGNATION	SIGNATURE
Lindsay Sim	Chief Finance Officer	
Chris Alliston	Director of Partnership & Performance	████████████

Place Directorate
HRA Actual Variances as at March 2025   **Appendix 1**

Housing Revenue Account	Annual Budget 2024/25	Actual to March 2025	Variance Actual v Budget	underspend carryforward to EMR	Variance Forecast to Budget at Dec 2024	Variance movement Forecast Var to Actual Var	Narrative
	£'000	£'000	£'000	£'000	£'000	£'000	
Employee related expenditure	10,148	9,152	(996)		(904)	(91)	**£(0.996)m overall favourable vs Budget, movement £(0.091)m** mainly driven by vacancies.
Premises related expenditure	2,150	1,961	(189)		83	(272)	**£(0.189)m overall underspend vs Budget, movement £(0.272)m** mainly due to: £(0.151)m underspend Annual Maintenance External Providers (subcontractors) requested to be carried forward to support Voids repairs £(0.040)m Electricity & Gas underspend vs Budget £0.002m Other smaller items Additional movements due to: £(0.087m) Council Tax and Rates less than assumption in forecast £0.004m Other smaller movements
Transport related expenditure	449	500	51		33	18	**£0.051m overspend vs Budget mainly due to:** £0.059m overspend in short term vehicle hire costs and vehicle maintenance £(0.008)m Other **£0.018m movement v Forecast:** £0.015m Overspend on vehicle maintenance higher than previously forecast £0.006m additional overspend in Q4 for short term vehicle rental £(0.003)m Other
Supplies and Services	4,077	2,540	(1,537)	882	(131)	(1,405)	**£(1.537)m underspend vs budget, movement £(1.405)m** due to: £(0.998)m underspend, £(1.018)m movement on Computer Software Maintenance due to OHMS & Servitor system upgrades. Project implementation was delayed due to the procurement process and contract negotiations being finalised within the final quarter of the financial year, this meant that full spend of the budget was not able to be realised within the financial year, carry forward is required. £(0.344)m underspend on materials, £(0.187)m movement £(0.078)m underspend and movement on Professional Fees £(0.078)m underspend and movement on equipment purchases £(0.036)m underspend on Legal Expenses, movement £(0.047m) £(0.003)m Other vs Budget, £0.003m Other movement
Third Party Payments	1,881	3,173	1,292		1	1,291	**£1.292m overall overspend vs Budget, movement £1.291m** mainly driven by: £1.288m overspend on subcontractors (partially offset by Servitor recharges in Income) offset by £0.004m Other
Transfer Payments	-	1	1		-	1	Small variance
Support Services	1,204	1,204	-		-	-	On budget
Capital financing costs	1,793	1,728	(65)		0	(65)	Underspend on borrowing costs to fund capital expenditure
Total Gross Expenditure	**21,701**	**20,259**	**(1,442)**	**882**	**(919)**	**(523)**	
Income	(24,640)	(26,342)	(1,702)		(1,306)	(397)	**£(1.702)m income vs Budget, movement £(0.397m):** £(0.917)m vs Budget, movement £0.270m: increased income from Servitor recharges which is partially offsetting Third party payments to subcontractors overspend £(0.741)m vs Budget, movement £(0.583)m: increase of property rentals due to off the shelf purchase scheme and properties now being available; £(0.040)m vs Budget and movement: Interest Income due to interest rates being more favourable than expected. £(0.004)m vs Budget, movement £(0.044)m : Other small variances
Total Net Expenditure	**(2,939)**	**(6,083)**	**(3,144)**	**882**	**(2,224)**	**(920)**	

Place Directorate
HRA Capital Budget & Forecast Variances at March 2025   **Appendix 2**

Housing Revenue Account	Budget Expenditure 2024/25	Actual Expenditure 2024/25	*Variance Budget v Actual 2024/25*	Proposed 2024/25 Underspend CFWD	Q3 Outturn Forecast 2024/25	Variance Forecast to Budget at Dec 2024	*Variance movement Forecast to Actual 2024/25*	Narrative
	£'000	£'000	*£'000*	£'000	£'000	£'000	*£'000*	
SHQS ELEMENTS								
Primary Building Elements								
Structural Upgrades	388	389	*1*	-	388	-	*1*	
Secondary Building Elements								
Damp Rot Works 19-23	572	371	*(201)*	200	572	-	*(201)*	Large caseload and limited by third party contractor capacity. Carry forward of underspend requested as plans in place to complete backlog in next Financial Year. Installation of new Damp and Moisture sensors are part of the requirement to carry forward.
Roof & Render Upgrading 2023-27	1,500	1,708	*208*	-	1,500	0	*208*	Planned works programme on schedule with overspend due to demand from repairs referrals programme as a result of unforeseen property damage requiring complete roof replacement. Overspend and carry forward position offset with Demolitions underspend
Window Replacement 2022-26	2,000	1,985	*(15)*	-	2,000	0	*(15)*	
Secure Door Entry Replacement 2017/21		11	*11*	-		-	*11*	Invoicing delay from suppliers
Energy Efficiency								
Central Heating Design & Installation 2022-26	750	440	*(310)*	310	745	(5)	*(305)*	Underspend mainly due to contract starting later in the financial year than anticipated (Oct 24). Budget carry-forward will be required to cover contracted spend estimates.
Renewable Central Heating Systems - HRA	225	-	*(225)*	225	-	(225)	*-*	Work has been done through grant funding this year with Grants going straight to suppliers. Budget is required next year. Pilot scheme proposed to begin next financial year, whereby if we carry forward the underspend it will allow for a more substantial pilot to take place.
Energy Performance Certificates Programme - HRA	50	50	*-*	-	50	0	*(0)*	On Budget
Modern Facilities & Services								

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Place Directorate
HRA Capital Budget & Forecast Variances at March 2025 **Appendix 2**

Housing Revenue Account	Budget Expenditure 2024/25	Actual Expenditure 2024/25	*Variance Budget v Actual 2024/25*	Proposed 2024/25 Underspend CFWD	Q3 Outturn Forecast 2024/25	Variance Forecast to Budget at Dec 2024	*Variance movement Forecast to Actual 2024/25*	Narrative
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	
Kitchen Replacement 2017/20	1,296	875	(421)	421	1,296	(0)	(421)	Limited resource capacity within in house trades resources. Resource has been utilised on other priority items (e.g. Storm damage, fire damage, voids, RACC)
Bathroom Replacement 2016-20	3	3	(0)	-	3	(0)	0	On budget
Health Safe & Secure								
Safe Electrical Installations 2022-26	1,300	1,100	(200)	200	1,000	(300)	100	Variance vs Budget: Staff absence contributing to delayed project timelines. Variance vs Forecast: Increased capacity within contractor resources has allowed more than forecast work to take place.
Fencing, Gates & Paths	240	149	(91)	91	245	5	(96)	Contract Expiration has resulted in us stopping work on this project. Procurement underway for new contract with carryforward to be requested to utilise against the new contract.
CCTV Security	275	221	(54)	54	275	0	(54)	Underspend due to mixed tenure blocks with a need for Private Owner engagement delaying works. Policy being developed to manage private owner involvement.
Landscaping and Communal Environment	150	-	(150)	-	150	0	(150)	Offset with MCB Tenant Community Improvement Fund - potential virement for 25/26
New Build								
Westhaugh Travelling Site	5,151	172	(4,979)	4,642	169	(4,982)	3	Project delayed into 2025/26. Budget carryforward required per council meeting on 20th March 2025 on Westhaugh project
Off the Shelf Purchase	4,014	4,151	138	97	4,259	245	(107)	23 properties with a purchase cost of £2.070m, an average of £0.090m per property £2.074m Refurbishment costs including work on properties purchased in previous financial years. £0.007m Other mainly Legal costs Overspend offset with SG Grant Income and lower than budgeted refurbishment costs, total net underspend of £(0.097)m.

Place Directorate
HRA Capital Budget & Forecast Variances at March 2025   **Appendix 2**

Housing Revenue Account	Budget Expenditure 2024/25	Actual Expenditure 2024/25	*Variance Budget v Actual 2024/25*	Proposed 2024/25 Underspend CFWD	Q3 Outturn Forecast 2024/25	Variance Forecast to Budget at Dec 2024	*Variance movement Forecast to Actual 2024/25*	Narrative
	£'000	£'000	*£'000*	£'000	£'000	£'000	*£'000*	
Lochies Road - HRA New Build	1,945	64	(1,881)	1,881	75	(1,870)	(11)	This project will not progress until 2025/26. Current forecast spend is for Feasibility studies on the site.
New Build	90	3	(88)	87	-	(90)	3	Request to carryforward to 2025/26
Demolitions	445	3	(443)	223	223	(222)	(220)	Resource capacity limitations. Planned demolition activities expected to progress in 2025. Underspend and carry forward position offset with Roof & Render overspend.
NON SHQS Elements								
Aids & Adaptations 2017-20	392	387	(4)	-	392	0	(4)	Small underspend
Roads & Footpath Improvements	50	50	-	-	-	(50)	50	On budget
MCB Tenant Community Imp Fund	150	254	104	-	229	79	25	Offset with Landscaping and Communal Environment budget - virement to be considered in 2025/26
Lock-up Strategy	98	4	(94)	94	4	(94)	-	Resource capacity limitations. Planned demolition activities expected to progress in 2025.
IT Infrastructure - HRA	37	-	(37)	37	-	(37)	-	Aligned to upgrades in Housing and Property business management systems - both have been delayed and due to progress in 2025/26
Construction Design Management	50	-	(50)	-	-	(50)	-	Absorbed into specific projects within the capital programme.
Total Gross Expenditure	**21,170**	**12,389**	**(8,781)**	**8,562**	**13,573**	**(7,597)**	**(1,184)**	
Westhaugh Travelling Site	(1,669)	(89)	1,580	(1,580)	(169)	1,500	80	Project stalled and agreed with Scot Gov to cfwd grant income into 2025/26 Budgeted £1.7m but only £0.151m available in 2024/25, of which we received £0.089m to match eligible spend
Off the Shelf Purchase	(800)	(1,035)	(235)	-	(1,045)	(245)	10	Grant Income from SG, 1 Property at £35k, 20 properties at £45k and 2 properties at £50K
Lochies Road - HRA New Build	(620)	-	620	(620)	-	620	-	Project not progressing until 2025/26.

Place Directorate
HRA Capital Budget & Forecast Variances at March 2025   **Appendix 2**

Housing Revenue Account	Budget Expenditure 2024/25	Actual Expenditure 2024/25	*Variance Budget v Actual 2024/25*	Proposed 2024/25 Underspend CFWD	Q3 Outturn Forecast 2024/25	Variance Forecast to Budget at Dec 2024	*Variance movement Forecast to Actual 2024/25*	Narrative
	£'000	£'000	*£'000*	£'000	£'000	£'000	*£'000*	
Sale of HRA Land	-	(20)	(20)		(20)	(20)	-	Sale of Land at Argyll Street, Alloa.
Total Income	(3,089)	(1,144)	1,945	(2,200)	(1,234)	1,855	90	
Total Net Expenditure	18,081	11,245	(6,836)	6,362	12,339	(5,742)	(1,094)	

CLACKMANNANSHIRE COUNCIL

Report to: Audit and Scrutiny Committee

Date of Meeting: 28ᵗʰ August 2025

Subject: Exceptions from the Application of Contract Standing Orders

Report by Strategic Director Partnership & Performance

1.0   Purpose

1.1   It is a requirement of Contract Standing Orders that exceptions should be reported to the next available Audit & Scrutiny Committee. The purpose of this paper therefore is to provide detail on any 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 & Scrutiny 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 & Scrutiny Committee.

3.3   **One (1)** exception has been considered since the last report in April 2025:

3.3.1 To permit the Exception to request the appointment of Xayam 102 to Supply Secure storage of Gypsy travellers Caravans/Mobile homes over an 18 Month period from 03/02/2025 until 01/09/2026 to the value of no more than £54,000.00

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 2/6/2234

Granted

Based on the information provided the recommendation to approve the request for an exception to Council was due to the unforeseen liquidation of the previous contractor for the Westhaugh project this has led to an almost 15-month delay in project start date. This Exception is required to provide the continued safe and secure storage of caravans to the Gypsy Travellers.

Xayam 102 are the only Landlord with a suitable premises large enough to securely store these Caravans and Mobile homes within a reasonable location.

Conditions

A Procurement Form 2 should be completed and authorised for this requirement this should cover the 18-month period detailing the actual contracted period and overall value of £54,000

A Purchase order should be raised to cover the period as above

A Contract Award notice without competition should be published in Public Contracts Scotland

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

5.2 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**

    Complies with relevant Council Policies   ☒

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	452017

Approved by

NAME	DESIGNATION	SIGNATURE
Chris Alliston	Strategic Director Partnership & Performance	███████

CLACKMANNANSHIRE COUNCIL

Report to: Audit and Scrutiny Committee

Date of Meeting: 28 August 2025

Subject: Health and Care (Staffing) (Scotland) Act 2019 – Statutory Annual Report

Report by: Chief Social Work Officer

1.0   Purpose

1.1.   To present the first statutory annual report in relation to the Health and Care (Staffing (Scotland) Act 2019 (attached as Appendix 1).

2.0   Recommendations

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

2.2.   The content of this report is relevant to the functions of the Clackmannanshire & Stirling Integration Joint Board (IJB) and will be reviewed at its meeting

3.0   Considerations

3.1.   The Health and Care (Staffing) (Scotland) Act 2019 establishes a statutory framework for ensuring appropriate staffing levels in health and care services in Scotland. It aims to enable safe and high-quality care and improved outcomes for service users and to embed a culture of openness and transparency, ensuring staff are informed about decisions relating to staffing and able to raise concerns. The 2019 Act came into force on 1 April 2024.

3.2.   Section 3 (2) of the 2019 Act focuses on the duties of integration authorities and local authorities in terms of "...planning or securing the provision of a care service from another person under contract, agreement or other arrangements..." setting out that these public bodies must have regard to the guiding principles for health and care staffing (set out in Section 1 of the Act), the duty on care service providers to ensure appropriate staffing and appropriate training for staff and the duty to have regard to relevant guidance issued by Scottish Ministers. Section 3 (6) requires both integration authorities and local authorities to publish information on the steps they have taken to comply with Section 3(2) and ongoing risks affecting their ability to comply in an annual report at the end of each financial year. The first annual report must be published by 30 June 2025.

3.3. The Scottish Government has published statutory guidance to support the implementation of the 2019 Act. This clarifies that the reporting requirements applies only to:

- The planning or securing of services from a third party.

- Only care services listed under section 47 (1) of the Public Services Reform (Scotland) Act 2010.

- Relevant services planned for and secured only during the reporting period (for this year, 2024/25) – including all new, renewed or renegotiated agreements.

- The planning and securing stage only; there is no requirement under the 2019 Act for ongoing monitoring or scrutiny of third-party providers.

3.4 Further information about the 2019 Act is available at: https://www.gov.scot/publications/health-and-care-staffing-scotland-act-2019-overview/

4.0 Sustainability Implications

4.1. None

5.0 Resource Implications

5.1. Financial Details

5.2. None

6.0 Exempt Reports

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

7.0 Declarations

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

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

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

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

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

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

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

8.0   Equalities Impact

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

Yes ☐   No ☐X This report is for information and does not introduce a new policy, function or strategy or recommend a substantive change to an existing policy, function or strategy. Therefore, assessed that no Equalities Impact Assessment is required.

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: Health and Care (Staffing) (Scotland) Act 2019 – Statutory Annual Report

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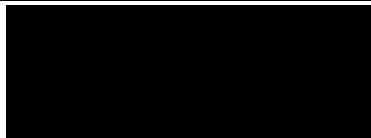
11.1   Have you used other documents to compile your report? (All documents must be kept available by the author for public inspection for four years from the date of meeting at which the report is considered)

Yes ☐ (please list the documents below)   No X

Author(s)

NAME	DESIGNATION	TEL NO / EXTENSION
Sharon Robertson	Chief Social Work Officer	01259 225184

Approved by

NAME	DESIGNATION	SIGNATURE
Joanna MacDonald	Interim Chief Officer, C & S HSCP/IJB	

Clackmannanshire Council
www.clacks.gov.uk

Health and Care (Staffing) (Scotland) Act 2019: Annual Report

Under section 3(2) of the Health and Care (Staffing) (Scotland) Act 2019 ("the Act"), every local authority and integration authority must have regard to a number of listed factors when planning or securing the provision of a care service from a third party:

- the guiding principles in the Act (section 1 of the Act);
- the requirement on care service providers to have regard to the guiding principles (section 3(1) of the Act);
- the duty on care service providers to ensure appropriate staffing (section 7 of the Act);
- the requirement on care service providers with regard to training of staff (section 8 of the Act);
- the requirement on care service providers to have regard to guidance issued by the Scottish Ministers (section 10 of the Act);
- the duties on care service providers under Chapter 3 of Part 5 of the Public Services Reform (Scotland) Act 2010, for example with regard to registration of care services; and
- the duties on care service providers under Chapter 3A of Part 5 of the Public Services Reform (Scotland) Act 2010, for example with regard to the use of any prescribed staffing methods or staffing tools. Note that the Health and Care (Staffing) (Scotland) Act 2019 inserted chapter 3A into the Public Services Reform (Scotland) Act.

Section 3(6) of the Act states that relevant organisations must publish information annually on the steps they have taken to comply with the requirement in section 3(2) regarding the planning and securing of care services and any ongoing risks that may affect their ability to comply with this requirement.

This template should be used by local authorities and integration authorities to publish the information required and should be read in conjunction with the statutory guidance that accompanies the Act, specifically chapter 15.

The information in this template should relate to the financial year, i.e. 01 April to 31 March. All reports must be published by 30 June at the latest each year.

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In order to collate the information published, the Scottish Government also requests that you send the completed template to hcsa@gov.scot.

Health and Care (Staffing) (Scotland) Act 2019: Annual Report

Declaration

Name of local authority / integration authority: Clackmannanshire Council

Report authorised by:

Name Sharon Robertson

Designation Chief Social Work Officer /Senior Manager People (Children's and Justice Services)

Date 27 June 2025

Details of where the report will be published: The report will be published on the Clackmannanshire Council website. We will send the specific address as soon as it is published.

Information Required

1.   Please detail the steps you have taken as an organisation to comply with section 3(2) of the Health and Care (Staffing) (Scotland) Act 2019:

3(2) In planning or securing the provision of a care service from another person under a contract, agreement or other arrangements, every local authority and every integration authority (within the meaning of section 59 of the Public Bodies (Joint Working) (Scotland) Act 2014) must have regard to—

(a) the guiding principles for health and care staffing, and

(b) the duties relating to staffing imposed on persons who provide care services—

   (i) by virtue of subsection (1) and sections 7 to 10, and

   (ii) by virtue of Chapters 3 and 3A of Part 5 of the Public Services Reform (Scotland) Act 2010.

Preparation and Promotion

In the lead-up to the Health and Care (Staffing) (Scotland) Act 2019 coming into effect, we have actively promoted it through a collaborative approach by the Local Authority and HSCP. This effort included inviting Care Inspectorate staff to presentations, meetings, and provider forums across Adult Services. Additionally, we

have shared presentations, updates, and links to best practices with providers and staff during meetings and through regular updates.

Contract Terms and Due Diligence Checks

A commissioning team supports work across the Clackmannanshire and Stirling Health and Social Care Partnership (HSCP). In the course of negotiating new contracts with providers that are Care Inspectorate registered, we have amended our Terms and Conditions to explicitly reference the Act. These terms have also been drafted for future Clackmannanshire contracts. Where adults use providers to deliver their care or support under Self-Directed Support Option 2, we have integrated a systematic check on compliance with the staffing provisions of the Act as part of our standard due diligence procedures.

Contract Monitoring

A commissioning team supports work across the Clackmannanshire and Stirling HSCP. Standard contract monitoring has been piloted with adult care and support providers. This includes specific questions in relation to the Act so Commissioners can monitor compliance and emerging issues on a routine basis. This will be rolled out across all adult social care services in Clackmannanshire and Stirling 2025/26. This model of contract monitoring can also be considered for other services.

Survey

We have developed a provider survey to provide additional assurance for compliance with the Act. The survey was carried out across Clackmannanshire Council, Stirling Council and the Clackmannanshire and Stirling Health and Social Care Partnership. This was sent to 128 new and existing providers with 52 responses (42%). The results noted below showing high levels of compliance. A summary of the types of services that replied is in figure 1 below. The survey included questions directed to providers regarding the guiding principles of the Act, as well as inquires about staffing. Moving forward, this type of survey will continue to be used with any potential new providers as part of ongoing due diligence checks before contracting. It will also be incorporated into our continual contract monitoring.

We will continue to engage with providers who have not yet completed the survey, seeking clarification and assurance from those who have indicated they may not be fully compliant with the Act or certain aspects of it.

The survey has been set up to gather information on an annual basis with the intention this can be sent to all new and existing providers.

Although we did not commission any new care homes for adults in the last financial year, this situation may change. Before contracting, we must consider the Act, especially since there is currently no guidance related to the Act for this part of

sector. There is potential to commission one new adult care home in the current financial year. In such a case, we would need to use existing dependency tools, such as an augmented IRN.

Clackmannanshire Survey Data:

- Stirling Council, Clackmannanshire Council and the HSCP collectively surveyed 128 services with 54 responses recorded across the three organisations. 42% response rate.

- 97% of respondents for Clackmannanshire indicated they were compliant with the Act.

- One respondent noted they were not fully compliant and this was around the guiding principle 'Allocating staff efficiently and effectively'. This provider covers both Clackmannanshire and Stirling.

    o Clarification will be sought with this provider around this during the course or routine contract monitoring as they had said they are compliant with each individual requirement of the Act but stated that they are not compliant overall (see Fig 2).

A summary of responses is provided below with additional detail on the questions around staffing given separately:

Respondents frequently mentioned the importance of adequate staffing levels to ensure quality care and safety. Many highlighted challenges related to recruitment and retention of staff, with some noting the impact of these issues on service delivery and staff morale. There was a common concern about the need for competitive salaries and benefits to attract and retain skilled workers. Training and professional development were also emphasised as crucial for maintaining high standards of care. Some respondents pointed out the necessity for clear communication and support from management to foster a positive working environment. Additionally, a few responses mentioned the importance of flexibility in staffing to meet varying demands.

Are you compliant with the Health and Care (Staffing) (Scotland) Act 2019?

Respondents frequently emphasised the importance of having the right staff in place, ensuring they are well-trained and inducted, and maintaining appropriate staffing levels to meet service needs. Continuous improvement and quality management systems were highlighted as crucial for service delivery, with several organisations implementing regular feedback mechanisms, audits, and reviews to enhance service quality. Respondents also noted the significance of person-centred approaches, involving service users in planning and decision-making processes to ensure their needs and preferences are met. Compliance with healthcare guidelines and maintaining robust recruitment and retention strategies were also common themes. Some responses mentioned specific challenges, such as staffing shortages, but

highlighted strategies like utilising bank staff or flexible working policies to mitigate these issues.

Do you have appropriate staffing?

Respondents frequently emphasised the importance of having adequately trained and qualified staff to ensure compliance with safe staffing standards. Many highlighted the role of ongoing training and development, such as mandatory induction and role-specific training, as well as refresher courses. The use of structured staff rotas and risk assessments to maintain appropriate staffing levels was also commonly mentioned. Respondents noted the necessity of planning for staff absences due to sickness or holidays to ensure service delivery is not compromised.

Some organisations reported utilising agency staff or a bank of flexible workers to cover additional shifts when needed. There was also mention of compliance with specific policies, such as safer recruitment and equality policies, which are regularly reviewed. Staff wellbeing initiatives and flexible working arrangements were highlighted as positive factors contributing to staff retention and satisfaction. Overall, respondents stressed the importance of maintaining a balance between staffing levels and the needs of service users to ensure effective and safe service delivery.

Do staff have appropriate qualifications and training for their role?

Respondents frequently highlighted the importance of staff training and development to ensure compliance with regulatory standards. Many organisations have implemented structured training programmes, including induction and ongoing professional development, to equip staff with necessary skills and qualifications. Compliance with the Scottish Social Services Council (SSSC) registration and training requirements was a common theme, with several respondents mentioning that their staff are registered and receive relevant training.

Organisations are also providing opportunities for staff to gain qualifications, such as SVQ levels in Social Care and Health, often funded by the organisation and supported by mentoring. Comprehensive induction processes are in place to ensure new staff are well-prepared for their roles, with some organisations emphasising the role of shadowing and mentoring.

Additionally, there is a focus on staff wellbeing and inclusion, with initiatives such as regular team reflection sessions and wellbeing events. Some responses also mentioned the use of external partnerships, such as placements with universities, to enhance service delivery and staff development.

Fig 1

Which service area do you work in?

Fig 2

Are you compliant with the Health and Care (Staffing) (Scotland) Act 2019?
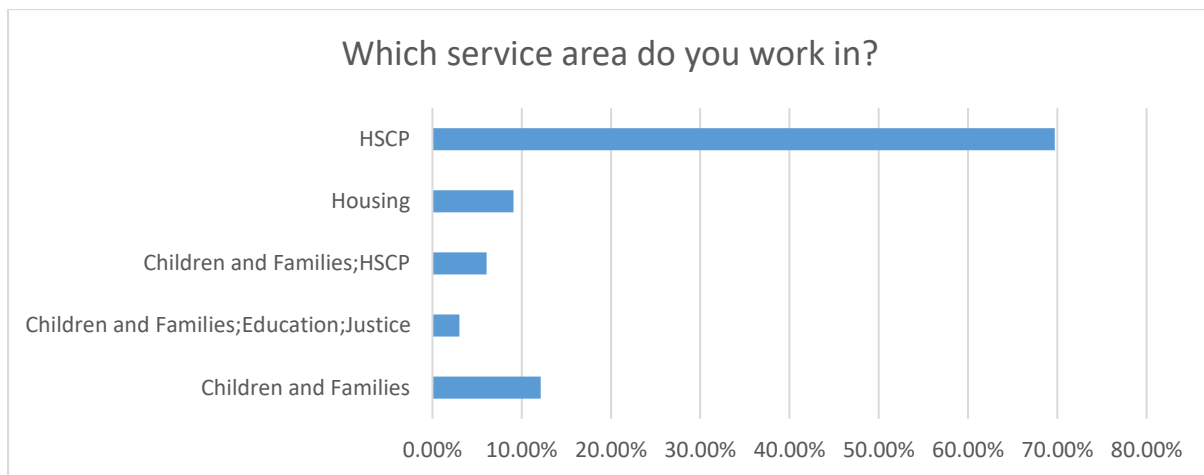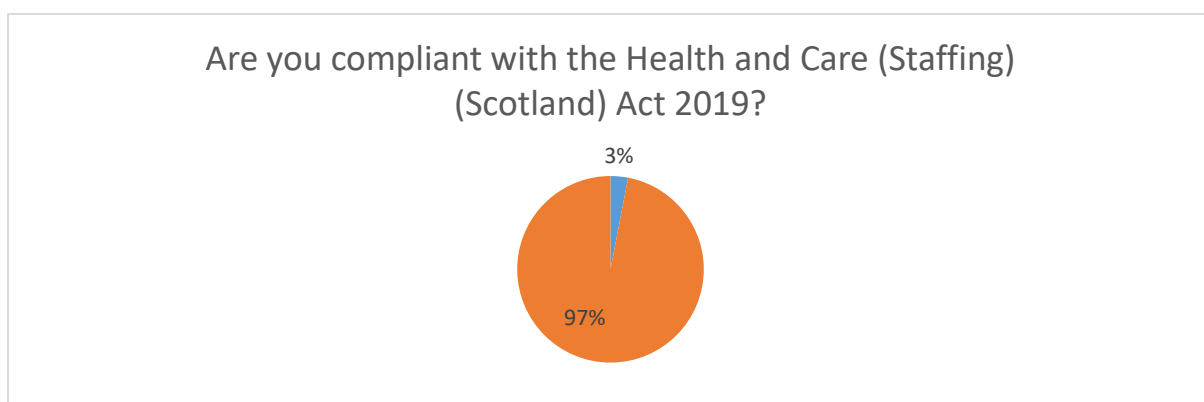
2.   Please detail any ongoing risks that may affect your ability to comply with the duty set out in section 3(2).

Within Clackmannanshire the risks identified are:

Children and Families

> During 2024/25 a procurement exercise was carried out for Care and Support for Children and Young People. The procurement exercise was completed before the Act could be included in terms and conditions although all contracts contain a requirement to comply with all legislative and regulatory requirements. Going forward there is scope to include Clackmannanshire Council's Children and Families Services within the scope of the survey and the contract monitoring.

National Providers Submitting different information in each area.

> During briefings to local authority staff the Care Inspectorate stated that they may provide guidance and a monitoring template; unfortunately, this has not happened. This was not confirmed until late in the year and delayed the

collection of information. It also means that national providers will be asked to submit different information for different Councils/Integration Boards and there will not be consistency across the country.

Non- Engagement from Some providers

We have had good engagement from providers with briefing sessions and the survey, however, some providers have not responded in time for this return.

We developed a survey for our current and newly commissioned Care Inspectorate registered providers, which showed high levels of compliance. The survey included questions about the guiding principles of the Act and staffing. It was designed to extend beyond newly commissioned providers and will continue to be used with potential new providers as part of due diligence checks before contracting. This survey will also be incorporated into our ongoing contract monitoring with existing providers. We will engage with providers who have not yet completed the survey, seeking clarification and assurance from those who may not be fully compliant with the Act.

As we have developed new contract monitoring, we will be able to capture monitoring information in 2025/26.

Training

Feedback from respondents was largely positive but highlighted some concerns and potential risks about inadequate staffing levels, which they believe could compromise the quality of care and safety. Many expressed the need for increased recruitment and retention efforts to address high turnover rates and burnout. There is a strong emphasis on providing adequate training and support to ensure staff are well-prepared and confident. Some respondents mentioned the necessity for better communication and collaboration between management and staff to improve working conditions and morale. Additionally, a few responses pointed out the need for more flexible working arrangements to accommodate personal commitments and improve work-life balance. There was a common concern about the need for competitive salaries and benefits to attract and retain skilled workers. This can be a challenge in the limited financial resource funding services. We will continue to monitor this topic through routine contract monitoring.

Recruitment

Staffing shortages and recruitment challenges were the most frequently raised issues, with several respondents highlighting ongoing difficulties in attracting and retaining qualified staff. These shortages are leading to increased workloads for existing staff, higher stress levels, and concerns about maintaining safe staffing levels and quality of care. Several responses mentioned the impact of limited funding and budget constraints, which restrict the ability to offer competitive pay or invest in staff development. This was linked to difficulties in both recruitment and retention. A number of

respondents commented on the increasing complexity of service users' needs, requiring more skilled or specialised staff and further exacerbating staffing pressures. Persistent staffing shortages, funding limitations, and increasing complexity of care needs were common themes, with knock-on effects on staff morale, service quality, and safety. These issues could pose potential risks for compliance, along with the ongoing financial pressures on both providers and local authorities/integration joint boards. We will continue to monitor this topic through routine contract monitoring.

For further discussion on the content of this report please contact, Report Author: Stuart Fairlie, Planning and Commissioning Officer, Stirling Council |Teith House | Stirling | FK7 7QA| **M:** 07890 894 141 | **E:** [fairlies@stirling.gov.ukfairlies@stirling.gov.uk](mailto:fairlies@stirling.gov.uk)

CLACKMANNANSHIRE COUNCIL

Report to:	**Audit & Scrutiny Committee**

Date of Meeting:	**28th August 2025**

Subject:	**Risk Strategy Annual Report**

Report by:	**Senior Manager – Partnership & Transformation**

1.0 Purpose

1.1. This report provides committee with the second annual report on Clackmannanshire Council's Corporate Risk Management Strategy 2023-28. This includes appendices detailing the 2025/26 Risk Appetite Statement, Guidance & Governance Checklist, and revised Corporate Risk & Integrity Forum Terms of Reference. Progress on the Risk Strategy Delivery Plan is also provided, as is the updated Corporate Risk Register, as at Quarter 1, 2025/26.

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 set out key priorities in the Be the Future programme and Wellbeing Economy Local Outcomes Improvement Plan (LOIP) 2024-34. To achieve our goals, plans must also consider the challenges that may prevent or hinder progress. An effective risk approach ensures we are aware of such factors and, where appropriate, take mitigative action to ensure the success of initiatives.

3.1.2. The purpose of risk management is not to prevent activities from happening, but to ensure relevant factors are taken into account in planning and implementation so the best possible outcomes are realised. On a daily basis, Council services deal with a wide variety of operational risks to individuals, communities and internal processes. This must be complemented by a strategic view that considers short-, medium- and long-term implications, as well as (often complex) interdependencies.

3.1.3. The impact of a range of recent national and global issues on Council services and the local community has been significant, and risk management remains critical to ongoing planning. The hierarchy of registers from team, service, directorate and partnership up to the corporate register should ensure holistic oversight of significant issues that must be managed at each level. In relation to Civil Contingencies and Incident Management in particular, risk assessment is critical in supporting the Council to respond and manage service provision safely.

3.2. Corporate Risk Management Strategy 2023-28

3.2.1. The [Risk Strategy](#) was approved by Clackmannanshire Council on 05-Oct-2023, outlining the purpose and benefits of effective risk management. Links to other frameworks and strategies are detailed, as are definitions, roles, responsibilities and governance arrangements. The strategy also includes information on current processes and mechanisms, as well as activities to strengthen supports for raising organisational maturity and evidencing impact. It was agreed that annual reports would be provided on progress in implementation.

3.2.2. The Council's vision for risk management is:

"To promote a culture where awareness of potential threats is embedded in decision-making at all levels, ensuring appropriate ownership and transparent management of risk to support service delivery and continuous improvement."

3.2.3. The Council's key aims in relation to risk management are to be:

Aware of potential risks that exist in the internal and external business environment;
Transparent in our use of reliable information to manage risks and make decisions;
Consistent in our application of risk management principles;
Collaborative in identifying risks, and developing and sharing innovative solutions;
Clear on the type of risks we can and cannot tolerate;
Proportionate in balancing risks and benefits, and not 'over-controlling'; and
Objective in assessing risks and using evidence and management information.

3.3. 2024/25 Progress & 2025/26 Planning (Appendices A to D)

3.3.1. The revised Risk Appetite Statement for 2025/26 is presented in Appendix A, with amendments to the wording for each category aiming to simplify and clarify. The only change to positioning within the list is the Community category moving from Open to Eager (raising it 2 places) as a reflection of the revised Wellbeing Economy LOIP's ambitions to apply innovative practice in ensuring benefits are maximised. The Statement should assist in risk scoring, and in prioritising mitigations to ensure controls are in place to manage the lower categories, while seeking creative opportunities in those higher up. To further clarify, a summary of the statement, category descriptions and relationships has also been added.

3.3.2. Appendix B provides the Risk Guidance, with minor amendments to the impact scoring table. A number of changes have been incorporated into the Governance Checklist, for example, to reflect new duties around the United Nations Convention on the Rights of the Child, as well as modules scheduled for 2025/26 in the 3-year mandatory training programme. The Guidance should assist services to develop registers consistently, in compliance with good practice (often facilitated by risk experts), and the Checklist details requirements from a range of Council services in a consolidated list of governance expectations for officers and managers.

3.3.3. Appendix C includes some small amendments to the Terms of Reference for the Corporate Risk & Integrity Forum, in ongoing support of ensuring the group plays an active role in addressing governance concerns, and supporting Best Value and continuous improvement. In particular, the first item under 'specific tasks' aims to refocus on a collective leadership approach that promotes integrity, transparency and shared accountability. Options for enhancing the integration of risk management with the Annual Governance Statement (AGS) self-assessment and internal/external audit regimes are also being progressed.

3.3.4. Appendix D presents a Delivery Plan summary of indicators, actions and risks for year 2 of the Strategy (2024/25). As can be seen, workload and capacity issues in both central support and across services have impacted action progress, indicator performance and risk scores. Some progress is evident, with the Processes and Handling & Assurance themes remaining predominantly green, however, the Leadership & Management, Strategy & Policy and Outcomes & Delivery themes have moved to being predominantly red across the range of indicators, actions and risks included (though there are relatively few under some themes).

3.3.5. While 30 out of 32 actions (94%) were completed by the end of year 1, only 13 out of 24 (54%) were completed within year 2, though work has begun on several others, resulting in overall progress of 62%. Ongoing pressures resulted in only a third of performance indicators having a green status for target achievement, and just over a quarter showed improvement. Consequently, the scores for 4 Strategy risks increased, where the impact of prior budget and staffing decisions is now materialising in the form of governance assurance concerns.

3.3.6. The immediate priority is completion of the 2 actions still outstanding from year 1, regarding elearning and piloting corporate risk indicators (to evidence scores and the success of mitigations). Outstanding year 2 actions will also be addressed, regarding risk log development, corporate strategies & reports, training & information sessions, partnership registers and AGS integration. This carry-over has resulted in the rescheduling of some planned actions from year 3 into year 4, and the remainder of the plan will be refined based on realistic expectations, limited resources and emerging priorities highlighting the highest impact actions for reducing the Council's risk profile.

3.4. Corporate Risk Management Process

3.4.1. The corporate risk register is owned by the Senior Leadership Group, and the Strategic Director – Partnership & Performance is responsible for the corporate risk approach. All employees have responsibilities for managing risk, as do Elected Members in their remit of strategic planning, decision-making, resource allocation, scrutiny and challenge. 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 mechanisms, and peer-reviewed by other authorities and partners.

3.4.2. Each quarterly review involves 'environmental scanning' of information from internal and external sources to inform discussions with a range of individuals and groups. Issues are considered by the Corporate Risk & Integrity Forum (including risk owners and/or delegated officers) to:

- Review changes and developments in existing corporate and service risks;
- Assess emerging externally-identified risks for potential local relevance;
- Evaluate emerging internally-identified risks (Int. Audit/self-assessed); and
- Consider significant risks, or those with cross-service implications, for escalation to the corporate level, or demotion if severity has reduced.

3.4.3. It is impossible to remove all risk from our operations as most functions have inherent risks, as do most changes. Moreover, not making changes would expose us to other risks, such as failing to comply with new legislation, develop our workforce/practices, or take advantage of new opportunities, collaborations and innovations. The aim, therefore, is not to be 'risk averse' but 'risk aware'.

3.5. Corporate Risk Register Amendments & Current Profile (Appendix E)

3.5.1. Several changes have been made to the Corporate Risk Register in this report, in response to internal and external feedback. In addition to those regarding individual risks, an abbreviated guidance page has been added, partly in light of new duties under the UN Convention on the Rights of the Child (UNCRC, where advice on future refinements will be sought from colleagues). This was also in recognition that the guidance was previously only included once a year in the Strategy report, but it will now also accompany quarterly reports.

3.5.2. In the register itself, risks have been mapped to LOIP, Be the Future or Best Value outcomes and risk categories (to demonstrate 'golden thread' links between results, strategies and challenges). The current assessment date has been added (to ensure reviews are timely), as has date of last score change (to highlight those with limited movement, however, this sometimes relates to the balancing effect of internal progress versus worsening external circumstances). In addition, target scores have been revised and dates added. Previously an end-point target, these now reflect a SMART approach (specific, measurable, accountable, realistic and time-bound). Further enhancement suggestions from colleagues and Elected Members are very welcome, and will be incorporated if/when practical.

3.5.3. With regard to individual risks, one key change is the separation of the previous risk entitled 'Impact of Poverty, Inequality & Changing Demographics' into 3 primary areas of focus. It was agreed at the May Risk Forum that this was too broad for meaningful summaries on implications and activities. In addition to the escalation of Housing Supply, this increases the total number on the register to 21, though the risk regarding Capacity to Reduce Harm to Child(ren) is being transferred to the People Directorate register (having now been in a green status for 2 years).

3.5.4. The impact of resource and capacity pressures has increased the scores for Transformation and School Estate Condition, however, pay settlements and compliance improvements have reduced the scores for Industrial Unrest and UNCRC, respectively. Given the size of the register, and heavy weighting towards red status, all risks will be scrutinised and challenged in detail by the Risk Forum (including relevant indicators and evidence) to ensure summaries are reflective of the true position, and that management via the corporate register is appropriate in all cases. As detailed, work continues across all services to mitigate risks and improve outcomes for the people of Clackmannanshire.

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 in the report.   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**

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**

Complies with relevant Council Policies   ☒

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 – Risk Appetite Statement 2025/26
Appendix B – Risk Guidance & Governance Checklist 2025/26
Appendix C – Corporate Risk & Integrity Forum Terms of Reference
Appendix D – Risk Strategy Delivery Plan
Appendix E – Corporate Risk Register (Quarter 1, 2025/26)

11.0 Background Papers

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

Yes ☐ (please list the documents below)   No ☒

Author(s)

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Approved by

NAME	DESIGNATION	SIGNATURE
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Appendix A –
Risk Appetite Statement 2025/26

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www.clacks.gov.uk

Risk appetite (and tolerance) is the level of risk the Council is willing to accept in relation to particular areas of operation. We cannot mitigate all risks but this process should support their prioritisation. A risk appetite statement can assist organisations in more effectively allocating resources and demonstrating consistent and robust decision-making. The categories shown are defined in the Risk Management Guidance.

The focus moves up the scale from removal of risks (Averse) to balancing control of risk while realising high-value benefits (Cautious) to placing greater priority on creativity, even if activities carry a high residual risk (Eager):

Eager	Keen to be innovative and focus on maximising opportunities and benefits;
Open	Willing to consider options with acceptable benefits;
Cautious	Preference for safe options with low residual risk, focus on balance;
Resistant	Preference for safe options with low inherent risk (often fast-paced areas where controls can become outdated more quickly);
Averse	Avoidance of uncertainty and prevention of exposure is the key objective.

The Council has agreed the following levels of appetite (revised annually), with **further information to clarify relationships and shading is shown on the following page**. The list is prioritised to show the greatest appetite for innovation at the top, and the least tolerance of uncertainty at the bottom. Statements and ratings outline both appetite and tolerance levels alongside key considerations.

This should guide staff, managers and elected members in ensuring opportunities are sought in relation to higher categories, provided risks are minimised or mitigated in those further down. In most cases, this is simply common sense, but an explicit framework should ensure decisions are not made autonomously by individuals. For example, a transformational innovation should not be approved if it breaks the law (as Governance is below Strategy), or we may have to close a school temporarily due to a gas leak (as Wellbeing is below Continuity).

Strategy	**Eager** to apply innovative practice in ambitious transformation and continuous improvement, but **Cautious** in ensuring alignment to objectives, sound reasoning and flexibility to manage change
Information	**Eager** to be well-informed, transparent and collaborative on practice, performance & process, but **Cautious** around use of robust sources and ensuring efficient, secure & appropriate handling
Reputation	**Eager** to drive innovation and options that improve engagement and services to citizens, but **Cautious** to ensure actions uphold Council and public service values and maintain public trust
Assets	**Eager** to maximise sustainability, efficiency, effectiveness and benefits for citizens and staff, but **Cautious** to ensure we meet statutory and regulatory obligations and deliver cost reductions
Workforce	**Eager** to create a positive, inclusive, sustainable and resilient culture with strong leadership, but **Cautious** in ensuring the right people with the right skills do the right work to support outcomes
Community	**Eager** to adopt creative approaches and partnerships to improve life chances and support, but **Cautious** around ensuring equality, resilience & economic opportunity are central to our focus
Finance	**Eager** to maximise income, sustainable efficiencies and benefits for the local economy, but **Resistant** to adverse impacts on Best Value principles, service delivery and statutory duties
Environment	**Eager** to champion sustainability, alleviate fuel poverty and build community wealth, but **Resistant** to an unjust transition or removing options without providing sustainable alternatives
Security	**Open** to novel options that improve safety & efficiency (subject to Governance requirements), but **Resistant** to anything that hampers our ability to keep pace with the evolving macroenvironment
Continuity	**Open** to new solutions that improve preparedness, resilience, safety and cost impacts, but **Resistant** to untested or untried options that carry anything but low inherent risk
Wellbeing	**Open** to pursuing options that improve health & wellbeing, particularly in vulnerable groups, but **Averse** to exposing any individual citizens or staff members to risk of physical or emotional harm
Governance	**Averse** to options that do not comply with regulatory requirements and expectations, good practice or local governance policies, including sound accountability & oversight

Summary of Risk Appetite & Category Relationships

Our aims here fall towards the innovative top half of the statement, with a keenness to maximise the efficiency and effectiveness of all available knowledge, physical, human and economic resources, to enable our aspirations

- **Information**
  - well-informed, evidence-led & transparent
- **Assets**
  - suitable buildings, systems, & equipment
- **Workforce**
  - right people, right skills, right work
- **Finance**
  - best value, savings, income & benefits

- **Strategy**
  - transformational change & continuous improvement
- **Reputation**
  - standards, quality, engagement & public trust
- **Security**
  - safeguarding access to buildings & data
- **Governance**
  - compliance with regulations & local policy

Our aims here span the full height of the statement, with a strong appetite for ambitious transformation and engagement, balanced with low tolerance of safeguarding and compliance risks, ensured through robust oversight and assurance

Making sure everything works

Resources to make it happen

The outcomes & priorities it all supports

Our aims here fall towards the protective bottom half of the statement, supporting our communities to release their true potential, prioritising sustainability and delivery, and enhancing the health and wellbeing of everyone in Clackmannanshire

- **Community**
  - empowerment, resilience, equality, life chances, poverty & economy
- **Environment**
  - sustainability, just transition, waste, travel, air quality & biodiversity
- **Continuity**
  - emergency planning, civil contingencies & minimising disruption
- **Wellbeing**
  - healthy & safe behaviours to prevent physical & psychological harms

Appendix B –
Risk Guidance & Governance Checklist

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This guidance provides information on key considerations for each step in the Risk Management process:

A. Communicate & Consult		B. Review & Revise
Seek stakeholder views and publicise actions and approaches	**1. Establish the Context** Establish scope – service area being assessed and key objectives	Review individual risks frequently and entire log at least annually
	2. Risk Identification Identify key areas of risk, using internal and external sources	
	3. Risk Analysis Analyse the potential Cause, Event and Consequence of the risk	
	4. Risk Evaluation Gather information on likelihood and impact and score risk	
	5. Risk Control Identify Controls and Actions, determine Owner and Approach	
	6. Risk Scrutiny Document risk, discuss in meetings, report to relevant bodies	

A. Communicate & Consult

Two-way communication is important to every step in the risk management process to ensure the right information is gathered and people are aware of action to be taken, and why. **Staff members (at all levels), other teams/services/ organisations, members of the public/community groups, elected/board members, senior management and central support teams** can all contribute and/or benefit from others' knowledge. Different groups will have different perspectives and experience of practical, operational and strategic issues.

Different stakeholders can improve efficiency and effectiveness by **providing data, information and knowledge** to clarify areas of uncertainty. Others can provide insight into issues they've **identified** or **dealt with** or **solutions** they've found, and resource requirements can be minimised by **sharing information, experiences and controls**. If procedures are put in place to control risks, it's also highly important to communicate **what they are**, the **reasons** for them being put in place and, therefore, why it's important that they're **adhered to**.

B. Review & Revise

Risk management shouldn't be seen as a one-off, or even an annual task. The nature of risks, progress and the effectiveness of controls can change in a short period of time. It's therefore recommended that **key risks are discussed on a frequent basis** (e.g. in monthly 121s/team meetings), with developments recorded, and the relevant people informed. If risks are reviewed **proactively**, updates are available when required, rather than being rushed as part of the reporting process. As well as focussing on the risks already identified, it's also important to review the entire log, at least annually, and **re-assess whether these are still the key risks**.

1. Establish the Context

There can be a temptation to just list everything that could go wrong, but this can be unproductive. The vital first step is to **clarify the scope** of the exercise - always **focus on objectives**. An organisational model can be a useful tool (templates available from Partnership & Performance). Having a **concise summary** of the team/service will focus discussions and, as no completely systematic process can be used, should ensure all relevant aspects are considered. Risk management can only ever be a **'point in time' assessment** and, though it must involve projection, looking very far into the future can introduce too many uncertainties and be detrimental. It should be kept as **simple as possible** by looking solely at **goals within a set time period** (such as a single year).

2. Risk Identification

Steps 2-4 form the risk assessment, with identification often the most difficult step, partly as there can be **no set process** for this. Often registers (profiles) are developed purely from previous logs – this can be informative, but is unlikely to identify **newly emerging risks**. Logs from other **internal & external sources** can also be useful stimuli but a risk should only be identified as relevant if likely to have a specific impact on local goals.

Many different **methodical** or **ad hoc** processes can be used, e.g. **horizon scanning**, **brainstorming, facilitation**, or **self-assessment**. A **PESTELO** analysis assesses Political, Economic, Social, Technological, Environmental, Legal and Organisational implications of an objective. External sources such as other **Councils**, **partners** and **audit bodies** can also assist in risk identification, or the **categories** (see next page) can be used as prompts.

3. Risk Analysis

Risks are often **underdeveloped** – documented without **details and dependencies** being considered fully. Many 'risks' found in the Identification stage will actually be causes, such as 'demographic changes' or 'lack of resource' but we must focus on how this affect us achieving goals. The key areas to be developed at this stage are:

Cause	**The source or trigger.** Risks generally originate from wider issues in the internal or external environment, often outwith our control. Examples are: climate change, aging population, or legislative or organisational changes. Note that the cause is **not the key focus of the risk**.
Event	**How the cause specifically affects us.** It may be a single point in time, such as staff not delivering services (cause: industrial action), or it may develop more gradually, such as inability to meet increasing demands (cause: reduced budgets). Several events may arise from the same cause (e.g. withdrawal from European Union causing supply chain and recruitment difficulties).
Consequence	**The result of the event occurring.** This should be more specific than 'inability to deliver on objectives' – it needs to consider which objectives – will they not be delivered at all, or less effectively, etc.? As much detail as possible should be given on the stakeholders and services that could be affected, and the potential extent of implications relating to the different categories.

It can be useful to **categorise** risks (next page) to inform and clarify assessments, and support **ownership** and **treatment** decisions. Sometimes the cause may be in one category, but consequences in another, or multiple. Judgement/support may be required in categorising and applying the risk appetite statement, and should consider whether the 'leading' category (linked to cause/likelihood) or 'lagging' category (linked to impact) is most relevant.

4. Risk Evaluation

As many elements as possible should be **clarified** and **quantified** to better understand the **nature** and **extent** of the risk. While, again, there are no entirely scientific methods for evaluation and scoring, it should be **evidence-based**, and take into account as much management, organisational and environmental information as possible.

Evaluation should include consideration of:

The past	Has it happened before? Was it managed effectively? What lessons were learnt?
The present	Are similar circumstances developing? How are others managing it?
The future	Do forecasts suggest it will occur/re-occur in the near future?
Organisational factors	Will changes to leadership, policies, resources or other current projects affect the risk?
External changes	Are there national initiatives/targets/aims? Are there legal factors to consider?
Performance indicators	Is the risk occurring? Are we managing it effectively? What are the projections?

Scoring (rating) quantifies the **likelihood** & **impact** of a risk occurring, summarising overall **severity**. Likelihood incorporates **proximity** (how soon it may occur) – consider which factor is most relevant when scoring. There is a degree of subjectivity so relative scores should be **compared** and **rationalised** to ensure they 'feel right'.

Likelihood	1. Unlikely/Distant	Little evidence that risk is likely to occur, or likely in over 5 years
(& Proximity)	2. Possible/Long-term	Fairly low chance of risk occurring, or likely in next 3-5 years
Scoring	3. Likely/Medium-term	Reasonable chance of risk occurring, or likely in next 2-3 years
(use most	4. Expected/Short-term	Strong chance risk will occur, already partly occurring, or likely in next year
severe)	5. Certain/Imminent	Fairly evident that risk will occur in next quarter, or has already occurred
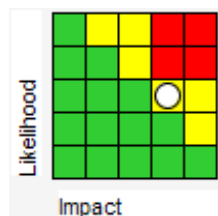
The **overall risk score** is likelihood multiplied by impact. Here, likelihood = 3 and impact = 4, so the rating is 3 x 4 = 12 and the status is amber. The highest possible rating is 5 x 5 = 25.

We must focus on **significant risks**, so there's often more ambers and reds. If green, consider whether it's substantial enough to include (unless we need to **demonstrate** how it's being managed). **Inherent** score shows severity with no controls. **Residual** score includes existing controls/mitigations. **Target** score includes controls and the influence of future actions – but these need to be SMART (Specific, Measurable, Accountable, Realistic & Time-bound).

Category Definitions & Impact Scoring (In appetite order – work up from bottom where risk tolerance is lowest)

	1 – Slight	2 – Minor	3 – Moderate	4 – Significant	5 – Extensive
Strategy	Pursuing a strategy, project or change that is poorly defined, based on flawed/inaccurate data, or misaligned to delivery of commitments or objectives, possible due to changing macro-environment				
	Issue in single activity/project with flexibility in plans or in early stages	Multiple issues in single activity with flexibility or minor implications	Multiple issues in multiple activities, some flexibility or moderate impact	Multiple/significant issues with little/no change control/ contingency plans	Major issues with little/no flexibility/ extensive rework/ invested resource
Information	Lack of awareness/learning/knowledge, or misinformed decisions due to failure to produce robust or suitable informatics or fully exploit data resources, or failure to share/publish appropriately				
	Slight limitations/ concerns around data integrity	Limited use or publication of data/evidence	Lack of awareness of resources/skills in systems/tools	Major barriers to obtaining/using robust informatics	Inability to inform safety-critical decisions robustly
Reputation	Ethical violations, systematic or repeated failure/breach, political conflict, poor quality, customer service or management of relationships/partnerships, or damage to trust and public confidence				
	Managed incident, in public domain	Local media interest/complaint	Regional interest/ notable social media negativity/ multiple complaints	National interest/ significant social media negativity/ loss of confidence	Major national media interest
Assets	Persisting in use of inadequate, deficient or poorly designed technology, property, facilities, etc. that are unfit for business needs, or otherwise ineffective/inefficient/non-compliant with standards				
	Temporary/partial inadequacy of single asset with alternative/backup	Temporary/partial inadequacy of multiple assets with alternative	Long term inadequacy or sub-optimal/ insecure/unsupported alternatives	Permanent loss of single asset with sub-optimal or no alternative/backup	Permanent loss of multiple key assets with no alternatives
Workforce	Suboptimal, inappropriate or ineffective working culture or organisational behaviours, leadership or engagement, insufficient capacity or capability, or non-compliance with policies and procedures				
	Diminished team level engagement/ slightly increased absence/turnover	Team delivery disruption related to compliance/ capacity/capability	Service/directorate disruption related to compliance/ capacity/capability	Major disruption/ unmet minimum staffing in key/ statutory areas	Damage to work-force cohesion/ staffing levels for extended period
Community	Risks regarding resilience, deprivation, inequality or other demographic/socio-economic factors for residents or the area (considered organisational risks as objectives focus on societal outcomes)				
	Limitation to resilience/equality of individual	Limitation to resilience/equality of group/sector	Limitation to vulnerable/multiple groups/sectors	Limitation to wider community/critical sector/infrastructure	Limitation to resilience/equality of entire authority
Finance	Linked to the management of financial assets/liabilities, or commercial partnerships/supply chains in accordance with constraints and contractual requirements, poor returns/value, inefficiency, etc.				
	Up to £10k	£10k to £50k	£50k to £200k	£200k to £2m	Over £2m
Environment	Failing to use sustainable materials, technologies or practices, increasing waste or travel/energy requirements, or pollutants that would have an adverse impact on air quality, biodiversity, etc.				
	Slightly reduced ability to meet net zero/climate aims	Limited transition or unrealistic/non-inclusive plans	Continuation of unsustainable practices	Increased waste, emissions, etc. (primarily external)	Major/internal increase in waste, emissions, etc.
Security	Failure to safeguard against fraud/organised crime/cyber threat or unauthorised/inappropriate access to assets, including property, systems and sensitive customer/staff/organisational information				
	Reasonable policy awareness, some non-compliance	Limited training completion/policy adherence	Evidence of more frequent/serious infringements	Significant cyber/ data/physical security breach	Prolonged cyber/ data/physical security breaches
Continuity	Relating to the disruption of operational service delivery, often linked to Emergency Planning or Civil Contingencies, where lack of staff, facilities, etc. disturbs provision of normal or critical functions				
	Slight disruption to a few services or one critical function	Minor disruption or more than one critical service	Moderate disruption or temporary loss of critical service	Major disruption and/or loss of multiple services	Extended loss of multiple functions, including critical
Wellbeing	Non-compliance or policies affecting health, safety or wellbeing of individuals/groups, focussing on more direct physical or psychological harm (wider inequality in Workforce or Community)				
	Single minor injury, illness or harm	Multiple minor or single serious injury/illness/harm	Multiple serious injuries, illnesses or harms	Death or significant psychological harm	Multiple deaths or major mental health impacts
Governance	Unclear plans, authorities or accountabilities, ineffective or disproportionate oversight or decision-making, failure to meet legal or regulatory duties, or audit concerns over performance standards				
	Queries/concerns from audit body	Negative audit/ inspection report	Follow-up/repeated negative findings	Legal action/major audit concerns	Legal action from multiple sources

Appendix B – Risk Guidance & Governance Checklist

5. Risk Control

Once the risk has been evaluated, existing **Internal Controls** should be assessed. These may be strategies, policies, procedures, processes, arrangements, scrutiny bodies, etc. that mitigate the risk to some extent by reducing either the likelihood of it occurring or the impact if it does occur. We're often only able to influence one or other of these factors but in some cases controls influence both likelihood and impact. As well as existing controls, there may be planned **actions** (new/planned/in progress) that will reduce the risk once implemented. For example:

- Harm to individuals' health & wellbeing – the impact of this could be significant and irreversible in many different respects so our efforts usually focus more on **preventative** actions and controls;
- Loss of public utilities (power, water, etc.) – here, the cause is outwith our control so the actual risk is failure to prepare or promote resilience, and we can only look at planning to limit the **consequences** when it occurs;
- Health pandemic, Climate change or Strike action – in these situations we can look **both** at preventative actions to reduce the likelihood but also use Business Continuity Plans to reduce the impact.

Once controls and actions are identified, the risk should be assigned an **owner** who can make decisions on **treatment options**, and the **approach** to use. It's important to be risk **aware**, or we could miss opportunities or threats – our Risk Appetite Statement provides guidance on areas of high/low risk tolerance. Though the identified owner is not final (risks can be escalated and demoted), it's important that they have an appropriate **remit, resources and authority** to manage the risk and ensure that treatment actions are completed, where appropriate.

There are 4 **Approaches** for managing risks (mitigations may be a combination and should link to appetite):

Treat   - take action to reduce the likelihood or impact (most common approach – may treat then tolerate);
Transfer   - pass the risk to another party, such as through insurance (however, some duties non-transferable);
Terminate   - cease the activity that is causing the risk, or do not complete proposed activities;
Tolerate   - continue monitoring once reasonable actions within our control are complete.

Examples where risk appetite and prioritisation must be used:

Financial management   Focus on short term efficiency savings or 'spend to save' investment for the future?
Legislative changes   Resource for training/process/system changes versus cost of statutory breach?
Statutory vs preventative   Minimum statutory requirements/checks or augmented for early identification?
Procurement   Balance/prioritise best functionality, maintenance, support, customisation, price, etc.?
Balancing rights   Protecting the rights of individuals, or community benefits, or both?
Satisfaction vs efficiency   Offer range of options to customers or channel shift to the cheapest option for us?

6. Risk Scrutiny

The review and reporting cycle is shown below. Risk logs should be reviewed frequently and the hierarchy used to escalate and demote. This may depend on the owner's ability to manage the risk, or if the nature or understanding of the risk changes. The Risk Management Strategy provides information on responsibilities and governance.
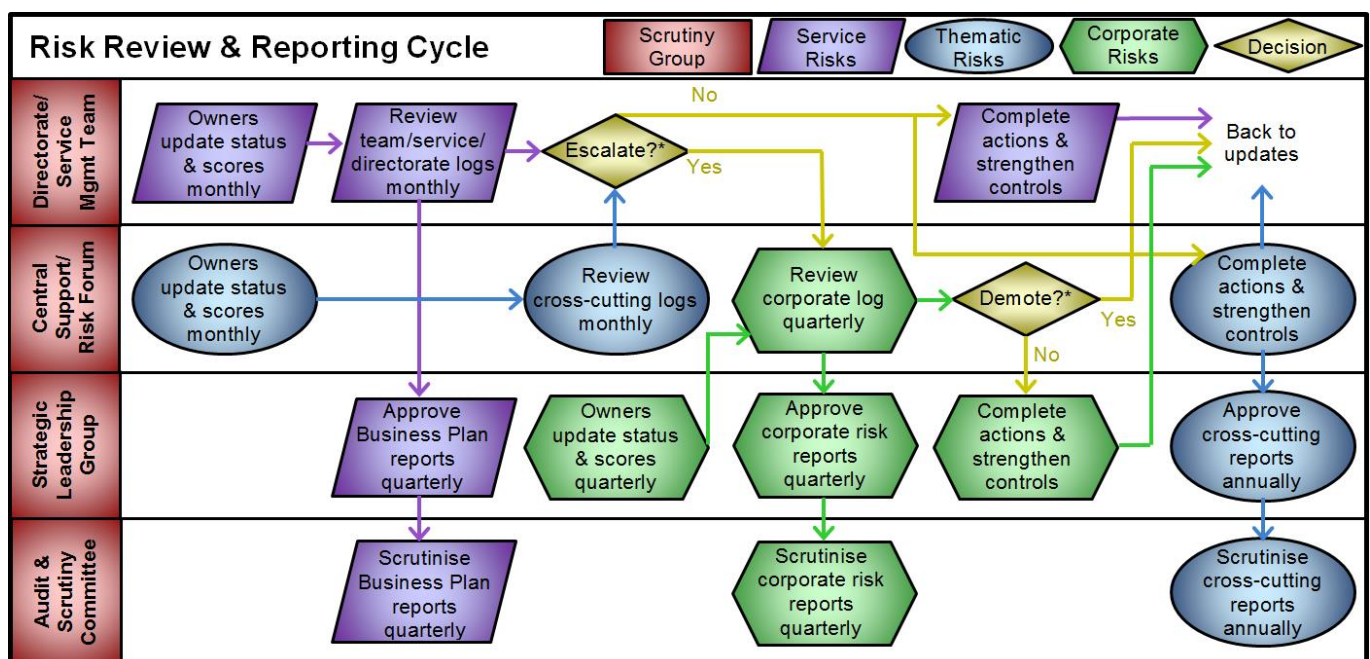
*Does the risk have a corporate impact? Does it affect multiple services? Does it require consistent management across the Council? Is it significant (red) for an individual service? Does the owner lack the authority or resources to manage the risk? If yes, consider escalating to a higher-level log (from team to service, or service to corporate).

Appendix B – Risk Guidance & Governance Checklist

7. Risk Recording – Pentana Risk Updates

1. Click to edit Title (short as possible – what could go wrong as well as the area) and Description (more detailed, include Cause & Event***). Don't edit the code or de-activate/delete – other checks/approval may be needed.

2. Click to edit Potential Impact (Profile) – refer to the impact categories (Financial, Security, Wellbeing, etc.)***. Check Approach – if 'Treat' must have related Actions, if 'Tolerate' must have Controls (see step 5). Check Owners in Key Information. Don't edit owners – may need approval, will affect email notifications & reporting.

3. It can be useful to copy the previous note (bottom right of screen shot), before clicking Update/New Assessment, then edit Scores (guidance appears on right) and type/paste/edit Note. If recommending de-activating or moving to another risk log, state this in the note, and why***

4. Click to edit Inherent Score (excluding Actions/Controls) and Target Score ('tolerance' – what it would need to reduce to before we would de-activate). Keep it sensible – if we're 'treating', must be lower than current score!

5. Click to view Actions (still to be done) or Controls (already in place) – stay focussed, maximum 3 of each. Click header then Add to select from list (Business Plan, LOIP, other plans/strategies/processes, etc.), or Remove. Don't click Create or New – should be set up consistently by Superusers. This is the final step – thank you!

***See other sections of Corporate Risk Management Guidance
Check with site administrators or service Superusers about red notes above (changing codes/owners/targets, closing a risk, or if you can't find required actions or controls) – these elements need additional checks or to be done in a managed way (e.g. reporting that a risk is going to be closed before doing so).

8. Governance Checklist

This section details the minimum requirements, documents and duties expected of staff and managers within Clackmannanshire Council. This demonstrates how the risk management policy and principles apply in specific operational contexts by providing information on relevant controls in specific risk-related areas. This summary is revised annually, alongside the Risk Appetite Statement and Delivery Plan.

Annual Planning & Assessments

Annual Planning & Assessments	Group	Frequency	Category
Assess/improve compliance with UN Convention on Rights of the Child	All services	Annual	Community
Review & update Business Continuity Plans/Impact Assessments	Managers	Annual	Continuity
Review & report on Climate Emergency Action Plan progress	Sustainability	Annual	Environment
Use forecast to manage budget/capital bids as per financial regulations	Managers	Quarterly	Finance
Submit statutory returns/reports & use benchmark data/other evidence	Analysts	Varies	Information
Produce/report on Business Plans including indicators, actions & risks	Directors	Annual	Strategic
Review & update Health & Safety Risk Assessment/Risk Profile	Managers	Annual	Wellbeing
Complete Induction and Performance Review & Development process	All staff	Once/Annual	Workforce
Review & update directorate Workforce Plans	Directors	Annual	

Learning & Development

Learning & Development	Group	Frequency	Category
Ensure relevant staff complete The Promise & Safeguarding training	Relevant	Annual	Community
Complete Equality & Diversity mandatory training	All Staff	3-yearly (yr 2)	
Complete Integrated Emergency Management training (timing varies)	Mgrs/TLs	3-yearly	Continuity
Complete training on Dept. for Work & Pensions Data Access/Sharing	Revenues	Annual	Finance
Ensure staff read & understand updates/changes to Code of Conduct	All staff	Ongoing	Governance
Gain Enterprise Risk Management accreditation	Senior Mgrs	Once	
Complete Freedom of Information mandatory training	All Staff	3-yearly (yr 2)	Information
Ensure relevant staff complete Social Networking online training	Relevant	Ad hoc	Reputation
Complete Introduction to Health & Safety mandatory training	All Staff	3-yearly (yr 2)	Wellbeing
Complete First Aid mandatory training	All Staff	3-yearly (yr 2)	
Complete Display Screen Equipment mandatory training	All Staff	3-yearly (yr 2)	
Complete IOSH Managing/Directing Safely training (timing varies)	Managers	3-yearly	
Participate in Leadership Development Programme (content varies)	Managers	Ongoing	Workforce
Year 1 (2024/25): Counterterrorism (Continuity), Data Protection (Security), Public Protection & Fire Safety (both Wellbeing) Year 2 (2025/26) of 3-year mandatory training programme shown above Year 3 (2026/27): Information Security (Security), Electrical Safety and Slips & Trips (both Wellbeing)			

Changes/Projects/Council & Committee Reports/Policies

Assess Equalities/Fairer Scotland Impacts for changes/reports/policies	Authors	Ad hoc	Community
Complete Sustainability Checklist for changes/reports/policies	Authors	Ad hoc	Environment
Complete Strategic Environmental Assessment for relevant policies	Authors	Ad hoc	
Assess financial resource implications of changes/reports/policies	Authors	Ad hoc	Finance
Assess legal/governance implications of changes/reports/policies	Authors	Ad hoc	Governance
State background reports used & data/evidence supporting decisions	Authors	Ad hoc	Information
State how change/report/policy aligns to Corporate Priorities/Outcomes	Authors	Ad hoc	Strategic
Complete required project documents as outlined by Transformation	Project Mgrs	Ongoing	
Assess staffing resource implications of changes/policies	Authors	Ad hoc	Workforce

Reactive as Requirements/Requests Arise

Refresh/implement asset strategies (Roads, Housing, Public Buildings)	Key services	Ad hoc	Assets
Engage with CONTEST self-assessment process	Managers	Bi-ennial	Continuity
Follow TechOne processes & budgetary control framework	Relevant	Ongoing	Finance
Follow Procurement processes & delegated authorities as per CSO	Relevant	Ongoing	
Respond to Internal Audit queries and recommendations	Relevant	Ad hoc	Governance
Respond to External Audit queries and recommendations	Relevant	Annual	
Participate in Annual Governance Statement/other self-assessments	Team Leads	Annual	
Report according to Public Performance Reporting duties	Managers	Annual	Information
Engage with Comms on management of negative/positive news	Managers	Ad hoc	Reputation
Ensure Information Sharing Agreements are in place for shared data	Officers	Ad hoc	Security
Consult experts (Legal, Finance, etc.) on decisions in a timely manner	All staff	Ongoing	Strategic
Engage with the principles of the Fair Work framework	Managers	Ongoing	Workforce

Appendix C –
Corporate Risk & Integrity Forum
Terms of Reference

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

Purpose: Reducing the Council's overall risk profile by sharing information and proactively managing existing and emerging concerns in an efficient, effective, timely and integrated manner.

Remit: Providing a governance mechanism for monitoring the fulfilment of statutory duties and policy commitments, discussing strategic and operational progress, and prioritising actions to minimise potential barriers, ensuring the best possible outcomes are achieved.

Governance: The Forum provides assurance to the Strategic Leadership Group on the robustness of policies and processes in key risk-related areas, escalating concerns and compliance issues. Attendance is targeted at a relatively senior level and to those who chair/co-ordinate/attend other thematic governance groups to ensure visibility and facilitate information exchange.

Aim: To ensure risk owners and senior management are held collectively accountable for the completion of remedial mitigations that support continuous improvement and Best Value.

The specific tasks completed by Forum members are:

- Demonstrating a collective leadership approach to identifying and addressing improvement opportunities with integrity, transparency, and shared accountability;
- Participating in high-level risk reviews, contributing knowledge and identifying new risks via horizon scanning;
- Feeding back on corporate risk strategy, policy & processes, and opportunities for streamlining/consolidation;
- Providing updates on their own corporate risks, and peer-reviewing others' for consistency and integration;
- Providing service updates on: incidents; achievements; new developments/legislation; risks & required action;
- Signposting guidance, support and options for strategy review and/or training via insurance 'risk control days';
- Monitoring the completion of mandatory training and policy adherence across services;
- Communicating and raising awareness of concerns and compliance issues, including prioritising their escalation to the Strategic Leadership Group for maximum impact and benefit.

Chair: The Forum is chaired by the Strategic Director – Partnership & Performance, as owner of the Corporate Risk Management approach. The Director presents an update and issues for escalation to the Strategic Leadership Group after each Forum meeting, and provides reciprocal feedback to the Forum regarding issues of strategic direction and governance.

Membership: Forum attendance is adjusted to reflect the organisation's risk profile, in order to flexibly address the most significant concerns at any given time, with current representatives from:

- Partnership & Performance Directorate – Finance & Revenues (including Procurement); HR & Workforce Development (including Health & Safety); Legal & Governance (including Monitoring Officer, Information Management & Internal Audit); and Partnership & Transformation (including Civil Contingencies (link to Local Resilience Partnership), Counter-terrorism, Digital & Data, Equalities & Serious Organised Crime);
- People Directorate – Chief Education & Social Work Officers;
- Place Directorate – Strategic Director; Energy & Sustainability; Environment & Housing;
- Health & Social Care Partnership (Locality Manager & Chief Finance Officer);
- Clackmannanshire Alliance Community Planning Partnership (board includes 2 Directors & 1 Senior Manager listed above).

Timing: The Forum meets quarterly (May/Aug/Nov/Feb), to inform formal corporate risk register reviews. Updates (item 2 below) are requested 1 month before the meeting and distributed 1 week before. Corporate risk review deadlines are 15th of following month.

Agenda:
1. Welcome and Introductions — Strategic Director – P&P (Chair)
2. Review Service Updates & Mitigation Progress — Forum members submit/present quarterly
3. Verbal updates on Corporate Risk Log — Owners provide /others challenge
4. Prioritisation of Issues for Escalation — All with issues to escalate to SLG
5. Any Other Business

To ensure focus and limit workload/meeting/document length, item 2 updates should not exceed 1 page. To similarly promote focus and action, no detailed minute is recorded but an action log will be created to drive progress, following strategy approval.

Appendix D - Risk Strategy Delivery Plan

Summary of Strategy Indicators, Actions & Risks
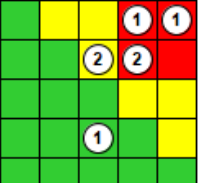
Theme	Actions	Indicators	Risks	Indicators	Risks	Actions	Indicators	Risks	Note
Leadership & Management	2					1	3	1	Processes and Handling & Assurance are predominantly green, but substantial slippage in year 2 strategy deployment, particularly in Leadership & Management, Strategy & Policy and Outcomes & Delivery which are now predominantly red. Efforts will be made to accelerate roll-out in year 3, and planned scheduling of improvement actions amended accordingly.
Strategy & Policy						2		1	
People	2	1			1	2	1		
Partnership, Shared Risk & Resources	1				1	2			
Processes	3	1	1			2	2		
Risk Handling & Assurance	3	3		1		1		1	
Outcomes & Delivery	2			1		3	2	1	
% (26 Actions, 15 Indicators, 7 Risks)	50.0%	33.3%	14.3%	13.3%	28.6%	50.0%	53.3%	57.1%	
Overall (total 48 items)	✅ 39.6%			⚠️ 8.3%		🛑 52.1%			

Action Plans	Owner(s)	Start Date	Due Date	Progress	Note
Internal Audit of Corporate Risk Management Arrangements 20/21	Strategic Director, Partnership & Performance; Senior Manager, Partnership & Transformation	21-May-2021	30-Sep-2023	90%	Two year 1 actions remain outstanding (1 of 8 IA & 1 of 24 strategy). Year 2 more than half complete but progress slowed, outstanding carried forward to year 3.
Risk Strategy Year 1 Actions (2023/24)	Performance & Information Adviser (lead for all strategy items, unless otherwise stated)	01-Apr-2023	30-Sep-2024	99%	
Risk Strategy Year 2 Actions (2024/25)		01-Apr-2024	31-Mar-2025	62%	

Performance Indicator Trends			Note
⬆️	Improved	4 indicators, 26.7%	Status shown above, with performance more than 5% below target in two thirds of measures, and similar numbers showing decline. 2 removed (internal/external meetings held) due to limited value. There will be a lag before strategy implementation is reflected in outcome-focussed results.
➖	Static	2 indicators, 13.3%	
⬇️	Declined	9 indicators, 60.0%	
(All targets shown below are for 25/26)			

Risks		Change in Scores		Note
	⬆️	Increased	4	Limited capacity in service & central resource have increased several risks, and prior budget/staffing decisions are negatively impacting governance assurance in a number of areas.
	➖	Static	2	
	⬇️	Decreased	1	
	(All target scores below are for 25/26 year end)			

Theme A. Leadership & Management
Local Aim 1: Awareness, Corporate Value 3: Be the Leader

Performance Indicators	22/23	23/24	24/25	Status	Target	Owner(s)	Note
Senior Managers with Enterprise Risk Management accreditation	32.4%	31.3%	22.6%	🔴	50.0%	Chief Executive; Directors	Senior Leadership Forum offered training in Jan-20 with over half attending. 8 staff attended in Oct/Nov-21 (1 senior manager). Flexible eLearning options (via insurance providers) promoted but further turnover & no recent uptake.
Senior managers with up to date portfolio risk register on Pentana	Not in use before 23/24	15.6%	12.9%	🔴	45.2%	As above	Excludes partial portfolio coverage & those not reviewed in last year. 1 log developed in 24/25 but 2 existing not reviewed. 25/26 target to bring 10 logs up to standard (chief officer & partial coverage), including refresher training.
Elected Members attending internal risk/scrutiny training		61.1%	72.2%	🔴	100.0%	Performance & Information Adviser	Up from 11 in 23/24 to 13 in 24/25 (out of 18) but below target of all attending. Engaging discussions & interesting points raised by attendees, with actions taken forward to address issues. Further training will be offered in 25/26.
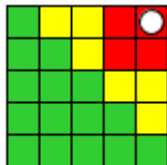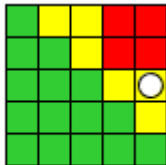
Actions	Status/Progress	Due	Owner(s)	Note
Prioritise services to address gaps in risk logs (senior manager level) and initiate programme of facilitated sessions	🔴 50%	31-Mar-2025	Performance & Information Adviser	Prioritised (based on corporate objectives & those requiring less work to bring up to standard) but no uptake of facilitation. Leaders must invest strategic & operational resource in performance & risk, current levels are unsustainable.
Provide phase 2 of Elected Member training sessions on Scrutiny, Performance & Risk	✅ 100%	31-Mar-2025	As above	Sessions provided in Jan/Feb (see indicators), but officers cannot compel Members to attend. There must be a recognition of dual-ownership of risk by Council officers and those making/scrutinisng/challenging decisions & policy.
Offer risk management accreditation options to senior managers (via insurance contract risk control days)	✅ 100%	31-Mar-2025	As above	While this was not completed within the target time, accreditation was offered to all senior managers as part of risk consultation sessions in May-25, though there has not yet been any uptake of this offer.

🔴 ⬆️	**Leaders Fail to Promote Risk Awareness**		Chief Executive		Existing Controls		Current Score	20	Target Score	12
Risk	Leaders do not see value in risk management and fail to prioritise, exemplify and drive focus on deployment with staff				Corporate Risk & Integrity Forum					
Potential Impact	Poor awareness of key risks and mitigations at multiple levels due to lack of appropriate evaluation/escalation/cascade, with widespread implications for ill-informed decision-making and risk exacerbation through non-compliance				Annual Mandatory Training Programme					
					Hierarchy of Risk Registers					
Note	Year 1 focussed on approach and year 2 on deployment, though progress has slowed, and there has been a decline in compliance with guidance at senior levels. Risk Forum service coverage is comprehensive and mandatory training covers core risk-related topics (though completion rates vary). Reasonable awareness and most plans/reports reference risk, but limited evidence of robust assessments or recording. Actions to embed and integrate continue into 25/26.									

Actions	Status/Progress	Due	Owner(s)	Note
Prioritise corporate strategies to address gaps in risk logs and initiate programme of facilitated sessions (or upload to Pentana where they already exist)	🔴 0%	31-Mar-2025	Performance & Information Adviser	Direct work has not yet begun as partly depends on development of strategy guidance to ensure leads are aware of responsibilities for risk management in strategy development, and that potential challenges are built into planning. Service registers were considered highest priority, and will clearly link to this, but the strategy perspective is important to ensure full coverage of objectives.
Define guidance, process & template for developing strategies	🔴 5%	31-Mar-2025	As above	While drafting has begun, it was not possible to deliver the guidance and template within target times, though this is seen as a high priority and it was discussed in the Annual Governance Statement review sessions.

🔴 ⬆️	**Failure to Develop or Publish Risk Strategy or Registers**	Chief Executive	Existing Controls		Current Score	25	Target Score	15
Risk	Approach & management of specific risks is not summarised publicly due to reluctance to discuss negative factors		Public Performance Reporting					
Potential Impact	Failure to provide scrutiny bodies and the public with appropriate information, decisions made without reference to all relevant facts or potential barriers, failure to challenge/mitigate and/or erosion of trust, affecting reputation		Elected Member Scrutiny & Challenge					
			Corporate & Business Plans					
Note	Most work is highly risk-focussed but improvement required in formalising analysis, recording & reporting for compliance with risk management aims. While the strategy element of this risk has been fulfilled, little progress has been made in development & publication of registers, and one directorate business plan did not include risk in 24/25. The programme of risk log development, revision of committee template, and strategy guidance aim to reduce the score during 25/26.							

Theme C: People	Local Aim 3: Consistency, Corporate Value 2: Be the Team (Indicator on 'Internal Meetings Held' discontinued as less informative)

Performance Indicators	22/23	23/24	24/25	Status	Target	Owner(s)	Note
Services adequately represented on Corporate Risk & Integrity Forum	100.0%	100.0%	100.0%	✅	100.0%	Chief Executive; Directors	Members include senior managers & relevant officers across all directorates and key partnerships, however, this does not demonstrate how actively members are participating, or the extent to which guidance is cascaded.
Services adequately represented by Pentana superusers	59.1%	36.4%	38.6%	🛑	50.0%	As above	Substantial decline from 100%, 2 trained in 24/25 but further turnover & failure to nominate successors. Importance of this role is increasing in tandem with governance expectations/need for streamlining/contracting workforce. Greater engagement required to capitalise on system benefits.
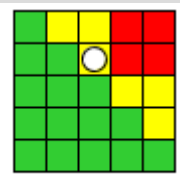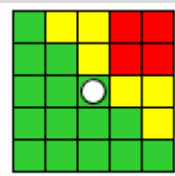
Actions	Status/Progress	Due	Owner(s)	Note
Complete quarterly updates of Connect intranet page for sharing risk guidance, training, events, etc.	✅ 100%	31-Jan-2025	Performance & Information Adviser	Updates completed in target times, highlighting additional materials and relevant external reports (e.g. Audit Scotland). This action recurs annually to reduce single points of dependency in disseminating current insights.
Identify candidates for Pentana superuser training with directors/senior managers & provide training/workshops	✅ 100%	31-Mar-2025	As above	2 superusers trained from Place and Partnership & Performance, with ongoing mentoring, but still major gaps in coverage at directorate & service levels, and training entirely dependent on managers putting forward nominees.
Provide information sessions on Pentana content/functionality, identify candidates & provide manager/inputter training/workshops	🛑 25%	31-Mar-2025	As above	Sessions have been held with managers/staff members from Education, Child Care, Sustainability & Members' Services, as well as representatives of the Family Wellbeing Partnership
Review risk analysis training module on Clacks Academy after approval of revised risk strategy (outstanding Internal Audit Action)	🛑 20%	30-Sep-2023	As above	General risk training not appropriate for all staff (though corporate risks reflected in mandatory programme). Content defined for target groups (theme leads, managers, etc.) but workload & service support preventing completion.

⚠️ ➖ Inconsistent Staff Application of Risk Principles	Performance & Information Adviser	Existing Controls		Current Score	12	Target Score	9
Risk	Staff do not know or apply the principles in the risk strategy due to lack of communication, training, guidance or support	HSC Joint Risk Management Forum					
Potential Impact	Fragmented approach, failure to prioritise in a robust and consistent manner, lack of internal integration and confusion among those consuming risk information, leading to other noted risks	Risk Training, Facilitation & Guidance					
		Pentana Superusers & Site Administration					
Note	Training needs were analysed during strategy development & key groups/actions identified. Facilitation & support continues, including intranet dissemination of information, offers of customised in-house training and also free accreditation via insurance contracts 'risk control days'. Efforts are ongoing with Elected Members, the risk forum and senior managers, but limited resource, and uptake/compliance issues in some areas mean this risk has not reduced this year.						

Theme D: Partnership, Shared Risk & Resources

Actions	Status/Progress	Due	Owner(s)	Note
Provide collaborative support to external partners for performance & risk processes, including the Pentana corporate performance management system and Community Risk Register biennial review	✅ 100%	31-Mar-2025	Performance & Information Adviser	Responses and collaborative support provided throughout the year, including work with Health & Care Partnerships, Improvement Service, Association of Local Authority Risk Managers and Scottish Performance Management Forum.(the biennial review of Community Risk Register did not fall within this financial year).
Work with FV Health & Social Care joint risk forum to evaluate & implement whole-system risk sharing options	🛑 0%	31-Mar-2025	As above	The work of the joint forum is currently being driven by the NHS risk manager, and some meetings around risk sharing and revising terms of reference have been cancelled, but collaborative work will continue when they are in a position to reschedule.
Prioritise key partnerships to address gaps in risk logs and initiate programme of facilitated sessions (or upload to Pentana where they already exist)	🛑 0%	31-Mar-2025	As above	Work has not yet begun on this action, due to knock-on effects of other delays and support demands but it will be carried forward to year 3, informed by work conducted by the risk forum and information gathered as part of the Annual Governance Statement process.

⚠️ ⬆️	**Inadequate Collaboration with Partners/Experts**	Performance & Information Adviser	Existing Controls	Current Score	12	Target Score	9
Risk	Failure to integrate with partners or capitalise on external knowledge due to an insular view or lack of co-operation		External Audit Assurance & Improvement Plan				
Potential Impact	Unclear/inefficient/ineffective processes for those working in partnerships, excessive resource when solutions may already exist, or lack of awareness/incorporation of externally-identified risks or recommendations into plans		HSC Joint Risk Forum				
			External Risk Engagement (Insurers/, ALARM & IS)				
Note	The risk forum includes members of key partnerships, including the Alliance, Health & Social Care, Family Wellbeing, Resilience & Falkirk Council (Internal Audit). Regular knowledge-sharing is conducted with Gallagher Bassett (risk partners), and a range of national performance & risk networks. The joint Health & Social Care risk forum has expanded to cover both Forth Valley partnerships, but lack of activity in recent years, lack of visibility of registers, and revision of the Clacks & Stirling partnership's risk strategy without consulting local authorities, will increase deviation, inconsistency and inefficiency rather than reducing it.						

Appendix D – Risk Strategy Delivery Plan

Theme E: Processes — Local Aim 5: Clarity, Corporate Value 5: Be the Innovator

Performance Indicators	22/23	23/24	24/25	Status	Target	Owner(s)	Note
Total insurance claims closed within year (Employers & 3rd Party Liability, Motor, Highways, Property & Injury)	41	21	27	✅	30	Senior Manager - Legal & Governance	Can only be viewed alongside other insurance indicators. While no. of claims is outwith our control, any claim will incur some cost (processing, insurance costs, court proceedings, etc.) aside from impacts on individuals. Slight increase, but reduction of more than two thirds over last 5 years (68 in 19/20).
Insurance claims closed with payment (% of closed in year)	63.4%	61.9%	85.2%	🛑	67.0%	As above	Increase due to reduced claims. Reasons for claims being upheld monitored to improve defensibility rate both in court & proactive reduction of risks.
Value of insurance claims paid ('claims experience')	£41,016	£5,574	£25,961	🛑	£25,000	As above	Increase but 23/24 only 6% of 21/22, remains below 22/23. Average payment £4,020 (21/22), £429 (23/24), £962 (24/25), but below all years prior to 23/24.

Actions	Status/Progress	Due	Owner(s)	Note
Review risk Guidance, Governance Checklist & Appetite Statement to support prioritisation	✅ 100%	30-Jun-2024	Performance & Information Adviser	Year 2 (24/25) checklist & statement revised as part of annual report preparation
Provide responsive support for performance & risk processes, including Pentana system	✅ 100%	31-Mar-2025	As above	Provided but volume & urgency unsustainable for single officer, impacting improvement. Managers must take responsibility for proactive self-service.
Revise committee report template & pilot use of Pentana system to manage approval process	🛑 20%	31-Dec-2024	As above	Drafting of the revised template and Pentana process has begun but this has not been completed within target time and will be carried forward to year 3.
Establish benefits assessment process to complement assessments of risks to outcomes	✅ 100%	30-Sep-2024	As above	Process, matrix & guidance developed, now seeking pilot areas to test and refine, with a number of service areas expressing an interest.
Prioritise categories/cross-cutting corporate themes to address gaps in risk logs and initiate programme of facilitated sessions (or upload)	🛑 0%	31-Mar-2025	As above	It has not been possible to begin work on this action, though it will be informed by the horizon scanning scorecard refinements, which will highlight categories/themes lacking sufficient supporting assurance evidence.

✅ ⬇	Unclear Processes or Prioritisation Mechanisms	Performance & Information Adviser	Existing Controls	Current Score	6	Target Score	3
Risk	Staff & Members are unclear on risk management/prioritisation due to failure to define or disseminate suitable processes		Management Team Risk Workshops				
Potential Impact	Uncoordinated/disconnected activities, failing to address strategic priorities, exacerbating issues regarding equalities, deprivation, safeguarding or sustainability, or mismanaging building/data security, health & safety or continuity incidents		Business Continuity Plans / Strategic Framework of Plans, Policies & Procedures				
Note	Clarified in strategy, guidance & appetite (with annual revision). Dissemination expanded from directors/chief officers to all senior managers & key functional leads, embedded through training & facilitation. Responsive support & governance checklist for additional clarity on duties and tools. Cannot be driven by single officer, and quality of guidance/improvement actions dependent on meaningful engagement and challenge by senior leaders, Elected Members, and topical leads.						

Appendix D – Risk Strategy Delivery Plan

Theme F: Risk Handling & Assurance

<div align="right">Local Aim 6: Proportionality, Corporate Value 2: Be the Team</div>

Performance Indicators	22/23	23/24	24/25	Status	Target	Owner(s)	Note
Internal Audit assurance level on arrangements for risk, governance and control	3	2	2	⚠️	3	Chief Executive	Indicator shows assurance level of 1 (No assurance), 2 (Limited assurance) or 3 (Substantial assurance). 5 years' values have been recorded, and have always been Substantial until 23/24 when the level reduced to Limited.
IA draft reports issued within 3 weeks of fieldwork completion	83%	92%	85%	✅	75%	Internal Audit Manager	Actual performance exceeded target for two indicators, however, performance dropped slightly in one of the indicators (due to complexities and resourcing requirements of the additional two audits in the CSIJB Internal Audit Plan which weren't anticipated). We would hope to meet all three next year.
IA recommendations accepted by management	100%	98%	100%	✅	90%	As above	
Completion of main Internal Audit programme	92%	100%	81%	✅	85%	As above	

Actions	Status/Progress	Due	Owner(s)	Note
Provide evidence for the Annual Governance Statement, Internal & External Audit	✅ 100%	31-Mar-2025	Performance & Information Adviser	Evidence provided and queries answered as and when received, in relation to performance & risk duties, and support of other service/partnership activities.
Support consolidation/streamlining of statutory data returns & reports, including participation in national Local Government Data Platform project	✅ 100%	31-Mar-2025	As above	No further information received on LGDP but internal preparation continues, including with Data & Digital Team. Significant work to fulfil statutory duties annually, but revised as of 01-Apr requiring substantial changes in 25/26.
Review Annual Governance Statement process with colleagues to improve integration with risk	🛑 50%	31-Mar-2025	As above	It was not possible to complete this within target date, but key steps taken to improve alignment and integration post-year-end, carried forward into year 3.
Review the process for setting up and managing Internal Audit recommendations on Pentana & provide training/guidance for Internal Auditors	✅ 100%	31-Dec-2024	As above	The suite of available IA reports was substantially revised, and further actions on dashboards and imports have been identified for year 3.

🛑 ➖	Disproportionate Risk Handling		Performance & Information Adviser	Existing Controls	Current Score	16	Target Score	12
Risk	Failure of governance/scrutiny processes leads to the over-/under-control of risks, with lack of balance in appetite, tolerance & control			External Audit Assurance & Improvement Plan				
Potential Impact	Missed opportunities, allowing unfavourable events to occur, or prevention activities causing greater impact than would be incurred should risks materialise, resulting in inappropriate utilisation of workforce, financial resources or other assets			Internal Audit Programme				
				Council/Committee Reports & Procedures				
Note	Local Code of Governance self-assessed & audited annually, with areas for improvement identified, and committee structures, remits & approval processes ensuring oversight. Support staff and other specialists share information via the risk forum to ensure balance, as well as identifying 'risk control day' priorities. A lack of evidenced risk assessments or data-led decision-making in some areas, however, means that this risk did not reduce in 24/25.							

Theme G: Outcomes & Delivery — Local Aim 7: Objectivity, Corporate Value 6: Be the Future

Performance Indicators	21/22	22/23	23/24	Status	Target	Owner(s)	Note
Corporate indicators improving since previous year	49.4%	50.0%	46.9%	⚠️	55.0%	Chief Executive	Includes corporate report & benchmarking indicators (figures change due to updates/corrections). 23/24 decline in more than half of 130 measures.
Corporate indicators with green status for target achievement (met or within 5%)	55.1%	61.3%	56.9%	🛑	67.0%	As above	Also declined and over-reliance on default Scottish average as target isn't always appropriate. May be unrealistic in single year if consistently in bottom quartile, or may not be challenging enough to reflect stated Council priorities.
Corporate indicators above Scottish median (top 2 ranking quartiles)	40.4%	40.0%	41.4%	🛑	50.0%	As above	Slight increase following 3 years of decline. We continue to put pressure on national bodies to improve timeliness but must also seek ways to improve this internally to ensure prompt decision-making can address underperformance.

Actions	Status/Progress	Due	Owner(s)	Note
Pilot reporting performance indicators to inform corporate risk likelihood/proximity/impact scores (outstanding year 1 action)	🛑 95%	31-Mar-2024	Performance & Information Adviser	While key indicators have been identified for some corporate risks, progress has been slow and it has not yet been possible to embed this in reporting.
Work with Data & Digital Team to improve access, use and impact of tools & mechanisms	✅ 100%	31-Mar-2025	As above	Contact ongoing regarding urgent and vital corporate-level enhancements. Steps also taken independently, e.g. migrating Pentana from outdated Java.
Work with Transformation function on project dashboards, data & governance compliance	✅ 100%	31-Mar-2025	As above	Transformation support provided to central team and all directorates, including recommendations on programme/project governance and evidencing benefits.
Prioritise projects/programmes to address gaps in risk logs and initiate programme of facilitated sessions (or upload where they already exist)	🛑 0%	31-Mar-2025	As above	Not started, and risk lead does not have visibility of Strategic Oversight Group papers. Concern at project managers not using corporate processes or internal risk expertise, not known if following good practice/local risk policy.
Locate key corporate strategies, plans & performance reports & ensure accessible to staff	🛑 50%	30-Sep-2024	As above	Substantial proportion linked via Performance web pages and work to expand, including strategy map to clarify hierarchy, relationships & common outcomes.

🛑 ⬆️	**Failure to Evidence Reduced Risk Profile**	Performance & Information Adviser	Existing Controls	Current Score 16	Target Score 12
Risk	Risk owners' personal perspective unduly influence risk assessments, resulting in inappropriate scoring and treatment		Pentana Performance Management System		
Potential Impact	Failure to escalate/demote or inability to demonstrate rationale for decisions or integration of initiatives with key deliverables, with possible misuse of resource and strategic misalignment to the detriment of community outcomes		Governance & Audit Processes		
			Corporate Risk Management Strategy & Policy		
Note	Single risk owner good practice for accountability, but guidance encourages involving other officers/groups to ensure all relevant data and actions considered. Increased use of tools, robust assessments and challenge via risk forum, senior leaders, committees & audits will raise assurance/reduce risk profile. Delays in risk strategy deployment due to resourcing issues, reduced compliance in publishing registers, and declining performance means this risk has, again, increased.				

Appendix D – Risk Strategy Delivery Plan

Year 3 Actions

Will include those outstanding from previous years. Further actions for years 3-5 will be defined based on progress and emerging priorities
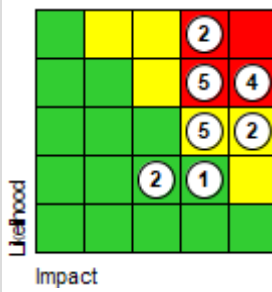
Theme	Action	Desired Outcome	Start	Due
A Leaders	Offer risk accreditation to senior managers & assess refresher training options after accreditation (e.g. Leadership Development Programme)	Demonstrate current mechanisms, processes & controls for the purposes of governance assurance	01-Apr-2025	31-Mar-2026
	Provide Elected Member training sessions on Scrutiny, Performance & Risk	Ensuring deployment of strategy aims, and raising awareness of principles, processes, responsibilities & good practice	01-Oct-2025	31-Mar-2026
B Strategy	Review Business Planning guidance & template	Streamline to remove duplication, move to more strategic summaries of directorate strategies & improve integration/management via Pentana	01-Jul-2025	31-Dec-2025
C People	Complete quarterly updates of Connect intranet page for sharing risk guidance, training, events, etc.	Ensuring risk information & guidance is available to all staff to promote the consistent application of good practice	01-Apr-2025	31-Jan-2026
	Identify candidates for Pentana superuser training with directors/senior managers & provide training/workshops	Ensuring deployment of strategy aims, and raising awareness of principles, processes, responsibilities & good practice	01-Apr-2025	31-Mar-2026
	Provide information sessions on Pentana content/functionality, identify candidates & provide manager/inputter training/workshops	Ensuring deployment of strategy aims, and raising awareness of principles, processes, responsibilities & good practice	01-Apr-2025	31-Mar-2026
D Partners	Provide collaborative support to external partners for performance & risk processes, including the Pentana corporate performance management system and Community Risk Register biennial review	Reactive support, guidance and advice for external colleagues on knowledge, experience and process benchmarking on performance, risk and system processes and good practice	01-Apr-2025	31-Mar-2026
E Process	Review risk Guidance, Governance Checklist & Appetite Statement to support prioritisation	Provide clarity & support for managers with consolidated approach to managing governance expectations & considerations	01-Apr-2025	30-Jun-2025
	Provide responsive service support for performance & risk processes, including the Pentana corporate performance management system	Reactive internal support, guidance and advice on consistent & efficient compliance with performance, risk, system, processes & good practice	01-Apr-2025	31-Mar-2026
	Pilot benefits assessment process to complement risk assessments, based on expressions of interest from managers/topical leads	Ensure data & evidence are assessed and realistic targets set to support the delivery of positive outcomes	01-Oct-2025	31-Dec-2025
F Handling	Provide evidence for the Annual Governance Statement, Internal & External Audit	Demonstrate current mechanisms, processes & controls for the purposes of governance assurance	01-Apr-2025	31-Mar-2026
	Support the consolidation/streamlining of statutory data returns & reports, including participation in the national Local Government Data Platform project	Improve the efficiency & integration of data management & reporting and complying with national/statutory submission requirements	01-Apr-2025	31-Mar-2026
G Delivery	Work with the Data & Digital Transformation Team to improve access, use and impact of tools & mechanisms	Informing risk assessments in terms of likelihood of risk materialisation, and evidencing the impacts & outcomes of mitigation actions	01-Apr-2025	31-Mar-2026
	Work with the Transformation & Capital function to develop project dashboards and minimum project governance requirements	Further streamlining and integration of project/programme management with other corporate planning, data & reporting processes	01-Apr-2025	31-Mar-2026
	Fully incorporate identification of informative performance indicators/data/evidence into risk evaluation guidance & process (following pilot)	Reduce subjective elements of assessment to focus on evidence-based evaluation of effectiveness of mitigations & positive impact on outcomes	01-Apr-2025	30-Sep-2025

Appendix D – Risk Strategy Delivery Plan

Year 4 Actions

Excludes those repeated annually. Limited year 2 progress means some year 3 postponed and further amendments may be necessary

Theme	Action	Desired Outcome	Start	Due
A Leaders	Prioritise teams to address gaps in risk logs (team leader level) and initiate programme of facilitated sessions	Visibility, consistent recording & regular review of all organisational risk logs via corporate performance management system to improve awareness & proactive management of risk	01-Apr-2026	31-Mar-2027
	Assess potential for 'deep dive' sessions with Elected Members/managers to explore thematic areas in greater detail	Provide options for exploring & discussing indicators, actions, risks and benefits in a more interactive & flexible way than can be provided via static reports	01-Apr-2026	30-Sep-2026
	Provide Elected Members with training & access to the Pentana system (once information needs assessed & content brought fully up to date)	Provide transparent access to performance & risk information at a time and place that is suitable to Elected Members	01-Jan-2027	31-Mar-2027
B Strategy	Align Pentana internal controls list to key corporate strategies & policies, and implement document review functionality	Ensure controls list is current and utilise functionality for holding/reviewing documents (including automated reminders)	01-Apr-2026	30-Sep-2026
	Create live area profile template (for inclusion in corporate strategies) that will automatically populate with most recently available data	Reduce duplication, ensure strategies use most current data available and improve efficiency of strategy production	01-Jul-2026	31-Dec-2026
C People	Re-assess training options for Elected Members, managers, superusers & system end-users and expand if appropriate	Ensuring deployment of strategy aims, and raising awareness of principles, processes, responsibilities & good practice	01-Oct-2026	31-Dec-2026
D Partners	Identify & respond to partnership priorities & opportunities as they emege	Maximise value of partnership resources, knowledge & experience in risk management, mitigation, processes and good practice	01-Apr-2026	31-Mar-2027
E Process	Conduct more detailed review of risk guidance in response to feedback from facilitation programme & further consultation	Provide clarity & support for managers with consolidated approach to managing governance expectations & considerations	01-Apr-2026	30-Jun-2026
F Handling	Refine Internal Audit dashboards & identify options for further streamlining & automation	Remove single points of dependency from process & improve efficiency & effectiveness to support management & oversight of IA actions	01-Jul-2026	31-Dec-2026
	Summarise common risks & mitigations in a risk library/menu	Simplify the assessment process, reduce duplication and capitalise on past successes	01-Jul-2026	31-Dec-2026
	Provide External Auditors with access to the Pentana system (once content brought fully up to date)	Provide transparent access to performance & risk information at a time and place that is suitable to external auditors, & improve efficiency of evidence provision	01-Jan-2027	31-Mar-2027
G Delivery	Identify ways to better evidence risk assessments with both preventative early warning indicators and those demonstrating the impact of mitigations on delivery	Reduce subjectivity in assessment & scoring to support proactive decision-making & positive impact on organisational outcomes	01-Apr-2026	31-Mar-2027

Appendix D – Risk Strategy Delivery Plan

Appendix E - Corporate Risk Register

Clackmannanshire Council | Comhairle Siorrachd Chlach Mhanann
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Summary of Changes	Score Distribution
At the end of quarter 1, 2025/26 the total number of risks on the corporate register has increased from 18 to 21 (details in Change in Scores below). **Status** • 11 risks are red (increase from 8 at 2024/25 year end, due to newly added/split risks) • 7 are amber (increase from 6, due to revised scores) • 3 are green (decrease from 4 - green often demoted unless ongoing scrutiny needed) **Approach** • 15 risks are being **Treated** (increase from 13) • 5 must be **Tolerated** (same as previous) • 1 will be **Transferred** to the People Directorate register after this report **Change in Scores Since Last Review** • 2 risks reduced, 2 increased, and 13 remain the same (including the one being **R**emoved) • 1 **N**ew risk has been added (escalated from the Housing register) • 1 risk (Impact of Poverty, Inequality & Changing Demographics) has been **S**plit into 3 key areas, due to being too broad and high-level to be informative in its previous form	 Likelihood / Impact (Abbreviations in the list below are expanded in the detailed risk summaries further through the report)

Code	Risk Title	Score	Status	Approach	Change
COU CRR 008	Insufficient Financial Resilience	20	🔴	Treat	▬
COU CRR 057	Worsening Health Inequalities	20	🔴	Treat	**S**
COU CRR 046	IT System Failure	20	🔴	Treat	▬
COU CRR 055	Lack of Affordable & Suitable Housing Supply	20	🔴	Treat	**N**
COU CRR 012	Health & Safety Breach	20	🔴	Treat	▬
COU CRR 050	Supply Chain & Labour Market Disruption	20	🔴	Tolerate	▬
COU CRR 056	Increasing Levels of Poverty	16	🔴	Treat	**S**
COU CRR 047	Inadequate Workforce Planning	16	🔴	Treat	▬
COU CRR 033	Major Governance Failure	16	🔴	Treat	▬
COU CRR 058	Inability to Meet Increased Social Care Demand	16	🔴	Treat	**S**
COU CRR 009	Information Not Managed Effectively	16	🔴	Treat	▬
COU CRR 049	Continued Contribution to Climate Change	15	🔺	Treat	▬
COU CRR 040	Failure of Public Utility Supply	15	🔺	Tolerate	▬
COU CRR 034	Insufficient Pace & Scale of Organisational Transformation	12	🔺	Treat	⬆
COU CRR 054	Limited Assurance Around Management of RAAC	12	🔺	Treat	▬
COU CRR 053	School Estate Condition Disrupts Education Provision	12	🔺	Treat	⬆
COU CRR 031	Failure to Prepare for Severe Weather Events	12	🔺	Tolerate	▬
COU CRR 022	Public Health Emergency	12	🔺	Tolerate	▬
COU CRR 052	Failure to Comply with UNCRC	8	✅	Treat	⬇
COU CRR 023	Industrial Unrest	6	✅	Tolerate	⬇
COU CRR 011	Limited Capacity to Reduce Harm to Child(ren)	6	✅	Transfer	**R**

Appendix E – Corporate Risk Register
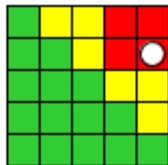
Risk Register Guidance
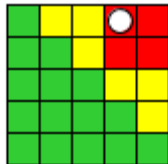
Purpose   Risk is key to planning, and involves thinking about what might get in our way and stop us achieving our goals. We all do this every day, probably without thinking about it – checking for cars to cross a road safely, or watching the weather forecast and taking an umbrella.

Aims   Reports consider what's likely, but also the worst possible results. We think about how to prevent them or how we'll react if they do happen. Predicting the future can't be exact, but we need to show that we've thought it through, checked the facts, and are aware of the current situation.

Summary   What's changed since the last report and totals for some key factors below (the current profile).

Scores   We use guidance to score how likely the risk is to occur and possible results. These go from 1 to 5, and are multiplied to give overall severity. If it's very likely, with serious impacts, it's 5 x 5 = 25.

Status   Scores are grouped to give the status: ✅ green, low risk (9 or less), ⚠️ amber, medium risk (10-15), or 🔴 red, high risk (16 or more). This highlights major issues that need dealt with as a priority.

Change   Whether the score's gone up ⬆️, down ⬇️, or stayed the same ➖ since last time. Ideally, they'll go down, but there's often issues we can't control so, even if we've taken action, it might still increase.

Approach   If we're doing something to prevent the risk or plan what we'll do if it happens, the approach is 'Treat'. If we can't prevent it, or already have plans, it's 'Tolerate' (with ongoing checks that plans still make sense). 'Transfer' (pass to someone else) and 'Terminate' (stop the risky activity), are less common due to laws about Council responsibilities and services we must provide.

Lead Officer   The person with overall responsibility for dealing with the risk and providing updates.

Title   The issue we're worried about – very negative but may never occur because of actions we'll take.

Risk   More detail about what might cause the risk, and the event we need to prevent or react to.

Impact   The worst possible results on the Council or local communities, considering the categories below.

Notes   An update on the current situation, progress with actions, and any data that tells us how likely the risk is to occur, the timing, or the impacts (so that assessments are based on facts, not guesswork).

Controls   Things already in place to prevent the risk, or plans for how we'll respond. These make the risk less likely or the impact less severe, so we think about these when setting the current score.

Actions   Things we're doing just now, or in the future, to reduce the risk more. We think about these when setting the target score to show how the actions will improve our position once complete.

Categories   Broad high-level topics the Council has to keep an eye on to make sure things go smoothly.

Assets	Buildings, computer systems and other equipment needed to run our services.
Community	Helping people to stay strong and happy, and looking after them in difficult times.
Continuity	Making sure the services people rely on keep running without disruption.
Environment	Looking after the planet, animals and plants, and reducing pollution and waste.
Finance	The money we have to run services and keep doing all the other things on this list.
Governance	Obeying the law and other rules about behaving responsibly and fairly.
Information	Learning from facts and data we trust, and being honest about how things are going.
Reputation	How other people see us, and how happy they are with how we do things.
Security	Making sure only the right people get into buildings/systems, and use them properly.
Strategic	What we'll do and changes we'll make so that services work better for everyone.
Wellbeing	Keeping people safe and healthy so they're not hurt in accidents or by other people.
Workforce	The staff and skills we need to do all of the above to a high standard.

Outcomes   The Council's key priorities, duties and areas where we want to improve things for local people.

Local Outcomes Improvement Plan	Transformation plan (Be the Future)	Best Value Duties
Wellbeing	i Digital & Data Transformation	1 Balancing the quality of services with cost
1.1 Physical & Mental Health	ii Asset Strategy	
1.2 Outcomes for Young People	iii Sustainable Transport	2 Ensuring services are sustainable
1.3 Poverty	iv Communication & Engagement Model	
Economy & Skills	v Tackling Poverty	3 Promoting equality & diversity
2.1 Labour Market & Fair Work	vi Investment Strategy	
2.2 Economic Opportunities	vii Workforce Strategy	4 Being accountable & transparent
Places	viii Value-based Leadership/Culture Change	
3.1 Sustainable Places	ix Collaborative Community Models	5 Engaging with local communities
3.2 Environmental Sustainability	x Place Redesign	

Approach Treat

🛑 ▬ Insufficient Financial Resilience

		Outcome	BV 1.	Balancing the quality of services with cost

Lead	Senior Manager Finance & Revenues	Categories	Finance, Assets, Strategic

Risk: The Council does not have a balanced budget to meet essential service demands, customer needs, or external agendas, or sufficient resilience to reduce the budget gap for future years.

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.

Note	The budget for 2025/26 was approved in February reflecting a balanced position and including savings to be achieved during the year. Due to the use of reserves and cash savings to balance the 25/26 budget, the budget gap for 26/27 has been estimated at £7m. The budget gap is also subject to the settlement funding from Scottish Government which will be known towards the end of the year. Target is set based on gap projections for next 5 years.	This Review	08-Aug-2025	20
		Last Change	26-Jul-2024	25
		Target	31-Mar-2029	15

Related Actions	Audit of 2022/23 Accounts by Audit Scotland	COU EXA 223	Existing Controls	Budget Strategy & Monitoring
	Use the strategic change framework and design principles to implement a whole organisation redesign	EXA BVA 1A0		Financial Regulations
	Balance savings drive with need for officer time & skills to support change & use of external assistance	EXA BVA 4F0		Contract Standing Orders
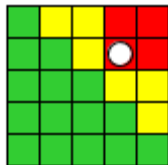
🛑 S Worsening Health Inequalities

		Outcome	WELOIP 1.1	Wellbeing - Physical & Mental Health

Lead	Chief Executive	Categories	Wellbeing, Community, Strategic

Risk: Failure to improve health & wellbeing, particularly in financial/social determinants of physical & mental health, such as community safety, substance use, and domestic abuse results in exacerbation of pre-existing health inequalities.

Potential Impact: Widened gap in health outcomes, life expectancy, healthy life expectancy, prevalence of chronic conditions, suicides and social isolation, particularly in vulnerable groups, such as females, unpaid carers and older people, with worsening impacts on economic/employment opportunities and lowered resilience/increased dependence on services & support.

Note	This theme is central to the Wellbeing Economy Local Outcomes Improvement Plan. While closely linked to other outcomes, it is not simply a result of poverty or lack of economic/employment opportunities, and evidence demonstrates that these can be positively influenced by improving physical and mental health & wellbeing. This is, therefore, a key priority in the Tackling Poverty Partnership Plan, with actions in progress around promoting mental health and wellbeing supports and services, including preventative resources. Equalities and Fairer Scotland Impact Assessments are integral to decision-making, and activities continue around active travel, access to green spaces, safe spaces for women & girls, nutrition and affordable housing & heating. The previous risk on 'Impact of Poverty, Inequality & Changing Demographics' has been split into 3 key areas, including this risk.	This Review	05-Aug-2025	20
		Last Change	05-Aug-2025	N
		Target	31-Mar-2026	15

Related Actions	Improve the health and wellbeing of women and girls in Clackmannanshire	WEL 244 102	Existing Controls	Sport & Active Living Framework
	Improve access to whole systems community based mental health support, resources as well as services	WEL 244 103		Violence Against Women & Girls Partnership
	Simplify and integrate plans and partnerships in place around the theme of wellbeing.	WEL 244 107		FV Alcohol & Drug Partnership

Appendix E – Corporate Risk Register
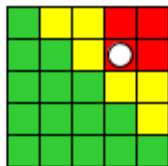
IT System Failure

Outcome	BtF i.	Digital & Data Transformation

Lead	Senior Manager Partnership & Transformation
Categories	Information, Security

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	A number of recent global issues and cyber incidents means this remains a high risk. Work is ongoing to raise awareness across the workforce of cyber risks and mitigations. The Council is also investing in ICT infrastructure and security as part of its Digital Transformation Strategy & roadmap. This will introduce security policies and tools, cloud hosted services, retire/replace legacy systems, invest in modern technology to support delivery, future ways of working & Digital Transformation ambitions. Implementation of MS365 has begun and will improve the stability and security of systems.		
	This Review	08-Aug-2025	20
	Last Change	11-Sep-2023	15
	Target	31-Mar-2026	15

Related Actions	Develop & deliver the Council's Digital Transformation Strategy	CRR P&P IT1	**Existing Controls**	Service Level Agreements & Contracts
	Complete actions from IT Asset Management Plan	CRR P&P IT2		Business Continuity Plans
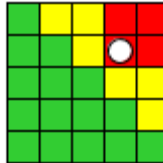
Lack of Affordable & Suitable Housing Supply

Outcome	WELOIP 3.1	Places - Sustainable Places

Lead	Senior Manager - Housing
Categories	Community/Finance/Governance

Risk	Increasing demand for mainstream, homeless and care leaver accommodation and decelerating new build programmes mean demand is outstripping supply, resulting in unmet housing need, alongside challenges around cost of living & home energy costs.
Potential Impact	Diminished capacity to comply with statutory obligations of the Housing (Scotland) Act and "The Promise" aspirations, inability to support applicants into sustainable tenancies, implications for wellbeing (particularly mental health), lack of stability, inclusion and adapted properties, possible reputational damage and regulatory impacts.

Note	Similar issues are being experienced across Scotland, Clackmannanshire Council's caseload has increased by 93% since 2020, despite the existing mitigation of an increased proportion of lets going to homeless applicants (47% in 19/20 up to 66% 24/25). The service is currently in breach of the Unsuitable Accommodation Order due to utilisation of stock outwith area for extended durations. This is expected to worsen further as a result of increased mortgage interest rates, potential for repossessions and pressure on private landlords which may increase rents and evictions. We anticipate there to likely be additional obligations on local authorities as part of the new Scottish Government Housing Bill. This risk has been escalated from the Housing register.		
	This Review	06-Aug-2025	20
	Last Change	06-Aug-2025	N
	Target	30-Jun-2026	16

Related Actions	Housing champion for The Promise – this is included within new housing role in HBMT structure	HSG SRM 08a	**Existing Controls**	Allocations Policy
	Focused & targeted approach to reducing void property turnaround time and associated void rent loss	HSG SRM 08b		Local Housing Strategy
	Comprehensive review of council use of homeless temporary accommodation (HRA, RSL & Private)	PLC 213 307		
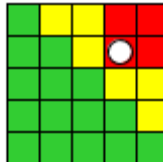
Health & Safety Breach

Outcome	WELOIP 1.1 Wellbeing - Physical & Mental Health
Lead	Chief Executive
Categories	Wellbeing, Workforce, Community

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: Progress is being made on ensuring that the basic foundations are in place, but we are still experiencing pockets where there is a fundamental lack of understanding of manager responsibilities which leaves the risk as high. Work on Health, Safety & Wellbeing Strategy 2025-28 in progress.

This Review	02-Jun-2025	20
Last Change	24-May-2022	16
Target	31-Dec-2026	16

Related Actions			Existing Controls	
Revised Health & Safety Strategy & Actions Plan		CRR P&P HR1		Health & Safety Management System
Governance improvement actions across all services		CRR P&P LG1		Health & Safety Corporate Training Programme
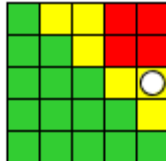
Increasing Levels of Poverty

Outcome	WELOIP 1.3 Wellbeing - Poverty
Lead	Strategic Director - People
Categories	Community, Wellbeing, Strategic

Risk: A lack of suitable supports around employment & financial advice, and barriers to economic activity results in failure to alleviate the increasing cost of living and deprivation in the area, pushing more people, including children, into poverty.

Potential Impact: Increasingly poor outcomes for individuals, associated with educational, employment & economic potential, health & wellbeing, and other socio-economic factors, with cycles and behaviours continuing and worsening in future generations

Note: Key partnership supports include crisis payments, benefits, income maximisation checks, employability and health/family advice. The Child Wellbeing Partnership provides extensive supports around childcare, breakfast/after school fitness clubs, pre-loved school shops, and tailored interventions for families, including young parents. Further outreach options continue to be sought, including via Clacks Works, Street Soccer, One Stop Support Shops, the Department for Work & Pensions, Citizens' Advice, fair debt collection, local employers and the Family Nurse Partnership. The Tackling Poverty Partnership has conducted a strategic needs assessment and threat risk analysis to identify key strategic areas of collaboration for 2025/26, with a recent Horizon report providing early indications evidencing reduced poverty levels. The previous risk on 'Impact of Poverty, Inequality & Changing Demographics' has been split into 3 key areas, including this risk.

This Review	05-Aug-2025	16
Last Change	05-Aug-2025	N
Target	31-Mar-2026	12

Related Actions			Existing Controls	
Ensure place based whole family support is available at the point of need		CWP 245 103		Family Wellbeing Partnership
Test and deliver a system of All Age Childcare for identified communities of need; alleviating poverty by reducing the cost of living and increasing household income		CWP 245 401		Safeguarding Through Rapid Intervention (STRIVE)
Cost of living and income maximisation opportunities are prioritised		CWP 245 402		Tackling Poverty Partnership
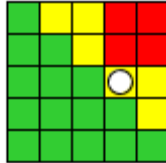
Inadequate Workforce Planning	Outcome	BtF vii.	Workforce Strategy	
Lead	Strategic Director - Partnership & Performance	Categories	Workforce, Strategic	
Risk	Due to lack of workforce planning the Council fails to ensure sufficient capacity/resource to deliver key Council service or fails to adequately 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	Failure to implement sufficient or proper workforce planning controls (at both service and strategic level) risks loss of key staff from posts identified as single points of dependency, failure to address the challenges of an ageing workforce, and failure to upskill current staff to meet current / future demands. Development of a new Strategic Workforce Plan is linked to the Council's Target Operating Model (which is essential to providing a consistent and clear strategic thread for workforce development / planning - as such, this workforce plan cannot be drafted in full until further developments with the TOM are made, thereby highlighting the risks noted above.		
		This Review	19-Jun-2025	16
		Last Change	18-Dec-2024	12
		Target	30-Sep-2026	12

Related Actions	Develop & implement the strategic workforce plan 2022-25	CRR P&P HR4	**Existing Controls**	Strategic Workforce Plan
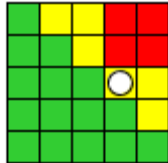
Major Governance Failure	Outcome	BV 4.	Being accountable and transparent	
Lead	Strategic Director - Partnership & Performance	Categories	Governance, Reputation	
Risk	A significant failure of compliance with statutory duties through non-adherence to and/or lack of awareness or understanding of law, contract standing orders, scheme of delegation or financial regulations.			
Potential Impact	Significant reputational damage, injury or loss of life, legal action, financial loss or disruption to service delivery and challenge by third parties. Staffing changes and re-design reaffirm need to closely monitor & manage compliance with statutory requirements & good practice.			

Note	The Corporate Risk & Integrity Forum discuss governance & compliance mitigations on a quarterly basis and the agreed Internal Audit plan provides structure to raise risks in respect of requirements. Training is a high ongoing priority, with a targetted programme of sessions delivered to officers, senior managers and elected members throughout the year. Despite this, concerns remain regarding breach of governance and the law, particularly in light of current capacity and workforce issues, therefore the risk score balances at a static level.		
		This Review	28-May-2025	16
		Last Change	02-Aug-2017	12
		Target	31-Mar-2026	12

Related Actions	Annual Internal Audit & Fraud Programme	COU IAF	**Existing Controls**	Scheme of Delegation
	Governance improvement actions across all services	CRR P&P LG1		Committee Structures & Remits
	Addition of Governance to annual mandatory training suite	CRR P&P LG3		Governance & Audit Processes
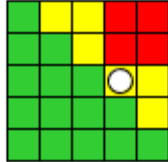
Inability to Meet Increased Social Care Demand

Outcome	WELOIP 1.1 Wellbeing - Physical & Mental Health
Lead	Interim Health & Social Care Chief Officer
Categories	Wellbeing, Workforce, Continuity

Risk: Workforce & service capacity is insufficient, and/or not appropriately redesigned, to meet increasing needs and demand in relation to the ageing population & complexity of care.

Potential Impact: Unmet care needs in older/vulnerable groups, impacting resilience/quality of life/independence and exacerbating inequalities and isolation, increased pressure on staff/budgets/unpaid carers, and potential legal/reputational issues around statutory duty of care & protection.

Note: The proportion of Clackmannanshire's population aged 65+ is increasing at one of the fastest rates in the country, while the 85+ group is smaller than average, and several other indicators are of concern (e.g. life expectancy, hospitalisations, delayed discharge and readmission within 28 days (see also Poverty & Health Inequalities)). Expenditure on adult social work, and specifically older people's care, are below average, though we consistently perform well in providing care for those with long-term needs. A key aim of the Health & Social Care delivery plan is redesigning provision models to ensure flexibility to respond to greater demand and mitigate the risk of increased cost or unmet need. The previous risk on 'Impact of Poverty, Inequality & Changing Demographics' has been split into 3 key areas, including this risk.

This Review	05-Aug-2025	16
Last Change	05-Aug-2025	N
Target	31-Mar-2026	12

Related Actions / Existing Controls:

Related Actions		Existing Controls
Care Home Assurance Tool	CRR HSC CHA	HSC Integration Joint Board
Caseload review	CRR HSC CRV	HSC Strategic Planning Group
Implement Clackmannanshire & Stirling Integration Joint Board Strategic Commissioning Plan 2023-33	CRR HSC SDP	HSC Finance, Audit & Performance Committee
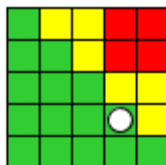
Information Not Managed Effectively

Outcome	BV 4. Being accountable and transparent
Lead	Senior Manager - Legal & Governance
Categories	Information, Security, Strategic

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: Keeper of Records for Scotland has provisionally accepted our revised Records Management Plan, and Scottish Information Commissioner has responded positively to our first quarterly review (next due end September). Work continues around opportunities from MS365. Ongoing review of policies and data sharing/processing agreements are well underway with the Council's data protection solicitor. FOI handling improving but continued effort is still required by all directorates. Guidance documents are being updated and policies for FOI and EIR being prepared, and completion rates for mandatory FOI training are improving. Target date is based on estimated implementation of action plan by a small team (who will also need to deliver an election within that period), and success is dependent on engagement by all staff.

This Review	19-Jun-2025	16
Last Change	09-Jun-2022	12
Target	31-Dec-2026	12

Related Actions / Existing Controls:

Related Actions		Existing Controls
Data Protection & Freedom of Information training as part of 25/26 mandatory corporate programme	CRR COU MT1	Data Sharing Agreements
Develop & deliver the Council's Digital Transformation Strategy	CRR P&P IT1	GDPR Guidance & Training
Scottish Information Commissioner actions (06-Dec-24) regarding Freedom of Information intervention	P&P L&G SIC	

		Continued Contribution to Climate Change	Outcome	WELOIP 3.2	Places - Environmental Sustainability	
Lead		Strategic Director - Place	Categories	Environment, Wellbeing		

Risk: The Council fails to play its part in addressing the climate emergency, such as by not adapting to climate change, reducing waste and travel, making available resources, using/promoting sustainable practices, materials & technologies or failing to act as an ambassador for national & international good practice as it emerges.

Potential Impact: Worsening environmental impacts including flooding (see Severe Weather risk), impact on health/social well being, increased fuel poverty, missed efficiency savings/economic opportunities and poorer air quality. Reputational impacts of not supporting national/international policy, and legal implications of not meeting targets or demonstrating progress.

Note: Internal Strategic Energy Management Group established to assist delivery of the Local Heat & Energy Efficiency Strategy. Strategic environmental assessments of Climate Change & Pollinator strategies complete. Interim carbon reduction targets leading to net zero emissions by 2040 established. Climate Emergency Board (CEB) continues to meet quarterly and Climate Emergency Action Plan (CEAP) continues to be developed and updated.

This Review	09-Jun-2025	15
Last Change	16-Dec-2024	10
Target	31-Mar-2026	10

Related Actions

Climate Change Strategy and Climate Emergency Action Plan	PLC 213 101		Local Biodiversity Action Plan
Develop routemap to compliance with EESSH2 for all Council Housing stock.	PLC 213 104	Existing Controls	Regional Energy Masterplan
Deliver CRD programme in line with delivery plan/financial profile	PLC 213 111		Sustainable Food Growing Strategy

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		Insufficient Pace & Scale of Organisational Transformation	Outcome	BV 2.	Ensuring services are sustainable	
Lead		Chief Executive	Categories	Strategic		

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: A benefits realisation framework and approach for the benefits plan were agreed by Council. Key measures (both qualitive and quantitative data) have been agreed at a project level. Work is underway on the KPI's for the outcomes of the programme overall. This will be key to track the investment the Council has made and the impact this investment has delivered. In parallel a new Communications and Engagement strategy is being developed to transform the Council's approach to internal and external engagement and participation as well as developing a transformed capacity and approach re engagement and participation. Resource and capacity with the organisation is a risk Council wide. However there is additional resource assigned to the Transformation and Capital programme which should mitigate some of this risk.

This Review	23-Jul-2025	12
Last Change	23-Jul-2025	8
Target	31-Mar-2026	8

Related Actions

Be the Future Transformation Programme	COU TRN		Be the Future Board
		Existing Controls	Digital, IT & Security Programme Board

Limited Assurance Around Management of RAAC

Outcome	WELOIP 3.1 Places - Sustainable Places
Lead	Strategic Director - Place
Categories	Assets, Community, Reputation

Risk: Potential deterioration of buildings with RAAC (Reinforced Autoclaved Aerated Concrete) into unsafe structures, requiring options appraisal that addresses both strategic implications (financial, assets and duty of care for residents), and the needs of individuals directly affected by uncertainty and other personal impacts, including financial

Potential Impact: Domestic properties become uninhabitable, increasing voids & pressure demand on housing/homelessness services, with affordable housing already in high demand & short supply. Unbudgeted financial cost to housing services, community impacts and reputational damage through activism & negative media publicity.

Note: We continue to have the 'maintain and monitor' regime in place where the Structural Engineer carries out 6 monthly surveys of the closes in occupied blocks. Staff also continue to check these blocks and perimeters of the vacant blocks on a week to 10 day basis. We have instructed for valuations be carried out of the private properties in the vacant blocks and a Contractor is due to present costs for roof replacement to the owners. This will allow owners to make informed decisions in order to progress this further. We are awaiting information from the Structural Engineer in reference to extensive assessments in the tenanted blocks.

This Review	16-Jun-2025	12
Last Change	20-Nov-2023	N
Target	31-Mar-2026	8

Related Actions:

Focused resource to manage the RAAC survey programme, communications and resident support actions	PLC DRR 003	**Existing Controls**	RAAC Survey Programme	
			Scottish Government RAAC Cross-sector Working Group	
Housing service leads part of Scottish Government RAAC Cross Sector Working Group	PLC DRR 004		Housing Needs & Demand Assessment	
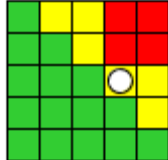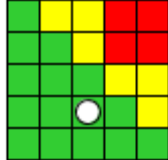
School Estate Condition Disrupts Education Provision

Outcome	WELOIP 1.2 Wellbeing - Outcomes for Young People
Lead	Strategic Director - Place
Categories	Assets, Finance, Wellbeing

Risk: Failure to adequately invest in the school estate results in degradation in the condition of establishments below acceptable standards for continuation of service delivery, requiring displacement into alternative accommodation

Potential Impact: Health & Safety implications, unusable assets, disruption to learning & attainment, workforce & financial capacity to manage transport & temporary accommodation, reputational & legal implications relating to provision of statutory function

Note: Five priority primary schools to be refurbished. To minimise disruption works will be scheduled for out of hours/weekends/holidays. We anticipate works starting Sep-2025 with planned completion currently expected by Apr-2026. Project management resource within the Property team is limited and presents further risks to completion of works. The scope of work is extensive and includes major roof replacement, exterior render and cladding upgrades as well as wholescale window replacement to improve thermal efficiency and move the Learning Estate forward with its aspirations on decarbonisation and net zero. Five further primary schools identified for works in 2026. Score has increased due to time, resource & financial pressures and potential impact on completion timescales.

This Review	07-Aug-2025	12
Last Change	07-Aug-2025	9
Target	31-Mar-2026	8

Related Actions:

Seek Council approval to focus investment on the identified schools (graded as "Poor")	CRR PLC PT1	**Existing Controls**	Property Asset Management Strategy	
Carry out options appraisal on the full learning estate	CRR PLC PT2		Condition Surveys (Hollis Report)	

✅ ⬇ **Failure to Comply with UNCRC**		Outcome	WELOIP 1.2 Wellbeing - Outcomes for Young People		
Lead	Chief Executive	Categories	Community		
Risk	Lack of cross-service action to implement requirements of the UN Convention on the Rights of the Child results in poor staff awareness and/or lack of process review to ensure children's rights are upheld across all aspects of service delivery				
Potential Impact	Failure to act in a child's best interests, possibly exacerbating inequalities for vulnerable individuals/groups, or failure to demonstrate corporate commitment, with associated legal, financial & reputational implications of a regulatory breach				

	The UNCRC (United Nations Convention on the Rights of the Child) (Incorporation) (Scotland) Act 2024 became law on the 16th of July 2024. The Act expects that Scottish public bodies act in a child's best interests in all matters that affect them, ensuring their voices are heard, and that upholding children's rights is evident across all public service delivery. There is an ongoing focus across all Directorates on UNCRC principles, supported by an internal working group, which looks at key work strands, including staff development/awareness, Youth Voice / accreditation, child-friendly complaints and information, policy development and compatibility assessments. UNCRC "How Ready Are You" audits have been completed across service areas, with high-level reports shared to develop targeted action plans. Guidance from the Scottish Government, SPSO (Scottish Public Services Ombudsman) and the Improvement Service is being followed, and the Council will be required to document and evidence steps towards implementation in a report to the Scottish Government in March 2026.Procedures are being established to ensure consistent Council engagement with children and young people, including reporting aligned with this Scottish Government timeline for March 2026.	This Review	30-Jun-2025	8
Note		Last Change	10-Mar-2025	12
		Target	31-Mar-2026	4

Related Actions	Carry out 'How Ready are You?" audit to check compliance & identify priority actions	CRR COU CR1	Existing Controls	Team Leader/Senior Manager Forum
	Implement Child Friendly Complaints process (no later than 31-Mar-25)	CRR COU CR2		Youth Voice Forum
	Communicate UNCRC duties to staff, customers & partners to raise awareness of implications	CRR PPL ED1		Equalities Impact Assessment
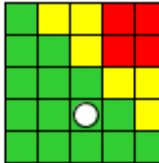
Approach Tolerate

Supply Chain & Labour Market Disruption

Outcome	WELOIP 2.1 Economy & Skills - Labour Market & Fair Work
Lead	Chief Executive
Categories	Continuity, Finance, Workforce

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

Potential Impact: 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

This Review	26-May-2025	20
Last Change	20-Oct-2021	N

Note: Impact and Likelihood remain unchanged. Ongoing pressures on supply chain impacted by Supply issues due to overseas conflicts affecting in particularly food inflation also availability of Skilled staff with key suppliers. Brexit still impacting plus recruitment difficulties particularly for key roles internally and the availability of skilled staff internally. The increase in National Insurance Contributions for employers and the increase in National Living Wage, announced in the UK budget, will increase employment costs for suppliers delivering public services, creating financial sustainability concerns and supplier failure

Existing Controls:
- Service Level Agreements & Contracts
- Procurement Processes & Procedures
- Recruitment & Retention Policy

Failure of Public Utility Supply

Outcome	BtF 2. Empowering Families & Communities
Lead	Strategic Director - Partnership & Performance
Categories	Continuity, Community, Wellbeing

Risk: Sustained loss of gas, electricity, water and communications over a significant area due to failure of a provider's infrastructure as a result of a local or national event.

Potential Impact: 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.

This Review	09-Jun-2025	15
Last Change	14-Mar-2023	20

Note: Ongoing monitoring and liaison with utility companies over the risks. National power outage plans have been developed at local, regional and national level. Community plans are in place and there is ongoing communication with our vulnerable customers on being included on the Priority Risk Register for all utility providers. Investment in independent power generation to mitigate impacts is being investigated, then further community-based work on rest centres

Existing Controls:
- Business Continuity Plans
- Emergency Response Plan
- Major Incident Procedures

Failure to Prepare for Severe Weather Events

Outcome	WELOIP 3.1 Places - Sustainable Places

Lead	Strategic Director - Place
Categories	Environment, Continuity, Wellbeing

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).

Potential Impact: Widespread community dislocation (including possible risk to life), 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, including clearing roads and core paths (e.g. from fallen trees & other debris).

This Review	09-Jun-2025	12
Last Change	30-May-2013	15

Note: Robust internal & external networks and controls in place for monitoring & action as required. Severe weather framework developed and Community Resilience teams in place in areas of high risk. Ongoing liaison and discussion with Met Office & SEPA, looking at the long term impacts of climate change. Consideration will be given to how scores are managed, given the very short notice and durations involved in this risk.

Existing Controls: Business Continuity Plans / Winter & Flood Mgmt Plan / Local Resilience Partnership

Public Health Emergency

Outcome	WELOIP 1.1 Wellbeing - Physical & Mental Health

Lead	Chief Executive
Categories	Wellbeing, Continuity

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.

Potential Impact: 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.

This Review	09-Jun-2025	12
Last Change	26-Jul-2024	20

Note: Continue to work at local, regional and national level on developing plans. Procedures and plans in place for dealing with those most affected including identified vulnerable residents. Ongoing monitoring and management, with further revisions to plans as and when Scottish/UK government guidance becomes available.

Existing Controls: Business Continuity Plans / Major Incident Procedures / Pandemic Flu Plan

Industrial Unrest

Outcome	BtF vii.	Workforce Strategy

Lead	Chief Executive
Categories	Workforce, Continuity

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.

Potential Impact: 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.

This Review	05-Aug-2025	6
Last Change	23-Jul-2025	9

Note: A 2 year pay settlement has been agreed and ballots withdrawn by Trade Unions. With no need for pay negotiations for 25/26 this also decreases the risk of imminent industrial unrest.

Existing Controls: Business Continuity Plans / Trade Union Comms Protocol / Local Resilience Partnership

Appendix E – Corporate Risk Register

Approach Transfer

✅ R	**Limited Capacity to Reduce Harm to Child(ren)**		Outcome	WELOIP 1.2	Wellbeing - Outcomes for Young People	
Lead	Strategic Director - People		Categories	Wellbeing, Workforce, Governance		
Risk	A lack of capacity, stability or skillset in key roles limits the Council's ability to fulfil statutory requirements and intervene to identify and reduce risk of serious harm to a child/children.					
Potential Impact	Effects of injury or death on individual, family, friends & staff, reputational & legal implications, with associated costs, as well as impact of reputational damage & negative publicity on morale, workforce development and sustainability.					

	Note	This Review	18-Jun-2025	6
	Robust controls ensure appropriate staffing, leadership & assurance, including quarterly reports to governance groups, regular risk review and prioritisation of child protection work. Robust annual council-specific/multi-agency staff training ensures confidence/competence to fulfil duties, and access to support/development opportunities consolidating professional identity and social work practice/education. We have recruited team leaders & senior practitioners to build resilience and skills, filling vacancies in a timely manner. The e-IRD system enables real-time response to children at risk of harm for assessments and interventions. The Scottish Child Interview Model team is fully embedded, undertaking 100% of joint interviews. While this risk continues reducing, its significance means it is appropriate for constant review this register. As this risk has now been green for 2 years, it will now be managed via the People Directorate risk register.	Last Change	23-Mar-2025	9
		Target	31-Mar-2026	3

Related Actions	Child Protection Committee Risk Register - ongoing review & mitigations	CRR PPL CPR	Existing Controls	Public Protection Chief Officers Group
	Children's Services Plan 2024-26	CRR PPL CSP		Child Protection Procedures
	Clackmannanshire's Promise Plan 2023-26	PPL CHC PRO		Child Protection Committee

CLACKMANNANSHIRE COUNCIL
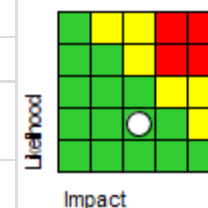
Report to Audit & Scrutiny Committee

Date of Meeting: 28 August 2025

Subject: Partnership & Performance: 2024/2025 Year End Business Plan Update

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Report by: Strategic Director, Partnership & Performance

1.0   Purpose

1.1.   This report provides a year-end update on the 2024/25 Partnership and Performance Business Plan. While a detailed summary is available in Appendix 1, key highlights and considerations are presented below.

2.0   Recommendations

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

3.0   Considerations

3.1.   Partnership & Performance delivers a diverse range of services, including a number of statutory and essential support functions. This report provides the Committee with an update on performance, risks and achievements, relating to the Business Plan 2024/25 agreed by Council on 29th August 2024. (link can be found at https://www.clacks.gov.uk/document/meeting/1/1247/7948.pdf)

3.2.   Partnership and Performance continues to play a key part in the coordination and management of response, transformation and business as usual activity. This work ranges from emergency planning, business continuity and major incident response; communications; health and safety; governance improvement actions and further developments in digital approaches.

3.3.   The Partnership and Performance Directorate also notes the previous recommendation from the Audit and Scrutiny Committee, approved by Council, to endorse the One Plan, One Report approach and to recommend its broader consideration across other Directorates and the Council.

3.4.   From our Directorate's perspective, we continue to maintain the agreed business plan approach, which provides a clear and structured framework for performance and delivery. However, we recognise the potential benefits of the One Plan model in terms of alignment, simplification, and enhanced strategic oversight.

3.5. As the Place Directorate progresses the development of the One Plan approach and the People Directorate continues to embed the approach, we will actively engage in the review process and consider how elements of this model may be adapted to ensure that the actions and priorities of our Directorate contribute to the overarching strategic outcomes in the One Plan, and can be included. We remain committed to continuous improvement and will ensure that any transition is informed by learning and collaboration across services.

3.6. Appendix 1 provides a more detailed description of performance and risk within our Business Plan, this cover report draws out a number of highlights, including achievements and areas for improvement.

3.7. HR and Workforce Development

3.8. The service continues to progress work both with ensuring the business as usual of the HR, payroll, and workforce development functions, as well as seeking out ways to develop the way the Service supports staff across a range of areas.

3.9. Over the period, the Council's Interim Workforce Strategy (2022-25) expired, and is due to be replaced by a new Strategic Workforce Plan for 2025-28. Over the period of the interim Strategy, work was undertaken in a number of areas, such as the creation of the Team Leaders Forum, renewed staff surveys, the relaunch of the healthy working lives group and revised approaches to training and development. Despite this, a number of actions remained outstanding on expiry of the Strategy, and these will be brought forward into the new Strategic Workforce Plan, which is due to be developed alongside the Council's Target Operating Model (TOM).

3.10. The Council's approach to leadership development continues to expand, with a full programme of events both delivered and planned for the Senior Leadership Forum (SLF) and Team Leaders Forum (TLF), focussing on the CIPFA Local Code of Governance. In addition, two further programme of leadership development (one for aspiring leads, and one for senior leads) received approval from the Strategic leadership Group (SLG) to progress to market testing, which will be undertaken across June / July 2025.

3.11. The Health & Safety team remains committed to ensuring a safe working environment. Over the period progress has been made with recording risk assessments across all directorates, and with progressing a programme of targeted site visits.

3.12. Additionally, the Workforce Development team continues to deliver a range of learning and development opportunities for staff. Team members continue to deliver a range of soft skills and policy focussed courses both hybrid (online) and face to face as part of the annual corporate training calendar, and on request (i.e. bespoke course requirements) from across Council service areas, and with partners (for example with the delivery of Challenging Customer Situations training for the CSVJB)). The Workforce Development team also engages across all Council areas in developing bespoke eLearning content, including with educational psychology (in a longstanding nationally recognised collaboration) and to support other areas on request.

3.13. Of particular note with regards to training is the development of learning supports within the H&S team. This has included planning and delivery of a range of H&S topic based courses, First Aid courses, and IOSH training Being offered to both address service based gaps as they are identified, and to generate revenue on an external basis for the Council. In addition, bespoke support has been offered to Council services, most notably with the development of first aid courses delivered to staff and pupils across Clackmannanshire secondary schools.

3.14. In operational HR, the appointment of an Absence Compliance Officer is providing ongoing support and progressing actions to enhance the management of long-term absences and support managers in facilitating timely returns to work. Moving forward this post will be crucial in taking a more proactive, and therefore more productive stance to the high absence levels in the Council.

3.15. The HR business partner team continue to provide a range of supports to all areas of the Council, including supporting managers with maximising attendance, disciplinary, grievance and capability processes, redesign and organisational change support, job evaluation and a wide range of other HR services. In addition, the team delivers a range of training courses across all Council service areas so as to upskill managers in key Council HR policies and procedures as well as ensuring Investigating Officers are trained and available as required. Policies are developed and existing policies reviewed on an on-going cyclical basis but also on ad-hoc need based on employment law changes and needs identified across the Council.

3.16. Employee benefits continue to be promoted and further benefits have been added and will continue to be considered, including salary sacrifice schemes such as cycle to work, technology, and electric cars, as well as AVCs and a range of supportive benefits and savings available via the Eden Red portal.

3.17. A recruitment working group has also been established in order to work with all services to streamline and improve the recruitment and selection process.

Finance and Revenues

3.18.   The annual budget process for 2025/26 commenced in May and work continued throughout the summer months to develop savings proposals. These proposals will be further developed and included within the proposals to support the Council in its decision making to agree a balanced budget. There was also continued oversight of the delivery of the ambitious 20-year Capital Programme, supporting Be the Future, contributing significantly to an investment-led recovery in Clackmannanshire. The audit of the 2022/23 accounts continued throughout the first half of the year with the Finance and Revenues Team providing supporting information to the external auditors to enable the final accounts to be approved by Council in the third quarter of the year.

3.19.   Alongside the work to finalise the 2022/23 audited annual accounts, the Finance and Revenues team progressed work to complete the 2023/24 draft annual accounts to be submitted for audit in the second half of the year.

3.20.   Annual billing for both Council Tax and Non-Domestic rates was completed in advance of the start of the 2024/25 financial year. Online forms for requesting exemptions and reliefs and notifying changes in circumstance were also developed and made available to rate payers to make it easier to apply. The customer portal for Council Tax was further enhanced to not only allow Council taxpayers to view their council tax bills online but also to notify changes and apply for discounts and exemptions. Following targeted campaigns, the number of users accessing the portal has doubled with an average of 113 changes per month being notified by this means reducing the time staff spend processing these changes as these are processed automatically.

3.21.   In addition, the service continued to facilitate core governance processes, including supporting, advising and providing solutions for services with outturns, business cases and major procurement and commissioning enabling progression with Be the Future priority areas. Whilst the service has continued to face challenges with recruitment due to ongoing labour market shortages, considerable progress was made on local expenditure targets and enabling Living Wage accreditation, contributing to the Council's Community Wealth Building programme.

Partnership and Transformation

3.22.   The service continued to improve operational service delivery across a range of service delivery areas whilst ensuring a focus on transformational activities. This included an ongoing focus on civil contingencies response and preparedness with developments in planning, exercising and debrief activity as well as supporting response and recovery during incidents. This work has included several multi-agency Care for People exercises and preparatory work on a tier one COMAH site exercise taking place in 2025.   Work with community resilience groups has continued with arrangements well-embedded in a number of communities and preparatory work also continues ahead of the Protect Duty anticipated in 2025.

3.23. The communications and customer services team continue to support customers through the contact centre and at Kilncraigs reception. In the reporting period plans were made for the transition of the cash office at spiers to Kilncraigs reception, coinciding with an extension to the opening hours back to pre-Covid times. Early indications show that customers have welcomed the extended opening hours, and the footfall at Kilncraigs is busier than it has been in recent years. The provision of internal and external communications services continues to ensure that staff and customers are kept informed on services and Be the Future developments utilising the Councils range of channels and approaches. This has included, working with Organisational Development, use of video/vlogs to share key information.

3.24. Good progress has been made on Digital Transformation over the reporting period. Key achievements have included the implementation of a new telephony system , major security programme of work for the reaccreditation of Public Sector Network compliance including a windows upgrade and continued implementation of the technical design authority and Programme and Risk Management Office for IT and Digital. The majority of employees have also now been migrated to M365 Outlook/exchange with small pocket groups still to be migrated. This work has been supported by Digital Champions across all service areas.

3.25. The service continues to support the development of Council and partnership strategies, including consultation and engagement activity. During the reporting period 12 public consultations were carried out using our Citizen Space consultation software The service also continues to provide support across the Council on business planning, risk planning and reporting and on continuous improvement activity. Over the reporting period P&P facilitated a corporate self-assessment process with the Improvement Service, in line with our Best Value duties. The Councils Annual Governance Assurance process was also led by the service during the reporting period.

3.26. The service continues to support the Clackmannanshire Community Planning Partnership.

Legal & Governance

3.27. Similar to many services, Legal & Governance has continued to see volatility during a period of high demand for its services, with a number of increasingly complex projects developing through Be the Future and Transformation. The service continues to work towards a redesign to improve overall capacity and resilience.

3.28. Legal Service has successfully recruited key personnel to address increasing demand and complexity in legal matters which includes a Team Leader for Legal Services. The Service continues to move forward with the acquisition of case management system in a joint procurement with Fife Council. The case management system will assist the Legal

3.29. The Licencing. Team continues to support Licencing Board responsibilities, with increased demand. The Team is continuing to review processes for licensing. It is worthing noting that the service has developed a new taxi card scheme for drivers which will save time and money going forward for the Council and provide a better service to our taxi drivers.

3.30. The Information Governance service is continuing to improve the service requirements in relation to data protection, records management and freedom of information. RIPSA training has now been provided to Senior Leadership Group and the Senior Information Governance officer will continue to review of RIPSA policy and processes and any associated training requirements.

3.31. The public archive service was fully restored in 2022, with continuing high demand. The Registrar continues to provide an important public service to citizens in the registration of births, marriages and deaths and goes over and above what is required. The Senior Registrar has now been in post since November and continues to look at improvements for the service.

3.32. The Scotland's People service is fully reopened and the team continued to provide a high quality Scottish Certificates service. As result of customer demand a further desk is being created within the Registrar's office at the Speirs Centre.

3.33. Internal Audit service continues to deliver the agreed audit plan in partnership with Falkirk Council. In terms of the service provided by Falkirk Council this has been reduced to allow the Service to appoint a new Senior Internal Auditor to work along the existing Internal Auditor and Falkirk Council.

3.34. It was agreed by Council as part of the approval of budget to recruit a Fraud Officer for the Council. The Senior Manager of Legal & Governance along with colleagues in Falkirk Council and the Strategic Director of P & P are pulling together a job profile to allow to recruit to this role. The key priority for the post holder will be review of Fraud Policy, Procedure and training. The Fraud officer will work closely with the Monitoring Officer, Senior Internal Auditor and Falkirk Council.

3.35. Continual development for Elected Members is essential to ensuring their effectiveness in the variety of roles and responsibilities that are undertaken at the Council. The Senior Mager Legal and Governance and Senior Manager HR and Workforce Development are working with the Improvement Service to offer development opportunities for Members, which over the period has centred around the Political Skills Assessment tool. Whilst this is voluntary for members, the outputs of this work will assist with identifying skills requirements for members both now and, in the future and will give individual members who engage invaluable knowledge of the indicators of effective practice in their important role.

3.36. Risk and performance management staff overhauled the cross-service risk and integrity forum and ensured the Council's public performance reporting system remained maintained to a high standard. This included reporting of a number of statutory reports, including the Local Government Benchmarking Framework and complaints reporting. The team is also instrumental in facilitating submission of the Annual Governance Statement as part of the annual accounts.

Conclusion

3.37. Partnership and Performance continues to provide critical leadership and delivery across a wide range of corporate, governance, and enabling services. The service remains essential in maintaining robust statutory and regulatory functions, such as legal, audit, information governance, and risk management, while simultaneously driving forward transformation across the Council.

3.38. Whilst there are notable achievements the Directorate also recognises that several areas require continued focus and improvement. These include:

Staff Engagement and Absence Management: While progress has been made, average sickness absence levels remain above target, and staff survey results indicate room for improvement in areas such as feeling valued and achieving a sense of contribution.

Customer and Stakeholder Responsiveness: Performance in responding to Councillor and FOI enquiries within timescales remains below target, highlighting the need for further process improvements.

Financial Resilience and Governance: Labour shortages and financial pressures continue to pose risks to governance and operational capacity, requiring ongoing strategic workforce planning and redesign efforts.

3.39. The Directorate remains committed to continuous improvement and will ensure that learning from performance and risk data informs future planning and delivery. This dual focus on stability and innovation positions the service as a key enabler of the Council's ambitions for sustainable improvement and long-term resilience.

4.0 Sustainability Implications

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

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**

Complies with relevant Council Policies   ☒

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 ☑ Not applicable

This report is for information and does not introduce a new policy, function or strategy or recommend a substantive change to an existing policy, function or strategy. Therefore, assessed that no Equalities Impact Assessment is required.

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 – 2024/25 Performance 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)
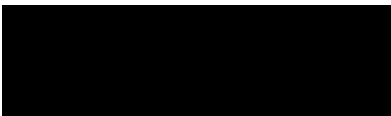
Yes ☑ (please list the documents below)   No ☐

Business Plan 2024/2025 (link can be found at
https://www.clacks.gov.uk/document/meeting/1/1247/7948.pdf

Author(s)

NAME	DESIGNATION	TEL NO / EXTENSION
Chris Alliston	Strategic Director	2184

Approved by

NAME	DESIGNATION	SIGNATURE
Chris Alliston	Strategic Director	██████████

Partnership & Performance

Business Plan 2024-25

(12 Month Update)

Key Organisational Performance Results

Code	KPI	2022-23 Value	2023-24 Value	2024-25 Target	2024-25 Note	Lead
ALL FRD L&D	Instances of Fraud detected	0	1	0	None reported	Senior Manager Legal & Governance
ALL ICO L&D	Number of organisational data breaches reportable to the Information Commissioner	3	2	0	There has only been 1 reported organisational breach to date	Senior Manager Legal & Governance
RAP CTA 002	Cost of collecting Council Tax (per dwelling)	£5.27	£5.52	£5.89	Calculated at the end of the year, not yet reported	Senior Manager Finance & Revenues
RAP CTA 01a	Council tax collected within year (excluding reliefs & rebates)	96.9%	95.8%	96.5%	96.2%	Senior Manager Finance & Revenues
ALL AB1 GOV	Average FTE days lost through sickness absence per employee (Teachers plus all other local government employees)	14.02	14.90	12.00	For the period (Apr – sept 2024) overall total days lost per employee (Council wide) sits at 7.26 days	Senior Manager HR & Workforce Development
RAG CRD 003	Invoice Payment Within 30 Days	88.6%	92.2%	93%	91.7%	Team Leader; Senior Manager Finance & Revenues
GOV EQO 02b	The percentage of the highest paid 5% of earners among council employees that are women	58.2%	70%	60%	Calculated at the end of the year	Senior Manager Partnership & Transformation
GOV EQO 03a	The gap between the average hourly rate of pay for male and female Council employees	1.0%	0.1%	-1%	Calculated at the end of the year	Senior Manager Partnership & Transformation

Partnership & Performance: Financial Results

Code	KPI	2022-23	2023-24	2024-25	2024-25	Lead
		Value	Value	Target	Note	
P&P SAV FRV	Percentage of Partnership & Performance budget savings achieved	100%	43%	100%	99.5% as at September	Strategic Director - Partnership & Performance
P&P VAR FRV	Outturn variance based on budget - Partnership & Performance	(£294k)	£409k	0	Q2 outturn showed (£173k) overspend	Strategic Director - Partnership & Performance

Partnership & Performance: Customer Results
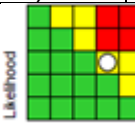
Code	KPI	2022-2023	2023-24	2024-25	2024-25	Lead
		Value	Value	Target	Note	
P&P C03 CUS	% formal complaints dealt with that were upheld/partially upheld - Partnership & Performance	54%	27%	0	33% The service responded to 12 stage 1 complaints in the reporting period, with 4 complaints upheld, 8 not upheld.	Strategic Director - Partnership & Performance
P&P C10 CUS	% formal complaints closed within timescale - Partnership & Performance	33%	63.6%	100%	67% The service responded to 12 stage 1 complaints, with 8 responded to within the 5 day timescale. No stage 2 complaints were handled by Partnership and Performance during the reporting period.	Strategic Director - Partnership & Performance
P&P CNQ BUS	% Councillor Enquiries responded to within timescale - Partnership & Performance	62%	77.3%	100%	50% 4 out the 8 enquiries responded to on time	Strategic Director - Partnership & Performance
P&P FOI GOV	% Freedom of Information requests responded to within timescale - Partnership & Performance	88%	73.5%	100%	74.4% as at 31/12/24	Senior Manager Legal & Governance

Code	KPI	2022-2023	2023-24	2024-25	2024-25	Lead
		Value	Value	Target	Note	
P&P MPQ BUS	% MP/MSP enquiries responded to within timescale - Partnership & Performance	50%	25%	100%	86% 6 out of the 7 enquiries responded to on time.	Strategic Director - Partnership & Performance
NEW	% calls answered by Contact Centre	79%	83%	100%	On average over the reporting period 86% of calls made to the contact centre were answered.	Senior Manager Partnership & Transformation
NEW	Average waiting times for calls to be answered (in minutes)	1.59	1.19	0	The average waiting times for calls to be answered during the reporting period is 01.35 minutes;	Senior Manager Partnership & Transformation

Partnership & Performance: People Results

Code	KPI	2022-2023 Value	2023-24 Value	2024-25 Target	2024-25 Note	Lead
P&P MDT HWD	Percentage of employees who have completed mandatory training by the due date	50%	52%	100%	97% All P&P staff members have now completed mandatory training, which is a significant breakthrough for the Directorate.	Strategic Director - Partnership & Performance
P&P S05 HWD	Staff Survey - Partnership & Performance staff - I am given the opportunity to make decisions relating to my role	No Survey Undertaken	67%	100%	80%	Strategic Director - Partnership & Performance
P&P S12 HWD	Staff Survey - Partnership & Performance staff - I feel valued for the work I do	No Survey Undertaken	60%	100%	66%	Strategic Director - Partnership & Performance
P&P S15 HWD	Staff Survey - Partnership & Performance staff - I feel a sense of achievement for the work I do	No Survey Undertaken	68%	100%	69%	Strategic Director - Partnership & Performance
P&P S17 HWD	Staff Survey - Partnership & Performance staff - I feel that I am treated with dignity and respect within my team	No Survey Undertaken	72%	100%	77%	Strategic Director - Partnership & Performance
P&P S21 HWD	Staff Survey - Partnership & Performance staff - I am clear about how I contribute to the organisation's goals	No Survey Undertaken	58%	100%	73%	Strategic Director - Partnership & Performance
P&P AB1 GOV	Average FTE Days Sickness Absence (Partnership & Performance)	8.85	9.99	5.00	8.88 days	Strategic Director - Partnership & Performance

Key to symbols used in this report

PIs				ACTIONS		RISKS		
Long Trend (Overall trend over longer term)		**Status** (Compares actual performance with target)		**Status**		**Current Rating** Likelihood x Impact (1 - 5)		**Status**
⬆	Performance has improved	🛑	Alert	✅	Completed		🛑	Rating 16 and above
➖	Performance has remained the same	⚠	Warning	▶	In progress/Not started		⚠	Rating 10 to 15
⬇	Performance has declined	✅	OK	⚠	Check progress		✅	Rating 9 and below
❓	No comparison available - May be new indicator or data not yet available	❓	Unknown	🛑	Overdue	The likelihood of a risk occurring, and the impact if it does occur are each scored on a scale of 1 to 5, with 1 being the least likely or the least significant impact. Detailed guidance on scoring is provided in the Risk Management Policy and guidance.		
				❌	Cancelled			

Code	ACTION	By When	Expected Outcome	Latest Note	Lead
	Co-ordinate major incident response/recovery and ensure that statutory plans for resilience are in place, updated and tested as part of a scheduled programme of work. This includes implementing workforce development around Integrated Emergency Management and Business Continuity Management.	31-Mar-2025	▷	Work continues to be taken forward in preparation for Protect Duty (Martyn's Law), with guidance anticipated to be published in the coming months. Plans are now in place for a COMAH exercise in the Autumn 2025, with exercises and plans completed in 24/25 on national power outage, fuel supply and care for people. The Council continues to participate in national resilience partnerships and continues to support a multi-agency approach to response and recovery to emergency incidents. Multi-agency Safety Advisory Groups continue to support public events, and Community Resilience Groups continue to work well. Where required following incidents, formal debriefs continue to be held to ensure that lessons can be learned on response and recovery activities. Work across all service areas to revise business continuity and contingency plans is underway and will be progressed in 2025/26.	Strategic Director - Partnership & Performance
	Ensure robust plans and processes are in place for managing CONTEST risks and ensuring compliance with statutory duties, including preparations for the new Protect Duty	31-Mar 2025	▷	Plans are in place to ensure compliance with the national CONTEST Strategy with oversight of this work provided through the Risk and Integrity Forum. Arrangements are in place for Prevent Multi-agency Panels (PMAP) and training has been undertaken by key staff on the processes to ensure compliance with Prevent duties. In the reporting year two Prevent cases have been	Senior Manager Partnership & Transformation

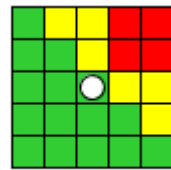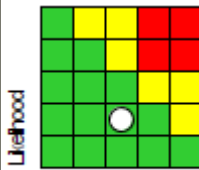| Code	ACTION	By When	Expected Outcome	Latest Note	Lead
				considered and managed. A new Prevent assurance process is anticipated to be implemented by UK Government in 2025.	
P&P 20 003	Continue to support consultation and engagement activities (budget and corporate strategies).	31-Mar-2025	▶	Significant engagements undertaken and completed on LOIP and 2025/26 budget. Consultation has also taken place on a number of significant corporate strategies using the Councils Citizen Space platform [Clackmannanshire Council - Citizen Space](#)	Senior Manager Partnership & Transformation
	Ensure robust approaches are in place to comply with statutory duties on Mainstreaming Equalities.	31-Mar-2025	▶	The Council's progress on Mainstreaming Equalities and Diversity report was agreed at Council in July 2023 and published on the Council's website thereafter. Equality and Fairer Scotland Impact Assessments on key policy changes are published on the relevant section of the Councils website. A refresh of the Mainstreaming Equalities and Diversity Outcomes will be completed in 2025 in line with statutory requirements.	Senior Manager Partnership & Transformation
	Continue to embed the Health & Safety Management System ensuring services are utilising full functionality in terms of risk assessments, incident reporting etc.	31-Mar-2025	▶	Significant investment has been made by the H&S team to increase reporting of incidents, and recording of risk assessments across the Organisation. Embedding the Evotix system has been successful, with further system developments due.	Senior Manager HR & Workforce Development

Code	ACTION	By When	Expected Outcome	Latest Note	Lead
P&P 20 013	Conclude the P&P Redesign, including implementation of immediate workforce plan priorities	31-Mar-2025	▷	Revenues restructure has been completed and implemented through first half of the year. Finance structure to progress during second half of the year – phase one agreed and partially implemented with recruitment ongoing Phase two to be taken forward in 2025/26. Legal & Governance redesign in still in progress and moved forward during 2024/2025	Senior Manager Finance & Revenues Senior Manager Legal & Governance
	Approval of 2023/2024 Annual Accounts	January 2025	▷	Draft annual accounts approved in January 2025. External Audit in progress with final audited accounts to be approved during 2025/26.	Senior Manager Finance & Revenues
	Ensure completion of identified outstanding Internal Audit Actions as reported to Audit and Scrutiny Committee in June 2024.	31-Dec-2024	▷	Regular reporting is now in place with update reports on both internal audit and external audit presented to Audit and Scrutiny Committee. Progress on Internal Audit Actions is a standard agenda item on SLG and ESLG agenda	Strategic Director - Partnership & Performance
	Enable an approved balanced budget 202526	31-Mar-2025	✅	Completed February 2025.	Senior Manager Finance & Revenues
P&P 20 031	Consolidate corporate support Information management approaches and address any high-risk gaps	31-Mar-2025	▷	This action will be progressed in 2025/2026 in conjunction with Senior Manager of P & P.	Senior Manager Legal & Governance

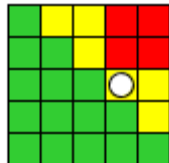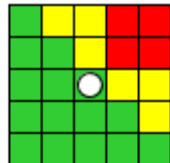| Code	ACTION	By When	Expected Outcome	Latest Note	Lead
New	Review, streamline and integrate Performance Management Framework incorporating: Implementing revised Business Planning Guidance Self Assessment and Annual Governance Statement Process Improvements to management information and data Risk management Streamlined reporting	31-Mar-2025	▶	Progress on this action in 2024/25 includes a new self assessment approach agreed and implemented with support from the Improvement Service in 2024; deployment of the new Risk management Strategy approved by Council in 2024improvements made to the Annual Governance Statement process in 2024. The service continues to enable the Council to meet its Best Value duties through statutory performance reporting, and opportunities through Digital and Data transformation including use of Power BI will be explored in 2025/26.	Senior Manager Partnership and Transformation
	Achieve Armed Forces Silver Accreditation	31-Mar-2025	✅	The Councils has successfully achieved Silver Employer Recognition Scheme award.	Senior Manager Partnership & Transformation
	Complete the refresh of the Local Outcomes Improvement Plan and associated Community Planning operating arrangements; Support the Community Planning Partnership to undertake development and continuous improvement activities in line with Best Value and other statutory duties.	31 Mar 2025	✅	The refresh of the Wellbeing Local Outcomes Improvement Plan 2024-34 has been completed and approved by Alliance partners and Council. Work is underway with partners on a self-assessment process with the Improvement Service, and discussions and plans are ongoing on additional development work with partners. Progress on this work in anticipated in early 2025.	Senior Manager Partnership & Transformation

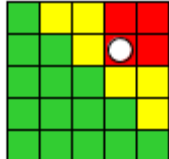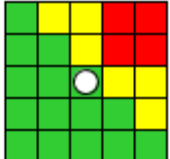| Code	ACTION	By When	Expected Outcome	Latest Note	Lead
New	Deliver a focused SLF session regarding good corporate governance	31-Dec-2024	✅	Delivered and presented to both the SLF and TLF.	Strategic Director – Partnership and Performance
New	Roll out training in Financial Governance and financial systems processes including promoting awareness of the management information produced by the finance system to assists decision making.	31-March-2025	▶	Some training delivered in the second half of the year with further planned sessions in 2025/26.	Senior Manager Finance & Revenues
New	Workforce Planning Sessions to be undertaken with all Directorates to inform the Strategic Workforce Plan 2025-2028 and creation of Directorate Workforce Plans.	31-Dec-2024	▶	This action has been delayed due to ongoing work to define the Council's target operating model (TOM), which will ensure relevancy to workforce planning sessions undertaken. Instead, sessions on workforce planning have been undertaken with the Senior Leadership Forum (SLF) and Team Leaders Forum (TLF) through a collaborative workshop approach, the outputs of which has provided service based evidence for the development of a new Strategic Workforce Plan, due to be developed in tandem with the forthcoming TOM.	Senior Manager – HR and Workforce Development

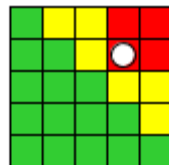| Code	ACTION	By When	Expected Outcome	Latest Note	Lead
New	Training in combating fraud and corruption for relevant officers	31-March-2025	▷	The Council will be working with its insurers Gallagher Bassett to develop a training course for managers. As part of budget it was agreed resource for Fraud with this work being a priority for the Fraud Officer. It is anticipated the work to be undertaking for 2025/2026	Senior Manager Legal & Governance
New	Enable delivery of the digital and data transformation activities including roll out of M365, PSN compliance, IoT, in line with the Be the future transformational change programme	31-March-2025	▷	Good progress is being made around digital and data transformation with oversight through the Programme Board and Technical Design Authority (PMRO), strategic oversight Group and Be the Future Board. Progress includes deployment of M365, preparatory work for our submission for Public Services Network reaccredition, roll out of a new telephony system and Implementation of digital customer solutions, automation solutions and AI led solutions.	Strategic Director – Partnership and Performance

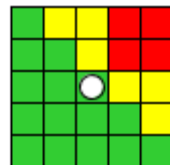# Business Plan Appendix - Service Risk Register

ID & Title	P&P SRR 001	Catastrophic Business interruption		Status	✅	Managed By	Strategic Director - Partnership & Performance	Current Rating	9	Target Rating	6
Potential Effect	Breakdown or significant interruption in service provision for internal and or external customers as a result of catastrophic systems or knowledge loss or major incident.										
Related Actions	P&P 20 001	Co-ordinate major incident response/recovery and ensure that statutory plans for resilience are in place, updated and tested as part of a scheduled programme of work around Integrated Emergency Management and Business Continuity Management.		**Internal Controls**		Business Continuity Plans **Incident Response Plans** **Exercising and Training Plans**					
	P&P 20 029	PSN & Cyber Security compliance									
Latest Note	Concurrent risks from supply chain/labour issues, the cost of living crisis, adverse weather, geopolitical events, cyber threats or major outage continue to pose an ongoing risk to business continuity. IMTs continue to be convened as necessary and a substantial review of business continuity plans, response and recovery arrangements as well as testing and debrief activity continues. There is also significant effort being placed on upgrading systems and infrastructure to mitigate or minimise cyber threats. The Council continues to develop, test and exercise plans in partnership with other partners and agencies and continues to work closely with Category 1 responders through existing multi-agency Resilience Partnerships.										

13

ID & Title	P&P SRR 003	Ineffective community engagement	Status	⚠	Managed By	Senior Manager Partnership & Transformation	Current Rating	12	Target Rating	9
Potential Effect	Sub optimisation of community empowerment opportunities and the risk that we will not be able to achieve our corporate priority to empower families and communities. Ineffective communication and engagement with communities may result in poor relationships, breakdown of trust and loss of confidence which impacts on the Councils reputation.									
Related Actions	P&P 20 003	Support consultation and engagement activities (budget and corporate strategies) through citizen space, utlising you said we did function.	Internal Controls		Customer Consultation & Engagement					
	P&P 20 005	Refresh our Corporate Communications Strategy, related policies and Communications channels in line with Be the Future and the Strategic Roadmap.			Community Planning					
		Complete Refresh our Wellbeing Local Outcomes Improvement Plan 2024/34 and associated operating arrangements.			Mainstreaming Equality & Diversity					
	P&P 20 003	Ensure robust approaches are in place to comply with statutory duties on Mainstreaming Equalities.			Customer Charter					
					Community Council Scheme and Community Asset Transfer Guidance					
					Customer Contact Policy					
Latest Note	P&P resources for this area of work are modest and delivery or implementation requires a multi-service, and partnership led approach. Implementation of agreed approaches, plans and policies with guidance and support is key to mitigating risks. This includes our Customer Charter and Customer Contact Policy completed in 2024. Under Community Planning a number of partnership plans are in place to ensure engagement with communities is robust and effective; this work spans across all services in the Council.									

ID & Title	P&P SRR 004	Poor Staff engagement		Status	⚠️	Managed By	Senior Manager HR & Workforce Development	Current Rating	12	Target Rating	9

Potential Effect	Ineffective or poor engagement with staff resulting in poor relations and an inability to embed our values and achieve our vision. May also result in workforce gaps as a result of difficulties with recruitment and retention leading to difficulties in meeting statutory or regulatory requirements both now and possibly more acutely in the future.

Related Actions	P&P 20 005	Refresh our Corporate Communications Strategy, related policies and Communications channels in line with Be the Future and the Strategic Roadmap.	Internal Controls	Staff Survey
	P&P 20 010	Undertake Staff Survey		Strategic Workforce Plan
	P&P 20 013	Substantially conclude and Implement P&P Redesign, including implementation of immediate workforce plan priorities		

Latest Note	Work on a new strategic workforce plan is anticipated within 2025/26 in line with the development of the Target Operating Model (TOM). Labour shortages continue to cause difficulties across the board, impacting on operations, staff and strategic priorities. Forecasts, and research undertaken through SOLACE and the SPDS groups suggest that labour shortages and supply chain issues may continue for the foreseeable future, with the potential to impact on the existing, ageing workforce. This will require an ongoing response of flexibility, adaptability and ingenuity, but will be impacted upon by the level of single points of dependency in the workforce and with current and future budgetary pressures.

ID & Title	P&P SRR 006	Labour Shortages leading to Governance Failures	Status	🔴	Managed By	Strategic Director - Partnership & Performance	Current Rating	16	Target Rating	9
Potential Effect		There is a risk that the labour shortage environment amplifies the risk of a significant governance failure that could lead to a potential for serious financial, reputational or workforce harms.								

Related Actions	P&P 20 006	Implement approved Mainstreaming Equalities and Diversity Report 2021/25.	**Internal Controls**	Internal Audit Programme		
	P&P 20 012	Embed new Health & Safety Management System		External Audit Assurance & Improvement Plan		
	P&P 20 019	Lead on the approach to deliver approved Annual Accounts		Annual Governance Statement		
	P&P 20 029	Implement PSN and Scottish Cyber Security Resilience Framework and identify associated improvement plan.				
	P&P 20 031	Consolidate corporate support Information management approaches and develop an action plan to address gaps				
	P&P 21 001	Refresh the Councils Prevent strategy and approaches including implementing a programme of training and reviewing the Prevent Multi-agency Panel (PMAP) process in line with CONTEST statutory duties and as part of the Corporate Risk and Integrity approach.				
	P&P 21 007	Procurement Strategy Review				
	P&P 21 014	Financial Regulations Review				
	NEW	Finalise the Fraud Strategy and Fraud risk management arrangements and implementing a programme of training for Directors and managers.				
	NEW	Whistleblowing Policy				
Latest Note	Staff turnover and a stretched and ageing workforce has resulted in increased risks of failures of governance. Capacity remains variable across the directorate, and therefore this risk will require ongoing significant focus. We have developed a workforce plan to identify and address a number of key areas of concern.					

ID & Title	P&P SRR 007	Financial Resilience		Status	🛑	Managed By	Strategic Director - Partnership & Performance	Current Rating	16	Target Rating	9
Potential Effect	Risk that current resource base cannot meet rising demand resulting from emerging environmental factors including the cost of living crisis, high inflation, financial constraint and climate change.										
Related Actions	P&P 20 023	Lead on the approach to deliver an approved balanced budget 2025/2026	Internal Controls			Budget Strategy & Monitoring					
	P&P 21 015	Contract Standing Orders Review				Corporate Transformation Programme					
		Achieve savings for 2024/2025				Procurement Strategy					
Latest Note	Ongoing geopolitical events in Eastern Europe and the Middle East, previous high inflation, reduction in Government funding, increased Government priorities and cost of living crisis continue to impact on costs to the Council, it is also impacting on our communities, which in turn is increasing service demands. Given the extent of external environmental factors there is a large element of this risk that the Council may need to tolerate and react to in the short to medium term.										

ID & Title	P&P SRR 008	Failure to deliver Digital Transformation		Status	🛑	Managed By	Strategic Director - Partnership & Performance	Current Rating	16	Target Rating	9
Potential Effect	The aftermath of the pandemic and increasing financial constraint have driven accelerated demand and expectation for increased digital service provision. There is a risk that the Council will not be able to meet these changes or that increased reliance on digital services increases the risks associated with outages or related to information security.										
Related Actions	P&P 20 029	Implement PSN and Scottish Cyber Security Resilience Framework and identify associated improvement plan.	Internal Controls			Digital and Data Roadmap					
	P&P 20 031	Consolidate corporate support Information management approaches and develop an action plan to address gaps				Digital and Data PMRO/TDA					
	P&P 20 032	Implement M365 and the Digital Champions Programme to support deployment across the workforce.									
	P&P 20 033	Deliver the agreed IT capital plan									
Latest Note	The Council continues to make significant investment in digital infrastructure, including in M365, PSN and Security, digital customer solutions, RPA and AI led solutions. This work will need to continue at pace over the next 3 to 5 years to meet citizen demand and to sufficiently realise benefits. Given the general increased risk profile across the board, including the impacts and consequences of geopolitical developments, this will remain an important area of ongoing focus.										

CLACKMANNANSHIRE COUNCIL

Report to Audit & Scrutiny Committee

Date of Meeting: 28 August 2025

Subject: Place Services Year End 2024/2025 Business Plan Progress Report

Report by: Strategic Director: Place

1.0 Purpose

1.1. The report provides the Committee with a year-end status update of the 2024/2025 Place Services Business Plan. A detailed summary is available in Appendix 1, key highlights and considerations are presented below.

2.0 Recommendations

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

3.0 Considerations

3.1. Place Services delivers a diverse range of services, including a number of statutory and essential support functions. This report provides the Committee with an update on performance, risks and achievements, relating to the Business Plan 2024/2025 agreed by Council in autumn 2024. (link can be found at https://www.clacks.gov.uk/document/meeting/1/1248/7975.pdf)

3.2. The Department continues to play a key part in the coordination and management of response, transformation and business as usual activity. This work ranges Housing Services, Corporate and Educational Asset Management, Soft Facilities Management; Environmental Services and Development Services, including City Region Deal activity.

3.3. Appendix 1 provides a more detailed description of performance and risk within our Business Plan, this cover report draws out a number of highlights, including achievements and areas for improvement.

Housing Services

3.4. Housing Services continues to provide high quality housing for local resident, with very high tenant satisfaction being reported. This reflects the Council's investment in frontline Housing Officers and demonstrates the people centred approach by the Service.

3.5. The Service has progress vital works to bring the Westhaugh Travellers Site back online following challenges through HubCo East Central's Tier 1 Contractor failing. It is anticipated that this major investment by the Council, supported by Scottish Government will be completed by May 2026. Housing Services have maintained excellent engagement with out impacted Traveller's community throughout.

3.6. Housing Services have progressed alongside those affected residents of RAAC in the Tillicoultry area, especially those evacuated. A planned investment programme was devised late 2024/2025 and will be implemented in 2025/2026, which offers evacuated residents a solution to the underlying RAAC concerns with the identified 3 housing blocks. Work continues to support and engage those tenants and owners affected.

3.7. The Council's Housing Repair and Capital Works Team have progressed with rigour the investment programme which is seeing improvements across our Housing Stock as reflected in our Tenants Satisfaction Reports and response times. The Team continues to support Housing's Off The Shelf Purchasing, increasing the Council's Housing stock capacity.

3.8. The Service has been progressing the Housing Needs Demand Assessment, which is well underway and expected to be concluded in 2025/2026, providing much required intelligence for future need and will support the development of a new Local Development Plan.

Environment Services

3.9. The Council's Environment Services continues to deliver a good service to the Communities of Clackmannanshire with outstanding recycling rates that have come around as a result of operational changes approved by Council which saw 4 weekly collections, a move that is being considered by more Scottish Local Authorities.

3.10. Land Services, continues to deliver planned and reactive grounds maintenance programmes and street cleaning services throughout the County. The Service have also as part of the 25/26 budget setting progressed proposed a new service redesign to release further efficiencies and change their delivery model, retaining communities at the heart. The Service, continues to look at innovative approaches including the opening of a natural burial cemetery on the Hillfoots, amongst our spectacular countryside.

3.11. Our Roads and Transport Management Functions have both worked to improve the County's road infrastructure to create a safe and active travel network seeing road improvements across the County, as well as capitalising on new housing development to support new road improvement works. Additionally, the Team have seen the opening of major Active Travel Routes as part of the City Region Deal programme working in partnership with National agencies including Transport Scotland.

Development Services

3.12. Development Services which incorporates the Council's Planning and Building Services, Environmental Health Service, Economic Development Service and Energy and Sustainability Services have experienced quite significant

turnover in key positions over the past year with the Senior Manager, Team Leader & Interim Team Leader Planning and Building Standards all securing new positions within other local authorities. This change has placed significant pressure on the Council's planning functions, and has resulted in the appointment of agency staff to provide stability within the Service.

3.13. The vacant Senior Manager post has allowed the Department to realise additional recurring savings and to progress a Directorate realignment with the remaining Senior Managers and Service functions.

3.14. The Council's Environmental Health Service have continued to formalise the Partnership Agreement with Stirling Council which has been strengthened by the filling of all Trading Standards positions at Stirling providing our authority with one of the Countries lowest cost service functions within this field and retaining strong delivery in this sector.

3.15. The Council's Economic Development Service has progressed the delivery of the UK Government's Shared Prosperity Programme, supporting employability and local businesses as well as preparation for the 2025/2026 programme extension. The Service remains ready to respond to calls for provision beyond that period. The Service working with Education colleagues has supported the Tackling Child Poverty agenda, with a dedicated staff member hosted within the People Directorate to support our work in and around the Whole Family Wellbeing agenda and ensuring that there is good connectivity between directorates and funding programmes, including the Scottish Government's No-One Left Behind programme.

3.16. The Council's Energy and Sustainability Team continues to progress the Council's Climate Change ambitions through the development of the Councils Climate Change Strategy which has been compiled in conjunction with all Directorates and a wide range of partners in the public and community sectors. It is expected this strategic document and the Council's Biodiversity Action Plan will be presented to Council in the near future. The Team have also continued their work in attracting investment to the authority to progress work on the introduction of green energy options for local residents and energy efficiency improvements with works being developed alongside the Council's Housing Services teams to invest such technologies in targeted areas known to have high pockets of child poverty.

Property Services

3.17. The Council's Property Service have finalised their Stage 1 Service Redesign, securing their leadership tier and work is progressing to ensure that the appropriate operational tier is in place for future sustainable service delivery.

3.18. Works commenced on the repair to Greenfield House as part of the Council's Capital Investment Programme, which will see £1m being invested to bring the house back to a wind and watertight state in preparation for the City Region Deal(CRD) Cultural, Heritage, and Tourism Hub development which will see a minimum of £6.1m of CRD monies invested in the site and discussions with National Lottery Heritage Fund/Historic Environment Scotland/Scottish Government RCGF for potentially a further £4m approx investment for the site. This initiative will see an exciting and complimentary investment to the County.

Future Developments

3.19. Going forward as introduced within the 2024/2025 Business Plan, Place Services are in the process of developing a "One Plan" similar to that undertaken within the People Directorate with their Wellbeing Plan. This will assist the Directorate in coordinating a range of strategic returns and plans in one place focused on Outcomes and attempt to reduce on the burden of administration for Officers and Partners. There is a longer-term ambition that such plan could be combined with the Wellbeing Plan.

3.20. The Service realised that it has become over reliant on the use of the Local Government Benchmarking Framework (LGBF) for its performance reporting and whilst this is a helpful framework to determine the Council's overall performance, it has created difficulty in providing members with timely data to assist their oversight and challenge to the Service as a result of the time lag with publications. Therefor in the 2025/2026 Place Business Plan it is anticipated that the Directorate will transition to local KPIs to allow for timely reporting and where appropriate and feasible annual reports will reference LGBF Indicators.

3.21. The Department will also be progress significant project such as the Council's Asset Management Strategy, Learning Estate Strategy and Decriminalisation of Parking within the County. The Department will over the next 12-24 months will be busy and ambitious for Clackmannanshire.

4.0 Sustainability Implications

4.1. There are no direct sustainability implications arising from this report, however as the Department continues to evolve and respond to the challenging financial position within the Sector, there will be a requirement to further prioritise service provision and implement the Council's TOM to its full potential.

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

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

Complies with relevant Council Policies ☒

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 ☒ Not applicable

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

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)
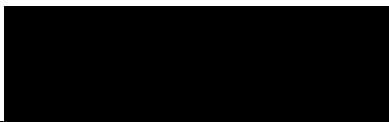
Yes ☒ (please list the documents below)   No ☐

Place Services Business Plan 2024/2025
(https://www.clacks.gov.uk/document/meeting/1/1248/7975.pdf)

Author(s)

NAME	DESIGNATION	TEL NO / EXTENSION
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Approved by

NAME	DESIGNATION	SIGNATURE
Kevin Wells	Strategic Director: Place	████████████████

Place Directorate Business Plan 2024-25 PERFORMANCE REPORT

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

1. Performance Indicators

1.1 Housing Service

Code	Performance Indicator	2022/23	2023/24	2024/25	2024/25	Lead
		Value	Value	Target	Progress	
HMO ALL 035	Rent Loss due to Void (empty) Properties	1.02%	1.34%	1.20%	0.82%	Tenancy Services Coordinator - Housing Options; Team Leader Tenancy Services
HMO HPI 005	Council Dwellings Meeting the Scottish Housing Quality Standard (SHQS)	39.33%	93.54%	96.3%	84.65%	Team Leader - Planned Works & Compliance
HMO PRO 006	Average Time to Complete Non-emergency Repairs (working days)	5.41	5.12	6	5.08	Senior Housing Officer
HMO TEM 011	Rent Arrears (as % of rent due in the year)	11.51%	11.15%	10%	7.25%	Team Leader Tenancy Services

1.2 Property Service

Code	Performance Indicator	2022/23	2023/24	2024/25	2024/25	Lead
		Value	Value	Target	Progress	
ASM FAC 02a	Operational Buildings Suitable for Current Use	91.4%	91.4%	100%	At time of writing this figure has not been available.	Project Co-ordinator; Team Leader - Planned Works & Compliance
ASM FAC 03a	Council Buildings in Satisfactory Condition (by floor area)	97.5%	97.5%	100%	At time of writing this figure has not been available.	Project Co-ordinator; Team Leader - Planned Works & Compliance

1.3 Development Service

Code	Performance Indicator	2022/23	2023/24	2024/25	2024/25	Lead
		Value	Value	Target	PROGRESS	
DEV DMA 01b	Cost per local planning application	£4,055	£4197	£4,500	£4344	Planning & Building Standards Team Leader
DEV DMA 01c	Average Time to Process Commercial Planning Applications (weeks)	9.3	12.0	11.7	11.5 weeks	Planning & Building Standards Team Leader
DEV DMA 11a	Immediately Available Employment Land (as % of land allocated for employment in Local Development Plan)	26.1%	26.1	26.1	26.1%	Planning & Building Standards Team Leader; Senior Manager - Development
DEV LFR 026	Cost of Economic Development & Tourism per 1,000 population	£83,961	£66,904	£83,961	At time of writing this figure has not been available.	Senior Manager - Development
EDE EMP 005	Unemployed People Assisted into Work via Council Employability Programmes	21.0%	22.1%	30%	At time of writing this figure has not been available.	Senior Manager - Development
EDE LGB B1b	Business Gateway Startups (per 10,000 population)	17.2	16.7	17.5	At time of writing this figure has not been available.	Senior Manager - Development
EDE LGB B2a	Residents Earning Less than the Real Living Wage	N/A	Jim	<10%	At time of writing this figure has not been available.	Senior Manager - Development
EDE LGB B3a	Properties with Superfast Broadband	98.7%	98.7%	99%	At time of writing this figure has not been available.	Senior Manager - Development
EDE SLD 19a	Town Vacancy Rate (vacant retail units as % of total - Alloa town centre only)	22.7%	10.8%	<10%	At time of writing this figure has not been available.	Senior Manager - Development
RGY EHE 014	Cost of Environmental Health per 1,000 population	£11,710	£10,108	<£12,000	At time of writing this figure has not been available.	Senior Manager - Development
RGY SCC 005	CO2 emissions area wide per capita - all emissions	10 tonnes	9.8 tonnes	<9.8	8.6 tonnes	Senior Manager - Development; Home Energy Strategy Officer
RGY SCC 006	CO2 emissions area wide per capita - emissions within scope of local authority	7 tonnes	6.6 tonnes	<6.6	5.8 tonnes	Senior Manager - Development; Home Energy Strategy Officer
RGY TST 004	Cost of Trading Standards per 1,000 population	£1,758	£1,348	<£2,000	At time of writing this figure has not been available.	Senior Manager - Development
SAP DEM EW%	Unemployment Rate - All Working Age (16-64 years)	3.7%	3.4%	3.1%	At time of writing this figure has not been available.	Team Leader Economic Development; Senior Manager - Development
SAP DEM EY%	Unemployment Rate - Young People (16-24 years)	4.6%	4.9%	3.5%	At time of writing this figure has not been available.	Team Leader Economic Development; Senior Manager - Development

Appendix 1
1.4 Environment Service

Code	Performance Indicator	2022/23	2023/24	2024/25	2024/25	Lead
		Value	Value	Target	Progress	
SAP PHO T01	Active Travel to School	65.3%	61.9%*	61.8%*	(*does not include Pre5)	Senior Manager - Development; Home Energy Strategy Officer
ENV LAN 01a	Cost of parks & open spaces per 1,000 population	£17,990	£19,811	<£17,500	At time of writing this figure has not been available.	Land Services Contracts Manager
ENV SHS POS	Satisfaction with Parks & Open Spaces (3 year average)	85.0%	81.3%	>88%	At time of writing this figure has not been available.	Land Services Contracts Manager
ENV SHS STR	Satisfaction with Street Cleaning (3 year average)	66.3%	65.7%	>67%	At time of writing this figure has not been available.	Land Services Contracts Manager
ENV SHS WMA	Satisfaction with Refuse Collection (3 year average)	73.3%	78%	75%	At time of writing this figure has not been available.	Team Leader (Roads & Street Lighting); Performance & Quality Officer
ENV STR 02e	Street Cleanliness Score (% 'acceptable')	96.5%	90.8%	92.1%	At time of writing this figure has not been available.	Land Services Contracts Manager
ENV STR 04a	Cost of street cleaning per 1,000 population	£15,014	£17.501	£14,900	At time of writing this figure has not been available.	Land Services Contracts Manager
ENV WMA 02c	Cost of refuse collection per premise	£58	£58	£65	At time of writing this figure has not been available.	Team Leader (Roads & Street Lighting)
ENV WMA 02d	Cost of refuse disposal per premise	£108	£107	£105	At time of writing this figure has not been available.	Team Leader (Roads & Street Lighting)
ENV WMA 04c	Household Waste Composted or Recycled	51.0%	52%	52.8%	Provisional figure from SEPA 57%	Team Leader (Roads & Street Lighting)
RAT RCI 001	A Class Roads to be Considered for Treatment (3 year average)	27.1%	27.9%	25.0%	30.3%	Team Leader (Roads & Street Lighting)
RAT RCI 002	B Class Roads to be Considered for Treatment (3 year average)	24.7%	23.7%	20.0%	23.2%	Team Leader (Roads & Street Lighting)
RAT RCI 003	C Class Roads to be Considered for Treatment (3 year average)	26.3%	25.0%	30.0%	27.9%	Team Leader (Roads & Street Lighting)
RAT RCI 004	Unclassified Roads to be Considered for Treatment (4 year average)	40.6%	37.9%	42.0%	38.5%	Team Leader (Roads & Street Lighting)
RAT RDS 024	Cost of maintenance per kilometre of road	£14,449	£12,145	TBC	N/A	Team Leader (Roads & Street Lighting)

Appendix 1

1.5 Place Directorate

Code	Performance Indicator	2022/23	2023/24	2024/25	2024/25	Lead
		Value	Value	Target	Progress	
PLC CNQ BUS	% Councillor enquiries responded within timescale - Place	84.2%	90.7%	100%	87%	Strategic Director - Place
PLC FOI GOV	% Freedom of Information requests responded to within timescale - Place	94.2%	92.5%	100%	87.4%	Strategic Director - Place
PLC MPQ BUS	% MP/MSP enquiries responded to within timescale - Place	85.7%	73.8%	100%	80%	Strategic Director - Place
PLC C01 CUS	Number of formal complaints received – Place (reduce by 10%	150	152	135	167	Strategic Director - Place
PLC C02 CUS	% formal complaints closed within timescale - Place	72.2%	55.3%	100%	72%	Strategic Director - Place

2. Actions

Code	ACTION	By When	Expected Outcome	Latest Note	Lead
PLC 213 101	Produce, consult on and get Council approval for a Net Zero Strategy and Action Plan to ensure that all strategic Council decisions, budgets and approaches are in line with achieving net zero by 2045 and that the Council is positively influencing the shift to net zero by business, industry and local communities.	2024/25	▶	The plan has been produced and consulted on with final amendments to the strategy and action plan taking account of the diminishing resources. This will be presented to Council in 2025-26	Senior Manager - Development
PLC 213 103	Deliver on the Community Wealth Building Action Plan	2024/25	✅	The action plan progress report was produced and reported to Council on 20	Senior Manager – Development

Code	ACTION	By When	Expected Outcome	Latest Note	Lead
	Outcomes			March 2025	
PLC 213 105	To set out how Clackmannanshire will develop and change over the next 10-15 years, meeting planning legislation and setting out the Council's strategic objectives in spatial terms.	2024/25	▷	Due to staffing turnover and prioritisation to service of the Planning Committee and assessing planning applications this work has paused. There has been development in some areas that will contribute to the local plan such as the development of the HNDA. Work is underway with the National Planning Hub to bring this work back online which will see progress in 2025-26.	Senior Manager – Development
PLC 213 109	To develop a coordinated masterplan to guide investment and provide a prospectus of potential opportunities to stimulate public and private sector investment in the regeneration of Alloa.	2024/25	🛑	Due to the staff turnover this work has not commenced. Operational delivery of this will be taken forward in 2025-26 by Economic Development Services instead of Planning & Building Standards due to capacity constraints. Work to commission consultants will commence Autumn 2025	Senior Manager - Development
PLC 213 111	To meet the outcomes that are specified in the Deal Benefits Realisation strategy	2024/25	✅	Good progress has been made with the Clacks delivery of CRD with milestones (albeit few) being met. Significant progress is anticipated in relation to Cultural Heritage and Tourism actions in 2025-26.	Strategic Director - Place
PLC 234 102	To ensure the long term financial and environmental sustainability of the Councils non-housing assets	2024/25	🛑	This work has not been progressed due to changes within Property Services with Phase 1 only being finalised late 2024 and Senior Management realignment as part of the 2025/26 budget process. It is anticipated that this will be concluded Summer 2026.	Senior Manager - Property
PLC 234	Produce with Stirling and Falkirk	2024/25		Officers across the Forth Valley have been	Senior Manager -

Code	ACTION	By When	Expected Outcome	Latest Note	Lead
103	Councils, a Regional Economic Strategy to identify areas where the Forth Valley can collectively work to deliver economic benefit		▷	collaborating on the final version of the RES with contribution from all 3 CEX, it is anticipated that the strategy will be presented to Council in the Autumn 2025	Development
PLC 234 104	To ensure that economic development activities meet current and emerging priorities, risks and opportunities	2024/25	🛑	This task is yet to commence and is awaiting sign off of the RES (PLC 234 103)	Senior Manager - Development
PLC 234 105	Create a framework to take forward the Investment Strategy across Clackmannanshire and fill the Funding officer post to assist with Implementation	2024/25	▷	A post was developed and advertised to progress this work; however, we failed to recruit to the post. Options are currently being evaluated in terms of re-advertising or a potential strategic partnership model. The next step is to create the strategic framework in which the Investment Strategy will operate. Key initial stakeholders are to be proposed.	Senior Manager – Development / Senior Manager – Transformation and Capital
PLC 213 201	To inform the next iteration of the Learning Estate strategy.	2024/25	▷	Condition surveys of our Primary School Estate have been undertaken with final reports by external assessor being finalised. This information will inform our Learning Estate Strategy.	Senior Manager - Property
PLC 213 202	To secure the long term operational, financial and environmental sustainability of the learning estate in order to support quality educational outcomes for our young people.	2024/25	▷	Work has commenced on the development of the Learning Estate Strategy but will require external support. Broad concept has been approved, and Officers are progressing.	Senior Manager - Property
PLC 213 203	To secure the long term operational, financial and environmental sustainability of the learning estate in order to support quality educational	2024/25	▷	Work is underway with improvement works to5 Primary Schools with additional investments within St Mungo's RC Primary. Additionally, Officers have applied for £2m additional investment from Salix in order to	Senior Manager - Property

Code	ACTION	By When	Expected Outcome	Latest Note	Lead
	outcomes for our young people			support Net Zero improvement works in two identified schools requiring extensive improvements. On Tract for March 2028 target.	
PLC 213 205	To ensure that the Council meets its statutory responsibilities, delivers a service that is co-designed with Education, and to secure additional funding for capital improvements. (Scottish Government policy under review – no date at current time for implementation)	2024/25	✅	The Service is currently awaiting progress in this area by Scottish Government. The Service has worked with Education to create a delivery model, with a submission for funding. We await decision on Government programme delivery for which we will implement.\n\nCurrently the Service is delivering P6/7 meals free to those eligible for Child Poverty payment (approx 220 children)	Senior Manager - Property
PLC 213 207	To provide modern, low carbon, purpose built facilities that meet the needs of the community	2024/25	▶	Due to challenges relating to a HubCo East Central Teir 1 contractor, this project has been delayed with increased costs. The project has resumed and is anticipated completion date May 2026	Senior Manager - Property; Senior Manager - Housing
PLC 213 208	To establish staff resource and a refreshed TP strategy to improve tenant engagement and to meet the Council's responsibilities under the Scottish Housing Regulator's Charter.	2024/25	✅	The TP Strategy approved at Council in August 2024; this will improve tenant engagement and meet the Council's responsibilities under the Scottish Housing Regulator's Charter. Yr 1 Action Plan progress underway. Update on action plan progress will be provided at May's Housing Performance Meeting. New Action Plan to be developed for Year 2 (Sept 2025)	Senior Manager - Housing
PLC 245 201	To inform our residents and partners of the range of assets available for CAT to inform, support and advice	2024/25	▶	This action has yet to be started. CAT is being incorporated within the Council's Asset Management Strategy which will come before Council in the Autumn of 2025. Work has	Strategic Director - Place

Code	ACTION	By When	Expected Outcome	Latest Note	Lead
	Communities through the CAT Process to understand the fullness of Assets available.			been carried out in updating the Officer Assessment Workbook to streamline CAT assessments and improve consistency with CAT applications.	
PLC 234 301	To facilitate the quality design and effective delivery of new leisure and wellbeing facilities and services.	2024/25	▷	Work is ongoing to support the development of the Wellbeing hub facilities, including the exploration of Active Travel Routes. Transport Management Colleagues are working closely with the Wellbeing Hub Team to explore opportunities. Additionally, Staff within Property are supporting the planning works in preparation for the Hub coming online.	Senior Manager - Development; Senior Manager - Property; Senior Manager - Environment
PLC 213 302	To secure the long term operational, financial and environmental sustainability of the Council's housing stock and service provision, meeting the needs of current and future tenants	2024/25	▷	The Council's Housing Capital Plan improvement works completed aligned to the investment plan with programmes covering new windows, kitchen installations electrical works improvements, gas installation and upgrade and roof and render works achieve on target with internal realignment of resources to compensate for inflation and increased material costs. The Service completed all but two buy backs, rolling those two into 2025/26. Additionally, the Housing rent restructure and rent increase provides the future sustainability for the service and future improvement delivery including major projects such as Westhaugh Traveller's site.	Senior Manager - Property
PLC 213 307	To help minimise and mitigate failures from the unsuitable accommodation order.	2024/25	✅	Additional leased stock was acquired from partner RSL's and the procurement for homeless temp accommodation stock in and	Senior Manager – Housing

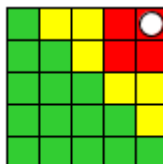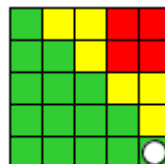| Code	ACTION	By When	Expected Outcome	Latest Note	Lead
				out with area was advertised, evaluated and been awarded. Due to the Housing emergency, we are exploring further work in 2025/26 to reduce our reliance on stock out with our control.	
PLC 234 301	To reduce the number of void properties to increase the availability of homes for people and to reduce the financial impact of rent loss due to voids.	2024/25	✅	The backlog was tackled as we reduced the number of properties awaiting repairs down from 110 to 45, however a variety of sick leave and holiday leave impacts near the year end, pushing the void figure back to 70. Problem solving sessions continue to ensure that mitigations are raised and taken. The Service is exploring what decisions might need delegated to continue the push on voids.	Senior Manager - Property; Senior Manager - Housing
PLC 234 302	To ensure that all council homes have compliant fire safety systems and current electrical testing certification.	2024/25	✅	The Service has achieved this action.	Senior Manager - Property
PLC 213 401	To secure the long term operational and financial sustainability of the services within Place; and to support the effective delivery of the Council's Be The Future transformation programme, and improve the residents and service user experience and increased performance and workforce satisfaction	2024/25	✅	The Service has undergone an external review by Trueman Change which identified a number of strains within the department, coupled with a series of staffing turnover, including reduction of Senior Staff linked to the 2025-26 budget setting process there has been a proposed realignment of functions within the Directorate. We continue to consider options around the Council TOM and collaboration with neighboring Council's. Additionally, there have been a series of Hackathons involving Directorate staff at all levels in service improvement as well as a series of Team Leader/ Senior Manager Development Session.	Strategic Director - Place

Appendix 1

Code	ACTION	By When	Expected Outcome	Latest Note	Lead
PLC 213 402	To have a fit for purpose IT system, ensuring legislative compliance, delivery of tenant priorities including appointment systems and support flexible and mobile deployed working.	2024/25	✅	Tender and procurement process completed, and contracts engaged with two suppliers (NEC and CIVICA) for their respective Housing and Repairs systems. During Summer recess the system will be receiving critical patch upgrades, which will enable them to move to cloud and achieve PSN compliance.	Senior Manager - Property; Senior Manager - Housing
PLC 213 404	To secure the long term operational and financial sustainability of the service.	2024/25	▶	The Service is finalising a Partnership Agreement with Stirling for the delivery of Trading Standards Services. It is anticipated that this will be concluded September 2025.	Senior Manager - Development
PLC 213 405	To secure the long term operational and financial sustainability of Council services; and to support the effective delivery of the Council's Be The Future transformation programme.	2024/25	✅	Compliance tasks across council public buildings are carried out in line with current legislation and guidance.	Senior Manager - Property
PLC 213 406	To secure the long term operational and financial sustainability of the roads network and to enhance active travel opportunities.	2024/25	✅	The Service has completed a programme of works throughout the County working within the allocated fiscal envelope. Additionally, the team secured a series of investment monies to enhance the Council's core capital investment including Active Travel programmes.	Senior Manager - Environment
PLC 234 401	To ensure that people are safe from harm; property and equipment are maintained to a good standard and to fulfil our legislative requirements.	2024/25	✅	A series of staff engagements through Director's Blog have been circulated across the department along with focus interventions by H&S Colleagues and targeted work in high incident areas. Additionally, the matter receives routine review and challenge at the Department SLT and through Bipartite. We have seen an increase in reporting and a	Strategic Director - Place
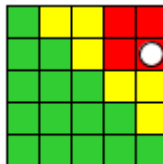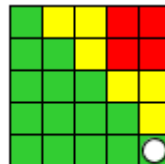
Code	ACTION	By When	Expected Outcome	Latest Note	Lead
				uptake in mandatory training.	
PLC 234 403	To fully understand risk exposure and future investment requirements. To enable informed engagement with tenants and owners of affected buildings. To provide recommendations to enable decision making on forward future actions to be taken (Nov 2024). RAAC assessments for stock determined as dangerous complete. Manage and monitor blocks due for inspection by Chartered Structural Surveyor expected to be completed by December 2024. Property Officers working on remedial action as necessary. Housing Officers working alongside owner occupiers.	2024-25	✅	RAAC has been identified within one council public building. Routine inspections are carried out at 6 monthly intervals by a structural engineer to check for any change in fabric condition and reports issued.	Senior Manager - Property; Senior Manager - Housing
PLC 234 402	To provide a report to Council that informs of progress and milestones towards achieving a streamlined approach to strategic planning and reporting which will reduce bureaucracy and burden of reporting on the local authority.	2024/25	▶	Work to develop a One Plan for Place Directorate is underway, with a steering group of relevant officers established. Early discussions, to learn from People Directorate's experience, are also in progress.	Strategic Director - Place

Appendix 1

Risk Register

ID & Title	Insufficient Financial Resilience	Approach	Treat	Status	🛑	Lead	Strategic Director - Place	Current Rating	25	Target Rating	5
PLC DRR 009											

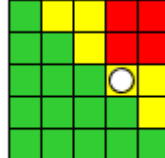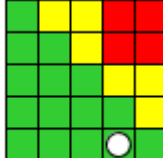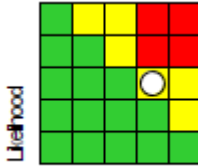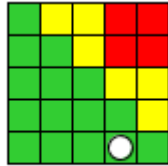| Description	The Directorate does not have a balanced budget to meet essential service demands, customer needs, or external agendas.		
Potential Effect	Reputational and legal implications and severe, extended loss of service provision.		
Related Actions	PLC 213 401	Implement service redesign and associated workforce development plan	Internal Controls
	PLC DRR 001	Effective financial management.	
	PLC DRR 002	Focus resources on key priorities as set out in this business plan.	
Latest Note	Place services have out-turned within budget for the last two years, whilst delivering significant savings. The majority of savings have been management efficiencies or one-off in year savings. Identification of recurring savings is becoming ever more difficult without having impact on service delivery. The Service will require to consider more radical delivery in line with the TOM in order to maintain a Service Provision.		

ID & Title	Health & Safety Breach	Approach	Treat	Status	🛑	Lead	Chief Executive	Current Rating	20	Target Rating	5
PLC DRR 008											

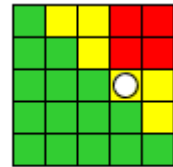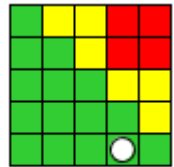| Description	Incident or statutory breach results in injury or death of staff member or customer due to lack of awareness or non-compliance with policies and procedures. Incidents may also arise from third parties actions, outwith Council control.		
Potential Effect	The effects on individuals and their families, financial penalties (including Health & Safety Executive intervention fees), criminal proceedings, adverse publicity, increased insurance or damage to Council assets.		
Related Actions	PLC 234 401	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
	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		
Latest Note	Interventions introduced within the Department is starting to see an increase in reporting of incidents, whilst still low for the nature of our business, the noticeable increase is a signal that interventions, training and awareness is starting to embed within the workforce.		
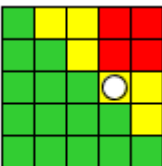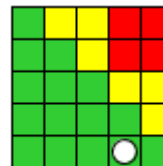
ID & Title			Approach	Treat	Status	⚠	Lead	Strategic Director - Place	Current Rating	12	Target Rating	4
PLC DRR 011	**Failure to Prepare for Severe Weather Events**											

Description	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).
Potential Effect	Widespread community dislocation, damage to property, businesses, roads & utility infrastructure (inc. telecoms & power), or inability of staff to get to workplace. Increased workload in numerous services, impact on delivery, reputation & finances

Related Actions		Internal Controls	Business Continuity Plans
			Winter & Flood Management Plan
			Forth Valley Local Resilience Partnership

Latest Note	The Service have responded well to significant storm activity demonstrating resilience within the Service and responsiveness of Teams. This is an area that is being developed further with enhancements being made to our Business Continuity Planning and further developments led by the Council's Resilience Team.

ID & Title			Approach	Treat	Status	⚠	Lead	Strategic Director - Place	Current Rating	12	Target Rating	4
PLC DRR 012	**Managing Reinforced Autoclaved Aerated Concrete**											

Description	RAAC in buildings resulting in these structures being at risk of deterioration and becoming unsafe and uninhabitable
Potential Effect	Domestic properties containing RAAC becoming uninhabitable with an associated increase in void property numbers and increased pressure demand on the existing housing stock, this at a time when affordable housing supply is already in high demand and short supply. Financial cost to the housing service which was not budget or accounted for.

Related Actions	PLC 234 403	Complete RAAC assessment in council homes and public buildings and secure governance on required actions for decanted blocks.	Internal Controls	RAAC Survey Programme
	PLC DRR 003	Focused resource to manage the RAAC survey programme, communications and resident support actions		ALACHO RAAC Cross-sector Working Group
	PLC DRR 004	Housing service leads part of ALACHO RAAC Cross Sector Working Group		Cross-service Working Between Teams/Depts

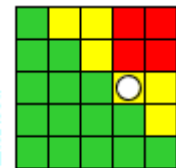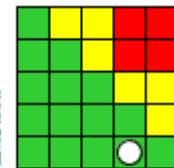| Latest Note	Ongoing survey works across the domestic property estate at present undertaken by qualified structural engineers. An options appraisal to be developed to assess the forward actions required to be taken. Continued engagement with relevant sector organisations to communicate developments in RAAC. It is anticipated that we will see significant movement with RAAC evacuated properties creating a potential pathway for other RAAC Affected properties within the County.

Appendix 1
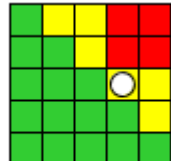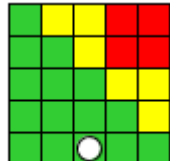
ID & Title	Insufficient Built Asset Information	Approach	Treat	Status	⚠️	Lead	Strategic Director - Place	Current Rating	12	Target Rating	4
PLC DRR 013											

Description	Lack of sufficient stock condition survey information and robust asset management strategy resulting in inability to project future works programmes requirements. Risk of stock falling into disrepair and financial resources being deployed in the wrong areas.
Potential Effect	Wasted time, effort and money on works undertaken without thought or link to forward asset management strategy and housing need. Failure to improve on housing quality and energy efficiency performance indicators. Inability to adequately plan for future investment and provide a robust and assured HRA Financial Business Plan (30yr).

Related Actions	PLC DRR 005	Housing Business Plan	Internal Controls	Property Asset Management Strategy
	PLC 213 405	Deliver property Compliance and Operational Resilience capital projects		SHQS & Regulator Reporting
	PLC 213 402	Implement Housing/Property IT system		Stock condition survey

Latest Note	Significant progress had been made on the EPC certification of our Housing Assets; an Officer error resulted in almost 600 properties EPC expiring. A recovery plan has been devised which will see these properties fully compliant by Winter 2025;

ID & Title	Housing Quality & Environmental Underperformance	Approach	Treat	Status	⚠️	Lead	Strategic Director - Place	Current Rating	12	Target Rating	4
PLC DRR 014											

Description	Changes in reporting guidance and a backlog of assessments arising from the pandemic (when properties could not be accessed) resulted in a greater proportion of stock classified as non-compliant with the Scottish Housing Quality Standard (SHQS) and Energy Efficiency Standard for Social Housing (EESSH). Further future risk of not being able to meet our required commitments to decarbonisation and improving the energy efficiency within the domestic housing stock due to a lack of sufficient stock condition survey information and a detailed forward asset management strategy.
Potential Effect	Regulatory and reputational impacts, potential non compliance with decarbonisation and net zero targets

Related Actions	PLC 213 101	Develop Net Zero strategy and action plan	Internal Controls	SHQS & Regulator Reporting
	PLC DRR 005	Housing Business Plan		
	PLC DRR 006	Focused resource from internal and external sources to meet target deadline of 31st March 2024		

Latest Note	Our percentage compliance with Scottish Housing Quality Standard (SHQS) has dropped from 93.54% to 84.65%. This is due to a number of Energy Performance Certificates (EPCs) becoming out of date and requiring to be renewed. This issue was highlighted following an in-depth review of the data held within this area, a number of properties were identified as having EPCs which were no longer valid (in date). Recovery work is ongoing to improve this position and recover our compliance level within financial year 2025-26. A wider strategic piece of work to undertake a stock condition survey across HRA owned assets is in process of being procured, the findings from this survey will inform a future Asset Management Strategy (AMS), the AMS will align to the HRA Financial Business Plan.

ID & Title	Lack of Affordable & Suitable Housing Supply (Mainstream & Temporary/Homeless)	Approach	Treat	Status	⚠	Lead	Strategic Director - Place	Current Rating	12	Target Rating	4
PLC DRR 015											

Description	There is an overall increase in demand for affordable social housing across all local authority areas. Increasing demand for mainstream housing, homeless accommodation, housing provision for care leavers and for refugees is significant, the increasing cost of living and pressure on home energy costs only add to the challenge. Current challenges in our turn around times associated with void and bought back from market properties becoming available and decelerating new build programmes mean demand is outstripping supply and we are struggling at present to meet our housing need.
Potential Effect	Diminished capacity to comply with statutory obligations within the Housing (Scotland) Act to provide suitable accommodation to those who require it. The service is currently in breach of the Unsuitable Accommodation Order due to utilisation of stock out with area for extended duration stays. Further potential impacts include – inability to support housing applicants into sustainable tenancies, implications for wellbeing (particularly mental health), lack of stability and inclusion, possible reputational damage and regulatory impacts, reduction in available properties to meet demand from waiting list applicants and those with an application for adapted properties. Reduced capacity to support the Councils aspirations as set out within "The Promise".

Related Actions	PLC 234 301 Deliver voids improvement plan	Internal Controls	Local Housing Strategy
	PLC DRR 007 Update Housing Needs & Demand Assessment		Buy-back Strategy
			Strategic Housing Investment Plan

Latest Note	Similar issues are being experienced across Scotland, Clackmannanshire Council's homeless caseload has increased despite the existing mitigation of an increased proportion of lets going to homeless applicants (47% in 19/20 up to 68% in 2024/25). This is expected to worsen further as a result of increased mortgage interest rates, potential for repossessions and pressure on private landlords which may increase rents and evictions. We anticipate there to likely be additional obligations on local authorities as part of the new Scottish Government Housing Bill.

ID & Title	Inadequate Workforce Planning		Approach	Treat	Status	⚠	Lead	Strategic Director - Place	Current Rating	12	Target Rating	3
PLC DRR 010												
Description	Due to lack of workforce planning the Directorate 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 Effect	Loss of key staff from posts identified as single points of failure, leading to inability to delivery key services and lack of adequate professional advice to Council Officers/Elected Members. Negative impact on staff health and wellbeing.											
Related Actions	PLC 213 401	Implement service redesign and associated workforce development plan			Internal Controls		Strategic Workforce Plan					
Latest Note	The Departments WFP is currently outdated; however, the Senior Leadership Team continue to monitor the capacity (including the interim report by Trueman Change, which reviewed all Departmental services workforce) and respond reactively. There is a need to consider the Departmental TOM and work is underway in considering this. The service have introduced additional specialist support via Agency staff.											

CLACKMANNANSHIRE COUNCIL

Report to Audit and Scrutiny Committee

Date of Meeting: 28 August 2025

Subject: Community Wellbeing Report 2024-2025

Report by: Strategic Director, People

1.0   Purpose

1.1   This report provides annual progress on the Community Wellbeing Plan 2024-2025 which covers the full range of People Directorate Plans, including the People Business Plan.

2.0   Recommendations

2.1   It is recommended that the Audit and Scrutiny Committee note, make comment and challenge the contents of the Report.

3.0   Considerations

3.1.   This is the second year of reporting using a One Plan, One Report approach. The Community Wellbeing Report **(Appendix 1)** reflects cross cutting themes and partnership working, with Alliance Partners and across Council Directorates. The Report provides progress against the actions, priorities and key performance indicators set out in the Plans in the Community Wellbeing Plan 2024/25, all of which were agreed by Council in August 2024.

3.2   The Council Business Planning Guidance has been adhered to, as have statutory reporting requirements. In addition, the combined **One Report** has been discussed in collaboration with Scottish Government and national bodies, demonstrating how portfolio and policy reporting can be streamlined in line with the Verity House Agreement, using robust self-evaluation and evidence, reflecting local context.

3.3   The refreshed **One Plan** 2025-2026 was presented to Council on **21 August 2025** and outlines our strategic priorities for 2025-2026.

3.4   As well as summarising the actions taken over the past year to address our improvement priorities, this report **focuses on impact** and the progress made against achieving the combined agreed objectives and outcomes. The report includes information gathered from Alliance Partners, through the respective Community Planning Partnerships.

3.5   The Report demonstrates considerable evidence of progress and impact as a result of ongoing improvement activity. In particular, the following highlights can be noted:

- The Mental Health and Wellbeing in Clackmannanshire transformation project has now supported just over 7,000 children, young people and their families since launching in late 2020. A wide range of impact data, including individual improvements, cost avoidance figures and national data sets evidence real and enduring change is happening as a result of empowering individuals to manage their mental health in a pro-active way.

- Through the Violence Against Women and Girls Partnership, significant progress has been made to ensure women and girls feel safe across educational settings, local communities and Justice Services. This reflects a multi agency preventative and trauma informed approach, grounded in lived experience and community engagement, resulting in more women being supported.

- The Family Wellbeing Partnership and Family Support Collaborative have worked together to deliver holistic and accessible place based family support. Clackmannanshire and other local authorities have been working with the Scottish Government to develop a pioneering approach to whole family support, addressing the needs of families at the earliest point of need. This has included accessible childcare with wraparound family support, drop in hubs across the authority and easy access to support across a variety of media.

- 96% of all young people entered an initial positive destination in 2023-24; an increase on the year before where it was 94.9%, higher than the Scottish average.

- Achievement of a Curriculum for Excellence Level (ACEL) across Clackmannanshire at primary school level is improving at all levels. Attainment at Level 3 and 4 is improving in Literacy and Numeracy.

- The percentages of primary school pupils in Clackmannanshire achieving the expected CfE levels in 2023-24 increased across all stages and organisers compared to 2022-23. For primary pupils combined, the proportion achieving expected levels in literacy and numeracy increased although the numeracy level remains lower than the national rate. The attainment gap for combined literacy among primary pupils in 2023-24 is smaller than the national gap at 15.6pp and narrowed slightly from the year before; the attainment gap combined in numeracy narrowed to 16.4pp from 17.1 pp in 2022-23; the gap is also smaller than the national gap.

- For S3 pupils, the proportions achieving third level or better in literacy [91%] and numeracy [94%] are also at their highest ever level. The proportion of S3

pupils in Clackmannanshire achieving fourth level was higher in numeracy [72.2%] however a slight fall was reported in literacy [51%].

- As a result of targeted partnership interventions and supports, attainment data for care experienced young people has seen an improving trend over the last 3 years for both National 5 and Higher National Qualifications.

- Wellbeing Hub and Lochies School: The development remains on track for handover in Quarter 3 of 2027. Key milestones such as design freeze, planning approval and affordable cost plan have been achieved and a package of enabling works has been approved by Council. Enabling works commenced on site in July 2025. The full business case and final cost plan will be brought forward to Council in August 2025 for approval. Full design and build contract finalisation will follow with the full construction programme due to commence from September 2025.

- COSLA Excellence Award Solace Best Team Award, Clackmannanshire Council, Early Help Team Nine Council Teams Named Winners in COSLA Excellence Awards | COSLA - September 2024

- Care Inspectorate Reports linked to the Family Connections Team following inspection in October 2024. These comprise of the Adoption Service, Fostering Service and Adult Placement (Continuing Care) Service: Adoption, Fostering and Adult Placement and Continuing Care

- As part of a national focus on school improvement, HM Inspectors gathered evidence about how well our schools were supported. Although Local Authorities are not identified within the report, positive impact and reassurance was given in relation to the strategic direction of the service.

- ELC and School Enrolment. Following focussed work to improve the school and ELC enrolment process for families, the system has been digitalised and streamlined across ELC, Primary and Secondary ensuring consistent messaging and information for families at Education & Learning | Clackmannanshire Council.

- Pearson National Teaching Awards: Impact through Partnership, Alloa Community Around the School - Clackmannanshire Family Wellbeing Partnership, Silver Winners, 2024 https://www.teachingawards.com/award-winner/alloa-community-around-the-school-clackmannashire-family-wellbeing-partnership/ - December 2024

- Horizons Research Evaluation of the Family Wellbeing Partnership, commissioned by the Scottish Government. https://www.gov.scot/publications/evaluation-family-wellbeing-partnership-clackmannanshire/

- Centre for Public Impact: Clackmannanshire-Strategic-Transformation-Story-Public-version-Nov-2024-1.pdf - November 2024

- Strategic partnership with sportscotland, including enhanced funding support to deliver equality, diversity and inclusion outcomes.

- Justice Hub - multi-disciplinary hub with continued development with co-location of a range of support services.

4.0 Sustainability Implications

4.1 Sustainability is integrated with People Directorate planning.

5.0 Resource Implications

5.1 Financial Details

None

5.2 **Staffing**

There are no implications for staffing arising from the Community Wellbeing Report. External funding has been received for temporary staff resource.

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)

Complies with relevant council policies.

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 ☑   No ☐

10.0 Appendices

10.1 Appendix 1 - Community Wellbeing Report 2024/2025 incorporating Business Report

Appendix 2 - Pentana Extract

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 ☐

Community Wellbeing Plan 2024-2025

Author(s)

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Catriona Scott	Senior Manager	2469
Veronica Cully	Senior Manager	2404

Approved by

NAME	DESIGNATION	SIGNATURE
Lorraine Sanda	Strategic Director (People)	████████

Community Wellbeing Plan 2024 - 2025 End Year Report

Prepared by Clackmannanshire Council, People Directorate

One Fund, One Plan, <u>One REPORT</u>

Be the FUTURE

Contents

Introduction

This **Community Wellbeing Final Report** 2024/25 includes the work of respective community planning partnerships and notes the combined efforts towards meeting the six strategic outcomes and four strategic priorities. Key actions were set out in the **People Community Wellbeing Plan 2024/25** and agreed at Council in August 2024. This report includes the multiple plans and frameworks as noted on page five.

People Directorate: Strategic Priorities and Strategic Outcomes 2024 – 2025

COMMUNITY WELLBEING PLAN 2025-26 *

STRATEGIC PRIORITIES → Health and Wellbeing → Empowering Families and Communities → Sustainable, Inclusive Growth → People Workforce

STRATEGIC OUTCOMES

Children and young people have **improved life outcomes** by growing up loved, safe and respected

Empowered communities are well designed, inclusive, sustainable, resilient and safe

People of all ages successfully contribute to our communities by developing **skills for learning, life and work**

Poverty in our communities is reduced by improving outcomes for all

People are healthy and active with **improved health and wellbeing**

Human Rights are respected and fulfilled by tackling inequalities across our communities

The People Directorate, along with its key partners, plays a central role in delivering the vision and strategic priorities of the Clackmannanshire Alliance. Together, they are committed to improving life outcomes for children, families and communities, particularly by empowering the most vulnerable.

The People Community Wellbeing Interim Report 2024 - 25 was approved by Council Audit and Scrutiny Committee in February 2025 and demonstrated that the unified approach taken and the **determined focus on agreed strategic outcomes across these plans** was **yielding accelerated progress** towards the outcomes set. Year-end quantitative and qualitative data further supports this assertion. An update on Key Performance Indicators is included on pages 6-7. The Pentana management information extract is included as Appendix 2. Key Management Information for the individual plans and partnership plans that make up the One Plan is included in pages 8 to 14. **The Community Wellbeing Plan (One Plan) 2024 -2025** combined the following plans/frameworks:

Clackmannanshire Wellbeing Local Outcomes Improvement Plan 2024-2034		
Children Service's Plan 2024-2026	Community Learning and Development Plan 2024-2027	Community Justice Plan 2023-2028
Local Child Poverty Action Plan 2024-2030	National Improvement Framework 2024-2027	Violence Against Women and Girls Plan 2023-2026
Libraries Plan 2024-2027	Sport and Active Living Framework 2024-2028	Family Wellbeing Partnership Plan 2024-2026
The Promise Plan 2023-2026 the promise scotland		

Overarching Key Performance Indicators (KPIs) 2024 -2025

The People Directorate has internal quality assurance and self-evaluation systems and processes, alongside robust tracking and monitoring arrangements, ensuring that improvements are on-track. This is supported by external scrutiny from national organisations, including the Care Inspectorate (CI), His Majesty's Inspectors of education (HMIe) and Audit Scotland. Given the interconnectedness of the People Directorate's work with the Local Outcomes Improvement Plan, there are regular contributions to Clackmannanshire Alliance reporting and associated Partnerships. Reporting is based on KPIs, management information data and self-evaluation to ensure continuous improvement. All Plans on a Page for 2024-2025, which were submitted within the Plan 2024- 2025, have specific Management Key Performance Indicators and are linked to the Overarching Key Performance Indicators shown below.

Overarching KPIs *Anticipated publication date	2021/22	2022/23	2023/24	2024/25	Target Increase/Decrease 2024/25
Child Poverty Rate (0-15 years Clackmannanshire) – relative poverty after housing costs	25.5%	27.3%	28.5%	*Jun. 26	24%
Percentage of school leavers entering initial Positive Destination	96.5%	94.9%	96%	*Feb. 26	97%+
Percentage of children with one or more developmental concerns at 27-30 month reviews	20.1%	17.7%	17.6%	*Apr. 26	16.7% [national]
Attendance Rate – all (taken from stretch aims)	90.3%	90.7%	90.1%	91%	92%
Attendance Rate – Care Experienced (taken from stretch aims)	89.5%	86.5%	88.1%	90.1%	92%
Percentage of P1, P4 and P7 pupils combined achieving expected CfE Level in Literacy (taken from stretch aims)	63.3%	69.6%	73.9%	72.1%	75%
Percentage of P1, P4 and P7 pupils combined achieving expected CfE Level in Numeracy (taken from stretch aims)	71.7%	72.4%	77.3%	75.1%	78%
Attainment gap at Senior Phase - SCQF Level 5 (percentage points)	-10.4	-20.7	-14	*Aug. 26	-10
Percentage of School Leavers achieving at SCQF Levels in Literacy and Numeracy (Levels 4, 5 & 6)	54.5%	53.7%	63.8%	*Feb. 26	60.1% [national]
Percentage of Care Experienced School Leavers achieving at SCQF Levels in Literacy & Numeracy (Levels 4, 5 & 6)	26.3%	30.2%	31%	*Feb. 26	38.7% [VC]
Domestic Abuse Incidents (rate per 10,000 population) Clackmannanshire	146	127	141	*Nov. 25	114
No of children referred to Children's Reporter (offences only) rates per 1000 children	5.8	10.5	13.4	14.1	11.2 [national]
Percentage of care experienced children with 3 or more placements during the year	6%	5%	5%	4%	0%

Overarching KPIs *Anticipated publication date	2021/22	2022/23	2023/24	2024/25	Target Increase/Decrease 2024/25
Number of unplanned external placements changes for children	9	1	5	4	0
Number of children in residential placements	17	12	13	12	12
Percentage of Children and Young People who describe their mental health as good or very good	No data	41%	No data available	No data available	50%
Percentage of Children and Young People (under 18's) participating in extracurricular school sport and physical activity	36%	42%	45%	No data available	47%
Proportion of adolescents who have consumed alcohol in last 30 days (Icelandic Model/Planet Youth)	36%	No data	28%	No data available	14%
Teenage Pregnancy Rate (under 20 years) Rate per 1000 women	30.5	33.6	*Oct. 25	N/A	27.1
% of Girls in Clackmannanshire participating in recreational activity (new measure)	No data	No data	41%	50%	76%

Refreshed and updated KPIs are outlined with the People Community Wellbeing Plan 2025 -2026 in recognition of the revised Strategic Actions for 2025 -26.

Management Key Performance Indicators 2024 - 2025

Strategic KPI *Anticipated publication date	Description of Management KPI	Figures refer to the management KPIs (where available) NOT the Strategic KPIs		Key Plan [KPIs often sit across multiple plans]
		2023 - 2024 (unless stated)	2024 - 2025	
Child Poverty Rate (0-15 years Clackmannanshire) – relative poverty after housing costs [LGBF Indicator]	Employment Rate 16-64 (%)	67.3%	62.7%	Poverty Plan
	Unemployment rate – all working age (16-64)	5.4%	3.8%	Place Business Plan
	Claimant Count (aged 18 to 24)	3.3% [June 24]	3.2% [June 2025]	Poverty Plan / Place Business Plan
	Children living in relative low income families (%) *Before Housing Costs DWP DATA*	22.5% [2023]	20.8% [2024]	Poverty Plan
	Healthy Life Expectancy (male) at birth	61.3 [2019-2021]	*Jul. 2026	Poverty Plan
	Healthy Life Expectancy (female) at birth	59.6 [2019-2021]	*Jul. 2026	Poverty Plan
	Workless Households	29.1% [Jan – Dec 2023]	*Sep. 2025	Poverty Plan
	SIMD 20% most deprived	25%	*2026	Poverty Plan
	Proportion of households in fuel poverty	23.7% [2017-2019]	*Jan. 2026	Poverty Plan
	Percentage reduction in children, young people and their families living in relative poverty	28.5 %	*Mar. 26	Children's Services Plan
	Families accessing school age childcare opportunities via the Child Wellbeing Partnership	165 families	233 families	Sport & Active Living Framework
	Number of adult qualifications/ awards/employments achieved	2 into employment	10 awards	Family Wellbeing Partnership Plan

Strategic KPI *Anticipated publication date	Description of Management KPI	Figures refer to the management KPIs (where available) NOT the Strategic KPIs		Key Plan [KPIs often sit across multiple plans]
		2023 - 2024 (unless stated)	2024 - 2025	
Percentage of school leavers entering initial Positive Destination] [LGBF Indicator]	Degree qualification equivalent & above 16-64	29.4% [2020]	*Oct. 2025	Poverty Plan
	Annual Participation Measure (APM) for 16-19 years/ Participation rate	91.6% [2022-23]	*Aug. 25	Poverty Plan National Improvement Framework
	Increase percentage of care experienced pupils entering positive sustained destinations	78.6%	*Feb. 26	The Promise
	Increased number of mentoring hours for young people supported by MCR pathways	2106 hours	*Jan. 2026	National Improvement Framework
	Unemployed People assisted into work via Council Employability Programmes	201	191	Local Employability Plan
	Residents earning less than Real Living Wage (Hourly pay for Full time workers compared to Scottish)	N/A	£17.48 [Scotland £19.17]	Poverty Plan
	Improve the Care Experienced destination rate gap	12-18pp	0-13pp	National Improvement Framework
	Destination Rate – Additional Support Needs (ASN)	92.3%	*Feb. 26	National Improvement Framework
Percentage of children with one or more developmental	Percentage of Children achieving CfE Early Level in Literacy & Numeracy	Literacy: 79% Numeracy: 82.8%	Literacy: 76% Numeracy: 80.6%	Children's Services Plan
	Percentage uptake of free ELC for Eligible 2 year olds	94%	101%	National Improvement Framework

Strategic KPI *Anticipated publication date	Description of Management KPI	Figures refer to the management KPIs (where available) NOT the Strategic KPIs		Key Plan [KPIs often sit across multiple plans]
		2023 - 2024 (unless stated)	2024 - 2025	
concerns at 27–30 month reviews [LGBF Indicator]	Percentage of children with one or more developmental concerns at 13-15 month reviews	15.9%	*Apr. 2026	National Improvement Framework
	Percentage of children with one or more developmental concerns at 4-5 years reviews	20%	*Apr. 2026	National Improvement Framework
Attendance Rate – all (taken from stretch aims) [LGBF Indicator]	Attendance - Primary	92.3%	92.7%	National Improvement Framework
	Poverty Related Attendance Gap - Primary	5.5pp	6.2pp	National Improvement Framework
	Attendance - Secondary	88.8%	89.5%	National Improvement Framework
	Poverty Related Attendance Gap - Secondary	5.6pp	5.5pp	National Improvement Framework
	Attendance Rate - ASN	88.6%	89.4%	National Improvement Framework
Attendance Rate – Care Experienced (taken from stretch aims) [LGBF Indicator]	Poverty Related Attendance Gap	8.6pp	2.9pp	National Improvement Framework
	Improved outcomes in attendance and achievement of care experienced children and young people - attendance rate	88.1%	90.1%	National Improvement Framework
Percentage of P1, P4 and P7 pupils combined achieving expected CfE Level in Literacy (taken from stretch aims)	Literacy attainment gap (P1, P4, P7 combined)	16.1pp	18.9pp	National Improvement Framework

Strategic KPI *Anticipated publication date [LGBF Indicator]	Description of Management KPI	Figures refer to the management KPIs (where available) NOT the Strategic KPIs		Key Plan [KPIs often sit across multiple plans]
		2023 - 2024 (unless stated)	2024 - 2025	
Percentage of P1, P4 and P7 pupils combined achieving expected CfE Level in Numeracy (taken from stretch aims)	Numeracy attainment gap (P1, P4, P7 combined)	16.3pp	15.5pp	National Improvement Framework
Percentage of School Leavers achieving at SCQF Levels in Literacy and Numeracy (Levels 4, 5 & 6)	Percentage of pupils from most deprived areas gaining 5+ awards @ Level 5	46.6%	*Sep. 25	National Improvement Framework
	Percentage of pupils from most deprived areas gaining 5+ awards @ Level 6	16.8%	*Sep. 25	National Improvement Framework
	Number and range of qualifications are increased, ensuring parity of esteem between academic and vocational	26 Partnership Courses 28 different qualifications	*Sep. 25	National Improvement Framework
	Percentage of pupils gaining 5+ awards @ Level 5	59.9%	*Sep. 25	National Improvement Framework
	Percentage of pupils gaining 5+ awards @ Level 6	28.7%	*Sep. 25	National Improvement Framework
Percentage of Care Experienced School Leavers achieving at SCQF Levels in Literacy & Numeracy (Levels 4, 5 & 6)	Improve the Care Experienced Destination Gap [difference between overall and CE rate]	17.4pp	*Sep. 25	National Improvement Framework
	Increased number of young people gaining wider achievement qualifications / Number of Awards achieved by young people by end of Senior Phase	Number of Entries: 90 Number of passes: 47	*Sep. 25	National Improvement Framework

Strategic KPI *Anticipated publication date	Description of Management KPI	Figures refer to the management KPIs (where available) NOT the Strategic KPIs		Key Plan [KPIs often sit across multiple plans]
		2023 - 2024 (unless stated)	2024 - 2025	
Domestic Abuse Incidents (rate per 10,000 population)- Clackmannanshire [LGBF Indicator]	Rate of children on the Child Protection Register with domestic abuse listed as a concern identified.	2.7 per 1000 children (estimate based on national rate) [2022-23]	*Mar. 26	Children's Services Plan/ The Promise
	Number of diversions from prosecution successfully completed	32	*Sept 26	Community Justice Plan
	Reduction in all forms of violence against women and girls	Rape & Attempt Rape: -4% change Sexual Assault: 12% change	*Jun. 26	Violence Against Women & Girls
	Number of individuals receiving support from STRIVE	147	117	Children's Services Plan / Family Wellbeing Partnership
Number of children referred to Children's Reporter (offences only) – rates per 1000 children	Percentage of young people participating in diversionary activities and the proportion of those provided by communities and voluntary sector	New measure	*Jun.26	Children's Services Plan
	Reduction in number of children on Child Protection register / Rate of children on the Child Protection Register (Rate per 1000 children)	1.7 [July 2023]	*Mar. 26	Children's Services Plan/ The Promise Plan
	Number of child protection re-registrations within 6 months and 2 years	2 and 2	*Mar. 26	Children's Services Plan The Promise Plan LGBF
	Rate of registrations to the child protection register from initial and pre-birth Case Conferences during the year per 1,000 0 -15 year olds	12.6	*Mar. 26	Children's Services Plan The Promise Plan

| Strategic KPI *Anticipated publication date | Description of Management KPI | Figures refer to the management KPIs (where available) NOT the Strategic KPIs | | Key Plan [KPIs often sit across multiple plans] |
		2023 - 2024 (unless stated)	2024 - 2025	
Percentage of care experienced children with 3 or more placements during the year [LGBF Indicator]	Reduction in the number of children who are looked after	229	*Mar. 26	Children's Services Plan
	Increase in the number of looked after children living at home with their parents	18%	*Mar. 26	Children's Services Plan
	Percentage of children being looked after in kinship care	40%	*Mar. 26	Children's Services Plan
	Percentage of children placed in locally provided registered foster care households	11%	*Mar. 26	Children's Services Plan The Promise Plan
Number of unplanned external placements changes for children	Number of children looked after outside of Clackmannanshire	79 [as of 31 July 2024]	*Mar. 26	Children's Services Plan
	Percentage of children in the 'care system' who are living at home with parents	16%	*Mar. 26	Children's Services Plan The Promise Plan
Percentage of Children and Young People who describe their mental health as good or very good	Suicide Rate per 100,000 population	16.3 [2017-2021]	*Aug. 2025	Poverty Plan
	Percentage of children receiving Child and Adolescent Mental Health Services treatment within 18 weeks of referral	No data	98.4%	Children's Services Plan
	Increase percentage of care experienced brothers and sisters who are placed together	92%	90%	Children's Services Plan
	Number of adults with improved mental health and wellbeing outcomes through CLD activity	0	30	Community Learning & Development
	Number of children and young people with improved mental health and wellbeing outcomes through CLD activity	0	*Mar. 2026	Community Learning & Development

Strategic KPI *Anticipated publication date	Description of Management KPI	Figures refer to the management KPIs (where available) NOT the Strategic KPIs		Key Plan [KPIs often sit across multiple plans]
		2023 - 2024 (unless stated)	2024 - 2025	
	No of women and girls who report having increased wellbeing as a result of receiving specialist support	122 women 80 children	*Oct. 2025	Violence Against Women & Girls /Community Justice
Percentage of Children and Young People (under 18's) participating in extracurricular school sport and physical activity	Increase the number of young people from SIMD Q1 participating in Active Schools activities	875 pupils (37%)	890 pupils (39%)	National Improvement Framework
	Number of children and young people participating in CLD activity	0	204	Community Learning & Development
	Increase in the number of children taking part in extracurricular sport and physical activity programmes in both Primary & Secondary schools	45%	48%	Sport & Active Living Framework
	Percentage of young people (S3 & S4) participating in leisure activities Number of days per week adolescents in Clackmannanshire participate in sports with a club or a team outside of school (Planet Youth Data) – 3 times a week or more	[2023] 24%	*Dec. 2025	National Improvement Framework / Sport & Active Living Framework
	Proportion of female adolescents in Clackmannanshire who report how often they participate in the following out-of-school activities that are supervised by adults (Plant Youth Data)– 3 times a week or more	[2023] 18%	*Dec. 2025	National Improvement Framework / Sport & Active Living Framework
	Active Travel to School (primary school only)	62.1%	62.4%	Sport & Active Living Framework

| Strategic KPI *Anticipated publication date | Description of Management KPI | Figures refer to the management KPIs (where available) NOT the Strategic KPIs | | Key Plan [KPIs often sit across multiple plans] |
		2023 - 2024 (unless stated)	2024 - 2025	
Proportion of adolescents who have consumed alcohol in last 30 days (Icelandic Model/Planet Youth)	Percentage of young people (S3 & S4) reporting substance use - alcohol/drugs – Plant Youth Data	[2023] Alcohol last 30 days: 28% Cannabis last 30 days: 6%	*Dec. 2025	National Improvement Framework, Children Seri
Teenage Pregnancy Rate (under 20 years); rate per 1000 women [LGBF Indicator]	Teenage Pregnancy Rate (under 16 years); rate per 1000 women	[2020-22] 2.7	*Aug. 2026	Children's Services Plan
	Teenage Pregnancy Rate (under 18 years); rate per 1000 women	[2020-22] 14.4	*Aug. 2026	Children's Services Plan

Common Business Plan Indicators	2021/22	2022/23	2023/24	2024/25	TARGET
Average FTE working days lost through sickness absence PPL AB1 GOV	11.9	12.3	14.02	NYA	13%
% of Freedom of Information requests dealt with within timescale PPL FOI GOV	90%	92%	86%	78.9%	100%
% of Councillor Enquiries dealt with within timescale PPL CNQ BUS	91%	93%	96%	96.8%	100%
% of MP/MSP enquiries dealt with within timescale PPL MPQ BUS*	76%	86%	83%	89.5%	100%
% formal complaints closed within timescale (stages 1 and 2) PPL C02 CUS	55%	80%	96%	91.7%	100%
% formal complaints dealt with that were upheld/partially upheld PPL C04 CUS	23%	49%	37.3%	20.8%	35%
% of employees who have completed mandatory training by the due date	N/A	10.3%*	58%	NYA	100%
Staff Survey - I feel valued for the work I do PPL S12 HWD	63%	N/A	56%	NYA	100%
Staff Survey - I feel that I am treated with dignity and respect within my team PPL S17 HWD	75%	N/A	74%	NYA	100%
Staff Survey - I am clear about how I contribute to the organisation's goals PPL S21 HWD	74%	N/A	69%	NYA	100%
Survey response rate PPL S26 HWD	23%	N/A	31%	NYA	100%

Statutory Duties

This report demonstrates how work undertaken actively meets and exceeds statutory reporting duties through a streamlined and innovative approach grounded in its "One Fund, One Plan, One Report" model. This integrated strategy consolidates multiple statutory obligations—such as those under the Children and Young People (Scotland) Act 2014 and Local Child Poverty Action Reports, into a single, coherent reporting framework that aligns national and local priorities. This approach has significantly reduced duplication and the administrative burden, while enhancing transparency and accountability across services. It is underpinned by strong governance via the Clackmannanshire Alliance and its statutory and strategic partnerships, ensuring robust oversight and collaboration.

Importantly, this work is closely aligned with the First Minister's Programme for Government (PfG), which prioritises the eradication of child poverty, strengthening whole family support and delivering high-quality and sustainable public services. This model responds directly to these ambitions by embedding early intervention, prevention and relational public service approaches, as promoted in the Verity House Agreement and supported by the Family Wellbeing Partnership. Through a shared commitment to co-design, community empowerment and outcome-focused delivery, Clackmannanshire is not only fulfilling its statutory obligations but also actively contributing to the transformational public service reform agenda set out in the PfG.

As well as core work and workstreams, the People Directorate management and/or staff either lead and/or participate in all of the
Statutory Partnership Groups and Outcome Improvement Groups within Clackmannanshire Alliance. The Directorate operates within a highly complex and continually evolving landscape, shaped by a broad array of legislation, national strategies and policy frameworks. These include, but are not limited to:

- *A Time of Change*: National Transitions to Adulthood Strategy for Young Disabled People (2025–2030)
- Children and Young People (Scotland) Act 2014
- Care and Justice (Scotland) Act 2024
- *Getting it Right for Every Child* (GIRFEC) refresh
- Scottish Child Interview Model
- United Nations Convention on the Rights of the Child (Incorporation) (Scotland) Act 2024

- Education (Additional Support for Learning) (Scotland) Act 2004 (as amended)

These frameworks collectively underpin the Directorate's responsibilities and guide its efforts to deliver integrated, rights-based and person-centred support for children, young people and families across Scotland. Central to this is the commitment to Keeping the Promise for care-experienced children, young people and their families, as outlined in the Promise Plan 2024 -2030.

To support national regulatory bodies, and others, this report includes an indexed reference section that maps **statutory reporting** content to the relevant frameworks and duties. Key data points, statutory returns, and performance indicators are signposted throughout the report. This structure is designed to ensure efficient navigation, transparency and ease of use for scrutiny, audit, and evaluation purposes. A comprehensive list of legislation, national frameworks and strategies as well as local strategies and policies is also included within the **People Community Wellbeing Plan 2024- 2025,** presented to Council on 21 August 2025.

Highlights 2024/2025

Strategic and targeted use of resource and finance, including pooled funding and leveraging of additional funding has supported progress against the strategic outcomes. Key highlights are noted below, and further examples are demonstrated throughout this report.

- National and international interest in the pioneering work within Clackmannanshire Family Wellbeing Partnership has been noted. This has been affirmed by scrutiny bodies and external organisations.

- Horizons Research Evaluation of the Family Wellbeing Partnership, commissioned by the Scottish Government https://www.gov.scot/publications/evaluation-family-wellbeing-partnership-clackmannanshire/documents/

- Centre for Public Impact: Clackmannanshire-Strategic-Transformation-Story-Public-version-Nov-2024-1.pdf - November 2024

- The Family Wellbeing Partnership and Family Support Collaborative have worked together to deliver accessible place based family support. Clackmannanshire and other local authorities have been working with the Scottish Government to develop a pioneering approach to whole family support, addressing the needs of families at the earliest point of need. This

has included accessible childcare with wraparound family support, drop in hubs across the authority and easy access to support across a variety of media.

- Strategic partnership with sportscotland, including enhanced funding support to deliver equality, diversity and inclusion outcomes.

- Justice Hub - multi-disciplinary hub with continued development with co-location of a range of support services, and pooled resources.

- The Mental Health and Wellbeing in Clackmannanshire transformation project has now supported just over 7,000 children, young people and their families since launching in late 2020. Over the past year, there has been strong usage across all services, with increasing evidence that our digital services are supporting sections of our communities who face increased barriers to accessing mental health supports, such as those from Black and Minority Ethnic (BAME) groups. A wide range of impact data, including individual improvements, cost avoidance figures, and national data sets from e.g. National Records of Scotland, evidence real and enduring change is happening as a result of empowering individuals to manage their mental health in a pro-active way.

- The percentages of primary school pupils in Clackmannanshire achieving the expected CfE levels in 2023-24 increased across all stages and organisers compared to 2022-23. For primary pupils combined, the proportion achieving expected levels in literacy and numeracy increased although the numeracy level remains lower than the national rate. The attainment gap for combined literacy among primary pupils in 2023-24 is smaller than the national gap at 15.6pp and narrowed slightly from the year before; the attainment gap combined in numeracy narrowed to 16.4pp from 17.1 pp in 2022-23; the gap is also smaller than the national gap.

- Achievement of a Curriculum for Excellence Level (ACEL) across Clackmannanshire at primary school level is improving at all levels attainment at Level 3 and 4 is improving in Literacy and Numeracy.

- 96% of all young people entered an initial positive destination in 2023-24; an increase on the year before where it was 94.9%, higher than the Scottish average.

- For S3 pupils, the proportions achieving third level or better in literacy [91%] and numeracy [94%] are also at their highest ever level. The proportion of S3 pupils in Clackmannanshire achieving fourth level was higher in numeracy [72.2%] however a slight fall was reported in literacy [51%].

- The overall attendance rate for care experienced young people in Clackmannanshire has shown an increasing trend as a result of on-going work to Keep the Promise, including skills programmes and wider achievement options, delivered through Community Learning and Development, Clackmannanshire Active Learning Academy and the permanent appointment of a Virtual Headteacher.

- Wellbeing Hub and Lochies School: The development remains on track for handover in Quarter 3 of 2027. Key milestones such as design freeze, planning approval and affordable cost plan have been achieved and a package of enabling works has been approved. Enabling works commenced on site in July 2025. The full business case and final cost plan will be brought forward to Council in August 2025 for approval. Full design and build contract finalisation will follow with the full construction programme due to commence from September 2025.

- Violence against Women and Girls / 16 Days of Activism against gender based violence- strong community focus and engagement.

- First Minister and Ministerial Visits to Clackmannanshire evidence national interest in the innovative approaches.

- [COSLA Excellence Award Solace Best Team Award](#), Clackmannanshire Council, Early Help Team - September 2024

- Care Inspectorate Reports linked to the Family Connections Team following inspection in October 2024. These comprise of the Adoption Service, Fostering Service and Adult Placement (Continuing Care) Service: [Adoption](#), [Fostering](#) and [Adult Placement and Continuing Care](#)

- Clackmannanshire is on track to be the first Local Authority in Scotland to have all educational establishments fully accredited in The Promise Award in 2025.

- Who Cares? Scotland delivered Communities that Care inputs to staff and to young people in secondary schools to increase understanding of care experience, reduce stigma and increase support and understanding.

- Development of 'Readiness for Caring' a trauma enhanced training programme to enhance skill and capacity within the workforce and care giving community, aligned to Readiness for Learning building a common approach to understanding and supporting the needs of children across education and care settings.

- Clackmannanshire Council's commitment to reframe and address the language of care is recognised nationally as an area of good practice. Representatives were invited to speak to the Scottish Government's Children and Education Committee, with the policy later cited within the Policy Memorandum attached to the Children (Care, Care Experience and Services Planning) (Scotland) Bill.

- School and ELC Inspections. Key messages from recent inspections highlighted the following:

  Alva ELC - Children received nurturing care from well-acquainted staff. Strong, inspirational leadership is driving sustained improvements. Staff positioning ensures quality interactions and good supervision. Alva ELC Care Inspection Report

  Lornshill Academy - Received highly positive feedback from a national literacy-themed inspection; results will contribute to a forthcoming National Report.

  Muckhart Primary - Inspected in June 2025 with positive feedback; report to be published by the end of September 2025.

  Park ELC - Children experienced warm, nurturing care and had access to well-developed spaces and diverse resources that encouraged self-directed learning. Children's rights were respected, and strong family and community links improved outcomes. A focused improvement plan is enhancing experiences. Park ELC Care Inspection Report

  Strathdevon ELC - Children's play and learning benefited from rich, stimulating resources reflecting their interests. Staff are skilled and passionate, fostering warm, nurturing interactions. Children confidently lead their own play and learning.
  Strathdevon ELC Inspection Report

- As part of a national focus on school improvement, HM Inspectors gathered evidence about how well our schools were supported. Although Local Authorities are not identified within the report, positive impact and reassurance was given in relation to the strategic direction of the service.

- ELC and School Enrolment. Following focused work to improve the school and ELC enrolment process for families, the system has been digitalised and streamlined across ELC, Primary and Secondary ensuring consistent messaging and information for families at Education & Learning | Clackmannanshire Council.

- Pearson National Teaching Awards: Impact through Partnership, Alloa Community Around the School - Clackmannanshire Family Wellbeing Partnership, Silver Winners, 2024 https://www.teachingawards.com/award-winner/alloa-community-around-the-school-clackmannashire-family-wellbeing-partnership/ - December 2024

Summary of Progress towards Achieving Outcomes

Strategic Outcome: Children and young people have improved life outcomes by growing up loved, safe and respected

The Scottish Government has recently published the evaluation of the Family Wellbeing Partnership (FWP). In relation to the question: **"To what extent has the FWP improved individual, family and community wellbeing?"**

Impacts included:

- reduced social isolation
- increased confidence when engaging with services
- improved wellbeing and capabilities
- increased engagement with employment, education or training opportunities.

Community Around the School (CATS)

"Families reported that CATS helped children, families and individuals improve their confidence, learn new skills and access training opportunities. In interviews, children and young people who had taken part in Values Based Leadership activities and other CATS activities told us that they subsequently participated in a wider range of activities and volunteering opportunities."

Child Wellbeing Partnership (CWP)

"The CWP helped parents/carers access childcare thereby reducing costs and financial anxiety. It also provided a safe space for children to develop social skills and confidence. In interviews, families reported that the reduced cost of childcare had improved their financial stability. This had a positive secondary effect of allowing some parents and in particular, mothers, to seek and retain employment where previously this would not have been possible due to childcare needs."

STRIVE (Safeguarding through Rapid Intervention)

"Through STRIVE, individuals were able to access emergency support. Families and stakeholders reported that individuals were able to build their knowledge and resilience following a crisis, by accessing support through this multi-disciplinary team."

Enhancing Employability

"Families reported that this workstream positively impacted their confidence. There is also evidence of short and medium-term impacts on the awareness of training and employment opportunities, access to training and work placements, and improved mental health and wellbeing of participants."

Across Clackmannanshire, services have worked together to address the following strategic actions to ensure that children have improved life outcomes by growing up loved, safe, and respected:

Ensure women and girls feel equally safe at home, in work and in the community

Significant progress has been made in improving the safety and wellbeing of women and girls across Clackmannanshire. This work spans educational, justice, and community settings and has been shaped by a preventative, trauma-informed, and multi-agency approach.

In educational settings, the Relationships, Sexual Health and Parenthood (RSHP) curriculum continues to be delivered. This programme has embedded important themes such as safe sexual practices, self-efficacy, and consent. Staff in secondary schools, including those in specialist provisions, have received training through the Mentors in Violence Prevention (MVP) programme, supporting a shared understanding of gender-based violence. At the same time, secondary schools have hosted 'Everyone's Invited' workshops that challenge misogyny and promote healthy relationships. The 'Equally Safe at School' initiative has been piloted to further embed these values across the school community.

In the wider community, efforts to enhance safety have included the development of a Safety Mapping Action Plan and the delivery of over 45 events during the 16 Days of Activism in 2024. These events combined community participation with creative expression and youth engagement, including poetry workshops and a march. The Violence Against Women and Girls (VAWG) Strategy has also been refreshed through collaboration and consultation with those with lived experience. The strategy has gained national recognition, with the local partnership receiving a ministerial visit.

Efforts to empower young women through sport have been reinvigorated with the re-launch of the 'Fit for Girls' programme. Eighteen girls have been trained as ambassadors to shape inclusive activities and influence the design of a local Wellbeing Hub. Active Schools data also shows an encouraging increase in girls' participation, from 29% in Term 1 to 31% in Term 2.

The Justice Hub has been strengthened through the inclusion of Women's and Children's Workers within Community Justice pathways. Crisis support has been provided by the Justice Hub for 46 women through STRIVE. Ongoing delivery of 'Safe and Together' training has been secured with a new in-house trainer.

> "Clackmannanshire Council, Women's Aid and Rape Crisis have joined forces to deliver Community Empowerment Training to members of the public. The aim is to give local people the knowledge and tools to deal with disclosures of GBV in a trauma informed way and to signpost effectively." (Violence Against Women and Girls Coordinator, Infographic April 2025)

Review provision for children with disabilities, in partnership

There have been significant developments in supporting children with disabilities, reflecting a commitment to inclusive practice and partnership working. Access to activities has expanded, with Additional Support Needs (ASN) sports classes and family evenings growing in both scale and popularity. Swimming and multisport sessions have been introduced for pupils with ASN through collaboration with Forth Valley Disability Sport (FVDS), Active Schools, and local schools including Alloa Extended ASN (EASN) and Alva Academy Autism Spectrum Disorder (ASD) provision.

Parents/carers have been instrumental in shaping opportunities. At Alva Primary School, 28 extracurricular sessions were co-designed with parents/carers, leading to 78% participation from the school's ASD roll. Additional support has been provided by organisations such as Plus Forth Valley, CWP, Promoting A More Inclusive Society (PAMIS) and Wee Play Alloa, offering childcare, peer networks, and group activities to reduce isolation.

The Educational Psychology Service (EPS) has adopted a new relationally based model, increasing effectiveness. Despite staffing challenges, casework rose by 8.6% in 2024, a ratio of 1 EP to 149 pupils on average. Educational establishments report strong themes around relationships; improved accessibility; consistency and continuity; effective support and advice, and greater efficiency and impact as a result of the new service delivery model, which will continue in 2025/26.

Across Forth Valley, a shared assessment tool for children with disabilities has been adopted, and a broader commissioning framework is being developed for 2026/27.

Ensure place based whole family support is available at the point of need

Whole family support is now delivered more flexibly, locally, and responsively across Clackmannanshire. These efforts have achieved considerable reach.

The CWP has supported families through access to affordable childcare. This has enabled parents, especially mothers, to work toward employment. Partnership initiatives such as Play Roots (delivered in partnership between third sector partners, Speech and Language Therapy and Educational Psychology) have increased awareness and understanding of child development and parenting strategies.

Safeguarding Through Rapid Intervention (STRIVE) has provided vital emergency support and with the addition of a FWP funded Community Connector, based in Clackmannanshire Third Sector Interface (CTSI), has helped families build resilience following crises.
The Social Work Early Help team received 933 referrals in 2024–25, with 90% avoiding escalation to statutory teams. Action for Children's family support teams supported 114 families, while Aberlour 'Sustain' worked with 56 children in 33 families, more than three times their annual target. Health Visiting services reached 401 parents and babies through local groups. Feedback from Home-Start showed 85% of families felt less isolated, and 81% felt better able to manage challenges.

The number of children referred to the Children's Reporter on offence grounds is an area of joint improvement work between Children's Services, Scottish Children's Reporter Administration and Children's Hearing Improvement Partnership.

Services have adopted flexible models, including evening and weekend provision. Through Whole Family Wellbeing Funding, Functional Family Therapy significantly reduced waiting times from up to 12 months to under 10 weeks, Barnardo's delivered a 35% increase in young people supported through Barnardo's Clacks Futures and new initiatives like Barnardo's Two's Company (befriending and mentoring) show innovation and responsiveness. Clackmannanshire Family Support Collaborative has delivered Family Support Hub drop-ins which offer virtual and in-person access throughout the authority. 129 families have access support via the hubs thus far. These hubs have been supported by a Community Connector who is engaging with families at the earliest point of need to ensure they can access the right support at the right time.

Ensure a portfolio of accommodation and supports to deliver on The Promise

Clackmannanshire's commitment to Keeping The Promise is embedded across workstreams, underpinned by trauma-informed relational approaches and Values Based Leadership (VBL). The appointment of a permanent Virtual Headteacher (VHT) and a Keeping The Promise Support Worker has improved strategic oversight and direct support to care-experienced children in education. In addition, Elected Members, community groups and People Directorate staff (including schools and Early Learning and Childcare staff) have undertaken Promise training, totalling 700 staff and 2400 young people. 100% of schools have now completed the training requirement which entitles them to achieve the Promise Award.

Who Cares? Scotland have delivered specialist training to every secondary school. Primary schools and Early Years training is ongoing. Impact to date is young people are receiving input relating to care experience in 1st year with plan to extend to P6 and P7. All this activity is aimed at reducing stigma and increasing understanding of care experience amongst both staff and pupils, strengthening the care experience community in Clacks, and providing young people opportunities to attend and link with national events.

A substantial training programme (Readiness for Caring (R4C) is being rolled out, with 1,440 hours of trauma-responsive training delivered at various levels across the workforce and care givers. This has been supplemented by over 650 hours delivered in collaboration with Resilience Learning Partnership for managers across all Council teams. A therapeutic intervention space is being established at Alloa Family Centre. This space acts as a prototype for trauma-informed environments at new residential facilities, such as the planned children's house and follow-on accommodation at Grant Street, and the Wellbeing Hub and Lochies School development.

Further early intervention is being provided through RESPECT, the Awareness Programme, and Fireskills, which support prevention of youth criminalisation. Clackmannanshire Active Learning Academy (CALA) and Motivation, Commitment and Resilience (MCR) Pathways have helped re-engage vulnerable pupils.

Residential capacity is increasing through collaboration with the Vardy Group, and local fostering and adoption and adult placement services have shown marked improvement, now rated good to very good. Health outcomes are also being prioritised through a care experience pathway, supported by NHS Forth Valley's Care Experience Lead.

Care experience continues to be a locally agreed priority family group in addition to the national priority groups as defined by Best Start, Bright Futures.

Summary

Clackmannanshire is taking a strategic and compassionate approach to improving outcomes for children and young people. Through trauma-informed leadership, community empowerment, and evidence-based service development, the local authority is delivering on national priorities including The Promise, Equally Safe, and GIRFEC. Across all areas of work, there is a consistent focus on early intervention, inclusion, and family wellbeing. These efforts are not only preventing crisis but are building longer-term resilience in children, families, and communities. The commitment to inclusive, person-centred support means that children in Clackmannanshire are increasingly growing up loved, safe, and respected.

Strategic Outcome: Empowered Communities are well designed, inclusive, sustainable, resilient and safe

There is a clear commitment to inclusive practice and community empowerment developing across Clackmannanshire. The use of peer research with children and the involvement of lived experience panels across services (e.g. Community Justice Partnership, The Promise Delivery Group) further reinforce inclusive decision-making. Evaluations by the Care Inspectorate have praised the Fostering and Adoption Service and Woodside Children's House for their inclusive, community-building approaches. Training delivered through Communities that Care across all education settings ensures a consistent, preventative focus on wellbeing and safety.

Initiatives such as the What Matters to You (WM2U) The Gathering events and the three subsequent Make it Happen Fund panels (each with a budget for community projects) demonstrate a strong culture of co-production and active citizen involvement. However, the mechanisms of providing remuneration for contributors with lived experience remains unresolved, which could affect the sustainability and fairness of participation. The Clackmannanshire Transformation Space was introduced in April 2025, and the Community Voice Citizens' Panel launched in May. The first Community Voice panel meeting will be in July 2025 and the first topic will be the prevention of homelessness for which a £200k of investment is available.

Community-led approaches continue to play a vital role in mental health and wellbeing. The Child Wellbeing Partnership's improved data collection has enabled more responsive support for families, while other initiatives such as the Young Parents' Project offer tailored engagement and development opportunities. The CLD service provides inclusive learning and volunteering options for young people and adults with additional needs. Collaborative efforts across council, NHS, and third sector partners have led to bespoke training on sensitive issues such as violence against women and girls, helping build

confidence and resilience in the community. These initiatives, alongside improved tracking and early intervention strategies, reflect a holistic and proactive approach to mental health across Clackmannanshire.

Services are increasingly data-informed and responsive, as seen in the Child Wellbeing Partnership's (CWP's) use of the Expression of Interest pathway and Viewpoint tool. The integration of early years data and the embedding of the Widening Participation Strategy into college planning shows a strategic approach to long-term sustainability. The match-funded projects and cross-sector collaborations (e.g. with NHS, third sector, and education) also reflect a well-coordinated and resource-efficient model.

Summary

Overall, there is increasing evidence of a robust and evolving approach to meeting this strategic objective. The breadth of initiatives, strong multi-agency collaboration, and focus on lived experience are particular highlights. Continued attention to equitable participation, impact measurement, and long-term funding will be essential to maintain momentum and ensure all communities remain empowered, inclusive, and resilient. This has also been noted by the Scottish Government in their recently published evaluation of the Family Wellbeing Partnership, noting that "feedback from staff and stakeholders indicates that the FWP has driven a significant shift towards a more integrated, preventative, and multidisciplinary approach to the delivery of services for families. Data collected also suggests that the FWP's person-centred approach has enabled staff and partners to form trusting relationships with families in Clackmannanshire.' The FWP approach holds important lessons for other communities across Scotland.

"I began with a redesign of the team and approach, encouraging them to use the agency they are given. We were tasked to work with people on statutory orders which meant that if people hadn't already been convicted, we couldn't offer them a service. We looked at how we could take an early intervention/ prevention approach. I first focused on training opportunities for Community Justice officers, and had conversations with partners in Housing, Education, Community Justice Partnership, and Police Scotland to develop a test of change. This involved raising resources from across the partners to fund an additional day to focus on non-statutory work. This early intervention and initial test of change has led to the introduction of Women support workers (survivors of domestic abuse), tenancy support workers, addiction recovery worker with lived experience and a Women's mental health and wellbeing support worker. This shared funding model has also facilitated the commissioning of a non-court mandated perpetrator worker and a man's self-referral help line." (Senior Manager, Community Justice – Animate Learning Partner Impact Story for FWP, May 2025)

Strategic Outcome: People of all ages successfully contribute to our communities by developing skills for learning, life and work

Strong and measurable progress is being made, with improvements evident across community planning partnerships, Children's Services and Education, workforce development, early intervention and post-school pathways. There is a clear commitment to enabling people of all ages to develop the skills needed for learning, life, and work, with targeted support for those most at risk of disadvantage.

Learning Environment and Early Years Access

By the start of academic year 2025/26, all schools will be rated satisfactory or better, representing a significant step forward in creating quality environments for learning. Early Learning and Childcare (ELC) access is expanding for children under two through new baby room provision as a result of CWP funding. These developments ensure children begin their educational journey in nurturing settings.

Workforce Development

Education, social work, sport, leisure and libraries have invested in professional learning, with significant uptake in trauma-informed practice, inclusive pedagogy and employability-focused training. Initiatives and approaches such as Child Wellbeing Partnership, Family Wellbeing Partnership, whole family support, Keeping The Promise and Columba 1400 VBL underpin improvements in service delivery and staff capability. In addition, Who Cares? Scotland has delivered specialist training to all secondary schools, with training for ELC and Primary in progress. Training is aimed at reducing stigma and increasing understanding of care experienced children and young people.

Skills Development and Employability

Vocational programmes and tailored support are enabling young people, including those with additional support needs (ASN), to access qualifications, work placements, and positive destinations. Adult learners benefit from community learning initiatives, while leadership and volunteering opportunities build confidence and transferable skills. Career mentoring through MCR Pathways and Career Ready is producing positive outcomes, especially for care experienced young people.

Targeted Educational Interventions

A clear focus on literacy and numeracy, particularly for children and young people in SIMD 1 and 2 areas, is helping close the attainment gap. Intensive early interventions, support from Educational Psychology Services, and trauma-informed practice are reaching the most vulnerable learners. These are bolstered by data-driven approaches to teaching and learning and improvements in school attendance and engagement, supported by initiatives such as Columba 1400 and the Virtual Headteacher role.

Alternative and Inclusive Pathways

Flexible and inclusive pathways, including transitions to college, e-learning, and non-traditional qualifications, ensure that learners have access to opportunities suited to their needs. This includes support for parents through employability services linked to childcare, promoting a whole-family approach to building skills and improving outcomes.

Positive Destinations

Across Clackmannanshire, 96% of all young people entered an initial positive destination in 2023-24; an increase on the year before where it was 94.9%.

- 32.7% of young people moved on to higher education in 2023-24, an increase of 6.2pp [26.5%] compared to 2022-23

- 24.5% of young people moved on to further education in 2023-24, a fall of 3.9pp compared to 2022-23

- 23.9% of young people entered employment, a fall of 4.5pp compared to 2022-23 [28.4%]

- 2.2% of young people were "unemployed seeking," a fall compared to 2022-23 where it was 3.1%

The overall destination rate is higher than the Scottish average; however, a lower percentage of school leavers from Clackmannanshire are moving on to either higher or further education compared to the Scottish average.

Summary

Clackmannanshire is delivering on the strategic outcome through a broad, inclusive, and collaborative approach. The work spans the full age range, from early years to adulthood, and is underpinned by strong leadership, cross-sector partnerships, and a focus on equity. While challenges remain (e.g. workforce changes in libraries), clear plans are in place. Overall, there is robust evidence that individuals across Clackmannanshire are being equipped with the skills and opportunities to contribute meaningfully to their communities.

Strategic Outcome: Poverty in our communities is reduced by improving outcomes for all

Local efforts across statutory and non-statutory partnerships, including the Violence Against Women and Girls' Partnership, Alcohol and Drugs Partnership, Community Justice Partnership, Strategic Children and Young People's Planning Group, Local Employability Partnership, Community Learning and Development, Child Protection Committee, Tackling Poverty Partnership and the Sport and Active Living Partnership have adopted increasingly holistic and whole family support approaches.

There is also a growing emphasis on early intervention and prevention approaches to population health improvement to tackle inequalities through STRIVE (Safeguarding Through Rapid Intervention), community and school-based police officers and the Justice Hub. Increasingly, these approaches are joining together to pool resources and have greater impact. The Family Wellbeing Partnership is demonstrating positive impact through a whole system approach to supporting and empowering communities. Clackmannanshire Council has gathered evidence across all the Alliance Partnerships which is collated within this One Plan, One Report.

The formal child poverty rate in Clackmannanshire has shown only modest improvement yet remains above the national average. This highlights the importance of sustained, collaborative and innovative approaches detailed throughout this report.

Child Poverty Rates (End Child Poverty, 2024)

Local Authority	2019/20 %age	2020/21 %age	2021/22 %age	2022/23 %age	2023/24 %age
Clackmannanshire	27.3	23.9	28.3	29.2	28.5
Falkirk	24.8	21.5	25.3	26.2	25.1
Stirling	21.3	18.1	20.8	20.8	20.4

The local 2030/31 child poverty target mirrors the national target noted in 'Best Start, Bright Futures' Tackling Child Poverty Progress Report 2024/25, A recent strategic needs assessment and threat risk analysis by the Tackling Poverty Partnership (TPP) concluded that current actions are insufficient to meet the local target. Accelerated local and national system change and pace is required to meet this target.

Clackmannanshire is achieving measurable, community-driven progress in reducing poverty by improving wellbeing outcomes for individuals, families, and communities and by mitigating poverty impacts. The strategic shift from crisis response to preventative, relational, and place-based delivery is yielding short- and medium-term benefits while laying foundations for long-term impact. The fall in child poverty from 22.5% (2022/23) to 20.8% (2023/24) before housing costs (DWP, local area statistics), whilst modest, reflects this progress. It is bolstered by co-designed services, Values Based Leadership, integrated supports, and an evolving data culture that prioritises lived experience. Key progress is noted below:

Income Maximisation and Income from Employment

- £2.77 million in increased financial gains facilitated by CAB, reaching over 2400 individuals, 4.66% of the population. Employability services, including both internal Council provision and externally commissioned programmes, supported 638 discrete participants from Clackmannanshire. Of these, 191 individuals gained employment; 167 attained qualifications; 46 moved to further/higher education.
- Job brokers collaborated with 162 employers, securing 43 jobs and 10 placements.
- Supported employment pathways are emerging for young parents and individuals facing justice or mental health barriers.
- Childcare employment pathways led to paid roles for parents and long-term job prospects.
- The Young Parent Partnership currently offers tailored support to 23 young parents. The project works closely with key partners, particularly NHS Forth Valley, Forth Valley College, Skills Development Scotland and various Council services. Most referrals now come from the NHS Family Nurse Partnership. In 24/25 the project has supported four parents to return to full time education, seven parents gained a recognised qualification, and two entered employment. One has accessed childcare. Clients' total financial gain from inception in September 2023 to end March 2025 is £61,188.

The Enhancing Employability strand of the FWP, evaluated by Horizons Research, reported broadened access to employment by integrating childcare, mental health, and financial inclusion supports. Participants reported:

- Increased confidence and motivation.
- Stronger engagement in training and volunteering.
- Personal goal setting as a bridge to sustainable employment.

Relational support from trusted practitioners was central to sustained outcomes and better navigation of services.

Reducing the Cost of Living

Childcare and Household Supports

One Stop Support drop-ins assisted 52 families with benefits, crisis payments, employability, and health-related advice. School pre-loved shops continued providing essentials, with one school distributing 150 clothing items in a term. The Community

Learning and Development team also hosted successful 'Take What You Need' events in Alloa South and East, offering free clothing and access to support services.

The Child Wellbeing Partnership (CWP) strand of the FWP, evaluated by Horizons Research, found reduced childcare cost barriers and increased parental workforce entry. Families reported:

- Increased financial stability.
- Greater access to social development spaces for children.
- Positive impact on maternal employment and mental health.
- 76% of supported parents reported improved wellbeing.

CWP has supported a total of 233 families to access school-age childcare at no cost, with 419 children supported. A further 138 children have accessed Pre-5 childcare. Survey data indicates that families accessing this support see improved parental and child wellbeing. Further survey insights can be seen below:

- 75% of parents indicated they had either maintained or improved their overall wellbeing
- 67% of parents indicated an overall improvement in their eldest or only child's wellbeing.
- 45% of parents indicated they felt more supported
- 36% noted improvement in how they manage financially
- 17% of parents report an increase in annual household income.
- 7% increase in parents reporting they are in full time employment.

The CWP 2024/25 expansion of All Age Childcare, funded by Scottish Government Early Adopter Communities, means services are now accessible across nearly all Clackmannanshire communities.

"Now, in March 2025 the CWP (Child Wellbeing Partnership) has partnerships across Clackmannanshire providing childcare and activity services to children from birth to the end of primary school in almost all communities. The partnership includes private, third sector and social enterprises and has supported over 500 children across the county. In addition, the partnership continually seeks opportunities to engage with parents and children to ensure the services offered continue to meet their needs." (Strategic Lead for the Child Wellbeing Partnership – Animate Learning Partner Impact Story for FWP, March 2025)

Housing, Fuel and Food

- The Council's Home Energy Team supported over 1,000 households with energy costs; c£70,000 in vouchers issued.
- £748,730 invested in energy-efficient home upgrades through The Energy Efficient Scotland: Area Based Scheme.
- Nutrition support included accredited cooking courses and family meals.
- Increased, year-on-year, Child Winter Heating payments being delivered in Clackmannanshire, with 440 payments being made in 2024/25, up from 365 in the year before.
- Local foodbank 'The Gate' continues to offer support to people across Clackmannanshire facing financial crisis and food insecurity.
- 'The Gate' also provides infant formula to families in crisis who are referred by health visitors and the Family Nurse Partnership, supporting the integrated pathway for infant food security commitment by Scottish Government.
- 'The Gate' supports people to gain skills for cooking and eating well on a budget, by offering cooking classes tailored around energy-efficient cooking methods such as slow cookers and air fryers.
- Community around the School at Alloa Academy provide evening cooking sessions reaching up to 15-20 families per week. These classes provide a free meal for attendees, while empowering them to cook and eat well at home.
- The NHS Public Health Nutrition Team has delivered a variety of free accredited and non-accredited training to organisations across Clackmannanshire for voluntary and third sector who support families and young people in their communities. These include programmes outlined above, at 'The Gate' and Alloa Academy. This has had direct impacts in improving attitudes towards cooking at home and healthier eating, as well as for increased skills and a greater understanding of how to access help and support with nutrition and food security. These sessions have supported 26 individuals to gain an accredited qualification.
- FWP has funded a Sustainable Transport Pilot which will support people to access vital services, appointments and opportunities.
- This is being delivered by Clackmannanshire Third Sector Interface (CTSI), Clackmannanshire Economic Regeneration Trust (CERT) and Hawkhill Community Centre is being progressed as a test of change to provide better transport access for all communities within Clackmannanshire.
- As part of the Be the Future transformation programme, a priority workstream was identified to look at sustainable transport solutions. As a first step the Wellbeing Economy Alliance Scotland (WEAll) was commissioned to develop a

Wellbeing Economy Framework for Transport. A steering group was set up which includes NHS Forth Valley, Transport Officers, Third Sector and others.

- In 2024 the Housing Service undertook a rent review including an affordability exercise to ensure that household income does not breach the 30% ratio of rent to the whole income. A new post has been created within the service to provide money advice to tenants.

Health Inequalities

- Alcohol-related hospital admissions (ages 11–25) dropped to 105.3 per 100,000—below the Scottish average.(CHECK)
- Drug-related admissions show progress but remain above the national baseline, forming a key 2025/26 priority for partnership
- There is evidence that activity across Clackmannanshire is contributing to suicide prevention, with Clackmannanshire going from the second highest rate of deaths by suicide in 11-25yo in 2018/19, to the lowest in Scotland in 2022/23. In addition, there has been a trend within Clackmannanshire towards a different age profile of deaths by probable suicide, with a higher average age than is seen elsewhere in Forth Valley, and across Scotland, with a range that starts with significantly older individuals (average age of 49.5 in Clackmannanshire (range 38-61), Falkirk – 44.1, range 20-90; Stirling – 49.3, range 16-70).

Summary

Clackmannanshire is emerging as a leading model for place-based, person-centred poverty reduction in Scotland. The integration of the FWP's relational ethos with strategic action is building an inclusive, resilient system capable of not just responding to need, but reshaping the conditions in which families thrive Clackmannanshire's tackling poverty strategy is a collaborative, preventative, and community-anchored system. Evidence from both lived experience and evolving quantitative indicators confirms:

- Improved service access and trust in professionals.
- Strengthened family wellbeing and community engagement.
- Effective alignment between local governance, public service transformation, and the national child poverty agenda.

Strategic Outcome: People are healthy and active with improved health and wellbeing

Mental Wellbeing Support across the Community

A strong and collaborative foundation for supporting mental wellbeing across children, young people, and the wider community has been established. Strategic partnerships, such as the Planet Youth Coalition, demonstrate a multi-agency commitment to early intervention, prevention and data-led improvement. Initiatives such as the youth-led 'Clacks Keys' campaign, backed by the National Society for the Prevention of Cruelty to Children (NSPCC), are designed to build resilience and empower young people. These are reinforced by Child Wellbeing Partnership (CWP) activities that have contributed to measurable improvements in children's wellbeing, with 69% of parents/carers reporting enhanced wellbeing for their children. Wellbeing initiatives such as the crochet group has helped promote social inclusion and the 'GET S.E.T. Girls' programme has supported teenage girls with their confidence and resilience.

Digital supports, including Kooth and Qwell, have proven effective for communities who often face stigma or other barriers to accessing services, particularly among Black and Minority Ethnic (BAME) communities. A significant increase in referrals to the Counselling in Schools service (241%) and uptake of the Creative Therapeutic Interventions for Children Service (32%) reflect both rising demand and improved access. Stakeholders (parents/carers, children and schools) consistently report enhanced emotional regulation and feeling supported, some of which reach statistical significance, meaning the improvements are not due to chance.

The Text Clacks crisis service continues to provide critical interventions, with six direct referrals to emergency services for welfare checks reported in 2024/25. There is strong evidence that this work is contributing to suicide prevention, with Clackmannanshire going from the second highest rate of deaths by suicide in 11-25 year olds in 2018/19, to the lowest in Scotland in 2022/23.

Delivery of the Wellbeing Hub and Lochies School

Effective oversight and project management has ensured that the Wellbeing Hub and Lochies School project remains on track. Despite initial delays which occurred around cost finalisation and planning conditions, the project is progressing within budget

and timeline expectations, with a handover still forecast for late summer 2027. Key milestones, including planning approval, Hub Stage 2 Report (due June 2025), financial close, and start of enabling works in July, demonstrate disciplined project governance.

Community engagement remains central, with benefits already being realised through school and college outreach and voluntary sector involvement. Plans are in place to re-establish the co-design group during the construction phase, ensuring continued input from a broad cross-section of the community.

Healthier Behaviours and Reducing Inequality

Opportunities for children, young people, and families to engage in healthier behaviours have been expanded, with a strong focus on communities facing inequalities. The Community Around the School (CATS) model supports adult learning, community connection, and intergenerational engagement. At the same time, the Child Wellbeing Partnership (CWP) and Active Schools teams have significantly extended access to nutritious meals, physical activity, and wraparound childcare services. In the last year, 162 pupils from 114 families are benefiting from free food and extracurricular sport and physical activities, 40% of whom had never accessed such opportunities before.

Other initiatives targeting inequality include the Young Parent Project, outdoor learning for vulnerable groups, and intergenerational health programmes like Feel Good Friday and Sporting Memories, which address both physical activity and loneliness in older adults. The THRIVE to Keep Well programme has also achieved exceptional outcomes for adults with mental health challenges, with 100% of participants moving into positive destinations post-programme.

Training and engagement with staff supporting care-experienced young people have been prioritised through the Communities that Care programme. Phase 1 training has reached all schools, and regular youth engagement now informs service planning and delivery.

Summary

Strong progress has been made in delivering the Community Wellbeing Plan's outcome of ensuring people are healthy and active with improved health and wellbeing. Through a comprehensive, preventative, and equity-driven approach, mental health and wellbeing services are now embedded. The Wellbeing Hub and Lochies School development, a major infrastructure project, remains on track, and targeted supports that improve daily lives across Clackmannanshire have been expanded. These efforts are both inclusive and impactful, demonstrating meaningful change for individuals and communities alike.

"The Clacks Keys campaign has been a great opportunity for our young people to work together and with our partners to learn and raise awareness about mental health and wellbeing. This collaboration with NSPCC Scotland came about initially as part of the Clackmannanshire Planet Youth Coalition – a group of council, third sector, and NHS colleagues working together to ensure that children, young people, and the wider community are safe, healthy and happy. (Councillor Ellen Forson, Leader of Clackmannanshire Council, June 2025, **https://www.alloaadvertiser.com/news/25272756.clacks-keys-campaign-launched-support-young-people/**)

Strategic Outcome: Human rights are respected and fulfilled by tackling inequalities across our communities

Embed UNCRC (Scotland) Act across all services

The UNCRC (United Nations Convention on the Rights of the Child) is significantly embedded within the People Directorate through multiple ongoing initiatives and structures:

Organisational Integration

There is an ongoing focus across all Directorates on UNCRC principles, supported by an internal working group. Regular UNCRC "How Ready Are You" audits are completed across service areas, with high-level reports shared to develop targeted action plans. Procedures are being established to ensure consistent Council engagement with children and young people, including reporting aligned with the Scottish Government timeline for March 2026.

Youth Participation and Rights-Based Approach

A human rights approach informed by UNCRC, through a cross-sector approach, underpins the Youth Voice Network. Children and young people have continuous opportunities to consult with decision makers on important issues, such as the 2025-26

Budget Consultation and the 'Bairns Hoose' scoping paper. Briefings to governance bodies, including the Children and Young Person's Board reinforce this engagement. Youth Participation is strengthened through the Active Schools programme, where pupil-led Sports Committees in all primary schools ensure young people's voices guide sports and physical activity planning. Notably, a participant from the Active Schools Leadership Academy now serves on sportscotland's national Young Person's Sport Panel, helping influence sport delivery at a national level.

Education and Awareness

Rights Respecting Schools (RRS) status actively supports embedding UNCRC principles in educational establishments, with six additional schools attaining RRS status since January 2025, totalling 16 schools.

Programmatic Integration

UNCRC principles are woven into Planet Youth's prevention work, focusing on reducing youth involvement in unhealthy behaviours and promoting healthy communities.

Reduce inequality through delivery of opportunities co-designed with communities

Child-Centred Research and Service Design

In partnership with Children's Parliament, young researchers are trained to gather peer insights to inform service design. Focus groups in schools enable children to express their experiences and desires for service improvements.

Community Learning and Development (CLD)

UNCRC is integrated into CLD operational and partnership plans, with active involvement of young people in schools and communities to provide feedback on CLD activities. CLD supports elected MSYPs (Members of the Scottish Youth Parliament) to represent youth views in formal settings. In partnership with local groups, CLD runs a low-cost community café to reduce social isolation and uses generated funds to host inclusive events, building community capacity and addressing local needs.

Community around the School

The Community around the School (CATS) approach actively reduces inequality by collaborating with local communities to design and deliver opportunities tailored to their needs. For example, the Alloa Community Empowerment Group comprising school staff and parents runs after-school programmes, including family cooking and adult learning, engaging 14-20 adults annually in its fourth year. Similarly, CWP provides a personalised network of family support and childcare services shaped by the lived experiences of families, ensuring responsive, tailored support. The introduction of an 'Expression of Interest' form has improved data collection, enabling a better understanding of families' needs across Clackmannanshire and allowing services to adapt more effectively.

Youth participation is strengthened through the Active Schools programme, where pupil-led Sports Committees in all primary schools ensure young people's voices guide sports and physical activity planning. Notably, a participant from the Active Schools Leadership Academy now serves on sportscotland's national Young Person's Sport Panel, helping influence sport delivery at a national level.

Together, these co-designed initiatives empower communities, personalise support, and create inclusive opportunities that reduce inequality across education, family support, youth participation and community wellbeing.

"Rather than dictating how the space should be used, we engaged directly with young people to shape the project. This initiative (The Hive Youth Centre) is part of a broader collaborative effort involving schools, the Family Wellbeing Partnership and the Planet Youth coalition. The strong trust we have built with schools and local organisations has enabled a more seamless approach to supporting young people. Whether it's helping a young person navigate the army application process or connecting them with college advisors outside the school system, we are ensuring they receive the right support from the right people." (Youth & Schools Coordinator, Wasp Community Club – Animate Learning Partner Impact Story for FWP, June 2025)

Review Additional Support for Learning to ensure that the needs of all learners are met

Significant strides in enhancing support for learners with Additional Support Needs (ASN) have been made through a comprehensive, multi-faceted approach that promotes inclusion, professional development and partnership working.

Improved Referral and Resource Allocation Processes

Additional Support Needs (ASN) within Clackmannanshire have risen in a similar way to the national picture, however Clackmannanshire differs significantly in that ASN levels are markedly higher in every Quintile, compared to the national figure. In primary establishments in Clackmannanshire, there has been a 36.8% increase in identified ASN since 2014, whilst in secondary the increase is slightly higher at 40.7%.There has been a 140% increase in referrals to the Educational Psychology service since 2019. Educational Psychologists report that not only has there been an increase in numbers, there has also been an increase in the level of the complexity of referrals, primarily with regard to Autism Spectrum Disorder (ASD and also with mental health.

Consequently, funding has been directed to address this, with the establishment of sensory rooms, regulatory spaces, nurture areas and low stimulus environments, where capacity allows.

The Internal Resource Group (IRG) process for ASN specialist placements has been reviewed and refined, resulting in improved moderation of referrals and increased professional dialogue at the community level. This has enhanced problem-solving and more targeted resource deployment, although the rising level of need necessitates a forthcoming full review of additional support for learning processes.

Targeted Professional Learning and Capacity Building

The Additional Support for Learning Career Long Professional Learning Framework has effectively provided education staff with high-quality, bespoke training aligned to identified needs, evidenced by over 80 sessions this year and positive feedback on its practical impact. Events such as the 'Nurturing Positive Relationships' conference, emphasise relationship building as key to supporting learners and families. Forthcoming GIRFEC refresh training and continued collaboration with third-sector partners, e.g. 'My Rights My Say' further strengthen staff skills and pupil participation.

Enhanced Inclusion through Sport and Leisure

A strategic shift in the Sport and Leisure Service has increased inclusive opportunities through a programme of staff training to ensure inclusive practice within mainstream activities, increasing ASN-specific sports classes, events, and swimming provisions through strong partnerships. Participatory budgeting has empowered parents and carers to shape relevant extracurricular activities, resulting in high engagement rates among children and young people with ASN.

Specialist Psychological and Therapeutic Support

The Educational Psychology Service's revised model provides timely, relationship-based support tailored to pupils with the highest levels of needs. Initiatives such as 'Play Roots' and the Intensive Therapeutic Service offer early intervention and specialist trauma support, which have been well received and well-utilised by schools and families.

Employability Support for Young People with ASN

The Employability Service's expanded programme supports young people to achieve qualifications and work experience, with a revised delivery model in development to include more one-to-one support based on recent learning. This ongoing support improves sustained engagement and positive post-school transitions.

Family-Centred Approaches and Resources

Tailored strategies, such as sensory and self-regulation resource provision, empower families to create nurturing home environments, reflecting a broader focus on wellbeing.

Summary

Overall, significant progress has been made in achieving the strategic outcome that human rights are respected and fulfilled by tackling inequalities across our communities. Co-designed initiatives empower communities, personalise support and create inclusive opportunities that reduce inequality across education, family support, youth participation and community wellbeing.

The UNCRC is deeply embedded through systematic governance, as required by The UNCRC (Incorporation) (Scotland) Act 2024. This has included active child/youth participation, educational initiatives, programmatic strategies and community engagement, reflecting a comprehensive, rights-based approach to decision-making and service delivery. Additional support for learning approaches demonstrate a strong commitment to inclusion and meeting diverse learners' needs through collaborative, evidence-based and flexible strategies. The emphasis on professional learning ensures staff are well-equipped to support learners, whilst partnership working with health, third sector and families enriches provision. The ongoing review of processes and adaptive planning for increasing demand, highlights a proactive and responsive system. Future focus on refining resource allocation will further enhance outcomes for learners with additional support needs.

Strategic Priorities

Strategic Priority: Health and Wellbeing

There is strong evidence that considerable progress has been made towards this strategic priority. As demonstrated in this report, there is a comprehensive and collaborative approach to improving health and wellbeing across Clackmannanshire.

Firstly, significant improvements have been achieved in mental health support and suicide prevention. The establishment of multi-agency partnerships, such as the Planet Youth Coalition, and innovative services like the Text Clacks crisis line may have contributed to a notable reduction in suicide rates, moving from one of the highest in Scotland to the lowest for 11–25 year olds over a four-year period. The 241% increase in referrals to counselling services and a 32% rise in uptake of therapeutic interventions reflect both rising demand and improved accessibility.

Secondly, the focus on reducing inequalities in health is evident through targeted initiatives. Programmes such as 'GET S.E.T. Girls' and Community Around the School have expanded access to physical activity, healthy eating and wraparound childcare, with 40% of participating families engaging for the first time. This indicates successful outreach to previously underserved communities.

Infrastructure development has also progressed well, with the Wellbeing Hub and Lochies School project remaining on schedule and within budget, despite earlier delays. The continuation of co-design with the community demonstrates a commitment to inclusive development.

Furthermore, the emphasis on preventative approaches and social inclusion, through initiatives like Feel Good Friday and the THRIVE programme, has had measurable impact, with all participants in THRIVE moving into positive destinations. Digital supports such as Kooth and Qwell have broadened access, particularly among groups facing barriers to in-person services.

Overall, the strategic priority of Health and Wellbeing has been met to a significant extent. Progress is evidenced by improvements in mental health outcomes, expanded service access, infrastructure advancement and strengthened community engagement. Whilst challenges remain in sustaining and scaling provision to meet growing demand, the breadth and depth of work undertaken represent a robust and effective approach to improving health and wellbeing across the area.

Strategic Priority: Empowering Families and Communities

Considerable progress has been made in delivering this strategic priority. As highlighted, integrated and collaborative approaches to supporting families and strengthening community capacity across Clackmannanshire are in place.

Whole-family support has been significantly expanded and diversified. The Social Work Early Help Team received 933 referrals during the reporting period, with 90% of cases avoiding escalation to statutory intervention. Action for Children supported 114 families, while Aberlour Sustain exceeded targets by working with 56 children in 33 families. These figures indicate strong early intervention capacity and impact.

The development and delivery of flexible models, including evening and weekend provision, have further enhanced accessibility. Functional Family Therapy has notably reduced waiting times from up to 12 months to under 10 weeks. New initiatives such as Barnardo's Two's Company and the Family Support Hub drop-ins are demonstrating innovative approaches to reaching families in need, with 129 families accessing support through the hubs to date.

Targeted work to improve outcomes for women and girls has progressed well. The delivery of over 45 events during the 16 Days of Activism, the re-launch of the Fit for Girls programme, and the implementation of Everyone's Invited workshops and Equally Safe at School all contribute to a safer, more inclusive environment. Active Schools data showing increased girls' participation (from 29% to 31% between Term 1 and Term 2) evidences the positive impact of this focus.

There has also been a sustained commitment to co-production and community empowerment. The involvement of lived experience panels, peer research and community-led initiatives, such as the Community Voice Panel and What Matters to You events, demonstrates a consistent emphasis on inclusive decision-making. While the issue of renumeration for contributors

with lived experience remains an area requiring further development, the structures established provide a strong foundation for continued improvement.

Support for families affected by poverty has been strengthened through integrated services combining childcare, financial inclusion, employability and mental health support. Evaluation evidence, particularly from the Family Wellbeing Partnership, highlights improvements in confidence, reduced isolation and increased engagement in education and employment.

Overall, the strategic priority of Empowering Families and Communities has been met to a significant extent. Progress is evidenced by enhanced early help capacity, innovative models of whole-family support, strengthened partnership working and increased opportunities for families and communities to shape services. Remaining challenges include ensuring the sustainability of funding, embedding equitable participation and maintaining pace in reducing inequalities. Continued monitoring and evaluation will be critical to consolidating and building on this progress.

Strategic Priority: Sustainable, Inclusive Growth

There is evidence of meaningful progress towards achieving this strategic priority. As reported, there is a multi-faceted and partnership-based approach to fostering sustainable economic growth, reducing poverty, and improving long-term outcomes for individuals and communities across Clackmannanshire.

Targeted efforts to address child poverty and income inequality have resulted in measurable improvements. The child poverty rate has fallen modestly from 22.5% to 20.8%, reflecting the impact of integrated supports. Although it remains above the national average, there are many supports in place to mitigate the impact of poverty. The delivery of income maximisation services has achieved significant results, with £2.77 million in additional financial gains facilitated by Citizens Advice Bureau, supporting over 2,400 individuals.

Employability and skills development have been strengthened through a combination of commissioned programmes, in-house support and partnership initiatives. In the reporting period, 638 participants engaged with employability services, with 191 securing employment, 167 attaining qualifications and 46 progressing into further or higher education. Supported pathways for young parents and those facing justice or mental health barriers have also been established. The integration of childcare provision with employability support has been a key innovation, with evidence from the Family Wellbeing Partnership

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demonstrating increased parental employment, improved financial stability and enhanced wellbeing. Programmes such as the Young Parent Partnership have achieved positive outcomes, including qualifications, employment and increased household income.

Sustainable transport initiatives have also been prioritised, with the development of a Wellbeing Economy Framework for Transport and a pilot project. This approach recognises the importance of accessible transport in supporting economic participation and reducing inequality.

In addition, initiatives to address the cost of living have been expanded. For example, over 1,000 households received energy advice and support, with £70,000 distributed in vouchers, and £748,000 invested in energy-efficient home upgrades. The Community around the School model has supported families with food, clothing and community engagement; while cooking and budgeting skills programmes have improved resilience.

Whilst the progress made is substantial, it is recognised that the pace of change will need to accelerate to meet long-term targets, particularly in reducing child poverty to the levels set out in the national Best Start, Bright Futures strategy. The Tackling Poverty Partnership has noted that current actions, while impactful, will require further scaling and innovation to deliver sustained, system-wide change.

Overall, the strategic priority of Sustainable, Inclusive Growth has been met to a significant extent. The breadth of action across income maximisation, employability, childcare, transport and cost of living support demonstrates a robust and collaborative approach. Continued focus on embedding preventative, place-based models, securing long-term funding and maintaining momentum will be critical to achieving the ambition of inclusive and sustainable growth for all communities.

Strategic Priority: Workforce Development

Significant progress has been achieved in delivering this strategic priority. As reported, there has been a sustained commitment to developing a skilled, confident and resilient workforce across services, underpinned by Values Based Leadership, professional learning and collaborative practice.

Extensive investment in professional development has strengthened capacity across key sectors. Education, social work, sport, leisure and libraries teams have engaged in comprehensive training programmes, with particular emphasis on trauma-informed practice, inclusive pedagogy, and employability-focused approaches. Notably, over 1,440 hours of trauma-responsive training have been delivered through the Readiness for Caring programme, alongside an additional 650 hours of leadership training with Resilience Learning Partnership.

Specialist training to improve understanding and reduce stigma for care-experienced children and young people has also been prioritised. Who Cares? Scotland has delivered training to all secondary schools, with programmes being extended to Early Learning and Childcare and primary settings. This commitment to embedding The Promise and supporting care-experienced learners demonstrates a clear alignment with national priorities.

Workforce development has been closely linked to service transformation. For example, functional family therapy training and capacity building have contributed to a reduction in waiting times from up to 12 months to under 10 weeks. The STRIVE programme has strengthened multi-disciplinary practice, enabling earlier intervention and better outcomes for families.

Targeted leadership development initiatives, including Columba 1400 VBL programmes, have supported culture change and improved relational approaches within teams. These programmes have underpinned improvements in staff confidence, morale and service delivery.

Workforce development has also been a critical enabler in improving employability outcomes. Staff training to deliver inclusive pathways, support qualifications, and engage vulnerable learners has contributed to 96% of young people moving into a positive destination, exceeding the Scottish average.

While strong progress is evident, workforce pressures in some areas, such as staffing challenges within Educational Psychology and change management in library services, remain areas for close monitoring. Sustaining and embedding professional learning, while ensuring capacity to meet increasing demand, will be important priorities going forward.

Overall, the strategic priority of People Workforce Development has been met, with robust and wide-ranging action to equip staff with the skills and knowledge required to deliver high-quality, inclusive services. Continued attention to workforce sustainability, succession planning, and maintaining staff wellbeing will be critical to consolidating and building on this progress.

High Level Summary of Progress across Strategic Priorities, Outcomes and Actions 2024- 2025

Overall, significant progress has been made across the four strategic priorities. Delivery against its Strategic Priorities in 2024–25 demonstrates a system-wide, values-led commitment to equity, inclusion, and early intervention. By embedding data, lived experience, and collaborative innovation at the heart of its approach, demonstrable progress has been made across poverty reduction, health, education, employability, and community resilience. Looking ahead, the refreshed People Community Wellbeing Plan 2025-26 is well positioned to deepen this impact, sustain momentum, and continue to lead nationally in delivering place-based, person-centred public services.

Key Strategic Priorities, Outcomes and Actions 2025 - 2026

The four strategic priorities and six strategic outcomes remain unchanged from 2024 -2025 [page 4 refers].

The 2024 -2025 strategic actions have been reviewed and amended against progress and the refreshed strategic actions will provide a framework for our next steps during 2025/26 as detailed on the final page of this report.

Actions will be delivered in collaboration with community planning partnerships and partners, as appropriate, and aligned to the vision, strategic outcomes and priority themes of the Clackmannanshire Alliance **Wellbeing Local Outcomes Improvement Plan (LOIP) 2024-2034.**

Strategic Actions for Community Wellbeing Plan 2025-2026 aligned to the Wellbeing Local Outcomes Improvement Plan (LOIP) 2024 - 2034

Children and young people have improved life outcomes by growing up loved, safe and respected	Coordinate safeguarding efforts across sectors to deliver proactive and responsive support Ensure women and girls feel safe at home, work, and in the community Support children, young people, and families early through integrated services Deliver local accommodation and support for care-experienced young people in partnership Enhance workforce and caregiver skills in line with the Trauma Knowledge and Skills Framework
Empowered communities are well designed, inclusive, sustainable, resilient and safe	Implement the Clackmannanshire Transformation Space and Invest to Save fund, guided by the Citizen's Panel and building on Family Wellbeing Partnership approaches Leverage Data and Voice Insights to Drive Impactful Decision-Making Strengthen and deploy Community Justice Partnership resources Develop sustainable transport solutions, incl. active travel options, in collaboration with key partners
People of all ages successfully contribute to our communities by developing skills for learning, life and work	Deliver targeted initiatives for vulnerable and disadvantaged groups, removing engagement barriers Promote desistance from offending and diversion from the justice system. Improve attainment in Literacy and Numeracy with a focus on the poverty-related attainment gap Implement learning, teaching and assessment guidance alongside new Raising Attainment Strategy Strengthen Workforce Development with a specific focus on improving follow-up leaver destinations
Poverty in our communities is reduced by improving outcomes for all	Encourage voice-led transformation across services supporting families in or at risk of poverty Develop Whole Family Support approaches tailored to community needs Optimise income maximisation opportunities and referral pathways Establish specialist employability support for those with criminal justice experience, including employer engagement
People are healthy and active with improved health and wellbeing	Ensure access to a continuum of mental health and wellbeing services for children, young people, and families and prioritse prevention-focused mental health and wellbeing initiatives Progress the Wellbeing Hub and Lochies School project through design to construction Increase opportunities for healthier behaviours, focusing on those facing inequality Develop shared measures and targets to improve community health and wellbeing
Human Rights are respected and fulfilled by tackling inequalities across our communities	Champion UNCRC and The Promise across all policies and services Direct support and resources to improve experiences for children with disabilities Support learning potential by targeting Additional Support for Learning resources effectively. Facilitate reintegration of offenders into the community Embed voice and co-design in all policy and service development

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Statutory Duties

The following supplementary information is provided to support regulatory bodies, and others to ensure efficient navigation, transparency, and ease of use for scrutiny, audit, and evaluation purposes.

People Community Wellbeing Plan Report 2024/25 includes the following:			
Plan Title	**Approval Date**	**Statutory / Strategic Status**	**Code**
Children's Services Plan 2024–2026	August 2024	Statutory	🔵
Local Child Poverty Action Plan 2024–2030	August 2024	Statutory	🔵
Community Justice Plan 2023–2028	August 2023	Statutory	🔵
National Improvement Framework 2024–2027	August 2024	Strategic	🔺
Violence Against Women and Girls Plan 2023–2026	August 2023	Strategic and Statutory Equality Duty	🔵 🔺
Family Wellbeing Partnership Plan 2024–2026	October 2024	Strategic	🟥 🔺
Libraries Plan 2024–2027	August 2024	Strategic	🔺
Community Learning and Development Plan 2024–2027	August 2024	Statutory	🔵
The Promise Plan 2023–2026	August 2023	National Reform Programme	🔺
Sport and Active Living Framework 2024–2028	August 2024	Strategic	🔺

Symbol	**Meaning**
🔵	Statutory Duty Fulfilment
🔺	Strategic Priority or Framework
🟥	Innovative Practice or Exceeds Duty

The Community Wellbeing Plan 2024 – 25 was developed and delivered in line with key national legislation and statutory duties. The One Fund, One Plan, One Report approach integrates multiple reporting requirements and frameworks into a single, transparent and accountable structure.

Statutory / Legal Duty Fulfilled	Key Plan on a Page as detailed in **People Community Wellbeing Plan 2024 -25**	Key Work to Note
Children and Young People (Scotland) Act 2014 The Children's Services Plan - Annual Report 2023/24 page 52 detailed the agreed plan for 2024/25 planned through **Clackmannanshire's Children & Young People Strategic Partnership** and was approved by Clackmannanshire Alliance in October 2024.	**All plans** contribute to this act/duty. Key plans include: **Children's Services Plan 2024–2026** (integrated children's services plan) The Promise Plan 2024 National Improvement Framework 2024–2027 Local Child Poverty Action Plan 2024–2030 Family Wellbeing Partnership Plan 2024–2026	This report robustly aligns with the duties and aspirations of the Children and Young People (Scotland) Act 2014 through integrated planning, delivery and reporting structures. The pages noted explicitly demonstrate how services are designed to support wellbeing and uphold children's rights under the Act: • **Pages 25–30**: The strategic outcome 'Children and young people have improved life outcomes by growing up loved, safe and respected' directly reflects the wellbeing indicators set out in the Act. These sections highlight actions across multi-agency supports such as STRIVE, the Family Wellbeing Partnership, The Promise and the Child Wellbeing Partnership. • **Pages 42–47**: Detail how the UNCRC (Scotland) Act is embedded across services, reinforcing Part 1 duties of the 2014 Act to promote and safeguard children's rights. • **Pages 8–18**: The Key and Management Performance Indicators include metrics required under the Act, such as developmental concerns, attainment, care experience, and positive destinations—used to monitor and evaluate children's wellbeing and outcomes in line with GIRFEC principles.

Statutory / Legal Duty Fulfilled	Key Plan on a Page as detailed in **People Community Wellbeing Plan 2024 -25**	Key Work to Note
Children and Young People (Scotland) Act 2014		• **Page 19-20**: The Statutory Duties section confirms that reporting on the Act is streamlined and integrated within the "One Fund, One Plan, One Report" approach, meeting statutory duties efficiently. • **Pages 27- 28**: Highlight inclusive support for children with disabilities and delivery of whole family support—critical to GIRFEC and the provision of early intervention and child planning processes required under the Act. • **Page 29**: Focuses on accommodation and support for care-experienced children, aligned with corporate parenting duties outlined in the Act and further supported by The Promise. • **Page 22**: Improved attendance rate for care experienced young people, COSLA Excellence Award Solace Best Team Award, Clackmannanshire Council, Early Help Team, on track to be the first Local Authority in Scotland to have all educational establishments fully accredited in The Promise Award in 2025. • **Page 48-49**: The strategic priority "Empowering Families and Communities" demonstrates how parenting, early years and whole family supports are embedded into planning, helping meet the wellbeing needs of children and families as set out in the Act.

Statutory / Legal Duty Fulfilled	Key Plan on a Page as detailed in **People Community Wellbeing Plan 2024 -25**	Key Work to Note
UNCRC (Incorporation) (Scotland) Act 2024 This report demonstrates how the Community Wellbeing Plan embeds the principles of the **(UNCRC)** across structures, in alignment with the Aforementioned Act and how services uphold, protect and advance children's rights through the key work noted.	**All plans** contribute to this act/duty. Key plans include: Children's Services Plan 2024–2026 National Improvement Framework 2024–2027 Community Learning and Development Plan 2024–2027	• **Pages 42–43**: Detail how the UNCRC is embedded within all People Directorate services. This includes internal audits ("How Ready Are You"), youth participation strategies, and Rights Respecting Schools accreditation, ensuring children's voices are heard in service design and delivery, fulfilling Part 1 and Part 2 duties of the Act. • **Page 25-27**: The strategic outcome 'Children and young people grow up loved, safe and respected' aligns directly with UNCRC Articles relating to safety, nurturing, and wellbeing, and demonstrates rights-based planning across education, family support and youth services. • **Pages 28-29**: Show how inclusive, accessible whole family support and care-experienced children's rights are being realised, including efforts to reduce stigma, promote participation, and create trauma-informed environments, consistent with Articles 12, 18 and 20 of the Convention. • **Page 19**: The Statutory Duties section confirms UNCRC compliance is embedded within the "One Fund, One Plan, One Report" model, supporting transparent, rights-based accountability • **Page 23**: Park ELC – Care Inspectorate evaluation p20 • **Pages 40-41**: Youth participation in extracurricular and leadership programmes (such as the Active Schools Sports Committees and sportscotland Young People's Sports Panel) illustrates practical

Statutory / Legal Duty Fulfilled	Key Plan on a Page as detailed in **People Community Wellbeing Plan 2024 -25**	Key Work to Note
		implementation of Article 31 (right to leisure and play) and Article 12 (right to be heard). • **Page 42**: Rights Respecting Schools status • **Page 48-49**: Strategic priorities include targeted actions on empowering families and communities, with services co-designed with children and young people, embedding rights into everyday practice.
Care and Justice (Scotland) Act 2024 Community Justice Plan on a Page and community Justice planning is well integrated within the Community Wellbeing Plan and reported herewith. Further alignment of reporting timelines is required before the CJ plan and report supersedes the CJ IOP report. The	**All plans** contribute to this act/duty. Key plans include: Community Justice Outcome Improvement Plan 2023 -28 Violence Against Women and Girls Plan 2023 – 2026 Children's Services Plan 2024–2026 (integrated children's services plan)	The Community Wellbeing Plan demonstrates a strong alignment with the **Care and Justice (Scotland) Act 2024**, which reforms how children and young people are treated across care and justice systems. This report reflects the principles of trauma-informed, rights-respecting and preventative practice as outlined in the Act across the following key areas: • **Pages 25-27**: Direct delivery of trauma-informed, early intervention services for children and young people in contact with care and justice systems. Initiatives such as STRIVE, Functional Family Therapy, and Respect Awareness Programmes, Community Justice Pathways and ongoing delivery of 'Safe and Together' training reflect the diversionary and preventative intentions of the Act. • **Page 19**: The Act is one of the key legislative frameworks underpinning the One Fund, One Plan, One Report approach,

Statutory / Legal Duty Fulfilled	Key Plan on a Page as detailed in **People Community Wellbeing Plan 2024 -25**	Key Work to Note
[Community Justice Outcome Improvement Plan 2023-28](#) and reporting is running in parallel, with full integration anticipated by 2026/27		ensuring connected, collaborative and accountable responses to care and justice needs. • **Page 29-30**: The Promise aligned work around supporting care-experienced children, including reducing placements, keeping siblings together, and investing in residential care options responds to the Act's focus on relational, community-based alternatives to institutional care and justice involvement. • **Page 31**: Justice Hub redesign impact story • **Page 26, 49-50**: Highlights integration with youth justice services, community justice planning and safeguarding through multi-agency responses such as the Justice Hub and Child Wellbeing Partnership; supporting early, proportionate interventions and better transitions. • **Pages 32-33,50**: Programmes that support young people's engagement in positive destinations, skills development and community activities offer evidence of rehabilitation, reintegration and the importance of whole-system support, as set out in the Act. • **Page 48**: Strategic priority actions to empower families and communities support the shift toward holistic, community-led responses to young people at risk of justice involvement.

Statutory / Legal Duty Fulfilled	Key Plan on a Page as detailed in **People Community Wellbeing Plan 2024 -25**	Key Work to Note
Local Child Poverty Action Report duty This report fulfils Clackmannanshire Council's duties under the **Child Poverty (Scotland) Act 2017**, which requires annual Local Child Poverty Action Reports (LCPARs). The Community Wellbeing Plan 2024–2025 integrates these duties within its "One Fund, One Plan, One Report" model, demonstrating a coherent, evidence-based and multi-agency response to tackling child poverty. Clackmannanshire Child Poverty Action Plan 2023/24 pp 38 -39 detail	**All plans** contribute to this act/duty. Key plans include: **Local Child Poverty Action Plan 2024–2030** Family Wellbeing Partnership Plan 2024–2026 Sport and Active Living Framework 2024–2028 Community Learning and Development Plan 2024–2027	• LCPAR requirement is met through this integrated reporting approach, reducing duplication and ensuring strategic alignment with national priorities. • **Pages 8-18**: Overarching and management Key Performance Indicators monitor critical child poverty metrics—such as child poverty rates (pre and post housing costs), household income, childcare access, and employment data—providing a transparent evidence base as required by LCPAR guidance. • **Pages 34-39**: The strategic outcome 'Poverty in our communities is reduced by improving outcomes for all' directly addresses all three drivers of child poverty: income from employment, cost of living, and income from social security and benefits. These pages also demonstrate collaborative delivery between education, employability, housing, and health services. • **Page 34-39**: Specific actions include income maximisation (£2.77m in financial gains), targeted employability supports (191 into employment), and parental support (e.g. Young Parent Partnership), aligning with LCPAR guidance on targeted interventions for priority groups. • **Pages 34-39**: Initiatives such as the Child Wellbeing Partnership's childcare expansion, sustainable transport pilot, and household cost supports evidence direct mitigation of the cost of living crisis and barriers to parental employment—core components of the Act's intent.

Statutory / Legal Duty Fulfilled	Key Plan on a Page as detailed in **People Community Wellbeing Plan 2024 -25**	Key Work to Note
the agreed plan for the 2024/25 planned through **Clackmannanshire Tackling Poverty Partnership** alongside NHS Forth Valley and other partners and approved by Clackmannanshire Alliance in October 2024.		• **Pages 28**: The delivery of whole family support and wraparound childcare further contributes to reducing child poverty through relational, preventative and accessible services. • **Page 53**: Forward planning for 2025–2026 includes refined actions and indicators linked to national targets, reflecting a continuous improvement approach in line with LCPAR expectations.
Education (Additional Support for Learning) (Scotland) Act 2004 (as amended) This report reflects the statutory duties of the Education (Additional Support for Learning) (Scotland) Act 2004, as amended, by ensuring that children and young people with additional support needs (ASN) are identified, planned	National Improvement Framework 2024–2027 Libraries Plan 2024–2027 Children's Services Plan 2024–2026 Sport and Active Living Framework 2024–2028 Community Justice Outcome Improvement Plan 2023 -28 Family Wellbeing Partnership Plan 2024–2026	• **Pages 27-28**: Detail a range of enhanced supports for children with disabilities and additional support needs (ASN). This includes expanded access to ASN specific extracurricular activities, co-designed provision with parents/carers, and targeted sports and social opportunities delivered in partnership with Active Schools and Forth Valley Disability Sport, fulfilling duties under the Act to make adequate and appropriate provision. • **Page 28**: Notes the development of a shared assessment tool across Forth Valley for children with disabilities and the evolution of a broader commissioning framework, contributing to improved planning, continuity, and coordination of support, core components of the Act's planning duties.

Statutory / Legal Duty Fulfilled	Key Plan on a Page as detailed in **People Community Wellbeing Plan 2024 -25**	Key Work to Note
for, and supported to reach their full potential. The report evidence this through key sections noted.		• **Page 28**: Highlights the Educational Psychology Service model of delivery, which increased reach and improved consistency of support. This supports the duty to identify additional support needs early and ensure access to effective support, even amidst staffing pressures. • **Pages 29-30**: Demonstrates how vocational and inclusive pathways (e.g. CALA, MCR Pathways, college transitions) are made accessible to learners with ASN, including support for positive destinations and wider achievement, ensuring equality of opportunity and fulfilment of post-school planning duties under the Act. • **Pages 8-18**: Management KPIs include indicators on early development, attainment, and care experience, which help monitor and evaluate how well children and young people with additional support needs are progressing. • **Pages 32-34:** ASN specific sport and leisure access; revised moderation process, Career-Long Professional Learning Framework, enhanced inclusion through Sport and Leisure , employability support for young people with ASN. • **Page 48-49**: Strategic priority 'Empowering Families and Communities' includes wraparound childcare, family support, and educational accessibility—ensuring inclusive practices that directly reflect the spirit and obligations of the Act.

Statutory / Legal Duty Fulfilled	Key Plan on a Page as detailed in **People Community Wellbeing Plan 2024 -25**	Key Work to Note
Getting It Right for Every Child (GIRFEC) Framework This Report is fully aligned with GIRFEC framework. GIRFEC principles of early intervention, child-centred planning, shared responsibility, and holistic wellbeing—are central to the design and delivery of services across Clackmannanshire.	**All plans** contribute to this act/duty. Key plans include: Children's Services Plan 2024–2026 Sport and Active Living Framework 2024–2028	• **Pages 25-30**: The strategic outcome 'Children and young people have improved life outcomes by growing up loved, safe and respected' directly reflects the wellbeing indicators that underpin GIRFEC. Actions detailed across STRIVE, Child Wellbeing Partnership, and The Promise demonstrate multi-agency, preventative support focused on the individual needs of each child. • **Pages 25-30**: Examples of whole family support and disability inclusion show the implementation of coordinated, local, and flexible supports. This reflects GIRFEC's emphasis on planning around the child and their family, with an emphasis on early help and partnership working. • **Page 19**: GIRFEC framework informs all relevant planning and delivery through the One Fund, One Plan, One Report approach, streamlining support while ensuring children's needs remain central. • **Pages 8-18**: Key Performance Indicators, such as early developmental concerns, care experience, and educational attainment, provide data aligned with GIRFEC's outcomes-based approach and support effective use of the Named Person and Child's Plan processes. • **Pages 29, 50-52**: The Plan supports the delivery of trauma-informed services, Promise aligned practice, and inclusive education and childcare. These reflect GIRFEC's goal of building supportive environments where every child's wellbeing is proactively safeguarded and promoted.

Statutory / Legal Duty Fulfilled	Key Plan on a Page as detailed in **People Community Wellbeing Plan 2024 -25**	Key Work to Note
		• **Pages 42-43**: Youth participation and rights-based planning reflect the child's voice element of GIRFEC, ensuring children are active participants in decisions that affect them. • **Page 45**: Multi-agency training and GIRFEC refresh delivery.
Scottish Schools (Parental Involvement) Act 2006 Duties under the Act are met by embedding parent and carer engagement across governance, planning and delivery of services. Clackmannanshire's **Parental Involvement and Engagement Strategy 2021-24** (under review) is embedded within the work of all educational establishments and Education Services. See also **Parent Councils in Clackmannanshire Schools**	National Improvement Framework Family Wellbeing Partnership Plan 2024– 2026 Libraries Plan 2024– 2027	• **Pages 42-47**: 'Human rights are respected and fulfilled by tackling inequalities across our communities,' section details how Active Schools Sport Committees, which are pupil-led but include parent representatives and Rights Respecting Schools status encourage ongoing dialogue between families and schools, satisfying the Act's requirement for meaningful parent-school partnership. • **Page 44, 48-49**: The 'Empowering Families and Communities' strategic priority highlights the Alloa Community Empowerment Group, where parents, carers and school staff co-design after-school programmes (e.g., family cooking, adult learning), illustrating consultation and collaboration duties under the Act. • **Pages 27-28**: The 'Review provision for children with disabilities' section describes how ASN sports classes and extracurricular sessions were co-designed with parents/carers—demonstrating parental involvement in identifying and planning for additional support needs in line with the Act's ethos.

Statutory / Legal Duty Fulfilled	Key Plan on a Page as detailed in **People Community Wellbeing Plan 2024 -25**	Key Work to Note
Children (Care, Care Experience and Services Planning) (Scotland) Bill (pending) Although not yet enacted, the Bill is actively anticipated in the Community Wellbeing Plan 2024–2025. The Plan already delivers on key policy intentions of the Bill, particularly in relation to integrated planning, corporate parenting, care experience recognition, and stigma reduction.	**All plans** contribute to this bill. Key plans include: **Children's Services Plan 2024–2026** (integrated children's services plan) The Promise Plan 2024	• **Page 19**: The Statutory Duties section explicitly references the pending Bill as part of the evolving policy landscape. The One Fund, One Plan, One Report approach supports the proposed legislative move toward unified and streamlined services for care-experienced children and young people. • **Page 29-30**: Ensure a portfolio of accommodation and supports to deliver on The Promise • **Pages 25-30**: The strategic outcome 'Children and young people grow up loved, safe and respected' is strongly aligned with the Bill's aims. The Promise is embedded across services, including the appointment of a Virtual Headteacher, delivery of trauma-informed training (e.g. Readiness for Caring), reduction of placement changes, and increasing local residential capacity, core expectations of the future statutory framework. • **Page 29-30**: 'Ensure a portfolio of accommodation and supports to deliver on The Promise details this work and included co-produced training with Who Cares? Scotland and school Promise Awards which address the Bill's focus on reducing stigma and promoting care experience as an area of strength and community. • **Page 48-49**: The 'Empowering Families and Communities' priority incorporates whole family support, early help, and inclusive services, reflecting the Bill's proposed duty to plan around the lived experience of children and families, not simply services.

Statutory / Legal Duty Fulfilled	Key Plan on a Page as detailed in **People Community Wellbeing Plan 2024 -25**	Key Work to Note
		• **Page 53**: Forward planning for 2025-26 includes enhanced corporate parenting accountability and the continuation of trauma-informed workforce development, anticipating the enhanced duties expected under the Bill. • **Page 23**: **National Recognition**: The Council's language shift around care experience, highlighted by its presentation to the Scottish Parliament's Education and Children's Committee, is directly cited in the Policy Memorandum of the pending Bill, evidencing local influence on national policy formation.
Public Sector Equality Duty (Equality Act 2010) The Community Wellbeing Plan 2024–2025 demonstrates a strong commitment to the **Public Sector Equality Duty (PSED)** under the Equality Act 2010. The report evidences how the Council works to eliminate discrimination, advance equality of opportunity, and foster good relations across	**All plans** contribute to this act/duty. Key plans include: Community Justice Outcome Improvement Plan 2023-2028 Violence Against Women and Girls Plan 2023–2026 Community Learning and Development Plan 2024–2027	• **Page 19**: PSED is a core framework informing the One Fund, One Plan, One Report approach, ensuring equality duties are embedded across strategic and operational planning. • **Pages 26-27**: Equality of access is evident in targeted support for girls and young women (e.g. Fit for Girls programme, VAWG strategy, MVP training) and for children with disabilities (e.g. ASN sports, co-designed extracurricular provision). These actions demonstrate steps taken to advance equality of opportunity and eliminate gender and disability related barriers. • **Pages 32-34**: Workforce development, vocational pathways, and targeted employability supports for care-experienced young people, parents, and those with additional support needs reflect intersectional approaches to promoting opportunity and tackling disadvantage.

Statutory / Legal Duty Fulfilled	Key Plan on a Page as detailed in **People Community Wellbeing Plan 2024 -25**	Key Work to Note
protected characteristics through inclusive, data-informed and rights-based service delivery. Key content includes:	Libraries Plan 2024–2027	• **Pages 42-47**: The embedding of the UNCRC and development of rights-based approaches (e.g. Youth Voice Network, pupil-led Sports Committees, children's peer researchers) promote good relations and reduce structural inequalities, particularly for young people, care-experienced individuals, and disabled children. • **Pages 40-41**: Community wellbeing initiatives, including mental health supports and targeted health programmes (e.g. for BAME groups, adolescent girls, and those facing socio-economic inequality), demonstrate show a proactive approach to inclusive health equity, aligned with advancing equality of access and outcomes. • **Page 48-49**: The 'Empowering Families and Communities' strategic priority includes investment in trauma-informed services, accessible childcare, and inclusive engagement practices, supporting the duty to remove barriers and design services that meet diverse needs.

Although this covers legislation, there are other policy areas (such as Housing, Employability, Mental Health, Strategic Equity Fund, Pupil Equity Fund, Whole Family Wellbeing, Equally Safe, No One Left Behind Fund contributing to achieving the outcomes within this report.

Clackmannanshire exceeds statutory requirements through innovative work with the Family Wellbeing Partnership who are part of the Scottish Government's Fairer Futures Partnership and the Scottish Government All Age Childcare Early Adopter Community (through the Child Wellbeing Partnership) and continue to pioneer public service reform as endorsed through Horizons Research and the Centre for Public Impact.

Community Planning Partnerships/Key Partners

The Community Wellbeing Plan 2024-25 was approved at Council in August 2024 and contributes to Clackmannanshire's Wellbeing Economy Local Outcome Improvement Plan 2024-34. The Clackmannanshire Alliance is the partnership which takes forward community planning locally in accordance with our statutory obligations under the Community Empowerment (Scotland) Act 2015. The Alliance's role is providing the strategic vision and direction for community planning as well as monitoring the implementation of the Wellbeing Economy Local Outcomes Improvement Plan. Alliance membership comprises representatives of the Boards of NHS Forth Valley, Clackmannanshire Third Sector Interface (CTSi), Police Scotland, Scottish Fire & Rescue Service, Scottish Enterprise as well as Clackmannanshire Business and Clackmannanshire Council. Representatives from respective Boards also contribute to community planning partnership groups (such as the Tackling Poverty Partnership) – the work is represented here. As well as joint planning, partners also have their own governance on specific policies and strategies. These include, for example the draft Population Health & Care Strategy for Forth Valley 2025-2035. Key areas of collaboration are detailed below (this list is not exhaustive)

Organisation	Involvement through Community Planning Partnership or multi-agency approaches	Key work to note
NHS Forth Valley	Clackmannanshire Alliance Children's Services Strategic Partnership Clackmannanshire Child Protection Committee Clackmannanshire Violence Against Women & Girls Partnership Tackling Poverty Partnership FWP/WEAll Sustainable Transport Steering Group, Family Wellbeing Partnership	• **Page 25** - Family Wellbeing Partnership: co-delivery of parenting, perinatal mental health, and whole family support • **Page 39** - Public health role in suicide prevention, mental health and addictions strategy • **Page 36** – Young Parent Partnership • **Page 38** – Infant Formula Referral Pathway • **Page 42** – Clacks Keys
Police Scotland	Clackmannanshire Alliance Clackmannanshire Child Protection Committee	• Evaluation of the Family Wellbeing Partnership, Evaluation of the Family

	Clackmannanshire Violence Against Women & Girls Partnership Safeguarding for Rapid Intervention (STRIVE) Tackling Poverty Partnership Family Wellbeing Partnership	Wellbeing Partnership in Clackmannanshire: Summary Report • **Page 26** – STRIVE early intervention model for at-risk families • **Page 26** – Violence Against Women and Girls (VAWG) Partnership; Mentors in Violence Prevention (MVP) delivery in schools • **Page 26** – Prevention and diversion support for care-experienced and at-risk young people • **Page 42** – Clacks Keys campaign
Scottish Fire & Rescue Service	Clackmannanshire Alliance Safeguarding for Rapid Intervention (STRIVE)	• Evaluation of the Family Wellbeing Partnership, Evaluation of the Family Wellbeing Partnership in Clackmannanshire: Summary Report (including STRIVE)
Clackmannanshire and Stirling Health & Social Care Partnership	Clackmannanshire Alliance Children's Services Strategic Partnership Clackmannanshire Planet Youth Coalition Clackmannanshire & Stirling Alcohol and Drugs Partnership Clackmannanshire Violence Against Women & Girls Partnership Safeguarding for Rapid Intervention (STRIVE) Tackling Poverty Partnership Family Wellbeing Partnership	• Evaluation of the Family Wellbeing Partnership, Evaluation of the Family Wellbeing Partnership in Clackmannanshire: Summary Report (including STRIVE)

Clackmannanshire Third Sector Interface	Clackmannanshire Alliance Children's Services Strategic Partnership Clackmannanshire Violence Against Women & Girls Partnership Safeguarding for Rapid Intervention (STRIVE) Tackling Poverty Partnership Family Wellbeing Partnership	• **Page 28 -** Family Support Collaborative • **Page 27-28** - Co-design and delivery of trauma-informed, inclusive services through community anchors • **Page 38** - Support for local empowerment, community-led initiatives, food security and volunteering • **Page 19** – Strategic role in integrated planning through Clackmannanshire Alliance and LOIP delivery • **Page 38, 50**: Sustainable Transport • **Page 42** – Clacks Keys campaign
Third Sector Organisation(s)	Family Wellbeing Partnership Child Wellbeing Partnership FWP/WEAll Sustainable Transport Steering Group	• **Page 20, 28 -** Family Support Collaborative • **Page 25** - Child Wellbeing Partnership • **Page 28 -** Community Connector • **Page 38, 50 -** Sustainable Transport • **Page 42** – Clacks Keys campaign

Acknowledgments

Thank you to all who contributed to and collaborated on this report.

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

People Directorate Progress Report: Community Wellbeing Plan 2024/25

Key to Symbols

Current Status:	✅ Completed	▶ In Progress, On Track	⚠ Check Progress/Unassigned	🛑 Overdue	☒ Cancelled
Expected Outcome:	✅ Already Complete	✔ Will Complete Within Target	⚠ Will Complete Outwith Target	✖ Will Fail to Complete	☒ Cancelled

Plan Summary

🛑	PPL CWP 245	**People Directorate Business Plan 2024/25**			Overall Progress	99%
	Lead	Strategic Director - People	**Portfolio Owners**	Chief Education Officer; Chief Social Work Officer		

Outcomes			Expected Outcome	Due By	Completed	Progress
✅	CWP 245 100	1. Children and Young People have improved life outcomes by growing up loved, safe and respected	✔	31-Mar-2025	17-Jul-2025	100%
✅	CWP 245 200	2. Empowered communities are well designed, inclusive, sustainable, resilient and safe	✔	31-Mar-2025	18-Jul-2025	100%
🛑	CWP 245 300	3. People of all ages successfully contribute to our communities by developing skills for learning	✔	31-Mar-2025		95%
✅	CWP 245 400	4. Poverty in our communities is reduced by improving outcomes for all	✔	31-Mar-2025	18-Jul-2025	100%
✅	CWP 245 500	5. People are healthy and active with improved health and wellbeing	✔	31-Mar-2025	18-Jul-2025	100%
✅	CWP 245 600	6. Human Rights are respected and fulfilled by tackling inequalities across our communities	✔	31-Mar-2025	16-Jul-2025	100%

Outcome Summary

✅ 1. Children and Young People have improved life outcomes by growing up loved, safe and respected — Overall 100%

	High-level Action Areas		Lead Service Area	Expected Outcome	Due By	Completed	Progress
✅	CWP 245 101	Ensure Women & Girls Feel Safe	Inclusion & Partnerships	✔	31-Mar-2025	17-Jul-2025	100%
✅	CWP 245 102	Review Provision for Children with Disabilities	Early Intervention	✔	31-Mar-2025	17-Jul-2025	100%
✅	CWP 245 103	Ensure Whole Family Support is Available	Early Intervention	✔	31-Mar-2025	17-Jul-2025	100%
✅	CWP 245 104	Deliver on the Promise	Permanence	✔	31-Mar-2025	17-Jul-2025	100%

✅ 2. Empowered communities are well designed, inclusive, sustainable, resilient and safe — Overall 100%

	High-level Action Areas		Lead Service Area	Expected Outcome	Due By	Completed	Progress
✅	CWP 245 201	Transformation Vehicle: Family Wellbeing Partnership	Inclusion & Partnerships	✔	31-Mar-2025	17-Jul-2025	100%
✅	CWP 245 202	Improve Use of Data	People Directorate	✔	31-Mar-2025	17-Jul-2025	100%
✅	CWP 245 203	Increase Collaboration	Community Learning & Development	✔	31-Mar-2025	17-Jul-2025	100%
✅	CWP 245 204	Develop Anti Social Behaviour Strategy	Secondary Education & Communities	🟢	31-Mar-2025	16-Jul-2025	100%
✅	CWP 245 205	Develop Voice Strategy	People Directorate	✔	31-Mar-2025	18-Jul-2025	100%
✅	CWP 245 206	Improve Community Justice Outcomes	Justice Services	✔	31-Mar-2025	18-Jul-2025	100%

🔴 3. People of all ages successfully contribute to our communities by developing skills for learning — Overall 95%

	High-level Action Areas		Lead Service Area	Expected Outcome	Due By	Completed	Progress
🔴	CWP 245 301	Review & Implement Learning Estate Strategy	Education; Property Services	✔	31-Mar-2025		80%
✅	CWP 245 302	Strengthen Workforce Development	People Directorate	✔	31-Mar-2025	18-Jul-2025	100%
✅	CWP 245 303	Ensure Self-evaluation & QA Informs Planning	People Directorate	✔	31-Mar-2025	17-Jul-2025	100%
✅	CWP 245 304	Improve Attainment & Close Gap	Education	✔	31-Mar-2025	18-Jul-2025	100%

✅ 4. Poverty in our communities is reduced by improving outcomes for all — Overall 100%

High-level Action Areas	Lead Service Area	Expected Outcome	Due By	Completed	Progress

				Expected Outcome	Due By	Completed	Progress
✅	CWP 245 401	Deliver System of Childcare & Alleviate Poverty	Early Learning, Primary Education & Libraries	✔	31-Mar-2025	17-Jul-2025	100%
✅	CWP 245 402	Prioritise Cost of Living & Income Maximisation	People Directorate	✔	31-Mar-2025	18-Jul-2025	100%

✅	**5. People are healthy and active with improved health and wellbeing**					Overall	100%
	High-level Action Areas		**Lead Service Area**	**Expected Outcome**	**Due By**	**Completed**	**Progress**
✅	CWP 245 501	Ensure Mental Wellbeing Services are in Place	Educational Psychology	✔	31-Mar-2025	18-Jul-2025	100%
✅	CWP 245 502	Ensure Wellbeing Hub/Lochies Remains on Track	Sport & Leisure	✔	31-Mar-2025	18-Jul-2025	100%
✅	CWP 245 503	Increase Healthier Behaviours & Choices	Inclusion & Partnerships	✔	31-Mar-2025	18-Jul-2025	100%

✅	**6. Human Rights are respected and fulfilled by tackling inequalities across our communities**					Overall	100%
	High-level Action Areas		**Lead Service Area**	**Expected Outcome**	**Due By**	**Completed**	**Progress**
✅	CWP 245 601	Embed UNCRC Across People Directorate	Secondary Education & Communities	✔	31-Mar-2025	16-Jul-2025	100%
✅	CWP 245 602	Reduce Inequality Through Co-design	Inclusion & Partnerships	✔	31-Mar-2025	16-Jul-2025	100%
✅	CWP 245 603	Review ASL Provision	Additional Support Needs	✔	31-Mar-2025	16-Jul-2025	100%

Summary of High-level Action Areas

1. Children and Young People have improved life outcomes by growing up loved, safe and respected

✅ Ensure Women & Girls Feel Safe   Ensure women and girls feel equally safe at home, in work and in the community

| Latest Update | Lead Officer | Senior Manager Inclusion & Partnerships | Due By | 31-Mar-2025 | Progress | 100% | Expected Outcome | ✅ | CWP 245 101 |

Clackmannanshire has made significant strides in ensuring women and girls feel safe across education, community, and justice settings through a multi-agency, trauma-informed approach rooted in lived experience. Key achievements include embedding Gender-Based Violence (GBV) awareness in schools via Relationship, Sexual Health and Parenthood (RSHP) programmes, Mentors in Violence Prevention training, and workshops addressing misogyny. The Safety Mapping Action Plan and the 16 Days of Activism campaign raised community awareness, while the refreshed Violence against Women and Girls (VAWG) strategy reflects local needs and has gained ministerial recognition. The re-established Fit For Girls programme empowers young women through sport and leadership, alongside growing female participation in Active Schools and family-friendly activities. Mental health and confidence-building initiatives support youth wellbeing, complemented by enhanced justice services including specialist workers and Safe and Together training. A rapid intervention team provides crisis support to women, collectively fostering a safer, more inclusive environment for women and girls in Clackmannanshire. Justice services continue to provide a range of programmes to work with male perpetrators of domestic abuse, providing integrated support services for women and children. In addition they provide early intervention for men who are concerned about their behaviour through a non-court mandated programme.

✅ Review Provision for Children with Disabilities   Review provision for children with disabilities, in partnership

| Latest Update | Lead Officer | Service Manager (Early Intervention) | Due By | 31-Mar-2025 | Progress | 100% | Expected Outcome | ✅ | CWP 245 102 |

Clackmannanshire has made significant progress in enhancing inclusivity and support for children and young people with disabilities. Sports and leisure resources have been redirected to increase engagement, expanding Additional Support Needs [ASN] sports classes and family inclusion events. A review identified a swimming gap, leading to funded sessions at Dollar Academy and multisport opportunities at Bowmar Centre. Parents co-designed a varied extracurricular programme, reaching 78% of pupils in Alva Primary's Autism Spectrum Disorder [ASD] provision. Community support includes after-school sessions, drop-ins, and childcare initiatives like Play Alloa and Wee Play Alloa, reducing isolation for families. The Educational Psychology Service adopted a relational model, increasing casework by 8.6%, and addressing complex neurodevelopmental needs such as atypical Autism Spectrum Disorder, Attention Deficit Hyperactivity Disorder, and Emotionally Based School Avoidance. The Play Roots project supports early development with a 39% return on investment. Strategically, the Children with Disabilities team is broadening providers and developing flexible commissioning, while Forth Valley's shared assessment tool promotes consistency across social work services.

✅ Ensure Whole Family Support is Available   Ensure place based whole family support is available at the point of need

| Latest Update | Lead Officer | Service Manager (Early Intervention) | Due By | 31-Mar-2025 | Progress | 100% | Expected Outcome | ✅ | CWP 245 103 |

The Family Support Collaborative has provided a range of whole family supports, informed by Family Voices. The Scottish Government's evaluation of the Family Wellbeing Partnership (FWP) highlights its success in fostering an integrated, person-centred, and preventative approach to supporting families in Clackmannanshire. Key programmes like Community Around The School (CATS), STRIVE (Safeguarding Through Rapid Intervention) and the Child Wellbeing Partnership (CWP) have boosted confidence, reduced social isolation, and improved access to childcare, employment, and crisis support. Family Support services are increasingly delivered locally across towns, through flexible hubs, home visits, group programmes, and partnerships with health, education, children's services and third sector organisations. Outcomes include reduced statutory interventions, improved parental mental health, strengthened parent-child relationships, and greater youth engagement. Families describe services as "safe" and "life-changing," with high satisfaction rates. The partnership's holistic, multi-agency model continues to drive positive change, addressing diverse needs with accessible, trauma-informed support.

✅ Deliver on the Promise — Ensure a portfolio of accommodation and supports to deliver on the Promise

Latest Update	Lead Officer	Senior Manager (Permanence); Senior Manager (Secondary Education & Communities)	Due By	31-Mar-2025	Progress	100%	Expected Outcome	✔	CWP 245 104

Clackmannanshire is making significant progress in delivering The Promise, focusing on trauma-informed practice, workforce development, early intervention, and expanding support for care-experienced children and young people. Leadership has been strengthened with the appointment of a permanent Virtual Headteacher and dedicated support workers, aligning with national best practice. A comprehensive training programme has delivered over 6,500 hours of trauma-informed and resilience training across the council, with high completion rates. A new therapeutic space at Alloa Family Centre will enhance trauma-informed interventions. Intensive Family Support programmes, such as Aberlour Sustain, support families and reduce stigma, helping many remain together despite challenges. Accommodation and care pathways are expanding, including increased local residential provision and improved fostering services. Health and wellbeing initiatives address barriers to care, with active NHS engagement. Young people's inclusion is growing, alongside programmes such as RESPECT , influencing education and community support. Overall, Clackmannanshire demonstrates strong, multi-faceted progress towards better outcomes for care-experienced children and young people. Furthermore, Clackmannanshire Council and key partners are involved in a re-design of services that young people in conflict with the law access in conjunction with the Centre Youth and Criminal Justice.

2. Empowered communities are well designed, inclusive, sustainable, resilient and safe

✅ Transformation Vehicle: Family Wellbeing Partnership — Deliver on a new Transformation Funding Vehicle for the Family Wellbeing Partnership

Latest Update	Lead Officer	Senior Manager Inclusion & Partnerships	Due By	31-Mar-2025	Progress	100%	Expected Outcome	✔	CWP 245 201

The Transformation Space was introduced in April 2025, and the Community Voice Citizens' Panel launched in May. Funding from the Community Mental Health grant will support the first phase, with a Citizens' Panel set to begin by August to guide how best to use the funds for local mental health support.

✅ Improve Use of Data — Improve the use of data to drive improvement, in collaboration with partners

Latest Update	Lead Officer	Strategic Director - People	Due By	31-Mar-2025	Progress	100%	Expected Outcome	✔	CWP 245 202

Young people outside traditional education, including those with Emotionally-Based School Avoidance (EBSA), have successfully gained SCQF Levels 3, 4, and 5 qualifications through support from the Virtual Headteacher Qualifications Group. This provision has also been extended to Clackmannanshire Active Learning Academy [CALA]young people. Clackmannanshire has achieved positive results in the School Leavers' Destination Report, with many entering Personal and Skills Development programmes tailored to their needs. The area also recorded the largest reduction in 'unconfirmed' destinations in the Skills Development Scotland report, dropping from 3.0% to 2.1%. Enhanced data collection via the Child Wellbeing Partnership's Expression of Interest form and Viewpoint tool has improved service responsiveness. Initiatives such as the Young Parent Project and the Psychology of Parenting Programme demonstrate effective impact tracking, with 75% of families noting better outcomes. Community Learning and Development (CLD) continues to provide alternative education and volunteering opportunities for young people and adults with additional support needs. Early years data guides interventions, while Forth Valley College's Widening Participation Strategy has been integrated into college planning, aiding smoother transitions and reducing early course withdrawals.

✅ Increase Collaboration — Increase collaboration with partners and communities

Latest Update	Lead Officer	Community Learning & Development Co-ordinator; Senior Manager (Secondary Education & Communities)	Due By	31-Mar-2025	Progress	100%	Expected Outcome	✔	CWP 245 203

Clackmannanshire is enhancing mental health support through an expanding network of partnerships. The Mental Health and Wellbeing in Clacks transformation project works with organisations like Papyrus, Penumbra, and Canmore Trust to provide suicide and self-harm prevention training. Psychoeducation workshops such as Brains, Bairns and Beyond support families on neurodiversity and other topics. Services including Kooth, Shout, Inscape Therapies, and Reachout with Arts in Mind offer targeted therapeutic help. The Clackmannanshire Planet Youth Coalition now has 34 members collaborating to support children, young people, and families. Initiatives like Sporting Memories and Feel Good Friday promote wellbeing among older adults through activity and social connection. Community-led approaches remain crucial, with improved data collection through the Child Wellbeing Partnership enabling more responsive family support. Projects such as What Matters to You [WM2U]and the Young Parent Project provide tailored engagement opportunities, while CLD offers inclusive learning and volunteering for those with additional needs. Joint efforts by the council, NHS, and third sector partners have developed specialised training on sensitive issues like violence against women and girls, boosting community confidence and resilience. These initiatives, along with enhanced monitoring and early intervention, demonstrate Clackmannanshire's comprehensive and proactive mental health approach.

✅ Develop Anti Social Behaviour Strategy — Develop an Anti Social Behaviour Strategy informed by a comprehensive audit

Latest Update	Lead Officer	Senior Manager (Secondary Education & Communities)	Due By	31-Mar-2025	Progress	100%	Expected Outcome	✔	CWP 245 204

A comprehensive audit of antisocial behaviour in Clackmannanshire was carried out between October 2023 and March 2024, as part of a scoping exercise, to inform the development of an Antisocial Behaviour Strategy. This contributed to understanding of the antisocial behaviour problems in Clackmannanshire, as experienced by communities and local service providers. The subsequent Antisocial Behaviour Strategy (ABS) 2024-2027, was produced in partnership with stakeholders including residents, young people, community councils and partner organisations and approved by Clackmannanshire Council on 3 October 2024 and the Clackmannanshire Alliance on 13 December 2024. This work aligns with our Local Outcomes Improvement Plan (LOIP) priorities and the One Plan and involves combining areas relating to Community Safety under one Working Group which will report to the Alliance, incorporating Violence against Women & Girls, STRIVE, Alcohol & Drug Partnership and The Community Justice Partnership. Planet Youth Officers, in partnership with the Child Protection Lead Officer, have led safety mapping work and in regard to contextual safeguarding, have supported initiatives like youth drop-ins and The Hive to address antisocial behaviour and promote safe spaces. Targeted education on relationships, consent, and substance use has also been delivered to young people through the Virtual Headteacher Qualifications Group, enhancing resilience and informed decision-making.

✅ Develop Voice Strategy — Develop an overarching Voice Strategy for Empowering Families and Communities

Latest Update	Lead Officer	Strategic Director - People	Due By	31-Mar-2025	Progress	100%	Expected Outcome	✔	CWP 245 205

Community voice and co-production are firmly embedded in Clackmannanshire's services, with initiatives like What Matters to You (WM2U), the Community Voice Panel and Family Voices Group fostering meaningful participation. Events such as The Gathering have engaged residents effectively, and match-funded projects show a commitment to shared ownership. The Child Wellbeing Partnership (CWP) uses an iterative approach to understand family needs, collaborating with the Children's Parliament through focus groups, surveys, and peer research. While this reflects a strong culture of listening and adapting services to lived experience, clarity around payment for contributors remains unresolved. Participation is also highlighted through the Local Employability Partnership, the Community Justice Partnership's Lived Experience Panel, and the Promise Delivery Group's work with Oor Clacks Voices. The Care Inspectorate has praised the inclusive, community-focused approaches of the Fostering and Adoption Service and Woodside Children's House. Training by Communities that Care across education settings promotes consistent, preventative wellbeing and safety efforts. Overall, the wide-ranging engagement across sectors is commendable, though ongoing focus on sustainability, equitable participation, and impact measurement will be essential for long-term success.

✅ Improve Community Justice Outcomes Improve Community Justice outcomes

| Latest Update | Lead Officer | Senior Manager (Justice Services) | Due By | 31-Mar-2025 | Progress | 100% | Expected Outcome ✅ | CWP 245 206 |

The Community Partnership continues to work collaboratively towards achieving national and local outcomes set out in the Community Justice Outcomes (CJP) Improvement Plan 2023-28, which was published in December 2024. There has been positive engagement of partners with the work of the CJP and the Short Life Working Groups and willingness to consider different approaches and think differently about how we can improve people's justice journeys. Further strengthening of partnership approaches to community justice has been developed through the whole systems approach through e.g. the Diversion Short Life Working Group - co-funding and sharing resources e.g. funding of an Addiction Recovery Worker by CJP, Housing, Justice services and Police Scotland. There have been further positive developments in relation to delivery of unpaid work including engagement with the community which has been recognised as good practice by Scottish Government, following a visit to Justice Services in June 2024. The CJP Co-Chairing arrangement continues to ensure that lived experience is embedded in CJP planning and governance and the recent establishment of the CJP Lived Experience Panel will further enhance this. Justice Services continued to develop a multi-disciplinary hub with co-location of support services including mental health, substance use and employability. The CJP continued to develop more prevention / early intervention work e.g. through Caledonian, ADP etc. Joint improvement work between Children's Services and SCRA is underway to reduce offence-based referrals, while the Council continues to strengthen multi-agency responses to domestic abuse through the Safer Together approach and is collaborating with the CYCJ to ensure young people in conflict with the law receive the right support at the right time that align with UNCRC principles. The Virtual Headteacher's 'Fire Skills' programme, delivered in partnership with Scottish Fire and Rescue and supported by multiple agencies, provided ten targeted young people with training in community safety, fire and traffic safety, and antisocial behaviour, with a strong focus on resilience and positive outcomes—four participants are now pursuing volunteering roles with emergency services.

3. People of all ages successfully contribute to our communities by developing skills for learning

🔴 Review & Implement Learning Estate Strategy In partnership with Place Directorate, review and implement a new Learning Estate Strategy

| Latest Update | Lead Officer | Chief Education Officer | Due By | 31-Mar-2025 | Progress | 80% | Expected Outcome ✅ | CWP 245 301 |

A new Learning Estate Strategy is currently under development. It will align with planned developments, including the new Wellbeing Hub and Lochies School, both of which are scheduled for completion by summer 2027. Access to high-quality early learning and childcare (ELC) for children under two in Local Authority ELCs, has historically been limited. However, because of Child Wellbeing Partnership (CWP) funding, baby room provision is being introduced at Sauchie and Park ELCs, expanding capacity for our youngest learners. Building works are underway and remain on track for completion by end of summer 2025.

✅ Strengthen Workforce Development Strengthen Workforce Development and address any issues

| Latest Update | Lead Officer | Strategic Director - People | Due By | 31-Mar-2025 | Progress | 100% | Expected Outcome ✅ | CWP 245 302 |

Strong progress has been made in workforce development through targeted training, partnerships, and cross-sector collaboration, particularly in regards to safeguarding and multi-agency response to children at risk of harm. Furthermore, within Children's Services, four Newly Qualified Social Workers are completing their supported year, and the Scottish Child Interview Model (SCIM) model has delivered 100% of the Child Protection Joint Interviews. Over 1,400 hours of trauma-informed training have reached 60% of managers. In education, all Early Learning and Childcare settings have undertaken Keeping The Promise Award training, while initiatives like Play Roots have supported shared learning. Staff have also accessed training in data literacy and play pedagogy. Vocational and ASN programmes have improved post-school transitions, with most participants progressing into employment or further education. Initiatives like Career Ready and School Key Workers have supported positive destinations. Community and youth programmes, including Community Around the School [CATS] and Coach My Sport, provide qualifications and skill-building opportunities. While some areas, such as library services, face delays, plans are in place to address gaps. Overall, the workforce is becoming more skilled, responsive and inclusive.

✅ **Ensure Self-evaluation & QA Informs Planning** — Ensure high quality self-evaluation and robust Quality Assurance informs service improvement planning

Latest Update	Lead Officer	Strategic Director - People	Due By	31-Mar-2025	Progress	100%	Expected Outcome	✔	CWP 245 303

Self-evaluation and robust quality assurance are central to continuous improvement in Children's Services, with all registered services inspected in the past year. The Quality Assurance (QA) Team supports audits focused on vulnerable children's outcomes, informing strategic planning. A multi-agency approach is embedded through the Child Protection Committee's QA and Performance Management Group, which led a February 2024 audit shaping improvement priorities. The next audit in October 2025 will focus on pre-birth support. Children and families' voices, gathered via Our Clacks Voices and consultations, shape service development. Regular multi-agency reviews ensure feedback informs planning and professional growth. The Family Wellbeing Partnership is continuously evaluated through Scottish Government oversight and reports linked to workforce development priorities. Library and Justice Services have undergone restructuring and self-evaluation, with ongoing impact assessments planned. Education embeds evaluative strategies and peer reviews, showing measurable pupil progress. Partnerships and new QA tools further support targeted development. Overall, a comprehensive, collaborative QA approach drives evidence-based improvements across Children's Services. Justice services completed a self-evaluation of all aspects of service delivery in relation to Community Sentencing which was submitted to The Care Inspectorate using their Community Justice Self-Evaluation Framework.

✅ **Improve Attainment & Close Gap** — Improve attainment, with a particular focus on closing the attainment gap

Latest Update	Lead Officer	Chief Education Officer	Due By	31-Mar-2025	Progress	100%	Expected Outcome	✔	CWP 245 304

Clackmannanshire has made significant progress in improving attainment while focusing on closing the attainment gap through targeted interventions and partnerships. The Columba 1400 Values Based Leadership programme and volunteering initiatives have enhanced school engagement and attendance. The Virtual Headteacher Qualifications Group supports young people outside mainstream education to achieve SQA qualifications. Early literacy is bolstered by the Library Service's programmes and the Child Wellbeing Partnership's work on early access to learning. Play Roots uses data-driven support to improve attendance and wellbeing. Intensive early intervention has helped 203 children, mainly from deprived areas, make notable literacy and numeracy gains. Trauma-informed approaches and enhanced data use improve support for vulnerable learners. Professional learning in literacy and inclusive practice strengthens teaching. Alternative pathways like Forth Valley College's transitions pilot and MCR Pathways mentoring support post-school success, especially for care-experienced youth. Overall, Clackmannanshire's strategic, data-informed efforts are closing the attainment gap and promoting equitable outcomes.

4. Poverty in our communities is reduced by improving outcomes for all

✅ **Deliver System of Childcare & Alleviate Poverty** — Test and deliver a system of All Age Childcare for identified communities of need; alleviating poverty by reducing the cost of living and increasing household income

Latest Update	Lead Officer	Improving Outcomes Team Leader	Due By	31-Mar-2025	Progress	100%	Expected Outcome	✔	CWP 245 401

The 2024/25 expansion means nearly all Clackmannanshire communities now access school-age and pre-five childcare. CWP has broadened its reach from Alloa South & East to include Clackmannan, Sauchie, Tillicoultry, Alva, Menstrie, Fishcross and Tullibody. Sport & Leisure have launched a weekday breakfast club at Clackmannan, Deerpark and Tillicoultry, and after-school sports twice weekly at all six schools. The Expression Of Interest (EOI) form efficiently triages referrals to ensure tailored support. Since November 2022, CWP has helped around 514 children and 373 families. Through a Street Soccer partnership, One Stop Support Shops assist those not in education, training or employment. Surveys report: parents in full-time employment rose by 7%, 17% saw higher household incomes, 36% feel financially better, 75% report stable or improved wellbeing, 45% feel more supported and 67% noted improved child wellbeing. Play Roots supports 30 families, offering food or energy crisis aid and benefit maximisation. The Childcare Pathway enabled five unpaid placements and six six-month paid roles, with further training, volunteering and job applications underway.

✅ Prioritise Cost of Living & Income Maximisation   Cost of living and income maximisation opportunities are prioritised

| Latest Update | Lead Officer | Strategic Director - People | | Due By | 31-Mar-2025 | Progress | 100% | Expected Outcome | ✅ | CWP 245 402 |

One Stop Support Sessions (OSSS) have been piloted in schools, community centres, hubs and via Alloa Athletic/Street Soccer, supporting 52 families with benefits, crisis payments, employability and health/family advice. Pre-loved school shops provided clothing, hygiene items and stationery; 150 items issued in one term at a single school. CATS cooking sessions have served weekly meals (14–20 adults) for four years, including during Easter. All families offered income-maximisation checks via CWP, with DWP and CAB referrals for child-care and financial support. As a result, 17% of parents report higher annual income; 36% better financial management. During Challenge Poverty Week, 63 funded toddler group places were provided, plus snacks and recipe cards. The Young Parent Project has supported 23 parents, securing £61,188 since Sept 2024 (£13,057 Jan–Mar 2025). CAB aided 2,423 individuals, gaining £2.77 m; Clacks CAB's child poverty referrals (68) gained £7,955. Clacks Works money advice helped 91 participants, yielding £31,247. Social Security Scotland delivered millions in payments across several benefits. Paid placements with NHS and ring-fenced job opportunities have boosted employability—638 participants, 191 into employment, 167 qualified, 46 into FE/HE.

5. People are healthy and active with improved health and wellbeing

✅ Ensure Mental Wellbeing Services are in Place   Ensure effective mental wellbeing services are in place for children, young people and communities

| Latest Update | Lead Officer | Principal Educational Psychologist | | Due By | 31-Mar-2025 | Progress | 100% | Expected Outcome | ✅ | CWP 245 501 |

The People Directorate employs a strategic, multi-layered approach to mental wellbeing across all ages. Key partnerships like the 34 member Planet Youth Coalition use data (e.g. September 2025 survey) to shape interventions. Youth-led campaigns such as the NSPCC backed "Clacks Keys" (launching June 2025) and CWP training have boosted children's wellbeing: 69% of parents report improvements. Adult support includes CLD's crochet group (85% wellbeing boost) and GET SET Girls. A robust support pathway, from early intervention to crisis (Text Clacks) has coincided with Clackmannanshire dropping from Scotland's second highest youth suicide rate in 2018/19 to the lowest in 2022/23. Digital platforms like Kooth and Qwell effectively reach marginalised and BAME communities; economic analysis shows Kooth delivers £2.56–£3.16 in savings per £1 spent. Inspections rate mental health support in fostering, adoption and residential services as "good" or "very good," reflecting strong outcomes and costeffective impact. The Community Justice Partnership continues to work collaboratively to develop mental health support services for people who are involved in the justice system.

✅ Ensure Wellbeing Hub/Lochies Remains on Track   Ensure the delivery of the Wellbeing Hub and new Lochies School remains on track

| Latest Update | Lead Officer | Senior Manager (Sport & Leisure) | | Due By | 31-Mar-2025 | Progress | 100% | Expected Outcome | ✅ | CWP 245 502 |

Strong leadership and strategic oversight in delivering the Wellbeing Hub and Lochies School project continues to be demonstrated by the Project Board and Project Team. The development remains on schedule for completion in late summer 2027. Despite earlier challenges around cost, design and planning conditions, the project is progressing within budget. Key milestones ahead include submission of the Stage 2 report by end-June 2025, reaching financial close and contract signing in August 2025, with the main construction programme set to start in September 2025 and run for 105 weeks. Enabling works commenced on site in July to ready the site for construction. Community engagement is firmly embedded in the project: early work placements and schools' involvement have begun, with a co-design group, involving local clubs and organisations and people with lived experience, to be re-established once construction starts. The Council's effective project management ensures operational milestones and community benefits are well aligned.

✅ Increase Healthier Behaviours & Choices   Increase opportunities for children, young people and families to engage in positive and healthier behaviours and choices, with a particular communities focus on those facing inequality

| Latest Update | Lead Officer | Senior Manager Inclusion & Partnerships | Due By | 31-Mar-2025 | Progress | 100% | Expected Outcome | ✔ | CWP 245 503 |

The People Directorate has made notable strides in promoting healthier, positive behaviours for children, young people, and families, especially where inequality is most acute: Community Around the School (CATS) initiatives reinforce community engagement via school events and adult learning, supporting wellbeing, skills, and qualifications. Child Wellbeing Partnership & Active Schools deliver food support and physical activities. Nearly half of parents report improved healthy eating, two-thirds increased physical activity/social interaction, and breakfast/after-school programmes now reach 162 pupils from 114 families—40% of whom were previously inactive in extracurricular sport. Youth wellbeing & parenting interventions through Planet Youth Coalition and the Young Parent Project empower vulnerable families and shape service priorities. Library & inter-generational schemes like 'Feel Good Friday' and 'Sporting Memories' are engaging older adults, reducing loneliness and boosting activity. Outdoor learning across ELCs, academies and youth groups supports physical health and confidence, especially for care-experienced and young carers. Adult mental health via THRIVE To Keep Well has driven universal improvements in self-esteem, confidence, emotional wellbeing, and progression into education, volunteering or employment. Overall, a preventative, whole-system approach is yielding clear behavioural and wellbeing outcomes across Clackmannanshire.

6. Human Rights are respected and fulfilled by tackling inequalities across our communities

✅ **Embed UNCRC Across People Directorate**   Embed UNCRC (Scotland) Act across all services within the People Directorate

| Latest Update | Lead Officer | Senior Manager (Secondary Education & Communities) | Due By | 31-Mar-2025 | Progress | 100% | Expected Outcome | ✔ | CWP 245 601 |

The UNCRC (United Nations Convention on the Rights of the Child) is embedded through multiple initiatives and structures. There is an ongoing focus across all Directorates on UNCRC principles, supported by an internal working group. UNCRC "How Ready Are You" audits have been completed across service areas, with high-level reports shared to develop targeted action plans. Procedures are being established to ensure consistent Council engagement with children and young people, including reporting aligned with the Scottish Government timeline for March 2026. Children and young people have continuous opportunities to consult with decision makers on important issues, such as the 2025-26 Budget Consultation and the 'Bairns Hoose' scoping paper. Briefings to governance bodies, including the Children and Young Person's Board reinforce this engagement. Youth Participation is strengthened through the Active Schools programme, where pupil-led Sports Committees in all primary schools ensure young people's voices guide sports and physical activity planning. UNCRC principles are woven into Planet Youth's prevention work, focusing on reducing youth involvement in unhealthy behaviours and promoting healthy communities. Rights Respecting Schools (RRS) status actively supports embedding UNCRC principles in educational establishments, with six additional schools attaining RRS status since January 2025, totalling 16 schools. Community Learning and Development team support young people as MSYPs and promote active youth participation. Across the Directorate, a systematic, rights-informed framework ensures decision-making, policy and practice are shaped by children's rights, reflecting a truly comprehensive, rights-based approach.

✅ Reduce Inequality Through Co-design

Reduce inequality through delivery of opportunities co-designed by the community

| Latest Update | Lead Officer | Senior Manager Inclusion & Partnerships | Due By | 31-Mar-2025 | Progress | 100% | Expected Outcome | ✅ | CWP 245 602 |

The "What Matters to You" (WM2U) initiative is currently funding five community projects in Clackmannanshire, supported by the local council and WM2U's Make It Happen Fund. These projects focus on community-led initiatives, with funds directed to groups and individuals through a co-design process. The Child Wellbeing Partnership has partnered with the Clackmannan Development Trust to deliver tailored childcare and activities, while a new Community Engagement Officer ensures services reflect local views. Clackmannanshire's Care Experienced (CE) destinations have seen an increase in young people achieving positive outcomes. Additional support includes volunteer opportunities, pregnancy support and specialised services for young people at risk of care. Furthermore, a remuneration policy for those with lived experience in co-production is being developed, and the Community Justice Partnership has established a Community Justice Partnership Lived Experience Forum to support their work by ensuring the voices of lived experience at the centre of policy and service delivery, working in partnership with the Family Support Collaborative to identify the best uses for part of the Whole Family Wellbeing Fund.

✅ Review ASL Provision

Review Additional Support for Learning Provision to ensure that the needs of all learners are met

| Latest Update | Lead Officer | Additional Support Needs Team Leader; Senior Manager (Secondary Education & Communities) | Due By | 31-Mar-2025 | Progress | 100% | Expected Outcome | ✅ | CWP 245 603 |

Enhanced referrals and resource allocation: The Internal Resource Group's revised referral process fosters better local moderation, professional dialogue and targeted deployment of resources. **Bespoke professional learning:** The ASL CLPL Framework has delivered over 80 tailored training sessions this year, including a prominent "Nurturing Positive Relationships" conference. Upcoming GIRFEC training and third-sector partnerships, such as My Rights My Say, further reinforce staff capabilities. **Inclusive sport and leisure pathways**: There has been growth in ASN-focused sports, events and swimming, with participatory budgeting enabling parents and carers to shape extracurricular provision—leading to high ASN pupil engagement. **Psychological and therapeutic support:** The Educational Psychology Service now offers timely, cluster-based support, with early intervention through Play Roots and Intensive Therapeutic Services, gaining strong school and family endorsement. **Employability and family-centred resources:** Enhanced one-to-one support and resources such as sensory and self-regulation tools are aiding qualifications, work experience, smoother school transitions and enriched home environments. Overall, the authority's inclusive, partnership-driven, training-rich strategies reflect a dynamic, responsive ASN system.