



**Clackmannanshire
Council**

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Comhairle Siorrachd
Chlach Mhanann

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

Meeting of Clackmannanshire Council

Thursday 2 February 2023 at 9.30 am

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



Clackmannanshire Council

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

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

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

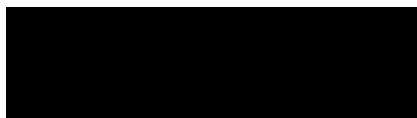
Members of the public are welcome to attend our Council and Committee meetings to see how decisions are made.

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

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

25 January 2023

A MEETING of the CLACKMANNANSHIRE COUNCIL will be held in the COUNCIL CHAMBER, KILNCRAIGS, ALLOA, on THURSDAY 2 FEBRUARY 2023 at 9.30 AM



**Stuart Crickmar
Strategic Director (Partnership and Performance)**

**pp. Nikki Bridle
Chief Executive**

B U S I N E S S

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1. Apologies	--
2. Declaration of Interests Elected Members are reminded of their obligation to declare any financial or non-financial interest which they may have in any item on this agenda in accordance with the Councillors' Code of Conduct. A Declaration of Interest form should be completed and passed to the Committee Services Officer.	--
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Clackmannanshire Council – Councillors and Wards

Councillors		Wards		
Councillor	Phil Fairlie	1	Clackmannanshire West	SNP
Councillor	Darren Lee	1	Clackmannanshire West	CONSERVATIVE
Councillor	Graham Lindsay	1	Clackmannanshire West	SNP
Councillor	Mark McLuckie	1	Clackmannanshire West	LABOUR
Councillor	Donald Balsillie	2	Clackmannanshire North	SNP
Councillor	Martha Benny	2	Clackmannanshire North	CONSERVATIVE
Councillor	William Keogh	2	Clackmannanshire North	LABOUR
Councillor	Fiona Law	2	Clackmannanshire North	SNP
Councillor	Wendy Hamilton	3	Clackmannanshire Central	SNP
Councillor	Janine Rennie	3	Clackmannanshire Central	LABOUR
Councillor	Jane McTaggart	3	Clackmannanshire Central	SNP
Councillor	Kenneth Earle	4	Clackmannanshire South	LABOUR
Councillor	Ellen Forson	4	Clackmannanshire South	SNP
Councillor	Craig Holden	4	Clackmannanshire South	IND
Councillor	Bryan Quinn	4	Clackmannanshire South	SCOTTISH GREEN
Councillor	Scott Harrison	5	Clackmannanshire East	SNP
Councillor	Kathleen Martin	5	Clackmannanshire East	LABOUR
Councillor	Denis Coyne	5	Clackmannanshire East	CONSERVATIVE



**MINUTES OF MEETING of the CLACKMANNANSHIRE COUNCIL held via VIDEO
CONFERENCE (MS TEAMS), on THURSDAY 1 DECEMBER 2022 at 9.30 am.**

PRESENT

Councillor Phil Fairlie, Convener (Chair)
Councillor Donald Balsillie
Councillor Martha Benny
Councillor Kenneth Earle
Councillor Ellen Forson
Councillor Wendy Hamilton
Councillor Scott Harrison
Councillor Craig Holden
Councillor William Keogh
Councillor Fiona Law
Councillor Darren Lee
Councillor Graham Lindsay
Councillor Mark McLuckie
Councillor Jane McTaggart
Councillor Bryan Quinn
Councillor Janine Rennie

IN ATTENDANCE

Nikki Bridle, Chief Executive
Stuart Crickmar, Strategic Director (Partnership and Performance)
Lorraine Sanda, Strategic Director (People)
Pete Leonard, Strategic Director (Place)
Fiona Colligan, Strategic Director (Transformation)
Lindsay Sim, Chief Finance Officer (Partnership & Performance)
Chris Alliston, Senior Manager, HR and Workforce Development (Partnership & Performance)
Seonaid Scott, Health and Safety Manager (Partnership & Performance)
Lee Robertson, Senior Manager, Legal and Governance (Partnership & Performance) (Clerk to the Council)
Melanie Moore, Committee Services (Partnership & Performance)
Gillian White, Committee Services (Partnership & Performance)

INTIMATION

The Convener advised Council of the recent death of former Councillor and Provost, Walter McAdam. The Convener, on behalf of the Provost and the Council passed on his deepest sympathies to the family. The Convener thanked and acknowledged former Provost McAdam's long service to Clackmannanshire, recognising that at the time of his retirement, he was the longest serving Councillor in Scotland. The Council stood for a minutes silence in remembrance.

CC(22)54 APOLOGIES

Apologies were received from Councillor Kathleen Martin and Councillor Denis Coyne.

CC(22)55 DECLARATIONS OF INTEREST

None.

CC(22)56 MINUTES OF CLACKMANNANSHIRE COUNCIL – 6 OCTOBER 2022

The minutes of the meeting of the Clackmannanshire Council held on 6 October 2022 were submitted for approval.

Decision

The minutes of the meeting of the Clackmannanshire Council held on 6 October 2022 were agreed as a correct record and signed by the Convener.

CC(22)57 COMMITTEE RECOMMENDATIONS REFERRED TO COUNCIL

The report, submitted by the Chief Executive, sought Council approval of recommendations which had been made by the Audit and Scrutiny Committee on 27 October, 2022.

Motion

To agree the recommendations as set out in the report.

Moved by Councillor Ellen Forson. Seconded by Councillor Kenneth Earle.

Decision

That Council, from the Audit and Scrutiny Committee of 27 October, 2022 in relation to the report entitled "Annual Report of the Chief Social Work Officer 2021-22":

1. Approves the report and the submission of the Chief Social Work Officer Annual Report 2021/22 to the Office of the Chief Social Work Advisor, Scottish Government; and
2. Noted that the report relating to Audit and Scrutiny Committee is available on the Council's website.

Action

Chief Executive

CC(22)58 BUDGET STRATEGY UPDATE

The report, submitted by the Chief Finance Officer, provided an update on the Councils Budget Strategy and Financial Outlook for 2022/23 and set out proposed changes to the approved 2022/23 Capital programmes for General Fund and the Housing Revenue Account (HRA).

Motion

To agree the recommendations as set out in the report.

Moved by Councillor Ellen Forson. Seconded by Councillor Graham Lindsay.

Decision

The Council noted:

1. The updated General Fund financial forecast for 2022/23 as at September 2022;
2. The potential financial impact on Council spend for 2022/23 due to in year pressures associated with inflationary increases, cost of living and the 2022/23 pay award;
3. The continued financial pressures due to COVID within Childcare and additional demand on Scottish Welfare fund;

4. The update on the indicative budget gap including high, medium and low scenarios and timing of Local Government Settlement;
5. The update on the budget approach and budget challenge board activity and scheduled all member and TU briefings,

The Council approved:

6. The in principle allocation of the earmarked general COVID funding to mitigate additional in year costs within Childcare and Scottish Welfare Fund;
7. The repurposing of £0.200m within the General fund Capital programme to support the progression of the approved City Region Deal projects, and
8. The changes to the approved HRA Capital programme to support the additional purchase of properties.

Action

Chief Finance Officer

CC(22)59 BE THE FUTURE UPDATE

The report, submitted by Strategic Director, Transformation, provided Council with an update on progress in the Be the Future Programme.

Motion

To agree the recommendations as set out in the report

Moved by Councillor Ellen Forson. Seconded by Councillor Graham Lindsay.

Decision

The Council approved the reallocation of up to £200,000 from Digital Infrastructure to Digital Transformation programme within the approved Capital Programme to support work on the M365 implementation as laid out in paragraph 3.20-3.21 of the report.

Action

Strategic Director (Transformation)

CC(22)60 WELLBEING STRATEGY 2022-2025

The report, submitted by the Strategic Director (Partnership and Performance), invited Council to agree the Wellbeing Strategy for the period 2022 – 2025.

Motion

To agree the recommendations as set out in the report.

Moved by Councillor Craig Holden. Seconded by Councillor Donald Balsillie.

Decision

The Council noted and agreed the Wellbeing Strategy set out in Appendix 1 of the report.

Action

Strategic Director (Partnership and Performance)

CC(22)61 TRIPARTITE GROUP TERMS OF REFERENCE

The report, submitted by the Strategic Director (Partnership and Performance), sought Council approval of the revised terms of reference for the Tripartite Group.

Motion

To agree the recommendations as set out in the report.

Moved by Councillor Donald Balsillie. Seconded by Councillor Craig Holden.

Decision

The Council agreed to adopt the revised terms of reference for the Tripartite Group.

Action

Strategic Director (Partnership and Performance)

CC(22)62 SHORT TERM LETS LICENSING POLICY

On 19 January 2022, The Civic Government (Scotland) Act 1982 (Licensing of Short-term Lets) Order 2022 (“the Order”) was approved by the Scottish Parliament. The Order came into force on 1 March 2022 and inserts new legislative provisions into the Civic Government (Scotland) Act 1982.

The Order introduces a new mandatory licensing system for short term lets (“STL”) which local authorities were required to establish by 1 October 2022.

The report, submitted by the Senior Manager, Legal and Governance, sought Council approval of the (i) proposed fees (set out in paragraph [54] of draft policy; and (ii) the policy contained in Appendix 1.

Motion

To agree the recommendations as set out in the report.

Moved by Councillor Jane McTaggart. Seconded by Councillor Fiona Law.

Decision

The Council agreed:

1. To note that the Order requires local authorities to open a licensing scheme for short term lets by 1 October 2022;
2. The fee structure for short term let properties; and
3. To finalise and publish the Short Term Let Licensing Policy.

Action

Senior Manager, Legal and Governance

CC(22)63 PROGRAMMES OF COUNCIL AND COMMITTEE MEETINGS: AUGUST 2022 TO JUNE 2023 AND EXTENDED PROGRAMME FROM AUGUST 2023 TO JUNE 2025

The report, submitted by the Senior Manager, Legal and Governance, sought Council approval for the continuance of the indicative Programme of Council and Committee Meetings from August 2022 to June 2023; and to seek approval for the indicative draft Programme of Council and Committee Meetings from August 2023 to June 2025.

Motion

To agree the recommendations as set out in the report.

Moved by Councillor Ellen Forson Seconded by Councillor Graham Lindsay.

Decision

The Council agreed:

1. That the meeting dates set out in the indicative Programme of Meetings from August 2022 to June 2023, which was approved by Council on 23 June 2022 (set out in Appendix 1 for information) will continue subject to paragraph 2.3 of the report;
2. The indicative Draft Programme of Meetings from August 2023 to June 2025, set out in Appendix 2 to this report; and
3. To note that the indicative Programmes of Meetings from August 2022 to June 2023 and from August 2023 to June 2025 will both be finalised and brought back to Council for approval at the conclusion of the review of Standing Orders and the Scheme of Delegation.

Action

Senior Manager, Legal and Governance

CC(22)64 SCOTTISH HOUSING REGULATOR ANNUAL RETURN OF THE CHARTER (ARC)

The report, submitted by the Strategic Director (Place) invited the Council to note the Council's annual submission of the Scottish Housing Regulator's Annual Return of Charter (ARC), the submission is attached in Appendix 1. The Tenants Report (Appendix 2) provided a snapshot overview of housing performance against key charter outcomes.

Motion

To agree the recommendations as set out in the report.

Moved by Councillor Jane McTaggart. Seconded by Councillor Fiona Law.

Decision

The Council agreed to note the 2021/22 submission of the Annual Return of the Charter, which was submitted to the Scottish Housing Regulator on 31st May 2022 and noted the relevant performance results and measures for scrutiny purposes

CC(22)65 SCOTTISH HOUSING REGULATOR ANNUAL ASSURANCE STATEMENT

The report, submitted by the Strategic Director (Place), referenced the 2019 changes to the regulatory framework for social housing in Scotland and sought Council approval of the submission of Clackmannanshire Council's Annual Assurance Statement to the Scottish Housing Regulator (SHR) as set out in Appendix 1 of the report.

Motion

To agree the recommendations as set out in the report.

Moved by Councillor Jane McTaggart. Seconded by Councillor Fiona Law.

Decision

The Council agreed to approve the 2021/22 submission of the Annual Assurance Statement to the Scottish Housing Regulator, noting the relevant changes to the regulatory framework for social housing in Scotland and the impact of Covid-19 on our ability to implement the improvement actions required to be undertaken.

Action

Strategic Director (Place)

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 items of business on the grounds that they involved the likely disclosure of exempt information as detailed in Schedule 7A, Part 1, Paragraph 9

The Convener paused the meeting for to provide an opportunity for external parties attending virtually to leave the meeting.

CC(22)34 ACQUISITION OF LAND AND GRANT OF SERVITUDE RIGHT OF ACCESS TO FACILITATE RESIDENTIAL DEVELOPMENT ON LAND ADJOINING WARDLAW STREET PLAYING FIELDS, COALSNAUGHTON

The report, submitted by the Strategic Director (Place), sought Council approval to grant a servitude right of access over Council land in order to facilitate residential development of large fields in Coalsnaughton and to approve the acquisition of a site from the developer to allow the future development of an annexe to the Coalsnaughton Primary School.

Motion

To agree the recommendations as set out in the report.

Moved by Councillor Fiona Law. Seconded by Councillor Jane McTaggart.

Decision

The Council agreed the recommendations as set out in the report.

Action

Strategic Director (Place)

The Convener gave notice of a Special Meeting of the Council, the details of which would be circulated following the conclusion of the meeting.

Ends: 11:01 am



MINUTES OF THE SPECIAL MEETING of the CLACKMANNANSHIRE COUNCIL held in the Council Chamber, Kilncraigs, Alloa, on MONDAY 19 DECEMBER 2022 at 9.30 am.

PRESENT

Councillor Phil Fairlie, Convener (Chair)
Councillor Donald Balsillie
Councillor Martha Benny (Via Teams)
Councillor Denis Coyne
Councillor Ellen Forson
Councillor Wendy Hamilton
Councillor Scott Harrison
Councillor Fiona Law
Councillor Graham Lindsay
Councillor Kathleen Martin
Councillor Jane McTaggart
Councillor Bryan Quinn
Councillor Janine Rennie (Via Teams)

IN ATTENDANCE

Nikki Bridle, Chief Executive
Stuart Crickmar, Strategic Director (Partnership and Performance)
Lorraine Sanda, Strategic Director (People)
Pete Leonard, Strategic Director (Place)
Lindsay Sim, Chief Finance Officer (Partnership & Performance) (Via Teams)
Cherie Jarvie, Senior Manager, Partnership and Transformation (Partnership & Performance)
Chris Alliston, Senior Manager, HR and Workforce Development (Partnership & Performance)
Ewan Murray, Chief Finance Officer, Clackmannanshire and Stirling Health and Social Care Partnership (Via Teams)
Emma Fyvie, Senior Manager, Development
Cherie Jarvie, Senior Manager, Partnership and Transformation
Murray Sharp, Senior Manager, Housing
Abbie Scrimgeour, Communications Officer (Partnership & Performance) (via Teams)
Colin Bruce, Chief Education Officer (People)
Sharon Robertson, Chief Social Work Officer (Via Teams)
Lee Robertson, Senior Manager, Legal and Governance (Partnership & Performance) (Clerk to the Council)
Melanie Moore, Committee Services (Partnership & Performance)

CC(22)53 APOLOGIES

Apologies were received from Councillor Kenneth Earle, Councillor Darren Lee and Councillor Mark McLuckie.

CC(22)54 DECLARATIONS OF INTEREST

None.

CC(22)55 PLACE BASED INVESTMENT PROGRAMME UPDATE

The report, submitted by the Strategic Director, Place, provided an update to Members on activity around the Council's Place Based Investment Programme. The paper described the process that Council Officers have undertaken to create a plan for the appropriate use of the Scottish Government's Place Based Investment Fund ("PBIF") for the year 2022/23 and a strategy for future based funds.

Motion

To agree the recommendations as set out in the report.

Moved by Councillor Ellen Forson. Seconded by Councillor Graham Lindsay.

Decision

The Council agreed to note:

1. The work that has been undertaken to give a robust view on the place based capital projects that are achievable within the timescales for the 2022/23 fund. (Appendix 1);
2. The strategy put forward to focus Council activity when planning for anticipated capital funding opportunities in forthcoming years. (Appendix 2); and
3. The work that will be undertaken this year through the investment Working Group to co-ordinate and prepare for significant investment for transformational capital projects with the intention of bringing an investment strategy to a future Council meeting.

The Council agreed to approve:

1. The allocation of the Place Based Investment Fund 2022/23 for projects set out in Appendix 1; and
2. The carrying forward of projects that are not able to be committed within the timeframe for the 2022/23 allocation of PBIF, and that any resulting underspend for this year (2022/23) is used for the Council's playpark replacement programme.

Action

Strategic Director, Place

CC(22)56 COST OF LIVING IN CLACKMANNANSHIRE

The report, submitted by the Strategic Director, Partnership and Performance, updated Council on the current cost of living pressures affecting families in Clackmannanshire. It set out the actions already taken to provide additional assistance this year and proposes further initiatives to help mitigate unfolding impacts of the costs of living crisis. The report recognised that a significant amount of work is already in place aimed at supporting families and mitigating the worst impacts at a local and national level, and, along with our partners in Clackmannanshire, seeks to build on work to date whilst identifying gaps and seek solutions to address these.

Motion

To agree the recommendations as set out in the report

Moved by Councillor Ellen Forson. Seconded by Councillor Graham Lindsay.

Decision

The Council agreed to:

1. Note the actions already taken by the Council and partners, to support families impacted by the cost of living crisis, set out at paragraph 3.7;
2. Note the further work being developed by the Clackmannanshire Alliance to support communities impacted by the costs of living crisis, set out a paragraph 3.9;

3. Approve an allocation of £7000 from within the existing Partnership and Performance budget to support local organisations to provide practical cost of living support for families in immediate need, see paragraphs 3.11 for details;
4. Note that further cost of living update reports will be brought to Council in early 2023, and regularly thereafter.

Action

Strategic Director, Partnership and Performance

The Convenor thanked everyone for their help and assistance. He wished everyone and Merry Christmas and a Happy New Year.

Ends: 9:57 hours

Report to: Council

Date: 2 February 2023

Subject: Treasury Management Mid-Year Update at 30th September 2022

Report by: Chief Finance Officer

1.0 Purpose

1.1 The purpose of this report is to present a mid-year update of Treasury Management activity for the period to 30 September 2022.

2.0 Recommendations

2.1 It is recommended that the Council note, comment and challenge as appropriate on the mid year review of the Council's Treasury Management activities.

Considerations

3.0 The Treasury Management Strategy Statement (TMSS) for 2022/23 and the Prudential Indicators for 2022/23 to 2024/25 were approved by the Council on 4th March 2022. No changes to the TMSS are proposed in this report.

3.1 The CIPFA (Chartered Institute of Public Finance and Accountancy) Code of Practice for Treasury Management recommends that Council be updated on treasury management activities regularly (Treasury Management Strategy Statement, annual and midyear reports). This mid-year report therefore ensures the Council is implementing best practice in accordance with the Code.

3.2 The report covers the following:

- The Economy and Interest Rates;
- Interest Rate Forecast;
- Investment Outturn for 2022/23;
- Borrowing Requirement and Debt;
- Borrowing Outturn for 2022/23, and
- Compliance with Treasury and Prudential Limits.

The Economy and Interest Rates

- 3.3 The invasion of Ukraine by Russia on 24th February 2022 had a major effect on the world economy, disrupting supply of oil and gas and pushing up energy prices for businesses and individuals to levels unprecedented in recent years. In the UK, this, together with an exceptionally tight labour market, and the continuing impact of Brexit and the pandemic on global supply chains, has caused inflation to rise to levels which have not been seen in decades.
- 3.4 The Bank of England’s Monetary Policy Committee (MPC) sets its monetary policy in line with its inflation target, currently 2%, with the aim of sustaining growth and employment. During 2022/23 CPI inflation reached highs of 10.1% in July 2022, falling back slightly in August to 9.9% and rising again to 10.7% by November. As a result, the MPC has continually raised the base rate from its previous low of 0.1% since March 2020 to 0.25% in December 2021 and then again in every one of its meetings throughout 2022. By December the base rate had increased to 3.5% and is forecast to rise further, reaching 4.50% by June 2023.

Interest Rate Forecast

- 3.5 The Council’s treasury advisors, Link Group, provided the following interest rate forecast as at December 2022 for Bank Rates and Public Works Loan Board (PWLB) borrowing rates.

Table1: Investment Forecast provided by Link Asset Management

	Dec 2022	Mar 2023	Jun 2023	Sep 2023	Dec 2023	Mar 2024	Jun 2024	Sep 2024
Bank Rate	3.50	4.25	4.50	4.50	4.50	4.00	3.75	3.50
5yr PWLB Rate	4.20	4.20	4.20	4.10	4.00	3.90	3.80	3.60
10yr PWLB Rate	4.30	4.40	4.40	4.30	4.10	4.00	3.90	3.80
25yr PWLB Rate	4.60	4.60	4.60	4.50	4.40	4.20	4.10	4.10
50yr PWLB Rate	4.30	4.30	4.30	4.20	4.10	3.90	3.80	3.70

- 3.6 As outlined in paragraphs 3.3 and 3.4 above, the UK is experiencing high rises in inflation and as a result the UK Base Rate has risen over the past year from a historic low of 0.1% to 3.5% as at 15th December 2022. The table above shows that two further increases are forecast: March 2023 – 4.25%, and June 2023 – 4.50% before slowly falling back to 3.50% by September 2024. However, there remains a high level of uncertainty as the economy continues to recover from the effects of the pandemic and the war in Ukraine, which could lead to the forecast being changed within a short timeframe.
- 3.7 Similar to bank rates, there is also likely to be a steady increase in PWLB borrowing rates over the next six months before falling back, as shown in the interest forecast table above.

Investment Outturn for 2022/23

- 3.8 The Treasury Management Strategy Statement (TMSS) for 2022/23 includes the Annual Investment Strategy, which sets out the approved upper limits of investments with fixed and variable interest rates. It can be confirmed that these limits were not breached during the six months ending 30 September 2022.
- 3.9 In order to maintain the availability of cash to meet daily cash flow payments, cash is held in easily accessible current accounts, Money Market Funds (MMFs) and Short Duration Bond Funds (SDBFs). Current accounts generally have low interest rates, therefore cash is invested in MMFs and SDBFs on a short term basis to achieve a higher return. MMFs and SDBFs are mutual funds that invest in a range of short-term and medium-term money market instruments such as cash deposits (e.g. with banks), short term fixed and variable income securities (such as bonds) and, for SDBFs, mortgage and asset backed securities. These funds allow investors to participate in a more diverse and high-quality portfolio holdings than if they were to invest independently. Their primary aims are the preservation of capital and the provision of liquidity whilst offering a level of return consistent with money market investment. This aim is consistent with the Council's investment priorities of security first, liquidity second and then returns.
- 3.10 As at 30 September 2022, the Council held cash balances of £45.5m, of which £18.5m was immediately available in the Council's bank accounts and a further £24m immediately available from holdings in MMFs and SDBFs. £3m was also held in short term deposit accounts with banks.
- 3.11 The average level of funds available for investment during the period to 30 September 2023 was £14.3m. These funds were available on a temporary basis with the amount available varying at any one time depending on a number of factors including cash flow and the borrowing strategy.
- 3.12 The benchmark investment returns over the 6 months ended 30 September 2022 are illustrated in the undernoted table:

Table 2: Benchmark Investment Returns 2022/23

Benchmark	Benchmark Return
7 day	1.19%
1 month	1.11%
3 month	0.91%
6 month	0.67%
12 month	0.37%

*The rates shown above are based on the backward looking Sterling Overnight Index Average (SONIA).

- 3.13 The Council's budgeted cash investment return for 2022/23 is 0.75%. This is a composite rate of all investments which is a mixture of instant access balances and short term investments with maturity dates up to 100 days. The budgeted rate was based on an expected average bank rate of 1.25% for 2022/23.
- 3.14 For the period ended 30 September 2022 the Council achieved an actual investment return of 1.15% (£164k) which is higher than budgeted due to the increases in interest rates above the budgeted level and higher than all of the backward-looking benchmarks except for the 7-day SONIA compounded rate (shown above). Investments in MMF and USDBF achieved rates of between 0.27% (0.54% annualised) and 0.61% (1.22% annualised) against the benchmarks of 1.19%. Returns on the MMF and USDBF have increased to December and are currently producing returns above 3% which is now well above the 7-day rate.
- 3.15 An average return of 0.48% was achieved on everyday cash balances held with the Royal Bank of Scotland (RBS) and Bank of Scotland which under performed against the benchmark for 7 day rate. The cash balances in RBS accounts achieve a minimal return of 0.01% and are held as working balances. Balances in the Bank of Scotland account are held pending future investments and achieved a return of 0.78% over the six month period.
- 3.16 The bank rate has steadily increased during 2022, reaching 3.50% in December 2022. It is expected to rise further before falling progressively over the next two years as shown in Table 1 above. Investment rates generally follow the bank rate and as the bank rate is forecast to be higher than expected for the remainder of 2022/23, it is anticipated that actual investment returns will be higher than budgeted.

Borrowing Requirement and Debt

- 3.17 The Council's underlying need to borrow to finance capital expenditure, termed the Capital Financing Requirement (CFR) is shown below. This shows a decrease in the CFR from budgeted, due to the net effect of:
- the General Fund capital expenditure for 2021/22 being less than anticipated;
 - the forecast General Fund capital expenditure for 2022/23 being less than anticipated (with proposed re-phasing of spend into future years).

Overall this results in a net decrease from the budgeted CFR.

Table 3: Borrowing Requirement (CFR) 2022/23

	31 March 2022 Actual £000	31 March 2023 Budget Estimate £000	31 March 2023 Projected as at 30 September 2022 £000
CFR General Fund	122,650	132,868	131,156
CFR HRA	22,147	26,506	21,746
Total CFR	144,797	159,374	152,902

Borrowing Outturn for 2022/23

3.18 During the period to 30 September 2022, the Council reduced its external borrowing by £3.597m. This included repayments of £2.947m towards PWLB Debt, repayments of £0.032m towards the Salix interest free loan and repayments of £0.618m towards the Council's PFI arrangement.

3.19 The budgeted capital spend was funded from internal borrowing (cash balances) with no additional external borrowing being undertaken for the first 6 months of the year. At this time there is no additional external borrowing forecasted to be undertaken by 31 March 2023 but this will be subject to progress on the capital programme and the level of cash balances held.

3.20 The Council's external borrowing position as at 30 September 2022 and expected year end position is illustrated in the undernoted table:

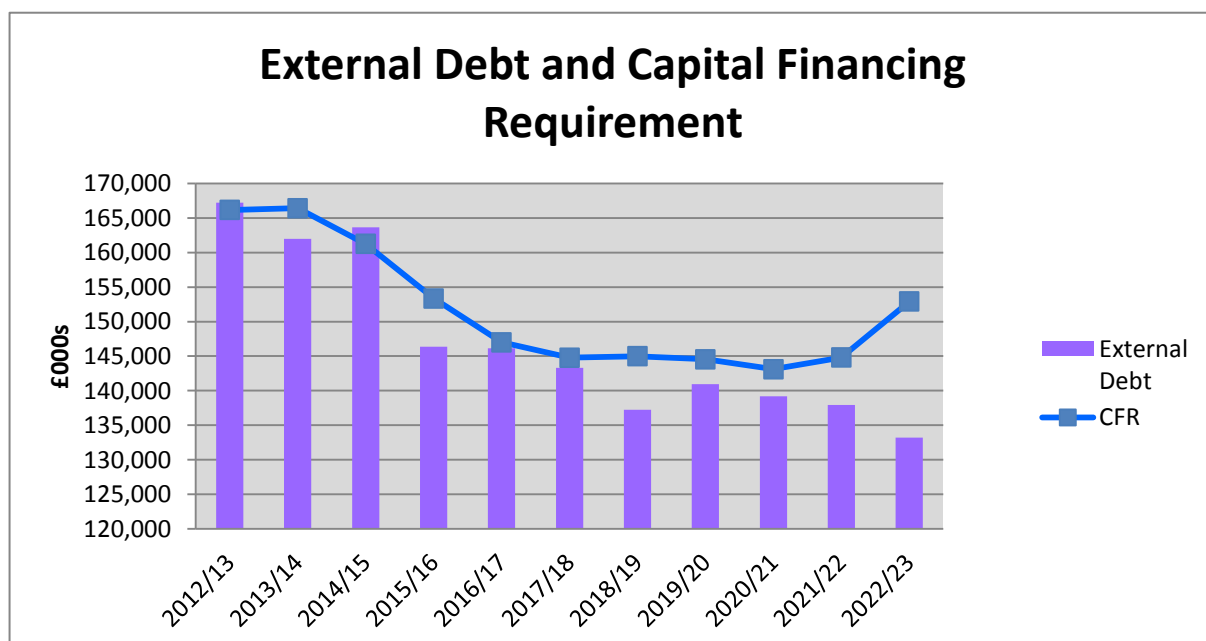
Table 4: External borrowing at 2022/23

	Actual March 2022 £000	Actual September 2022 £000	Projected March 2023 £000
Public Works Loan Board	77,096	74,149	74,149
Market Loans	18,500	18,500	18,500
LOBO Loans	5,000	5,000	5,000
Other long term liabilities	188	156	125
Long term Liabilities - PFI	36,672	36,054	35,437
Total	137,456	133,859	133,211

3.21 The level of borrowing is forecast to marginally reduce by the end of 2022/23. This is on the basis that no new external borrowing is undertaken during the remaining 6 months of the year.

3.22 The following chart shows the actual and forecast level of debt up to the end of 2022/23. In addition to programmed capital spend, repayment profiles of debt maturity mean there are variations in annual change in debt year on year.

Table 5: External debt and Capital Financing Requirement (actual and forecast)



3.23 Overall there is a forecasted reduction in cumulative external debt of £39m (23%) since 2012, showing that over the longer term the Council has not increased its level of debt to finance its capital programme. However the capital programme for 2022/23 to 2041/42, approved by Council at its meeting on 4th March 2022, included a significant increase in expenditure on previous budgets with the expectation that new external borrowing will need to be undertaken over this period to ensure sufficient cash is available to meet the capital investment. As a result external debt is forecast to increase in the medium term, falling again towards the end of the 20 year programme. Repayments towards PFI also continue to reduce the Council’s overall level of external debt on an annual basis.

3.24 In line with the 2022/23 TMSS and Prudential Indicators, total external debt of £133m is forecast at end of the year which remains below the Operational Boundary for External Debt (£146m) and the Authorised Limit for External Debt (£157m).

Borrowing in advance of need

3.25 The Council has not borrowed in advance of need in the six months ended 30 September and has no intention to borrow in advance during the remainder of 2022/23.

Debt Rescheduling

- 3.26 Debt rescheduling opportunities have been very limited in the current economic climate, given the consequent structure of interest rates, which has impacted on PWLB new borrowing rates since October 2010. Consequently no debt rescheduling has been undertaken in the current financial year.

Compliance with Treasury and Prudential Limits

- 3.27 It is a statutory duty for the Council to determine and keep under review the affordable capital expenditure limits. The Council's Treasury and Prudential Indicators (affordability limits) are included in the approved TMSS.
- 3.28 All treasury and prudential indicators set out in the Council's TMSS have been complied with in the financial period to 30 September 2022. These prudential and treasury Indicators are shown in Appendix 2.

4.0 Conclusions

- 4.1 Cash balances as at 30 September were at a level of £45.5m which contributes to supporting the Council's capital financing requirement internally.
- 4.2 The Council's return on investments was higher than most of the benchmark rates for the first six months of the financial year and is marginally higher than the budgeted return.
- 4.3 The Council has repaid £0.618m towards PFI arrangements and £2.979m towards other external debt.
- 4.4. No new external borrowing is expected to be undertaken during the remainder of the financial year.
- 4.5 Immediate cash balances have increased by £4.3m over the first six months of the year and £24m is held in two MMFs and two SDBFs. It is anticipated that the balances in the MMFs and SDBFs will reduce during the remainder of the financial year as funds are transferred to fulfil revenue and capital commitments.

5.0 Sustainability Implications

- 5.1 None

6.0 Resource Implications

6.1 Financial Details

- 6.2 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

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

Yes

6.4 Staffing

6.5 None

7.0 Exempt Reports

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

8.0 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)

Treasury Management Policy Statement and Practices

9.0 Equalities Impact

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

N/A Yes No

10.0 Legality

10.1 In adopting the recommendations contained in this report, the Council is acting within its legal powers. Yes

11.0 Appendices

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

Appendix 1 – Investment Portfolio as at 30th September 2022

Appendix 2 - Prudential and Treasury Indicators as at 30th September 2022

12.0 Background Papers

12.1 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

Treasury Management Strategy Statement 2022/23 - report to Council March 2022

Author

NAME	DESIGNATION	TEL NO / EXTENSION
Helen Coleman	Corporate Accountancy Team Leader	

Approved by

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

APPENDIX 1: Investment Portfolio as at 30 September 2022

Short Term Investments – Counterparty	Principal (£000)	Interest Rate	Type
Bank of Scotland plc	3,000	0.03% Fixed	32 day call account
Aberdeen Standard Money Market Fund	6,000	3.16% Net Average Monthly Yield for December	Instant access
Aberdeen Standard Ultra Short Dated Bond Fund	13,000	3.47% Net yield on an annual basis	Instant access
Blackrock Ultra Short Dated Bond Fund	5,000	3.16% Net Average Monthly Yield for December	Instant access
CSBP Clackmannanshire Investments Ltd	1		
Total Short Term Investments	27,001		

Cash and Cash Equivalents – Counterparty	Principal (£000)	Interest Rate
Royal Bank of Scotland plc	8,433	0.01% (balances above £1m)
Bank of Scotland plc	10,031	1.65% as at 30 th Sept 2022
Other Accounts	32	-
Total Cash and Cash Equivalents	18,496	

TOTAL INVESTMENTS	45,497
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APPENDIX 2: Prudential and Treasury Indicators as at 30 September 2022

Treasury Indicators	2022/23 Budgeted Estimate	Actual as at 30 September 2022	Projected 31 March 2023
	£'000	£'000	£'000
Authorised limit for external debt	157,000	157,000	157,000
Operational boundary for external debt	146,000	146,000	146,000
Gross external debt	133,663	133,860*	133,209
Investments	41,235**	45,497	45,497
Net borrowing	92,428	88,363	87,712

*As at 30 September 2022, Gross external debt consisted of £97.805m fixed rate borrowing and £36.055m liabilities in relation to PFI

**Actual as at 31 March 2022

Maturity structure of fixed rate borrowing - upper and lower limits (excluding PFI)	Upper and Lower Limits	Fixed Rate Borrowing as at 30 September 2022 £'000	% of Total Fixed Rate Borrowing
Under 12 months	25% - 0%	506	0.52%
12 months to 2 years	25% - 0%	0	0.00%
2 years to 5 years	50% - 0%	5,295	5.41%
5 years to 10 years	75% - 0%	3,527	3.61%
10 years and above	100% - 0%	88,477	90.46%
		97,805	100.00%

APPENDIX 2: Prudential and Treasury Indicators

Prudential Indicators	2022/23 Budgeted Estimate (as at September 2022)	2022/23 Projected Outturn as at 30 September 2022	Variance
	£'000	£'000	£'000
Capital expenditure - General Fund Services	19,551	15,453	(4,098)
Capital expenditure - Housing Revenue Account	12,582	10,282	(2,300)
Capital Financing Requirement (CFR) - General Fund	132,868	131,156	(1,712)
Capital Financing Requirement (CFR) - HRA	26,506	21,746	(4,760)
In year borrowing requirement	25,711	18,584	(7,127)
Ratio of financing costs to net revenue stream - General Fund	3.13%	3.13%	0.00%
Ratio of financing costs to net revenue stream - HRA	6.18%	8.06%	1.88%

CLACKMANNANSHIRE COUNCIL

Report to Clackmannanshire Council

Date of Meeting: 2 February 2023

Subject: Wellbeing Hub Development Update

Report by: Strategic Director People

1.0 Purpose

- 1.1. The purpose of this report is to provide Council with an update on the progress of the Wellbeing Hub development and share the next steps and timeline for the project.

2.0 Recommendations

It is recommended that the Council notes

- 2.1. The decision taken by Council at their August 2022 meeting to locate the Wellbeing Hub (WBH) at the Alloa West Pavilion site and adopt the Optimal facilities mix, as detailed in **paragraph 3.1**
- 2.2. The progress on the WBH development since the August 2022 Council meeting as detailed in **paragraphs 3.2.1 to 3.2.17**, in particular:
- 2.2.1 The secondment of a Senior Manager and Team Leader to drive the WBH development as part of the Council's Sport, Leisure and Wellbeing provision as detailed in **paragraph 3.2.1**. The engagement of external communications advisors to develop and deliver a communications strategy that engages stakeholders with the WBH.
- 2.2.2 The decision taken by Council at their October 2022 meeting to progress with a public consultation process, involving Education Scotland, to relocate a new build Lochies School (Lochies) alongside the WBH at the Alloa West Pavilion site.
- 2.2.3 The development of an initial 6-month work programme to complete the briefing and preparation stages of the RIBA Plan of Works process for the WBH and Lochies.
- 2.2.4 An updated governance framework created for the joint development of the WBH and Lochies.

- 2.2.5 The development of communications assets and delivery of communications activity.
- 2.3 The development of a programme of curricular swimming for all Primary 5 school children across Clackmannanshire, as described in **paragraph 3.3**.
- 2.4 The WBH development priorities for the next 6 months as detailed in **paragraphs 3.4.1 to 3.4.8**, in particular:
 - 2.4.1 The Alloa West Pavilion site master planning which will include planned and potential future developments as well as links to travel routes and other key Clackmannanshire development sites.
 - 2.4.2 Agreeing the energy, sustainability and environmental performance approach which best meets the needs of the WBH building as well as the Council's wider estate strategy.
 - 2.4.3 Completion of the strategic documents to inform the design, construction and governance of the WBH.
 - 2.4.4 Ensuring the WBH design brief fully reflects the needs and aspirations of different user groups.
 - 2.4.5 In conjunction with project partners, identifying the most suitable operating model to realise the benefits of the WBH for Clackmannanshire.
- 2.5 The timeline and next steps to progress the WBH project from RIBA Stage 1 to completion as outlined in **paragraph 3.5** and **Table 1**

3 Considerations

- 3.1 August 2022 Council meeting
 - 3.1.1 Council committed to invest in a WBH, to include a swimming pool as part of an Optimal facilities mix. A decision was also taken to locate the WBH at the Alloa West Pavilion site to allow for a more inclusive facility design, as well as being able to realise future development opportunities on the site.
 - 3.1.2 It was noted that the WBH will be part of a wider network of facilities and providers of sport, physical activity and wellbeing programmes across Clackmannanshire.
- 3.2 Since the August 2022 Council meeting work on the WBH has focused on strengthening the development resources, structures and plans alongside building a strong communications platform.

Resources

- 3.2.1 Two new roles have been created to strengthen Council resources driving the WBH development as part of the wider sport, leisure and wellbeing strategy.

- A Senior Manager for Sport, Leisure and Wellbeing was appointed on a secondment basis in early September 2022, funded by our strategic partner **sportscotland**. This fixed term role leads the Council's sport, leisure and wellbeing strategy and service delivery.
 - A Wellbeing Hub Team Leader was appointed in early December 2022 to lead the WBH development. Reporting into the Senior Manager for Sport, Leisure and Wellbeing, this fixed term role works closely with other Council resources as well as managing external advisors and suppliers.
- 3.2.2 External communications advisors were procured and appointed in October 2022 to create a strong communications platform to help engage both internal and external audiences with the WBH development. Progress on the communications strategy and plans are detailed below in **paragraphs 3.2.16 and 3.2.17**
- 3.2.3 These posts add significant capacity to drive the project forwards in addition to project management resources already in place.

Lochies

- 3.2.4 As part of progressing the Learning Estate strategy, Council reviewed multiple potential sites for the location of a new Lochies school and at their meeting in October 2022, Council approved the Education Services proposal to conduct a formal consultation on the relocation of Lochies to the Alloa West Pavilion site.
- 3.2.5 At the same time, Council agreed to progress a funding bid for Lochies under the Scottish Government's Learning Estate Investment Programme (LEIP) programme.

Programme

- 3.2.6 Detailed work planning for the WBH development has continued throughout the period, defining the actions needed to complete the RIBA preparation and briefing stages and sharing this with key internal and external resources.
- 3.2.7 As a result, a Joint Programme has been created for the WBH and Lochies developments. This has informed the development of the full Programme for the design and build of both projects, which is discussed below in **paragraph 3.4**

Site

- 3.2.8 As part of the Programme planning, an opportunity has been identified to create a masterplan for the site to include the development of the WBH, Lochies and other potential development opportunities in the future.
- 3.2.9 This is a key task in the WBH development and is therefore a priority for action as described below in **paragraph 3.4.2**

Governance

- 3.2.10 A Governance structure for the WBH development has been in place since January 2022 and featured a Project Steering Group reporting into the Be the Future Strategic Oversight Group.
- 3.2.11 The Governance requirements were reviewed towards the end of 2022 to ensure the successful development of the WBH as part of the wider Alloa West Pavilion site alongside Lochies.
- 3.2.12 As a result, the Project Steering Group will now be replaced by a Project Board which will oversee a project management structure which includes a Senior Project Team, Client Project Team and various functional teams. This is illustrated in **Appendix A**.

Design

- 3.2.13 Prior to the August 2022 Council meeting, the WBH design work had focused on identifying the space required to accommodate the required facilities mix and has explored the options for how the facilities could be laid out on the Alloa West Pavilion site.
- 3.2.14 Since then, a critical piece of work has been to consider the energy, sustainability and environmental performance standards for the WBH. These must be defined and agreed before the project progresses to the next stage with alignment to the council's longer term strategic objectives. The fundamental decisions taken at this stage will affect the WBH project at all stages of its lifecycle and it is therefore imperative that this is clearly defined at the outset.
- 3.2.15 Therefore, Hub East Central has been commissioned to assess the pros and cons associated with 3 energy, sustainability and environmental options and to quantify the uplifts on capital costs (based on the design team's most recent cost estimates) and potential lower energy usage and operating costs.

Communications

- 3.2.16 The communications advisors have been working closely with the Council communications team to develop a strategy and plan to engage internal and external audiences with the WBH development
- 3.2.17 Key communications activity in the last few months has included:
- Further developing the website to support a social media campaign which will work in different ways to promote awareness of and engage interest in the WBH.
 - Developing an inventory of FAQs which have been added to the website
https://www.clacks.gov.uk/leisure/documents/leisure_fags.pdf

- Launching internal communications activity
- Using local media to help develop the narrative about sport, physical activity and wellbeing in Clackmannanshire, featuring stories about investment in community facilities as well as putting a spotlight on the Alloa West Pavilion site and the WBH development.
- Developing signage for the Alloa West Pavilion site as well as the old Leisure Bowl site to raise awareness of the WBH development and direct people to the website
- Further developing the website to support a social media campaign which will work in different ways to promote awareness of and engage interest in the WBH.

3.3 The Sport & Leisure Team, working in partnership with Scottish Swimming, have developed a programme of curricular swimming which is currently being planned for the summer term 2023. All Primary 5 school children from across Clackmannanshire schools will benefit from this Water Safety and Aquatics Skills programme.

3.4 The next 6 months is an important time for the WBH development as it progresses into the more detailed RIBA design stages. The priorities for this period have therefore been identified as:

3.4.1 Completing the key documentation in terms of the Project Brief and Project Initiation Document for the WBH to enable the successful delivery of the project throughout the next stages.

3.4.2 Completing a critical series of activities to scope, procure and undertake the master planning and development briefing for the Alloa West Pavilion site and the interface with the wider area and adjacent land surrounding the site. This is imperative because there is an important link to the Council's development management and strategic planning processes, particularly in terms of the new Local Development Plan (LDP) which will be in line with the National Planning Framework.

3.4.3 Exploring opportunities for integration between the WBH and Lochies including any functional and technical implications. The output of this exercise is key to informing other work including the master planning, briefing, governance and procurement.

3.4.4 Deciding on which of the energy, sustainability and environmental standards will be adopted for the WBH. Options being explored for the WBH and Lochies are included in **Table 1** below.

Performance Requirement		Option A	Option B	Option C
Wellbeing Hub				
1	Building Regulation Compliance	X		

2	Building Regulation Compliance & Net Zero Public Sector Building Standard (LEIP Standards Equivalent)		X	
3	Passivhaus Certified			X
Lochies School				
4	LEIP Funding Compliant	X	X	
5	Passivhaus Certified			X

3.4.5 Ensuring the WBH design brief fully reflects the needs and aspirations of different user groups through relevant community engagement which allows the design team to hear directly from people about how they want to use the WBH.

3.4.6 Confirm the capital funding requirements and the project budget using inputs from the master planning work, the energy, sustainability and environmental assessment and other benchmarking work.

3.4.7 Development of the Strategic Business Case (SBC) will continue in preparation for the next stage of design.

3.4.8 Further research will continue into the practicable operational model options for the WBH. These options will be appraised as the project progresses including the programme and financial implications to determine the preferred model for the council. In parallel, financial modelling will be undertaken on the capital (CAPEX) and operating (OPEX) costs for the WBH and further funding sources and opportunities will be explored all of which will inform the business case.

3.5 An initial planned timeline for the Wellbeing Hub project construction has been prepared and is included in **Table 2** below.

Task ID	Task Name	Start	Finish
1.	Pre-Construction Design & Procurement Programme	Q1 2023	Q4 2024
1.1.	RIBA Stage 1 – Preparation & Briefing	Q1 2023	Q2 2023
1.2.	Gateway 1 – Approval to proceed to RIBA Stage 2 <i>Strategic Business Case (SBC)</i>	Q2 2023	
1.3.	RIBA Stage 2 – Concept Design	Q3 2023	Q3 2023
1.4.	Gateway 2 – Approval to proceed to RIBA Stages 3 & 4 <i>Outline Business Case (OBC)</i>	Q4 2023	
1.5.	RIBA Stage 3 – Spatial Coordination	Q4 2023	Q1 2024
1.6.	RIBA Stage 4 – Technical Design	Q2 2024	Q3 2024

1.7.	Gateway 3 – Approval to proceed to Contract Finalisation <i>Full Business Case (FBC)</i>	Q3 2024	
1.8.	RIBA Stage 4 – Contract Finalisation	Q4 2024	Q4 2024
1.9.	Gateway 4 – Financial Close	Q4 2024	
2.	Construction Delivery Programme	Q4 2024	Q4 2026
2.1.	RIBA Stage 5 - Construction	Q4 2024	Q4 2026

4 Sustainability Implications

- 4.1 The energy, sustainability and environmental performance requirements for the Wellbeing Hub will be defined and agreed before proceeding to RIBA Stage 2
- 4.2 Opportunity to align with Clackmannanshire Council’s Climate Strategy

5.0 Resource Implications

Financial Details

- 5.1 The Capital cost estimates agreed at the Council meeting in August 2023 indicates a need for additional funding against the current £15.32m allocated in the Capital Budget. Council will be asked to approve a future budget as part of the Council’s Capital Plan

Staffing

- 5.2 The project provides opportunities to develop and employ a local workforce during the development, construction and operation phases of the development.

6.0 Exempt Reports

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

7.0 Declarations

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

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

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

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



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

8.0 Equalities Impact

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

Yes No

9.0 Legality

9.1 It has been confirmed that in adopting the recommendations contained in this report, the Council is acting within its legal powers. Yes No

10.0 Appendices

10.1 Wellbeing Hub and Lochies Governance structure

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


Report to Clackmannanshire Council - August 2022

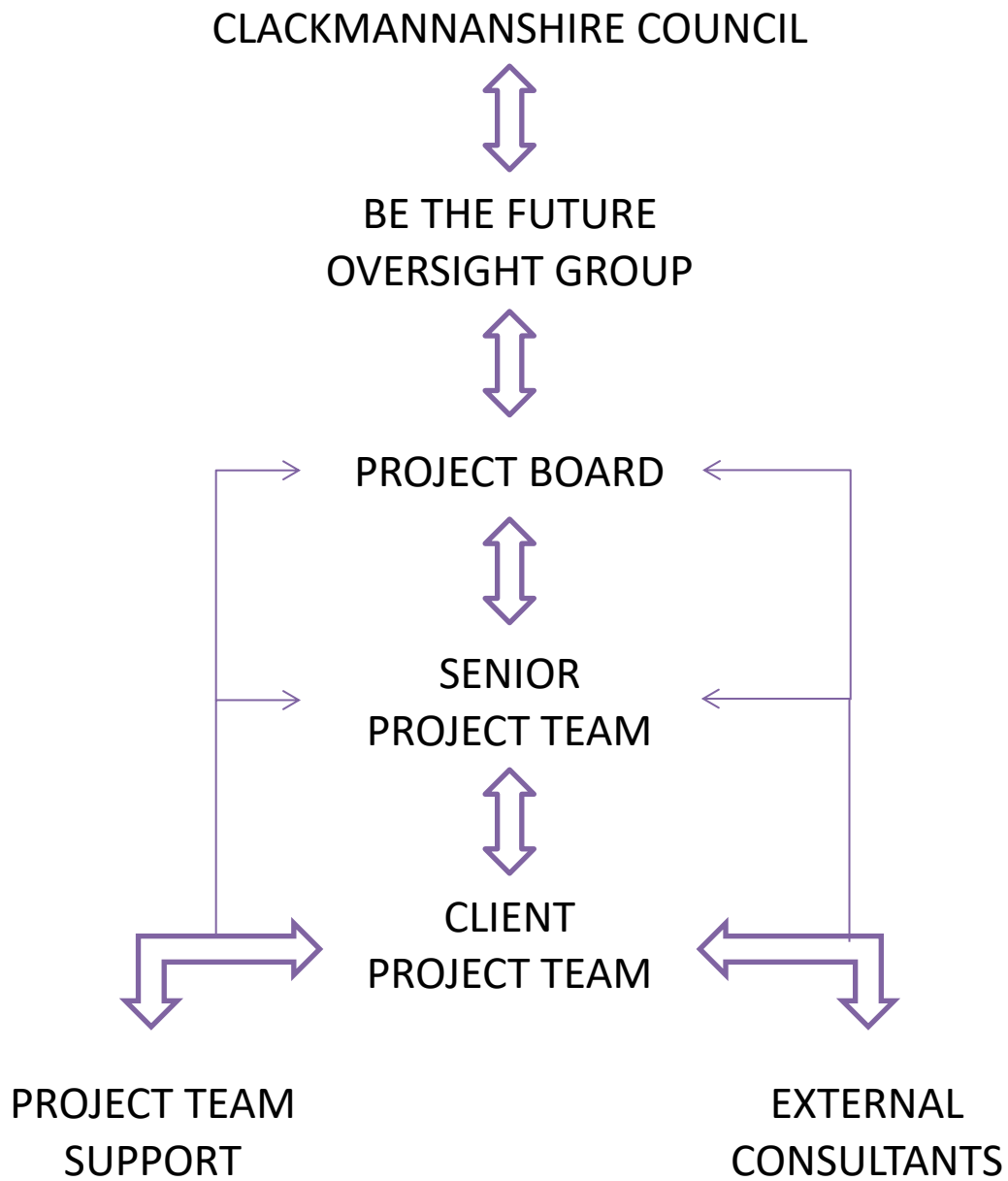
Report to Clackmannanshire Council - October 2022

Author(s)

NAME	DESIGNATION	TEL NO / EXTENSION
Robbie Stewart	Senior Manager	2431

Approved by

NAME	DESIGNATION	SIGNATURE
Lorraine Sanda	Strategic Director, People	



Report to Council

Date of Meeting: 2 February 2023

Subject: Children's Services Plan Annual Report 2021-2022

Report by: Chief Social Work Officer

1.0 Purpose

- 1.1. The purpose of this report is to seek approval of the draft Children's Services Plan Annual Report 2021/22 (**Appendix 1**).
- 1.2. Publication of an annual report setting out progress against the Children's Services Plan is a requirement under the Children and Young People (Scotland) Act 2014.

2.0 Recommendations

- 2.1. Council is asked to comment and approve the content of the draft Children's Services Plan Annual Report 2021/22 and its submission to the Scottish Government.
- 2.2. Council is asked note the report was submitted to the Clackmannanshire Alliance Board meeting on 2 December 2022 and that it will also submitted to the NHS Forth Valley Board for approval.

3.0 Considerations

- 3.1. The Children and Young People (Scotland) Act 2014 introduced new planning and reporting duties on a range of public bodies. Part 3 of the Act requires a Children's Services Plan to be prepared jointly by local authorities and health boards to cover a 3 year period.
- 3.2. Clackmannanshire's Children's Services Plan 2021/24 plan was agreed and approved by The Alliance Board on 22 October 2021 ([Children's Services Plan 2021/24](#))
- 3.3. The Children and Young People (Scotland) Act 2014 places a duty on the local authority and relevant health board to publish an annual report on the extent to which children's services and related services have, in that period, been working towards improving local priorities for children and young people.

- 3.4. Co-ordination, management and monitoring of the Children's Services Plan are undertaken by a range of partners through the Children & Young People's Strategic Partnership Group (CYPSPG). The Children's Services Plan Annual Report 2021/22 has been produced in collaboration with members of the CYPSPG.
- 3.5. The 2021/22 Annual Report demonstrates how partners have worked collaboratively together to make a meaningful and positive difference to improving the lives of children, young people and families in Clackmannanshire and have supported and promoted their health and wellbeing. It contains examples of our key achievements focussed on prevention and early intervention activities; focussed around our shared priority outcomes:
- Children and young people are safe from harm
 - Children and young people have the best possible life experience and opportunities
 - Children and young people understand their rights and are engaged and involved in decision making
 - Children, young people and families can access the right services based on their needs
 - The health and wellbeing of children and young people is improved and inequalities are reduced
- 3.6. Appendix A of the Report sets out the outcome measures we are using to track our performance that helps us to know where we are making a positive difference, where we are making the greatest impact and where we need to focus our collective action to improve better outcomes.
- 3.7. Appendix B of the Report provides a summary update on our progress against actions agreed in our Children and Young People's Plan 2021-2024 around the five Promise priorities which are:
- A Good Childhood
 - Whole Family Support
 - Supporting the Workforce
 - Planning
 - Building Capacity
- 3.8. The achievements outlined in the Annual Report is recognition for all the staffs work over the last year to support our children, young people and their families and carers, and pays tribute to our children, young people, their families and carers for their resilience throughout the pandemic.

4.0 Sustainability Implications

4.1. None.

5.0 Resource Implications

5.1. Financial Details

5.2. There is no financial implication from this report.

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	<input type="checkbox"/>
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

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: Children's Services Plan Annual Report 2021/22

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	Chair, Children & Young People's Strategic Partnership Chief Social Work Officer	5184

Approved by

NAME	DESIGNATION	SIGNATURE
Lorraine Sanda	Strategic Director of People	



Clackmannanshire Children's Services Plan 2021-2024

Keeping our Promise

Annual Report 2021/2022

Contents

- 1. Introduction**
- 2. Our Approach – Keeping Our Promise**
- 3. Clackmannanshire Profile: Children and Young People**
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 - 4.1 Children and young people in Clackmannanshire are Safe from Harm**
 - 4.2 Children and young people in Clackmannanshire have the best possible life experiences and opportunities**
 - 4.3 The health and wellbeing of children and young people is improved and inequalities are reduced**
 - 4.4 Children and young people in Clackmannanshire understand their rights and are engaged and involved in decision making**
 - 4.5 Keeping the Promise in Clackmannanshire**
 - 4.5 (i) Whole Family Wellbeing Funding**
 - 4.6 Children and their families can access a range of support services and family therapies in Clackmannanshire**
 - 4.7 Children and their families can access the right services based on their needs**
- 5. Appendix A: Performance Measures**
- 6. Appendix B: Progress on Outcomes**

Introduction

Welcome to Clackmannanshire's Children and Young People's Plan 2021-2024 Annual Report, *Keeping our Promise*. This report sets out how Clackmannanshire Children and Young People's Strategic Partnership has worked collectively together during 2021/22 to implement agreed activities to make a meaningful and positive difference to improving the lives of children, young people and families in Clackmannanshire, keeping them safe and promoting their health and wellbeing. It contains examples of our key achievements focussed around our shared priority outcomes:

Children and young people are safe from harm

Children and young people have the best possible life experience and opportunities

Children and young people understand their rights and are engaged and involved in decision making

Children, young people and families can access the right services based on their needs

The health and wellbeing of children and young people is improved and inequalities are reduced

Appendix A sets out the outcome measures we are using to track our performance that helps us to know where we are making a positive difference, where we are making the greatest impact and where we need to focus our collective action to improve better outcomes. The pandemic has had an impact on the availability and quality of data. We have used the timeframe of 2021/22 for our data however where this has not been possible the most recent available data has been used.

Appendix B provides an update on our progress against actions agreed in our Children and Young People's Plan 2021-2024.

The impact of Covid-19 pandemic on our children and families, our workforce and services has been incredibly difficult and the significant pressures, challenges and direct effects and harms are still being felt as we continue in our response to, and recovery from the pandemic. This is against a backdrop of high need in our communities which continues to be challenging, with a higher than average care experienced population, higher levels of domestic abuse, rising poverty rates amongst our children and higher levels of deprivation currently being experienced within our communities. The growing cost-of-living crisis only risks making the current challenging context and complexity of need for families and communities worse.

As a community planning partnership we recognise more than ever the importance of maintaining a relentless focus to support recovery, reduce inequalities and improve better outcomes for our children, young people, families and the communities we serve through working together collaboratively and making the best use of our collective resources. Getting it right for every child, young person and family, our focus on holistic whole family support in keeping families together and Keeping our Promise to our care experienced children and young people has never been more important.

As Chair of the Children and Young People's Strategic Partnership, I want to express my sincere thanks to all the staff across the community planning partnership who continue to make a positive difference to children and young people's lives. I also want to pay tribute to our children, young people, their families and carers for their resilience. The pandemic has impacted on relationships, mental health and wellbeing and placed many families under significant pressure. Through our Children's Services Plan activities, and our focussed activities on prevention and early intervention, we will continue to mitigate the potential for widening health and social inequities for children and families in Clackmannanshire.

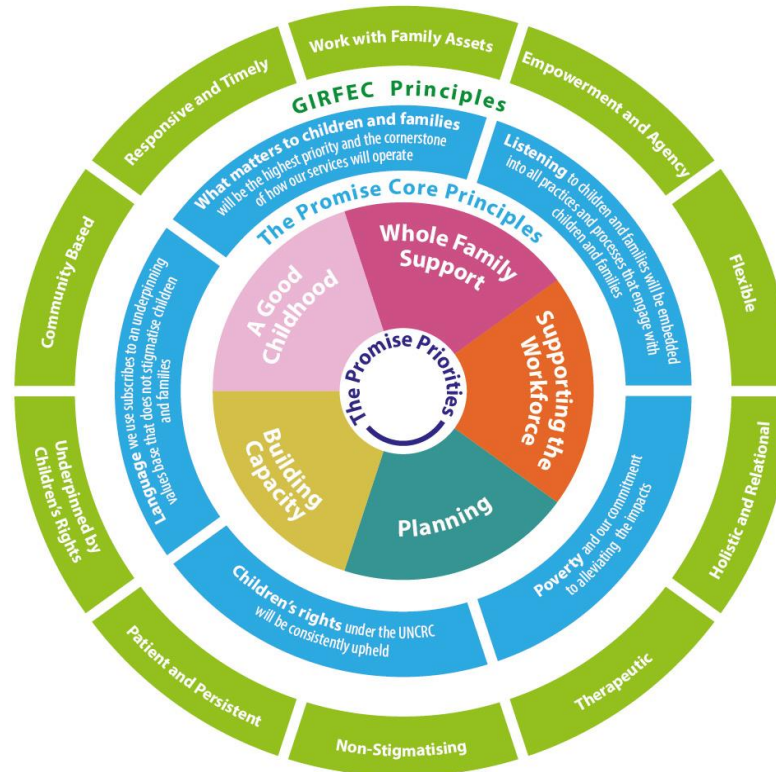
Sharon Robertson, Chair, Clackmannanshire Children and Young People's Strategic Partnership

Our Approach *Keeping our Promise*



Our Vision:

We want Clackmannanshire to be a great place for children and young people to grow up. We will do this by ensuring they have the best opportunities and life chances; experience a safe and happy childhood; develop positive wellbeing and can access high quality learning and development opportunities



Our Outcomes:

- Children and young people are safe from harm
- Children and young people have the best possible life experience and opportunities
- Children and young people understand their rights and are engaged and involved in decision making
- Children, young people and families can access the right services based on their needs
- The health and wellbeing of children and young people is improved and inequalities are reduced

Clackmannanshire Profile: Children and Young People

- *Across Clackmannanshire, there were 6731 pupils in our schools (3,895 primary school pupils, 2,758 secondary school pupils and 78 pupils who attend our Special Schools), an increase of 1.6% over the last 5 years.*
- *31.8% of all pupils in Clackmannanshire establishments live in our most deprived areas (SIMD Q1); 14.6% live in our least deprived areas (SIMD Q5); compared nationally to 22.4% and 19.3% respectively.*
- *In 2020/21, the rate assessed and/or declared as having a disability per 1,000 pupils was 13.7, much lower than the Scottish rate of 27.1. Across our schools, 29.6% of our primary school pupils have Additional Support Needs (ASN), which is slightly higher than the Scottish average of 27.7%. 37.6% of our secondary school pupils have ASN, lower than the Scottish average of 38.2%.*
- *63.7% of primary school pupils and 18.7% of secondary school pupils are registered for Free School Meals; an increase 23% since 2017/18 for primary school pupils and 15% for secondary school pupils (reflects changes in living costs). Scottish average 64.9% for primary & 17.7% for secondary).*
- *23.4% of children are living in poverty in Clackmannanshire, higher than the Scottish average of 20.4%, fourth highest in Scotland.*
- *Across Scotland, the teenage pregnancy rate (under 20yrs) is at its lowest level since reporting began in 1994. The rate fell from 30 per 1,000 women in 2018 to 23.9 per 1,000 in 2020/21. Despite a previous falling trend, the rate of teenage pregnancies increased from 34.9 to 46.8 per 1000 women – this figure has reduced to 32.8 per 1000 women in 2020/21.*
- *There is a higher than average rate of suicide in young people (11-25 year olds) – 16.3 per 100,000 population, while the Scottish rate is 10.8 per 100,000 population.*
- *Clackmannanshire has higher than average rates of domestic abuse – 151 per 10,000 population (with a Scottish rate of 115 per 10,000 population). The rate of domestic abuse remains the third highest in Scotland.*
- *In 2020/21, 161 children were referred to the Children's Reporter, a third less than the year before. The highest proportion of referrals came from the Police. The highest referral is in relation to parental care/neglect, which accounts for 50% of all referrals in 2020/21; followed by Schedule 1 offences (22%), committed an offence (16%) and experienced domestic abuse (8%).*
- *The total number of care experienced children and young people across Clackmannanshire as of 31st July 2021 was 270; 2.7% of the 0 to 17 year population; higher than the previous year at 2.5% and higher than the Scottish average of 1.3%.*

- *Of those care experienced children and young people “starting to be looked after during 1 August 2020 to 31 July 2021”, 21% were children aged under 5 years.*
- *The largest proportion of care experienced children and young people continue to be looked after by friends/relatives, almost half at 46%; this is higher than the Scottish average which is 33%.*
- *Clackmannanshire has a much higher use of external foster care provision for care experienced children and young people at 23% compared to the Scottish average of 10%.*
- *During 2021, 5% of care experienced children in Clackmannanshire had 3 or more placements and similar to the Scotland average of 4%.*
- *The number of children and young persons on the Child Protection Register as at 31 March 2022 equated to 19 children (rate of 2.1 per 1,000 of the 0-15 population). This is a significant decrease of 57% from 31 March 2021 where there were 44 children on the register (rate of 4.9 per 1,000 of the 0-15 population) compared to the Scottish average rate of 2.3 per 1000 population). In Clackmannanshire, neglect and domestic abuse were the highest registered concerns for children on the register for both 2021 and 2022.*

Key Achievements

Outlined below is a summary of our collective work and collaborative efforts we are undertaking as a partnership to improve the wellbeing, opportunities and life chances for children, young people and families in Clackmannanshire through the delivery of our Children's Services Plan. In particular, we highlight our effective approaches and activities to support prevention and early intervention and range of universal, targeted and specialist services and initiatives.

Children and young people in Clackmannanshire are Safe from Harm

Protecting our most vulnerable children, young people, and families is a key partnership priority. During 2021/22 we developed and implemented a new e-IRD (Initial referral discussion) process across Forth Valley. Appropriate staff across Social Work/Police/NHS/Education are all trained in using the system. The live/dynamic system is highly effective in enabling staff to view IRD information in real time, share information timeously and make joint decisions in response to child protection concerns that ensures the right support at the right time. A robust approach to quality assurance of the IRD process is through the e-IRD steering group and dip sampling undertaken to quality assure recording of information and decisions taken. We are progressing work on implementing the new Scottish Child Interview Model (SCIM) for joint investigative interviews with our Forth Valley partners that will ensure children and their families receive the practical and emotional support they require to recover.

Clackmannanshire Justices and Child Care Services are working collaboratively in the delivery of a pilot non court mandated Caledonian Domestic Abuse Programme. This pilot has now entered its second year with additional funding again being granted by the Scottish Government to allow a dedicated Women's Worker to be employed to support survivors of Domestic Abuse as part of the Caledonian systems approach. Clackmannanshire Council are being supported in the delivery of this system by SACRO. The aim of this programme is to provide earlier intervention and support at an earlier stage. It is taken from the court mandated accredited programme and provides clear guidance in terms of assessment and intervention with perpetrators and survivors. In conjunction with Criminal Justice Services, spaces for perpetrators to attend the group work element of the programme have been secured as well as training opportunities, support and guidance for staff.

Clackmannanshire Council continue to deliver Safe & Together Training; our approach to tackling domestic abuse and improving the support given to women and children, as well as to perpetrators of domestic abuse. The model provides staff with a perpetrator focus approach, developing awareness and understanding of areas such as coercive control whilst also highlighting multiple pathways to harm. This provides a recognised approach to assessment and delivery of service which holds the perpetrator accountable for actions. This approach is heavily embedded within the Caledonian System and provides staff with the necessary tool kit and shared language to provide a whole systems approach. This training is also provided to partner agencies and stakeholders. Our public protection learning and development advisor facilitates Safe & Together briefings to a multi-agency audience as part of the multi-agency public protection training agenda. The focus of the briefings is to make practitioners aware of the principles and components of Safe & Together to help in the systems change and the culture shift to domestic abuse. A four day Safe & Together Core practice training was delivered in December 2021 to a multi- agency audience including child care staff. Routine Enquiry is also undertaken in health settings.

Digital wellbeing within schools was identified as a focus across all council areas within the Forth Valley and West Lothian Regional Improvement Collaborative (RIC) which includes Clackmannanshire. This led to the Central E-Safety Partnership being re-established and rebranded as the Forth Valley West Lothian RIC E-Safety Partnership to help celebrate great uses of the internet and mobile technology and promote its safe use. The Partnership has established a website:

<https://blogs.glowscotland.org.uk/glowblogs/fwv/ric/hwb/wize-digital-wellbeing/> and promoted Safer Internet Day (8th February 2022) the theme of which was “All fun and Games? Exploring respect and relationships online.”

Time 4 Us works across Forth Valley providing support to children and families who have been impacted by substance use. The service aims to increase parenting capacity and enhance children’s self-esteem, confidence and resilience whilst supporting families to make positive choices. The service works in partnership with children, families and professionals ensuring the best outcomes are achieved together. The Time 4 Us service receives referrals from social services, education, addiction services, health, and self-referrals, and has a proven track record of enhancing children and young people’s emotional and mental wellbeing and reducing risk and harm in relation to substances. Over the past year Time 4 Us seen an increase in referrals by 253% as a result of the complexity of situations for families escalating, all impacted by COVID and now the cost-of-living crisis. The average length of time supporting children and families is 35 weeks.

Work has continued at pace to develop evidence based trauma informed services for children and young people at risk of suicide. These include the development of digital crisis intervention services; participation in a multi-agency suicide prevention forum; and targeted communication and marketing activities. These areas of work sit under wider work streams within the **Mental Health and Wellbeing in Clacks Transformation Project**. This project aims to develop a whole-systems approach to supporting the mental health and wellbeing of children, young people and their families within Clackmannanshire, to better promote prevention and early intervention within local communities. The project includes work on referral pathways, new services for specific age groups of children and young people and spaces/places to deliver support, through to staff health and wellbeing and workforce development.

Our **Digital Crisis Intervention Service** has been in operation since 1st April 2021. The service is offered via *Shout*, the UK’s first text-based, crisis intervention service that is available 24/7. We entered into a ‘keyword partnership’ with Shout to provide a bespoke point of access for Clackmannanshire residents (the first local authority in Scotland to do so) – by texting ‘Clacks’ to 85258. As predicted by *Shout*, our usage figures have taken time to build over the past year, but the impact of our extensive communication and marketing activities are beginning to bear fruit with more consistent usage of the service month on month. 26% of texters since April 2022 have used the service more than once, indicating that they found the service a useful source of support. The service has been used throughout all hours of the day, but usage figures mirror those of all of our digital services to indicate that out of hours services are necessary for our population.



Suicide is regularly the most common reason for individuals accessing *Shout*, highlighting the need for a service which can deal with this level of risk. However, no texters have yet required an active rescue by the emergency services, indicating that the risk assessment and de-escalation processes embedded within the service may be evidencing a reduction in harm. Suicide figures for Clackmannanshire fell in 2021, with no suicides taking place in anyone under the age of 43. So far in 2022 the youngest suspected suicide is for an individual aged 34. Work is ongoing to understand the reasons for this fall and what role the new services could be playing in suicide prevention.

A new Children and Young People's Suicide Prevention sub-group is in the process of being established which will feed in to the wider Suicide Prevention Group operating across Stirling and Clackmannanshire.

We continue to pursue a persistent and relentless communication strategy in relation to all of our mental health work, including suicide prevention. We have undertaken a number of creative approaches to sharing the information about our Digital Crisis Intervention Service to raise awareness of the service and confidence in Clackmannanshire residents in trusting the service. This includes ongoing social media campaigns themed around monthly content e.g. Alone in August (focusing on loneliness and isolation), Stay Safe in September (focusing on Self-Harm and Suicide), OCD in October on Twitter and Instagram. Printed media including posters, banners, stickers and badges continue to be displayed in prominent sites around Clackmannanshire including in secondary school hub areas, railings on busy roundabouts, on council vehicles and in local shops. Other activities include networking with colleagues across the authority in a variety of organisations including sports clubs, articles in local press and magazines such as 'Love Local' (delivered to every household in Clackmannanshire) as well as radio news coverage. An in-person event is planned to take place in Alloa Town Hall in November 2022 for children and young people, their families and professionals to drop in and learn more about the digital and face-to-face services that have been launched, including our crisis service.

We have developed a series of three Clacks Academy modules based around the *Ask, Tell, Save A Life* materials on suicide awareness and reduction from NHS Education for Scotland (NES) materials. We have listened to feedback from a variety of sources regarding the content that we share being less appealing to a male audience and have undertaken a scoping discussion to explore whether there are specific actions we need to take to target the male population of Clackmannanshire. Our November social media content will focus on men's mental health to tie in with *Movember*.

Children and young people in Clackmannanshire have the best possible life experiences and opportunities

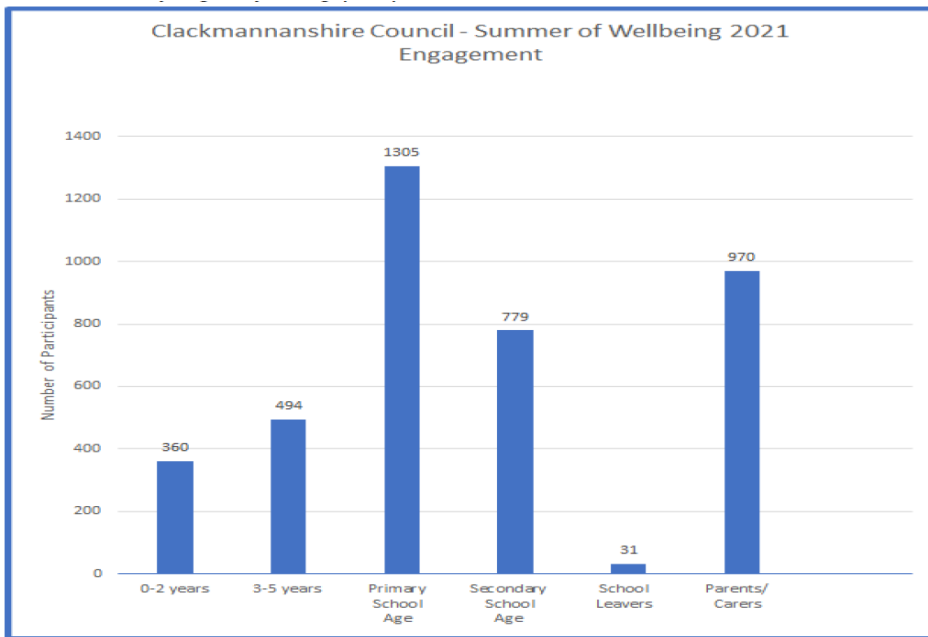
Since the re-introduction of free extra curricular Active Schools Clubs in August 2021 pupils from Primary 1 to Secondary 6 have had the opportunity to access weekly sport and physical activity sessions in their own schools. This additional activity is fully inclusive ensuring that children can get active, improve their skills and benefit from a safe, social setting on a weekly basis which was missing on this level during COVID. During this period 50% of the primary school roll attended sessions. This programme continues to be expanded and developed across all schools.

An annual programme of festivals and competitions has been fully re-introduced and as a legacy from the delivery model introduced during COVID restrictions events range from in-school to cluster to Council wide events. This variety of methodologies has allowed us to increase the reach of the events to every Primary 1 to Primary 7 pupil ensuring that children can experience a festival style sport, learning about being part of a team, building resilience and what it means to win or lose. During 2021/22 100% of primary aged pupils attended at least one event.

Sports Development introduced a new Learn to Swim programme on the back of survey results and this programme now enables 70 children a week to learn the important life skill of swimming. This programme continues weekly and more time is being sought to offer the programme more widely. In addition twice weekly water confidence sessions are offered to children and young people with additional support needs at Alloa Academy and over 50 attendees have benefitted from this 1-1 provision.

During Easter and Summer 2022 holiday camps and activities were again offered to children and young people across a range of sports. Working with Education colleagues a targeted programme of support was offered free to families to ensure that young people had access to safe environments during these holiday periods whilst socialising and getting active. 100% of families rated their enjoyment of the activities as excellent and 100% of their children enjoyed the experience.

Clackmannanshire's 'Summer of Wellbeing' Programme (June - September 2021) was part of the Scottish Government's 'Summer of Play' initiative, allocating £162,000 to Clackmannanshire Council to work in partnership with local community groups, to deliver enhanced summer holiday provision. In addition, £27,000 was provided to Active Schools from Sport Scotland to develop a Sport and Physical Activity programme. The aim of these programmes was to improve the wellbeing of children and young people and families across Clackmannanshire, particularly those adversely affected by the impacts of the COVID pandemic. Clackmannanshire Summer of Wellbeing 2021 offered free or low-cost access to a wide range of activities for children and young people within their communities, with £10,000 of funding distributed across 20 clubs/groups and organisations to enhance, support and subsidise summer activity. Funding applications ranged from paying for places, buying equipment, training coaches amongst others. Payments were given directly to a small group of families working with Community Learning Development, and all kinship carers and families of children who attend ASN specialist provisions.



"A fantastic programme was on offer to children in Clackmannanshire. Resources were well used and we would definitely sign up in any future programme offered" - Parent

Summer 2021 Stats

199 participants over all 8 programmes. Of these pupils 30 were identified vulnerable young people supported to attend

54 Sports Development Staff, Coaches, Sports Leaders, Volunteers and Community Club Coaches delivered the programme.

3960 hours of participant activity
533 hours of activity from targeted vulnerable young people
2460 hours of delivery from staff

Over 20 sports over 16 programmes on offer

Evaluation Data

When asked to rate from 1 = lowest and 5 = highest

83% rated the quality of activity as 5/5
87% rated the coaches as 5/5
86% rated their child's enjoyment as 5/5
No responses rated any of the aspect of the programme as lower than 3/5

The Summer of Wellbeing programmes were facilitated by 12 council education services, 17 community based partners and 16 local sports clubs, some of which are new partnerships. Activities were offered as universal and targeted and included art, music and craft, over 20 sports, camp craft, therapeutic sessions, visits, day trips and all included a free lunch. The programmes reached a total of 3168 children and young people and 970 parents/carers. Based on enrolment data for 21/22, this equates to participation of approximately 50% of 3 to 5 year olds, 36% of primary aged children and 29% of secondary aged young people.

Raising attainment in literacy and numeracy and closing the poverty related attainment gap continues to be an area of relentless focus and a key priority for all of our school establishments. In collaboration with our attainment advisor Local Authority Pupil Equity Fund Guidance was developed to support establishments to effectively plan targeted interventions. 100% of establishments report that their improvement planning clearly outlines how Attainment Scotland Funding is used to provide targeted interventions in literacy, numeracy and health and wellbeing to close the poverty related attainment gap.

A range of bespoke interventions to support closing the poverty related attainment gap and ensuring equity and excellence across the programme have resulted in:

- An increase in the percentage of learners living in quintile 1 achieving Literacy (P1, 4 and 7 combined)
- An increase in the percentage of learners living in quintile 1 achieving Numeracy (P1, 4 and 7 combined)
- A narrowing of the Literacy (P1, 4 and 7 combined) attainment gap between learners living in quintile 1 and quintile 5
- A narrowing of the Numeracy (P1, 4 and 7 combined) attainment gap between learners living in quintile 1 and quintile 5.

In 2021 Clackmannanshire Council agreed a programme to roll out digital devices for all school pupils including all care experienced children and care leavers. The programme aims to provide all pupils with a digital device to support their learning whilst ensuring equity of digital access for all pupils. Programme delivery is in its second year with over 1900 Chromebooks and 130 iPads distributed to all secondary cohorts and School Support Service. All EASN pupils at Lochies, Alva Primary ASD, Alloa Academy EASN pupils received an iPad.

In the 2020-21 academic years, 122 young people were supported by the **MCR programme** in Secondary Schools across Clackmannanshire. The tables below show the cohort characteristics and support type.

Group 1 (S1-S6)	<ul style="list-style-type: none"> Care experienced or previously care-experienced 	81
Group 2 (S1-S6)	<ul style="list-style-type: none"> Cusp of social care Informal kinship care Asylum seekers Experience of bereavement or serious illness Living with relative with addiction challenges Young carer Young people with experience of relatives being in prison 	41

Number of young people in each year group

S1	S2	S3	S4	S5	S6	Total
32	26	34	19	9	2	122

Support type

Group Work Young people participating in weekly group work during the academic year. Group work focuses on building self-esteem and confidence, strengths and interests, teamwork, problem solving and employability skills.	58
Mentored Young people matched and meeting with their mentor on a weekly basis including those who left school during 20/21	52
PC supported Young people provided with additional, individual support from the PC. This is on a frequent and regular basis; 45 minutes or more each week. Often, PCs are asked to coach and mentor young people to support their wellbeing or attendance and prepare them to have a volunteer mentor in the future.	4
Young people engaging with PC towards Mentoring	8

Voices from Clackmannanshire schools

"It's just been a really positive experience. It's really easy, you're really supported by all the staff at MCR Pathways and you've got lots of resources. It keeps you really present with young people as well."

Francis* - Mentor, Lornshill Academy

"I was delighted to meet my mentee for the first time. We have already formed a fantastic relationship. I hope to guide and support her through some of the most important years of her life, pass on any sound knowledge and experience that may help her along the way as she moves on to her next stage in life and we become friends forever. I would encourage anyone to sign up to become a mentor and be part of Young Clackmannanshire Talent - you will not regret it!"

Helen* - Mentor, Alloa Academy

"I've really enjoyed having the opportunity to get to know a young person and hopefully made a positive difference to their life."

Ailie* - Mentor, Alva Academy

"My favourite thing about having a mentor is that they can give ideas of things I might like to do or try or take part in. They also have some similar interests to me that we can chat about."

Hannah* - Young Person, Alva Academy

"I feel a lot more confident with what I want to do when I leave school and the options available to me."

Joanne* - Young Person, Lornshill Academy

"That one-to-one meeting they have, the mentors maybe only speak to them for an hour, but we get the benefit on the other side and see the excitement of our young people as they wait to meet their mentors. We see the benefit it has once the mentor leaves, the difference just being able to talk openly and honestly about where they're at can make. We see that benefit in the classroom. That one hour the mentor gives up is absolutely vital. Sometimes they don't see it, but it's absolutely crucial now. It's a main part of our school and something we definitely want to continue to grow and utilise in the school."

Phil Arnold - Depute Head Teacher, Lornshill Academy

"I always look forward to catching up with my wee pal and I'm really excited to see her smiley face every week."

Justin* - Mentor, Lornshill Academy

Improving the mental and emotional wellbeing of children and young people continues to be one of our highest priorities. **Driving Change in Mental Health for Children, Young People and Families** is a programme about doing things differently to improve mental health and wellbeing for children, young people and families in Clackmannanshire and delivers across nine key work streams.

**DRIVING CHANGE IN MENTAL HEALTH FOR CHILDREN, YOUNG PEOPLE AND THEIR FAMILIES
TRANSFORMATION PROJECT OVERVIEW**

We want to do things differently to improve mental health & wellbeing for our children, young people and their families.

There are 9 workstreams in the project, all designed to add to or improve existing services within Clackmannanshire, with 3 cross-cutting themes which run through all the workstreams.

Themes

<p>CO-PRODUCTION </p> <p>Making sure the voices of children & young people, and their parents/carers are central to the development of new or improved services and supports</p>	<p>COMMUNICATIONS & MARKETING </p> <p>Getting information and resources out to the people that need it, quickly and efficiently via a number of sources</p>	<p>QUALITY ASSURANCE & EVALUATION </p> <p>Using data to make sure that the services we are designing are making a difference to our communities through improved outcomes</p>
<u>Workstreams</u>		
<p>REFERAL PATHWAYS & DIRECTORY OF SUPPORTS </p> <p>To help know what's out there and how to access it</p>	<p>MULTI-AGENCY FORUM </p> <p>A single point of access to allocate mental health supports & services following the principle of 'Tell Us Once'</p>	<p>COUNSELLING IN SCHOOLS SERVICE FOR 10-18 YEAR OLDS </p> <p>For longer term, direct support via 'talking' therapy</p>
<p>CREATIVE THERAPEUTIC INTERVENTIONS FOR CHILDREN SERVICE </p> <p>For longer-term, direct support that is developmentally appropriate for 5 - 9 year olds</p>	<p>MENTAL HEALTH SUPPORT FOR 16-26 YEAR OLDS </p> <p>To make sure our most vulnerable young people get the support they need</p>	<p>DEVELOPING 'ONE DOOR' COMMUNITY SPACES </p> <p>To provide support in the heart of our communities both face-to-face and online</p>
<p>COMMUNITY ASD (AUTISM SPECTRUM DISORDER) ASSESSMENT PATHWAY </p> <p>For diagnostic assessments that are timely and happen in the context of the child/young person</p>	<p>STAFF HEALTH & WELLBEING </p> <p>Looking after our biggest asset - our staff</p>	<p>WORKFORCE DEVELOPMENT </p> <p>Providing training and support across all sectors</p>



A continuum of digital and face-to-face supports has been developed to support mental health and wellbeing for children, young people and their families. This continuum offers a range of supports across different age groups, some of which offer 24/7 availability, delivered either virtually or face-to-face. This enables children, young people and their families to create packages of support that most suit their needs. Four new digital services have been introduced - *Mind Moose*, *Kooth*, *Togetherall* and *Shout* - covering the entire age range from 5-26 years (providing support for both mild/moderate and crisis level difficulties) and a directory of mental health supports created. To date, the digital services have been accessed by just over 600 individuals (around 5% of our target population - our digital services have usage aims of between 5 and 10%). Although time of use within the day fluctuates, all of our open-access services show a high level of use out of normal working hours, indicating the importance of providing services around the clock. The reported impact varies by service and is dependent on users engaging with optional evaluation activity, but evaluations indicate that users are making progress towards self-identified goals, have found the support they received helpful, and would recommend the service to others/use the service again.

- **Mind Moose: 72% of Clackmannanshire primary schools using the Mind Moose programme**
- **187 children and young people registered for Kooth, which is approximately 6% of the total 10-18 year olds**
- **37.7% of logins to Kooth take place out of hours; highlighting the continuing need for services that operate outside normal working hours**
- **Text Clacks: 60 conversations taking place across the first year**
- **17% of “texters” have used the service more than once indicates a need for “out of hours” services are needed**
- **Just under 30% of conversations mentioned Suicide [risk assessment protocols instigated]**

Two new face-to-face services have also been introduced in the past year - **Creative Therapeutic Interventions for Children (CTIfC)** and **Counselling in Schools (CiSS)**. A third face-to-face service - the **Throughcare and Aftercare Wellbeing Worker Service** - is about to be introduced. Just over 550 children and young people have been referred to our two face-to-face services with statistically significant improvements in wellbeing scores for those accessing Counselling in Schools and improvements in wellbeing for those accessing Creative Therapeutic Interventions for Children that are heading towards statistical significance. This continuum of support will continue to be further developed and adapted based on feedback and any gaps in need identified by our communities.

Our Getting It Right For Every Child (GIRFEC) Forum, which meets bi-weekly, functions as a single point of access to allocate mental health and wellbeing supports and services. Thirty-five young people have been brought to the Forum since it started in October 2021 with key sources of support being *Creative Therapeutic Interventions for Children* and *Counselling in Schools*. Packages of support have been put in place for these children and young people and early signs of improvement in their wellbeing are being evidenced through CiSS and CTIfC evaluations.

The Youth Council secured funding through the Mental Health Transformation Programme for the Youth Bank, where young people make applications on behalf of a group to develop health and wellbeing activities. Eleven applications were made and 8 were successful.

The health and wellbeing of children and young people is improved and inequalities are reduced

The NHS Forth Valley **Family Nurse Partnership (FNP)** helps first-time parents aged 19 and under give their babies a healthier start to life and seeks to improve the rate of young mothers accessing ante natal care and post natal maternity services. The service provides support to teenage mothers to support them to engage with services early and throughout their pregnancy. The programme is research based that aims to ensure best outcomes for families through delivery of evidence based intense home visiting programme.

- 73.3% of eligible teenage parents from Clackmannanshire enrolled with the Family Nurse Partnership programme in 2021/22
- 80% of young mothers received the recommended optimum programme delivery during pregnancy.
- 2021 also saw a 58% reduction in teenage pregnancy across Clackmannanshire from 2020.

A new Baby Financial Health Service was established as a partnership between NHS Forth Valley (NHSFV) and Citizens Advice Bureau (CAB). The service provides direct access for families referred from health visitors. In 2021/22 the service was fully funded by NHSFV April to September. During this period, CAB received 21 referrals which resulted in £27,120 financial gain for the clients who subsequently engaged. 85% of advice focused on benefits, 9% on housing and 3% on tax and utilities & communications, respectively. All families are offered referral to Income Maximisation Project (CAB) at or by 6-8 week review and at other contacts up to and including 13-15 months. In addition families transferring into area (particularly immigrant families) are offered referral.

During 2021 Health Visiting Service remained on a reduced Universal Pathway as dictated by COVID guidance from Scottish Government. Currently there are 2600 children on Health Visiting caseloads across Clackmannanshire. 20% of these children have been assessed as having additional or unmet health needs. All children assessed as having additional or unmet needs have been and continue to be offered the full Universal Pathway suite of visits as a minimum (11 in total, pre-birth to preschool) since the start of the pandemic, throughout 2021 and continue to be the case. Children assessed as having no unmet needs have been offered a reduced number of Universal Pathway contacts, typically 7 contacts across the 0-pre-school age span in accordance with SG and NHSFV COVID guidance for Health Visitors. Health Visitors deliver the full Universal Pathway to any child in kinship care as a minimum. There has also been a reintroduction of face to face groups for parents of children aged under 1 years and 2-3 year olds, with a Public Health focus delivered by HV Support staff.

Work continues through the **Clacks Good Food Partnership** programme to review options for dignified food provision including holiday hunger programmes, promotion of Best Start Grants and community based kitchens. Delivery of REHIS training has continued, with support to some Primary schools for the Food, Families, Futures programme. Ongoing support to community food groups and gardens was provided by the Clacks Good Food partnership during the pandemic. Cooking and growing skills training has been delivered to young people, families and also to volunteers supporting their communities. This has helped build capacity in communities and bolster their resilience though improved access to nutritious food. 50 participants,

including 20 young people, showed increased confidence in preparing nutritious meals for themselves and others. Around 20% of participants are passing skills on to families they work with, or hosting community meals for larger groups of families – creating a significant multiplier effect regarding the level of increase in access to nutritious meals. Programmes have been delivered by founding partner of Clacks Good Food, NHS Forth Valley Nutrition's Community Development teams, contributing to its vision of making healthy food accessible and affordable for all. There is potential to deliver further food programmes as part of a wider wrap-around afterschool care pilot in 6 venues across South and East Alloa over Winter 2022/23.

Thrive to Keep well Programme in Clackmannanshire is a 16 week programme supporting parents in deprived areas to improve their mental health & well being and life circumstances a first step back into social connections and learning as part of stage 1 and pre-engagement into employability skills pipeline. The Prepare to THRIVE pilot began in August 2021 aimed to support participants to become comfortable being in groups after 18 months of COVID-19 restrictions and the development of a short programme to support future participants to gain confidence to attend the THRIVE to Keep Well Programme. Nine participants completed the programme with high attendance and all reported an improvement in wellbeing. Feedback suggested feeling more confident going out after Covid-19 and being with others as well as feeling calmer and life being a bit easier. In February 2022, 6 of these participants moved on to the THRIVE to Keep Well programme, with 5 completing it in June 2022. The participants recorded improved wellbeing, both mental and physical, and increased confidence to move on and engage with further community projects, including volunteering and further learning opportunities.

Since January 2022 **Pre Employability in Clackmannanshire** (PEC) has been operational with funding support from the Community Renewable Fund UK Fund. PEC provides a range of supports to help those who are unemployed and economically inactive to make progress towards stable employment. The programme seeks to help participants take steps to better opportunities and health through counselling, literacy, numeracy or digital support, confidence-building, travel support, a wide range of training options and access work placements locally. PEC is delivered by a consortium of third sector organisations, led by CTSi, including: CERT (the project managers), ApexScotland, Forth Valley College, Resilience Learning Partnership (providers of training), Dial a Journey (operators of pilot College Bus), Ceteris (deliverer of an enterprise programme), Japanese Garden and All Cleaned Up (providers of work placements), Recovery Scotland (provider of addiction support). To support the consortium others have been engaged to deliver specialist supports including Scottish Autism, Clacks CAB, a CLD practitioner to deliver literacy and a range of private sector training providers. In its first 3 months of operation to end March 22 it has supported 124 participants, against a target of 158. By the end of June this had increased to 250 participants. Around 40% of participants are economically inactive and the biggest barriers identified by participants are confidence/self esteem (45%) and mental health (38%).

Reducing the impact of poverty on children and families continues to be one of the highest priorities for Clackmannanshire Community Partners. Since 2018 the Clackmannanshire Alliance has supported annually a range of activities and events during **Challenge Poverty Week** to raise local awareness of the challenges that poverty brings but also to showcase local initiatives making a difference to people's lives in Clackmannanshire. In 2021 a week long programme of events, training and open days were held from the 4th-11th October in support of the national Challenge Poverty Week campaign. Events included virtual workshops, virtual and face to face awareness and training sessions, practical food events and a range of schools based activities. Additionally, we hosted a visit from the Moderator of the Church of Scotland, who was welcomed to Alloa Academy to hear from children, young people and families about how schools, supported by Clackmannanshire's Family Wellbeing Partnership, are supporting our families. A review and evaluation was undertaken following the programme in 2021 which informed how partners will support Challenge Poverty Week in 2022.

To support people in the community experiencing challenges with the changes to universal credit and other demands, Alloa Academy trialled an advice session within the school during September/October 2021. Staff from Clackmannanshire Council and the Citizens Advice Bureau were on hand to give

advice to the families on: benefits, school uniform support, Free School Meal Entitlement, study support / extra curricular Information, clothes/food bank information. Staff were available to help families complete paperwork, online forms and use the printing facilities. This was attended by 28 families, over two sessions.

As at April 2022, 137 eligible 2s received 1140 hours of Early Learning and Childcare (ELC). The estimated population of total 2 year olds for session 2021/22 was 506. The estimate of that population being eligible 2s in Clackmannanshire is 147. Based on these estimates we reached 93% of our eligible 2s population. A discretionary policy has been developed to allow placement's for children who do not meet the eligible 2's criteria. These children are able to be offered a couple of sessions a week to provide support to their families.

Clackmannanshire Family Wellbeing Partnership (FWP) seeks to improve the wellbeing and capabilities of families and young people in Clackmannanshire, working with our families to support what matters to them. Over the last year, the FWP has worked alongside young people, families and staff by giving parents and local stakeholders the chance to share and develop ideas on how to improve the delivery of vital services for local families. Those ideas were developed through a series of dedicated workshops hosted by The Lens Perspective, which provides a practical, structured, action-orientated approach to community development.

Multiple ideas have emerged from the Clax1400 families and Clackmannanshire staff and community members, who have participated in the Columba 1400 Value Based Leadership (VBL) experience. To explore these ideas and catapult these into action, the FWP was supported by The Lens Perspective to help the local people of Clackmannanshire realise their ideas with £50,000 funding from Clackmannanshire Council.

The Bowmar Borrowers was led by three parents and directly evolved from the Summer of Wellbeing 2021 success. The Bowmar Borrowers simply sought to extend the opportunity they had last year to develop the capabilities of other families affected by poverty. They proposed to loan out free access to items that they know families cannot afford; for example, gardening equipment, camping equipment, power tools, birthday party accessories. The bid also sought to help others develop the capabilities to use these tools. The bid was accepted, and The Bowmar Borrowers gained £4,500 from Clackmannanshire Council to test this project before scaling up and scaling out.

A further Family Wellbeing Partnership Investment Day is planned with The LENS for social entrepreneurs within the Clackmannanshire community to seek investment for their ideas and will be supported by an initial seed fund of £75,000 from Clackmannanshire Council.

Over the summer of 2022 the Family Wellbeing Partnership provided summer childcare, activities and food for priority families within Clackmannanshire through our summer hubs and partners. A flavour of these activities can be evidenced here: <https://padlet.com/vcully/nyOfmapeuwx82zd>

- Our summer food and childcare programme reached 2328 children and young people.
- Based on enrolment data, this equates to 32% of 5 to 8 year olds, 46% of 9 to 11 year olds and 53% of 12 to 14 year olds.
- Cash First/Families First – families have taken ownership of funding for childcare and summer of wellbeing. For example £30,000 of investment by Clackmannanshire Council was allocated to kinship carers, families of children with additional supports needs and families with C1400 leadership experience.

The Family Wellbeing Partnership is continuing to focus on developing further opportunities to support families and tackle inequalities through early intervention activities, flexible childcare and routes into employment. The FWP has successfully secured £428,000 in Scottish Government funding to test out a model of school age childcare for families. The funding will improve the flexibility, affordability and accessibility of childcare and activities provision. Low income families will be helped with the cost of childcare for primary school aged children and families in most need will pay nothing.

PAMIS (Promoting a More Inclusive Society) is working in partnership with Clackmannanshire Council Family Wellbeing Partnership and parents, enabling our young children who live with severe complex health and disabilities to access out of school activity events. Two successful events have been undertaken and planning is underway for monthly future events.

Clax P&C, parents/carers led network for families of children with Additional Support Needs (ASN) was established to create a space for parents and carers of children and young people with additional support needs to connect with and support each other. Offering peer support from experienced parents, structured post diagnostic support groups and workshops with allied professionals, Clax P&C has created a community of support for parents and carers who often feel isolated. Coffee and chat mornings hosted by the ASN team run weekly. Attendees come from across Clackmannanshire but mostly the Alloa area. Some families were signposted to a third sector organisation within Alloa and have reported a positive impact for them and their children. Feedback from attendees has confirmed there is a need for support and is beginning to identify and respond to what parents and carers want this to look like. Workshop requests include general advice and strategies from professionals, understanding and managing sensory related behaviours, understanding aggressive behaviour and teen specific strategies.

Increased participation and confidence of parents and carers is supporting and encouraging active and meaningful engagement in their child's learning, health and wellbeing and life at school through family learning opportunities. For example, a Dad-Friendly school audit was carried out as a pilot with Banchory Primary School and staff from the school and four other settings attended Fathers Network Scotland workshop on "Understanding Dads" in January 2022. More schools have been invited to carry out the Dad Friendly School Audit during 2022. An audit was also carried out in early September to establish Family Learning Leads and review plans set within each school. Feedback from schools is indicating that most are engaging parents/carers and children to learn together, as and within a family, through quality formal or informal programmes.

Children and young people in Clackmannanshire understand their rights and are engaged and involved in decision making

During August 2021- August 2022, Clackmannanshire Council, as part of the Forth Valley West Lothian Regional Improvement Collaborative (FV WL RIC) UNCRC working group, has continued to implement the RIC UNCRC action plan. This involved developing a UNCRC toolkit in response to needs highlighted by authorities and their staff: The following progress has been made:

- UNCRC resources and toolkit are on the FVWL blog for all to access, including children's services staff
- ThinkLink has been developed by the FVWL UNCRC working group to raise awareness of UNCRC across FVWL in a fun and accessible way. This is now being used nationally.
- Self-evaluation resource has been developed and piloted for teams and educational establishments on their journey embedding UNCRC into practice. The resource provides ideas on next steps for areas highlighted as needing further development.
- Examples from good practice have been collated from across FVWL to illustrate approaches to incorporating UNCRC.

All authorities in FVWL have delivered training in UNCRC over this time. Training videos and ideas have been developed and made available on the blog to provide a consistent approach across FVWL. As part of the working group discussions, it has been agreed that when an authority in FVWL RIC is delivering training, it will be offered out to staff across FVWL where possible.

Moving forward into 2022-23, we will be developing a communications strategy to ensure all the UNCRC materials developed are accessible, available and known across FVWL. We will also be improving our approaches to ensuring children and young people and families are aware of the incorporation of UNCRC and what it means for them. A mobilisation group in Clacks will be formed to support this and a Children's Rights and Wellbeing Impact Assessment will also be taken forward. A Clacks specific Action Plan is also under development.

Children's Parliament Project Workers have been working with children in Banchory and St Serf's primary schools in Tullibody, in partnership with Clackmannanshire Council, on a project aimed at supporting the implementation of UNCRC while it is incorporated into Scots law. They produced a range of practical resources for adults to use to make children's rights real in jobs, and to provide practical tips on gathering children's views. These online interactive resources were officially launched by the Members of the Children's Parliament (MCPs) at an event at Tullibody Civic Centre on 4 May 2022. Alongside officers of the council, parents, carers and citizens in the wider community attended the event. The children presented their resources, including a short film they had made about UNCRC and shared their experiences of participation and the co-production process.

The Clackmannanshire & Stirling Lead Officer Child Protection and the Multi-agency Public Protection Learning and Development Advisor worked with the Who Cares? Scotland Advocacy and Participation Workers in Clackmannanshire & Stirling and with the Children's Rights Officer in Stirling to consult with children and young people with experience of child protection and care experienced regarding how to improve their participation in decision-making about their lives. Based on the findings from this work a participation checklist was produced which has been widely promoted with staff for use in preparation for multi-agency meetings.

Who Cares? Scotland provides an advocacy service for care experienced children and young people from Clackmannanshire. During 2021/22, 26 young people were referred to Who Cares? Scotland for advocacy support and 99 young people in total were supported. The service is open to young people from all care settings and from age 0 to 26. Support is comprehensive and relationship based and can span several years with young people returning for additional advocacy support at different times throughout their young lives. Young people engaging with the advocacy support benefit from Who Cares? Scotland's other services and groups which brings added value. The service aligns strongly with local needs and priorities, including the Children's Services Plan and The Promise.

Keeping the Promise in Clackmannanshire

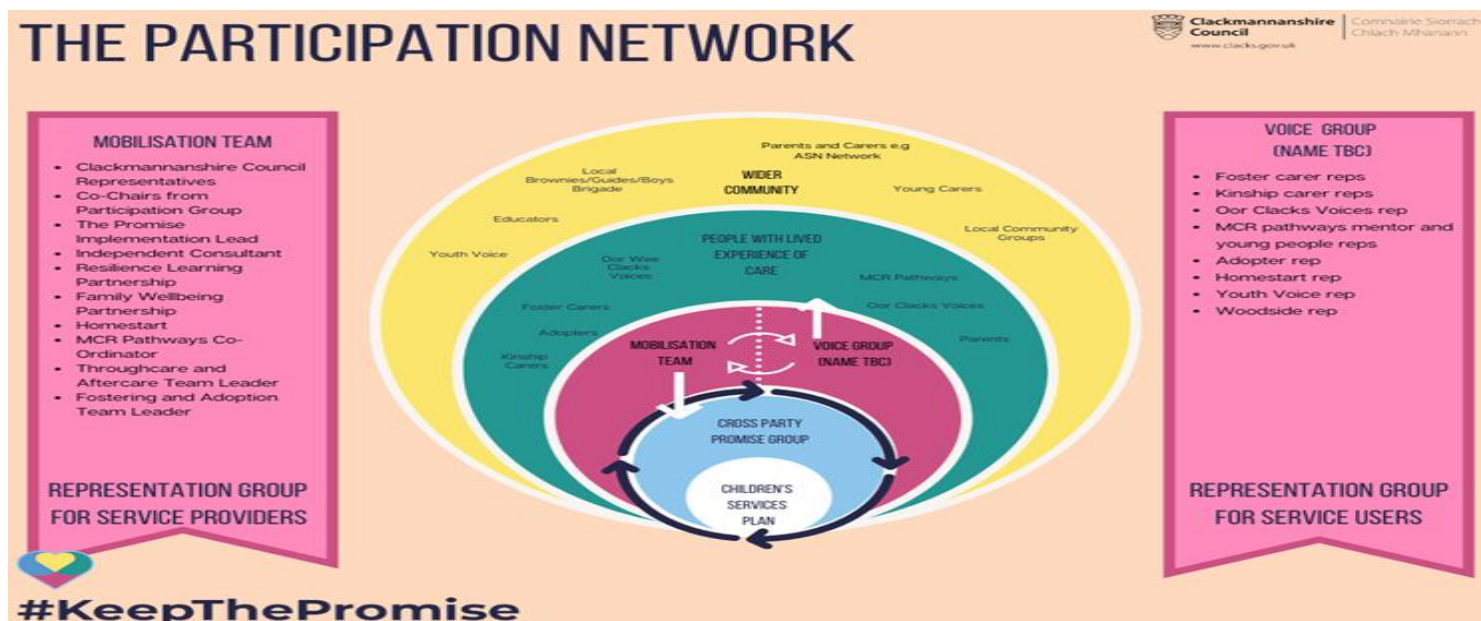
We have used Corra Funding, learning from The Promise Design School, support from The Promise Scotland Implementation Team and collaborative discussions with a number of different partners across Scotland to support the development of a **Participation Network** to improve the current collaboration and participatory opportunities for care experienced children and young people and their families and carers to support Keeping The Promise across Clackmannanshire. The network aims to support how we can better listen, strengthen and connect the voices of care experienced children and young people across all our schools, partners and other networks such as MCR Pathways. In particular, this includes the Oor Clacks Voices group which is continuing to meet with an integrated team of support around them to ensure their voices are influencing The Promise as we progress.

The development of the Participation Network has been shaped by the Scottish Approach to Service Design and its four phases (Discover, Define, Develop and Deliver). A Participation/Voice Group *Keeping the Promise Clacks group* and Mobilisation Team have been established to ensure accountability for progress and actions across the partnership which ultimately reports into the cross-party Promise Group (now the Children & Young People Board) and the Children's Strategic Partnership. The group has established key work streams to take forward, the first relates to the language of care. A survey was conducted amongst care experienced young people and those supporting care experienced young people which concluded at the end of September. The findings of this are not yet published. A working group has been established supported by the Design School and Promise Team to consider how language and framing can be incorporated into service redesign and existing work streams.

Other key milestones include:

- Hosting of an Adapted Design School Event in December 2021, facilitated by Clackmannanshire Council, The Promise Scotland and the Scottish Government's Office of the Chief Designer. It was attended by foster carers, kinship carers, young people from Oor Clacks Voices as well as social work staff from Through Care and After Care, Educational Psychology Service staff and Chief Social Work Officer.
- Development of a Visuals Pack to explain the purpose of the wider Participation Network (see illustration below)

- Developed bite size videos on Clackmannanshire's commitment to #KeepThePromise <https://www.clacks.gov.uk/social/thepromiseicis/>
- Establishing a process for fair and transparent remuneration in relation to co-design and co-production across the Participation Network.
- A Corporate Sponsor Pledge co-produced to support the delivery of this work <https://www.clacks.gov.uk/document/6646.pdf>
<https://www.clacks.gov.uk/document/6724.pdf>
- The Mobilisation Team and Keeping the Promise Clacks held joint sessions with Each and Every Child to have collaborative discussions around framing and reframing language.
- Developing a process in relation to visitors attending Keeping the Promise Clacks meetings as well as potential introduction of a 'Having your say' form for individuals who are keen to give their views.



As well as the work of the Participation Network, there is a number of other work streams ongoing relating to Keeping The Promise including:

- Development of local care provision - A Supported Lodgings Service has been registered with Care Inspectorate and is awaiting approval
- Review of provision of our Children's House and opportunities to increase residential provision within Clackmannanshire
- Focus on foster carer support and recruitment which includes a review of fees and allowances.
- Keeping Siblings Together - Training has been commissioned which will take place in December 2022 relating to assessing siblings and maintaining meaningful links where it is not possible for siblings to be placed together. This training will provide a framework in which to develop a policy statement and framework for decision making and planning relating to children within siblings groups.

- Trauma Informed Practice - There is close partnership working between Children's Services and Psychological Services within the People Directorate which is shaping opportunities for training, support to carers, and support to care experienced young people. Examples of this include PACE training for all residential staff and educational psychologists, and adult attachment training planned for February 2023 for social work and educational psychology staff.

The Children & Young People Strategic Partnership is committed to using the Human and Economic Cost Model approach and with support from The Promise Scotland have progressed work on using money differently. The Partnership undertook scoping work to help us identify how much we are currently spending, directly and indirectly, on children and families in and around the care system and to support our work in jointly designing a model for how our money could be spent more effectively to improve outcomes and deliver better value for money. The Family Wellbeing Partnership is a key example of using resources differently to deliver person-centred approaches, by listening to families, and building up community assets and solutions to improve whole family wellbeing and outcomes.

Clackmannanshire Council has created strong links with Columba 1400, an organisation providing Values Based Leadership experiences focusing on the values of awareness, focus, creativity, integrity, perseverance, and service. Key members of the team have participated in these experiences and have been inspired and empowered to create the conditions to work creatively to #KeepThePromise and continue to support the authority to embrace the principles of empowering communities. The Columba 1400 approach is strengths based, offering opportunities for parents/carers to realise their own leadership qualities and abilities, focus on what matters to them, their children and their community. It also gives the opportunity to connect with other parents/carers, share learning and take collective action. It is recognised that to significantly improve outcomes for children and young people most in need, early help and strengths based support enables families to flourish. This work allows parents/carers the time and space to develop a growing awareness of self and the choices they have made and can make as the primary carer in their child's life.

Throughout November and December 2021, approximately 80 places across Council and its partners were offered the opportunity to attend a residential value based leadership opportunity at Columba 1400, funded by the Social Innovation Partnership. This opportunity was offered to senior leaders, frontline staff and key partners. A further cohort of partners from Scottish Fire and Rescue Service, National Health Service and Police Scotland attended Columba 1400 in early 2022, following the success of the Safeguarding through Rapid Intervention (STRIVE) partners also participating in a values based leadership experience.

Whole Family Wellbeing Funding

The government has introduced a fund which is designed to support the development and implementation of one aspect of The Promise – The delivery of effective Whole Family Support. Clackmannanshire has been allocated £337,000, which will be received in March 2023. This fund has been developed as part of the Scottish Government strategy to help Community Planning Partnerships implement an effective range of early intervention provision and progress the agenda of system change required to deliver The Promise – toward family led, child centred and trauma informed services available locally at the point of need.

The key priorities to address in year one of this funding are:

- Strengthen investment in prevention and early intervention that enhances community and family support services.
- Investment in intensive resources for children and young people on the edge of care.
- Enable more looked after children to be maintained safely within their families at the point of need.

- Reduce reliance on out of authority placements and greater use of local family based placements.

The development of a range of local supports for our care experienced children and young people is a priority.

Therefore it is planned that our allocation of funding is used to focus on 3 key priorities:

- 1) Bolster our provision of intensive support services in order to reduce the number of children with care experience and to enable us to return children home from placements outwith Clackmannanshire
- 2) Increase the participation of children and families in the design of family support services, including creating opportunities for them to develop ideas regarding what services should be delivered.
- 3) Increase the range of early intervention services available to support communities at the earliest point, across the county.

Children and their families can access a range of support services and family therapies in Clackmannanshire

Our continued investment in holistic family support with our Third sector partners remain an important aspect to delivering early intervention and prevention services focussed on safely maintaining as many children at home with their families and within their community. The focus of family support continues through our review of our strategic commissioning approach to ensure we meet the changing needs of Clackmannanshire's children, young people and families. We know that the range of support currently provided by our commissioned Third Sector services is effective.



Action for Children delivers the Clackmannanshire Family Support Service, Clackmannanshire Additional Support Service, and Functional Family Therapy. The three services are focused on early intervention with children, young people and families. The Clackmannanshire Family Support Service (CFFS) provides a wide range of support and activities for families referred, mainly, by social work, health and education. Services include a play together group and baby group that models pro-social behaviours among parents/carers with pre-school age children from the local area. The service also delivers Incredible Years which is a 13 week evidence-based parenting programme that aims to strengthen parent-child interactions and attachment, fostering parents' ability to promote children's social, emotional, and language development. Seasons for Growth groups are also delivered over an 8 week programme to young people who have suffered loss and change. Other groups include an after school club, a cooking and gardening group, a mindful group, a Respecting You, Me and Us group, and a Tea and Natter group for parents/carers. During 2021/22, the service supported 95 children, young people (aged up to 18) and their families. The service reported that approximately a third of the children and families received support in relation to their emotional health and development, and a similar proportion were supported in relation to guidance and boundaries and improving relationships with parents/carers. Evidence presented for 2021/22 showed an improvement in 80% of outcomes during this period including increased confidence, increased capacity to cope, improved mental health, reduced social isolation. Positive feedback has also been reported from children, young people and parents/carers.

Clackmannanshire Additional Support Service (CLASS) is our evening and weekend family support service that seeks to improve outcomes for young people and families in crisis. It is delivered by Action for Children and Barnardo's Scotland in partnership with Clackmannanshire Council social work. The service supports families identified by Clackmannanshire Council as likely to benefit from a home-based early intervention support service. The service aims to improve the life chances of children and young people by proactively engaging with families to resolve problems before they escalate and work creatively to equip children and young people to deal with challenges, advocating a preventative approach to mitigate the risk of young people being

accommodated outwith their local community, enabling them to remain living in their own home. During 2021/22 the service supported 73 children and their families. Children of all ages were supported by the service: 22 aged under 5, 24 aged 5-9, 22 aged 10-15, and 5 aged 16+. The most frequently identified needs at referral were: guidance and boundaries; routines such as bedtimes, mealtimes, sleeping, and toileting; emotional health/development/warmth and behavioural support. Support is provided in the family home and focuses on practical issues such as establishing and maintaining routines, managing challenging behaviour and situations, and demonstrating positive parenting and play. Emotional support is also provided with the team working closely with the parents/carers. Support is regularly reviewed to ensure it is needs-led, outcome-focused and effective. The service reported that 80.5% of children recorded improved outcomes with significant impacts recorded in: improved relationships with parent/carer; improved parental/carer boundaries; parents/carers engagement with their children; improved mental wellbeing among parents/carers; increased feelings of safety; improved communication skills; and protection from parent/carer alcohol use, domestic violence, physical harm, and mental health. Positive feedback has also been reported from children, young people and parents/carers.



The Functional Family Therapy (FFT) service is an evidenced based programme aimed at improving outcomes for young people aged 8-18. The programme is delivered in 12 to 30 weekly sessions over 3 to 5 months and aims to avert individuals from behaviour that could result in the young person being accommodated away from home. Clackmannanshire Council funding supports 1 full time equivalent FFT Therapist. During 2021/22, there were 25 referrals of which 21 progressed to intervention. 80% of the referrals were made because of physical or verbal conflict between parent/carer and young people. A drop-out rate of 24% was in line with service implementation elsewhere. The

service has delivered very positive outcomes including youth and parent/carer perceptions of change in family functioning, communication, improved parenting skills, parental supervision and changes in family conflict.



Barnardo's Scotland - Clackmannanshire Open Door Service (CODS) is a specialist early intervention service for young people and families, many of whom are on the edge of care. During 2021/22, there were 55 new referrals to CODS and 27 young people were still open to the service from the previous year. The majority of young people were referred to CODS primarily due to offending (49) and substance misuse (24) issues; approximately half experienced both these issues. Mental health was also highlighted as a major issue affecting young people and parents/carers. Intensive support is tailored to the needs of the young

person and family and can include several visits per week to the family home, including in the evenings and at weekends, including programmed interventions such as Triple P and Solihull. Some young people who are experiencing similar issues are supported in short-life groups such as a girls group focused on sexual exploitation, and a group in a specific location that focused on antisocial behaviour. Young people have achieved very positive outcomes particularly in terms of increased resilience, reduced/safer consumption of controlled substances, increased knowledge of substances/risks, reduction in level of risks/harms (substances), understanding of own behaviours, and reduced offending. Positive outcomes are also reported for parents/carers including improved parenting capacity to prevent harmful behaviour, parenting, family relationships, and parents/carers taking responsibility for child welfare.



HomeStart Clackmannanshire supported 74 families during 2020/21 and 108 families during 2021/22, although delivery was affected by Covid-19 during these years. From April to the start of September 2022, HomeStart Clackmannanshire supported 91 families with approximately 230 children, representing a substantial increase. Families benefit from a range of practical and emotional support. There is an emphasis on meaningful engagement focused on managing challenging behaviour and situations, establishing routines,

linking into local groups and activities, and addressing financial or other issues. Issues include mental health, domestic abuse, social isolation, and behavioural problems. The organisation has reported that over 60% of parents/carers had mental health issues, 50% were identified as lone parents and 20% were care experienced. In the last 12 months, HomeStart Clackmannanshire has established several in-person weekly or fortnightly family support groups at a variety of locations (Hawkhill Community Centre, Ben Cleuch Centre, The Blue Hoose and the Bowmar Centre) as well as Mental Health & Wellbeing Group.



The Young Carers Project ensures Clackmannanshire Council fulfils its statutory obligation to young carers under the Carers (Scotland) Act 2016 and the rights of young carers under the Children and Young Persons (Scotland) Act 2014. The 2016 Act included a duty on local authorities to have its own information and advice service for carers and to provide support to carers based on their identified needs. For young carers, this meant a Young Carer Statement (YCS) which identifies their personal outcomes and support needs. Between October 2021 and March 2022, 33 young carers in Clackmannanshire were offered the opportunity to develop a YCS and 22 completed a YCS. The project also provides

young carers with regular individual support and monthly groups, as well as involvement in external events and meetings relevant to young carers. The young carers benefit from activities and individual grants which are not funded from the Council's Children's Services budget. Between October 2021 and March 2022, there were 280 individual contacts provided for young carers, and 11 groups attended by 49 young carers with 127 attendances. During the period there were 30 new referrals and there was no waiting list for support. Good relationships exist with the three secondary schools with each one having a champion and benefitting from staff training. The organisation has plans to strengthen relationships with primary schools.

The Icelandic Prevention Model (IPM) is based on a collaborative, early intervention model designed to influence risk and protective factors related to substance use within community, school, and peer and family contexts. It explores how to engage young people within the approach build on community capacity and assets and utilise the skills and expertise of local organisations to collectively influence wider policy implementation and improve outcomes. By engaging with young people, whole communities, statutory and third sector partners, the IPM aims to reduce substance use and promote greater mental health and development.

The Icelandic Prevention Model was introduced to all secondary schools in September 2021 with support from the Winning Scotland Foundation and 'Planet Youth Scotland'. During October 2021, all S2 and S3 pupils across all 3 Academies took part in an on-line survey. Survey data processed by the University of Reykjavik provided detailed insight into the lives and lifestyles of participating pupils. A School Network Group has been established to facilitate and support the Icelandic Prevention Model Survey Results across all secondary educational establishments.

Clackmannanshire data from the IPM Survey has been shared at meetings with individual colleagues from the Alcohol & Drug Partnership (ADP), Health Promotion, and Recovery Scotland and a Coalition Group is being formed to support establishments with their individual plans. Representatives from Planet Youth and the ADP have offered to support planned inputs at Parent Council Meetings within each of our Academies to highlight the Planet Youth Programme, Icelandic Prevention Model and share high level messages from the data capture as part of our Dissemination Plan.

Training has been organised by Planet Youth for School Leads on "Action Planning and Intervention Training" to support establishments with Phase 2 of the Icelandic Prevention Model. Discussions are underway regarding a Planet Youth Road Shows with an opportunity for Clackmannanshire to link our focussed work with wider engagement as part of the Family Wellbeing Partnership. In June 22, each school commenced capturing the opinions of their ASN community via planned Focus Groups to take account of their voice and experiences. The results will inform future planning.

Children and their families can access the right services based on their needs

Safeguarding through Rapid Intervention (STRIVE) is a multi-agency project which adopts the whole systems approach to service delivery. This initiative has progressed through 2021/2022. While we have continued to face various restrictions, the multi-disciplinary team have worked together to provide a rapid multi agency response to provide individuals and families much needed support to prevent the need for crisis intervention and diverted families from statutory intervention. For year 2021/2022, 168 families or individuals were supported with 68% of those referred reported concerns with their mental wellbeing, 37% referred suffered from addiction issues, 12% had immediate financial concerns, 14% were at risk of eviction and 11% had experienced domestic abuse. STRIVE use a chart for each client to rate each issue out of ten and the beginning and end of their STRIVE involvement.

The team are currently evaluating and analysing data to consider what interventions are working well, where there may be gaps in the services STRIVE can offer and how these can be addressed.

Some key outcomes:

- 37 customers referred onto mental health support services
- Homelessness prevented for 17 tenants
- 20 customers given immediate financial assistance or furniture to enable them to remain in their home
- 11 customers referred onto addiction support services

During 2021 an Early Help team was developed with the recruitment a Team leader, Family Support Workers and integration of our existing Family Group Decision Making Service. The development of this service and introduction of a new screening mechanism has enabled an early and effective response to be offered by the Early Help team. This has been especially helpful in relation to Police vulnerable person reports which are now being screened by the early help manager. Between May 2021 and March 2022 56% of new referrals to the social work service were offered early help via the new team which has had a positive impact both for the families who were offered early intervention as well as the associated reduction in the workload to area teams.

Alongside the family support element of the Early Help team, we have developed an early intervention Family Group Decision Making (FGDM) response which has enabled:

- Potential kinship families identified - for 36 of the 73 referrals made to the FGDM team.
- Prevention of accommodation - 18 children were placed with kinship families. Within these figures were several sibling groups of 2-4 children, all of which were kept together and not separated, in line with the foundations of The Promise.
- Prevention of accommodation – 16 children assessed as on the edge of care remained with their parents, with family support plans involving informal network support.

In addition, throughout the past year our commissioned third sector partners have worked flexibly with the practice teams to identify the families most in need of support and to ensure that a broad range of support was provided. Including effective partnership working with Health through the provision of Baby Massage and THRIVE.

Feedback received from parents who participated in Baby Massage:

“Very calming and excellent environment, resources were provided which was great”

“Found it very helpful and fun for me and my baby”

“I am glad to have learned these skills”

“Nice atmosphere and perfect temperature we enjoyed it so much”

Feedback received from group participants on THRIVE:

“My family have started to notice a difference in me since starting THRIVE”






“ I have used the ‘STOP’ technique in some difficult situations”

“I felt lost without my THRIVE group during the holidays”

The Early Help Team will be working in partnership with the Health Visiting support team to enable the facilitation of an under 2’s drop in group. Each drop in session will involve a health care professional attending to offer support and advice to families to break down the barrier between families and professionals. Examples of services involved include Child Smile, Physiotherapy, Speech and Language and Breast Feeding Network.




Work is progressing to develop a blueprint for family and community support services in Clackmannanshire. The intention of this work is to increase the availability of services out with statutory social work, to ensure that children and their families receive support as early as possible. A family support focus group has been developed with key multiagency partners who have worked together to complete the evaluation tool: ‘Supporting Families: A National Self-Assessment Toolkit for Change’.

Appendix A: Performance Measures Clackmannanshire Children's Services Plan 2021-24 Annual Report 2021/22



	Data-only Indicator		Target or Value Not Available		Meeting Target, or Within 5%		5% to 15% Outwith Target		More Than 15% Outwith Target
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Performance Indicators




1. Indicators Where Most Recently Available Data is for 2019/20

Performance Indicator	2017/18	2018/19	2019/20			
	Value	Value	Value	Target	Status	Scotland - Average
Child Dental Health in Primary 1	65.5%	64.7%	68.4%			72.4%
Child Healthy Weight in Primary 1	75.6%	72.5%	71.7%			76.3%
Drug-related Hospital Admissions, aged 11-25 years (3-year average per 100,000)	192.9	187.0	197.5			162.2




















2. Biennial Indicators Where Most Recently Available Data is for 2020/21

Performance Indicator	2016/17	2018/19	2020/21			
	Value	Value	Value	Target	Status	Scotland - Average
School attendance - Looked After Children (Biennial)	91.6%	89.5%	90.0%	86.8%		88.0%
School exclusions - Looked After Children (per 1,000 Looked After Children) (Biennial) *No value for 18/19 or 20/21 as figures were suppressed to protect anonymity (therefore our result must have been substantially lower than in 16/17, and lower than the Scottish average).	145.5	N/A	N/A	79.9		78.0













3. Indicators Where Most Recently Available Data is for 2020/21

Performance Indicator	2018/19	2019/20	2020/21			
	Value	Value	Value	Target	Status	Scotland - Average
Looked After Children leaving school entering positive destinations	84.2%	100.0%	100.0%	91.7%		87.9%
Looked After School Leavers With 1 or More SCQF at Level 4	68.4%	66.7%	66.7%	91.7%		74.9%
Cost of Looked After Children in residential care per child per week ('real' cost - inflation cancelled out)	£2,702	£2,215	£2,828	£3,207		£4,380






3. Indicators Where Most Recently Available Data is for 2020/21

Performance Indicator	2018/19	2019/20	2020/21			
	Value	Value	Value	Target	Status	Scotland - Average
Cost of Looked After Children in the community per child per week ('real' cost - inflation cancelled out)	£409	£328	£331	£345		£382
Rate of Looked After Children (per 1,000 children aged 0-17)	22.1	18.8	27.8			12.9
Spend on Looked After Children (Residential & Community) as % of Total General Fund Budget	3.40%	3.62%	4.28%			3.11%
Looked After Children being cared for in the community	93.0%	93.1%	93.7%	90.1%		90.3%
Looked After Children with more than 1 placement in the last year	22.2%	23.8%	16.7%	16.7%		16.8%
Gross expenditure - residential services for looked after children (£,000)	£1,672	£1,836	£2,500			
Gross expenditure - services for looked after children in the community (£,000)	£3,352	£3,691	£4,351			
Child Protection re-registrations within 18 months	19.0%	12.9%	8.1%	6.9%		6.9%
Children Referred to the Children's Reporter for Care & Protection (per 1,000 children aged 0-15 years)	11.6	24.6	14.7			8.8
Children Referred to the Children's Reporter for Offences (per 1,000 children aged 8-15 years)	8.0	9.0	7.7			4.7
Child Poverty Rate (After Housing Costs)	26.1%	27.3%	23.4%			20.4%
Alcohol-related Hospital Admissions, aged 11-25 years (3-year average per 100,000)	192.5	210.9	165.1			270.0
Exposure to Second hand Smoke at 6-8 Weeks (3-year average)	10.8%	9.3%	7.6%			7.3%
Babies Exclusively Breastfed at 6-8 Weeks (3-year average)	21.3%	21.6%	21.0%			31.8%
Children with 'no developmental concerns' at 27-30 month health review	84.8%	86.2%	78.6%	85.7%		85.1%
Deaths from Suicide in Young People, aged 11-25 years (5-year average per 100,000 population)	18.5	20.9	16.3			10.8
Teenage pregnancies under 16 years of age (3 year average rate per 1,000 females aged 13-15)	3.4	2.9	2.8	2.6		2.4
Teenage pregnancies under 18 years of age (3 year average rate per 1,000 females aged 15-17)	16.8	16.4	18.0	16.3		15.0
Teenage pregnancies under 20 years of age (3 year average rate per 1,000 females aged 15-19)	34.9	46.8	32.8	27.7		23.9

4. Indicators Where Most Recently Available Data is for 2021/22





Performance Indicator	2019/20	2020/21	2021/22			
	Value	Value	Value	Target	Status	Scotland - Average
Immunisation Uptake at 24 Months - 6 in 1 (3-year average)	97.6%	97.3%	96.9%			97.1%
Immunisation Uptake at 24 Months - MMR (3-year average)	94.9%	95.2%	94.8%			94.4%
Children Registered for Free School Meals (calendar year)	19.8%	27.7%	25.0%	20.0%		18.0%
Referrals - With Initial Referral Discussion (IRD)	240	222	198			
Children on Child Protection Register (per 1,000 children)	2.78	4.58	4.61			2.30
% Children and young people with foster carers provided by LA	12%	9%				23.8%
% Children and young people with foster carers purchased externally by the LA	23%	20%				9.9%
Number of children and young people in secure accommodation	0	0	0			0
Three or more placement moves experienced by Looked After and Accommodated Children	6%	6%	5%	0%		4%
% Looked after children who remain at home or in kinship placement	59%	66%	64%	55%		55%
% of reviews result in a Having Your Say report being completed by the child/young person (8+)	36.7%	79.9%	66.7%			
% Care leavers aged 16+ who have an allocated (social worker) pathway coordinator	100%	100%	95%			56%

Appendix B: Progress on our programme of work to deliver the outcomes set out in our Children's Services Plan 2021-24

	Already Complete
	Cancelled
	Will Complete Outwith Target
	Will Complete Within Target
	Will Fail to Complete

A. Priority Theme - A Good Childhood

1. Children in Clackmannanshire are Safe from Harm

Code	Action	Lead	Expected Outcome	Progress Update
CHC CSP A1a	Improve children and young people's capacity for personal safety and the avoidance of abuse and exploitation including from their use of the internet	Lead Officer Child Protection		Consultation work with children and young people being progressed by Stirling Champions Board Development Officer and Clackmannanshire and Stirling Who Cares? Advocacy and Participation Workers. Forth Valley and West Lothian RIC webpage on Digital Wellbeing developed and promoted through partner agencies - https://blogs.glowscotland.org.uk/glowblogs/fwv/ric/hwb/wize-digital-wellbeing/
CHC CSP A1b	Ensure that there is early and effective support in place to identify children and families affected by substance misuse and to minimise the harm caused by this	Alcohol & Drug Partnership Lead Officer		Contractual and funding difficulties have held up the process of planning to date, but these are now resolved and planning across partners is due to begin in earnest shortly. We anticipate having an audit complete and plans for future spending in place for the beginning of 2023. An Impact of Parental Substance Use (IPSU) short life multi-agency working group was set up to progress work in relation to the roll out of the IPSU assessment tool across Forth Valley.
CHC CSP A1c	Strengthen our approaches to tackling and mitigating the effects of childhood neglect through implementation of the Neglect Toolkit across partners	Lead Officer Child Protection		Neglect toolkit promoted in multi-agency neglect toolkit training and E-module. Single agency audits progressing. Multi-agency audits had been suspended during the pandemic. Multi-agency case audit activity specifically focussed on notifications of concern and an audit on child participation is planned October 2022.
CHC CSP A1d	Implement a whole system approach for young people who are involved or on the cusp of involvement with youth or justice services	Senior Manager, Justice		Proposal has been placed with STRIVE board providing a perpetrator worker and women support worker for targeted intervention and support in relation to domestic abuse concerns. Referrals will be placed through STRIVE and open to Children Services. This initiative is part of collaboration between Police Scotland, Housing, SACRO and Social Work Services and utilises the skills and experience of existing staff. Justice Services are taking an active role in supporting Youth Justice through partnership working in areas such a diversion from prosecution, training and consultation. Further supports are being explored in partnership with the Alcohol and Drug Partnership. Consultation is ongoing with Street Soccer looking at how this could be delivered in Clackmannanshire.

Code	Action	Lead	Expected Outcome	Progress Update
CHC CSP A1e	Develop evidence based trauma informed services for children and young people at risk of suicide	Principal Educational Psychologist	✔	A number of areas of work contributing to this priority action include the development of digital crisis intervention services; the multi-agency suicide prevention forum; and targeted communication and marketing activities. This includes ongoing social media campaigns themed around monthly content on Twitter and Instagram; printed media including posters, banners, stickers and badges displayed in prominent sites around the local authority including in secondary school hub areas, railings on busy roundabouts, on council vehicles, in local shops; articles in local press and magazines such as 'Love Local' (delivered to every household in Clackmannanshire), as well as radio news coverage. A series of three Clacks Academy modules developed based around the Ask, Tell, Save A Life materials on suicide awareness and reduction from NHS Education for Scotland (NES) materials. These are due to go live at the end of June. These areas of work are part of the wider workstreams within the Mental Health and Wellbeing in Clacks transformation project.
CHC CSP A1f	Effective GIRFEC systems and processes are in place to allow early identification of needs and provide the right support	Chief Nurse, Universal Children's Services	✔	The Scottish Government is updating Policy and Practice Guidance on Getting it right for every child (GIRFEC) to promote and support GIRFEC good practice. This includes developing information and guidance for children, young people, and parents. A Forth Valley GIRFEC working group has been established to implement refreshed GIRFEC materials. Multi-Agency GIRFEC meeting commenced with plans to report into the Forth Valley Child Protection Guideline group. Target completion date of Sept 2023.

2. Children & young people in Clackmannanshire have the best possible life experiences and opportunities

Code	Action	Lead	Expected Outcome	Progress Update
CHC CSP A2a	Implement the Transforming Mental Health Services Programme and measure its impact in 2021/22	Principal Educational Psychologist	✔	Building a social media presence through persistent communication and marketing work, seen by over 127,000 individuals and increased social media following by 20%. Since its launch in Sep 2021, the new Directory of Mental Health Supports website has received over 4000 hits. Clackmannanshire Council's Annual Mental Health and Wellbeing Survey which took place in June 2020, June 2021 and again in June 2022. The Counselling in Schools Service received 327 referrals by Dec 2021. The Creative Therapeutic Interventions for Children Service established in March 2021 to complement the Counselling in Schools Service received 65 referrals. Four digital mental health services covering the age range 5-26 years, shows Out of Hours usage (outwith Mon-Fri, 9-5) of 54% for Kooth, 48% for Together all and 66% for Shout. 72% of primary schools are accessing the referred programme Mind Moose providing structured early intervention support to pupils in an effort to stop emerging mental health difficulties becoming too entrenched. Workforce Development Training and development mapping tool and self-evaluation questionnaire developed ready to be piloted by two 3rd Sector partners with support from CTSI.

Cod e	Action	Lead	Expected Outcome	Progress Update
CHC CSP A2b	Ensure that all Attainment Scotland Funding is targeted to close the poverty related attainment gap	Education Senior Manager ELC & Primary	✓	The refresh of the Scottish Attainment Challenge (SAC), now part of Strategic Equity Funding (SEF), has reduced the finance available for the Clackmannanshire Programme Plans, with funding tapered over the next 4 years (2022-2025). Interventions supporting closing the poverty related attainment gap and ensuring equity and excellence across the Programme have been reviewed with those interventions and programmes having the greatest impact being the focus of the 2022-2023 plan. Wider engagement, involvement and communication with all stakeholders continues to be undertaken to ensure that there is a clear transition to Year 2 of the refreshed plan and sustainability beyond. Continued focus on supporting schools to identify their poverty related gaps through planned Improvement Discussions; coaching, professional learning and supporting the effective use of the Authority Tracker. This combined with the use of the Scottish Attainment Challenge Logic Model, will ensure that there is a shared understanding of the programme aims and monitoring, performance and progress needed to achieve our stretch aims.
CHC CSP A2c	Increase opportunities for all children and young people to access leisure, wellbeing and sports programmes and as part of our development of the Wellbeing Hub in Clackmannanshire	Education Senior Manager ELC & Primary	✓	Active Schools re-introduced free in-school extra curricular sports clubs for children in every primary school providing a minimum of 2 clubs per week across a 24 week period. Centralised cluster clubs delivered led by community sports clubs/coaches across a range of sports widening the opportunities for children to take part. Learn to Swim survey circulated through schools in November 2021 to determine the need for lessons as pools become available in Clackmannanshire (Dollar Academy, Interim Pool, Wellbeing Hub) 730 individual responses received to survey encompassing 1158 children. 94% of parents rated their child's learning as very good or excellent. Holiday activities provided free to Clackmannanshire families throughout summer 2021. 16 programmes delivered with over 200 individuals taking part. 3960 hours of participant activity took place with 325 free lunches to children and young people. A Six week Active Summer programme for 2022 being planned. 11 festivals and 9 different events delivered using a mixture of in-school and central venue to maximise participation of schools whilst adhering to the changes in Covid restrictions.
CHC CSP A2d	All eligible 2 year olds and some children under 2, particularly from vulnerable, at risk, care experienced and teenage parents will take up the offer of Early Learning and Child Care places	Education Senior Manager ELC & Primary	✓	In September 2022, 155 eligible 2 year olds received 1140 hours of Early Learning and Childcare (ELC). Of those 155 children, 34 children received their placement in a private nursery, 4 children with a partner childminder with the remaining 117 children in a local authority setting. A discretionary policy was developed August 2022 to allow placement's for children who do not meet the eligible 2's criteria. These children are able to be offered a couple of sessions a week to provide support to their families.
CHC CSP A2e	Implement whole systems approaches to ensure children and young people with additional support needs are supported to overcome barriers to inclusion at home, school and in the community and achieve	Senior Manager Inclusion & Partnerships	✓	Recruitment for revised ASN model completed. A 'Team around the Flexible Space' has been identified for each setting to ensure a smooth transition. Two Lens bids successful, 'Without Exception' to test barriers and solutions to providing out of school activities for children with Profound and Complex ASNs and 'ClaxP&C' to create parents/carers network for families of children with ASNs. Both Parent/carer led. Allocation of Families First/Cash First funding offered to all families of children and young people at Lochies and Alloa EASN through the

Code	Action	Lead	Expected Outcome	Progress Update
	positive destinations			Summer Food and Childcare Programme. Pilot of hydrotherapy for non ambulant children trialled in July 22 (Active Clacks/Lochies).
CHC CSP A2f	Deliver MCR pathways which aim to improve the outcomes gap for care experienced young people	Education Senior Manager (Secondary)	✓	MCR continues to support students participating in the Young Clacks Talent programme to achieve their academic potential and reach a positive destination. There are 65 established mentored relationships across Clackmannanshire with an average of 65 hours of volunteering across the authority every week .Despite the challenges of Covid there are 9 active Mentors who are Clacks Council employees a further 6 waiting a match to provide 1-1 bespoke support and guidance.
CHC CSP A2g	Increased citizenship through youth volunteering offered widely and recognised through the Government framework of the Saltire Award	Clackmannanshire Third Sector Interface	✓	The Saltire awards registration with increased citizenship through youth volunteering grew to 93 new volunteers for the year 21/22 from 54 in 20/21. The aim for 22/23 is to attract new volunteers and encourage retention and completion of longer awards. Activities include: Working with DYW team to link in with schools; Promotion of saltire awards during volunteers week; Working with CLD and CYV programme; Return to face to face events/activity; School visits planned for August/September; Designing a short volunteer workshop for partners to promote youth volunteering and Saltire awards; and Working with PEC to promote the awards.

3. Children & young people in Clackmannanshire understand their rights and are engaged and involved in decision making

Code	Action	Lead	Expected Outcome	Progress Update
CHC CSP A3a	Develop a rights-based approach that puts the United Nations Convention on the Rights of the Child (UNCRC) at the centre of everything we do	Education Senior Manager (Secondary)	✓	Regular meetings with Forth Valley and West Lothian Regional Improvement Collaborative and resultant UNCRC related resources shared with establishments. People Directorate training in UNCRC, developed by FVWL RIC in partnership with Education Scotland. Children's Parliament continuing to work with our primary schools on child-friendly materials.
CHC CSP A3b	Ensure access and increased opportunity for advocacy and participation for all care experienced children and young people	Service Manager - Permanence	✓	Keeping the Promise Clacks (Participation Forum) have highlighted the need for further avenues of support and advocacy as well as participation to ensure that Clackmannanshire Council are taking a holistic approach to ensuring the Voice foundation of the Promise is upheld. The Assistant Educational Psychologist is working alongside colleagues in Social Work to ensure delivery of high-quality support groups to ensure foster carers, kinship carers and young people have regular access to support. Senior managers and colleagues at the Promise are working together to develop a clear restorative pathway.
CHC CSP A3c	The Children Hearing advocacy services are promoted and made available to children and young people	Locality Reporter Manager (SCRA)	✓	Section 122(2) requires the chair of any children's hearing to inform the child of the availability of children's advocacy services unless the chair, taking account of the age and maturity of the child, considers it would not be appropriate to do so. In practical terms: <ul style="list-style-type: none"> The duty applies only if the child is present at the hearing.

Code	Action	Lead	Expected Outcome	Progress Update
				<ul style="list-style-type: none"> • If the child is accompanied at the hearing by an advocacy worker there is no expectation that the chair will inform the child of the availability of advocacy services. • The requirement is for the chair to inform the child that advocacy services are available. Chairs are likely to do this by asking the child if anyone has already spoken to them about advocacy and if they know they can have an advocacy worker. • It is not necessary for the chair to elicit a response from the child as to whether the child wants to seek advocacy support, though the chair may give the child the opportunity to do so. • A hearing may choose to defer in order to enable the child to seek advocacy support. The hearing is not obliged to defer and the hearing should take into account all the relevant circumstances before deciding to do so. <p>The Scottish Government has contracted with various providers of children’s advocacy services. The Children’s Hearings (Scotland) Act 2011 (Children’s Advocacy Services) Regulations 2020 require children’s advocacy workers under the contract to act in accordance with the National Practice Model for Advocacy within the Children’s Hearings System,</p> <p>Reporters are aware of the following points in relation to the operation of advocacy services: The child must be capable of instructing the advocacy worker. It is understood that Children’s Advocacy Services generally regard children from the age of 5 as potentially being capable of instructing an advocacy worker.</p> <ul style="list-style-type: none"> • The reporter is not to provide an advocacy worker with papers or other information relating to the hearing. It is expected that advocacy workers will operate with information provided to them by the child or on occasion, if additional information is required, by discussion with professionals involved directly with the child. • The usual approach to providing papers to the child applies. Where the child would not be capable of understanding the papers the reporter is not to provide them. • The reporter is not to refer a child to an advocacy service or worker. • Within the hearing the advocacy worker will generally be a representative (non-legal) of the child. However chairs are expected to allow the attendance of an advocacy worker even where the child has another person as a non-legal representative. • Within the record of proceedings, attendance should be recorded as ‘child’s advocacy worker’ <p>SCRA is fully supportive of the provision of children’s advocacy services and has played a key role in developing an information leaflet and setting up a website on advocacy services for hearings, a link to which is on our website. We consider that social work play the key role in advising the child in advance of a hearing of the availability of an advocacy service. We expect that the contracted advocacy providers will have made contact with local social work teams to</p>

Cod e	Action	Lead	Expected Outcome	Progress Update
				raise this expectation.
CHC CSP A3d	Deliver the Youth Engagement Framework for Clackmannanshire	Education Senior Manager (Secondary)	✓	Initial survey has been distributed through primary and secondary schools, 16+ survey has been promoted through college, LEP and social media. The second youth voice survey went out in June 2022. Key findings will be used as a baseline for the planned youth assembly in October 2022. Youth Council secure funding through the mental health transformation programme for the youth bank; 11 applications were made and 8 were successful.
CHC CSP A3e	Deliver the Scottish Fire and Rescue Service Youth Scheme for young people in Clackmannanshire	Scottish Fire & Rescue Service	✓	<p>The main objective of Scottish Fire and Rescue Service (SFRS) Youth Volunteer Scheme (YVS) is to provide a safe, welcoming, enjoyable and fun environment where young people can learn as individuals, develop positive relationships and actively work together for a safer Scotland. The scheme provides a great opportunity for young people across Scotland to develop their skillset and make a valuable contribution to their local communities, whilst gaining a unique insight into life at a working fire station.</p> <p>The YVS is not about recruiting future firefighters and we cannot guarantee any young person further employment or involvement in SFRS. However, what we can guarantee is that we will offer as much support and guidance as possible to young people with an interest in the Service and anyone who participates in this scheme will grow in confidence and be equipped with improved life skills as they volunteer as young ambassadors for SFRS. By participating in the programme, young people will have a practical understanding of the SFRS and play a supportive role in their communities as SFRS youth volunteers; supporting development and enhancing inter-personal skills and confidence.</p> <p>A SFRS YVS was developed within Clackmannanshire, a diverse group of eight 12-18 year olds work together and meet every Thursday night at Alloa Fire Station. The scheme launched locally in April 2020, meeting online initially due to COVID restrictions, this has now progressed to physical group meetings as restrictions eased. All young persons are now working through the YVS syllabus.</p>
CHC CSP A3f	Place based provision for children and young people in communities delivered in partnership with community, voluntary organisations and public sector partners	Clackmannanshire Third Sector Interface; Senior Manager Inclusion & Partnerships	✓	The total of referrals for our Befriending Project, before it closed. There were 35 referrals which were not able to be matched before the funding ended, with another 80 referrals which were able to be actioned during the duration of the project.
CHC CSP A3g	Review plans in place for young carers in Clackmannanshire	Clackmannanshire Third Sector Interface; Falkirk & Clacks Carers Centre	✓	Between October 2021 and March 2022, Central Carers Centre offered 33 young carers in Clackmannanshire the opportunity to develop a Young Carers Statement (YCS) and 22 completed a YCS. The project also provides young carers with regular individual support and monthly groups, as well as involvement in external events and meetings relevant to young carers. The young carers also benefit from activities and individual grants. Between October 2021 and March 2022, there were 280 individual contacts provided for young carers, and 11

Code	Action	Lead	Expected Outcome	Progress Update
				groups attended by 49 young carers with 127 attendances. During the period there were 30 new referrals and there was no waiting list for support. Positive feedback from young carers has been reported by the organisation.

B. Priority Theme - Whole Family Support

1. Children, young people and their families can access a range of support services and family therapies in Clackmannanshire

Code	Action	Lead	Expected Outcome	Progress Update
CHC CSP B1a	Undertake a full strategic needs assessment and commissioning of Children's Services in Clackmannanshire. This work will be part of the Human and Economic Cost Modelling work	Senior Manager Early Intervention	✓	Strategic Needs Analysis underway supported by Iconic Consulting. The review consists of two phases. The first phase will develop a clear set of objectives for the future commissioning of third sector children's services in Clackmannanshire. Phase 2 will review third sector children's services currently commissioned by the local authority against these objectives. Strategic stakeholder interviews with senior officers from Clackmannanshire Council Children's Services and Children and Young People's Strategic Partnership to identify existing strategic and operational objectives and future priorities undertaken. Strategic stakeholder Workshop and survey has been undertaken. Consultation workshops with third sector children's service providers concluded and review process ongoing. It is planned for the activity to be concluded and by end October 2022, in order to establish arrangements for service delivery after 1.4.23. The strategic needs analysis and review of commissioned services have now been concluded and the report has been provided. This has been considered by Senior Managers within the council and a paper has been submitted for consideration by the Council. Thereafter services will be commissioned in line with the findings, in order to be in a position to deliver the required services from 1.4.23.
CHC CSP B1b	Develop a blueprint for family and community support services in Clackmannanshire	Senior Manager Early Intervention	✓	Whole Family Support Sub Group are using the self evaluation framework "Supporting Families: A National Self Assessment Toolkit for Change" to help evaluate current provision and highlight gaps and areas of duplication. The intention is to utilize this learning, alongside the Commissioning activity to ensure a broad range of effective family support is available from early intervention through to intensive support for young people on the edge of care. The implementation of this plan will take place in the year 23-24. The intention of this work is to increase the availability of service out with statutory social work, to ensure that children receive support as early as possible. We know that the range of support currently provided is effective. For example: The Action for Children Clackmannanshire Additional Support Service reported that in 21/22 80.5% of children recorded improved outcomes with significant impacts recorded in: improved relationships with parent/carer;

Code	Action	Lead	Expected Outcome	Progress Update
				<p>improved parental/carer boundaries; parents/carers engagement with their children; improved mental wellbeing among parents/carers; increased feelings of safety; improved communication skills; and protection from parent/carer alcohol use, domestic violence, physical harm, and mental health. Positive feedback has also been reported from children, young people and parents/carers.</p> <p>In addition, In 2021/22, 161 children were referred to the Children's Reporter, a third less than the year before.</p>
CHC CSP B1c	Develop integrated early intervention pathways for vulnerable children and explore options to link this work with Strive	Senior Manager Early Intervention	✓	<p>There are two key strands for the upstreaming of Strive: 1) the development of a locality based early intervention strive team which aims to offer the strive response before a crisis occurs and 2) the roll out of training across health service staff in primary settings to enable a solution focussed, multi agency response at first point of contact.</p> <p>In addition, the early help team are working with partner agencies to provide an early response to resolve issues as early as possible. This work needs to sit alongside the refresh of GIRFEC processes detailed above. This will involve staff training and development and will take time to be fully embedded. However, it is on target to be embedded by the end of the children's services plan period.</p> <p>Analysis of early intervention this year has highlighted that between May 2021 and March 2022 56% of new referrals to the social work service were offered early help via the Early Help team which has had a positive impact both for the families who were offered early intervention as well as the associated reduction in the workload to area teams. Alongside the Family Support element of the early help team, we have developed an early intervention Family Group Decision Making Response which has enabled:</p> <ul style="list-style-type: none"> • Potential kinship families identified - for 36 of the 73 referrals made to the FGDM team. • Prevention of accommodation - 18 children were placed with kinship families. Within these figures were several sibling groups of 2-4 children, all of which were kept together and not separated, in line with the foundations of The Promise. • Prevention of accommodation – 16 children assessed as on the edge of care remained with their parents, with family support plans involving informal network support. <p>For year 2021/2022, 168 families or individuals were supported via STRIVE: Some key outcomes reported:-</p> <ul style="list-style-type: none"> • 37 customers referred onto mental health support services • Homelessness prevented for 17 tenants • 20 customers given immediate financial assistance or furniture to enable them to remain in their home • 11 customers referred onto addiction support services
CHC CSP	Implement the Icelandic Prevention Model for Alcohol and Drug use in	Senior Manager Inclusion &	✓	Sept 2021 - Icelandic Prevention Model (IPM) introduced to all secondary schools with support from the Winning Scotland Foundation and 'Planet Youth Scotland'. Oct 2021, all S2 and S3

Cod e	Action	Lead	Expected Outcome	Progress Update
B1d	Clackmannanshire	Partnerships		pupils across all 3 Academies took part in an on-line survey. Survey data processed by University of Reykjavik provided detailed insight into the lives and lifestyles of participating pupils. A School Network Group has been established to facilitate and support the Icelandic Prevention Model Survey Results across all secondary educational establishments. Key areas for the authority and at school level form the basis of planning for 2022-2023 and ensure alignment with wider strategic planning across People Services. Dissemination plan is being shared with the National IPM Network (July 2022) to highlight good practice and provide an overview of our planned involvement with parents/carers, communities and CPP partners.

2. Children, young people and their families can access the right services based on their needs

Cod e	Action	Lead	Expected Outcome	Progress Update
CHC CSP B2a	Review the pathways that integrate youth, adult and mental health services to ensure a continuum of services and supported transitions to adulthood	Service Manager - Permanence	✓	The pathway for children with disabilities has been reviewed. An operational group meets monthly to ensure that all children who are approaching adulthood have a clear plan in place regarding which service will support them. The intention is that children are discussed at the group at the age of 15. This will allow them to be highlighted to the relevant adult support services and allow time for them to be allocated and assessed prior to leaving school. This also allows time for services to engage with parents in order to establish whether legal measures are necessary, such as guardianship. alongside this activity, a review of the transition policy and procedure has begun. This will be concluded by March 2023. A wellbeing worker is currently being recruited by Wellbeing Scotland to compliment the supports already available to children in education. This post will offer support to care experienced young people aged 16-25. This is intended to support the mental health and wellbeing of young people as well as supporting the transition between child and adult mental health services.
CHC CSP B2b	Implement processes to ensure that housing services attend pathway review meetings at earliest opportunity to enable early exploration of the housing options available for care experienced young people	Service Manager - Permanence	✓	A monthly meeting is established between housing and TCAC Team to highlight housing needs of care experienced young people at the earliest opportunity. The aim of this group is to ensure planned transitions to living independently, and to maximise the opportunities for young people to return to their local area. Examples of good outcomes from this group include provision of a tenancy close to Woodside to allow a young person to be supported by Woodside in their transition from residential care to their own tenancy. Another young person has been supported to move from an intensive purchased supported accommodation option to their own tenancy. Work is underway within the TCAC to progress pathway planning and review for all young people open to the team involving housing and other key professionals important to the young person. This will compliment the work of the group above at a more individual level.
CHC	Develop a family and community	Senior Manager	✓	The mental health and wellbeing directory has been completed. This has signposting for mental

Code	Action	Lead	Expected Outcome	Progress Update
CSP B2c	support directory of all community based family support services and family therapies in Clackmannanshire	Early Intervention		health and wellbeing supports and services for children and young people and some information for parents / carers. This has been well used and reviewed. There is a cross over with this directory. In addition plans are underway to develop a directory of family support services for the ADP. Therefore, efforts are underway to ensure we don't duplicate effort and to consider whether a separate family and community support directory is required and if so, how this directory would be maintained before deciding on the best method for its collation.
CHC CSP B2d	Improve the support available for Kinship families	Service Manager - Permanence	✓	Kinship care strategy – working group is being set up to further develop the kinship care strategy and the support available to kinship carers across services. This will include scoping out support available to kinship carers within the third sector and wider community. Work is underway to progress two posts within education to support care experienced young people, one priority group identified in relation to attainment is children in kinship care. This is being developed following feedback from kinship carers. Support groups for kinship carers have recently began meeting face to face again, and a summer outing to the Safari Park took place which facilitated an opportunity for kinship carers to make links with one another as well as the team.

3. The health and wellbeing of children and young people is improved and inequalities are reduced

Code	Action	Lead	Expected Outcome	Progress Update
CHC CSP B3a	Develop opportunities for early intervention and family support for financial inclusion at earliest opportunity	Senior Manager Partnership & Transformation; Principal Public Health Officer	✓	A number of initiatives are being developed aimed at supporting outcomes around financial inclusion and specifically mitigating the worse impacts from the cost of living crisis. This work includes improving information and advice as well as working with local community based organisations to ensure that practical support is provided to families at the earliest opportunity. Work has also commenced to scope out longer term financial inclusion needs and gaps through the Tackling Poverty Partnership and initial benchmarking in other areas to identify good practice and opportunities in underway. This work will consider initiatives and partnerships already embedded such as the Family Wellbeing Partnership and Strive but will also seek to build on partnerships with Social Security Scotland and Citizens Advice Bureau.
CHC CSP B3b	Implement family learning opportunities and access to support services to minimise poverty impacts as a result of Covid	Senior Manager Inclusion & Partnerships	✓	The Period Products (free provision) (Scotland) Bill became an Act in January 2021 and states that everyone in Scotland who menstruates should have reasonably convenient access to period products, free of charge, as and when they are required. Discussions with colleagues in the Third Sector is ensuring that we are able to extend the provision to ensure our most vulnerable community members are able to access the products. The Scottish Government has commissioned the production of a Period Products App, showing the location of free period products throughout Scotland. This App is now "live" (November 2021) across

Code	Action	Lead	Expected Outcome	Progress Update
				Clackmannanshire and is increasing awareness and access to products across Clackmannanshire communities. Analysis of its use will be available early in 2022. Information regarding all access to period products is now available on Clacks web. https://www.clacks.gov.uk/community/sanitaryprov . A Period Poverty Working Group has been established to ensure that approaches and engagement will be refined to enhance and tailor central support to meet identified needs. A representative from the Working Group attends the National Network to ensure that we continue to support the development, implementation and delivery of the policy as it relates to wider settings. and continues to build on partnership with the Third Sector and the Tackling Poverty Partnership as a means of consulting with the local community over product/location, etc., to ensure a high standard of service delivery is available across Clackmannanshire and that those most in need of the service are supported.
CHC CSP B3c	Extend the range of interventions to support young parents in improving outcomes - All eligible teenage parents are supported by the Family Nurse Partnership to engage in targeted programmes	NHS; Chief Nurse, Universal Children's Services	✔	All young parents (those who are 19 years at last menstrual period [LMP]) are offered FNP when booking with maternity services. The overall stretch aim for FNP programme is 70% of eligible client will be enrolled with in FNP programme by 16+6 weeks of pregnancy. 2021 saw 73% enrolment (2021 also saw a 58% reduction in teenage pregnancy across Clackmannanshire from 2020). In order to achieve best out comes from FNP programme a minimum input of contact must be achieved, the overall stretch aim for client receiving FNP Programme in pregnancy is 80%. This target was met in 2021. The overall stretch aim for client receiving FNP Programme in infancy (first year) is 65%. FNP Team in Clacks is currently achieving 58%. Improvement work carried out to increase optimum programme delivery includes regular 1:1 supervision and ongoing staff training at monthly meetings. Nationally the offer of FNP programme is being extended to young women who are 21 years at LMP, and 24 years at LMP for those who are care experienced. This is being implemented incrementally from December 2022. In NHS Forth Valley this will commence in Dec 2022 and will be offered to young parents under 20 years and will extend to those aged 21 years and 24 years where socially indicated by June 2023.
CHC CSP B3d	Expand opportunities to address food insecurity and improve the nutrition, engagement and confidence of parents/carers	Clackmannanshire Third Sector Interface; Principal Public Health Officer	✔	Ongoing communications - good publicity generated locally through local media channels. Tackling Poverty Partnership launched Clacks Good Food on 18th May. Strong alignments with the Pre-Employability Clacks programme of work – participants are attending hospitality training. Part time Coordinator has started (hosted by Forth Environment Links). The steering group moving forward with plans around launching this agenda further and generating 'buy in' from a wider range of partners. Developing Food Charter which will set high level vision and create an identity for the programme of work. Alignments with community wealth building agenda and new LOIP will be made.

C. Priority Theme - Planning

1. The Children & Young People Partnership Group is meeting planning and reporting requirements under Children's Services legislative framework

Code	Action	Lead	Expected Outcome	Progress Update
CHC CSP C1a	The CYP Partnership will undertake a Strategic Needs Assessment every 2 years. This will include horizon scanning to ensure early sight of developing legislation or national policy	Senior Manager Partnership & Transformation; Chief Social Work Officer	✓	Clacks Demographic Profile 2022 updated. Drawing on range of local data to identify local priorities and gaps in provision and inform service development.
CHC CSP C1b	The CYP Partnership will prepare annual reports on the delivery of this plan and our ambitions in meeting The Promise commitments	Service Manager - Permanence	✓	Promise subgroup has been formed and work is ongoing to scope out all workstreams relating to The Promise and encompassing into broad themes the activity within the service as well as actions in the CSP e.g. participation, development of care provision. The implementation plan will be reflected in the refreshed corporate parenting plan to align with the themes of the Children's Services Plan.

2. Joint investment plans for Children's Services in Clackmannanshire are in place and reviewed at least annually

Code	Action	Lead	Expected Outcome	Progress Update
CHC CSP C2a	Our Human and Economic Cost Modelling review will support our work in jointly designing a model for how current investments in Children's Services can be spent more effectively in Clackmannanshire	Chief Social Work Officer	✓	Work undertaken to estimate how much we are currently spending on children and families in and around the care system applying Follow the Money mapping. The HECM approach aligns with our strategic review of commissioned services to shift our resources to early intervention and prevention. The Family Wellbeing Partnership is a key example of using resources differently to deliver person-centred approaches, by listening to families, and building up community assets and solutions to improve whole family wellbeing and outcomes.
CHC CSP C2b	Current service provision will be reviewed to inform commissioning decisions of current and future need that support early intervention and prevention	Senior Manager Early Intervention	✓	The strategic needs analysis and review of current commissioned services have now been concluded and the report has been provided. This has been considered by Senior Managers within the council and a paper has been submitted for consideration by the Council. Thereafter services will be commissioned in line with the review findings, in order to be in a position to deliver the required services from 1.4.23.

3. Plans, policies, information and systems for Children’s Services are shared seamlessly across the partnership

Code	Action	Lead	Expected Outcome	Progress Update
CHC CSP C3a	Partners will strengthen sharing of information in order to safeguard children young people and vulnerable adults to align with the national refresh of GIRFEC	Lead Officer Child Protection; Chief Nurse, Universal Children's Services	✓	Forth Valley GIRFEC working group progressing implementation. As per A1F - Multi-Agency GIRFEC meeting commenced with plans to report into the Forth Valley Child Protection Guideline group. Target completion date of Sept 2023.
CHC CSP C3b	The CYP Partnership will ensure that the Community Planning Partnership can respond to national policy and developing legislation including consultations on these	Chief Social Work Officer	✓	CYP partnership has engaged in a range of national consultations. Implemented Age of Criminal Responsibility (Scotland) Act 2019; the Equal Protection from Assault Act, 2019; and progressing implementation of the new National Guidance for Child Protection in Scotland, 2021.
CHC CSP C3c	Implement the EIRD process in Clackmannanshire	Police Scotland	✓	E-IRD now implemented. A review of the e-IRD system after 3 months of introduction identified a number of amendments were suggested to improve the functionality which were approved by the IRD Steering Group and have now been implemented. The IRD Steering Group will continue to monitor the quality of the eIRD process and any additional amendments to functionality as required. Each agency now has a SPOC in place. The group will focus on bedding in e-IRD, e-IRD reviews and the implementation of the national CP Guidance.

D. Priority Theme - Supporting the Workforce

1. Partners will have the skills and competencies they require to deliver high quality services when working with our children, young people and their families

Code	Action	Lead	Expected Outcome	Progress Update
CHC CSP D1a	The CYP Partnership will undertake a skills audit and integrated workforce development plan across the partnership	Service Manager; Police Scotland	✓	Public Protection Unit DI’s to review available training from across the partnership and have undertaken to match staff from within the teams in the PPU to this to ensure the development and upskilling of staff in the multi agency environment.
CHC CSP	The CYP Partnership will progress specific workforce development	NHS; Lead Officer Child Protection	✓	Multi-agency Public Protection Learning and Practice Development Workforce Strategy, 2020-23, developed, regularly updated and shared with all partner agencies. The Learning and

Code	Action	Lead	Expected Outcome	Progress Update
D1b	around protection safeguarding children and young people from abuse, exploitation and neglect			Development subgroup has been an increase in the multi-agency take up of training courses, in particular the UNCRC. A total of 1015 e-learning modules have been completed across the multi agency workforce, ensuring partnership staff have the appropriate training to respond to keeping children and young people within Clackmannanshire Council safe from harm.
CHC CSP D1c	We will implement the Transforming Psychological Trauma Knowledge and Skills Framework	Principal Educational Psychologist; Principal Public Health Officer	✔	Initial discussions have been had to consider a spending plan including strategic oversight of governance structures and accountabilities; appointing a co-ordinator within the Council to support the development of trauma-informed practice across the Council and partners including a gaps-analysis to identify existing needs and innovative models of delivery, and partnership with the third sector to support the delivery of training and to support implementation of trauma-informed practice across the partnership. A Steering Group is being established to oversee this work and links made with Trauma Champions across Forth Valley to ensure consistency of approach.
CHC CSP D1d	We will implement the Safe and Together Strategy across the partnership as part of our wider domestic abuse strategy and ensure that there is collaborative investment in Safe and Together and the Caledonian Model for working with families and children who have experienced domestic abuse	Senior Manager, Justice	✔	Non Court Mandated Caledonian Programme has been moved into Justice Services. 5 referrals are now at various stages of progression through assessment, including full Caledonian and SARA 3 Risk Assessments. Referral process continues to be from Children Services. SACRO Women's Support Workers are now located onsite alongside the Justice Team. Safe and Together Training events are scheduled for December. New Child Care staff are to participate as part of their induction. A perpetrator and women's support worker have been identified to work in partnership with STRIVE where domestic abuse has been identified. This initiative is part of collaboration between Police Scotland, Housing, SACRO and Social Work Services and utilises the skills and experience of existing staff. Community Justice Partnership has agreed to financially support a similar service to that offered to STRIVE for men who wish to self refer for support to address domestically abusive behaviours. This will be delivered by workers trained in the Caledonian Programme and will be launched as part of the initiatives from Clackmannanshire council for the 16 Days of Action.
CHC CSP D1e	Embed the Readiness for Learning Programme in Clackmannanshire	Principal Educational Psychologist	✔	Educational Psychology Service Improvement Plan contains specific actions to embed Readiness for Learning. This includes: Provision of 50 e-modules through the Council's online e-learning portal, ongoing consultation to identified target schools and through educational psychology case work, development of range of materials for both children, young people and families relating to the R4L approach available on the FLIPClacks website for use at home or in school. Ongoing provision of an Intensive Therapeutic Service offering Eye-Movement Desensitisation and Re-processing (EMDR) to those pupils displaying the highest levels of need. All educational psychologists within the authority are currently training in the Neurosequential Model in Therapeutics to further enhance and extend the support to the most vulnerable pupils, specifically those at risk of requiring out of authority residential care.

2. Partners will have common and shared workforce values when working with our children, young people and families

Code	Action	Lead	Expected Outcome	Progress Update
CHC CSP D2a	The partnership will review its good employment and fair work practices across all commissioned children's services	Senior Manager Partnership & Transformation	✔	A good employment charter has been developed as part of the Wellbeing Economy and CWB work. This will be shared with Alliance partners in the Summer, and thereafter will be shared with CPP partnerships. Needs to link with other key priority actions particularly FWP and Strategic commissioning review.
CHC CSP D2b	We will develop policies and workforce development strategies to meet the new Keeping Brothers and Sisters Together legislation and National Practice Guidance	Service Manager - Permanence	✔	Work is under way to quantify how many young people we have in care who are placed with siblings as well as having siblings elsewhere. This will help us measure success in this area. Work is required to consider more creative ways of linking siblings while work is underway to develop our care provision. As above, working is ongoing to ensure that a broad range of young people are represented in the participation group including siblings and yp placed out with Clacks.
CHC CSP D2c	We will develop values and workforce development strategies to fully implement the UNCRC across Children's Services	Education Senior Manager (Secondary)	✔	Children's Parliament Project Workers have been working with children in Banchory and St Serf's primary schools in Tullibody, in partnership with Clackmannanshire Council, on a project aimed at supporting the implementation of UNCRC while it is incorporated into Scots law. They produced a range of practical resources for adults to use to make children's rights real in their jobs, and to provide practical tips on gathering children's views. These online interactive resources were officially launched by the Members of the Children's Parliament (MCPs) at an event at Tullibody Civic Centre on 4 May 2022. Alongside officers of the council, parents, carers and citizens in the wider community attended the event. The children presented their resources, including a short film they had made about UNCRC and shared their experiences of participation and the co-production process. All these resources have now been shared across the People Directorate.
CHC CSP D2d	Implement The Clackmannanshire Family Wellbeing Partnership to understand what it takes to shift a whole system towards a wellbeing and capabilities approach to service design & delivery. This will look at family wellbeing budgets; values based leadership and community around the child	Senior Manager Inclusion & Partnerships	✔	Work is progressing the key workstreams including, moving Strive to early intervention model by focussing activity around a feeder primary school to Alloa Academy. The FWP obtained funding for employability research, which is being undertaken by Wellbeing Economy Alliance and a range of partners will come together at a Values Based Leadership event in November to explore the barriers, challenges and opportunities of employability in Clacks from a community wealth building lens.
CHC CSP D2e	Develop access pathways to training for wider workforce working with children and young people within communities and third sector through the new TSI Scotland Network online training platform	Clackmannanshire Third Sector Interface	✔	Work is underway and the learning platform is likely to be launched January to March 2023. Once the learning platform is up and running it will be emailed across any identified e-modules to be uploaded. At present 3rd sector partners who work in Clackmannanshire are able to access all multi agency public protection training through the training calendar.

1. The partnership and its public agencies have plans in place to meet Children Service Planning emerging legislative framework

Code	Action	Lead	Expected Outcome	Progress Update
CHC CSP E1a	The CYP partnership will review and put in place appropriate plans around the following key areas of new and developing legislation: UNCRC	Education Senior Manager (Secondary)	✔	Work being taken forward as part of the Regional Improvement Collaborative (RIC) workstream on the implementation of the UNCRC Scotland Bill is continuing, with the caveat that the Scottish Government still has to address the decision of the UK Supreme Court in October 2021, that the Bill lies outwith the legislative powers of the Scottish Parliament. As part of The Promise and in readiness for when the United Nations Convention on the Rights of the Child is embedded in all aspects Scottish law, Multi-Agency United Nations on the Rights of the Child (UNCRC) Training taking place in 3 Cohorts during Sept 2022.
CHC CSP E1b	The CYP partnership will review and put in place appropriate plans around the following key areas of new and developing legislation: Children's Hearing	Locality Reporter Manager (SCRA)	✔	Work is under way through the 'Keeping the Promise' project in order to advise on any reform/changes in legislation relating to the children's hearing.
CHC CSP E1c	The CYP partnership will review and put in place appropriate plans around the following key areas of new and developing legislation: Keeping Brothers and Sisters Together	Service Manager - Permanence	✔	Work is under way to quantify how many young people we have in care who are placed with siblings as well as having siblings elsewhere. This will help us measure success in this area. Work is required to consider more creative ways of linking siblings while work is underway to develop our care provision. As above, working is ongoing to ensure that a broad range of young people are represented in the participation group including siblings and yp placed out with Clacks.
CHC CSP E1d	The CYP partnership will review and put in place appropriate plans around the following key areas of new and developing legislation: Age of criminal responsibility	Lead Officer Child Protection	✔	7 minute briefing, briefing note for practitioners and operational guidance PowerPoint briefing developed and shared with multi-agency staff and on Forth Valley Practitioner Pages - https://blogs.glowscotland.org.uk/glowblogs/fvpp/child-protection-age-of-criminal-responsibility-act/ . At the last meeting of the Forth Valley ACRA Implementation Group on 13th June it was agreed that the short life working group was no longer required and any update to guidance or processes would become the responsibility of the Forth Valley Child Protection Policies, Procedures and Protocol subgroup. It was also agreed that a Forth Valley Practitioner Forum session will be arranged when it is felt there is learning to be shared.
CHC CSP E1e	The CYP partnership will review and put in place appropriate plans around the following key areas of new and developing legislation: Domestic Abuse (Protection) (Scotland) Bill	Senior Manager, Justice	✔	Whilst the Bill became Law on 5 May 2021 introducing use of new protection notices and orders to protect people from domestic abuse, it hasn't yet been implemented.
CHC CSP	The CYP partnership will review and put in place appropriate plans around	Lead Officer Child Protection	✔	Forth Valley National Child Protection Guidance Implementation Group established and meeting regularly. Gap analysis undertaken and priorities identified. Communication strategy

Code	Action	Lead	Expected Outcome	Progress Update
E1f	the following key areas of new and developing legislation: Support implementation of the National Guidance for Child Protection within the broader context of local GIRFEC practice			has been developed to keep staff updated as work progresses. First newsletter shared with all partner agencies. FV agreed a go live date from 31 October 2022 of the change in language to Child Protection Planning meeting as feedback sought from children/young people and families advised that the language was oppressive.
CHC CSP E1g	The CYP Partnership will refresh the Corporate Parenting Strategy for Clackmannanshire and oversee its delivery	Service Manager - Permanence	✓	The Corporate Parenting Plan is in the process of being refreshed to reflect the implementation of the Promise to our care experienced young people in Clackmannanshire. Priorities to be achieved by the end of March 2023 include completion of this work, re-establishment of a corporate parenting group within Clackmannanshire, and development of the Oor Clacks Voices group.
CHC CSP E1h	The CYP Partnership will take forward the recommendations and oversee local implementation of #keepthepromise and report on progress	Service Manager - Permanence	✓	<p>There are a number of work streams ongoing relating to keeping The Promise. This is reported on to CYP Strategic Partnership and to elected members through Children & Young People's Board. This includes:</p> <ul style="list-style-type: none"> - Development of local care provision: A Supported Lodgings Service has been registered with Care Inspectorate and is awaiting approval - Review of provision at Woodside and opportunities to increase residential provision within Clackmannanshire <p>Focus on foster carer support and recruitment which includes a review of fees and allowances.</p> <ul style="list-style-type: none"> - Participation Network <p>The group has established key work streams to take forward, the first relates to the language of care. A survey was conducted amongst care experienced young people and those supporting care experienced young people which concluded at the end of September. The findings of this are not yet published. A working group has been established supported by the Design School and Promise Team to consider how language and framing can be incorporated into service redesign and existing work streams.</p> <ul style="list-style-type: none"> - Keeping Siblings Together <p>Training has been commissioned which will take place in December 2022 relating to assessing siblings and maintaining meaningful links where it is not possible for siblings to be placed together. This training will provide a framework in which to develop a policy statement and framework for decision making and planning relating to children within siblings groups.</p> <ul style="list-style-type: none"> - Trauma Informed Practice <p>There is close partnership working between Children's Services and Psychological Services within the People Directorate which is shaping opportunities for training, support to carers, and support to care experienced young people. Examples of this include PACE training for all residential staff and educational psychologists, and adult attachment training planned for February 2023 for social work and educational psychology staff.</p>

2. The partnership will have robust governance plans in place and will keep these under regular review

Code	Action	Lead	Expected Outcome	Progress Update
CHC CSP E2a	The CYP partnership will have clear operating arrangements and governance structures in place. This will include links to sub groups and other partnerships and reporting on progress to the CPP and other appropriate committees	Chief Social Work Officer	✓	Membership of the CYP Partnership reviewed ensuring Senior Manager representation from across the partnership. All have a senior leadership and strategic role Reporting templates developed for CYP accountable leads to report on progress against priority actions. Cycle of 6 weekly meetings in place.
CHC CSP E2b	The CYP Partnership will improve its use of data to drive performance and improvement and will have robust performance management processes and systems in place	Senior Manager Partnership & Transformation	✓	Performance framework developed for the CYP outlining performance reporting requirements and schedule. Performance dashboard established (using Pentana) which will enable regular monitoring at strategic level of key performance measures. Strategic needs assessment process will consider horizon scanning. Data and insight sources which will inform this work to be mapped. Reporting templates developed and shared with CYP leads.
CHC CSP E2c	The CYP Partnership will develop and embed creative approaches that ensure the views and voices of children and young people are sought, listened to and taken into account into work undertaken to #KeepThePromise	Service Manager - Permanence	✓	Development of a Participation Network to improve the current collaboration and participatory opportunities for care experienced children and young people and their families and carers to support Keeping The Promise across Clackmannanshire. A Participation/ Voice Group and Mobilisation Team have been established to ensure accountability for progress and actions across the partnership. Developing a fair and transparent policy for remunerating individuals who are involved in co-designing and co-producing aspects of service design, including a successful bid into the Lens to develop a prototype for remunerating individuals involved in codesigning services. Reframing Language Survey was released in June 2022 and shared with members of the Participation Network. Survey closed on 31.07.22

CLACKMANNANSHIRE COUNCIL

Report to: Clackmannanshire Council

Date of Meeting: 2 February 2023

Subject: Election of Roles and Elected Member Representation on Outside Bodies following Resignation of Councillor Craig Holden from the SNP Administration Group

Report by: Chief Executive

1.0 Purpose

1.1 The purpose of this report is for Council to consider the replacement appointments to the various roles and outside body positions as set out in the recommendations as a result of vacancies following the resignation of Councillor Craig Holden from the SNP Group (the current Administration of the Council).

2.0 Recommendations

That Council:

- 2.1 Seeks nominations and makes appointments to the following vacant positions:-
- 2.1.1 Depute Convener of Council and Depute Provost in terms of the Standing Orders; and
 - 2.1.2 Spokesperson for Partnership, Third Sector and Digital Strategy.
- 2.2 Notes that the position of Spokesperson for Partnership; Third Sector; and Digital Strategy is awarded a Senior Councillor Responsibility payment;
- 2.3 Taking into consideration the information set out in Appendix A:-
- 2.3.1 Notes that as a consequence on the appointment of the Depute Provost, the postholder also becomes a trustee of the Comrie Trust; and
 - 2.3.2 Seeks nominations and makes an appointment to the vacant position on Clackmannanshire Alliance;
- 2.4 Notes that that Councillor Phil Fairlie is the replacement for the SNP Group on the Be the Future Transformation (Thematic) Board.

3.0 Considerations

- 3.1. Councillor Craig Holden resigned from the SNP Group on 9 December 2022 and now is an Independent Member of Clackmannanshire Council. As a consequence, a number of vacancies have arisen that require Council appointments. These are:
- Depute Convener of the Council;
 - Depute Provost; and
 - Spokesperson for Partnership; Third Sector; and Digital Strategy.
- 3.2. It was agreed at the Statutory Meeting of Council on 25 May 2022 that the position of Spokesperson for Partnership; Third Sector; and Digital Strategy is awarded Senior Councillor Responsibility payment.
- 3.3. In addition to the above, Appendix A to this report also sets out appointments to outside bodies that Council now needs to consider.
- 3.4. As part of the “Council’s Decision-Making Framework: Boards and Briefing Framework” agreed by Council on 11 August 2022, four thematic boards were set up with elected member representation. Members are asked to note that Councillor Phil Fairlie has replaced Councillor Holden as the SNP Group representative on the Be the Future Transformation (Thematic) Board.
- 3.5. Elected Members nominated to fill some positions may be required to undertake training on their duties. Such training will normally be provided in-house and appointed members should be prepared to attend.
- 3.6. In accordance with Section 4 of the Councillors’ Code of Conduct, every elected member has a personal responsibility to register interests, financial or otherwise. The Code advises that Councillors must register all directorships and positions of office in public bodies, clubs, organisations and societies. Guidance notes on the registration of interests have been issued to every Clackmannanshire Councillor.

4.0 Sustainability Implications - n/a

5.0 Resource Implications

5.1. *Financial Details*

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

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

5.4. *Staffing*

6.0 Exempt Reports

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

8.0 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)

9.0 Equalities Impact

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

10.0 Legality

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

11.0 Appendices

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

Appendix 1 – List of Outside Bodies for consideration



12.0 Background Papers

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

Author(s)

NAME	DESIGNATION	TEL NO / EXTENSION
Nikki Bridle	Chief Executive	452002

Approved by

NAME	DESIGNATION	SIGNATURE
Lee Robertson	Senior Manager, Legal and Governance and Monitoring Officer	
Stuart Crickmar	Strategic Director of Partnership and Performance	
PP Nikki Bridle	Chief Executive	

APPENDIX 1

Name of Outside Body	Number Of Reps	Comments / Criteria
Clackmannanshire Alliance	4	<p>Membership: Councillor Ellen Forson Vacancy Councillor Kenneth Earle Councillor Martha Benny</p> <p>Criteria: Not specific. Previously has been the Council Leader and Depute Leader and the Opposition Leader and Depute Leader.</p>
TRUSTS		
Comrie Trust	4	<p>Membership: Councillor Donald Balsillie (Provost) Vacancy (Depute Provost) Councillor Martha Benny Councillor William Keogh</p> <p>Criteria: Provost, Depute Provost and 2 Members of Clackmannanshire North (<i>Cllrs Balsillie, Benny, Law & Keogh</i>).</p>

Report to: Council

Date of Meeting: 2 February 2023

Subject: Drugs & Alcohol Policy

Report by: Chief Executive

1.0 Purpose

- 1.1. This paper seeks Council approval of the revised Drugs & Alcohol Policy.

2.0 Recommendations

Council is asked to:

- 2.1. **Challenge** and **comment** on the paper as appropriate.
- 2.2. **Approve** the Drugs & Alcohol Policy which is attached at Appendix 1.
- 2.3. **Note** that training will be delivered to managers to support the implementation of the policy together with a Council wide programme aimed at raising employee awareness of alcohol, drug and other substance misuse.
- 2.4. **Note** that there has been extensive discussion at Policy Group, SLG and Executive Health & Safety Committee over several years regarding the policy and its implementation. These discussions have lead to significant changes to the policy including the removal of random testing, ensuring testing is non intrusive, ensuring support is in place to staff who indicate they may have alcohol or drugs dependency issues as well as a commitment to joint engagement with Unions on training and roll out.
- 2.5. **Note** that the policy was fully and robustly discussed at a special meeting of the Tripartite meeting on 9th January 2023.

3.0 Considerations

- 3.1. HR and Workforce Development continues, as part of its rolling programme, to review and update the Council's policies and procedures related to HR, H&S, OD and Payroll. This policy is about how we support those who work with or for us, rather than how we provide services to the wider community.

- 3.2. Drug and Alcohol misuse remains an increasing issue in Scottish society. In 2020, 1339 people died from drug-related causes, with 1190 deaths related to alcohol misuse. Audit Scotland's report Drug and Alcohol Services: An update from March 2022 highlights that that people in the most deprived areas are 18 times as likely to have a drug-related death as those in the least deprived areas, and 8 times more likely to have an alcohol-related death or hospital stay.
- 3.3. Between July and September 2022 135 people in Clackmannanshire were referred for specialist alcohol & drug support. This is equivalent of 1% of the local population, which if replicated in our employee workforce could potentially mean 20 employees are facing these/similar issues every quarter.
- 3.4. Whilst Alcohol and drug testing has not, over the years, been common place in Scottish Local Authorities, a number of Councils are now taking this approach. These include Aberdeen City Council, Dumfries and Galloway, East Ayrshire, East Dunbartonshire, Shetland Council, North Lanarkshire and West Lothian.
- 3.5. The Council as the employer has a general duty under the Health and Safety at Work Act 1974 to ensure, as far as reasonably practicable, the health, safety and welfare at work of its employees. If the Council knowingly permitted an employee to work under the influence of alcohol or drugs misuse then the Council could be prosecuted. While the Chief Executive has overall responsibility for health and safety management, there is case law which confirms that Elected Members provide the "Controlling Mind" of Council in such matters, so may face prosecution themselves.
- 3.6. Under what is know as the common law duty of care, all employers must take reasonable care of employees or they may be able to bring a claim of negligence. Equally all employees have an individual legal responsibility in relation to their colleagues and their own health and safety.
- 3.7. Common law principles of vicarious liability can be important considerations in the law surrounding alcohol and drugs. The legal test for vicarious liability means that employers will be liable for wrongful acts of employees that are carried out in the course of employment and sufficiently closely connected with the employment, to justify the imposition of liability. Employers are therefore exposed to liability when there is an increased risk of inappropriate behaviour and injury from alcohol or drug consumption.
- 3.8. The overall aim of the proposed policy is to develop a supportive workplace with consistent processes that look to assist staff with health and wellbeing issues, while also setting out clear expectations of staff behaviour and the potential consequences for failing to meet these expectations.

- 3.9. The revised policy in relation to privacy and data protection considerations is in line with section 4 of the Employment Practices Data Protection Code, "Information about Workers Health" as issue by the Information Commissioners Office i.e.
 - 3.9.1. Only use drug or alcohol testing where it provides significantly better evidence of impairment that other less intrusive means
 - 3.9.2. Use the least intrusive form of testing practicable to deliver the benefits to the business that the testing is intended to bring
 - 3.9.3. Tell workers what drugs they are being tested for
 - 3.9.4. The policy should be outlined in the staff handbook, as well as the consequences for workers breaching this policy
 - 3.9.5. Base any testing on reliable scientific evidence of the effect of particular substances on workers
 - 3.9.6. Limit testing to those substances and the extent of exposure that will have a significant bearing on the purpose(s) for which the testing is conducted.
- 3.10. The revised policy would be supported by:
 - 3.10.1. Appropriate training, developed in collaboration with Trade Union Colleagues, to be rolled out to support managers in implementation of the policy. This will include the creation of online and face to face resources, as appropriate to meet the specific needs of both staff and managers, and to ensure that the policy is understood and implemented as designed;
 - 3.10.2. A programme to be developed, in conjunction with Trade Union Colleagues, to raise employee awareness of substance misuse, impacts and the support the Council can offer. This will be rolled out Council wide and will be informed with the assistance of appropriate partners such as the Clackmannanshire and Stirling Health and Social Care Partnership, and Police Scotland, in order to ensure that messaging is both relevant and appropriate to all Directorates of the Council.
 - 3.10.3. A communication campaign in relation to the introduction of the revised policy utilising recently developed communication channels such as video production, in addition to regular channels such as the Council's intranet, Keeping Connected staff magazine, and cascade briefings.

Policy Development

- 3.11. A Drugs and Alcohol policy was first drafted in October 2017. The policy sought to address the health & safety concerns which can occur around alcohol and drug misuse, while providing support to employees who may be finding such issues challenging. Several rounds of consultation took place with trade union colleagues and a policy was finally agreed at the Executive Health & Safety Committee in February 2019.
- 3.12. This policy relied on Field Impairment Testing. This is a suite of tests which involves tests such as walking in a straight line and being able to touch your nose with your finger. Services and Trade Unions nominated representatives to be trained in this and procurement commenced for training to allow this to take place.
- 3.13. The only provider of this type of training in the UK went out of business and as such impairment testing could not be introduced.
- 3.14. A revised Drugs and Alcohol policy, which included random testing, was considered by the Council's policy group in August 2021 with the testing elements, at that time, based on using blood/urine samples. This approach was similar to that in operation in West Lothian Council.
- 3.15. The policy set out a supportive approach to tackling drug and alcohol issues wherever possible.
- 3.16. A number of meetings have taken place with our trade union colleagues over the period which resulted in a number of significant changes being made. These included:
 - Withdrawal of random testing to “with cause testing” so that testing would only be where there was a reason to reasonably suspect someone was under the influence. Whilst the Council position remains that random testing could be legitimately introduced, it was recognised that the ongoing strength of opposition from Trade Union colleagues would have made the introduction of random testing difficult to achieve.
 - Testing using fingerprint and/or breathalyser testing to make tests less intrusive for employees.
- 3.17. Despite these changes the overall trade unions remain highly concerned about the introduction of testing and oppose its introduction.

Benefits of Testing

- 3.18. Testing reaffirms our commitment to ensuring an environment where the health and safety of our staff is a priority and can lead to a safer working environment.
- 3.19. Testing can also reduce the liability to the Council should an accident occurs as it helps demonstrate that all reasonable steps are being taken to prevent alcohol and drug misuse.

- 3.20. Testing can also help benefit employees as it can provide evidence that they are not impaired as there could be other reasons why they are showing signs which might suggest that they are.
- 3.21. Drug and alcohol misuse can cause absences and a testing regime can help to reduce these and ensure that employees get appropriate support more quickly as well as potentially leading to a reduction in workplace accidents.
- 3.22. There is also a benefit to testing in providing a deterrent to employees who may be tempted by alcohol or drug misuse. This can be particularly important to employees who have admitted a problem and are seeking support to recover.
- 3.23. The cost of carrying out the testing would be £5000 in the first year with ongoing costs of £400 per 25 employees tested. This should be considered against the potential cost of even one employee using drugs and being involved in an accident which as a result could lead to costs against the Council in the millions; this could be seen as a proportionate mitigation to have in place. There are also potential cost benefits from productivity from ensuring that employees are not impaired at work.

4.0 Sustainability Implications

4.1 Not applicable

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 has 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

The area has a positive image and attracts people and businesses

Our communities are more cohesive and inclusive

- People are better skilled, trained and ready for learning and employment
- Our communities are safer
- Vulnerable people and families are supported
- Substance misuse and its effects are reduced
- Health is improving and health inequalities are reducing
- The environment is protected and enhanced for all
- The Council is effective, efficient and recognised for excellence

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 Drugs & Alcohol Policy
- 10.2 Drugs & Alcohol EQIA

11.0 Background Papers

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

TUC – Drug Testing in the Workplace: Guidance for workplace representatives

CIPD – Managing drug and alcohol misuse at work (A guide for employers)

ICO – Data Protection: The employment practices code.

National Bureau for Economic Research, Digest 3 March 2000.

Fingerprint Drug Testing: A Revolution for Workplace Drug Screening

Intelligent Fingerprinting: Clackmannanshire Council Proposal

West Lothian Council: Substance Misuse Policy

North Lanarkshire Council: Alcohol & Drugs Policy

Author(s)

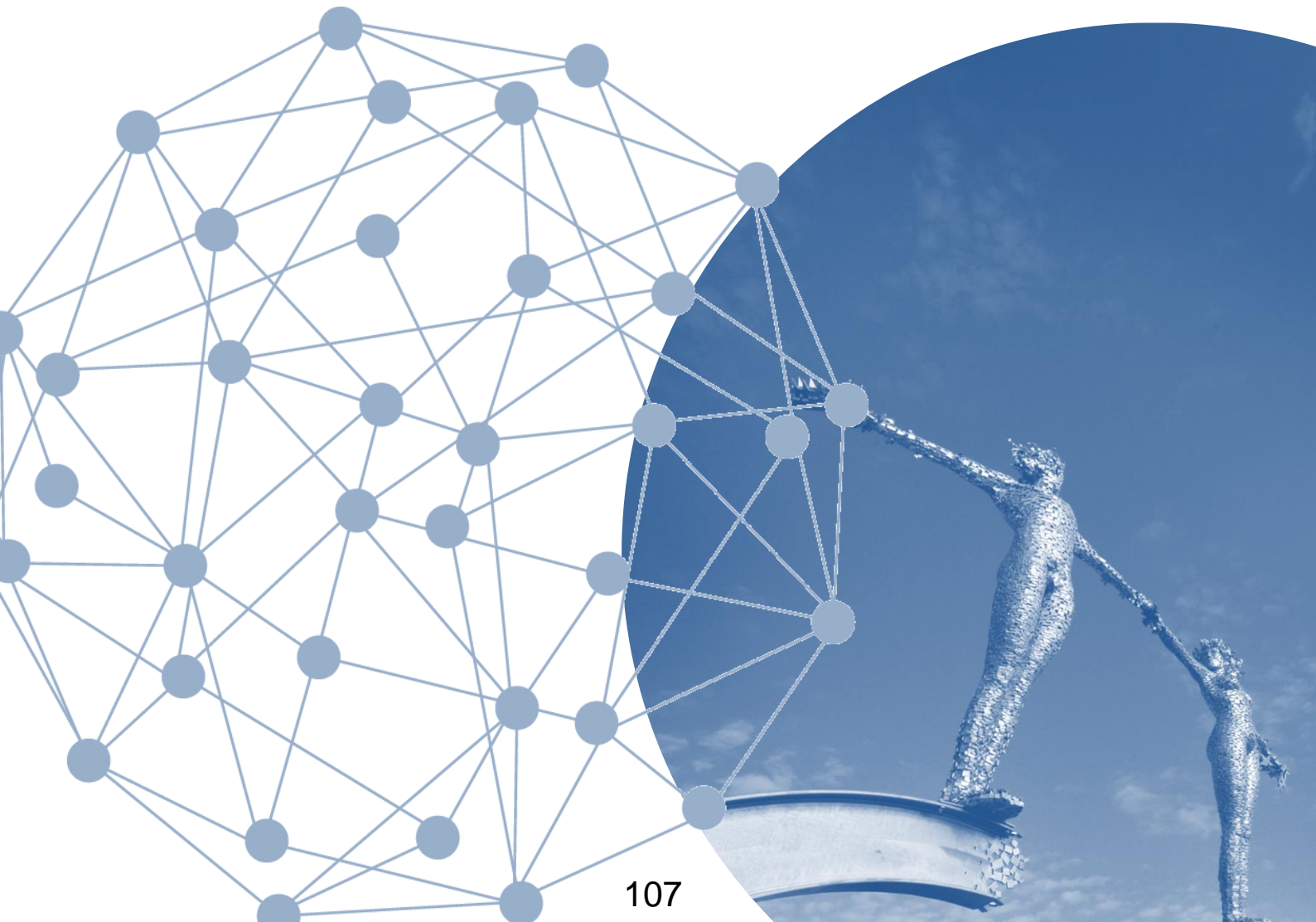
NAME	DESIGNATION	TEL NO / EXTENSION
Seonaid Scott	Health & Safety Manager	2174

Approved by

NAME	DESIGNATION	SIGNATURE
Nikki Bridle	Chief Executive	
PP Stuart Crickmar	Strategic Director, Partnership and Performance	



Drugs & Alcohol Policy 2023



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<u>0.1</u>		<u>Draft</u>		<u>N/A</u>
<u>0.2</u>	<u>Nov 2018</u>	<u>Updated following comments at January Policy group & further research</u>		
<u>0.3</u>	<u>January 2019</u>	<u>Updated following policy group comments</u>		
<u>1.1</u>	<u>August 2021</u>	<u>Redrafted for further review</u>		
<u>1.2</u>	<u>December 2021</u>	<u>Redrafted after discussion at Exec H&S Committee</u>		
<u>1.3</u>	<u>March 2022</u>	<u>Updated following policy group comments</u>		
<u>1.4</u>	<u>January 2022</u>	<u>Minor amendments following discussion at Tripartite</u>		

1. Policy Statement

- 1.1. Clackmannanshire Council recognise that substance misuse related problems are an area of health and social concern. The Council also recognises that misuse of various substances can have a significant detrimental impact on work performance, behaviour and employee safety. Persons impaired by the consumption of alcohol and/or drugs may pose a risk to themselves and to the people working with or near them.
 - 1.2. Under the Health and Safety at Work etc. Act 1974, the Council has a duty to ensure the health, safety and welfare of all its employees. In addition we are obliged to comply with the Misuse of Drugs Act 1971, and to notify police if we become aware of the use or supply of illegal substances on Council premises. It is a further offence to knowingly allow any person under the influence of alcohol or drugs to take control of a motor vehicle.
 - 1.3. Clackmannanshire Council recognises the right to privacy or private life as enshrined in the European Convention of Human Rights (Article 8) and the need to ensure that this policy does not infringe on that right unnecessarily.
 - 1.4. It is Clackmannanshire Council policy that it is strictly forbidden to:
 - Bring onto, or be in possession of, illegal substances on Council premises or when at work.
 - Be impaired by alcohol, drugs or other substances when reporting for work, when on Council premises for work purposes, when driving a Council vehicle or driving on Council business
 - Consume alcohol, drugs or other substances on Council premises or when at work. This does not apply to functions which are out with work but which happen to take place in Council premises.
 - 1.5. The Council will always seek to support individuals who declare that they are experiencing some form of substance misuse. However, in order to protect the safety and health of employees and those others who may be affected, the Council reserves the right to:
-

- Refuse entry to sites or premises to any person (e.g. employee, contractor, visitor etc.) whom it suspects of being impaired by alcohol, drugs or other substances and to remove from sites or premises any person who is so suspected.
 - Invoke Council disciplinary procedures against any employee in contravention of this policy. A breach of this policy may be deemed Gross Misconduct under Council disciplinary procedures.
 - Where practicable and available, transfer persons taking prescribed or over the counter drugs, who have informed their line manager in advance, to other duties whilst taking that medication.
- Conduct testing where it is suspected that an employee may be under the influence of drugs or alcohol.

1.6. The Council recognises that substance misuse is a problem in society that can have significant health implications for the individuals concerned. In this regard, the Council are not seeking to victimise any persons and we will offer support and assistance to anyone who recognises that they have a substance misuse related problem. Any person who approaches the Council for help, or is found to have an issue with substance misuse, and is prepared to undergo an agreed form of treatment, will be provided with all possible assistance.

1.7. The Council recognises that staff may not realise they have a substance misuse issue and will provide training to all of its management team to ensure any concerns are dealt with in a reasonable, supportive and confidential manner. Our key focus will be on safety and in supporting our staff members deal with any issues in this regard.

1.8. The Council recognises that staff are entitled to a private life and will only take disciplinary action where an impairment due to the consumption of alcohol or drugs has a detrimental impact on work performance or where safety is a concern.

2. Introduction

- 2.1. Clackmannanshire Council has a duty under the Health and Safety at Work etc. Act 1974, to ensure the health, safety and welfare of all its employees.
- 2.2. It is an offence under the Misuse of Drugs Act 1971 for any individual to knowingly allow the production, supply or use of controlled substances, except in specified circumstances, for example, when they have been prescribed by a doctor.
- 2.3. Under the Road Traffic Act 1988 and the Transport and Works Act 1992, drivers of road vehicles or individuals in charge of a motor vehicle must be free from illegal drugs, novel psychoactive substances, prescribed drugs for which no valid prescription is available and/or alcohol above the Scottish legal drink-drive limit while driving or attempting to drive a vehicle.
- 2.4. Under the Management of Health and Safety at Work Regulations 1999, Clackmannanshire Council has to assess the risks to the health and safety of employees. If an individual within the Council knowingly allows an employee who is impaired by a substance to continue working and the employee's behaviour places them or others at risk, Clackmannanshire Council or the individual could be prosecuted.
- 2.5. Clackmannanshire Council recognises an individual's right to privacy as enshrined in the European Convention of Human Rights (Article 8) and will take a balanced approach when considering what actions to take in cases where the suspected consumption of alcohol or drugs leads to an impairment or safety concern.
- 2.6. 'Substance misuse' is a broad term and covers the use of illegal drugs, novel psychoactive substances, prescribed drugs for which no valid prescription is available, alcohol and substances such as solvents.
- 2.7. Any employee with a drug or alcohol related problem is encouraged to come forward and seek help. Any employee who notifies us of any such problem

will be supported to seek professional help. Managers will discuss any concerns with staff and encourage them to seek or accept assistance.

2.8. The Council recognises that work related stress can lead to increase in consumption of Alcohol & Drugs. It is recommended that the provisions of the Mental Health & Wellbeing policy are carried out to reduce stress therefore negating the need for the member of staff to use alcohol/drugs.

3. Purpose and Scope

3.1 The purpose of this policy is to:

- Provide a framework within which substance misuse problems can be managed in a fair and consistent manner whilst protecting the reputation of Clackmannanshire Council.
- Prevent the presence of substance misuse problems at work
- Ensure that the misuse of substances does not affect health and safety on Council premises.
- Ensure that the misuse of substances does not affect the efficient operation of the Council's business.
- Provide a policy which encourages an environment where employees experiencing problems with substance misuse have the confidence to admit the problem and seek help.
- Provide a policy in which supports managers to deal with substance misuse in a fair, sympathetic and consistent manner.

3.2 The policy aims to ensure that all employees are aware of the risks associated with alcohol and drug misuse, the consequences of their actions in relation to this and the support that is available to them.

3.3 This policy applies to all employees of Clackmannanshire Council. It also applies to all consultants, contractors or other third parties employed or engaged by or on behalf of Clackmannanshire Council. However it is recognised that testing will be used mainly in safety critical work which will make it more likely to be used in some areas of work than others.

4. Responsibilities

Employee/Individual Responsibilities

4.1. All employees and contractors are required to take reasonable care of themselves and others who could be affected by what they do at work. All individuals have a duty to attend work and ensure they are fit to undertake their duties.

4.2. All individuals are not permitted to consume or provide drugs or alcohol while on duty, except the consumption of prescribed or over the counter medication which is being used to treat an ailment. Individuals are not permitted to

possess illegal drugs in the workplace.

4.3. When required, all individuals are obliged to participate fully in the testing process outlined below.

4.4. All individuals have a responsibility to tell their doctor, dentist or pharmacist about their job role when being prescribed or buying medication and/or herbal products. It is the individual's responsibility to check whether any medication they are taking has any side effects which may impair their ability to work safely. If there are such side effects, the individual must inform their manager who will confidentially discuss the possibility of making reasonable adjustments.

4.5. All employees have a responsibility to report any situation that may present a danger to health and safety. If any employee suspects that a work colleague may not be fit for work they have a duty to report this to their line manager, a member of the Corporate Health & Safety Team, or HR Business Partner.

Line Management (including supervisory staff) Responsibilities

4.6. Managers and Supervisors have a duty to provide a safe place of work and engage employees who work safely. It is their responsibility to implement this Policy and ensure that all employees have knowledge and understanding of the policy. They will also make sure that all employees are aware that to use, possess, consume, store or sell illegal drugs, or prescribed drugs where no prescription is in place, on any Council site is considered gross misconduct and will result in disciplinary action, which is likely to lead to dismissal.

Corporate Health and Safety Team

4.7. The Corporate Health and Safety Team will be responsible for ensuring testing can be carried out by an appropriately qualified officer.

Human Resources

4.8. HR will ensure that support is available to employees who declare an issue related to substance misuse. Any such declaration will be confidential and shall not incur disciplinary action.

4.9. HR will support managers in dealing with any issues requiring disciplinary action as a result of substance misuse.

5. Support for Substance Misuse

5.1. It is important to recognise a dependency at the earliest opportunity to enable treatment to be sought and received. Please refer to Appendix 1 for further information on recognising alcohol and drug problems.

Seeking Support

5.2. Individuals are encouraged to voluntarily disclose any issue with substance misuse. Clackmannanshire Council recognises that an addiction may be a health issue. Individuals who voluntarily admit to a dependency problem will be supported through a rehabilitation programme, providing the employee is committed to resolving their dependency.

5.3. All information will be treated confidentially and individuals will be encouraged to seek professional help from their GP and other external organisations.

5.4. Employees may be referred to Occupational Health for assessment and advice including any adjustments to role. In addition, where appropriate, access to counselling may be offered to help employees with the rehabilitation.

5.5. A list of other support sources is available in Appendix 2.

Rehabilitation Monitoring Programme

5.6. A rehabilitation monitoring programme will involve regular discussions between a manager and employee on how the employee's dependency is affecting their ability to carry out their role. This may involve occupational health referrals, regular meetings, additional supervision, temporary adjustments, and an allowance of limited relapses.

5.7. If an employee refuses to participate in a rehabilitation monitoring programme, the matter will be dealt with in accordance with the Council Disciplinary Policy and/or Capability Policy.

6. Alcohol & Drug Testing

6.1 Any employee may be asked to consent to undertaking an alcohol and drugs test, where a manager has reasonable cause to suspect that an employee is under the influence of alcohol or drugs while at work.

6.2 Reasonable cause might include:

- Observation of reduced work performance, personality changes, physical signs such as smelling of alcohol or of other drugs. A Manager's Checklist of indicators that could be symptomatic of impaired fitness for work through alcohol or other substances is provided in Appendix 1.

- An incident or accident in the workplace where a manager has reason to suspect that an employee involved has been under the influence of alcohol or drugs.

- A complaint or whistleblowing disclosure alleging that an employee or group of employees have been under the influence of alcohol or drugs at work.

In each case there must be some indication of impairment in the employee before testing is requested.

6.3 If a line manager has a belief that an employee is under the influence of drugs or alcohol they must contact a member of the Health & Safety Team and a Trade Union representative before taking any action other than the initial step of preventing the employee from driving or operating machinery. The line manager should meet with the employee in a private setting and convey

his/her concerns with a view to establishing whether there is a reasonable explanation for the employee's behaviour. Wherever possible it is recommended that another member of management/supervisory staff is present during this discussion to help validate the manager's suspicion that the employee is under the influence of alcohol or drugs. The employee may be accompanied by a Trade Union Representative or work colleague if available at that time.

- 6.4 Managers should seek immediate advice from the Health & Safety Team who will arrange for an alcohol and drugs test to be carried out if that is deemed to be necessary.
- 6.5 Testing will not be necessary where an employee admits to being under the influence of alcohol or drugs and in these circumstances, the matter will be dealt in accordance with Section 5 of this policy.
- 6.6 A member of the Health & Safety team will normally attend the workplace within 2 hours of being requested to undertake the test. Testing for drugs will be undertaken using fingerprint testing and alcohol testing will be undertaken by breathalyser.
- 6.7 The administering officer will advise the manager of the initial results immediately following the test. If a positive test is identified, the sample taken will have further laboratory tests in a UKAS Accredited facility will provide additional information and confirmation of the initial results within 48 hours.
- 6.8 The line manager should arrange to discuss the results with the employee in the presence of a Human Resources Business Partner. A Trade Union Representative or work colleague may accompany the employee. Where

there is a positive result for which the employee cannot offer a reasonable explanation, the matter will be dealt with in accordance with the council's Disciplinary Procedure. A reasonable explanation could be that the employee has been taking medically prescribed drugs but has underestimated any potential side effects.

- 6.9 If the testing process indicates that the employee may have an alcohol or drug dependency related problem the matter will be managed in accordance with section 5 of this policy.

7. Principles of Testing

7.1 The administering and management of drug and alcohol testing will be underpinned by the following key principles:

- Written consent will be sought on each occasion before an employee is asked to submit to a drug or alcohol test;
- Employees will be advised of the drugs they are being tested for in accordance with the best practice guidance issued by the Information Commissioner's Office, Employment Practices and Data Protection Code;
- Drug and alcohol test results constitute sensitive personal data and must therefore be handled in accordance with data protection requirements. In addition any action taken or support provided to employees is strictly confidential in accordance with the requirements of the General Data Protection Regulations (GDPR);
- Testing will be conducted by a Health & Safety team member who will be responsible for ensuring a tamper proof process, the provision of accurate and

reliable results and for carrying out tests with the least possible intrusion to employees' privacy;

Failure to Consent to Testing

- 7.2 An employee who refuses to give consent to testing without due cause may be subject to investigation under the disciplinary policy.
- 7.3 Where consent is withheld for 'with cause' testing, the circumstances surrounding the decision to invoke the testing process such as observed behaviour, a workplace accident/incident or whistle-blowing complaint will be investigated without the benefit of test results and any disciplinary action will be taken on the basis of reasonable suspicion of wrongdoing.

Action in the Event of Positive Test Result

- 7.4 The action to be taken following a positive test result will depend on the circumstances which will be investigated as part of a disciplinary investigation. It is proposed that a flexible approach which takes account of a range of factors is adopted, providing the ability to apply a stricter sanction where the risk/implications justify a more robust disciplinary response. Therefore, all cases will be considered on their merits taking into account level of risk/potential implications for harm to other parties (including fellow employees, clients and general public), reputational damage and repeated incidences.
- 7.5 Where appropriate the employee will be offered help and support for drug or alcohol dependency but it may also be necessary invoke the Council's disciplinary policy.

- 7.6 Employees taken through disciplinary proceedings following a positive test result will have a right to appeal under the normal provisions of the Disciplinary Policy.

8. Awareness & Communication

- 8.1. All employees will be provided with awareness training in relation to this policy. All employees will be required to sign off that they understand the policy.
- 8.2. All contractors will be made aware of this policy as part of the procurement process.
- 8.3. All employees with line management responsibility will be provided with training to support the implementation of this policy in a fair and consistent manner.

9. Monitoring and Review

- 9.1 This document is subject to monitoring by management and Trade Unions on an ongoing basis. Revisions and updates will be implemented by the Council following consultation with recognised Trade Unions.

Policy Name	Drugs & Alcohol
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Department	Partnership & Performance
Policy Lead	H&S Manager
Equality Impact Assessment	
Has a EQAI been completed	Stage 1 <input type="checkbox"/> Stage 2* <input type="checkbox"/>
<p>* In no please provide rationale</p> <p>Policy applies equally to all Council employees and does not negatively impact on any group which falls within any of the 9 protected characteristics</p>	
Date Full EQAI complete	
Date Approved	
Review Date	

Possible signs of Alcohol or Drug misuse

Signs to look out for include:

- sudden mood changes;
- unusual irritability or aggression;
- a tendency to become confused;
- abnormal fluctuations in concentration and energy;
- physical changes such as dilated pupils, red eyes or instability while standing;
- increased appetite;
- impaired job performance;
- poor time-keeping;
- increased short-term sickness absence;
- a deterioration in relationships with colleagues, customers or management;
- dishonesty and theft (arising from the need to maintain an expensive habit).

Remember: all the signs shown above may be caused by other factors, such as stress, and should be regarded only as indications that an employee *may* be misusing drugs.

Sources of Support for those with Drug or Alcohol Issues

Know The Score. 0800 587 5879 or www.knowthescore.info

Drinkline Scotland 0800 7314 314 or www.drinkaware.co.uk

PAM Assist 0800 882 4102 or www.pamassist.co.uk

Change, Grow, Live

Limetree House, North Castle Street, Alloa, FK10 1EX.

Tel: 0808 1962188 Mon-Fri 9am – 9pm, Sat 9am-1pm

Forth Valley Substance Misuse Service

St Ninians Health Centre, Mayfield Street, Stirling, FK7 0BS

Tel: 01786 468282

Falkirk Community Hospital, Falkirk, FK1 5SU

Tel: 01324 673670

Community Alcohol & Drug Service

Stirling Community Hospital, Livilands Gate, Stirling, FK8 2AU

Tel: 01786 434430

Transform Forth Valley (was Signpost Recovery)

Office 2.6, The E-Centre, Cooperage Business Village, Alloa, FK10 3LP

Tel: 01259 272112

E: info@transformfv.org.uk www.transformfv.org.uk

Other agencies may also exist if the employee lives in a different area. A listing of local services is available on the Know the Score website.

Appendix 3

Alcohol & Drug Testing Process

1. The line manager should in the first instance, meet with the employee in a private setting and convey their concerns with a view to establishing whether there is a reasonable explanation for the employee's behaviour. Wherever possible it is recommended that another member of management or HR staff is present during this discussion to help validate the manager's suspicion that the employee is under the influence of alcohol or drugs. The employee may be accompanied by a Trade Union Representative or work colleague if available at that time. It may be necessary to change an employees work location and/or duties if an employee is suspected of having consumed or be under the influence of alcohol or illegal drugs during working hours until the test is undertaken or where an employee refuses to take a test. In some circumstances the employee may be suspended.
2. Managers should contact the Health & Safety Team immediately on 01259 452225 who will arrange for an alcohol and/or drugs test to be carried out if required. A member of the Health & Safety team will normally attend the workplace within 2 hours of being requested to undertake the test. Testing for drugs will be undertaken using fingerprint testing and alcohol testing will be undertaken by breathalyser.
3. Testing will not be necessary where an employee admits to being under the influence of alcohol or drugs and in these circumstances, the matter will be dealt in accordance with Section 5 of this policy.

4. Prior to any test being administered written consent will always be sought on each occasion before an employee is asked to submit to a drug or alcohol test. Employees will be advised of the drugs they are being tested for in accordance with the best practice guidance issued by the Information Commissioner's Office, Employment Practices and Data Protection Code. As part of the consent process employees will be asked about any medication they are taking.
5. Testing will be conducted by a Health & Safety team member who will be responsible for ensuring a tamper proof process, the provision of accurate and reliable results and for carrying out tests with the least possible intrusion to employees' privacy.
6. The administering officer will advise the manager of the initial results immediately following the test. If a positive test is identified, further laboratory tests in a UKAS Accredited facility will provide additional information and confirmation of the initial results within 48 hours.
7. Drug and alcohol test results constitute sensitive personal data and will be handled in accordance with data protection requirements. In addition any action taken or support provided to employees is strictly confidential in accordance with the requirements of the General Data Protection Regulations (GDPR);
8. The line manager should arrange to discuss the results with the employee in the presence of a HR Business Partner. A Trade Union Representative or work colleague may accompany the employee. Where there is a positive result for which the employee cannot offer a reasonable explanation, the

matter will be dealt with in accordance with the council's Disciplinary Procedure.

9. If the employee declares an alcohol or drug dependency related problem following a positive test result the matter will be managed in accordance with section 5 of this policy.

Equality and Fairer Scotland Impact Assessment - Screening

Title of Policy:	Drugs & Alcohol Policy
Service:	Partnership & Performance
Team:	Health & Safety

Will the policy have to go to Council or committee for approval	Yes* Executive H&S Committee not Council Committee
Is it a major policy, significantly affecting how functions are delivered?	No
Does it relate to functions that previous involvement activities have identified as being important to particular protected groups?	No
Does it relate to an area where the Council has set equality outcomes?	No
Does it relate to an area where there are known inequalities?	No
Does it relate to a policy where there is significant potential for reducing inequalities or improving outcomes?	No

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

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

The policy will apply equally to all and monitoring will be undertaken to ensure that different groups are not adversely affected.

APPROVAL

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

Equality and Fairer Scotland Impact Assessment - Scoping

Purpose of the proposed policy or changes to established policy
<p>The policy and procedure aim to provide a framework within which substance misuse problems can be managed in a fair and consistent manner. In addition it aims to promote greater awareness of how alcohol, drugs and substance misuse and/or dependency can be prevented, achieve a balance between employee support and discipline when dealing with incidents of substance misuse or employees who have dependency problems, encourage and support self-referral or intervention at an early stage of dependency; and meet the Council's legal obligation to discharge its duty of care to its employees and clients.</p> <p>The Council's policy is not intended to intrude upon the privacy of its employees, particularly in health matters, where their condition does not affect their conduct or performance. However the Council is concerned where health or behaviour impairs conduct or work performance and impacts on the health and safety of other employees or clients. It is recognised that alcohol, drugs or other substances can be a cause of such impairment, and the aim of this policy is to mitigate the risks associated with this.</p>
Which aspects of the policy are particularly relevant to each element of the Council's responsibilities in relation to the General Equality Duty and the Fairer Scotland Duty?
General Equality Duty -
➤ Eliminating unlawful discrimination, harassment and victimisation and other prohibited conduct
<p>The policy and procedure provides a framework which aims to ensure all employees are treated fairly and consistently in its application. Having a framework to ensure consistency should assist with the removal of potential harassment or victimisation by providing clear guidelines and transparency to processes.</p>
➤ Advancing equality of opportunity between people who share a relevant protected characteristic and those who do not
<p>Having due regard for advancing equality involves removing or minimising disadvantages suffered by people due to their protected characteristics. The procedure sets out a clear framework for dealing with suspected incidents of alcohol and drugs misuse whilst encouraging self referral where problems may exist and ensuring relevant support is available.</p>
➤ Fostering good relations between people who share a protected characteristic and those who do not.
<p>This element of the Duty is more relevant to the Council's role as a service provider, and there is relatively limited direct relevance to this particular procedure.</p>
Fairer Scotland Duty -
➤ Reducing inequalities of outcome caused by socioeconomic disadvantage
<p>Alcohol-specific deaths are nearly seven times higher in the most deprived decile compared to the least deprived decile whilst hospital admissions are eight times higher. The disease burden of drug use disorders is seventeen times higher in the most deprived areas compared with the least deprived, whilst 54% of drug-related hospital admissions were patients living in the 20% most deprived areas (Scottish Government).</p>

A positive outcome of this policy could be the potential to prevent alcohol, drug or substance misuse by early intervention and support. Alcohol and drugs misuse can have significant financial impact on individuals and families, therefore through early intervention this policy could potentially mitigate the associated financial impacts on households.

In addition, increased levels of wellbeing and therefore reduced absence levels reduce potential for formal council processes which could result in employment being concluded. This maintains employability and income.

To which of the equality groups is the policy relevant?		
Protected Characteristic	Y e s/ N o *	Explanation
Age	N o	<p>There is a perception that young people are more likely to use drugs and alcohol but it is an issue that impacts upon all age groups.</p> <p>On average, higher-risk drinking causes around 686 hospital admissions and 22 deaths a week. In total, there were over 1,136 alcohol-specific deaths and 1,187 drug-related deaths in Scotland in 2018. Three quarters of the people suffering a drug-related death were over 35 years old, demonstrating a clear trend of an ageing population for which drug use has become more harmful over time.</p> <p>This Policy is consistent in its approach to the management of drug and alcohol related problems regardless of the employee's age.</p>
Disability	N o	An employee taking medication for a health condition is protected from unfair treatment under the Equality Act 2010
Gender Reassignment	N o	The findings of a survey from the Transgender Inclusion in Drug and Alcohol Services suggested that trans people in Scotland may use drugs at higher rates than the general population. 67% of respondents had tried drugs, compared to just 23% of the general population.

Marriage and civil partnership	N o	
Pregnancy and Maternity	N o	
Race	N o	
Religion and Belief	N o	
Sex	N o	<p>Evidence suggests greater drinking/substance misuse in males than females</p> <p>This Policy is consistent in its approach to the management of drug and alcohol related problems regardless of the employee's sex.</p>
Sexual Orientation	N o	<p>Research suggests that LGBTI people are more likely to drink alcohol, and more likely to drink excessively, than the general population (Emslie et al. 2015). Despite limited academic work undertaken on alcohol in the LGBTI community in Scotland, work that has been done has shown that alcohol plays a major role in the social and sexual lives of LGBTI people, was implicated in violence and impaired decision making around sexual risk taking. Gay and bi-sexual men in particular are at higher risk of certain sexually transmitted infections and alcohol use can play a role in this.</p>

* Delete as required

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

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

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

Gaps remain in our data as there are areas where staff have not answered or have indicated prefer not to say,

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

The procedure has been developed in consultation with recognised trade unions, along with elected manager representatives who will be involved in the review of the draft policy and procedure at policy group. Discussion will take place at policy group on the content or the policy procedure and suggested amendments/additions will be agreed collectively.

Next steps

The council will take steps to ensure that this procedure is understood and applied fairly by managers.

Briefing sessions and training will be available to managers. In addition, advice, guidance and support will be provided from our Health and Safety staff.

In addition a wellbeing campaign aimed at raising awareness on the impacts of Alcohol and Drugs will be undertaken.

The Council will monitor the implementation of the policy so as to ensure fairness is its application.

Equality and Fairer Scotland Impact Assessment - Decision

Evidence findings	
<p>There are no evidence findings to suggest that any protected group will be impacted more than others through the application of this policy.</p> <p>This new procedure provides a clear framework on its use as well as potential positive impacts in terms of staff wellbeing.</p>	
Details of engagement undertaken and feedback received	
<p>This Procedure has been developed in consultation with recognised trade unions who, along with Council Management, form the Council's Policy Group. In addition the policy/procedure will be considered by, and approved by, the Councils Executive Health and Safety Committee..</p>	
Decision/recommendation	
<p>Having considered the potential or actual impacts of this policy, the following decision/recommendation is made:</p>	
<u>Tick</u>	<p>Option 1: No major change</p> <p>The assessment demonstrates that the policy is robust. The evidence shows no potential for unlawful discrimination and that all opportunities have been taken to advance equality of opportunity and foster good relations, subject to continuing monitoring and review.</p>
✓	<p>Option 2: Adjust the policy – this involves taking steps to remove any barriers, to better advance equality or to foster good relations. It may be possible to remove or change the aspect of the policy that creates any negative or unwanted impact, or to introduce additional measures to reduce or mitigate any potential negative impact.</p>
	<p>Option 3: Continue the policy – this means adopting or continuing with the policy, despite the potential for adverse impact. The justification should clearly set out how this decision is compatible with the Council's obligations under the duty.</p>
	<p>Option 4: Stop and remove the policy – if there are adverse effects that are not justified and cannot be mitigated, consideration should be given to stopping the policy altogether. If a policy leads to unlawful discrimination it should be removed or changed.</p>
Justification for decision	
<p>This assessment finds no indication that the procedure will unlawfully discriminate against protected groups, and that a systematic approach has been taken to ensure that the procedure does not discriminate and takes into account the diverse needs and circumstances of individuals. Steps to monitor the equality impact have been agreed, along with practical to promote fair use.</p>	
APPROVAL	

NAME	DESIGNATION	DATE

Report to Council

Date of Meeting: 2 February 2023

Subject: HR Policies

Report by: HR Team Leader – (Policy and Operation)

1.0 Purpose

- 1.1. This paper asks Council to formally approve the revised Grievance and Dignity at Work policies and procedures.

2.0 Recommendations

Council are asked to:

- 2.1. **Challenge** and **comment** on the paper as appropriate.
- 2.2. **Approve** the revised policies/procedures which are attached.
- 2.3. **Note** that the Policy group met on the 27 September 2022 to discuss the revised Grievance and Dignity at Work policies. Extensive discussions took place with both Trade Unions and Management at this meeting in the formation and development of the Policies.
- 2.4. **Note** that Tripartite discussed these policies at the meeting on 07 December 2022 and agreed, following a slight amendment to the draft Grievance policy/procedure, that these be progressed for approval.

3.0 Considerations

- 3.1. HR and Workforce Development continues, as part of its rolling programme, to review and update the Council's policies and procedures related to HR, H&S, OD and Payroll.
- 3.2. In order to ensure collaborative and partnership working the Council's policy group, which comprises TU colleagues, Management and HR, meet regularly to review and agree new/revised policies and procedures.

- 3.3. The Council recognises that all employees should be treated fairly and with respect and as such the purpose of the Grievance procedure is to provide a mechanism by which an employee's grievance will be addressed as quickly and fairly as possible. A grievance is a concern, problem or complaint which is raised by an employee about an alleged deficiency in the Council's/colleagues' treatment of them.
- 3.4. The revised Grievance procedure has been updated to make the process more succinct and to ensure that grievances are managed in the most supportive way possible.
- 3.5. The Council recognises that, both as an employer and service provider, it has a duty to ensure that there is an open and honest working environment where everyone is treated with dignity and respect. The Dignity at Work procedure aims to highlight the importance the Council takes towards dignity in the workplace and to inform staff of the options available to them if they are subject to bullying and/or harassment as well as ensuring that those responsible for managing and supporting employees are aware of their responsibilities.
- 3.6. The Dignity at Work procedure also aims to provide a clear framework which will ensure that complaints of unacceptable behaviour are dealt with promptly and fairly. It has been revised to make clear how this also links into the Grievance procedure.

4.0 Sustainability Implications

- 4.1. None

5.0 Resource Implications

5.1. Financial Details

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

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

5.4. Staffing

6.0 Exempt Reports

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

7.0 Declarations

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

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

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

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

8.0 Equalities Impact

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

9.0 Legality

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

10.0 Appendices

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

Grievance Policy/Procedure

Grievance EQIA

Dignity at Work Policy/Procedure

Dignity at Work - EQIA

11.0 Background Papers

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

Author(s)

NAME	DESIGNATION	TEL NO / EXTENSION
Sarah Farmer	HR Team Leader Policy and Operations	01259 452172

Approved by

NAME	DESIGNATION	SIGNATURE
Stuart Crickmar	Strategic Director of Partnership and Performance	



**Clackmannanshire
Council**

www.clacks.gov.uk

Comhairle Siorrachd
Chlach Mhanann

Grievance

2023



1. INTRODUCTION

- 1.1 The Council recognises that all employees should be treated fairly and with respect and as such the purpose of this procedure is to provide a mechanism by which an employee's grievance will be addressed as quickly and fairly as possible
- 1.2 A grievance is a concern, problem or complaint which is raised by an employee about an alleged deficiency in the Council's/colleagues' treatment of them.
- 1.3 This procedure should be read, where relevant, in conjunction with the Council's Disciplinary Policy & Procedure, Dignity at Work Policy & Procedure and the National Code of Conduct, all of which can be found on Connect.
- 1.4 If a grievance is found to be deliberately vexatious or malicious this may be treated as a serious disciplinary offence and may constitute gross misconduct.

2. SCOPE

- 2.1 This procedure applies to SJC, Craft and Teaching Staff.
- 2.2 A modified procedure for Chief Officers/Directors and the Chief Executive is attached at Appendix 1.
- 2.3 Should a concern relating to an elected member be raised, this should be directed to the Council's monitoring officer.
- 2.4 This procedure applies to individual grievances and equally to collective grievances.

3. PRINCIPLES

- 3.1 The grievance procedure provides a mechanism whereby problems in relation to work, the working environment or working relationships can be raised and addressed. Examples of issues that may cause grievances include:
 - 3.1.1 Interpretation of Terms and Conditions of employment.
 - 3.1.2 Application of Clackmannanshire Council's Policies and Procedures.
 - 3.1.3 Matters of Health and Safety.
 - 3.1.4 Relationships at work.
- 3.2 The above are provided as examples and are not intended to be exhaustive.

- 3.3 The following examples fall out with the grievance procedure:
- 3.3.1 The outcome of a job grading or an organisational review
 - 3.3.2 Cases that should be addressed by the disciplinary and or other procedures.
 - 3.3.3 Unacceptable behaviour. In such circumstances an employee is entitled to raise a complaint under the terms of the Dignity at Work procedure A Dignity At Work investigation, if substantiated, may dovetail into a disciplinary or grievance hearing where appropriate
 - 3.3.4 Redundancy dismissals or the non-renewal of fixed-term contracts on their expiry
- 3.4 An aggrieved employee may, at any stage, withdraw their grievance by giving notice of his/her intention to do so. This must be done in writing and in such circumstances the employee will be deemed to have abandoned the grievance.
- 3.5 Where a grievance has already been raised but not resolved to the satisfaction of the employee, even at the completion of all stages of this Procedure, the employee cannot restart the Procedure in relation to the same matter.
- 3.6 A grievance can be rejected if an employee who raised the grievance fails to attend scheduled meetings without a reasonable explanation.
- 3.7 A collective grievance, i.e. one where a grievance raised by a representative on behalf of 2 or more employees who wish to raise concerns about the same issue will be dealt with under the same provisions as an individual grievance and the procedure and guidance should be read as equally applying to collective grievances.
- 3.8 Where a grievance relates to the actions of an employee acting in their capacity as a Trade Union Official, discussion will take place with a TU Branch Secretary or if against the TU Branch Secretary, then with the TU Full Time Official prior to the grievance being progressed.
- 3.9 Former employees who wish to raise a grievance once they have left their employment with the Council do not have access to this procedure. They must set out in writing their complaint and the basis for it. An appropriate senior manager must then set out a response in writing. There is no requirement to have a hearing and the individual has no right of appeal.

4. COMPLIANCE WITH THE ACAS CODE OF PRACTICE

- 4.1 This grievance procedure follows the ACAS code of practice on Disciplinary and Grievance Procedures (updated March 2015). The code is issued under section 199 of the Trade Union and Labour Relations (consolidation) Act 1992.

5. STATUS QUO ANTE PROVISIONS (Maintaining the previous position)

- 5.1 Where a grievance or concern relates to changes to an individual's terms and conditions of employment (with the exception of those negotiated and implemented at an organisational level) then where possible the previous position as regards terms and conditions should be maintained until the grievance process has been completed.

6. WORKING ARRANGEMENT DURING THE GRIVEANCE PROCESS

- 6.1 A change of work arrangements or location for anyone involved in the grievance process should only be considered in circumstances where it is considered not possible for parties involved to work together during the process. This may be, for example, because it would not be practical for the investigation to be carried out thoroughly or because of serious difficulties in working relationships. A decision that any party should work from home or remain away from work should only happen in exceptional circumstances and after careful consideration has been given to alternative measures. Such arrangement should be for the shortest period possible and reviewed after 3 months if the process has not concluded. In all of the above circumstances, the decision to take such action must be taken at Director level.
- 6.2 In determining what alternative work arrangements are to be put in place, the manager must take into account the circumstances and particular sensitivities of each case as well as the requirements of the service. Where possible, first consideration should be given to alternative work arrangements for the individual regarding whose alleged behaviour the grievance has been raised.
- 6.3 If alternative work arrangements are put in place for any individual it should be made clear that this action in no way presupposes responsibility for the issue or concern or prejudices the outcome of the grievance process.
- 6.4 The period of alternative work arrangements should be as brief as possible.
- 6.5 When an individual is away from their normal place of work, a manager will be nominated as their point of contact during this period.

7. HEALTH ISSUES ARISING DURING THE GRIEVANCE PROCESS

- 7.1 Where an employee raises health issues during the grievance process, consideration should be given to referral to Occupational Health for advice and guidance. There is not necessarily a need to delay the process but each case must be assessed individually with regard to the type and seriousness of the health issues. Indeed, in some cases completion of the process may assist in resolving these.

8. RESOLUTION

- 8.1 When lodging a grievance the employee should state clearly what steps they wish to be taken to resolve their grievance.
- 8.2 Resolutions sought must be reasonable and in line with the Council's Terms and Conditions and Policies and Procedures.
- 8.3 Those involved in making a decision following a grievance, including setting out resolutions/ recommendations, may only do so in accordance with the Council's Terms and Conditions, Policies and Procedures and the Equality Act 2010.

9. OVERLAPPING GRIEVANCE AND DISCIPLINARY CASES

- 9.1 Where an employee raises a grievance during a disciplinary process, the disciplinary process may be temporarily suspended to deal with the grievance. However, where the grievance and disciplinary cases are related, it may be appropriate to deal with both issues concurrently. Where Managers are unsure, they should seek advice from HR Services.

10. CONFIDENTIALITY

- 10.1 The Council recognises that very sensitive issues may be raised and that employees have a right to confidentiality and, at all stages, information discussed will be held in the strictest confidence by all parties. The Council will deal with any malicious or careless disclosure (e.g. talking to general work colleagues about the formal process, leaving papers about the process unsecured), by any party, under the Disciplinary Procedure.

11. REPRESENTATION

- 11.1 Employees have a right to be accompanied by a companion at every stage in this process including informal stages.
- 11.2 The chosen companion may be a trade union representative, a fellow Council worker or an official employed by a trade union. (A trade union official who is not an employed official must have been certified by their union as being competent to accompany a worker)
- 11.3 It would not be reasonable for workers to insist on being accompanied by anyone whose presence would prejudice the case e.g. a potential witness.

12. INFORMAL RESOLUTION

- 12.1 This step is preferred and should be encouraged and if handled well, it is hoped should avoid issues progressing to the formal stages.
- 12.2 Any employee who is aggrieved on any matter should discuss the issue initially with his/her line manager.
- 12.3 Where the matter concerns the line manager, the problem should be referred to the next level of management or advice sought from HR or Trade Union Colleague.
- 12.4 Upon being advised of the concerns either verbally by the employee, in writing (Form 1A) or through a Trade Union representative the manager must arrange a meeting to discuss these concerns within 5 working days of being notified
- 12.5 Every effort should be made to resolve the matter through informal discussion or through informal representation by a trade union official or work colleague.
- 12.6 Points of action and agreement made will be noted and shared with the employee.
- 12.7 If, after attempting to resolve the grievance informally, the employee is dissatisfied with the response, either verbal or written, or if no response has been forthcoming within 5 working days, the employee can initiate the formal stage of the Grievance Procedure.
- 12.8 There may be circumstances where, at the employee's request, informal resolution takes place over a longer time period. The relevant HRBP will ensure, if HR is aware of the informal stage, that regular contact with the employee is made to confirm whether or not they wish to continue with informal resolution, move to the formal process or confirm matters are resolved and they are withdrawing their grievance. This process should, in most circumstances, not go beyond 6 months.

12.9 An employee may choose to have their complaint heard formally in the first instance although every opportunity will be given to seek informal resolution.

13. STAGE 1 - FORMAL HEARING

13.1 Where an employee wishes to raise a formal grievance they should complete Form 2A and submit it to the Senior Manager – HR and Workforce Development.

13.2 Where Form 2A is not used the grievance should be set out in writing, containing, as a minimum, the exact nature of the grievance and the resolution sought by the aggrieved party.

13.3 The Senior Manager – HR and Workforce Development will inform the relevant manager of the grievance and ask that they convene a formal grievance hearing within 10 working days of receipt.

13.4 It may, depending on the complexity of the grievance, be necessary to conduct an investigation before the grievance hearing takes place and this may affect the date of the hearing.

13.5 The Senior Manager – HR and Workforce Development will formally acknowledge receipt of Form 2A/written grievance and advise whether or not an investigation is required prior to a hearing.

13.6 Where an investigation is required the relevant Senior Manager (or equivalent) will give the appointed Investigating Officer the terms of reference for their investigation.

13.7 The Investigating Officer should conclude the investigation within one calendar month from receiving their remit. There may however be circumstances where it will not be possible to conclude the investigation within this timescale (for example where potential witnesses are unavailable due to holidays/ sickness; or where the case is particularly complex either due to the number or nature of the issues raised; or where a number of parties are involved). Where the timescale cannot be complied with, the Investigating Officer must notify the relevant Senior Manager who will agree an alternative extended timescale. The Employee shall be advised of the new timescales and shall be notified of the reasons.

13.8 The manager (Chair) appointed to hear the formal grievance will ensure that invites are sent to the aggrieved employee and to the person the complaint was made against.

13.9 It may be appropriate in some cases to meet with both parties separately to discuss the complaint.

- 13.10 Both parties should take all reasonable steps to attend the hearing. If for any genuine reason (i.e. illness) either party or their accompanying person cannot attend, an alternative date for the hearing will be arranged. This should be within five working days, if possible, of the original hearing date
- 13.11 Both parties have the right to call witnesses to the hearing and it is the responsibility of each party to arrange for the witnesses to be invited.
- 13.12 The Chair should be notified of the names of the requested witnesses as soon as possible and be provided with any relevant documents, no later than 3 working days prior to the hearing, that either party may wish to be considered.
- 13.13 The Chair is responsible for the conduct of the hearing and must regulate the process in such a way as to be fair to all parties.
- 13.14 If during a hearing, where no investigation was undertaken prior to convening, the Chair requires further information to make a decision he/she should consider adjourning the hearing and consider further investigation within reasonable timescales.
- 13.15 The hearing will be reconvened on conclusion of the investigation with all documents shared in advance.
- 13.16 The outcome of the grievance hearing including any action points will be conveyed to both parties in writing within 5 working days of the date of the hearing taking place
- 13.17 If agreed by all parties involved in the grievance that it is not possible to meet the prescribed time scales, the reason for the delay should be notified in writing to the employee and his/ her representative within the original time scale. An alternative date will be scheduled by the Chair who will keep both parties informed.

14. STAGE 2 - APPEAL

- 14.1 Where the employee is dissatisfied with the decision at Stage 1 – Formal Hearing they have the right of appeal.
- 14.2 If they wish to appeal, the employee or his/her trade union representative must submit a statement of appeal, in writing, to the Senior Manager – HR and Workforce Development.
- 14.3 The statement of appeal must explain the reasons for continuing dissatisfaction and must be submitted with 10 working days of receipt of the decision at Stage 1.
- 14.4 An appeal can be lodged on any of the following grounds:-
 - that the decision was unfair or unreasonable
 - that any proposed measures are inappropriate or unreasonable
 - that new and relevant evidence or information has come to light that was unavailable at the time of the grievance hearing, which if it had been available at the time would have impacted upon the decision
 - that they consider that the grievance procedure was not followed properly and as a result they were disadvantaged in some way
- 14.5 The Senior Manager – HR and Workforce Development will inform the relevant manager (Chair) of the appeal and ask that they convene an appeal hearing.
- 14.6 The Senior Manager – HR and Workforce Development will formally acknowledge receipt of appeal.
- 14.7 The Chair will convene a formal grievance appeal hearing within 10 working days.
- 14.8 The grievance appeal should refer to the reasons why they remain dissatisfied with the outcome of Stage 1. No new grievance can be raised at this stage.
- 14.9 The appeal hearing should not be seen as a re-run of the original hearing and must address why the employee is still dissatisfied with the Stage 1 response.
- 14.10 If the Chair requires further information to make a decision he/she should investigate further within reasonable timescales.
- 14.11 The appeal will be reconvened on conclusion of the investigation.
- 14.12 The Chair shall advise the aggrieved employee of his/her decision in writing within 5 working days of the date of the hearing.

14.13 Having considered all of the relevant issues the Chair may :-

- Uphold the appeal in full (thereby removing any actions / measures imposed)
- Uphold the appeal in part (in which case the Chair can amend the actions / measures previously imposed)
- Dismiss the appeal (in which case the previous actions/ measures remain in place)

14.14 The outcome letter should also be sent to the person the complaint was made against.

14.15 If agreed by all parties involved in the grievance that it is not possible to meet the prescribed time scales, the reason for the delay should be notified in writing to the employee and his/ her representative within the original time scale. An alternative date will be scheduled by the Chair who will keep both parties informed.

14.16 This is the final internal stage of the Grievance procedure and there is no further recourse for Council employees, except for Teaching staff in regard to conditions of service matters reserved for SNCT, in which circumstances an appeal to SNCT may be allowable.

14.17 SNCT states “Every teacher has the right to seek redress for grievances relating to their employment. Where a teacher, or a number of teachers collectively, wish to raise a grievance with their employer they can use of a locally agreed grievance procedure. SNCT Appeals Procedure (only applicable in disputes involving national conditions of service) details can be found on SNCT website”.

15. PROCESSING OF PERSONAL DATA

15.1 The grievance decision and any subsequent measures, where they are relevant to the individual shall be recorded on the individual's Idox file.

15.2 The Council processes personal data collected as part of the Grievance Procedure in accordance with its data protection policy/privacy notices. In particular, data collected as part of this process is held securely and accessed by, and disclosed to, individuals only for the purposes necessary to action and manage this procedure.

15.3 The particular timescales are stated below and are determined by the nature of the measures that require to be put in place. In general the level of intervention reflects the nature or complexity of the issue. More complex or serious the issues require a higher level of intervention and accordingly a greater timescale for implementation and monitoring.

15.4 Accordingly the outcome of any investigations and a note of any measures applied will be recorded as follows:-

15.4.1 **Low level intervention**:- this shall be noted on the individual's file for a period of 6 months. Interventions could include, but not limited to, training, shadowing, mediation.

15.4.2 **High level intervention**: this shall be recorded on the individual's file for a period of 12 months. Interventions could include a Performance Improvement Plan (PIP) through the Capability Procedure a more intensive training course for example or Disciplinary Action.

16. MONITORING AND REVIEW

16.1 Strategic Directors/Senior Managers are responsible for monitoring the progress of grievance cases within their service area, on an ongoing basis, to ensure that the timescales contained in this policy are adhered to.

16.2 Both HR and Trade Union Representatives shall monitor the effectiveness of the procedure on an ongoing basis. Changes may result from employee, management and union feedback and/or from changes in employment legislation. Revisions and updates will be implemented by the Council following consultation with recognised Trade Unions.

17. EQUALITY IMPACT ASSESSMENT

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

APPENDIX 1 – GRIEVANCE PROCEDURE CHIEF OFFICERS/DIRECTORS AND CHIEF EXECUTIVE *Grievance Procedure Chief Officers/Directors and Chief*

Chief Officer/Directors

If a formal grievance is raised by a Chief Officer/Director the matter will be dealt with by the Chief Executive in line with Section 13 of the grievance procedure.

If the Chief Officer/Director remains dissatisfied an appeal will be considered by the Council's Workforce Committee. The steps outlined in Section 14 will apply to the appeal.

If a grievance is submitted by a Chief Officer/Director against a decision or actions of the Chief Executive, written notification should be submitted to the Senior Manager – HR and Workforce Development. Thereafter, in conjunction with the Monitoring Officer, mutually agreed arrangements will be made with the Chief Executive for the grievance to be considered. This may, for example, mean it is heard by a Chief Executive from another Council. The steps as outlined in Section 13 of the Grievance Procedure will apply at the hearing.

If the Chief Officer/Director remains dissatisfied an appeal will be considered by the Council's Workforce Committee. The steps outlined in Section 14 will apply to the appeal.

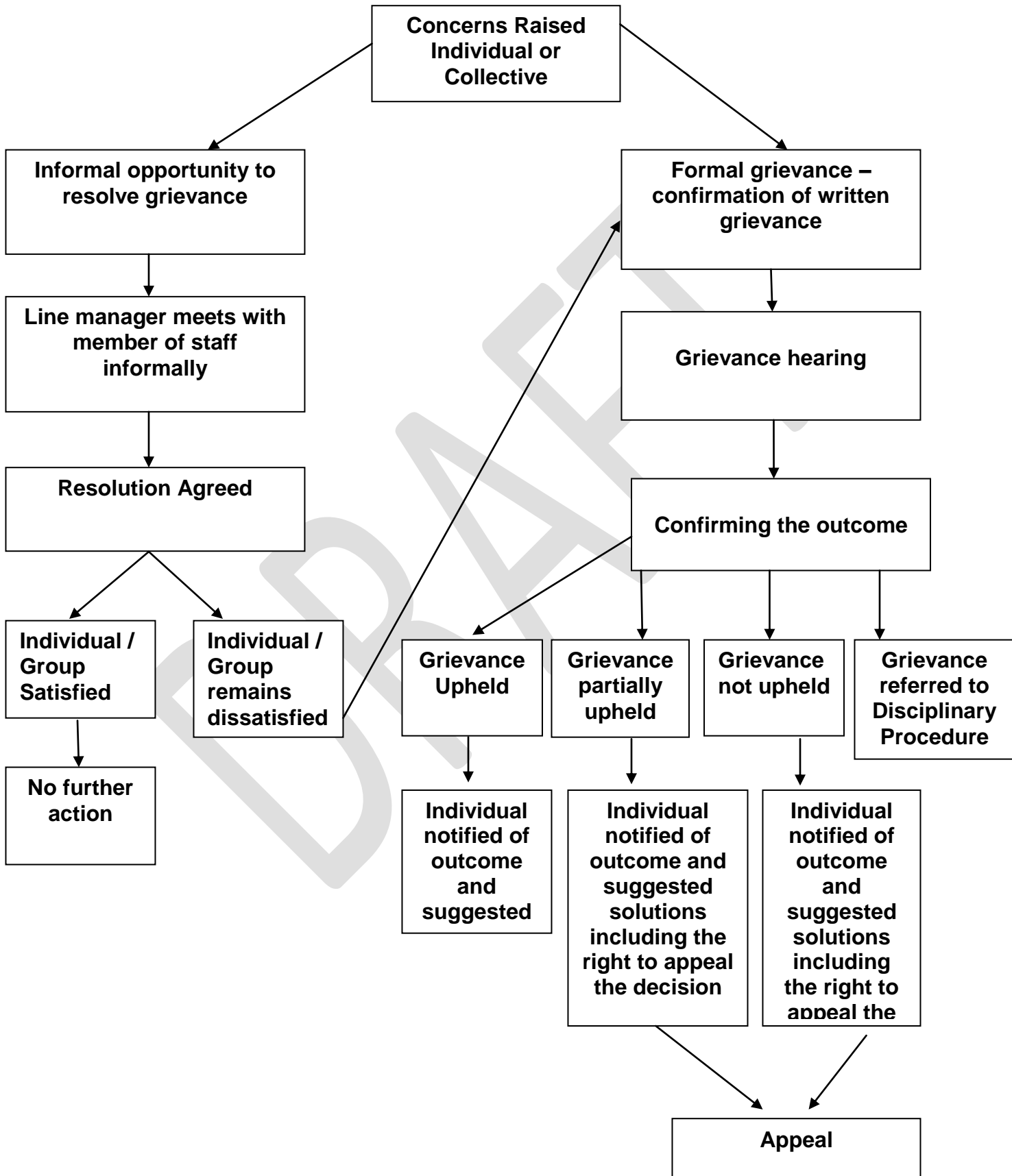
Chief Executive

In line with the Scheme of salaries and conditions of service for Chief Officers should the Chief Executive have a grievance, they should initially raise the grievance with the Leader of the Council.

If the grievance cannot be resolved informally the Chief Executive should provide written notification to the Monitoring Officer. Thereafter, the Leader and Chief Executive, in conjunction with the Monitoring Officer, will mutually agree arrangements for the grievance to be considered. This may, for example, mean it is heard by a Chief Executive from another Council. The steps as outlined in Section 13 of the Grievance Procedure will apply at the hearing.

Should the Chief Executive remain dissatisfied, then the appeal should be considered by the Council's Workforce Committee. The steps as outlined in Section 14 of the Grievance Procedures will apply during the hearing.

APPENDIX 2 – FLOWCHART



Equality and Fairer Scotland Impact Assessment - Screening

Title of Policy:	Grievance Policy & Procedure
Service:	Partnership & Performance
Team:	HR & Workforce Development

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

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

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

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APPROVAL

NAME	DESIGNATION	DATE

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

Equality and Fairer Scotland Impact Assessment - Scoping

Purpose of the proposed policy or changes to established policy
<p>A recent review of the Grievance policy and procedure has been undertaken in line with the HR services's schedule of policy review.</p> <p>The Grievance policy and procedure will provide employees with a mechanism whereby problems in relation to work and the working environment can be raised in relation to:-</p> <ul style="list-style-type: none">• Terms and conditions of employment;• Policies and procedures;• Matters related to health and safety;• New working practices; and• Organisational change.
Which aspects of the policy are particularly relevant to each element of the Council's responsibilities in relation to the General Equality Duty and the Fairer Scotland Duty?
General Equality Duty -
➤ Eliminating unlawful discrimination, harassment and victimisation and other prohibited conduct
<p>The provision of the revised Grievance policy and procedure should assist with the elimination of discrimination for protected characteristics as individuals who have a protected characteristic have a mechanism to support them should they feel they have been treated inconsistently or unfairly.</p>
➤ Advancing equality of opportunity between people who share a relevant protected characteristic and those who do not
<p>Having due regard for advancing equality involves removing or minimising disadvantages suffered by people due to their protected characteristics. The Council's proposals for the revision of the Grievance policy and procedure should assist with minimising disadvantages for employees who share protected characteristics.</p> <p>The procedure sets out a clear process to ensure that individuals can raise concerns should they feel disadvantaged. It ensures all employees whether within a protected group or not have a mechanism to raise concerns.</p>
➤ Fostering good relations between people who share a protected characteristic and those who do not.
<p>This element of the Duty is more relevant to the Council's role as service provider, and there is relatively limited direct relevance to this particular policy/procedure.</p>

Fairer Scotland Duty -

➤ Reducing inequalities of outcome caused by socioeconomic disadvantage

This policy and procedure should assist with the retention of staff given that they can see that the organisation ensure that employees are treated in a fair and consistent way and can raise concerns regarding without fear of retribution.

To which of the equality groups is the policy relevant?		
Protected Characteristic	Yes/No*	Explanation
Age	No	This policy and procedure is intended to ensure fair treatment for all employees, irrelevant of age, who wish to raise a grievance.
Disability	Yes	<p>Staff data shows a relatively high “Compare Not to Say” response in relation to disclosure of a disability (39.5%). At a national level, it is estimated that 1 in 10 people who are economically active have a disability or a long term health condition.</p> <p>It is hoped that the policy would encourage disclosure of staff to advise whether or not they have a disability as the policy shows how proactive the Council are in tackling issues. It may also be the case that employees who do not feel reasonable adjustments as required under the Equality Act 2010 to remove the disadvantage to allow them to continue working, will be able to raise a grievance for an independent person to review and ensure fair treatment is in place for these employees and that the Council has all support mechanisms in place that can reasonably be offered.</p>
Gender Reassignment	No	There is not directly relevant . This policy and procedure will be implemented consistently in its approach to the management of complaints or concerns regardless of the employee’s gender.
Marriage and civil partnership	No	This protected characteristic is not directly relevant to this procedure and it is not anticipated that there could be any differential impact on people on the grounds that they are married or in a civil partnership.
Pregnancy and Maternity	No	There is a separate family friendly and dignity at work policy and procedure in place.
Race	No	There is limited relevance with Grievance and this particular characteristic. This policy and procedure will be implemented consistently in its approach to the management of grievance regardless of the employee’s race.
Religion and Belief	No	<p>There is limited relevance with Grievance and this particular characteristic. This policy and procedure will be implemented consistently in its approach to the management of grievance regardless of the employee’s religion/belief.</p> <p>It can be noted that 1.2% of staff indicated that they affiliate with a minority religion.</p>
Sex	Yes	There may be more of an impact of this procedure from a gender perspective such as individuals working part time for example, as in Scotland 86.9% of men in employment are in full time employment compared to 57.5% of women. Any concerns can be raised through the grievance procedure.
Sexual Orientation	No	This characteristic is as relevant as others in terms of individuals could raise any concerns through the grievance procedure.

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

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

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

No grievances under the old scheme have been in relation to protected characteristics.

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

The procedure has been developed in consultation with recognised trade unions, along with elected manager representatives will be involved in the review of the draft policy and procedure at policy group. Discussion will take place at policy group on the content or the policy procedure and suggested amendments/additions will be agreed collectively.

Next steps

The council will take steps to ensure that this procedure is understood and applied fairly by managers. Briefing sessions and e-learning will be available to managers. In addition, advice, guidance and support will be provided from Service HR Business Partners on the application of the procedure.

Encouraging managers to be mindful of the Council's commitment to support staff and to take into account the needs of protected groups.

Equality and Fairer Scotland Impact Assessment - Decision

Evidence findings		
<p>The evidence highlights that the introduction of this policy/procedure may have a positive impact on protected groups.</p> <p>There are no evidence findings to suggest that any of the protected characteristics more than others is the reason for grievance being raised.</p> <p>This new procedure however ensures there is a more comprehensive approach to raising a grievance and the council ensuring these are dealt with in a fair and consistent way. The overall commitment to support employees should assist the Council in demonstrating that it has paid due regard to the General Equality Duty.</p>		
Details of engagement undertaken and feedback received		
<p>This procedure has been developed in consultation with recognised trade unions who, along with Council Management, form the Council's Policy Group. In addition, the policy/procedure will be considered by Tripartite (Elected Members, Unions and Management). It will also be reviewed and hopefully formally adopted, by the Partnership and Performance Committee on behalf of the Council.</p>		
Decision/recommendation		
<p>Having considered the potential or actual impacts of this policy, the following decision/recommendation is made:</p>		
Tick	<p>Option 1: No major change The assessment demonstrates that the policy is robust. The evidence shows no potential for unlawful discrimination and that all opportunities have been taken to advance equality of opportunity and foster good relations, subject to continuing monitoring and review.</p>	
√		
	<p>Option 2: Adjust the policy – this involves taking steps to remove any barriers, to better advance equality or to foster good relations. It may be possible to remove or change the aspect of the policy that creates any negative or unwanted impact, or to introduce additional measures to reduce or mitigate any potential negative impact.</p>	
	<p>Option 3: Continue the policy – this means adopting or continuing with the policy, despite the potential for adverse impact. The justification should clearly set out how this decision is compatible with the Council's obligations under the duty.</p>	
	<p>Option 4: Stop and remove the policy – if there are adverse effects that are not justified and cannot be mitigated, consideration should be given to stopping the policy altogether. If a policy leads to unlawful discrimination it should be removed or changed.</p>	
Justification for decision		
<p>This assessment finds no indication that the procedure will unlawfully discriminate against protected groups, and that a systematic approach has been taken to ensure that the procedure does not discriminate and takes into account the diverse needs and circumstances of individuals. Steps to monitor the equality impact have been agreed, along with practical to promote fair use.</p>		
APPROVAL		
NAME	DESIGNATION	DATE



**Clackmannanshire
Council**

www.clacks.gov.uk

Comhairle Siorrachd
Chlach Mhanann

Dignity at Work

2023



1. INTRODUCTION

- 1.1 The Council recognises that, both as an employer and service provider, it has a duty to ensure that there is an open and honest working environment where everyone is treated with dignity and respect.
- 1.2 Our procedure aims to highlight the importance the Council takes towards dignity in the workplace and to inform staff of the options available to them if they are subject to bullying and/or harassment as well as ensuring that those responsible for managing and supporting employees are aware of their responsibilities
- 1.3 The procedure also aims to provide a clear framework which will ensure that complaints of unacceptable behaviour are dealt with promptly and fairly.

2. PURPOSE

- 2.1 Clackmannanshire Council is committed to creating a safe working environment free from harassment and bullying, where everyone is treated with dignity and respect and where complaints of harassment are dealt with quickly, positively and confidentially even where the harassment is not directed at the complainant.
- 2.2 Every member of staff, and those using our services, should be treated equally, irrespective of their age, disability, ethnic origin, gender reassignment, marriage and civil partnership, race, religion, pregnancy and maternity, sex, sexual orientation or other difference such as social background, working pattern or trade union activity.
- 2.3 The Council aims to develop a culture in which unacceptable behaviour is not tolerated and that all employees feel confident in bringing forward complaints of harassment and bullying without fear of victimisation.
- 2.4 Claims of unacceptable behaviour will be taken seriously and all staff will be supported when raising concerns. Any instances of unacceptable behaviour which fall within the scope of the procedure will be dealt with in line with the Council's disciplinary procedure and may be regarded as gross misconduct which may lead to dismissal.

3. SCOPE

- 2.1 This procedure applies to all employees of the Council. Should a concern relating to an elected member be raised, this should be directed to the Monitoring Officer.

4. WHAT IS WORK PLACE HARASSMENT AND BULLYING

Harassment

- 4.1 In general terms harassment is unwanted, conduct which has the purpose or effect of violating the dignity of the employee or creating an intimidating, hostile, degrading, humiliating or offensive environment for that employee, provided that it could reasonably be considered to have that effect.
- 4.2 What is important is not necessarily the action, but how the recipient feels about what has been done.
- 4.3 It may be related to age, disability, gender reassignment, race, maternity, pregnancy, marital or civil partnership status, religion or belief, sex, sexual orientation or any personal characteristic of the individual, and may be persistent or an isolated incident.

Sexual Harassment

- 4.4 Sexual harassment is unwelcome sexual advances and/or comments, requests for sexual favours or other unwanted behaviour which is of a sexual nature, which results in the individual feeling intimidated, degraded, humiliated, threatened or offended. It includes
 - Non-verbal sexual harassment such as offensive gestures, staring/leering, sexually explicit materials or offensive publications, computer pornography, unsolicited/unwanted gifts.
 - Verbal sexual harassment such as suggestive/explicit language (including by email or on social media), unwanted propositions, sexually explicit or suggestive jokes, "pet" names, personal or invasive comments or questions, cat calls, whistling, patronising or derogatory comments
 - Physical sexual harassment such as deliberate body contact (brushing against another's body, pinching or touching) indecent exposure, groping, fondling, sexual assault.

Bullying

- 4.5 Bullying is persistent offensive, intimidating, humiliating behaviour which attempts to undermine an individual or group of employees.
- 4.6 Bullying or harassment may be by an individual against and individual or involve groups of people. It can occur at any level within the organisation and within any relationship – it is not confined to management or supervision roles.
- 4.7 Example of bullying behaviour and harassment
- Repeatedly shouting or swearing at staff in public or private
 - Spreading malicious rumours or prejudiced myths
 - Insulting someone or using derogatory or abusive language, nicknames or banter
 - Asking intrusive questions, making unwanted insinuations
 - Using unwelcome or offensive imagery, physical gestures, facial expressions
Ridiculing or demeaning someone
 - Racist, sexist, homophobic, ageist or disablist jokes, banter, insinuations or insults
 - Taunting an employee, picking on them or setting them up to fail
 - Making assumptions about an employee's ability or competence and treating them as inferior
 - Refusing to work with someone, exclusion, isolation, ignoring or shunning someone
 - Unfairly excluding someone associated with the employee or making offensive remarks about them
 - Refusing to treat a person as of their new gender when they transition
 - Intrusive questions about an individual's personal life or sex life
 - Making threats or comments about job security without foundation
 - Unfair work allocation
 - Preventing individuals progression by intentionally blocking promotion or training opportunities
 - Overbearing supervision or other misuse of power or position
 - Unwanted pressure to do or not to do something or use of intimidation or coercion
 - Victimisation as a result of refusing to accept or collude with bullying or harassment whether directed at the employee or others
 - Physical contact such as the invasion of personal space and unnecessary touching
 - Physical abuse, attacks or violence

5. PRINCIPLES

- 5.1 All staff have a duty and responsibility to promote a positive working environment, which incorporates the Council's organisational values, promotes openness, trust and respect, thereby developing a culture where diversity is valued.
- 5.2 All staff must behave in a way that will not cause offence to others, and to acknowledge that views and opinions held by others may differ from their own.
- 5.3 Staff are expected to take appropriate action if they become aware of any act of harassment, bullying, discrimination or victimisation, bringing the incident to the attention of management, Human Resources or a Trade Union representative
- 5.4 When an employee makes a complaint against another employee, the complaint should be specific and not general accusations.
- 5.5 All complaints will be dealt with in a confidential, sensitive and objective manner and all parties involved will be treated with due respect and protected from victimisation and have the right to an impartial investigation.
- 5.6 If a complaint is upheld or upheld in part, appropriate remedial action will be taken.
- 5.7 Following investigation, complaints that are proven to be malicious will be viewed as a potential disciplinary offence and appropriate action may be taken against the complainant in accordance with the disciplinary procedure.
- 5.8 It will be considered a disciplinary offence for any employee to victimise or retaliate against an employee for bringing a complaint of harassment, bullying, discrimination or victimisation.

6. ROLES AND RESPONSIBILITIES

- 6.1 In order to ensure an open and honest working environment where everyone is treated with dignity and respect we all have responsibilities.

Managers and Supervisors:

- 6.2 Have a responsibility for promoting a positive work culture by setting an example of appropriate conduct and behaviour and ensuring employees are aware of the standards of behaviour expected of them implementing this policy. Responding quickly and effectively to any complaint of alleged harassment, bullying, discrimination or victimisation.

Employees

- 6.3 Have a responsibility for ensuring that they do not act in any way that could cause offence to another colleague. Supporting colleagues who may be subjected to harassment, bullying, discrimination or victimisation, including providing information to assist an investigation or being called as a witness.

HR and Workforce Development

- 6.4 Have a responsibility for ensuring employees are aware of the support mechanisms available to them if they have reason to make a complaint, or are the subject of a complaint, of harassment, bullying, discrimination or victimisation.

7. CONFIDENTIALITY

- 7.1 The Council recognises that very sensitive issues may be raised and that employees have a right to confidentiality and, at all stages, information discussed will be held in the strictest confidence by all parties. The Council will deal with any malicious or careless disclosure, by any party, under the Disciplinary Procedure.

8. WORKING ARRANGEMENT DURING THE DIGNITY AT WORK PROCESS

- 8.1 A change of work arrangements or location for anyone involved in the process should only be considered in circumstances where it is considered not possible for parties involved to work together during the process. .
- 8.2 In determining what alternative work arrangements are to be put in place, the manager must take into account the circumstances and particular sensitivities of each case as well as the requirements of the service. Where possible, first consideration should be given to alternative work arrangements for the individual regarding whose alleged behaviour the complaint has been raised.
- 8.3 If alternative work arrangements are put in place for any individual it should be made clear that this action in no way presupposes responsibility for the issue or concern or prejudices the outcome of the process.

8.4 The period of alternative work arrangements should be as brief as possible and reviewed after 3 months if the process has not concluded.

8.5 When an individual is away from their normal place of work, a manager will be nominated as their point of contact during this period.

9. HEALTH ISSUES ARISING DURING THE DIGNITY AT WORK PROCESS

9.1 Where an Employee raises health issues during the process, consideration should be given to referral to Occupational Health for advice and guidance. There is not necessarily a need to delay the process but each case must be assessed individually with regard to the type and seriousness of the health issues.

10. REPRESENTATION

10.1 Employees have a right to be accompanied by a companion at every stage in this process including informal stages.

10.2 The chosen companion may be a trade union representative, a fellow Council worker or an official employed by a trade union. (A trade union official who is not an employed official must have been certified by their union as being competent to accompany a worker)

10.3 It would not be reasonable for workers to insist on being accompanied by anyone whose presence would prejudice the case e.g. a potential witness.

11. INFORMAL RESOLUTION

11.1 Early resolution of issues are key to prevent escalation or proceeding to formal stages.

11.2 Individuals should try to resolve the issue in the first instance by:

11.2.1 **Speaking to the alleged harasser** – individuals may not realise their behaviours are causing offence to others, therefore it may be that by making the individual aware of their behaviour can put an end to the issue and prevent the situation escalating.

- 11.2.2 **Mediation** - conflict resolution between individual employees facilitated by an independent internal trained mediator. It allows the individuals concerned an opportunity to explore issues of conflict with the aim of reaching a mutually agreeable solution. It can be used at any stage in the Dignity at Work process. All parties must agree in order for mediation to proceed. If an employee elects to undertake the mediation process, this does not stop them from progressing their complaint more formally if the unacceptable conduct continues.
- 11.2.3 **Harassment Advisers** – based within the Council, can be approached for advice and support in total confidence, see details on Connect.
- 11.2.4 **Line manager / management support** – if the individual feels they can deal with the complaint but does not want to speak to the other individual alone, they can seek support from their line manager. The line manager, if they feel able to, should meet with the individual raising the concern in the first instance and following this, meet with other party separately. Thereafter it may be appropriate to bring the individuals together to hold a facilitated discussion to informally resolve the matter. Following this, recommendations could be put in place i.e. arranging support as above e.g. mediation, training, clearer explanation of roles etc to allow the parties to move forward and work together.
- 11.3 Where a line manager does not feel able to meet with the individual they should contact their service HRBP for advice.
- 11.4 Support will be offered to all parties involved as contained within this procedure
- 11.5 Points of action and agreement made may be noted.
- 11.6 If the situation cannot be resolved informally, or is sufficiently serious, it may be more appropriate to initiate the formal Dignity at Work process which involves the Council's grievance procedure.
- 11.7 An employee may choose to have their complaint heard formally in the first instance although every opportunity will be given to seek informal resolution.
- 11.8 An employee may, at any stage, withdraw their complaint by giving notice of his/her intention to do so. This must be done in writing and in such circumstances the employee will be deemed to have abandoned the complaint. However, in certain circumstances, where there are sufficient grounds for concern, it may be appropriate to advise the employee that the matter originally complained of will still be investigated or monitored for a period of time, as the Council have a duty of care to all individuals.

12. FORMAL PROCESS

- 12.1 Where an employee wishes to raise a formal Dignity at Work Complaint they should follow the formal stages as set out in the Council's Grievance Procedure.
- 12.2 If you work for us, but are not our employee, and you wish to make a formal Dignity at Work complaint, you should submit it in writing to the Senior Manager – HR and Workforce Development.
- 12.3 Your written complaint should be as full as possible, setting out details of:
- The name of the employee your complaint relates to;
 - The nature of the alleged incident;
 - Where and when the alleged incident took place;
 - The names of any relevant witnesses; and
 - Any action taken so far to try to resolve the issue.
- 12.4 Please note that our Grievance Policy only applies to employees and as such an appropriate senior manager will review your complaint and set out a response in writing. There is no requirement to have a hearing and no right of appeal.

13. CRIMINAL ALLEGATIONS

- 13.1 If a member of staff has been a victim of physical violence or any other crime, they should contact the police immediately.
- 13.2 If a complaint under this policy is also the subject of a criminal investigation or proceedings, we will not usually put the processes on hold pending the outcome of those.
- 13.3 If they staff member is unable, or has been advised not to, attend a meeting or say anything about a pending criminal matter, we may make a decision based on the available evidence.

14. INCIDENTS RELATING TO THE SAME DIGNITY AT WORK

- 14.1 Where a dignity at work has been raised and either:-
- Withdrawn or resolved
 - Not resolved to the satisfaction of the employee even at the completion of the process.
- 14.2 The employee cannot start the process again in relation to the same dignity at work unless significant evidence can be provided to support this.

15. EMPLOYEE SUPPORT

- 15.1 There are a number of options available to employees in terms of support during the dignity at work process including a 24 hour Confidential Counselling support via PAM Assist (Employee Assistance Programme), Occupational Health Referral, signposting to Mental Health helplines, Mediation Service, and Stress Control workshops etc.
- 15.2 For further information on these support measures, please refer to Connect or contact your Service HR Business Partner for more information.
- 15.3 It should be noted that Trades Union representatives, , Line Managers and Human Resources representatives can also offer support and advice to both parties, both during and after the process.

16. PROCESSING OF PERSONAL DATA

- 16.1 The decision and any subsequent measures, where they are relevant to the individual shall be recorded on the individual's Idox file.
- 16.2 The Council processes personal data collected as part of the Dignity at Work Procedure in accordance with its data protection policy/privacy notices. In particular, data collected as part of this process is held securely and accessed by, and disclosed to, individuals only for the purposes necessary to action and manage this procedure.
- 16.3 The particular timescales are stated below and are determined by the nature of the measures that require to be put in place. In general the level of intervention reflects the nature or complexity of the issue. More complex or serious the issues require a higher level of intervention and accordingly a greater timescale for implementation and monitoring.
- 16.4 Accordingly the outcome of any investigations and a note of any measures applied will be recorded as follows:-
 - 16.4.1 **Low level intervention**:- this shall be noted on the individual's file for a period of 6 months. Interventions could include, but are not limited to, training, shadowing, mediation.
 - 16.4.2 **High level intervention**: this shall be recorded on the individual's file for a period of 12 months or for a period of three months following completion of the action (whichever is the greater). Interventions could include a Performance Improvement Plan (PIP) through the Capability Procedure, a more intensive training course for example, or Disciplinary action.

17. MONITORING AND REVIEW

- 17.1 Strategic Directors/Senior Managers are responsible for monitoring the progress of Dignity at work cases within their service area, on an ongoing basis, to ensure that the timescales contained in this policy are adhered to.
- 17.2 Both HR and Trade Union Representatives shall monitor the effectiveness of the procedure on an ongoing basis. Changes may result from employee, management and union feedback and/or from changes in employment legislation. Revisions and updates will be implemented by the Council following consultation with recognised Trade Unions.

18. EQUALITY IMPACT ASSESSMENT

Policy Name	Dignity at Work
Department	HR
Policy Lead	HR
Equality Impact Assessment	
Full EQIA required	Yes <input checked="" type="checkbox"/> No* <input type="checkbox"/>
* In no please provide rationale	
Date Full EQIA complete	
Date Approved	
Review Date	

DRAFT

Equality and Fairer Scotland Impact Assessment - Screening

Title of Policy:	Dignity at Work Procedure
Service:	Partnership & Performance
Team:	HR

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

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

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

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APPROVAL

NAME	DESIGNATION	DATE

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

Equality and Fairer Scotland Impact Assessment - Scoping

Purpose of the proposed policy or changes to established policy
<p>To update the current procedure for Dignity at Work to ensure that everyone is aware of the standards of behaviour expected from them in terms of Dignity at Work. The new procedure aims to clarify employees responsibilities, while providing a clear framework which will ensure that complaints of unacceptable behaviour are dealt with promptly and fairly.</p> <p>The procedure aims to assist in developing and maintaining a working environment in which harassment, discrimination, bullying and victimisation are unacceptable.</p>
Which aspects of the policy are particularly relevant to each element of the Council's responsibilities in relation to the General Equality Duty and the Fairer Scotland Duty?
General Equality Duty -
<p>➤ Eliminating unlawful discrimination, harassment and victimisation and other prohibited conduct</p>
<p>The provision of the new Dignity at Work procedure should assist with the elimination of discrimination for protected characteristics as individuals who have a protected characteristic have a mechanism to support them should they feel are being discriminated, victimised or harassed.</p>
<p>➤ Advancing equality of opportunity between people who share a relevant protected characteristic and those who do not</p>
<p>Having due regard for advancing equality involves removing or minimising disadvantages suffered by people due to protected characteristics.</p> <p>The procedure sets out a clear process to ensure that individuals can raise concerns should they feel disadvantaged. It ensures all employees whether within a protected groups or not have a mechanism to raise concerns although it is recognised that such a policy could minimise disadvantage for staff members in a protected group.</p>
<p>➤ Fostering good relations between people who share a protected characteristic and those who do not.</p>
<p>This element of the Duty is more relevant to the Council's role as service provider, and there is relatively limited direct relevance to this particular procedure.</p>
Fairer Scotland Duty -

➤ **Reducing inequalities of outcome caused by socioeconomic disadvantage**

This procedure could assist with the retention of staff given that they can see that the organisation ensure employees are treated in a fair and consistent way and can raise concerns regarding being treated with dignity and respect.

It should be noted that poverty rates are higher for households with a disabled adult, and the employment rate for people with a disability is significantly lower than the employment rate for people who do not have a disability.

Levels of socioeconomic disadvantage are also more frequent for other protected groups including lone parents who are predominantly female, and Black, Asian and Minority Ethnic (BAME) groups.

To which of the equality groups is the policy relevant?		
Protected Characteristic	Yes/No*	Explanation
Age	Yes	A dignity at work can be raised for many reasons but should employees feel that they are not being treated appropriately due to their age, then they can raise concerns through the dignity at work procedure.
Disability	Yes	Staff data shows a relatively high “Compare Not to Say” response in relation to disclosure of a disability (39.5%). At a national level, it is estimated that 1 in 10 people who are economically active have a disability or long term health condition. It is hoped that the policy would encourage disclosure of staff to advise whether or not they have a disability as the policy shows how proactive the Council are in tackling issues.
Gender Reassignment	Yes	This characteristic is as relevant as the others in terms of individuals could raise any concerns through the dignity at work procedure.
Marriage and civil partnership	Yes	This characteristic is as relevant as the others in terms of individuals could raise any concerns through the dignity at work procedure.
Pregnancy and Maternity	Yes	Employees as with other protected characteristics can raise any concerns they have in relation to pregnancy/maternity through the dignity at work procedure should they not feel they are being treated with dignity and respect.
Race	Yes	This characteristic is as relevant as the others in terms of individuals could raise any concerns through the dignity at work procedure. It can be noted that 4% of staff have indicated that they are BAME.
Religion and Belief	Yes	This characteristic is as relevant as the others in terms of individuals could raise any concerns through the dignity at work procedure. It can be noted that 1.2% of staff indicated that they affiliate with a minority religion.
Sex	Yes	This characteristic is as relevant as others but other elements could impact from a gender perspective such as individuals working part-time for example, as in Scotland 86.9% of men in employment are in full time employment compared to 57.5% of women. Any concerns can be raised through the dignity at work procedure.
Sexual Orientation	Yes	This characteristic is as relevant as the others in terms of individuals could raise any concerns through the dignity at work procedure.

* Delete as required

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

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

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

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

The procedure has been developed in consultation with recognised trade unions, along with elected manager representatives will be involved in the review of the draft policy and procedure at policy group. Discussion will take place at policy group on the content of the policy procedure and suggested amendments/additions will be agreed collectively.

Next steps

The council will take steps to ensure that this procedure is understood and applied fairly by managers. Briefing sessions and e-learning will be available to managers. In addition, advice, guidance and support will be provided from Service HR Business Partners on the application of the procedure.

Encouraging managers to be mindful of the Council's commitment to support staff and to take into account the needs of protected groups.

Equality and Fairer Scotland Impact Assessment - Decision

Evidence findings		
<p>The evidence highlights that the introduction of this policy/procedure may have a positive impact on protected groups</p> <p>There are no evidence findings to suggest that any of the protected characteristics more than others is the reason for Dignity at Works being raised.</p> <p>This new procedure however ensures there is a more comprehensive approach to raising dignity at work concerns and the council ensuring these are dealt with in a fair and consistent way. The overall commitment to support employees should assist the Council in demonstrating that it has paid due regard to the General Equality Duty</p>		
Details of engagement undertaken and feedback received		
<p>This Procedure has been developed in consultation with recognised trade unions who, along with Council Management, form the Council's Policy Group. In addition the policy/procedure will be considered by Tripartite (Elected Members, Unions and Management) It will also been reviewed, and hopefully formally adopted, by the Partnership and Performance Committee on behalf of the Council.</p>		
Decision/recommendation		
<p>Having considered the potential or actual impacts of this policy, the following decision/recommendation is made:</p>		
Tick	Option 1: No major change	
✓	<p>The assessment demonstrates that the policy is robust. The evidence shows no potential for unlawful discrimination and that all opportunities have been taken to advance equality of opportunity and foster good relations, subject to continuing monitoring and review.</p>	
	<p>Option 2: Adjust the policy – this involves taking steps to remove any barriers, to better advance equality or to foster good relations. It may be possible to remove or change the aspect of the policy that creates any negative or unwanted impact, or to introduce additional measures to reduce or mitigate any potential negative impact.</p>	
	<p>Option 3: Continue the policy – this means adopting or continuing with the policy, despite the potential for adverse impact. The justification should clearly set out how this decision is compatible with the Council's obligations under the duty.</p>	
	<p>Option 4: Stop and remove the policy – if there are adverse effects that are not justified and cannot be mitigated, consideration should be given to stopping the policy altogether. If a policy leads to unlawful discrimination it should be removed or changed.</p>	
Justification for decision		
<p>This assessment finds no indication that the procedure will unlawfully discriminate against protected groups, and that a systematic approach has been taken to ensure that the procedure does not discriminate and takes into account the diverse needs and circumstances of individuals. Steps to monitor the equality impact have been agreed, along with practical to promote fair use.</p>		
APPROVAL		
NAME	DESIGNATION	DATE

Report to Clackmannanshire Council

Date of Meeting: 2 February 2023

Subject: Coronation Holiday 2023

Report by: Senior Manager – HR and Workforce Development

1.0 Purpose

- 1.1. This paper invites Council to designate Monday 8th May 2023 a Public Holiday for Council staff to mark the celebrations for the Coronation of His Majesty King Charles III.

2.0 Recommendations

Council is invited to:

- (i) **Review** the options as presented in Appendix 1 in relation to 8th May 2023.
- (ii) **Note** the exemption from the statutory requirement to provide 190 days of schooling. (paragraph 3.9)
- (iii) **Note** the provision related to 1140 Hours (paragraph 3.10)
- (iv) **Note** that engagement has taken place with our Trade Union Colleagues (paragraph 3.11)
- (v) **Note** the potential costs where staff may be required to work on 08th may 2023 should Council designate this as a public holiday (paragraph 3.12)
- (vi) **Agree** which option it wishes to progress in relation to the Coronation Holiday. (Appendix 1)

3.0 Considerations

- 3.1. In September 2022, following the death of Her Majesty Queen Elizabeth II, His Majesty King Charles III was proclaimed King.
- 3.2. The Coronation of His Majesty King Charles III will take place on Saturday 6th May 2023.
- 3.3. Both the UK government and Scottish Government have advised that Monday 8 May 2023 will be a national bank holiday to mark the event.
- 3.4. The introduction of an additional bank holiday will result in a three-day “Coronation Weekend”.
- 3.5. In line with the bank holiday to mark Her Majesty Queen Elizabeth II’s Coronation in 1953, this will be an opportunity for families and communities across the country to come together to celebrate. In addition it will allow individuals, businesses and other organisations in Scotland to celebrate the Coronation.
- 3.6. Each local council in Scotland has powers to make certain days 'local' public holidays.
- 3.7. As an employer we do not require to give paid leave on bank holidays however the Council do recognise 7 fixed paid public holidays which are contained with the terms and conditions of staff. These are:

New Year	01 and 02 nd January
Easter	Good Friday and Easter Monday
May	First Monday in May
Christmas	25 th and 26 th December

- 3.8. Scottish Government has advised that authorities can apply for an exemption from the requirement to provide 190 days of schooling for the schools in their area to accommodate the Coronation holiday.
- 3.9. The People Directorate have made application and received an exemption which could be applied if Council agree to recognise the Coronation holiday.
- 3.10. With regard to early learning and childcare (ELC) Scottish Government advised that the decision on how to approach the public holiday is at local authority discretion with Local Authorities considering how their services are provided in line with the statutory obligation to provide 1140 hours of funded ELC over the course of the year. Whilst all educational and nursery establishments would be closed, should Council agree to recognise the Coronation holiday, Education colleagues have advised if this caused families difficulty with Early Learning Childcare, the Council would use their Private Partner Provider nurseries to offer a place on that day or offer the time back at a stand alone ELC on an alternative date.

- 3.11. The Council's Senior Manager – HR and Workforce Development met with Trade Union representatives of the JTUC on 21st December 2022 to discuss proposals. Union colleague have advised they are supportive of the proposal to recognise the additional public holiday on 8th May 2023.
- 3.12. The potential costs of staff who may be required to work on the additional public holiday has been estimated as £30,000. This estimate is based on a review of the payroll for previous public holidays. It is envisaged that this cost can be absorbed within service staffing budgets.

4.0 Sustainability Implications

- 4.1. None

5.0 Resource Implications

5.1. *Financial Details*

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

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

5.4. *Staffing*

None

6.0 Exempt Reports

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

7.0 Declarations

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

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

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

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

8.0 Equalities Impact

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

Yes No

9.0 Legality

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

10.0 Appendices

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

None

11.0 Background Papers


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

Yes (please list the documents below) No

Author(s)

NAME	DESIGNATION	TEL NO / EXTENSION
Chris Alliston	Senior Manager – HR and Workforce Development	2184

Approved by

NAME	DESIGNATION	SIGNATURE
Stuart Crickmar	Strategic Director of Partnership and Performance	

APPENDIX 1

FRIDAY 03 June 2022

Option	Detail	Pros	Cons
1	Do not recognise the Coronation Holiday	<p>No impact on school calendar year and 190 Days schooling delivered</p> <p>No impact on other Council services</p> <p>No additional costs associated with working on a fixed holiday</p> <p>No requirement to apply the Scottish Governments exemption.</p> <p>No impact on nursery provision.</p>	<p>Scottish Government have confirmed, along with the other nations of the United Kingdom, the introduction of a Bank Holiday to mark the Coronation.</p> <p>Staff may feel aggrieved if other organisations are recognising the additional public holiday and the Council are not.</p> <p>Potential reputational impact to Council to be seen not to celebrate the Coronation.</p> <p>Unions not supportive of this position.</p> <p>If Stirling introduced an additional public holiday and Clackmannanshire did not those attending St Modans would be impacted and families would require to make child care arrangements on 08 May 2023.</p>

2	<p>Recognise the Coronation Holiday and agree an additional Public Holiday.</p>	<p>Council would recognise the Coronation celebrations in line with other public bodies.</p> <p>No breach of statutory requirement to ensure 190 school days as exemption as provided by Scottish Government applied.</p> <p>Unions supportive of this position.</p>	<p>Potential for small number of complaints from those not wishing to recognise the Coronation</p> <p>Potential from some parents who would require putting in provisional child care arrangements if their employers do not recognise the additional leave.</p> <p>Additional costs incurred as premiums applied to working fixed holidays for those service requiring to maintain service delivery.</p> <p>Further reduced access to wider Council services for a 3 day period as the previous weekend would also be an extended weekend due to the Public Holiday falling on 01 May 2023.</p> <p>St Modans students would require to be in attendance if Stirling Council don't recognise the Public Holiday.</p>
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3	First Monday in May holiday is moved to 08 th May 2023	<p>There is previous precedent for this when the May holiday was moved from the Monday to the Friday to recognise VE day.</p> <p>No further impact on school calendar year as total school days would remain as 190.</p> <p>Only 1 weekend where there is reduced access to wider Council services for a 3 day period.</p>	<p>Unions not supportive of this.</p> <p>Reduced access to wider Council services for a 3 day period.</p> <p>If Stirling introduced an additional public holiday and maintained the public holiday on 01 May 2023 those attending St Modans would be impacted and families would require to make child care arrangements on 01 May 2023.</p>
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Councillor Craig Holden

Ward 4 Clackmannanshire South (Multi Member Ward)

Kilncraigs, Greenside Street, Alloa, FK10 1EB

Telephone: 01259 452283

Email: cholden@clacks.gov.uk



**Clackmannanshire
Council**

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Comhairle Siorrachd
Chlach Mhanann

**Motion to Meeting of Clackmannanshire Council
2nd February 2023**

Freedom of Clackmannanshire

Former Councillor Derek Stewart was first elected as a Clackmannan District Councillor in May 1988 and was subsequently re-elected in 1992. He was then elected as a Councillor to the new unitary authority in 1995 and continued in this role until May 2022 for an uninterrupted 34 years of public service. He has also served as the Provost of Clackmannanshire Council on three occasions.

The Freedom of Clackmannanshire is the greatest tribute that the Council can confer on a person and the level of dedication and commitment to public service shown by Derek Stewart over 34 years marks him as a person of distinction who is worthy of such an honour.

Council is requested, therefore, to agree that Derek Stewart is admitted on the Clackmannanshire Roll as an honorary Freeperson of the Council area in recognition of his contribution to local democracy and public life.



Councillor Craig Holden
Ward 4, Clackmannanshire South

Received: 23 January 2023

