



**Clackmannanshire
Council**

www.clacks.gov.uk

Comhairle Siorrachd
Chlach Mhanann

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

Meeting of Clackmannanshire Council

Thursday 18 May 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.

10 May 2023

A MEETING of the CLACKMANNANSHIRE COUNCIL will be held in the COUNCIL CHAMBER, KILNCRAIGS, ALLOA, on THURSDAY 18 MAY 2023 at 9.30 AM



NIKKI BRIDLE
Chief Executive

B U S I N E S S

	Page No.
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.	--
3. Minute of Meeting of Clackmannanshire Council 23/03/23 (Copy herewith)	07
4. Local Police Plan 2023 – 2026 – Strategic Director (Partnership and Performance) (Copy herewith)	17
5. Election of Roles and Elected Member Representation on Outside Bodies following changes to Labour Group Leadership - report by the Chief Executive (Copy herewith)	59
6. Be the Future Update – report by the Chief Executive (Copy herewith)	63
7. The Lens Investment 2 Programme in Clackmannanshire – report by Strategic Director (People) (Copy herewith)	89
8. Budget Strategy Update – report by Chief Finance Officer (Copy herewith)	95
9. Wellbeing Hub Update – report by Senior Manager, Sport and Leisure (People) (Copy herewith)	105

Page No.

10.	Report on Digital Learning Strategy and Implementation Plan 201-2022 and Presentation of the Revised Digital Learning Strategy and Action Plan 2023-2025 – report by Senior Manager, Secondary Education (People) (Copy herewith)	113
11.	Household Waste and Recycling Collection Policy – report by Strategic Director (Place) (Copy herewith)	133
12.	Electric Vehicle Charging – Introduction of Tariffs - report by Strategic Director (Place) (Copy herewith)	149
13.	Divestment from Fossil Fuels and Delivering on Net Zero – report by Strategic Director (Place) (Copy herewith)	155
14.	Senior Manager (Transformation and Capital) – report by the Chief Executive (Copy herewith)	163

EXEMPT INFORMATION

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

It is considered that the undernoted reports are treated as exempt from the Council's general policy of disclosure of all papers by virtue of Schedule 7A, Part 1, Paragraph 9 of the Local Government (Scotland) Act 1973.

15.	Westhaugh (Travelling Persons' Site) Redevelopment Capital Project – Capital Budget Commitment - report by Strategic Director (Place) (Copy herewith)	171
-----	---	-----

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 in the Council Chamber, Kilncraigs, Alloa, on Thursday 23 March 2023 at 9.30 am.

PRESENT

Councillor Phil Fairlie, Convener (Chair)
Councillor Donald Balsillie
Councillor Martha Benny
Councillor Denis Coyne
Councillor Kenneth Earle
Councillor Ellen Forson
Councillor Wendy Hamilton
Councillor William Keogh
Councillor Fiona Law
Councillor Darren Lee
Councillor Graham Lindsay
Councillor Kathleen Martin
Councillor Mark McLuckie
Councillor Jane McTaggart
Councillor Janine Rennie
Councillor Bryan Quinn
Rev Sang Y Cha, Religious Representative (Item 10)

IN ATTENDANCE

Nikki Bridle, Chief Executive
Stuart Crickmar, Strategic Director (Partnership and Performance)
Lorraine Sanda, Strategic Director (People)
Pete Leonard, Strategic Director (Place)
Annemargaret Black, Chief Officer, Health and Social Care Partnership
Lindsay Sim, Chief Finance Officer (Partnership & Performance)
Colin Bruce, Chief Education Officer (People)
Chris Alliston, Senior Manager, HR and Workforce Development (Partnership & Performance)
Cherie Jarvie, Senior Manager, Partnership & Transformation (Partnership & Performance)
Lee Robertson, Senior Manager, Legal and Governance (Partnership & Performance) (Clerk to the Council)
Elizabeth Hutcheon, Management Accountancy Team Leader (Partnership & Performance)
Tony Cain, Senior Manager – Housing (Place)
Kate Fleming, Senior Housing Strategy Officer
Emma Fyvie, Senior Manager – Development (Place)
Murray Sharp, Senior Manager – Housing (Place)
Robbie Stewart, Senior Manager, Sport and Leisure (People)
Paul Morris, Economic Development Strategy Officer (Place)
Veronica Cully, Partnership and Inclusion Manager (People)
Carolyn Wyllie, Health and Social Care Partnership
Gregory Oduor, Deloitte (External Audit)
Martin Devenny, Audit Scotland (External Audit)
Mark Ferris, Audit Scotland (External Audit)
Gillian White, Committee Services (Partnership & Performance)

The Convener announced that former Provost, Robert Elder, had recently passed away and expressed his sympathies for family and friends of Mr Elder. The Council stood for a minutes silence as a mark of respect for Mr Elder.

CC(23)24 APOLOGIES

Apologies were received from Councillor Scott Harrison, Councillor Craig Holden and Mr George Marcinkiewicz, Religious Representative.

CC(23)25 DECLARATIONS OF INTEREST

None.

CC(23)26 MINUTES OF CLACKMANNANSHIRE COUNCIL – 2 FEBRUARY 2023

The minutes of the meeting of the Clackmannanshire Council held on 2 February 2023 were submitted for approval.

Decision

The minutes of the meeting of the Clackmannanshire Council held on 2 February 2023 were agreed as a correct record and signed by the Convener.

CC(23)27 MINUTES OF SPECIAL MEETING OF CLACKMANNANSHIRE COUNCIL – 16 FEBRUARY 2023

The minutes of the special meeting of the Clackmannanshire Council held on 16 February 2023 were submitted for approval.

Decision

The minutes of the special meeting of the Clackmannanshire Council held on 16 February 2023 were agreed as a correct record and signed by the Convener.

CC(23)28 MINUTES OF SPECIAL MEETING OF CLACKMANNANSHIRE COUNCIL – 7 MARCH 2023

The minutes of the special meeting of the Clackmannanshire Council held on 7 March 2023 were submitted for approval.

Decision

The minutes of the special meeting of the Clackmannanshire Council held on 7 March 2023 were agreed as a correct record and signed by the Convener.

CC(23)29 MINUTES OF SPECIAL MEETING OF CLACKMANNANSHIRE COUNCIL – 9 MARCH 2023

The minutes of the special meeting of the Clackmannanshire Council held on 9 March 2023 were submitted for approval.

Decision

The minutes of the special meeting of the Clackmannanshire Council held on 9 March 2023 were agreed as a correct record and signed by the Convener.

CC(23)30 APPOINTMENTS FOR (A) VICE CONVENER OF THE REGULATORY COMMITTEE; AND (B) COSLA CONVENTION

The report, submitted by the Chief Executive, asked Council to consider the appointments detailed in the Recommendations at paragraph 2 following the decision of elected members stepping down from these roles.

Motion

To agree the recommendations set out in the report.

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

Councillor Kathleen Martin nominated Councillor Kenneth Earle as the Vice Convener of the Regulatory Committee. There being no other nominations, Councillor Earle was duly appointed.

Councillor Kenneth Earle advised that the Labour Group would appoint a Labour Group Member as the Council's Representative on the CoSLA Convention following a meeting of the Labour Group AGM to be held on 3rd April 2023. In the interim, Councillor Kenneth Earle will attend the meeting of the CoSLA Convention scheduled for 27th March 2023. The new appointment will be advised to Council.

Decision

The Council agreed to:

1. Appoint Councillor Kenneth Earle from the current membership of the Regulatory Committee to undertake the role of Vice Convenor;
2. Note that the Labour Group will appoint a Labour Group Member as the Council's Representative on the CoSLA Convention following a meeting of the Labour Group AGM to be held on 3rd April 2023. In the interim, Councillor Kenneth Earle will attend the meeting of the CoSLA Convention scheduled for 27th March 2023. The new appointment will be advised to Council; and
3. Note the amended political balance of the Council as a result of the recent resignation of an elected member from the SNP Group as detailed in paragraph 3.4;

Action

Chief Executive

CC(23)31 AUDITED ANNUAL ACCOUNTS 2021/22

The report, submitted by the Chief Finance Officer, provided the council with the Audited Annual Accounts for the Council for the financial year 2021/22 to 31 March 2022. The report highlighted the material changes that have been made to the draft annual accounts during the audit period.

Motion

To agree the recommendations set out in the report.

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

Decision

The Council agreed to:

1. Approve the 2021/22 Audited Annual Accounts;
2. Approve the submission of the Annual Accounts to the Controller of Audit, and
3. Note the contents of the report.

Action

Chief Finance Officer

CC(23)32 ANNUAL REPORT TO THOSE CHARGED WITH GOVERNANCE AND THE FINANCIAL CONTROLLER OF AUDIT FOR FINANCIAL YEAR 2021/22

The report, submitted by the Chief Finance Officer, set out the findings arising from the work carried out by the External Auditors on the Audit of the 2021/22 Financial Statements.

Mark Ferris, Audit Scotland (External Audit) was in attendance to present the Auditor's report.

Motion

To agree the recommendations set out in the report.

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

Decision

The Council agreed to:

1. Note the content of the Independent Auditor's Report (Appendix 1);
2. Approve the content of the Letter of Representation (ISA 580), (Appendix 1) and
3. Note the content of the Annual Audit Report, the recommendations for improvement and the follow up on prior year recommendations (Appendix 2).

Action

Chief Finance Officer

CC(23)33 NON-DOMESTIC RATES - EMPTY PROPERTY RELIEF

The existing reliefs that apply to empty non-domestic properties will cease to apply from 1st April 2023. Clackmannanshire Council, as all other local authorities in Scotland, are required to develop a policy on the reliefs available to empty properties within the Non-Domestic Rating system.

The report, submitted by the Chief Finance Officer, sets out the Councils policy for Non-Domestic Rates (NDR) Empty Property Relief effective from 1 April 2023.

Motion

To agree the recommendations set out in the report.

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

Decision

The Council:

1. Noted the need to have a policy for Empty Property Relief effective from 1 April 2023;
2. Agreed the proposed policy effective from 1 April 2023 as set out in Appendix A, and
3. Noted that this policy will be reviewed during 2023/24.

Action

Chief Finance Officer

CC(23)34 CLACKMANNANSHIRE INVESTMENT STRATEGY

The report, submitted by the Strategic Director (Transformation) and the Strategic Director (Place), provided Council with information on the proposed investment strategy for Clackmannanshire focused on six strategic investment opportunities. The report provided the forward plan for developing the investment proposals, resourcing the plan and undertaking the consultation with partners and communities.

Motion

To agree the recommendations set out in the report.

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

Decision

The Council agreed to approve:

1. The overall approach to the investment strategy which will seek to develop proposals for the six strategic investment opportunities as outlined at section 7.0 and shown in the Map in Appendix 1;
2. The use of the £125k Levelling Up Fund capacity building funding to bring in expertise to develop the business cases and masterplans for the strategic investment opportunities as proposed in paragraph 11.1;
3. The proposal to bring forward detailed plans for a Clackmannanshire Consultation as outlined in paragraph 11.1
4. The development of a prospectus of opportunities as proposed in paragraph 11.1.
5. The proposed approach to Levelling Up Fund proposals in anticipation of a Round 3 opening as outlined in paragraphs 9.1-9.7;
6. The proposed political sponsorship, senior officer sponsorship and operational delivery model as outlined in paragraph 10.2.

The Council agreed to note:

7. The investment strategy is not the Council's investment strategy but is an investment strategy for Clackmannanshire. Delivery and success will require significant partnership working, agreements and commitments as outlined in paragraph 6.1 and 8.2
8. The principles that underpin the investment strategy that the Council and partners would uphold as we develop the plans and approaches to realising the strategy as outlined in section 6;
9. The investment strategy is a 10 year strategy that will seek investment from an investment mix as detailed in Appendix 3;
10. The shift of our focus from reactive submissions of grant applications to a more strategic and considered approach to grant capture which will help move us away from maintaining the status quo as outlined in section 4;
11. The role of our communities in developing the thinking on the strategic investment opportunities and also having a stake hold in the investment as outlined in the principles in section 6;
12. The strong alignment between this investment strategy and the other investment and strategies already in place such as our Capital programme and City Region Deal; and

13. The alignment of the strategy to national policy such as Wellbeing, National Strategy for Economic Transformation, Community Wealth building and spatial plan for Scotland as presented in the National Planning Framework 4.

Action

Strategic Directors (Transformation) and (Place)

CC(23)35 ALLOA INNOVATION HUB

The report, submitted by the Strategic Director (Place), provided Council with an update on progress of the joint work that has been taking place with the University of Stirling and others on two projects within the Innovation work stream of the Stirling and Clackmannanshire City Region Deal: Scotland's International Environment Centre (SIEC), and the Intergenerational Living Innovation Hub (ILIH). The outcomes from this work have resulted in a proposal for the creation of an Alloa Innovation Hub, encompassing SIEC Phase 2 and ILIH as presented in the report.

Motion

To agree the recommendations set out in the report.

Moved by Councillor Ellen Forson. Seconded by Councillor Fiona Law

Decision

The Council agreed to:

1. Note the progress set out in the report and endorse the creation of an Alloa Innovation Hub, encompassing SIEC phase 2 and ILIH.
2. Note the next steps set out in sections 3.23 to 3.26, and specifically, the site options appraisal and feasibility actions and Deal governance milestones for securing Scottish and UK Government approvals;
3. Note the links to the Council's Be The Future transformation programme and specifically the Transformation Zone place based approach; and
4. Note the link to the Clackmannanshire Investment Strategy, which was the subject of a further paper to Council on 23 March 2023.

Action

Strategic Director (Place)

CC(23)36 CONSULTATION REPORT - PROPOSAL ON THE PERMANENT RELOCATION OF LOCHIES PRIMARY SCHOOL

On 6 October 2022, Council agreed that the new site for the permanent relocation of Lochies School, Gartmorn Road, Sauchie, FK10 3PB should be at The Pavilions, Alloa West. This decision was subject to the outcome of the formal consultation. The report, submitted by the Senior Manager (Inclusions and Partnerships), provided information on the outcome of the formal consultation on the permanent relocation of Lochies Primary School.

Motion

To agree the recommendations set out in the report.

Moved by Councillor Graham Lindsay. Seconded by Councillor Wendy Hamilton.

Decision

The Council agreed to:

1. Note the outcome of the formal consultation on the permanent relocation of Lochies School. This is a proposed new build, with an indicative opening date of August 2026.

Action

Senior Manager (Inclusions and Partnerships)

Rev. Sang Y Cha withdrew from the meeting at the conclusion of the previous item of business.

CC(23)37 WELLBEING HUB DEVELOPMENT UPDATE

The report, submitted by the Strategic Director (People), provided Council with an update on the progress of the Wellbeing Hub development.

Motion

To agree the recommendations set out in the report.

Moved by Councillor Graham Lindsay. Seconded by Councillor Jane McTaggart.

Decision

The Council agreed to note:

1. The report commissioned by Hub East Central Scotland Ltd (Hubco) to provide updated capital cost projections for the joint project (Wellbeing Hub and Lochies School) and define the Energy and Environmental Performance (EEP) options as part of the design brief as outlined in paragraphs 3.1 to 3.10;
2. The capital cost projections are based on the Optimal facilities mix as agreed at Council in August 2022;
3. The approval of the capital cost projections are secured through the Capital Programme and are based on the assumption of adopting the Passivhaus EEP option for the Wellbeing Hub and Lochies School. See paragraphs 3.11-3.13; and
4. Progress against the Wellbeing Hub development 6-month priorities as detailed in the February Council paper outlined in paragraphs 3.1 to 3.21.

CC(23)38 STRATEGIC HOUSING INVESTMENT PLAN 2023- 2028

The report, submitted by the Strategic Director (Place), sought Council approval of the Strategic Housing Investment Plan 2023 – 2028 (SHIP). The SHIP sets out the operational framework for affordable housing development in Clackmannanshire over the next 5 years, establishing the investment priorities.

Motion

To agree the recommendations set out in the report.

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

Decision

The Council agreed to:

1. Approve the Strategic Housing Investment Plan for 2023-2028, including the summary 5 year programme of housing sites, detailed in Appendices 1 and 2.

Action

Strategic Director (Place)

CC(23)39 COMMUNITY WEALTH BUILDING PROGRESS REPORT

The report, submitted by the Strategic Director (Place), provided Council with an update on progress to embed the principles of Community Wealth Building in Clackmannanshire, including next steps, since the publication of the Clackmannanshire Action Plan in December 2020.

Motion

To agree the recommendations set out in the report.

Moved by Councillor Ellen Forson. Seconded by Councillor Wendy Hamilton.

Decision

The Council agreed to note:

1. The progress on delivery of the 21 actions, as detailed in the Community Wealth Building Action Plan, approved at the Council meeting in December 2020.
2. The proposed activity to be undertaken in 2023 to further embed Community Wealth Building in Clackmannanshire in the year ahead.

Councillor Earle asked for an adjournment to consider the content of his amendment to the following item of business. The amendment had been circulated to elected members prior to the meeting. The Convener agreed and adjourned the meeting at 11.20 am. When the meeting resumed at 11.30 am, 16 members remained present in the meeting

CC(23)40 COUNCIL CHAMPIONS

The report, submitted by the Strategic Director (Partnership and Performance), sought Council approval of the role and remit of Champions for various issues; and the approach for nominations.

Motion

To agree the recommendations set out in the report.

Moved by Councillor Donald Balsillie. Seconded by Councillor Fiona Law.

Original Amendment

“While recognising the importance of having Community Champions in place the Labour Group consider that it is equally important that these Champions have lived experiences and to that end I would recommend amending Item 14, Paragraph 3.3 to read as follows:-

Champion for Climate Change	Councillor Quinn
Champion for Equality's	Councillor Rennie
Champion for the Promise	Councillor Martin.”

Councillor Earle advised he wished to make a change to the amendment. The Clerk advised Councillor Earle that he should withdraw his original amendment and resubmit a new amendment.

Councillor Earle withdrew the original amendment and submitted a new amendment:

Revised Amendment

“While recognising the importance of having Community Champions in place the Labour Group consider that it is equally important that these Champions have lived experiences and to that end I would recommend amending Item 14, Paragraph 3.3 to read as follows:-

To appoint the undernoted members to act as a substitute Champions:

Champion for Climate Change (Substitute)	Councillor Quinn
Champion for Equality's (Substitute)	Councillor Rennie
Champion for the Promise (Substitute)	Councillor Martin.”

Moved by Councillor Kenneth Earle. Seconded by Councillor Bryan Quinn.

Voting on the Revised Amendment

In terms of Standing Order 14.7, Councillor Earle asked for a roll call vote. The Council agreed that a vote be taken by calling the roll and at this stage there were 16 members present who were eligible to vote. On the roll being called, the elected members present voted as follows:

For the Amendment (6)

Councillor Mark McLuckie
Councillor William Keogh
Councillor Janine Rennie
Councillor Kenneth Earle
Councillor Bryan Quinn
Councillor Kathleen Martin

Against the Amendment (9)

Councillor Phil Fairlie
Councillor Graham Lindsay
Councillor Donald Balsillie
Councillor Martha Benny
Councillor Fiona Law
Councillor Wendy Hamilton
Councillor Jane McTaggart
Councillor Ellen Forson
Councillor Denis Coyne

Abstain from Voting (1)

Councillor Darren Lee

The revised amendment was defeated by 9 votes to 6 with 1 abstention.

Decision

The Council agreed:

1. That the approach taken to deciding champions for various issues is to nominate the most relevant political post holder;
2. To nominate the specific champions set out in the table at paragraph 3.3, namely:

Champions	
Champion for Carers	Spokesperson for Health and Social Care
Champion for Veterans	Provost
Champion for Armed Forces	Provost
Champion for Older People	Spokesperson for Housing & Property
Champion for Equalities	Council Leader
Champion for Climate Change	Spokesperson for Environment and Net Zero

Champion for Children & Young People	Spokesperson for Education
Champion for The Promise	Council Leader

3. The role and remit for each “Champion” set out in Paragraphs 3.4 – 3.10 of the report.

Action

Strategic Director (Partnership and Performance)

Ends: 12:15pm

Report to: Clackmannanshire Council

Date of Meeting: 18 May 2023

Subject: Clackmannanshire Local Police Plan 2023 - 2026

Report by: Strategic Director, Partnership and Performance

1.0 Purpose

- 1.1. A local policing plan for Clackmannanshire is a statutory requirement of the Police and Fire Reform (Scotland) Act 2012. The purpose of this report is to present for Council consideration, Clackmannanshire's Local Policing Plan for 2023-26.

2.0 Recommendations

- 2.1. It is recommended that Council approves the Clackmannanshire Local Policing Plan for 2023-26.

3.0 Considerations

- 3.1. The Local Policing Plan (Appendix 1), sets out the priorities and objectives for policing in Clackmannanshire for a 3 year period from 2023 to 2026. The Plan is a statutory requirement of the Police and Fire Reform (Scotland) Act 2012. Development of the Plan is a key process for Police Scotland to ensure local policing reflects the concerns of local communities as well as meeting and tackling national demands.
- 3.2. The Plan has been developed to align with the Local Outcome Improvement Plans for Clackmannanshire. It has been developed in consultation with partners and communities and is based on local and national strategic analyses of need and risk. The draft plan has been shared with partners and stakeholders as part of this consultation activity.
- 3.3. The plan sets out 5 priorities for Clackmannanshire. These are:
- Protecting people most at risk of harm
 - Responsive to the concerns of the local community
 - Road safety and road crime

- Enhancing our collective resilience to emerging threats
- Promoting confidence through our actions.

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

4.0 Sustainability Implications

4.1. No sustainability implications

5.0 Resource Implications

5.1. *No resource implications*

6.0 Exempt Reports

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

7.0 Declarations

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

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

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

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

8.0 Equalities Impact

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

9.0 Legality

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

10.0 Appendices

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

Clackmannanshire Local Police Plan 2023 - 2026

11.0 Background Papers

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

Yes (please list the documents below) No X

Author(s)

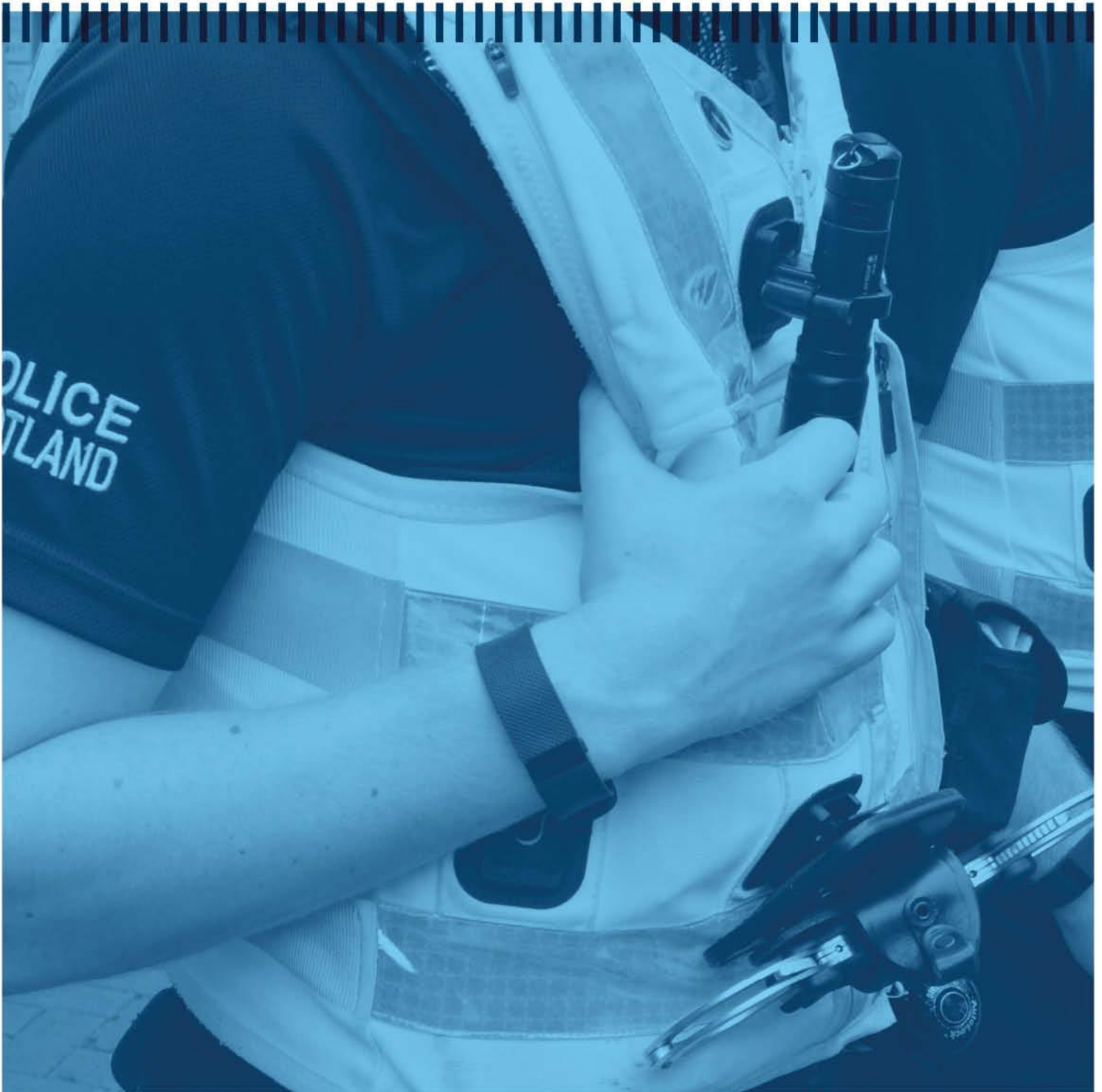
NAME	DESIGNATION	TEL NO / EXTENSION
Cherie Jarvie	Senior Manager Partnership and Transformation	Tel. 452365

Approved by

NAME	DESIGNATION	SIGNATURE
Stuart Crickmar	Strategic Director Partnership & Performance	

OFFICIAL

Clackmannanshire Local Policing Plan 2023- 2026



SCOTTISH POLICE
AUTHORITY
ÙGH DARRAS POILIS NA H-ALBA

OFFICIAL

Contents

Foreword	3
National strategic alignment	8
Police Scotland’s strategic outcomes and objectives.....	9
Local policing delivery context	10
Local priorities	12
Local Police Plans (LPPs)	13
Local Policing Priorities.....	15
Protecting people most at risk of harm.....	15
Responsive to the concerns of the communities.....	19
Road safety and road crime	23
Enhancing our collective resilience to emerging threats.....	25
Promoting confidence through our actions.....	29
Governance and performance	33
Equality, diversity and inclusion	34
Engaging with us	35
Inclusive and accessible engagement	37

Foreword

Having recently taken over as Divisional Commander for Forth Valley Police Division, it gives me great pleasure to present the local policing plan for Clackmannanshire for the next three year period.

This plan is complementary to the national policing plan and takes cognisance of the issues facing our communities within Clackmannanshire and aligns with the Local Outcomes Improvement Plan which sets out the common vision and outcomes that Clackmannanshire wants to achieve through the Community Planning Partnership.

Policing in Scotland over the past three years has seen some significant and unique challenges including the COVID pandemic, the COP26 Climate Summit and the death of Her Majesty, Queen Elizabeth II. Throughout these events, officers within Forth Valley have continued to deliver a high quality service to ensure the safety and wellbeing of your local community in Clackmannanshire.

In order to set the objectives for this policing plan, we have not only examined crime and incident information from previous years, but engaged widely with local communities to ensure that the service we deliver is what communities both need and desire from us in their areas.

Policing has become increasingly complex and officers and staff have provided a wide range of services to keep communities safe and promote positive wellbeing and improvements. Clearly we have not and cannot do this alone and partnership working internally - with colleagues from national and specialist areas such as dogs, roads policing, cybercrime, major crime and air support to name but a few – and externally is vital to deliver an effective service. We will continue to work in close partnership with a range of statutory and third sector partners to maintain and improve the services we provide over the next three years.

Community support and partnership working with the public provides the legitimacy we enjoy as an organisation and I know that effective communication and police visibility is incredibly important to you. I will continue to ensure that we build on

OFFICIAL

current relationships and strive to deliver an effective community policing capability which will be central to the services we deliver to you over the next three years.

Chief Superintendent Barry Blair, Local Police Commander, Forth Valley Division.



Introduction

Over the last three years the officers from Clackmannanshire have prioritised tackling the community issues that you told us mattered to you. Police form part of the Community Planning Partnership, The Alliance, where we work in partnership with our strategic partner agencies to improve services and outcomes for our citizens and make Clackmannanshire a great place to live in and work.

We have worked closely with statutory and third sector partners to address open space youth disorder as this was an ongoing concern. Alongside outreach workers and community groups we have diverted many young people away from offending, educated them around its impact and supported them to prevent re-offending.

We understand that antisocial behaviour in public and in private places, such as neighbour disputes and housing complaints, can have a distressing and negative impact on community wellbeing, so preventing and tackling this and the fear of crime is always a priority for us. We aim to deter people from committing antisocial behaviour and deal robustly with any identified criminality, but also utilise restorative justice practices and mediation to identify and address root causes of this behaviour with support agencies.

OFFICIAL

We continue to protect the most vulnerable in our communities including the elderly and those groups who are vulnerable to exploitation for money and we have access to specialist police resources to investigate and prevent these crimes. We have built up close relationships with local banks and the wider banking sector and work together to try to stop people falling victim to frauds in the first place.

During the Covid pandemic we worked tirelessly to ensure the safety of the public and helped them to understand the evolving Covid regulations and guidance, while also continuing to deliver an integrated service with our partners during this critical and unprecedented time. With that uncertainty, some temporary crime trends emerged, including housebreaking and fraud.

We always endeavour to increase community confidence and trust in the police and appreciate that acquisitive crime can have a significant effect on victims. We swiftly resolved a number of thefts from vehicles and housebreaking crimes during the pandemic, mostly to garages and sheds. We were able to detect these crimes following thorough investigations and with the assistance of private CCTV and information received from our communities. Community intelligence remains key to helping us detect and prevent crimes and helps us to keep people safe.

You consistently tell us that road safety and the availability of disabled parking, particularly in Alloa town centre and near to schools, continues to be of concern to you. We launched a local operation, 'Operation Peacoat' in 2021 and, during one deployment over four days, we stopped and checked over a thousand vehicles across the Clackmannanshire road network.

We will continue to work closely with our Roads Policing Unit colleagues to deliver campaigns in relation to winter safety, drink and drug driving, 'Operation Close Pass' and 'The Fatal Five', to create a safe environment for road users, pedestrians and cyclists.

We have also significantly disrupted those who produce and supply controlled drugs to others in Clackmannanshire and those who are involved in serious organised crime. Substantial amounts of drugs have been seized from them, which were destined for our communities, and their cash retained under the Proceeds of Crime

OFFICIAL

Act 2002, having been obtained through criminal activity. This money has gone on to be reinvested into community projects to support young people into positive destinations and divert them away from criminal behaviour.

In October 2021, we relocated to our new and improved police station within the council headquarters at Kilncraigs in Alloa. This enabled us to build on our existing strong relationship with key council statutory partners, to maximise police visibility and accessibility to and for our communities, in the heart of Alloa town centre.

This epitomises our ongoing commitment to collaborate on a daily basis with partner agencies in an effort to improve the lives of our most vulnerable individuals and families. This ensures that we are delivering a truly integrated service to address wellbeing issues experienced by those living within our diverse communities.

This multi-agency approach is underpinned by the Safeguarding Through Rapid Intervention (STRIVE) partnership, which we piloted for a year in 2020. The aim of STRIVE was to reduce risk factors and harm to vulnerable people who have complex needs but do not meet the threshold for intervention by statutory agencies. This may be due to factors that can include domestic abuse, living in poverty, homelessness, mental health challenges, drug dependency or other issues impacting on wellbeing.

STRIVE has now grown to be a permanent, sustainable service and Clackmannanshire now has a coalition of public service provision that is the most enabled it has been. The STRIVE partnership has helped and protected around 450 people so far through prevention and early intervention.

Whilst these and other initiatives along with day to day core policing have achieved much success, there is always more to be done and improvements to make. Myself, police officers and police staff are proud to serve the people of Clackmannanshire and we will continuously reflect upon our policing activity and the feedback we receive from the public to improve our service delivery.

Going forward we will try to make our officers as visible and accessible as possible in communities and make your engagement with them as easy as possible. We will continue to strengthen our integrated service delivery by being alive to emerging

OFFICIAL

crime trends and looking at new and innovative ways of preventing crime, including around violence against women and girls.

Area Commander for Clackmannanshire, Chief Inspector Audrey Marsh.



National strategic alignment

Police Scotland's strategic outcomes and objectives provide a clear link to the Scottish Government's outcomes and priorities, including the Justice Strategy. Through Police Scotland's strategies, plans and performance reporting, we are able to demonstrate alignment and can clearly articulate our ambitions and progress towards these outcomes. In addition to the Annual Police Plan, Police Scotland's thirteen local policing divisions produce Local Police Plans which reference distinct priorities, objectives, outcomes and performance measures. They link to wider community planning arrangements, with Local Outcome Improvement Plans taken into account in their development. The following strategy documents helped shape the Local Policing Plan for Clackmannanshire:

- Scottish Government National Outcomes/Strategic Priorities/Justice Vision.
- Scottish Police Authority & Police Scotland Strategic Outcomes.
- Long Term Policing Strategy: Policing for a Safe, Protected and Resilient Scotland.

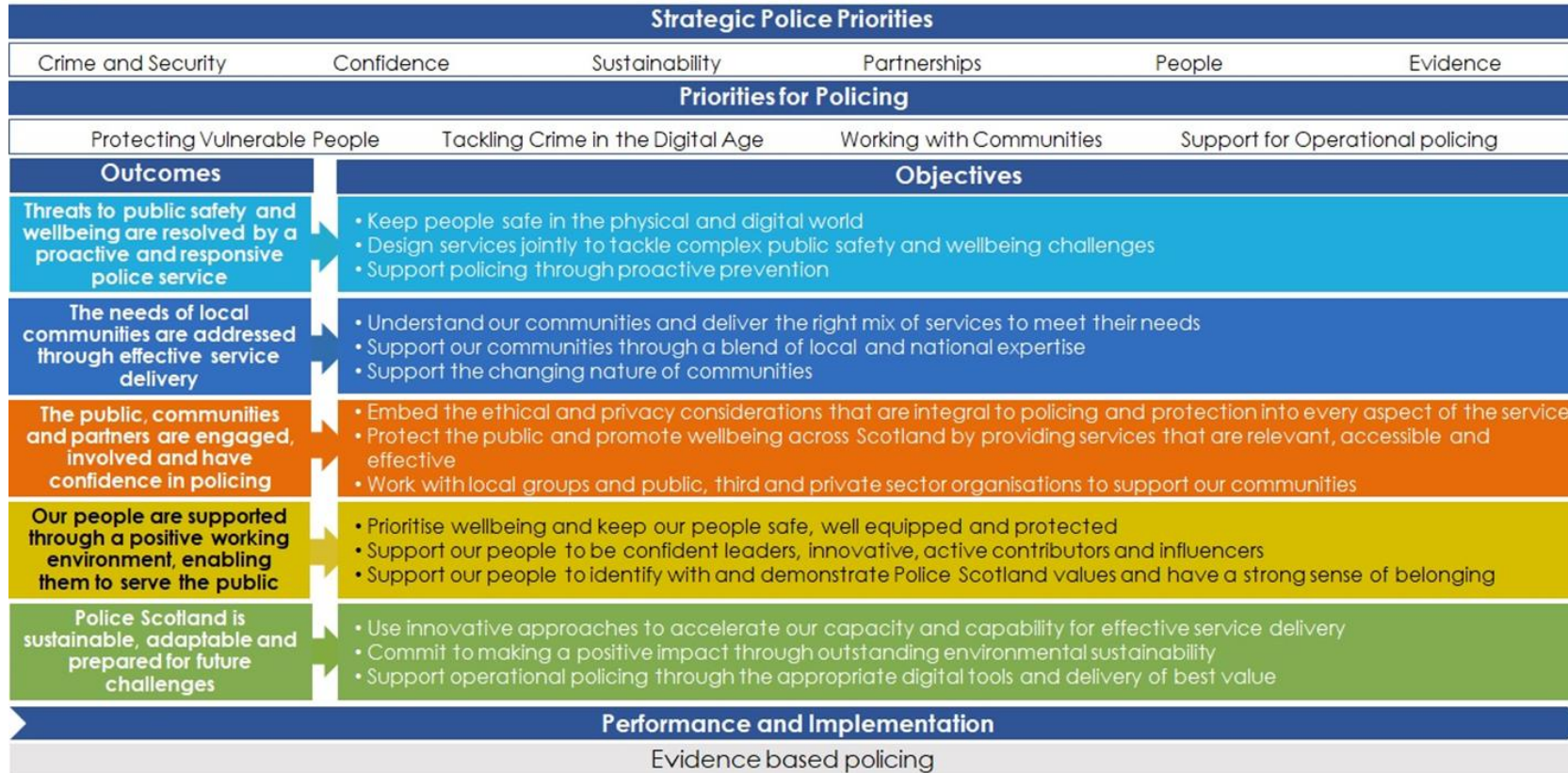
In order to achieve the outcomes, Police Scotland requires enabling factors and the commitment and dedication of our staff and officers. The following internal strategies will allow us to achieve the outcomes of the Clackmannanshire Local Policing Plan:

- People,
- Fleet,
- Estates,
- Public Contact and Engagement,
- Enabling Policing for the Future,
- Digital Data and ICT,
- Cyber,
- Environmental,
- Procurement,
- Violence against Women and Girls,
- Equality Diversity and Inclusion.

Police Scotland’s strategic outcomes and objectives



Our Vision | Policing for a safe, protected and resilient Scotland
Our Purpose | The purpose of policing is to improve the safety and wellbeing of people, places and communities in Scotland
Our Values | Fairness | Integrity | Respect | Human Rights



Local policing delivery context

Forth Valley Division is led by the Divisional Commander, a Chief Superintendent. The Commander is supported by four Superintendents and is directly responsible for delivery of an effective policing service within Forth Valley. The divisional command team provides support and direction to the three Local Area Commanders who are responsible for Falkirk, Stirling and Clackmannanshire and the Detective Chief Inspectors who have Public Protection and CID roles across Forth Valley.

Clackmannanshire command covers the geographical area from Menstrie in the west to Dollar in the east and from Yetts of Muckhart in the north to Kilbagie in the south. The Clackmannanshire Local Area Commander is a Chief Inspector and has responsibility for the overview of local policing on a day to day basis. They have access to various officers across the Clackmannanshire area responsible for investigating local crime, attending local events, working with communities and responding to concerns. They are supported by partners and also by volunteers, such as Special Constables.

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

We work within the Community Planning Partnership framework in collaboration with all stakeholders, including the third sector, in order to effectively contribute to the Local Outcome Improvement Plan. This work strives to ensure better outcomes for communities in Clackmannanshire in line with the agreed set of principles:

- A focus on fewer key priorities to tackle inequality where we can genuinely make a difference;
- Prevention and early intervention aimed at reducing causes of poverty and inequality and not just its symptoms;
- Inclusive economic growth that benefits everyone;

OFFICIAL

- Participation, engagement and co-production in identifying and delivering solutions;
- Strong partnership leadership, governance and accountability;
- Integrated and multi-agency approaches focussed on our targeted priorities; and
- Promoting and championing what we do well in Clackmannanshire and building and continuing areas of good practice.

Local priorities

The priorities for your area are decided by data from our strategic assessment which details threats and risks, and also from feedback from local authorities, partners, and residents through the 'Your Police' survey. They are also aligned to the Clackmannanshire Strategic Outcomes and Local Delivery Plan with cognisance given to a number of other plans, including:

- The Local Outcome Improvement Plan, developed by the 'Clackmannanshire Alliance' 2017-2027.
- Community consultation (Your Police Survey).
- Police Scotland Annual Police Plan 2022/23.
- Police Scotland Performance Framework 2022/23.
- Police Scotland Local Policing Delivery Plan 2022/25.

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

Whilst this plan spans a three-year period, we recognise that the issues affecting our communities and the associated demands on our service are changing and will continue to change. This will require us to review our approach periodically and dynamically throughout the duration of this plan to ensure that:

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

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

Local Police Plans (LPPs)

LPPs are an intrinsic part of our planning framework and are key to the delivery of positive outcomes for the communities we serve.

The Police Scotland national priorities for policing are: Protecting vulnerable people; Tackling crime in the digital age; Working with communities and Support for Operational Policing.

In addition to a commitment to working towards the national priorities, the Clackmannanshire local priorities for the next 3 years are:

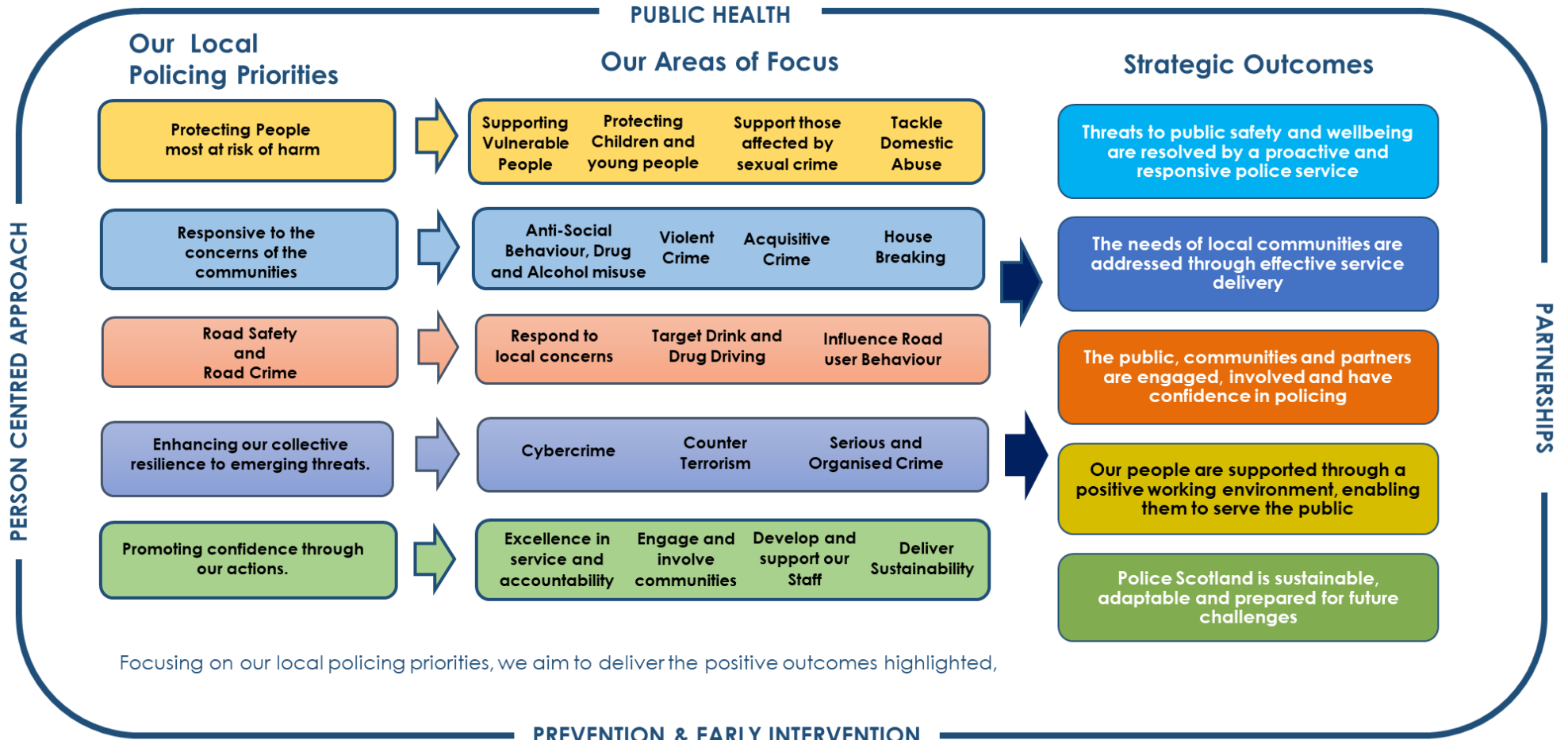
- Protecting people most at risk of harm;
- Responsive to the concerns of the communities;
- Road safety and road crime;
- Enhancing our collective resilience to emerging threats;
- Promoting confidence through our actions.

We will deliver against these priorities by focusing on areas aligned to each priority which are linked to the Police Scotland Strategic Outcomes as outlined in the diagram below.



Plan on a Page Clackmannanshire

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



Focusing on our local policing priorities, we aim to deliver the positive outcomes highlighted,

PREVENTION & EARLY INTERVENTION
OFFICIAL: POLICE ONLY

Local Policing Priorities

Protecting people most at risk of harm

Clackmannanshire is home to a diverse community and landscape. Additionally, society is changing through increased use of technology and policing is adapting to new challenges. Along with our wider public sector partners, we are facing increased demand as a consequence of the vulnerability and inequality that exists within our communities.

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

Police encounter vulnerability in many different ways. This includes people who are experiencing crisis; physical illness or mental health problems; those who have gone missing or individuals at risk of harm, neglect or abuse. We are committed to working in partnership to protect the most vulnerable and at risk members of our community, including victims or perpetrators of crime - ensuring that they receive the support they need to lead full and independent lives. Every contact with a vulnerable person presents an opportunity to improve the outcome for the individual and we will signpost people to partners and agencies that can support them.

Area of Focus: Supporting Vulnerable People.

Activity:

- Continue to review risk and concern process ensuring wellbeing concerns are identified, assessed and appropriately escalated at the earliest opportunity.

OFFICIAL

- Continue to work collaboratively with local partnership, Safeguarding Through Rapid Intervention (STRIVE).
- Review our response and improve safeguards for vulnerable people habitually reported missing through our divisional Missing Persons Forum.
- Work with the Scottish Appropriate Adult Network to support engagement with and investigation of crimes affecting those who require this support.
- With partners, deliver training to improve our recognition and response to individuals who are experiencing mental health problems.
- Provide information about the local support mechanisms available to both drug users and their families; referring individuals who wish to make positive lifestyle changes to partners.
- Tackle alcohol and drug use by being active members of the Clackmannanshire Alcohol and Drug Partnership.

Update expected: Annually

Performance measures and insights:

- Demonstrate effective processes for the identification and assessment of vulnerable persons within our communities.
- Demonstrate effective collaboration with partners in relation to supporting vulnerable people.
- Qualitative information that demonstrates the effectiveness of our approach to keep vulnerable people safe and reduce repeat victimisation.
- Obtain feedback from partners and victims to assess the quality of service and support we provide to victims.

Area of Focus: Protecting children and young people.

Activity:

- Continue to conduct Inter-Agency Referral Discussions to consider child protection concerns, identify the risk factors and associated protective measures required and continually review to ensure we are improving these processes if required.

OFFICIAL

- Use early and effective intervention, in collaboration with our partners, as an opportunity to support children and young people involved in low level offending behaviour and steer them away from the Criminal Justice System.
- Raise awareness through social media and engagement events involving young people, of the threats posed from online grooming and the sharing of self-generated indecent images amongst children and young people.
- By working collaboratively with partners and third sector, ensure the preventative advice we give to children and young people is tailored to their age and level of understanding.

Update expected: Annually

Performance measures and insights:

- Demonstrate how effective divisional collaboration is with partners at supporting Children and Young People.
- How successful has Clackmannanshire Area Command been at delivering educational inputs on online harm.
- Obtain feedback from partners to assess the quality of service and support we provide to children and young people.

Area of Focus: Work collaboratively with partners to support those affected by sexual crime.

Activity:

- Work collaboratively with partners and third sector to appropriately signpost and refer victims onto the range of support mechanisms available in the Clackmannanshire and wider Forth Valley areas, such as Rape Crisis and Women's Aid.
- Continue to work closely with the NHS Forth Valley Sexual Offences Referral Centre (SARC) - The Meadows, to support victims of all ages including the ability to confidentially self-refer and receive that support out with the Criminal Justice System.

OFFICIAL

- Consider the feedback we receive from victims to improve our local service provision.

Update expected: Annually

Performance measures and insights:

- Crime trends relating to sexual crime, child sexual exploitation and consideration of the wider meaning/reasons for such trends.
- Feedback from service users and partners/third sector.

Area of Focus: Tackling domestic abuse and aiding victims.

Activity:

- Identifying and targeting the most harmful perpetrators of domestic abuse to reduce and prevent the frequency and gravity of their offending behaviour.
- Assist victims through safeguarding reviews and the provision of appropriate support such as home and personal security surveys, video door bells, personal alarms, and mobile phones.
- Daily review of our area of focus including any unresolved domestic abuse reports.
- Supporting the '16 days of action for the elimination of violence against women and children' campaign and any other local and national campaigns as appropriate.
- Promoting awareness of the Disclosure Scheme for Domestic Abuse in Scotland (DSDAS); ensuring victims and those potentially at risk of becoming victims are empowered to make decisions to increase their safety.
- Protecting victims and intervening with offenders by continuing to review the Multi Agency Tasking and Coordinating (MATAC) and Multi Agency Risk Assessment Conference (MARAC) processes ensuring wellbeing concerns are identified, assessed and appropriately escalated at the earliest opportunity.
- Work collaboratively with partners and third sector to support Victims.

Update expected: Annually

Performance measures and insights:

- Crime trends relating to our areas of focus including domestic abuse.
- Trends relating to the uptake of the Disclosure Scheme for Domestic Abuse in Scotland.
- Detection rates for domestic abuse crimes.

Responsive to the concerns of the communities

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

Through our most recent 'Your Police' survey, traffic related offences, drug related crime, antisocial behaviour and preventing acquisitive crime, such as homes being broken into, are important to you. We will focus on preventing and detecting these crimes and offences as a priority, recognising the lasting impact on our communities.

We will work with partners to tackle the root causes of crimes to reduce repeat offending. We will seek to ensure that residents feel safe in their homes, working in partnership to prevent doorstep crime. This includes bogus callers and rogue traders who often seek to target vulnerable people.

We will continue to focus proactive work to tackle acquisitive crimes both in urban areas and in isolated rural locations across Clackmannanshire.

Area of Focus: Tackle antisocial behaviour, drug and alcohol use through partnerships.

Activity:

- Develop collaborative working practices with partners to support those most affected by drug use.

OFFICIAL

- Work in collaboration with the council and other partners to refresh Clackmannanshire's Anti-Social Behaviour strategy.
- Work in partnership with statutory and third sector partners to improve care pathways to best support people with problem drug use.
- Deliver local policing initiatives to tackle those dealing drugs and exploiting those with vulnerabilities.
- Work in partnership with statutory and third sector partners to divert offenders from criminal activity.
- Work with third sector organisations to deliver diversionary activities to youths in divisional town centres at weekends.
- Work with Clackmannanshire Licensing Board and Licensing Forum to ensure our licensed premises are safe, well-regulated and supplying alcohol in a responsible manner.
- Through collaborative working with our partners, ensure non-criminal justice measures such as Acceptable Behaviour Contracts (ABCs), Antisocial Behaviour Orders (ASBOs), recorded police warnings and reports to the procurator fiscal are utilised to divert lower level criminal behaviour and as an alternative to prosecution.
- Through intelligence and analysis, identify problematic locations to assist with the deployment of appropriate resources and provide a visible presence to deter acts of antisocial behaviour.
- Continue to collaborate with the Clackmannanshire Community Justice partnership to improve outcomes for all those affected by criminality.

Update expected: Annually

Performance measures and insights:

- How effective are the care pathways in supporting people with problem drug use.
- Demonstrate effective divisional collaboration with partners to tackle antisocial behaviour.
- Demonstrate effective diversionary activities provided by police and third sector organisations at weekends.

OFFICIAL

- Crime trends relating to our areas of focus including violent crime, antisocial behaviour complaints, acquisitive crime and hate crime.
- Demonstrate proportionate approach to dealing with licenced premises.

Area of Focus: Prevent and Investigate violent crime.

Activity:

- Work in partnership with SIA, third sector and licencing to promote good practice and provide preventative information, such as 'Spiking' toolkits to reduce the risk of violence at licensed premises and keep people safe in relation to consumption of alcohol.
- Through intelligence and analysis provide a visible presence at problematic locations to deter acts of violence.
- Protect victims and intervene with offenders through Multi Agency Public Protection Arrangements (MAPPA) processes ensuring concerns are identified, assessed and appropriately escalated at the earliest opportunity to effectively manage violent offenders who are most at risk of involvement in serious violence in order to prevent repeat offending and escalation.
- Work with partners such as Scottish Violence Reduction Unit, Clackmannanshire Community Justice and Criminal Justice Social Work, to identify and address the root causes of violent crime.
- Educate people through Social media campaigns such as 'That Guy' and partnership events signposting towards the best support areas to help offenders make more positive lifestyle choices and divert them from a cycle of offending behaviour.
- Continuously review our activities and approach to preventing incidents occurring in domestic premises and other private spaces.

Update expected: Annually

Performance measures and insights:

- Demonstrate effective divisional collaboration with partners at tackling violence.

OFFICIAL

- Qualitative information that demonstrates the impact of our preventative partnership initiatives, and intelligence led operations in protecting our communities from identified threats, risk and harm.
- Crime trends relating to violent crime.
- Detection rates for violent crime.

Area of Focus: Prevent and investigate those involved in acquisitive crime and aim to prevent homes being broken into.

Activity:

- Make best use of information and intelligence and put a plan in place to reduce acquisitive crime in vulnerable areas.
- Conduct proactive patrols at locations identified through intelligence and analysis.
- Tackle residential housebreaking and acquisitive crime through preventative measures such as home security surveys and provide crime prevention advice like 'Take Five' through social media and Home/Vehicle/Scam guides with targeted engagement to those most at risk.
- Continuing to promote the Rural Watch scheme to prevent crime and make our rural communities more resilient.
- Initiate a programme with partners to divert offenders from criminal activity.

Update expected: Annually

Performance measures and insights:

- Crime statistics in relation to housebreaking and other acquisitive crime.
- Qualitative information that demonstrates the impact of our preventative partnership initiatives, safety campaigns and intelligence led operations.
- Acquisitive crime detection rates.

OFFICIAL

Area of Focus: Prevent vulnerable people and locations being subject of acquisitive crime.

Activity:

- In partnership with local Neighbourhood Watch groups, Local Authority, Social and Supported Housing, develop and disseminate guidance to assist residents in keeping their homes safe.
- Providing support for vulnerable victims through property surveys to `target harden` and prevent repeat crime.
- Raise awareness and provide practical support to make our communities less vulnerable to doorstep crime.
- Promote understanding of the warning signs of doorstep crime amongst commercial and retail staff so they are able to take appropriate intervening action if it is suspected that an individual may be at risk of exploitation.
- Expand the use of Architectural Liaison Officers.

Update expected: Annually

Performance measures and insights:

- Crime statistics in relation to acquisitive crime.
- Qualitative information that demonstrates the impact of our preventative partnership initiatives, safety campaigns and intelligence led operations.
- Crime detection rates.
- Number of security surveys and ALO reports delivered.

Road safety and road crime

A significant part of keeping our communities safe extends to detecting and deterring criminality and improving safety on our roads network. Evidence shows there is a link between criminal driving behaviour, such as driving whilst disqualified or without insurance, to instances of collisions.

You have told us that speeding, particularly in rural locations, as well as driver behaviour in the vicinity of schools is of particular concern. We are committed to

OFFICIAL

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

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

Area of Focus: Respond to local concerns regarding road safety complaints.

Activity:

- Continue to target uninsured, disqualified and unlicensed drivers.
- Target speeding in rural locations.
- Patrol roads used by travelling criminals to disrupt their opportunities to commit crime in our area.
- Deploy mobile safety cameras at priority locations identified through intelligence and analysis.
- Effectively investigate all serious and fatal road traffic collisions.

Update expected: Annually

Performance measures and insights:

- Road crime statistics.
- Collision statistics.

Area of Focus: Target drink and drug driving.

Activity:

- Proactive intelligence led patrolling.
- Planned local operations aligned to national road safety campaigns.
- Sharing information with relevant partners to identify and target repeat offenders, maximising opportunities to seize their vehicles to make our roads safer.

OFFICIAL

Update expected: Annually

Performance measures and insights:

- Road crime statistics.
- Detection rates.

Area of Focus: Work in partnership to influence driver and road user behaviour.

Activity:

- Work with schools, parents and children to improve driver behaviour in the vicinity of schools through education and visibility.
- Support and contribute to the local authority Road Safety Partnership.
- Facilitate high-visibility patrolling in higher risk areas alongside Roads Policing officers.
- Contribute to and deliver the Road Safety Plan alongside Scottish Fire and Rescue Service, NHS and road safety groups.

Update expected: Annually

Performance measures and insights:

- Have road traffic collisions decreased?
- Have deaths from road traffic collisions decreased?
- Has high-visibility patrolling influenced driver behaviour?
- Trends in relation to the number of persons killed or seriously injured on our roads.
- Qualitative information that demonstrates the impact of our preventative partnership initiatives, safety campaigns and intelligence led operations.

Enhancing our collective resilience to emerging threats

National and local strategic assessments help our understanding of future challenges and provide an opportunity to work collaboratively and proactively with partners to protect our communities from the risks and harm posed.

OFFICIAL

With an increasing proportion of our daily life carried out online, criminals are increasingly seeking opportunities to exploit technology, targeting both businesses and individuals.

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

Tackling drug dealing and drug use are a concern for our communities and we remain committed to disrupting and diverting those involved.

Emergencies such as flooding, severe weather and other major incidents can happen at any time and as members of the Local Resilience Partnership, we work collaboratively to prepare for such emergencies.

Area of Focus: Work with partners to tackle cybercrime and promote safe use of the internet.

Activity:

- Share emerging trend information on cyber threats and best practice, internally and externally.
- Deliver cyber safety training and awareness events to partners and third sector.
- Signpost users to National resources and support.
- Identify vulnerable victims of cybercrime and offer support/advice to reduce reoccurrence.

Update expected: Annually

Performance measures and insights:

- Increased participation and confidence from partners.
- Feedback from events.

OFFICIAL

Area of Focus: Support UK counter terrorism strategy and work with partners to prepare for emergencies.

Activity:

- Deliver protective security advice and training to enhance the protection of key strategic sites, public places and businesses within the Clackmannanshire area.
- Continue to engage with communities to identify and support individuals who may be vulnerable to radicalisation.
- Seek the support of communities to develop the national intelligence picture around terrorism, domestic extremism and potential protests.
- Support the review of our local partnership plans as required, to ensure they remain fit for purpose.
- Actively participate in exercises to test the effectiveness of our local contingency plans.
- Encourage and support community groups to develop resilience plans to prepare for and cope with emergencies.
- Engage with local and regional resilience partnerships.
- Continue to fully engage and support the Major Incident Control Centre process and partnerships to plan and prepare for incidents in the Clackmannanshire area.
- Work collaboratively with partners and third sector.

Update expected: Annually

Performance measures and insights:

- Provide qualitative information that demonstrates the impact of our preventative partnership initiatives.
- Examining the work we have undertaken to test and enhance our collective response to emergencies.
- Feedback from local communities.
- Provide and publish Prevent referral data.

Area of Focus: Tackle serious and organised crime, disrupt criminal enterprise including the sale and supply of drugs and prevent legitimisation of criminal funds.

Activity:

- Use intelligence to disrupt serious organised crime groups operating in our local area and seize their assets.
- Implement local initiatives to tackle the sale and supply of controlled drugs in Clackmannanshire.
- Support 'Project Divert' to identify and protect children who are exposed to organised criminal behaviour; utilising a partnership approach to initiate early interventions and challenge social norms to divert our young people from a life of organised criminality.
- Work with our partners to deprive serious organised crime groups access to legitimate business enterprise and public funds.
- Work with Community Justice Partners to identify and address offending by targeting the causes.

Update expected: Annually

Performance measures and insights:

- Demonstrate increased collaborative support and signposting for service users through iVPD and relevant partners' referrals.
- Drug related death statistics.
- Show effectiveness of our approach to reduce the threat of serious organised crime groups, seize their assets and deny them access to public funds.
- Qualitative information that demonstrates the impact of our preventative partnership initiatives, and intelligence led operations in protecting our communities from identified threats, risk and harm.

Promoting confidence through our actions

We police with the consent of the public and understand that how we deliver our service is just as important as the services we provide.

Our human rights based approach to policing along with ethical and privacy considerations are of the utmost importance. The communities we serve should feel confident that we will always police in a way that is fully underpinned by our values of fairness, integrity, respect and human rights.

The safety and wellbeing of our societies are enhanced by providing services that work efficiently, encouraging connected communities. We will listen and seek to understand the changing needs of diverse communities, bringing both professionalism and empathy to our interactions making changes to our services when required. Engaging with people strengthens relevance, responsiveness and accountability and builds trust. We will improve and refocus our engagement activities where these are not reaching diverse communities and are not representative of the society we serve.

Area of Focus: Deliver an excellent service and be accountable to communities.

Activity:

- Proactively engage with minority groups representative of the local demographic including seldom heard groups.
- Extend our 'Safe Place' initiative where local businesses provide support to vulnerable people who find themselves in challenging situations when they are out in our local area.
- Deliver local awareness campaigns to encourage those affected by hate crime or harassment to have the confidence to report what is happening.
- Encourage the use of third party reporting by reaching out to partners and third sector, discussing the benefits and providing support and training to them.

OFFICIAL

- Engage with third sector groups and local authority partners to support refugees.
- Participate in community planning to ensure that displaced people have a distinct route to accommodation, support and care.
- Identify and support refugees with information on the Policing role and laws in Scotland as this is very different to their previous experiences and countries of origin.
- Raise awareness of Police Scotland and the support services provided locally by them, third sector and the local authority for refugees.

Update expected: Annually

Performance measures and insights:

- Demonstrate how well are we engaging with different groups.
- Feedback from members of the public, including seldom heard groups.
- Hate crime statistics.

Area of Focus: Engage and involve communities.

Activity:

- Enable and support effective engagement and communication with the public, including promotion of our Local Police Plan.
- Deploy dedicated, visible community officers in our localities.
- Ensure victims of crime can access information as to the progress of their enquiry.
- Work in collaboration with partners to maximise the benefits of service to communities.
- Continue to engage with community forums and promote the use of social media to reach as many citizens as possible.
- Engagement events with our Local Communities.

Update expected: Annually

Performance measures and insights:

OFFICIAL

- Demonstrate how well are we engaging with the public.
- Feedback from members of the public, community groups and partners.
- Qualitative information that demonstrates the impact of our preventative partnership initiatives, safety campaigns and intelligence led operations.

Area of Focus: Develop and support our staff.

Activity:

- Focus on our Policing Together initiative, ensuring our values of integrity, fairness, respect and a commitment to upholding human rights lie at the heart of all we do.
- Prioritise wellbeing and keep our people safe, well equipped and protected by encouraging the use of and participation with wellbeing advice and encourage the uptake of specialist roles such as Taser and Public Order Training.
- Utilise local wellbeing champions to provide first point of contact support to officers and staff in relation to wellbeing issues or concerns.
- Intervene early and support staff who have been involved in a potentially traumatic incident through the use of the Employee Assistance Programme and TRiM.
- Periodically review our local training requirements; ensuring that we have the right people at the right time in the right role across Clackmannanshire.
- Devise and implement a development plan for improving internal engagement.
- Use modern technologies to improve efficiency and create capacity by supporting the National Change programs such as Digital, Change and Transformation, Local Policing Improvement and Modernise Contact and Engagement.
- Deliver a new shift pattern to better align with other areas of business internally, and review the well-being benefits of this to provide a better work/life balance.

OFFICIAL

- Support colleagues' performance and development through My Career, and associated promotion pathways.

Update expected: Annually

Performance measures and insights:

- Demonstrate support for staff through national internal surveys.
- Number of TRiM referrals.
- Percentage of annual MY Career discussions completed.

Area of Focus: Deliver sustainability for the future and achieve best value.

Activity:

- Seek additional funding for the provision of ebikes and associated infrastructure to improve community policing mobility, availability and visibility.
- Work with partners to consider how we can reduce collective demand and make efficiencies whilst promoting the ethos of collaboration and shared service.
- Positively contribute to the Local Policing Service Review Design project as a pilot Division.
- Increase the use of mobile devices and laptops and support new mobile applications to increase efficiency.
- Appropriate use of hybrid home working.
- Support the roll out of electric vehicles across the Clackmannanshire area line with the Fleet Strategy.

Update expected: Annually

Performance measures and insights:

- How effective is Police Scotland at continuous improvement and workforce development?
- How effective is Police Scotland at sharing learning with partners?
- What progress is Police Scotland making at implementing new technology across the service?

- Percentage of electric Police vehicle fleet.

Governance and performance

Accountability

The governance structures outlined, are designed to ensure that Police Scotland provides a service that is relevant, legitimate and consistent with the principle of 'policing by consent'.

Scottish Police Authority

Police Scotland present information and reports on a frequent basis to the SPA. All board and committee meetings are available online. Please visit this site for further details: [SPA - Meetings](#)

Crime and performance statistics are published by the SPA. Please visit this site for further details: [SPA - Performance](#)

Scottish Parliament Committees

Key policing issues are discussed by the Scottish Parliament's Committees, including the Criminal Justice Committee. Please visit this site for further details: [Scottish Parliament - committees](#)

Crime and Justice Statistics are published by Scottish Government. Please visit this site for further details: [Scottish Government Crime and Justice Statistics](#)

Her Majesty's Inspectorate of Constabulary in Scotland (HMICS)

HMICS provides independent scrutiny of both Police Scotland and the SPA to deliver services that are high quality, continually improving, effective and responsive to local needs.

Please visit this site for further details: [HMICS](#)

Police Investigations and Review Commissioner for Scotland

The PIRC undertakes independent investigations into the most serious incidents involving the police and provides independent scrutiny of the way police bodies operating in Scotland respond to complaints from the public.

Please visit this site for further details: [PIRC](#)

Local scrutiny

We are held to account for our performance by the Clackmannanshire Scrutiny Panel which is made up of a cross section of local elected councillors. This group meets to scrutinise how we are performing in relation to the commitments we have outlined within this plan and ensure we are fulfilling our statutory obligations to improve the safety and wellbeing of our communities. If you would like to see what we have discussed at our scrutiny panel meetings, copies of the reports we submit and minutes from these meetings are available on the Clackmannanshire Council website.

Equality, diversity and inclusion

Our work is underpinned by our commitment to equality and diversity in our interactions with the public we serve as well as our own staff. Across Police Scotland we are committed to developing and promoting best practice in the advancement of our Equality Outcomes.

In Clackmannanshire we are committed to a policing style which meets the differing needs of the communities we serve and is dedicated to promoting equality within our own workforce. We realise that every police officer, special constable and member of police staff is responsible for delivering a fair and professional service, promoting equality for all.

Ethics and values

A code of ethics was introduced in 2013 with the creation of Police Scotland and provides guiding principles that define how we perform our duties. The code of ethics sets out the standards we expect of all our employees and the standards that the public can expect to ensure we provide a professional service to all. Encompassing the values of the service and our commitment to human rights, the code is designed to help us provide positive outcomes and improve the safety and wellbeing of people, places and communities in Scotland.

Police Scotland's values are:

- Integrity
- Fairness
- Respect
- Human Rights

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

Engaging with us

OFFICIAL

Local contact details

Police Scotland

Forth Valley Divisional Headquarters

Stirling Police Station

Randolphfield

2 St Ninians Road

Stirling

FK8 2HD

For more detailed information on how to contact your Local Policing Team please refer to our website at [Police Scotland](#) or through our social media platforms.

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

Dial 999 for an emergency that requires urgent police attention.

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

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

OFFICIAL

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

Meaningful and effective engagement involves genuine dialogue, respect, integrity, transparency and accountability. It provides an opportunity for people to shape our services and influence decisions made. Insight from effective engagement helps identify practical solutions and determine changes required to meet the needs of the communities we serve.

Police Scotland is committed to continuous improvement in all that we do. If you have something to tell us about our service, please contact us at: [Contact us](#)

Further information about our wider engagement can be found in our consultation and engagement hub at: [Police Scotland engagement hub](#)

Police Scotland has a number of active social media channels that provide a range of information and insight into policing, both nationally and in your local area. A full list of our social media accounts can be found on our website. Our local channels can be found at:

[twitter](#) / @policescotland @ForthValPolice

[facebook](#)

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

Inclusive and accessible engagement

We aim to embed accessibility and inclusivity into our services to make them work for everyone.

OFFICIAL

This Local Police Plan was subject to an Equality and Human Rights Impact Assessment (EqHRIA). A summary of the EqHRIA will be published at [Forth Valley-Police Scotland](#).

This Local Police Plan can be made available in various alternative formats. For more information, please contact us via our online form: [contact us](#)

CLACKMANNANSHIRE COUNCIL

Report to: Clackmannanshire Council

Date of Meeting: 18 May 2023

Subject: Election of Roles and Elected Member Representation on Outside Bodies following changes to Labour Group Leadership

Report by: Chief Executive

1.0 Purpose

- 1.1 The purpose of this report is for Council to note the replacement appointments to the various roles and outside body positions as set out in the recommendations following changes made to the Labour Group leadership.

2.0 Recommendations

That Council:

- 2.1 Notes that from 4 April 2023, following the decision of Councillor Kenneth Earle and Councillor Kathleen Martin to step down from Labour Group Leadership positions, Councillor Janine Rennie has been appointed as Leader of the Labour Group and Councillor Mark McLuckie has been appointed as Depute Leader of the Labour Group.
- 2.2 Notes that Councillor Janine Rennie, in her role as Leader of the Opposition, replaces Councillor Kenneth Earle as Chair of the Audit and Scrutiny Committee with effect from 4 April 2023.
- 2.3 Notes that Councillor Janine Rennie, in her role as Chair of the Audit and Scrutiny Committee is awarded a special responsibility allowance with effect from 4 April 2023.
- 2.4 Notes that Councillor Janine Rennie was an existing member of the Audit and Scrutiny Committee and Councillor Kenneth Earle has indicated that he will remain an ordinary member of the Committee, therefore no further appointments are required.
- 2.4 Appoints Councillor Janine Rennie, in her role as Leader of the Labour Group, to replace Councillor Kenneth Earle as a member of the Stirling and Clackmannanshire City Region Deal Joint Committee, with Councillor Earle replacing Councillor Rennie as a substitute member.
- 2.5 Notes that Councillor Janine Rennie, in her role as Leader of the Labour Group, replaces Councillor Kenneth Earle as a member of the Clackmannanshire Alliance.

2.6 Notes that Councillor Janine Rennie, in her role as Leader of the Labour Group, replaces Councillor Kenneth Earle as a member of the CoSLA Convention.

3.0 Considerations

3.1. At the Labour Group Annual General Meeting held on 4 April 2023, Councillor Kenneth Earle (Leader of the Labour Group) and Councillor Kathleen Martin (Depute Leader of the Labour Group) stepped down from office. Councillor Janine Rennie was appointed as Leader of the Labour Group and Councillor Mark McLuckie was appointed as Depute Leader of the Labour Group.

3.2. At the Statutory Meeting of Clackmannanshire Council held on 25 May 2022, as part of the “Council’s Decision Making Framework and Special Responsibility Allowances” report, the Council agreed that the Leader of the main Opposition would chair the Audit and Scrutiny Committee. Therefore as the new Leader of the main opposition, Councillor Janine Rennie takes up the role of Chair of the Audit and Scrutiny Committee with effect from 4 April 2023. It was also agreed as part of the report, that the role of Chair of the Audit and Scrutiny Committee is awarded a senior councillor responsibility payment. Councillor Janine Rennie was an existing member of the Audit and Scrutiny Committee and Councillor Kenneth Earle has indicated that he will remain an ordinary member of the Committee; therefore no further appointments are required.

3.3. The Standing Orders for the Stirling and Clackmannanshire City Region Deal Joint Committee set out that membership includes 3 elected members of Clackmannanshire Council (being the Leader of the Council and the Leaders of the other two political groups), with Clackmannanshire Council having also appointed 3 substitute members. If a Member resigns from the Joint Committee, the relevant Constituent Authority will be entitled to appoint/nominate (as the case may be) another representative. As Councillor Janine Rennie is now the leader of a political group, it is recommended that she is appointed as a member of the Joint Committee, with Councillor Kenneth Earle being appointed as a substitute member of the Joint Committee.

3.4. The Memorandum of Understanding and operating framework for the Clackmannanshire Alliance sets out that membership includes the leaders of three main political parties, therefore Councillor Janine Rennie, in her role as Labour Group Leader, replaces Councillor Kenneth Earle.

3.5. The constitution of CoSLA requires that Council delegations reflect the political balance of individual councils. At the meeting of Clackmannanshire Council held on 23 March 2023, as part of the “Appointments for (a) Vice Convenor of the Regulatory Committee; and (b) CoSLA Convention”, nominations were sought from the Labour Group to replace an elected member as the Council’s representative on the outside body on the CoSLA Convention. At that time, it was advised that a nomination would be made following the Labour Group AGM. The AGM has now taken place; and Councillor Janine Rennie, in her role as Labour Group Leader’ is nominated for the position on the CoSLA Convention.

- 3.6. 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.
- 3.7. 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".

None.

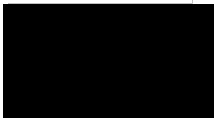

12.0 Background Papers

- 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	
Nikki Bridle	Chief Executive	

Report to Clackmannanshire Council

Date of Meeting: 18 May 2023

Subject: Be the Future Update report

Report by: Chief Executive

1.0 Purpose

- 1.1. This paper provides the latest update in respect of the Council's Be the Future Transformation Framework. This report provides updates in respect of:
- Capacity, resilience and resourcing model evolution
 - Achievements to date
 - Council's Strategic Planning Framework
 - Target Operating Model (TOM) Implementation Phase 1.

2.0 Recommendations

It is recommended that Council Notes:

- 2.1. the background to the Be the Future Programme (BtF) as set out in section 3 and Appendix 1
- 2.2. the development and evolution of the resourcing model and approaches developed to maximise the resource available to support the delivery of the Council's agreed TOM and Transformation projects (sections 4 and 6 and Appendix 2)
- 2.3. the significant key achievements to date delivered under the Council's Be the Future Transformation Programme (section 5 and Appendix 3)

It is recommended that Council agrees to:

- 2.4. Streamline the Council's Strategic Planning Framework as described in section 7 and paragraph 7.6 and Appendix 4, subject to the due diligence activity described
- 2.5. Endorse the proposed approach to develop Phase 1 Implementation Plans for the Council's agreed TOM (section 8).

3.0 Background

- 3.1. The purpose of this section of the paper is to summarise the progress and evolution of the Be the Future transformation programme since 2020. As reported to Council in December 2022, the transformation programme is moving into a new phase of delivery that reflects the increased integration across many aspects of the Council's strategic and operational work.
- 3.2. The transformation programme Be the Future, set out a ten year programme of priorities and outcomes aligned to the Local Outcome Improvement Plan (LOIP) and the Council's vision and values as expressed in the Corporate Plan. The programme was approved by Council in September 2019. (Appendix 1).
- 3.3. The Programme focuses on three key themes:
 - Sustainable Inclusive Growth
 - Empowering Families and Communities
 - Health and Wellbeing.

The BtF Programme has also provided the framework for shaping Council priorities, investment and delivery since 2019.

- 3.4. The initial focus of the transformation programme was to create the conditions that would enable longer term plans to be put in place to transform public services delivered in Clackmannanshire. These conditions focussed on integrating and streamlining the work already underway on organisational development with that of financial transformation and the future target operating model. Whilst progress continued to be made during the pandemic, pace was, inevitably, impacted.
- 3.5. With the development and subsequent Council approval in August 2022 of the proposals for the Target Operating Model around 'People, Process and Technology', pace has once again improved. Additionally, the current and forecast financial context and challenges have increased the urgency to reimagine the design of Council services.
- 3.6. As a consequence of this context, there is a growing appetite to develop collaborative models of service delivery across the public sector and to look to digital and data to improve service delivery. These themes are at the heart of the Council's approved TOM.
- 3.7. As a result, the priorities of the Be the Future programme have increasingly focused on exploring new delivery models, our future ways of working both internally and with our communities and partners and at the opportunity that digital and data presents within those models.

Be the Future Governance

- 3.8. The officer level governance is provided through the Strategic Oversight Group which was approved at Council June 2021. The Oversight Group meets on a 6-weekly basis.

- 3.9. The Be the Future Board has cross-party representation and is chaired by the Be the Future sponsor, who is the Council Leader. This Board meets quarterly as approved by Council May 2022.
- 3.10. Decisions related to the allocation of Transformation Funds and significant changes within the programme are taken by Council, including any delegations made to officers.
- 3.11. The governance model is kept under review and any changes addressed in the regular BtF Update papers as necessary.

4.0 Be the Future capacity, resilience and resourcing model

- 4.1 A number of approaches have been developed and refined to increase capacity and organisational resilience to support our transformation ambitions (Appendix 2).
- 4.2 Initially the operating model for the transformation programme was based on a traditional Programme Management Office (PMO), designed to deliver functions of governance, programmatic control and reporting. In January 2022, a new function of a Transformation Management Office (TMO) was established to better support capacity and resilience in respect of innovation, investment and collaboration.

The Council has actively invested in developing a core transformation team to drive forward Be the Future plans:

- In 2020, Council had approved fixed term posts for the Programme Management Office (two Project Managers, two Business Analysts and administrator) as well as seconded resource around funding and communications

-In March 2021, the Council appointed a Strategic Director for Transformation on a fixed term contract

-In June 2021, the Council approved the recruitment of a fixed term Senior Manager for transformation

Overall, this represents a significant investment in the Council's transformation programme and has been a measure of the Council's commitment to driving transformation forward.

- 4.3 In an extremely competitive market, following several rounds of recruitment, the project management and business analyst posts remained vacant. This presented an opportunity to design a new model for supporting transformation (PMO/TMO dual provision): this model comprised a new role of Transformation Officer and, consequently, the 5 Transformation Officers were appointed on fixed term contracts in May 2022.
- 4.4 From April 2023, as fixed term contracts were ending, the Council is transitioning to a new model of support which reflects our learning and the operating context. The model was embedded in recent Council Budget decisions. The key elements of this model are:

- the establishment of a permanent Senior Manager (Transformation) post which is funded 50 % from revenue and 50% capital

- two permanent Project Managers (Capital)

- £1.9m of capital investment in posts designed to support the delivery of priority capital projects which support transformation such as for Digital, the Wellbeing Complex and the City Region Deal

- additional capacity in legal, finance and procurement

- £1.1m Transformation Fund delegated to the Chief Executive

- Council's commitment to maximise the deployment of the benefit of adopting the Service Concession flexibility to support the implementation of the TOM and associated transformation projects to deliver service and financial sustainability.

4.5 In addition to enhancing capacity at the centre, a broader strategy has been deployed to maximise the quantum, quality and impact of the resource deployed to develop and implement transformation, including:

- **The Flexible Resourcing Fund** was provided to increase capacity and capability in critical projects and activities. The resource has supported the Wellbeing Hub, Digital and data transformation, Climate emergency response, Transformation Zones, Learning Estate and STRIVE

- The Discovery Fund** has provided funding to access short term expertise to undertake discovery work that helped move ideas through feasibility and options appraisal to a position where the proposal could confidently either be discounted or developed on further. This fund has not been used extensively to date but demand is anticipated to increase over the coming year.

- **Partnership alignment** has also been significantly improved and resources shared and targeted on priority cross-cutting themes, including Community Wealth Building and Wellbeing Economy (Alliance and Anchor Partnership), City Region Deal (University of Stirling and Stirling Council), Regional Economic Strategy (Falkirk and Stirling Councils), Digital Transformation (Digital Office Scotland and Council network), Family Wellbeing Partnership (Columba 1400, Hunter Foundation, Scottish Government, Wellbeing Economy Alliance) and STRIVE (Alliance partners).

- **Leveraging external resources** has also been used quite extensively: Wellbeing Hub (SportScotland), Values Based Leadership (Scottish Government, Hunter Foundation, Shaping Places for Wellbeing (Scottish Government), Free Childcare (Scottish Government) Residential Care for Children and Support Models (Vardy Foundation, Aberlour), Mental Health for Children and Young People (Scottish Government), and Be the Future Programme (The Improvement Service).

4.6 We have also used innovative approaches to develop capability that is based on peer-to-peer approaches. The Digital Champion programme has successfully empowered individuals to support the digital skills development

of their peers. The champions have been supporting staff members and Elected Members in the use of Microsoft Teams and they will continue to support colleagues as they transition to M365.

5.0 Be the Future Achievements 2020-2023

5.1 The scale of ambition of Clackmannanshire's transformation programme is being equalled by the achievements that are now being delivered in support of meeting the Be the Future objectives. The key areas in which significant progress is being delivered are summarised below, with further detail provided in Appendix 3:

- **Place-based Wealth Building** :Place-based wealth building is transformational activity that seeks to improve economic performance, health and wellbeing within Clackmannanshire by focusing on the sense of place where people live, work, learn and play. Our place-based activity supports our ambitions to drive Wellbeing Economy outcomes in Clackmannanshire and specifically includes Community Wealth Building, Transformation Zones, Shaping Places for Wellbeing, City Region Deal, the Council's Capital programme, Wellbeing Hub and Police co-location

- **Social Innovation**: Social innovation is transformational activity that changes how we make a marked improvement on society, particularly how we identify, better understand and how we meet the needs of our most vulnerable customers in Clackmannanshire. Our key achievements in this area include work in respect of the Family Wellbeing Partnership and STRIVE

- **Digital and Data Transformation**: The Digital and Data Transformation Programme sets out an ambitious roadmap to become a digital Council. Significant Investment has been committed to the programme, which has enabled the Council to bring in a scaled up multi-disciplinary delivery team. A range of Business Use cases are in development and will be shared with Council as they are finalised (see section 6)

- **New Models of Delivery**: Since 2020, Clackmannanshire Council has adopted new models of providing our services so we can give our customers what they need in the right way and at the right time. The learning we have gained from these will be integrated into the development and implementation of the TOM. Specific examples include: Kilncraigs Co-location and STRIVE, Systems thinking and person-centred service delivery (STRIVE), Up-stream approaches tackling poverty and inequality (Family Wellbeing Partnership, Values-based Leadership with Columba 1400), The Promise and Scottish Approach to Service Design, Engagement (Sponsor's Voice, Community capacity and SIEC Young Pathfinders

- **Grant Capture and Investment Strategy**: more innovative and strategic approaches to how we pursue external investment into opportunities within Clackmannanshire. Specific progress includes the approval of the Council's Investment Strategy and supporting a total of c£6.9m of funding into Clackmannanshire between summer 2020 and spring 2023.

6.0 Digital and data transformation

- 6.1. The Council's agreed TOM and recent Budget have prioritised early investment and progress in digital and data transformation. As stated above, Business Use cases are being developed and will be shared with Council and approval sought as necessary.
- 6.2. The first of such developments is focussed on enhancing the customer journey. In short, we are aiming to maximise the value and impact of our digital investment to improve access to services, streamline the customer journey, reduce response times and improve the customer experience.
- 6.3. Through our learning partnerships with other local authorities work has been undertaken to better understand the challenges faced by service users and customers when interacting with the Council. In line with the TOM, the Council is aiming to design digital services with people/ customers at the centre. The proposed approach aims to ensure that consistent service is delivered regardless of whether this is online, over the telephone or face to face.
- 6.4. A new Customer Service Hub will be introduced which will transform the way customers and businesses engage with Council services, making information more accessible, reducing response times and providing an enhanced customer experience. It is envisaged that efficiency and cash releasing benefits will be delivered in the medium term. The initial investment of £245,385 over 3 years, will be met from the Transformation Funds delegated to the Chief Executive in the recent Budget.
- 6.5. A briefing on the work under development, including the Customer Services hub will be arranged for elected members prior to Council's summer recess.

7.0 Strategic Planning Framework

- 7.1. The Council's Strategic Planning Framework is underpinned by the 'Golden Thread' performance model. This model ensures that the Council's aims align effectively with those of our partners and national policy externally through the National Performance Framework/Outcomes, and that the 'Golden Thread' internally links the Council's vision with our operational plans and resources.
- 7.2. This report has illustrated how the Council's vision has evolved as a consequence of our work and learning on the Be the Future Transformation Programme and the development of the TOM. A key feature of this work is the importance of collaboration and partnership working in developing sustainable delivery models.
- 7.3. Additionally, as a consequence of the significant partnership work evident in the delivery of the achievements set out in section 5, there has increasingly been a convergence of thinking and commitment amongst partners around key priorities for Clackmannanshire. This work is currently being consolidated in the work being undertaken with Alliance partners to establish a Wellbeing Economy Local Outcome Improvement Plan (LOIP).
- 7.4. The Wellbeing Economy LOIP is being developed in parallel with the significant work that has been undertaken as part of the Wellbeing Economy pilot process. The Wellbeing LOIP development reinforces the Alliance's

commitment to improving wellbeing outcomes as well as tackling poverty and inequality. It is based on a significant level of analysis and consultation that has allowed partners to 'funnel' our focus onto the key drivers for Clackmannanshire that will deliver a Wellbeing Economy. Consultation activity is ongoing until June, alongside the preparation of a draft Wellbeing Economy LOIP, likely to be focussed on 4 Wellbeing Economy strategic outcomes; 7 draft priorities and 8 strategic drivers. It is anticipated that the finalised document will be submitted to the Alliance and Partner Organisations during the summer.

- 7.5. This development is significant, providing a strong evidence-based Strategic Plan for Clackmannanshire. It also aligns exactly with the principles established by the Council's TOM. As part of seeking to sustain a focus on innovation and modernisation, consideration has, therefore, also been given to how we might streamline our Strategic Planning Framework and better integrate our strategic plans and priorities for the future.
- 7.6. It is proposed, therefore, that Council no longer prepares a Corporate Plan separate from the Wellbeing Economy LOIP. This reflects the alignment of strategic priorities amongst partners, the significant analysis and collaboration in producing the LOIP for Clackmannanshire and the centrality of collaboration and partnership in both the TOM and in practice when delivering local services both now and in the future.
- 7.7. Subject to Council's agreement to this proposal, the Council's Strategic Planning Framework will retain the Golden Thread performance model with an enhanced focus on Business Plan monitoring and scrutiny (see Appendix 4). Further work will be undertaken prior to the agreement of the Wellbeing LOIP to finalise the necessary preparatory work to manage a smooth transition, for instance enhancing existing Business planning processes/guidance and /or Budget processes to sustain organisational clarity, and discussion with External Audit. Additionally, corresponding sub-groups and working groups will be also be streamlined around the Framework and priorities to reduce overlaps, improve clarity and efficiency. Any changes proposed to existing arrangements will be submitted to Council and Alliance partners as necessary.

8.0 TOM Phase 1 Implementation

- 8.1. In August 2022, Council agreed the Target Operating Model which aims to allow the Council to transition from its current operating model to one that is sustainable for the future.
- 8.2. Since approving the TOM, the principles are rapidly embedding within the Council and providing a clear framework against which current and future redesign is developed and implemented. Already the development of significant elements within the TOM, such as the use of Digital Technology have been accelerated, with significant investment approved through the recent Budget and good progress being made in respect of the Council's implementation of MS365 and the development of SMART technology to improve efficiency and customer access.

8.3. Council will recall that a clear and iterative approach to the implementation of the TOM was agreed to reflect organisational capacity and also to ensure learning from each phase informs future developments. During 2023/24, TOM Phase 1 priorities are being developed. The proposed approach is to:

- develop a set of draft 'Core Components' for the TOM which reflect the potential organisational operational functions for the future

- ensure that the core components and Phase 1 implementation proposals prioritise consideration of the future design requirements in respect of the Council's Community Capacity support arrangements; support for internal and external communication and developing the Council's commissioning capability and capacity

- secure analysis of the Council's current 'as is' baseline relative to a proposed 'to be' position in respect of the core components identified

- develop proposals for redesign in respect of the phase 1 priority components.

8.4. Subject to Council's agreement of the high level proposals set out at paragraph 8.3, a more detailed report will be submitted to the June meeting of Council setting out next steps.

9.0 Sustainability Implications

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

10.0 Resource Implications

10.1. Financial Details

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

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

10.4. Staffing

None

11.0 Exempt Reports

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

12.0 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)

13.0 Equalities Impact

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

Yes No

14.0 Legality

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

15.0 Appendices

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

Appendix 1 - BtF model

Appendix 2 - BtF Resourcing, Capacity and Capability Enhancement

Appendix 3 - BtF Achievements

Appendix 4 - Strategic Planning Framework 'Golden Thread'

16.0 Background Papers

16.1 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

Redeployment Procedure 2021

Author(s)

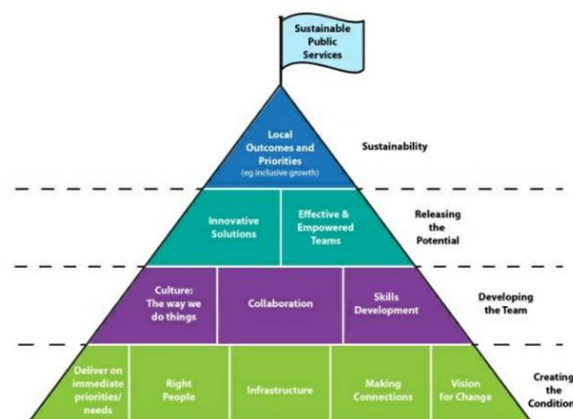
NAME	DESIGNATION	TEL NO / EXTENSION
Nikki Bridle	Chief Executive	452002

Approved by

NAME	DESIGNATION	SIGNATURE
Nikki Bridle	Chief Executive	

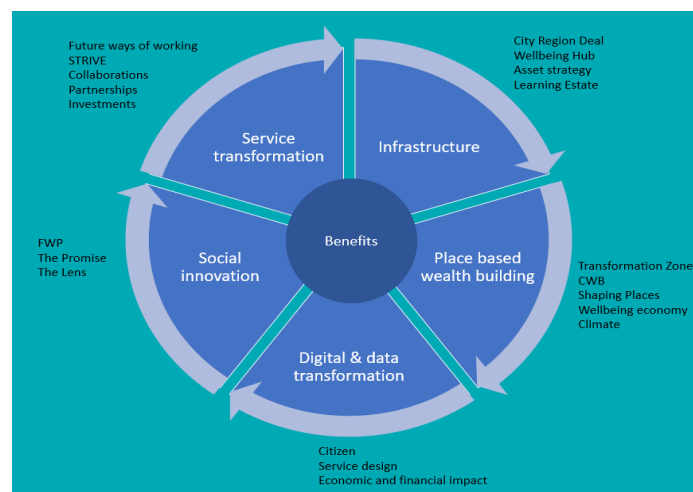
- 1.1. Be the Future is a 10-year portfolio of activity with programmes and projects at different stages of discovery, delivery and legacy.
- 1.2. When the programme was first put in place it was structured around priorities which the Council had previously approved and was augmented by activity defined from the iESE transformation workshops held across the Council and with partners in 2019. The initial stages of transformation activity focused on organisational development as is demonstrated in Exhibit 1 and was designed to create the conditions for future transformation.

Exhibit 1: Be the Future Organisational Redesign Framework 2020



- 1.3. Over the last 3 years, as shown in Exhibit 2, the transformation programme has matured into thematic workstreams which complement and overlap each other.

Exhibit 2: Be the Future Thematic Workstreams



- 1.4. The transformation programme has also increased in complexity since 2020. This complexity is a result of the ambition and scale of individual projects, the volume of partnerships that we have now developed and

the use of innovative approaches to design and deliver projects. Examples of this are provided in Exhibit 3

- 1.5. In addition, the transformation programme has seen a shift from transformation projects primarily delivered by a single service/portfolio or by the Council as a sole endeavour to greater dependency on cross-organisational working and delivery through partnership.

This complexity and scale of opportunity brings with it challenges if we are to deliver and sustain the transformation. The Senior Leadership Group and the Administrative Group have over the preceding 12 months looked to balance opportunity and complexity through prioritisation and by addressing issues of organisational capacity and resilience. This focus will need to be retained in the next phase of delivery of the BtF Programme.

Exhibit 3: Illustrations of the Increasing Complexity and Learning in the Be the Future Programme

<p>City Region Deal and Well-being Hub – capital projects must deliver social and economic impact</p>
<p>The innovation projects from the City Region Deal have gathered pace and are now moving into the delivery stage. These include the Council projects such as Active Travel, Digital Hub and the Skills and inclusion programme. In addition, as outlined in the March 2023 Council Paper on the Innovation Hub there is major investment from the City Region Deal landing in Clackmannanshire and the Council is the both the key partner and beneficiary from these developments. This is combined with the Council's own £55.8m investment into the Wellbeing Hub to deliver world-class leisure and wellbeing facilities to Clackmannanshire.</p> <p>Both the CRD and Well-being Hub programmes are major capital projects that seek to deliver social and economic impact for Clackmannanshire at scale. Delivering these benefits from capital investment requires consideration of what activities are delivered as a result of these buildings and to design for those purposes. This is recognised by Scottish Futures Trust in their report Measuring and Valuing the Inclusive Growth Impact from Infrastructure Investment as particularly challenging. The Council is working closely with partners such as University of Stirling, Scottish Futures Trust and SportScotland to expand our knowledge of delivering social and economic impact from these large capital projects.</p>
<p>Digital and data provides significant opportunity but will require change in organisational behaviours and whole organisation approaches to realise the full benefits</p>
<p>The digital and data programme lays out a roadmap that aims to deliver a modern workplace for Council colleagues, enhance the customer experience and use data in new ways to deliver and plan services. This is closely aligned to the future target operating model work and will change the way we operate. However, it will require changes in organisational behaviours; close attention to adoption, significant cross-organisational working and a shared responsibility to deliver on</p>

corporate benefits and outcomes. We are working with other Local Authorities who are further ahead in their developments to learn from their experiences as well as working in partnership with The Digital Office Scotland on key areas of our digital and data journey.

Partnership working and different models of delivery require the Council to develop new operating models

Increasingly our work has moved towards partnership working. STRIVE is an example of activity that through multi-agency working and co-location has enabled us to get upstream of issues for our residents and families and provide a more holistic approach to service delivery. The opportunity to change people's lives through these approaches is very significant and STRIVE has delivered on benefits in abundance.

However, to make these models work is not without challenge. Networked governance is required which delegates certain decisions to a new governance model; legal agreements for data sharing and Memoranda of understanding need to be put in place to codify arrangements; staff are assigned to matrix working across multiple organisational contexts; common technologies and platforms need to be found; and, there needs to be agreement on how and what benefits are measured.

This requires input from all corporate services to consider how these frameworks are operationalised and this takes time and expertise. With more of our work moving to these new 'networked' frameworks, we need to build in time for operational, governance and strategic work ahead of moving into full delivery.

Appendix 2 Resourcing to support transformation

- 1.1. The Flexible Resourcing Fund (as outlined in section 8) was provided to increase capacity and capability in critical projects and activities.
- 1.2. The Flexible Resourcing Fund was delegated to the Chief Executive and requests from the fund came to the Strategic Oversight Group for scrutiny. In the period since this funding provision was made, resource has been brought in to support the Wellbeing Hub, Digital and data transformation, Climate emergency response, Transformation Zones, Learning Estate and STRIVE. As demonstrated in Section 9, this investment has helped deliver on many of our key achievements in a timeframe that would otherwise not have been possible.
- 1.3. Investment was also made through the Flexible Resourcing Fund into the services that provide professional input to projects. This investment brought in resource to support HR job evaluations, legal work for projects and into finance to support development of capital projects and business cases. This was provided in the format of a fund that could be drawn down when peaks of work required additional capacity or specific expertise.
- 1.4. The Discovery Fund (as detailed in section 8) provided funding to access short term expertise to undertake discovery work that helped move ideas through feasibility and options appraisal to a position where the proposal could confidently either be discounted or developed on further. Although this fund has not been used extensively to date, the need for this fund will increase as we become more robust in our approach to decision making and deliverability of both our capital programme and our transformation programme.
- 1.5. The Special Council meeting in March 2023 approved a budget that included investment from the capital programme of £1.7m for resource in 2023/24 to improve deliverability of the capital programme. Many of the transformation projects sit within this capital programme and will benefit from this additional, more sustainable resourcing model.

Aligning with Partners

- 1.6. Capacity for transformation has also been realised in identifying and aligning transformation activity to cross-cutting themes, including Community Wealth Building, Wellbeing Economy, Digital Transformation and Climate Change.
- 1.7. The work that has been undertaken between Clackmannanshire Council and the University of Stirling on the City Region Deal projects has provided additional capacity and capability into our thinking as a Council. It has also opened opportunities to access a wider network of expertise through work with the academic and research community.

- 1.8. Digital and data transformation have increased its capacity by working through the partnership agreement with The Digital Office Scotland and through learning partnerships with other local authorities. This has enabled us to fast-track to solutions that would have otherwise required significant capacity and time to develop.
- 1.9. The Family Wellbeing Partnership has aligned with Columba 1400 as a delivery partner for values and capabilities leadership experiences for staff at many levels, elected members, local families, children and young people and partners, including Clackmannanshire Third Sector Interface (CTSI). This investment from Columba 1400 into these cohorts increases our capacity across the County and our overall resilience.
- 1.10. STRIVE is an example of how anchor partnerships between Alliance partners have strengthened in the quest for building capacity around transformation. The STRIVE Board is chaired by Clackmannanshire Council and is represented by Police Scotland, Clackmannanshire and Stirling Health and Social Care Partnership, and NHS Forth Valley. The STRIVE delivery team is represented by Housing, Children's Services, Money Advice and Police, as well as other Alliance and third sector partners.
- 1.11. Shaping Places for Wellbeing brought resource into the Council. Two officers funded through the Scottish Government and The Improvement Service are now working alongside Council colleagues on all aspects of transformation activity.
- 1.12. We are helping to create a step change in the creation and growth of innovative businesses and helping to counteract the significant gender inequalities in early-stage entrepreneurship through the EMERGE women project. This is a partnership between the Economic Development Team and Ceteris to inform longer-term objectives as part of the Community Wealth Building agenda.

Increasing Capability

- 1.13. Over the period 2020-2023, we have identified a number of areas where we need to increase our organisational capability and resilience. The Trueman Change work referred to in paragraph 7.7 recommended that we increase our capability in change management, project management, data analysis and procurement and commissioning. The new Workforce Development Plan will take forward areas of organisational capability and connect to the future target operating models.
- 1.14. We have used innovative approaches to develop capability that is based on peer-to-peer approaches. The Digital Champion programme has successfully empowered individuals to support the digital skills development of their peers. The champions have been supporting staff

members and Elected Members in the use of Microsoft Team and they will continue to support colleagues as they transition to M365.

- 1.15. We have identified areas where we have single points of dependency. These exist primarily but not exclusively in our professional services. Single points of dependency mean that our organisational resilience is at risk because we have limited capacity to support continuity during absence or to meet increased demands. This also presents challenges for future succession planning. Areas where this is a particular issue is in procurement, legal, IT and finance. This can lead to difficulties in mitigating demand pressures in those circumstances and a more sustainable model will be explored.
- 1.16. We also have some challenges around single points of accountability. This at times is unavoidable as these accountabilities are required through our Standing Orders. However, there are other areas where single points of accountability come down to the depth of organisational capability. This can at times impact our ability to deliver at the pace that is either expected or required.

Moving from Reactive to Sustainable capacity and capability models

- 1.17. The transformation programme has enabled us to explore a number of interventions to support immediate needs and to pilot different models. In this next period, we will continue to explore options, but we will also move towards a longer-term, sustainable solution.
- 1.18. The work being led by the Chief Executive on the Target Operating Model will build out from the learnings to build delivery models that have capacity, capability and agility at their core as outlined in section 11.
- 1.19. To manage the transition of the transformation proposals into delivery and ultimately into business-as-usual we have an opportunity to embed succession planning and skills development on areas that add most value and will equip staff to respond to evolving demands and to deliver high quality services in the long-term. The skills outlined in paragraph 7.21 are critical to this.
- 1.20. The work on the Digital and data transformation programme will support the organisation on its journey to more efficient and effective processes. The work on data insights will enable the Council to use data to plan services, make decisions and predict future requirements.
- 1.21. We have made many partnerships through the transformation work and this is increasing our capacity and capability. Moving forward, the aim is to formalise these into strategic partnerships to provide security that these partnerships will continue beyond the personal/professional networks between the organisations. This will see a move towards Memoranda of Agreements with key partners that will codify our relationships and accountabilities.

Appendix 3 - Be the Future Achievements 2020-23

1.0 Be the Future Achievements 2020-2023

- 1.1. The scale of ambition of Clackmannanshire's transformation programme has been equalled by the achievements that are now *in delivery.
- 1.2. There have been a range of benefits that have come from the increased exposure that the transformation programme has provided. These benefits include tangible outcomes such as direct investment, secondments from partners and invitations to be involved in national initiatives. Less tangible benefits include increased visibility in national policy developments, an emerging clarity of the unique selling point (USP) of Clackmannanshire amongst other larger authorities and strength of voice that provides the platform to turn the dial on some of the challenges that our communities face.

Place-based Wealth Building

- 1.3. Place-based wealth building is transformational activity that seeks to improve economic performance, health and wellbeing within Clackmannanshire by focusing on the sense of place where people live, work, learn and play. Our place-based activity supports our ambitions to drive Wellbeing Economy outcomes in Clackmannanshire.
- 1.4. **Community Wealth Building:** With our partners in the Clackmannanshire Alliance, we have placed inclusive growth at the heart of our strategic approach and we are taking forward these ambitions under the action of Community Wealth Building. Clackmannanshire is just one of five areas to produce bespoke community wealth building action plans alongside South of Scotland, Glasgow City Region, Western Isles and Tay cities. This gives Clackmannanshire visibility at a national level, which is hoped will attract partners who want to direct wealth created within Clackmannanshire back into the local economy, and place control and benefits into the hands of our people.
- 1.5. **Transformation Zones:** In June 2021, Council approved the development of Clackmannanshire Transformation Zones. The vision is to drive forward a range of projects in discrete (geographical) transformation zones aiming to achieve improved economic performance with more and better paid jobs and development opportunities, as well as sustainable health and social care, to improve the quality of life for all of our residents. The Transformation Zones model started with Alloa to develop a working model, which will then move to other parts of Clackmannanshire. Council officers have worked with Scottish Futures Trust to co-deliver Transformation Zones' plans, which has aligned resource and commitments against common priorities. A Rapid Scoping Assessment has helped create plans to

deliver ambitions around the Learning Estate, Wellbeing Hub and City Deal investments.

- 1.6. **Shaping Places for Wellbeing:** Alloa was also selected as one of first three communities across Scotland supported by The Shaping Places for Wellbeing Programme, which aims to change our collective approaches to the places where we live, work and play. This partnership helps us deliver upstream preventative interventions that reduce health inequalities while delivering on the range of national ambitions around COVID recovery and climate action. Shaping Places is working within the transformation programme. Colleagues have developed a Wellbeing assessment approach that can be used to assess the impact that different investments and approaches will have on our communities and residents. This formed part of the case for change considerations around the Wellbeing Hub and a similar exercise will inform City Region Deal projects in 2023/24.
- 1.7. **City Region Deal:** In February 2020 the Stirling and Clackmannanshire City Deal was signed. City Region Deal offers a collaborative, regional partnership focused on long-term strategic approaches to improving our region's economy. Council officers have worked in close partnership with the University of Stirling, Forth Valley College and colleagues across Council services to develop the scope of Scotland's International Environment Centre (SIEC) and Intergenerational Living (ILIH) hubs projects during 2022/23. This has delivered the proposal to combine the two projects into Alloa Innovation Hub (AIH), as outlined in the March 2023 Council paper. The City Region Deal partnership has evolved from what was considered transactional in nature to a collaborative and shared effort that will better allow us to realise the ambition for the Region as an innovation destination (health, care, environment and digital) with Community Wealth at its heart.
- 1.8. **Capital Programme:** Clackmannanshire Council's capital programme is now an ambitious twenty-year plan that sets out how we use our capital investment to deliver social and economic benefit across Clackmannanshire. Two corporate reviews and analysis of our Capital Programme has provided more confidence in what we can afford to do and what we can realistically expect to deliver in the face of many pressing external factors, including the impact of rising energy costs, high levels of inflation and supply issues.
- 1.9. **Wellbeing Hub:** The Council is developing a unique and ambitious new Wellbeing Hub with swimming and sport and leisure facilities. The location of Alloa West has been agreed with the inclusion of a new Lochies School in the complex. Capital investment has been secured through the Council's Capital Programme. The project is one of the most ambitious to date for the Council and aligns with the Council's priorities to help communities be active, live well and leveraging benefits for community wealth building. The facility will be a key strand of the Clackmannanshire's Investment Strategy.

- 1.10. **Co-location with Partners:** In October 2019, Council agreed to integrate Alloa police services within the Council's headquarters at Kilncraigs, Alloa. The impact of the COVID-19 pandemic meant there was a slight delay, but momentum was re-established in August 2020 and police formally moved in in October 2021. With the aim of delivering better quality public services, police and Council staff work closely in partnership to address the challenging economic and environmental circumstances across the public sector by sharing costs and accounting for our impact on the environment.

Social Innovation

- 1.11. Social innovation is transformational activity that changes how we make a marked improvement on society, particularly how we identify, better understand and meet the needs of our most vulnerable individuals and communities in Clackmannanshire.

- 1.12. **Family Wellbeing Partnership:** The Scottish Government, via the Social Innovation Partnership, and the Hunter Foundation, have been working with Clackmannanshire Family Wellbeing Partnership (FWP) since 2020 to support Clackmannanshire Council to reduce child poverty and improve wellbeing, particularly for priority groups. FWP provides resource to capture deep learning, over time, to test and embed new ways of working that can be scaled and replicated across other local authorities.

STRIVE: Aligned to FWP is Safeguarding through Rapid Intervention (STRIVE). STRIVE is a model that takes a person-centred, whole system approach to meeting the needs of individuals in need, particularly those on the edge of statutory intervention. Applying this model across a multi-agency, public and third sector team has improved outcomes and was the driver behind the police co-location. STRIVE was introduced in February 2020 and has continued to evolve and adapt over time.

Digital and Data Transformation

- 1.13. The Digital and Data Transformation Programme lays out an ambitious roadmap to become a digital Council. Significant Investment has been committed to the programme, which has enabled the Council to bring in a scaled up multi-disciplinary delivery team.
- 1.14. **Simplification and Efficiency:** We are also looking at how digital can support us as a Council in becoming more operationally effective. For example, reducing the high number of repetitive processes to free up capacity to focus on value added work.
- 1.15. **Service and Organisational Design:** This is aligned with our aims to deliver on the Target Operating Model and its three principles around People, Process and Technology. In recent months we have started gathering evidence and undertaking data analysis that supports

decision-making and development of the TOM, service redesigns and new transformation proposals that will improve the services we deliver and provide opportunity to create new value.

- 1.16. **Implementation of Digital Platforms:** Since 2021, we have worked closely with Digital Office Scotland to fully define a benefits realisation plan that will deliver M365 efficiencies and benefits to the Council. Work is also underway to test and identify the platforms that will determine other transformational opportunities, such as Internet of Things (IOT). Progress on the stabilising of Social Work IT Systems will be accelerated in line with the roadmap for delivery and new models considered.
- 1.17. **Enhancing the Customer Journey:** Through our learning partnerships with other local authorities, we have completed a significant piece of work into understanding the challenges faced by our customers when interacting with us. We want to design digital services with customers at the centre, which will ensure that a consistent service is delivered regardless of whether this is online, over the telephone or face to face. We will be introducing a Customer Service Hub which will transform the way customers and businesses engage with Council services, making information more accessible, reducing response times and providing an enhanced customer experience.

New Models of Delivery

- 1.18. Since 2020, Clackmannanshire Council has adopted new models of providing our services so we can give our customers what they need in the right way and at the right time. The learning we have gained from these will be integrated into our future delivery model.
- 1.19. **Co-location:** Co-locating Police services with Council services at Kilncraigs is taking advantage of opportunities for both partners, namely financial and environmental, whilst providing great opportunity for closer working and integrated service provision through STRIVE.
- 1.20. **Systems Thinking:** Family Wellbeing Partnership, The Promise and STRIVE move away from fragmented and functionalised services to person-centred and whole systems thinking applying the Scottish Approach to Service Design.
- 1.21. **Up-stream Approaches:** The programme of work supported by the Family Wellbeing Partnership is taking a system wide approach to address some of the significant barriers that communities face, including reducing child poverty, and tackling wellbeing, creating the conditions for wider change. The FWP is focused on giving a stronger voice to communities alongside transferring the agency and power to make the changes they see as important and relevant. The learning from STRIVE has now led to moving upstream to identifying individuals and families earlier. Alongside the FWP workstream “Community around a School”, this upstreaming starts to build early intervention and

prevention activities avoiding the need for reactive and crisis interventions. Shifting funding towards this preventative space is crucial.

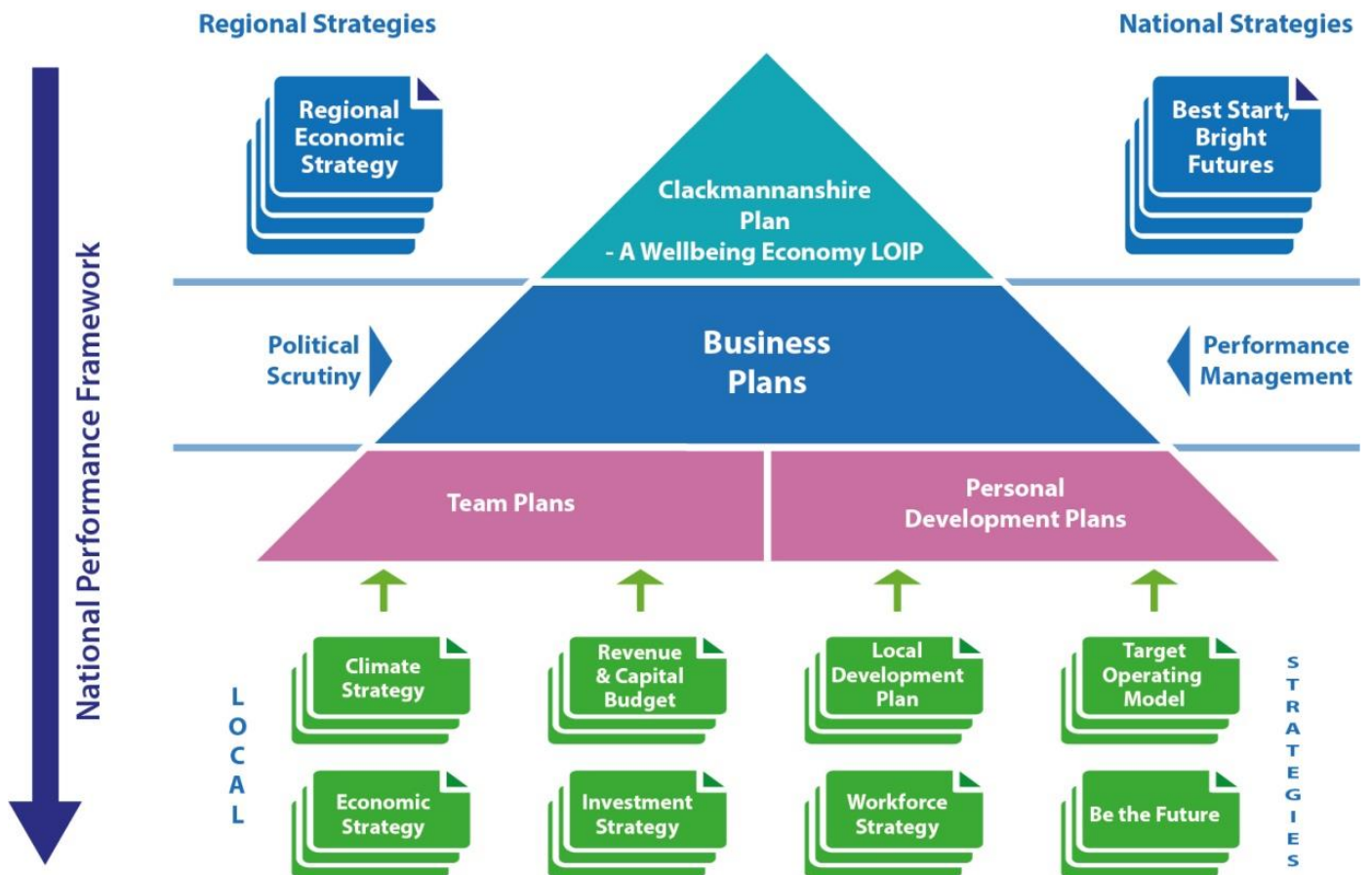
- 1.22. **Values-based Leadership:** Columba 1400 have worked with Clackmannanshire young people, staff and families since 2018 and, as such, are our delivery partner for the Values Based Leadership element within the FWP framework. The Columba 1400 approach is strengths-based, offering opportunities for participants 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 others to 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.
- 1.23. **Multi-agency and Networked Governance:** The success of the STRIVE model has recognised there is further opportunity to mobilise and engage citizens and partners in the development, implementation and monitoring of how public services are delivered. Emphasis is on collaboration rather than simply delivery of services, and more integrated public services contributing to the whole, rather than the sum of its parts. Networked governance heralds a new way of multiple agencies working together with customers and stakeholders to provide holistic responses to some of the complex issues facing Clackmannanshire's people.
- 1.24. **The Promise and Scottish Approach to Service Design:** The Council has pledged to Keep The Promise so that children and young people in Clackmannanshire can grow up loved, safe, and respected. By putting the voice of families, children and young people in our care experienced community first, work has begun on projects under all five foundations of the Promise: Family, Voice, Care, People and Scaffolding.
- 1.25. **Engagement:** Benefit has also been realised in how we communicate and engage with our communities and in the creative ways that we celebrate our successes. The Sponsor's Voice, for example, is a discovery piece of work that lays the groundwork for how we might share with a wider audience the work of the Council and our future plans. The Council Leader is the Be the Future's Sponsor and will pilot new and creative ways to capture the attention of different audiences around twelve key themes over 2023 and 2024. The first month in March 2023 included innovation around video interviews, podcasts and learning from Scotland's International Environment Centre 'Young Pathfinders'.
- 1.26. **Community Capacity:** Young Pathfinders founded and delivered in partnership with Scotland's International Environment Centre this initiative is an example where by working with communities and schools, we support and empower young people, giving them both

voice and agency This extracurricular programme grows skills, knowledge and confidence by developing sustainable, green solutions for schools and local communities. The Young Pathfinder project sits alongside the development of Youth Voice in Clackmannanshire and our work on Climate Change.

Grant Capture and Investment Strategy

- 1.27. At the December 2022 Council, we committed to bringing forward an Investment Strategy designed to provide a strategic approach to how we pursue external investment for opportunities within Clackmannanshire.
- 1.28. **Investment Strategy:** As a result of the work on the transformation programme, we are now able to shape our investment approach around larger, strategic investment opportunities. A shared business approach, for example, is being developed with the intention of securing further inward investment, linking to the work being done with Scottish Futures Trust on the Transformation Zone Approach. This will create a prospectus of potential developments connected to City Region Deal projects, such as Scotland's International Environment Centre, Intergenerational Living Innovation Hub and other Council investments including the Wellbeing Hub.
- 1.29. **Grant Capture:** Grants have formed an important component of our investment mix and we continue to leverage funding from grants. We reported to Council in March 2022 that our grant capture in the preceding eighteen months to support Council and community led projects was £2m. Since then, Council officers and third sector partners, have worked hard to submit and secure a total in excess of £6.9m of funding into Clackmannanshire between summer 2020 and spring 2023.

Appendix 4 Strategic Planning Framework and the 'Golden Thread'



Report to: Council

Date of Meeting: 18 May, 2023

Subject: The Lens Investment 2 Programme in Clackmannanshire

Report by: Strategic Director (People)

1.0 Purpose

- 1.1. This report provides the Council, with an update on the conclusion of the second Lens Investment programme in Clackmannanshire.

2.0 Recommendations

- 2.1 It is recommended that the Council:
- 2.1. Note the process undertaken and the Investment decisions reached,
- 2.2. Note that the LENS will be providing an evaluation of this second programme to the Family Wellbeing Partnership (FWP) Board.

3.0 Considerations

- 3.1. As part of the SIP investment in 2021/22, the FWP and What Matters to you teams in Dundee and East Ayrshire were funded by the Social Innovation Partnership (SIP) to run a test of change with the Lens Perspectives ('The Lens'). The SIP is a collaboration between the Scottish Government and the Hunter Foundation.
- 3.2. The first programme and event were seen as a real success in Clackmannanshire, with the Council keen to run a second investment programme to help the FWP broaden its reach and develop even more ideas rooted in the voice of local people.
- 3.3. The Council agreed in August 2022, to provide an investment fund of £75,000 to develop and support community ideas. With the verdicts on the investment decisions delegated from Council to the LENS investment judges, selected from the local community representation.
- 3.4. The second programme of activity, which incorporated a series of development workshops and business case development as part of the LENS Intrapreneurship Programme. This was again funded by the SIP, with sponsorship obtained by Clackmannanshire Tenants & Residents Federation (CTRF) and Kingdom Housing Association to meet the costs of the Investment Day Event. This second Intrapreneurship Programme, sought to

find and develop innovative ideas that would help families access the right support at the right time, enabling them to thrive and avoid crisis, as well as to increase opportunities to enhance community voice and develop capabilities.

- 3.5. On the 27th April, Clackmannanshire Council and the Family Wellbeing Partnership hosted their second Investment Day in partnership with The Lens.
- 3.6. On the day, nine ideas were presented to the Investment Team, all of which secured investment. From support services for refugees living in Clackmannanshire to support for Forth Valley Sensory Centre, the ideas presented were broad-ranging and inspiring.
- 3.7. Forth Valley Sensory centre has been invited by The National Lottery community fund to apply for match funding. In addition, two bidders Parachute and Team Park obtained additional funding of £5k from Council services via delegated decision making.
- 3.8. Now, for those who participated in the Programme, they will begin the next phase of their journey, turning their ideas into action with mentoring and post Intrapreneurship support from delivery partners The Lens.
- 3.9. The Lens will be providing a full evaluation report to the FWP Board, which is scheduled to meet on 13th of July 2023.
- 3.10. Attached for information for members at Appendix A – is the list of the bids and the outcome awarded. Further information on of each of the bids has been shared in member rooms.
- 3.11. Awards will be issued by budget transfer to any awards made to internal staffing leads/groups and by Daily Payment Voucher (DPV) process via BACS transfer to external groups from the council.

3.12. Conclusion

- 3.13. The FWP work with the lens has been crucial in terms of enhancing the image of the FWP, getting our message across, and getting funding out to ideas to make a real difference in the community.

4.0 Sustainability Implications

- 4.1. The selection criteria for the Lens investment explored how those bidding for investment had taken cognisance of Environmental and Sustainability Implications.

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.

5.3. Staffing

- 5.4. 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 click on the check box)

Clackmannanshire will be attractive to businesses and 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)

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

8.0 Legality

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

9.0 Appendices

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

9.2. *Appendix A - Lens Investment Day 2 Decisions*

10.0 Background Papers

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 X

- Budget Strategy Update, 11 August 2022

Author(s)

NAME	DESIGNATION	TEL NO / EXTENSION
Murray Sharp	Programme Manager (FWP)	5113

Approved by

NAME	DESIGNATION	SIGNATURE
Lorraine Sanda	Strategic Director (People)	



CLACKS 2 INVESTMENT DAY DECISIONS – 27th April 2023

No.	Idea Name	Team Members	Decision	Feedback / Additional Support
1	Forth Valley Sensory Centre Wee County Hub	Lindsay Stocks Laura Cluxton	£16,930	6 month trial / collaborate on utilities and rental. Invitation to apply for match funding from National Lottery.
2	Parachute	Nicola Moriarty Fraser Reynolds Kasia Learnmonth	£6,000	£5k additional support from the Child Wellbeing Project to collaborate.
3	Staying Connected	Joyce Bisio Kate Gibney	£8,230	Support from CTSi to develop idea.
4	Year Round School Uniform Bank	Liz Hinchliffe Alisha Thomson	£5,000	Fund co-ordinator for 6 months to research and develop system to amplify voice of communities.
5	Shoulder to Shoulder	Shelley Anne Aitken Danni Batchelor	£3,400	To train 2 Independent Domestic Abuse Advocates (IDAA) . Collaborate with the Violence Against Women Partnership / Scott McDonald to ensure strategic alignment.
6	Connecting New Spaces	Michael John Hilton Maryk Malkiewicz Olivia Spence	£7,440	Fund a part time youth worker for a year and one month's rent.
7	Common Ground	Lucy Shanks Hannah Richardson Dylan	£8,000	Fund a 6 month pilot - £4k for staff and £4k for equipment, Support from CTSi – recruitment and training of volunteers
8	Team Park	Marion Geoffray Yvonne Green Jill Burdett Paul Hart 4 Park Pupils	£5,000	Additional £5k support from the Housing Revenue Account / Iain McDonald.
9	Alloa Community Empowerment	Dr Janet Adam Sharon Cummings Sam Docherty Selda Hasdemi James McGillivray Zakia Malyh Marie Sherry Susan Wallace	£15,000	Support from the Alloa Academy Parent Council to develop new funding streams.
			£75,000	

Report to: Clackmannanshire Council

Date of Meeting: 18 May 2022

Subject: Budget Strategy Update

Report by: Chief Finance Officer

1.0 Purpose

- 1.1. The purpose of this report is to maintain Council's regular update on the approved Budget Strategy. This report paper sets out the Budget approach for 2024/25 including a draft timeline of key milestones and briefings.

2.0 Recommendations

2.1 Council is asked to:

2.1.1 note the indicative funding gap of £11.6m in 2024/25 rising to £22.0m by 2026/27 (Table 1);

2.1.2 note the assumptions on which the indicative funding gap for the year 2024/25 to 2026/27 is based (paragraphs 3.3 to 3.6);

2.1.3 note the budget approach for 2024/25 including the formation of a Budget Working Group and timeline of Budget Challenge sessions (paragraph 4.3);

2.1.4 note the draft timeline of key milestones in preparing the budget and briefings (paragraph 4.10 and Appendix A)

2.1.5 note the re-established officer Capital Operations Group and associated remit (section 5.0);

2.1.6 note the approach for the HRA Revenue and Capital Budget (section 6.0)

3.0 Indicative Funding Gap 2024/25

- 3.1 Included within the General Revenue Budget for 2023/24 approved by Council in March 2023, was the indicative budget gap for 2024/25 and the following 2 years to 2026/27 as set out in the table below. The indicative budget gap for 2024/25 is estimated to be £11.6m rising to a cumulative gap of £22m by 2026/27.

Table 1: General Services Budget - Indicative funding gap 2024/25 to 2026/27

Annual Indicative Funding Gap	2024/25 £000	2025/26 £000	2026/27 £000
Expenditure	160,045	166,588	172,019
Income	(148,484)	(149,304)	(150,052)
Gap	11,561	5,723	4,683
Cumulative Indicative Funding Gap	11,561	17,284	21,967

3.2 The main assumptions included within the indicative budget gap for the years 2024/25 to 2026/27 are set out in the table below:

Pay Award

3.3 As the pay award for 2023/24 has not yet been agreed and uncertainty surrounding future levels of inflation, the indicative budget gap for 2024/25 reflects inflation equivalent to approximately 2% and a further 2% in future years. Each 1% increase is equivalent to £0.800m.

Council Tax

3.4 The indicative gap reflects a 3% increase in the level of Council Tax for 2024/25 and future years. Each 1% change is equivalent to c£0.244m.

Grant Funding

3.5 The indicative gap is based on a flat cash basis for general fund grant for 2024/25 and future years. Each 1% change is equivalent to c£0.850m.

Demand Pressures

3.6 The indicative gap includes an amount for inflationary increases of £2.5m in all years. Due to increased inflation over the last 3 years, this figure is only expected to offset Contract Inflation with General Inflation needing to be met through additional savings.

3.7 There is much uncertainty around funding for future years and fluctuations in the main assumptions as set out above can have a significant impact on the budget gap. Recent high levels of inflation, cost of living, the pay award for current and future years and the local government settlement may significantly impact on these assumptions.

3.8 Further modelling scenarios and updates on planning assumptions will be prepared for future strategy updates to Council as updated information becomes available.

4.0 2024/25 Budget Strategy

- 4.1 This is an extremely challenging time for Local Government, in the context of service and financial sustainability with projected budgets and services unlikely to be able to meet demand in the medium to longer term. As noted above, this equates to a cumulative funding gap of £22.0m over the next three years to March 2027, and an indicative gap of £11.6m for 2024/25 alone.
- 4.2 As a consequence, the Council needs to prioritise reducing its expenditure further on an ongoing basis. The proposed budget approach for 2024/25 aims to ensure that the requirement for the Council to maintain a balanced budget position is met, addressing the existing budget deficit and financial sustainability in the longer term. The budget Challenge Board met on 6th April to review the process for 2023/24 and recognised that whilst the budget process worked well for 2023/24 and Council achieved a balance budget whilst also maintaining significant investment in its Transformation activity and Capital programme, further improvements could be made. The proposed approach for 2024/25 budget setting has therefore been revised and is detailed below.
- 4.3 It was agreed that a Budget Working Group would replace the Budget Challenge board. This group is to be chaired by the Chief Finance Officer and attended by the Chief Executive and the Directors of each Portfolio area. The function of the group will be to:
- oversee the whole budget process
 - set a clear planned timeline for all key elements of the budget and ensure that this timeline is adhered to
 - clearly assign responsibilities for each key element
 - provide constructive challenge across portfolio areas
 - provide regular updates to Elected Members and Trade Unions
 - direct the work of sub groups including Senior Leadership Forum (SLF) and the Capital Operations Group.
- 4.4 The budget process will include 3 Budget Challenge Sessions to be held in June, September and November. These sessions will provide a mechanism for the strategic review and challenge of departmental spending requirements and demand pressures. Each session will focus on individual portfolio area as well as cross portfolio to identify opportunities to look at broader options for improvement within and between services.
- 4.5 To maximise the benefit of the sessions, guidance and templates will be issued for completion in advance of each session with set timelines. This will enable information to be gathered in a consistent format and assist with collation. Services will be required to review their outturn position to ensure that the service budget remains aligned with planned activity, reaffirm the delivery of any Year 2 savings previously submitted through the Budget process, set out known demand pressures and submit any new savings proposals. Directors will work with Senior Managers and budget holders in their service area to complete the required information.
- 4.6 As part of these first Budget Challenge sessions, a session has also been scheduled for Cross cutting discussions where all Directors will be present along with the Chief Executive and Chief Finance Officer. These discussions

will be focussed on streamlining and maximising the integration of service delivery between services linked to the Target Operating Model (TOM). This will be achieved by delivering service redesign proposals which seek to minimise the potential duplication and overlap in our current arrangements, access new funding streams and /or establish new partnership arrangements. The Budget Working Group will work with the Senior Leadership Forum (SLF) to identify proposals for priority development aligned with phase 1 of the TOM.

- 4.7 Following each Budget Challenge Session, a briefing will be provided for elected members on the emerging themes and proposals. The first of these briefings will be held in August (post recess).
- 4.8 It is recognised that closing the budget gap is not just an annual activity and should be the focus of year round activity to ensure ongoing sustainability. This early engagement will allow savings proposals to be developed and approved during the year in advance of the final budget setting following the release of the draft settlement.
- 4.9 The consultation and engagement process for 2023/24 consisted of a four stage approach. The first two phases were carried out prior to setting the budget with the third phase focusing on communicating the approved budget decision. The fourth phase focuses on 2024/25 and will be similar to phases one and two and is scheduled for September and December.
- 4.10 A draft timeline of key milestones and briefings are shown in Appendix A. Diary appointments will be issued as soon as possible in advance to provide a clear timeline and ensure regular updates. Further updates on the budget setting process will continue to be provided through these budget strategy reports to Council

5.0 Capital Operations Group

- 5.1 As part of the 2024/25 Budget Setting Approach, the Capital Operations Group is being re-established. This group is aligned to the work of the Budget working Group and will be lead by the Chief Finance Officer with representations from each service area.
- 5.2 The Capital Operations Group will align with the work of the Budget Working Group with outcomes reported into the Budget Working Group following each meeting. The capital operations group will ensure capital expenditure requirements of proposed changes are viable in line with the Council's Treasury Management Strategy that states capital plans must be prudent, sustainable and affordable. This approach aims to ensure that in setting out the medium term spending plans for the Council, it is possible to profile the revenue and capital investment required and when savings and efficiencies can subsequently be realised.
- 5.3 The membership of the Capital Operations Group is being reviewed with Director nominations. The remit is also being reviewed and will include:
- to align with the work of the Budget Working Group to provide appropriate development and operational support at officer level

- reinvigorate and improve the volume, quality and strategic relevance of capital bids submitted through the capital project appraisal framework, providing more integrated capital bid opportunities which are linked to the asset management plans and the Corporate Asset Management Strategy.
- improve the co-ordination and schedules of bids for investment on the ground irrespective of whether these are funded by General Services Capital Grant, Specific Capital Grant, Housing Revenue Account, external funding streams and/ or planning gain
- further improve the transparency over the collective Programme of capital investment
- further improve the governance over the capital bid and investment process
- contribute, as appropriate to the new Budget Challenge process which will also consider the capital investment requirements of new approaches.

5.4 It is anticipated that meetings will be held on a regular basis every two months with additional meetings being called as required to progress specific areas of work aligned to the Budget Working Group.

6.0 HRA Revenue & Capital Budget

6.1 As in previous years the HRA Revenue and Capital budgets will also form part of the budget setting process. During 2023/24 three key pieces of work are planned:

- A refresh of the 30 year business plan which will include an update to the capital programme, and
- A review of Central support recharges between the General fund and the HRA to ensure that appropriate costs are accounted for in line with national guidance, and
- The annual Rent consultation with tenants.

6.2 The 2024/25 HRA Revenue and Capital budget will be put forward to Council in early 2024 in line with the timescales for issuing any notice to tenants of changes in rent levels.

7.0 Sustainability Implications

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

8.0 Resource Implications

8.1 *Financial Details*

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

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

8.4 *Staffing*

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

9.0 Exempt Reports

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

10.0 Declarations

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

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

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

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

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

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

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

11.0 Equalities Impact

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

Yes No

12.0 Legality

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

13.0 Appendices

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

Appendix 1 - Budget 2024/25: Key Milestones, Timeline and Outputs

14.0 Background Papers

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

- General Services Revenue and Capital Budget 2023/24
- Housing Revenue Account Budget 2023/24 and Capital Programme 2022/23

Author(s)

NAME	DESIGNATION	TEL NO / EXTENSION
Lindsay Sim	Chief Finance Officer	2022

Approved by

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

DRAFT

Budget 2024/25: Key Milestones, Timeline and Outputs

Task/ milestone	Timing	Stakeholders/ attendees	Output
Budget Challenge Session 1	Weeks commencing 5 th and 19 th June	Directors, CEX, CFO	First tranche for proposed savings & pressures: populate template
Members Briefing and TU Briefing	August	All Elected Members, TU's, Directors, CEX, CFO	Output of Budget Challenge Session 1
HSCP Strategic Plan: Review of Priorities and Funding	August	HSCP Chief Officer & CFO, CEX, Leader and CFO	HSCP Strategic Plan priorities linked to resource transfer and savings requirement & pressures
Budget Challenge Session 2	September	Directors, CEX, CFO	
Capital Bids Submitted	September	Capital Operations Group (officer operational group)	Draft capital bid preparation
Budget Consultation	September	SLG, Leader	
Members Briefing and TU briefing	October	All Elected Members, TU's, Directors, CEX, CFO	Output of Budget Challenge Session 2
HRA	October	Director Place & HRA Senior Manager	Business Plan Review
Draft Capital Plan	October	CFO, Capital Operations Group	Capital Plan Review
Budget Challenge Session 3	November	Directors, CEX, CFO	
External consultation and engagement	November	SLG, Leader	
Members Briefing and TU Briefing	December	All Elected Members, TU's, Directors, CEX, CFO	Output of Budget Challenge Session 3
Capital Bid Corporate Round Table	November	CFO, Capital Operations Group	Fianl Capital bids
Consultation Outcome	December		
Proposed Capital Plan	January	CEX, CFO & Direcotes	Finalise proposed Capital Plan

DRAFT

Task/ milestone	Timing	Stakeholders/ attendees	Output
HSCP Resource Transfer	January	HSCP Chief Officer & CFO, CEX, Leader and CFO	Resource transfer position consolidated for integration with Council budget
HRA	January	Director Place, HRA Senior Manager & CFO	Finalise proposed HRA Budget
Members Briefing and TU Briefing	January	All Elected Members, TU's, Directors, CEX, CFO	Budget Gap update following draft settlement & Proposed Capital Plan
Pre consultation draft Budget	January	Administration, SLG, CFO	Draft Budget subject to consideration of consultation responses.
Budget setting – General Fund & HRA	By end of February	Special Council	Final Budget

Key			
Pink	Capital Budget development	Sage	Consultation & Engagement
Purple	Budget Challenge Sessions	Red	Budget Setting
Green	HSCP	Orange	Elected Member and TU Briefings
Blue	HRA		

- In addition to the above the Budget Working Group will also be held on a Monthly basis consisting of the Chief Executive, Chief Finance Officer and Directors.
- The Capital Operations Group will meet every second month and consisting of the Chief Finance Officer, Directors and relevant officers.

CLACKMANNANSHIRE COUNCIL

Report to Clackmannanshire Council

Date of Meeting: 18 May 2023

Subject: Wellbeing Hub Update

Report by: Senior Manager, Sport & Leisure

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.

2.0 Recommendations

It is recommended that the Council notes the following:

- 2.1. A Joint Project Team has been formed for the Wellbeing Hub and Lochies School projects as per the Governance Structure presented in the **February 2023 Council paper (paragraph 2.2.4) and outlined in appendix 2.**
- 2.2. The output from the workshops delivered to the Joint Project Team on the Scottish Futures Trust (SFT) Briefing and Evaluation Framework (BEF). (**See paragraphs 3.1-3.6**)
- 2.3. Members of the Joint Project Team have undertaken a range of visits to comparable leisure facilities, schools for children and young people with additional support needs, community venues that have integrated school and leisure facilities and to a newly constructed primary school in Perth which has been built to full Passivhaus Certification standards. All of the learning from these visits is supporting the development of the Project Brief alongside the outputs from the BEF (**see paragraphs 3.1-3.6**)
- 2.4. Continued engagement and awareness raising of the project through presentations and in person sessions across a range of stakeholders including; the Clackmannanshire Alliance, Clackmannanshire Third Sector Interface (CTSi), CTSi Volunteer Managers Forum, CTSi Community Breakfast, Community Justice Forum and Clackmannanshire Sports Council.
- 2.5. Clackmannanshire Council has entered into a new Partnership Agreement with **sportscotland** on a four year investment cycle totalling £909,066.28. The Partnership Agreement is a commitment between Clackmannanshire Council and **sportscotland** to identify, plan and deliver shared priorities for sport and physical activity over the period 1 April 2023 – 31 March 2027.

- 2.5.1. The strategic value of a partnership between **sportscotland**, Clackmannanshire Council exists as an agreement to deliver local and national priorities and outcomes for sport and physical activity.
- 2.5.2. The partnership will support Clackmannanshire's local outcomes and priorities including the Sport & Active Living (SALF) refresh, Wellbeing Hub and Lochies School development, enhancement of the sport, physical activity and active living network, Family Wellbeing Partnership - Child Wellbeing Project and allow the Sport and Leisure Team to deliver the following:
- Planning for sport
 - Active Schools Programme
 - Community Sport Hubs Programme
 - Inclusion Projects
 - Enhanced Places for Sport
- 2.6. The progress of the introduction of a curricular swimming programme for Primary 5 children across Clackmannanshire (**See paragraphs 3.7-3.11**)

3.0 Considerations

Scottish Future's Trust Briefing & Evaluation Framework

- 3.1. Following the decision to combine the Wellbeing Hub and Lochies School projects into one joint project a key next step was to effectively combine the existing individual project briefs into one coherent approach for a combined project on the single site at Alloa West.
- 3.2. To manage this process effectively we are utilising the Scottish Futures Trust's (SFT) Briefing and Evaluation Framework (BEF). This includes four in person workshops being held between March and end of May 2023, facilitated by SFT and their BEF partner Ryder Architects. Workshop two formed part of a two day Project Team planning residential at **sportscotland's** National Sports Training Centre Inverclyde paid for in kind by **sportscotland** as part of our strategic partnership with them. (**see appendix 1 - workshop overview**).
- 3.3. A significant amount of work has already been completed in relation to both projects. The aim of the BEF process is to build on this work by developing a clear shared vision of the benefits a combined project will bring to the people who live, learn, work and visit in Clackmannanshire. The ethos of the joint project can then be front of mind for everyone working on the design, build and operation of the Wellbeing Hub and Lochies School.
- 3.4. The BEF process is about getting the right people in the room to answer the key questions that inform the joint project vision, outcomes and objectives. Core attendees at the workshops are the members of the Client and Senior Project Teams, including internal and external project support staff (**see appendix 2 - Joint Governance Framework**).

- 3.5. The output of the BEF workshops will help shape the key documentation around the Project Brief as required to take the project to the RIBA stage 2. **(See appendix 3 for RIBA stages overview)**. The framework is providing structure, transparency and certainty to this process and ensuring all key officers and strategic partners are part of the process.

School Swimming Programme

- 3.7 Primary 5 children in all 19 schools including Lochies School will receive 5 weeks of water safety and aquatics skills training from April to June 2023 at Dollar Academy or The Peak, Stirling. In addition the Primary 5 pupils have been getting water safety sessions in their schools as part of their Physical Education (PE) or classroom activity.
- 3.8 The Primary PE team have worked in partnership with Scottish Swimming to create a new national syllabus for training teachers in a water safety module and a basic aquatic skills module which will be rolled out across the country. The Primary PE team and eight local senior pupils also attended national training with The Swimming Teachers' Association (STA) on lifeguard skills.
- 3.9 Discussions are underway to give the newly qualified pool attendants work experience in a live swimming environment either at the P5 swimming sessions, the Learn to Swim programme or the Water Confidence sessions at the Hydrotherapy pool in Alloa Academy.
- 3.10 The investment in developing local young people through national swimming and lifeguard training is the start of a process of building capacity in the workforce ahead of the opening of Swimming Pool at the new Wellbeing Hub.
- 3.11 The Council's P5 swimming at The Peak and Dollar Academy is now underway and evidence and data is being gathered in preparation for a final project report, in the meantime discussions are taking place to look at the feasibility and affordability of timetabling future P5 swimming across the academic year rather than focus the learning into the summer term.

4.0 Sustainability Implications

- 4.1 Alignment with the Clackmannanshire Council Interim Climate Change Strategy

5.0 Resource Implications

Financial Details

- 5.1 The projected costs for the Wellbeing Hub and Lochies School developments are outlined in the General Services Capital Programme 2023/24 to 2042/43.

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 Appendices 1 - 3


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
Robbie Stewart	Senior Manager, Sport & Leisure (People)	2431

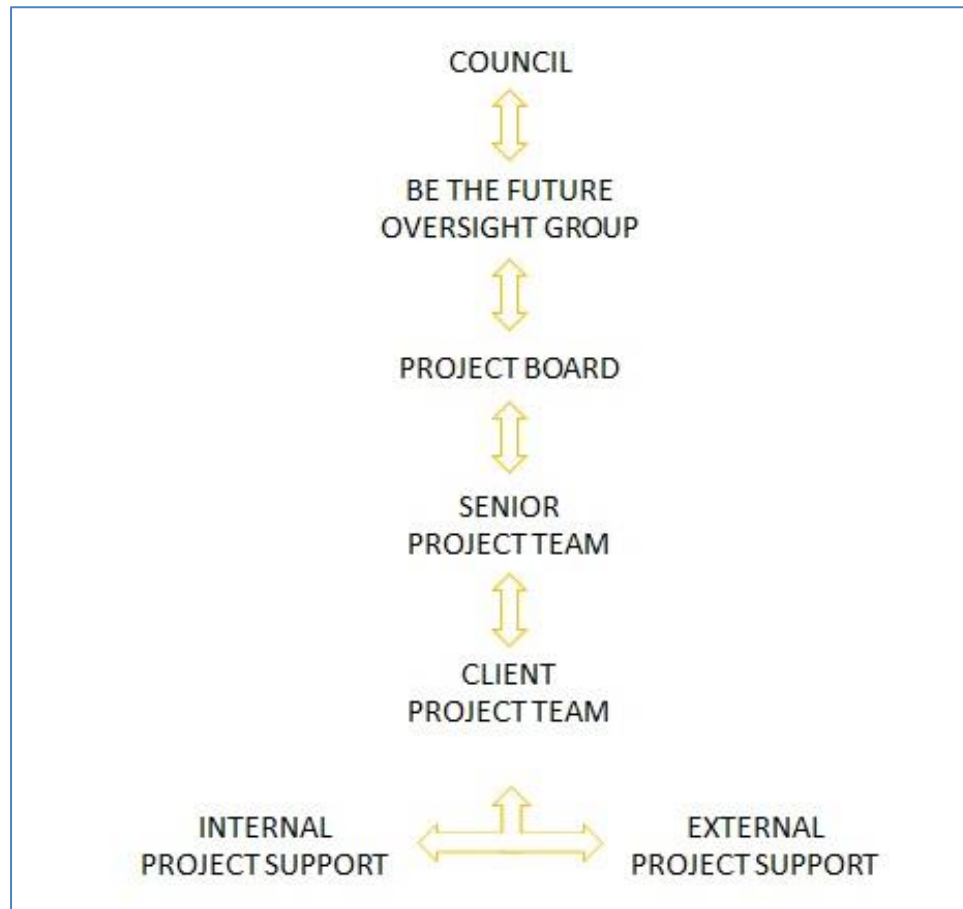
Approved by

NAME	DESIGNATION	SIGNATURE
Lorraine Sanda	Strategic Director, People	

SFT Briefing & Evaluation Workshop Overview



Governance Structure



RIBA Stages Overview

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



CLACKMANNANSHIRE COUNCIL

Report to: Clackmannanshire Council

Date of Meeting: 18 May 2023

Subject: Report on Digital Learning Strategy and Implementation Plan 2019-2022 and presentation of the revised Digital Learning Strategy and Action Plan 2023- 2025

Report by: Senior Manager, Secondary Education

1.0 Purpose

- 1.1 To provide a report on the impact and evaluation of the Clackmannanshire Education Service Digital Learning Strategy and Implementation Plan 2019-2022.
- 1.2 To seek approval from Council for the revised Digital Learning Strategy and Action Plan 2023-2025.

2.0 Recommendations

- 2.1. It is recommended that Council notes and provides comment on the content of the impact and evaluation report on the Clackmannanshire Education Service Digital Learning Strategy and Implementation Plan 2019-2022
- 2.2. It is recommended that Council approves the revised Digital Learning Strategy and Action Plan 2023-2025 which aligns with the Council's Digital Strategy 2019- 2025, approved by Council on 18 April 2019.

3.0 Considerations

- 3.1. In August 2019, Clackmannanshire Council published the Education Service Digital Learning Strategy and Implementation Plan 2019-2022 outlining its main objectives to progress the use of digital technology in our schools and establishments whilst developing the skills of school leaders, educators and learners.
- 3.2. A full evaluation of the impact of the 2019-2022 strategy has now been undertaken and is attached (Appendix 1).
- 3.3. The revised Digital Learning Strategy and Action Plan 2023 - 2025 (Appendix 2) recognises the significant impact the global pandemic has had on the way learning and teaching is delivered. Our aim is to build on and learn from those experiences and maximise the potential that technology offers as we move forward, to ensure our children and young people continue to experience high quality, engaging and motivating learning experiences both in school and when learning at home.

- 3.4. The revised strategy seeks to ensure that our children and young people have the opportunity to build and use their digital skills throughout their learning, increasing their confidence and maximising their opportunities to fully prepare for life, learning and work in this digital age.
- 3.5. The strategy is underpinned by the National Improvement Framework's long term commitment to a collaborative approach to improving Scotland's education system and to achieving excellence and equity through raising attainment and improving outcomes.
- 3.6. Our strategy aims to build upon the good work that is already taking place in our establishments and our priorities align with the four objectives of Scottish Government's Digital Learning and Teaching Strategy for Scotland: **Skills, Access, Curriculum and Leadership.**

4.0 Sustainability Implications

4.1 None

5.0 Resource Implications

5.1 None

6.0 Exempt Reports

6.1 Is this report exempt? 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)

None

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? 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 Appendix 1: Evaluation Report Education Service Digital Learning Strategy and Implementation Plan 2019-2022
Appendix 2: Digital Learning Strategy and Action Plan 2023 - 2025


11.0 Background Papers

- Clackmannanshire Council's Digital Strategy 2019-2025
- Enhancing Learning and Teaching through the use of Digital Technology - A Digital Learning and Teaching Strategy for Scotland (Scottish Government)
- Education Service Digital Learning Strategy and Implementation Plan 2019-2022

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

NAME	DESIGNATION	TEL NO / EXTENSION
Catriona Scott	Senior Manager	2469

Approved by

NAME	DESIGNATION	SIGNATURE
Lorraine Sanda	Strategic Director (People)	

APPENDIX 1

Report on the impact of the 'Clackmannanshire Education Service Digital Learning Strategy and Implementation Plan 2019-2022'

Background

In August 2019, Clackmannanshire Council published the Education Service Digital Learning Strategy and Implementation Plan 2019-2022 (Appendix 2) outlining its main objectives to progress the use of digital technology in our schools and establishments whilst developing the skills of school leaders, educators and learners.

This report evaluates the impact of the strategy, particularly in light of the Covid-19 pandemic from February 2020 onwards, which accelerated the use of digital technology for learning and required the delivery of teaching and learning in a more flexible and responsive way.

Implementation

A full Project Management Plan was implemented, which was designed to contribute to how Education Services would realise their ambition of 'Developing a Digital Culture in Education' This centred on the following six projects:

- Project 1: Digital Clacks
- Project 2: FLIP Plus
- Project 3: 1+2 Clacks
- Project 4: Flexible Learning Individual Pathways in School (FLIP in school)
- Project 5: Flexible Learning Individual Pathways in School (FLIP on demand)
- Project 6: Access, Infrastructure, G Suite for Education and Chromebooks

Project 1: Digital Clacks- leadership, strategy, CLPL and transformation

Aims

In delivering on the vision and strategy we will follow a staged implementation plan that meets priority needs:

- Engage with schools and partners to inform our delivery and rollout plans.
- Conduct audit of staff confidence and infrastructure experience

Impact

All actions for this project were delivered, the highlights being that schools were engaged and a project management plan was developed which has been used to manage the deployment of individual devices to children and young people. Staff were consulted to identify skills, needs and professional learning requirements and the responses were used to inform the 2019-2022 digital strategy.

Project 2: Flexible Learning Individual Pathways in School (FLIP) Plus

Aims

FLIP PLUS is a virtual/distance approach we are developing initially for a priority group of young people who do not access school.

- Creation and development of Virtual Platform for FLIP- Flexible Learning Individual Pathways
- We will provide accessible technology, collaboration with Community Learning and Development Support Workers and engaging, relevant virtual learning opportunities to support these young people.
- Develop online spaces, collaboration and efficient digital management processes for the CLD team's Youth Awards Programme.

Impact

This project is ongoing and successful. Clackmannanshire School Support Services have 18 pupils currently following the FLIP plus offering, which includes weekly online meetings in person. The CLD team use Google tools with their user groups and these digital tools have been invaluable to both staff and learners, according to feedback.

Project 3: 1+2 Clacks

Aims

1+2 Clacks will make best use of digital apps and collaboration tools to support delivery of the 1+2 strategy for languages learning.

- We will harness digital technology to provide efficient and effective delivery of languages learning to our children and young people
- We will develop a resources website and virtual classroom for collaborative projects, Professional Learning and live lessons.

Impact

The actions for this project were achieved with highlights being the deployment of the 'Power Language', online tool to support staff and young people with 1+2. Staff training was provided and the tool was well used by staff and pupils. The 1 + 2 working group continues to drive forward Scottish Government's policy, 'Language Learning in Scotland: A 1+2 Approach', aimed at ensuring that every child has the opportunity to learn a modern language from P1 until the end of the broad general education (S3).

Project 4: Flexible Learning Individual Pathways in School (FLIP in school)

Aims

FLIP in school is an approach we are developing for a group of young people who are at risk of disengaging from school.

- We will provide in - school access to engaging online learning experiences and wider achievement opportunities with a focus on Youth Achievement Awards, HWB and Digital Learning
- We will develop on demand learning challenges and self-service resources. Collate and curate existing online resources to benefit learners

Impact

Digital learning offerings are being provided by the three Academies as an integral part of the curriculum. Pastoral support staff ensure that young people who require additional support with engagement and attendance have access to online learning materials and resources. Primary pupils can access similar offerings through Flip Plus and the Support Service.

Project 5: Flexible Learning Individual Pathways in School (FLIP) on Demand

Aims

Flexible Learning Individual Pathways in School - FLIP on Demand will provide flexible, anytime learning experiences and distance learning opportunities for any/all of our children and young people to enhance learning and increase choice.

- Increase choice and extend pathways by widening our distance learning opportunities and have schools provide virtual SQA courses and experiences
- FLIP offers greater range of virtual work experiences and virtual apprenticeships

Impact

The pandemic accelerated the implementation of virtual lessons and online sessions as part of the educational offering in relation to learning and teaching. There was also some progress in this area in relation to reaching young people furthest from engagement, however an acknowledgement that this is a work in progress and continues to be part of school improvement planning.

There was limited success in offering virtual work experiences/apprenticeships and there was no impact of using the name 'FLIP on Demand'.

Project 6: Access, Infrastructure, G-Suite for Education and Chromebooks

Aims

We are partnering with Google and Council ICT Services to deliver an Independent G Suite for Education domain to meet the needs of our FLIP PLUS group and CLD work.

This will give us a fully-featured G Suite for Education admin account which will allow us to gain independent control of accounts, manage devices and provide safe and restricted access to YouTube and other apps for learning

Evidence from other schools and local authorities in Scotland, as well as internationally, shows that using Chromebooks in education as part of a Digital Learning Strategy is having recognisable impact on learning and teaching in schools. With that in mind, we will support our schools that are keen to use Chromebooks and use G-Suite.

Impact

This project is on-going in terms of access as this part of the strategy is being delivered through the 'Education Services 1:1 Device Project'. In recognition of the need for equity of access for all in the use of digital technology, Clackmannanshire Council agreed to the 1:1 Digital Device Deployment Programme in the Budget at Council on 24 March 2021.

The project is about to enter year 3 of a 10 year device roll out plan and is being funded by Clackmannanshire Council capital funding.

To date, the project has seen all P4-S6 pupils receive their own Chromebook and is now moving on to the lower primary year groups with iPads being the device deployed to this age group over years 3 and 4. Chromebooks were a new technology to Clackmannanshire but since the implementation of this strategy, 6,837 Chromebooks have been deployed and are in use across our schools. The majority of these (5,832) are deployed directly to learners on a 1:1 basis to support their learning. Staff, schools and young people have benefited greatly from having access to their own device, which is reflected in the responses to the evaluation exercise below:

In order to evaluate impact of the digital device rollout to date, surveys were carried out with young people, staff and parents/carers throughout November and December 2022.

Results show that 87.3% of young people like having a Chromebook and 89.1% say it helps them learn. 78.2% use them for writing essays, 61.85% for creating presentations, 92.7% for internet research, 45.5% for note-taking, 61.8% for email and 3.6% for creating videos. 88.5% of young people report no technical problems with using their digital device.

Feedback from young people, parents, carers and staff has helped to inform next steps for the digital rollout. The full survey results are available in Appendices 1, 2 and 3 but of note are the following sample responses:

Parent/Carer Feedback

“Great idea brings learning into line with the world today. Also with all kids having the same, there's no difference so no teasing etc. Also not all parents can afford digital technology so this is great in the fight against child poverty, social and digital inclusion.”

“Fantastic idea, especially in these economically challenging times where some families may not have a device to assist a child's studying or homework.”

“Having access to a Chromebook has helped my son focus and get him through his Nat 5s. He uses it to revise and submit homework.”

“This has been brilliant; my older daughter who has now left school found having the Chromebook helped her in many ways also. These have been the best thing the council has done for kids in this area.”

Learner Feedback

“Add some other Apps that we can download and use in our own life.”

“Instruction on how to use Bluetooth when I can't connect to a printer or earphones.”

“Would be good to have spare chargers in classrooms.”

Staff Feedback

“I think they are an excellent resource for pupils to have, in my subject it is mostly for homework but it is great that all have such a resource”

“Enable pupils to access online sites that have masses of revision and past papers and pupils are able to access maths apps to improve bot their maths and numeracy.”

“Great for my ASN pupils, planning and presenting much easier, homework return rates are anecdotally higher. Great for my ESOL pupils too.”

In terms of infrastructure, a wireless network 'clacks-book' for use only by Chromebooks has been set up by Education IT.

Google Workspace for Education was previously known as G Suite for Education and this change was made on 6 October 2020. There are two main Google tenancies in use across all Clackmannanshire establishments; one is being used to manage the Chromebooks and 'Glow Google Workspace for Education' tenancy is being used to support learning and teaching. There are currently 975 active Google Classrooms across Clackmannanshire schools. Tools available through Google Workspace are in use to support learning and teaching, alongside the return of face to face teaching.

Summary

The 2019-2022 Education Service Digital Learning Strategy and Implementation Plan was developed before the global pandemic which closed schools in February 2020.

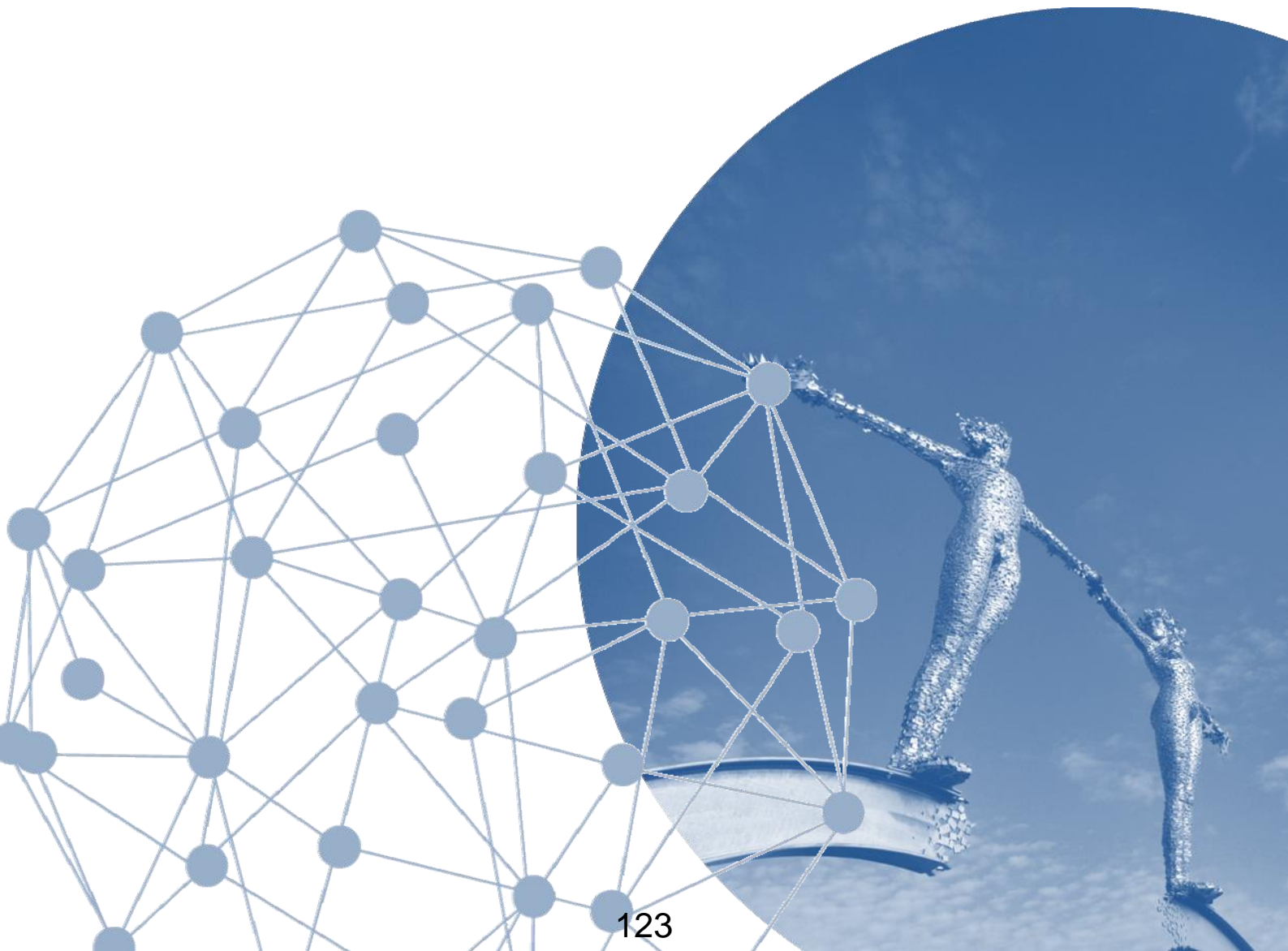
Whilst the projects outlined above did support the delivery of the strategy, the impact of Covid-19 demonstrated that the ability to use digital skills is now fundamental to how we work, learn and interact with others. The global pandemic accelerated the need, demand and use of digital technology as learning and teaching moved online, responding to the need to deliver both blended and remote learning. Our head teachers and staff recognise the importance of digital technologies within and outwith the classroom and we have changed the way we teach in line with the way young people now learn. Digital technology allows them 24/7 access to their learning.

We will build on the success of the 2019-2022 strategy as we progress with our new, revised Digital Education Strategy 2023-2025.



Digital Learning Strategy

2023-2025



Introduction

The Covid-19 pandemic has changed the way we live and work.

When school and establishment buildings were required to close in February 2020, the interruption to young people's education was mitigated by the use of digital technologies to deliver learning and teaching. Subsequent periods of isolation for staff and young people have highlighted the need to develop the digital literacy of staff and learners and reinforced the continuing need to use digital technologies to support learning.

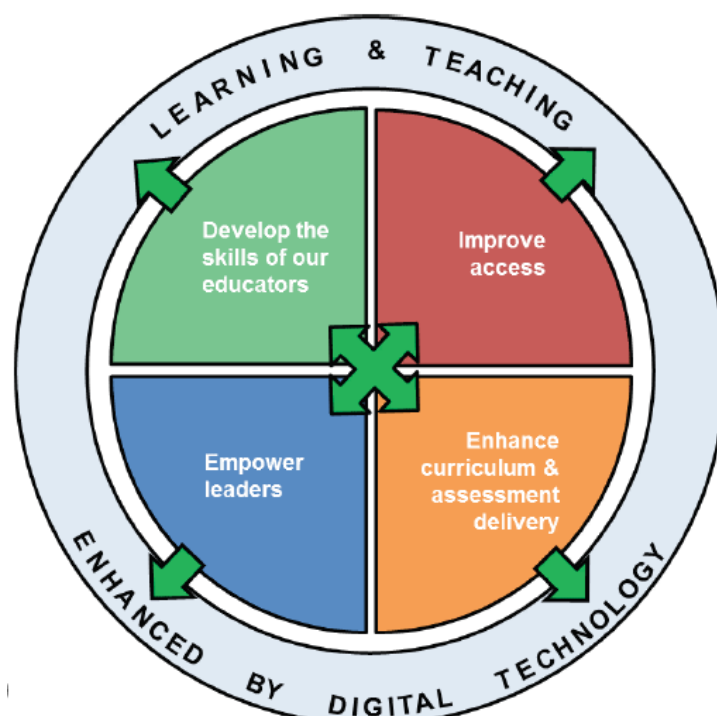
The rapid move to online learning during the pandemic saw a seismic shift in how digital technologies were embraced by educators and accessed by learners. We want to harness these experiences and drive forward further improvements that will help all of our children and young people reach their potential, irrespective of age, stage and socio-economic background.

Clackmannanshire schools and establishments were already on their way to embedding digital technologies, as outlined in the previous Clackmannanshire Education Service Digital Learning Strategy and Implementation Plan 2019-2022. The pandemic merely accelerated the rate at which we implemented the objectives therein.

However, it is evident that we need to build upon the developments we have made in the use of technology as we move forward, to ensure our children and young people continue to experience high quality, engaging and motivating learning experiences both within and outwith school. It is also clear that this use of digital technologies has become key to the future economic prosperity of Scotland and we have an obligation to ensure young people are equipped with skills for learning, life and work. Whilst we acknowledge the importance of digital skills for adults, this is particularly so for children and young people for whom a digital world is all they have ever known.

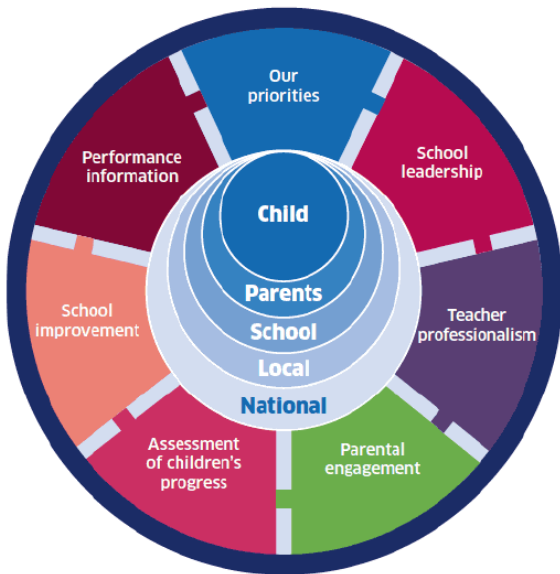
The Digital Learning Strategy 2023-2025 runs parallel to Clackmannanshire Council's Digital Strategy 2019-2025 and is underpinned by the Scottish Government's commitment to delivering excellence and equity in Scottish education.

This strategy is focused on supporting schools and establishments to be ambitious, innovative and forward thinking about working together to make a difference to all children and young people. It is important that our staff continue to collaborate with others for their own professional learning and to strengthen our capacity to develop digital skills within our children and young people.



Rationale – Aims of our Strategy

The Digital Learning Strategy 2023-2025 is underpinned by the National Improvement Framework's long term commitment to a collaborative approach to improving Scotland's education system and to achieving excellence and equity through raising attainment and improving outcomes.



Key priorities of the National Improvement Framework

- Placing the human rights and needs of every child and young person at the centre of education
- Improvement in children and young people's health and wellbeing
- Closing the attainment gap between the most and least disadvantaged children and young people
- Improvement in skills and sustained, positive school-leaver destinations for all young people
- Improvement in attainment, particularly in literacy and numeracy

It is recognised that digital learning is constantly evolving and schools and establishments must embrace the developments brought about by the speed of change associated with digital technologies. It is clear that there are many existing practices and approaches which work well in our educational establishments in Clackmannanshire and should be maintained. Our strategy aims to build upon the good work that is already taking place and our priorities align with the four objectives of Scottish Government's Digital Learning and Teaching Strategy for Scotland:

Skills

Develop the skills and confidence of educators in the appropriate and effective use of digital technology to support learning and teaching

Access

Improve access to digital technology for all learners

Curriculum

Ensure that digital technology is a central consideration in all areas of curriculum and assessment delivery

Leadership

Empower leaders of change to drive innovation and investment in digital technology for learning and teaching

Implementation of our Strategy

Priority 1 - Skills

We will continue to develop educators' skills in appropriate and effective use of digital technology to support learning and teaching for the purpose of equipping young people with skills for learning, life and work. Skills development is also an integral component of the work Clackmannanshire is undertaking as part of the City Region Deal, which seeks to develop the metaskills of all young people. There is a need to build upon recent progress, working with staff, learners and families to embed a culture of digital learning and teaching across the curriculum.

'No significant learning can occur without a significant relationship' (Dr James Comer, 1995)

It is recognised that it will be our educators and not the digital technology itself that will be key to delivering improved outcomes for children and young people. It is vital that all staff have the skills, confidence and knowledge to deploy digital technologies effectively. A commitment to continuous professional learning and the investment in that learning is the foundation of improvement. Working together and sharing knowledge and practice across Forth Valley and Scotland will support our longer term aims. We will form a working group, with representatives from our ELCs, primary and secondary schools, to ensure a consistent approach to embedding digital technologies across Clackmannanshire schools and establishments.

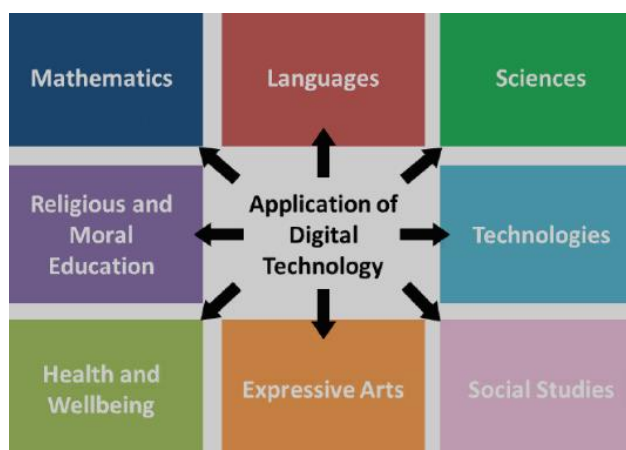
Priority 2 - Access

Digital technology gives young people access to their learning 24/7 and we have had to change the way we teach in line with the way young people now learn. Google Classroom is currently the preferred learning platform for schools and establishments and this provides teachers and learners with a range of high quality applications including Gmail, Google Docs and Slides, Calendar and Forms. Google Classroom enables teachers and learners to communicate, share resources, and set homework and learning tasks.

Our 10 year Digital Device Deployment Programme, launched in 2021/2022, is well underway and aims to provide Clackmannanshire learners with their own individual device to support learning. The equity afforded by this 1:1 rollout is supporting schools and establishments to provide an equal opportunity in learning for every young person, regardless of their needs or relative level of disadvantage. To ensure our learners with ASN are supported appropriately, we have a significant number of ipads which have also been distributed. All learners are enabled to access teacher support, collaborate with peers and use their devices to learn and present their learning in diverse formats. By providing digital devices, we can ensure that young people can access their learning within and outwith the building. The deployment project will run for 10 years; the first four years sees the multiple year group device rollout and then years 5-10 will focus on maintaining the deployed devices through replacement and refresh cycles.

Priority 3 - Curriculum

All educators have a responsibility to ensure that technology is a central consideration in all areas of curriculum, assessment and delivery. The use of digital technology must be an integral part of our curriculum offering, rather than an 'add-on'. We will ensure that aspects of Curriculum for Excellence relating to the use of digital technology and the development of digital skills are relevant, ambitious and forward looking, whilst committing to supporting, developing and embedding approaches to assessment that make effective use of digital technology.



This includes actively working with SQA to help develop and improve approaches to digital assessment and supporting establishments in delivering the revised technologies area of Curriculum for Excellence, with particular focus on digital literacy and Computing Science. Additionally, we will

support education establishments to identify how digital technology can be used to enhance learning and teaching across all curriculum areas, including the further development of consortia arrangements across our Academies and the Regional Improvement Collaborative.

Priority 4 – Leadership

Education Scotland has established a clearly defined vision of the roles of learner, teacher and head teacher and local authority in creating the culture which encourages and supports the development of digital skills. We will develop local strategies that will help educational leaders to ensure that all learners can benefit from an education enhanced by digital technology.

We also recognise the skills and expertise of some of our own practitioners and will be actively seeking to identify existing expertise within the staff complement and ensure that their knowledge is shared with others across our establishments. Additionally, we will seek to further provide leadership opportunities by encouraging them to deliver aspects of our training.

We aim to appoint a digital lead in each school and establishment to support with this. By providing access to a range of career long professional learning opportunities for educational leaders, we will enable them to make informed decisions about the best use of digital technology to enrich education and promote digital skills development. We will ensure that cyber resilience, responsible digital citizenship and internet safety is central to all digital technology used in our establishments and involve parent councils and parent/carer groups in discussions around the use of digital technology to help realise anytime/anywhere learning.

Education Scotland
Foghlam Alba

Digital Local Authority

1 "We work with our education establishments to ensure they are providing learners with access to appropriate digital technologies to support their learning."

2 "We work with each other and relevant third parties to identify effective and innovative digital learning and teaching practice and communicate this to our education establishments and educators."

3 "We have a clear strategy for delivering digital education in our education establishments."

4 "We support our education establishments in the most effective use of digital technology and provide our educators with a range of CLPL opportunities."

5 "We ensure education departments are working with relevant internal and external partners to deliver digital education."

For Scotland's learners, with Scotland's educators

Clackmannanshire Digital Learning Strategy 2023-2025

Priority 1 – To further develop the skills and confidence of all educators in the appropriate and effective use of digital technology		
Key Actions	Lead responsibility	Timescale
1.1 Form a working group, with representatives from our ELCs, primary and secondary schools, to ensure a consistent approach to embedding digital technologies across Clackmannanshire schools and establishments.	<ul style="list-style-type: none"> • Senior Manager with responsibility for ICT • Project Manager Digital Technologies and Glow Key Contact 	Sessions 2023 - 2024 and 2024-2025
1.2 Ensure that all establishment and cluster plans include aspects of digital development.	<ul style="list-style-type: none"> • Senior Manager with responsibility for ICT • Project Manager Digital Technologies and Glow Key Contact 	Sessions 2023 - 2024 and 2024-2025
1.3 Identify a consistent approach to the development of digital skills both amongst staff and learners by offering a range of professional learning opportunities to maximise the use of technologies to support learning and teaching.	<ul style="list-style-type: none"> • Project Manager Digital Technologies and Glow Key Contact • Education Scotland 	Session 2023 - 2024
1.4 Create a calendar of Career Long Professional Learning sessions for staff which enable them to build upon their knowledge.	<ul style="list-style-type: none"> • Digital Working Group • Project Manager Digital Technologies and Glow Key Contact 	Session 2023 - 2024
1.5 Work together with our Forth Valley West Lothian Regional Improvement Collaborative, sharing knowledge and practice.	<ul style="list-style-type: none"> • Senior Manager with responsibility for ICT • RIC 	Session 2023 - 2024
1.6 Raise staff awareness of GDPR requirements around the use of digital applications.	<ul style="list-style-type: none"> • Senior Manager with responsibility for ICT • Data Protection Officers 	Session 2023 - 2024
1.7 Develop the involvement of and support for staff and learner digital champions.	<ul style="list-style-type: none"> • Digital Working Group 	Session 2023 - 2024
1.8 To implement a digital system for excursion and trip approval, replacing the current paper based system.	<ul style="list-style-type: none"> • Senior Manager with responsibility for ICT • Health & Safety Manager 	Session 2023 - 2024

Priority 2 – To improve access/remote access to a range of digital technology for all learners and families		
Key Actions	Lead responsibility	Timescale
2.1 Continue to lead the Digital Device 1:1 Deployment Programme and track the impact of the project.	<ul style="list-style-type: none"> Project Manager Digital Technologies and Glow Key Contact 	Sessions 2023 - 2024 2024-2025
2.2 To raise the profile of online offerings, including Google Educator and Apple Teacher and ensure practitioners are kept abreast of any new digital developments to support learning.	<ul style="list-style-type: none"> Project Manager Digital Technologies and Glow Key Contact 	Session 2023 - 2024
2.3 Review of possible impact of moving to a digital delivery for some aspects of the consortium delivery of subjects in the senior phase.	<ul style="list-style-type: none"> Senior Manager with responsibility for ICT Heads of establishments 	Session 2023 - 2024
2.4 Ensure a targeted approach to widening pupil access to digital devices to support learning in class and at home, to reflect our commitment to digital equity and inclusion.	<ul style="list-style-type: none"> Project Manager Digital Technologies and Glow Key Contact Education Scotland 	Session 2023 - 2024
2.5 Expand family learning programmes established to mitigate inequity of support at home.	<ul style="list-style-type: none"> Community Learning and Development Team Virtual Headteacher 	Session 2023 - 2024
2.6 Raise parent/carer awareness of the use of digital technologies and how to support children and young people to maximise their potential.	<ul style="list-style-type: none"> Senior Manager with responsibility for ICT Digital Working Group Parent Council Chairs 	Session 2023 - 2024
2.7 Monitor the use of Google Classroom to ensure it is being utilised fully.	<ul style="list-style-type: none"> Project Manager Digital Technologies and Glow Key Contact 	Sessions 2023 - 2024 2024-2025
2.8 Develop a process of regular review of the digital status in establishments, including identification of infrastructure changes and key digital developments.	<ul style="list-style-type: none"> Project Manager Digital Technologies and Glow Key Contact 	Sessions 2023 - 2024 2024-2025

Priority 3 – To ensure that digital technology is evident in all areas of curriculum design, delivery and assessment.

Key Actions	Lead responsibility	Timescale
3.1 To support establishments to identify how digital technology can be used to enhance learning and teaching across all curriculum areas and to ensure that the use of digital technology is a central consideration in the planning and delivery of learning and teaching across Curriculum for Excellence.	<ul style="list-style-type: none"> • Digital Working Group • Digital Leads • Education Scotland • RIC 	Sessions 2023 - 2024 and 2024-2025
3.2 Create a clear vision of what planning for effective digital learning and assessment looks like for establishments, ensuring equity is considered.	<ul style="list-style-type: none"> • Digital Working Group • Education Scotland • RIC 	Sessions 2023 - 2024 and 2024-2025
3.3 Review of use of digital devices/platforms to support assessment within learning. Work to identify opportunities to enhance assessment using digital technologies.	<ul style="list-style-type: none"> • Digital Working Group • Project Manager Digital Technologies and Glow Key Contact • SQA Liaison manager 	Session 2023 - 2024
3.4 To evaluate how schools and establishments are using digital technologies to deliver learning and teaching, including a subject specific focus in secondaries.	<ul style="list-style-type: none"> • Digital Working Group • Digital Leads • Project Manager Digital Technologies and Glow Key Contact 	Session 2023 - 2024
3.5 Create detailed digital skills progression pathways for the coverage of digital technologies at BGE and partnerships with college.	<ul style="list-style-type: none"> • Digital Working Group • Local Employability Partnership • Forth Valley College 	Session 2023 - 2024
3.6 Support staff to access and apply relevant findings from research and professional learning which has a focus on digital learning and teaching to support improvement.	<ul style="list-style-type: none"> • Digital Working Group • Digital Leads 	Session 2023 - 2024

Priority 4 – To empower leaders to drive forward and further develop innovation and investment in digital technology.

Key Actions	Lead responsibility	Timescale
4.1 To provide access to a range of career long professional learning opportunities for educational leaders, allowing them to make informed decisions about the best use of digital technology to enrich education and promote digital skills development.	<ul style="list-style-type: none"> • Digital Working Group • Digital Leads • Education Scotland • RIC 	Sessions 2023 - 2024 and 2024-2025
4.2 Appoint a digital lead in each school and establishment, to support staff with the implementation of digital technologies and to evaluate the impact of the strategy.	<ul style="list-style-type: none"> • Senior Manager with responsibility for ICT • Project Manager Digital Technologies and Glow Key Contact • Heads of Establishments 	Sessions 2023 - 2024 and 2024-2025
4.3 Identify existing expertise within the staff complement and ensure that their knowledge is shared with others across our establishments.	<ul style="list-style-type: none"> • Senior Manager with responsibility for ICT • Heads of Establishments 	Session 2023 - 2024
4.4 Link digital skills development and CLPL to the collaborative approaches identified with partners.	<ul style="list-style-type: none"> • Digital Working Group • Digital Leads • Education Scotland • RIC 	Session 2023 - 2024
4.5 Ensure that cyber resilience and internet safety are central to all digital technology use in the establishment.	<ul style="list-style-type: none"> • Project Manager Digital Technologies and Glow Key Contact • Heads of Establishments 	Session 2023 - 2024
4.6 To monitor the use of digital technologies and evaluate the impact of the Education Digital Strategy 2023-2025.	<ul style="list-style-type: none"> • Digital Working Group • Digital Leads • Senior Manager with responsibility for ICT • Project Manager Digital Technologies and Glow Key Contact 	Sessions 2023 - 2024 and 2024-2025
4.7 To support schools to work towards Digital Schools Awards Scotland.	<ul style="list-style-type: none"> • Digital Working Group • Digital Leads • Project Manager Digital Technologies and Glow Key Contact 	Sessions 2023 - 2024 and 2024-2025

Report to Council

Date of Meeting: 18 May 2023

Subject: Household Waste and Recycling Collection Policy

Report by: Strategic Director (Place)

1.0 Purpose

- 1.1 On 19 August 2021 the Council declared a climate emergency, recognising that climate change is one of the most serious challenges facing communities in Clackmannanshire, and agreed to develop a comprehensive Climate Change Strategy that will deliver a framework to ensure that all strategic decisions and budgets are in line with a shift to net zero greenhouse gas emissions by 2045.
- 1.2 On 11 August 2022 the Council agreed to reduce net greenhouse gas emissions to zero by 2040 in respect of its own operations. The management of waste constitutes a large proportion of the Council's own emissions and is integral to achieving these targets, as highlighted in Figure1.
- 1.3 A 'Strategic Waste Management Update' report was presented to Council on 16 December 2021 which updated Members on national changes in waste collection and disposal which are being brought about in order to end the practice of sending biodegradable municipal waste to landfill and to contribute to climate change targets, ensuring that Scotland's waste is managed in a sustainable way. The paper provided details of a review and options appraisal of the Council's household waste collection service to be undertaken by consultants funded by Zero Waste Scotland (ZWS).
- 1.4 A further report was brought before Council on 11 August 2022 and a joint procurement with Stirling Council for a waste disposal solution that ensures compliance with the aforementioned landfill ban was approved.
- 1.5 This report now outlines proposed changes to the Council's household waste and recycling collection service with direct reference to the options appraisal undertaken. To reduce carbon emissions, changes have been designed to prompt behavioural change amongst residents, driving improvements in recycling performance and resulting in a reduction of non-recyclable waste arising.

- 1.6 The proposed changes will ensure compliance with the Code of Practice (CoP) for Household Recycling in Scotland and future proof the Council's waste and recycling operations against further anticipated legislative and policy changes.

2.0 Recommendations

- 2.1 The Council agrees
 - 2.1.1 to adopt the following proposed changes to its household waste and recycling collection service - Option 3 of the options appraisal exercise:
 - 2.1.2 to introduce a new grey wheeled bin to households for the separate collection of paper, card and cardboard for recycling and for this bin to be emptied 4 weekly.
 - 2.1.3 to retain the existing blue wheeled bin for the separate collection of metal cans, plastic bottles, pots, tubs and trays and cartons for recycling and for this bin to be emptied 4 weekly.
 - 2.1.4 to empty the existing green wheeled bin for non recyclable waste 4 weekly.
 - 2.1.5 Garden and food waste collections to remain unaltered.

Considerations

- 3.1 The Waste service touches the lives of everyone who lives in Clackmannanshire. It is a multi million pound business that has to operate in a modern way embracing high standards of health & safety, quality management performance and protecting and enhancing the environment.
- 3.2 The Council has statutory responsibility for both waste collection and waste disposal. The Waste service collects waste from the 25,000 households in the County, as well as from schools, public buildings and local businesses. It also operates the Forthbank Household Waste Recycling Centre.

Current Recycling Performance and Future Targets

- 3.3 The Council achieved a recycling rate of 55.4% in 2019 (pre COVID), 48.6% in 2020 (during COVID) and 50% in 2021 (post COVID). These figures include kerbside collections, glass and textiles collected at bring sites and recycling at Forthbank Recycling Centre. According to official SEPA data, in 2021 the highest performing authority in Scotland achieved a recycling rate of over 58%, whilst Clackmannanshire Council was ranked 11th out of 32 for performance.
- 3.4 Zero Waste Scotland research states:

"It is often 'easier' to throw things away than recycle or reuse them, the cost incentives for consumers to recycle are weak and householders remain confused about what materials can be recycled. Whilst kerbside recycling

services are available to most households, over half of what households put into their refuse bins (green bins in Clackmannanshire) could indeed be recycled using existing recycling services”.

- 3.5 It is imperative that the Council further improves its recycling performance, as well as to comply with the numerous government targets listed below :
- Minimum of 70% recycling of **all** (not just household) waste by 2025
 - Minimum of 60% recycling of household waste by 2020, progressing towards a 65% municipal waste target by 2035 in line with EU targets.
 - 33% reduction of food waste, against a 2013 baseline, by 2025
 - 15% reduction of all waste, against a 2011 baseline, by 2025
 - Maximum 5% of all waste to landfill by 2025
 - Biodegradable waste to landfill ban by 01 January 2026
- 3.6 It is clear from the Scottish Government’s Circular Economy Bill consultation that they are proposing the introduction of powers for Scottish Ministers to set financial incentives to meet targets, or penalties should these targets not be met.
- 3.7 The Government is also proposing to take powers to enable Scottish Ministers to place additional requirements on local authorities regarding household collection services and to develop statutory guidance for provision of high-performance household waste services in different contexts. This is likely to lead to the Council having to comply fully with Scotland's Household Recycling Charter and supporting Code of Practice on a mandatory basis.
- 3.8 There are financial implications of not reducing the amount of residual waste sent for disposal due to the higher cost of re-processing residual waste.
- 3.9 Compliance will require significant changes to Council collection services and behavioural change from residents. This will be achieved through building upon the previous successful changes implemented in household waste collections via good quality communications, education and working in partnership with our communities. Residents expect changes to improve recycling performance.

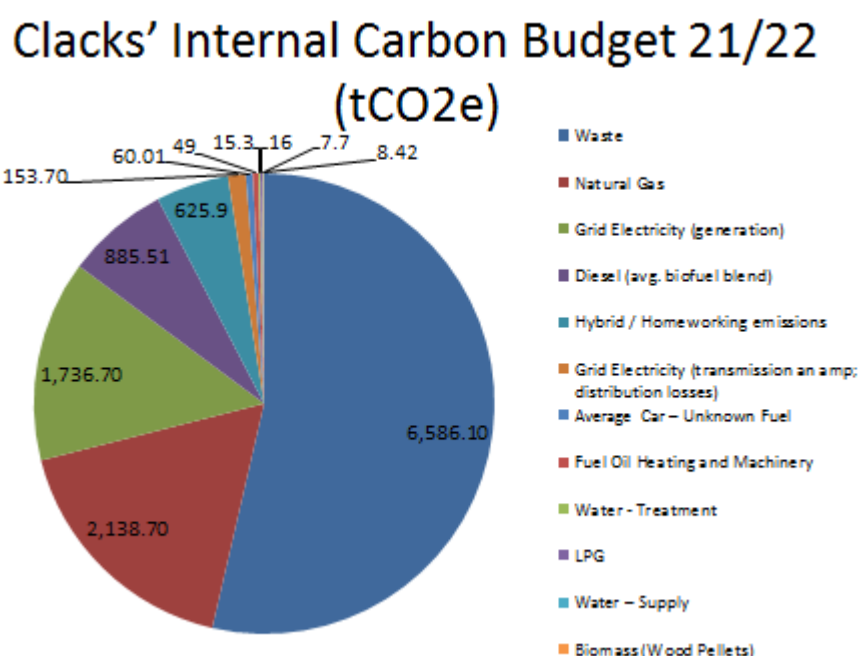
Carbon Emissions

- 3.10 The Council unanimously approved a new target to reach net zero emissions for its own operations by 2040 at its meeting on 11 August 2022. Given the local authority’s role in collecting and disposing of a range of municipal wastes, reducing the emission intensity of this process is crucial to achieving the new target.
- 3.11 Further enhancement of the Council’s recycling rate therefore constitutes a strong opportunity to build on this success and to continue to reduce our emissions while contributing to the net zero goals.
- 3.12 A greater recycling rate also improves resource efficiency and contributes to a transition towards a circular economy where materials are recycled as

opposed to the traditional approach of making items, using them and then throwing them away.

- 3.13 The waste emissions in the pie chart at Figure 1 are calculated in relation to the treatment and disposal of waste, using a formula that is used by public bodies to estimate the emission intensity of different waste types. Emissions from vehicle journeys to collect waste from households are included in the diesel part of the pie chart. Increased recycling and a reduction in mileage associated with the collection of waste will lead to a commensurate reduction in emissions.

Figure 1



- 3.14 The treatment of waste is the single biggest contributor to the Council's greenhouse gas emissions, therefore the recommendation to increase our recycling rate represents a significant opportunity to reduce carbon.

Household Recycling Charter and Code of Practice

- 3.15 The Council signed up to the Household Recycling Charter in 2017. The aim of the Charter is to provide consistent recycling services across Scotland to make recycling easier for householders across the country. The Code of Practice (CoP) Household Recycling in Scotland sets out a number of requirements that signatories are required to follow to maximise the quality and quantity of recycling.
- 3.16 One requirement is that fibres (paper, card and cardboard) and containers (metal cans, plastics and cartons) are collected separately for recycling. Collecting paper, card and cardboard separately from other recycling will ensure it stays clean and dry and can be fully recycled. With the use of a single blue bin for all recycling the Council is not currently compliant with the Charter. This must change, indeed compliance is likely to become a legal

requirement under the forthcoming extended producer responsibility (EPR) for packaging, and this will necessitate the introduction of another container.

- 3.17 Collecting paper separately from other recycling also makes financial sense as the sorting costs are significantly lower than when fibres and containers are mixed and the quality of paper, card and cardboard is higher, as the material is kept clean and dry, and it will consequently attract a better price.

Options Appraisal of the Waste and Recycling Collection Service

- 3.18 ZWS provided funding for an external assessment of Clackmannanshire Council’s kerbside waste collection service in 2021. The options appraisal carried out assessed the impact of the introduction of a deposit return scheme (DRS) on single use drinks containers, which is due to go live on 01 March 2024. The modelling presumed 90% capture of targeted materials (PET plastic, glass, steel and aluminium), diverting 668 tonnes from recycling (the blue bin) and 321 tonnes from residual waste (the green bin). It also looked at alternative ways of delivering kerbside collection services by providing cost, operational and performance information. Four different collection scenarios were modelled and the performance that the systems are estimated to deliver (informed by benchmarking exercises undertaken), the resources required and the financial costs of each option were evaluated.
- 3.19 In line with evidence across the UK, the options appraisal showed that restricting residual waste capacity remains one of the most effective ways to encourage householders to use the recycling services available to them. This in turn leads to a reduction in carbon emissions.
- 3.20 According to Waste Resources Action Programme (WRAP) local authorities who provide less weekly residual containment capacity tend to show higher yields of dry recycling, higher recycling rates and lower residual waste yields.¹

Table 1 – Options considered

Waste Containers (Bins/Caddies)	Option 1: 3-weekly collection of all bins	Option 2: 3-weekly residual and alternating fortnightly recycling	Option 3: 4-weekly residual and alternating fortnightly recycling	Option 4: 3-weekly residual and weekly kerbside sort recycling with boxes
Existing Grey Caddy (Food waste)	Weekly	Weekly	Weekly	Weekly
New Wheeled Bin (Paper, card and cardboard)	3-weekly	4-weekly	4-weekly	Weekly in boxes
Existing Blue Wheeled Bin (Metal cans, plastic BPTTF*, cartons)	3-weekly	4-weekly	4-weekly	Weekly in boxes

¹ <https://wrap.org.uk/resources/report/factors-influencing-recycling-performance>

Waste Containers (Bins/Caddies)	Option 1: 3-weekly collection of all bins	Option 2: 3-weekly residual and alternating fortnightly recycling	Option 3: 4-weekly residual and alternating fortnightly recycling	Option 4: 3-weekly residual and weekly kerbside sort recycling with boxes
Existing Green Wheeled Bin (Residual waste)	3-weekly	3-weekly	4-weekly	3-weekly
Existing Brown Wheeled Bin (Garden waste)	3-weekly	3-weekly	3-weekly	3-weekly

**bottles, pots, tubs, trays and film.*

3.21 All options assume separate collection of fibres and containers for recycling to ensure CoP compliance. Options 1 to 3 assume use of wheeled bins and existing vehicles for the collection of recycling. Option 4 assumes the use of boxes and new, stillage type vehicles which facilitate kerbside sorting of recyclables by collection crews. Food and garden waste collections remain unchanged in every case.

Table 2 – Advantages and disadvantages of each option

The 4 options are set out in comparison to the current status quo position and to enable each option to be assessed against the others

	Option 1: 3-weekly cycle for all bins	Option 2: 3-weekly residual and alternating fortnightly recycling	Option 3: 4-weekly residual and alternating fortnightly recycling	Option 4: 3-weekly residual and weekly kerbside sort recycling with boxes
Kerbside recycling rate, relative to 2021 baseline of 50%	+ c5%	+ c5%	+ c10%	+ c12%
Carbon emissions saved*	-45 tonnes CO ₂ e	-47 tonnes CO ₂ e	-453 tonnes CO₂e	-514 tonnes CO ₂ e
Budget Implication	Increased cost circa £100k	Potential reduced cost circa -£50k	Potential reduced cost circa -£93k	Increased cost circa +£250k

	Option 1: 3-weekly cycle for all bins	Option 2: 3-weekly residual and alternating fortnightly recycling	Option 3: 4-weekly residual and alternating fortnightly recycling	Option 4: 3-weekly residual and weekly kerbside sort recycling with boxes
Advantages/ Disadvantages	<p>Carbon emission reductions are very low.</p> <p>Smaller increase in recycling rate.</p> <p>2 extra vehicles required.</p> <p>Maintains existing flexible fleet.</p> <p>Maintains existing blue bins.</p> <p>Implementation timescales could be adversely impacted by delay in delivery of new vehicles due to global supply chain issues.</p> <p>Compatible with Stirling Council's kerbside recycling services.</p> <p>Residents need to accommodate an additional wheeled bin.</p> <p>Residents need to put bins out less often. Wastes properly contained in bin. No risk of litter.</p> <p>No increased H&S risk with another bin.</p>	<p>Carbon emission reductions are very low.</p> <p>Smaller increase in recycling rate</p> <p>No extra vehicles required</p> <p>Maintains existing flexible fleet</p> <p>Maintains existing blue bins</p> <p>Can be implemented quickly (only bins to procure).</p> <p>Compatible with Stirling Council's kerbside recycling services.</p> <p>Residents need to accommodate an additional wheeled bin.</p> <p>Residents need to put bins out less often. Wastes properly contained in bin. No risk of litter.</p> <p>No increased H&S risk with another bin.</p>	<p>Significant carbon reductions.</p> <p>Big increase in recycling rate.</p> <p>No extra vehicles required.</p> <p>Maintains existing flexible fleet.</p> <p>Maintains existing blue bins.</p> <p>Can be implemented quickly (only bins to procure).</p> <p>Compatible with Stirling Council's kerbside recycling services.</p> <p>Residents need to accommodate an additional wheeled bin.</p> <p>Residents need to put bins out less often. Wastes properly contained in bin. No risk of litter.</p> <p>No increased H&S risk with another bin</p>	<p>Significant carbon reductions.</p> <p>Big increase in recycling rate.</p> <p>8 new specialist vehicles required.</p> <p>Loss of flexible fleet and operational efficiencies.</p> <p>Blue bins would need to be retrieved and scrapped.</p> <p>Implementation timescales likely to be adversely impacted by delay in delivery of new vehicles due to global supply chain issues.</p> <p>Incompatible with Stirling Council's kerbside recycling services - would require new transfer loading arrangements at Forthbank.</p> <p>Residents need to accommodate (at least) two new boxes.</p> <p>Inconvenience for householders with weekly box collections. Boxes (with detached lids) increase risk of litter.</p> <p>Potential increased H&S risk for crews with boxes - manual handling, repetitive strain & musculo-skeletal injuries & claims.</p>

	Option 1: 3-weekly cycle for all bins	Option 2: 3-weekly residual and alternating fortnightly recycling	Option 3: 4-weekly residual and alternating fortnightly recycling	Option 4: 3-weekly residual and weekly kerbside sort recycling with boxes
	Small increase in staffing levels. Additional cost.	No impact on staffing levels. Cost neutral initially with potential to realise some small savings in longer term.	No impact on staffing levels. Cost neutral initially with potential to realise considerable collection efficiencies and savings in longer term.	Significant increase in collection staff required. Significant additional costs.

*The methodology of carbon reduction is based upon the proprietary Hermes waste collection model. This model is in an in-depth total capture of carbon dioxide equivalent² (CO₂e²) of each of the processes and materials involved in the authority's waste and recycling services.

Vehicle emissions, including kerbside collections and onward transport to waste treatment facilities. This includes any depots/transfer stations on the way to the waste treatment facility, but not beyond the facility; **Treatment emissions** e.g. including direct emissions released during the process and indirect emissions from process energy consumption, and; **Emissions avoided** through recycling and the generation of energy. Recycled materials displace virgin material consumption and energy generation at treatment centres displaces primary energy generation, avoiding the emissions caused by these activities. Here, negative emissions values indicate a net GHG benefit, i.e., a reduction in overall CO₂e in the atmosphere as a result of the activity*

3.0 Conclusion

Summary of Options

- 3.1 **'Do Nothing' Option- Not proposed** for the reasons set out in sections 3.6 to 3.8 above.
- 4.2 **Option 1 – Not proposed** achieves only a small improvement in recycling performance and hence reduction in carbon emissions. It requires additional vehicles and staff, which increase costs and could cause significant delays to implementation.
- 4.3 **Option 2 – Not proposed** achieves a small improvement in recycling performance and hence reduction in carbon emissions, with a small cost saving.
- 4.4 **Option 3 – Proposed** achieves a recycling performance which is only slightly less than for Option 4 and a large reduction in carbon emissions. This option

² CO₂e is a metric used to compare emissions of various GHGs, based on their global warming potential. Using this methodology, all GHGs can be added together and meaningful comparisons can be made between them.

is more cost effective, simpler to introduce and operate and does not present additional health and safety issues. It has the largest recycling improvement by cost benefit ratio. Also, residents will continue to receive a fortnightly recycling collection service

- 4.5 This option replicates the service operated by both Falkirk and Stirling Councils, whereby waste and recycling is collected using 4 wheeled bins and residual waste is collected 4 weekly. Alignment with Stirling's waste and recycling collection service is important as Clackmannanshire Council shares a waste transfer station with Stirling at which waste is amalgamated before being hauled to market. A combined tonnage of recyclates will help the Council achieve the best market price.
- 4.6 The reduction in the collection frequency of the residual waste wheeled bin from 3 to 4 weekly by Falkirk Council in 2016 led to a 20% reduction in residual waste yields and a 15% increase in recycling yields. This was also accompanied by an increase in food waste yields of approximately 15%. This improvement in performance illustrates what can be achieved by marginally reducing residual waste capacity further.
- 4.7 This option will enable the collection of additional materials for recycling e.g. soft plastic packaging (plastic bags, wrappers, pouches etc.), to be included in the metal cans, plastics and cartons bin in future when kerbside collection of these materials becomes compulsory, as part of the minimum standards described elsewhere in this paper.
- 4.8 As long as all waste is contained in the green bin and lids are kept closed there will be no public health implications such as flies and odours to consider. Furthermore, there is no reason why any green bin should contain food waste, which is collected separately on a weekly basis.
- 4.9 **Option 4 – Not proposed** in theory achieves the highest recycling performance and biggest reduction in carbon emissions, but introduces significant health & safety risks with the manual handling of boxes. It incurs considerable increased vehicle and staffing costs and would involve procurement of a new fleet of vehicles which would require major capital investment and cause significant delays to implementation.
- 4.10 **Conclusion.** Option 3 is the recommended option.
- 4.11 If Council agrees to this recommendation, an additional grey wheeled bin would be introduced to collect paper, card and cardboard separately for recycling. The existing blue wheeled bin would then be retained for metal cans, plastics and cartons collection.

Mitigating Measures to Assist Households in Meeting the Challenge

- 4.12 If households use every bin as intended then they will manage with 4 weekly refuse collections, given the wide range of recyclables that the Council collects. At the same time, it is appreciated that the introduction of another wheeled bin and reduction in collection frequency of residual waste will pose challenges to some households more than others. The Waste service will be able to accommodate and manage such cases via the following means and in line with the Council's Household Waste and Recycling Collection policy.

Bin Capacity

- 4.13 Larger households containing 6 or more permanent residents, those with medical needs and those having 2 or more children in disposable nappies would have the opportunity to apply for additional residual waste capacity. This approach is supported by the Environmental Health Team.
- 4.14 This would prompt direct, personal engagement in the form of a home visit from an Officer to undertake a waste audit. Practical advice about which items should be placed in each bin and how to conserve bin capacity by e.g. crushing plastic bottles and flattening cardboard will be provided.
- 4.15 In every case, householders would have to demonstrate that they are using all the recycling services available including food waste collections before their application was approved.

Accommodating an Additional Bin

- 4.16 Collections of residual waste from flats would remain weekly. Householders could be encouraged to share bins with neighbours (e.g. two single person households living next door to each other) where appropriate and the introduction of communal bins would be considered on a case by case basis, dependent upon property type.
- 4.17 Smaller households could be allowed the opportunity to have a smaller rather than standard sized additional bin or even to downsize all of their bins if it would allow them to physically accommodate them on their property more easily.
- 4.18 The Waste service is currently trialling a collection of Waste Electric and Electronic Equipment (WEEE) in Dollar using a wheeled bin located at The Hive. If the trial is a success this model could potentially be replicated across Clackmannanshire for the recycling of small electrical items.
- 4.19 The Council segregates an extensive range of different materials for recycling at Forthbank Recycling Centre. Plans for collecting items such as furniture on site for re-use, working in partnership with CTSI, are well advanced. The facility has had an extensive recent upgrade to encourage householders to recycle and supports moving to Option 3. This is further supported by the availability of 30 glass banks and 25 textiles banks sited across Clackmannanshire making it easier for residents to recycle these materials, offsetting the impact of the decrease in collection frequency of the green bin.

Communications

- 4.20 In order to drive recycling performance towards the 70% target the Council must focus on the behavioural change of residents. Direct engagement with residents and the capacity to respond to any queries or concerns about the new service will be key to success. To support this change a comprehensive communications strategy will be developed which will include targeted campaigns to provide information to residents on the transition to the new service as well as the practicalities of recycling.
- 4.21 Based on the level of activity required to ensure that this considerable information and behaviour change campaign is delivered successfully to reach

all our communities, the Waste service will lead on the production and delivery of a communications and engagement strategy for the service change, as well as the development of all communications and campaign materials. They will be supported by ZWS staff resource plus input from the in-house communications team.

- 4.22 The campaign will promote recycling and ensure clear and concise information is available to help communities understand the impending service changes. The strategy will involve using all channels to reach diverse audiences, including web, social media, and direct communication with individuals and community organisations. This will include attending local meetings and events in order to directly engage with residents about the new service, answering any queries that arise.
- 4.23 ZWS have created a range of leaflet templates and guidance to help local authorities communicate with households specifically about changes to waste and recycling collection services that relate to implementation of the CoP and to the reduction of frequency of residual waste collections. The intention is for the Council to fully utilise this support, which will mean that demand for the in house communications team resource will be kept to a manageable level.
- 4.24 The Waste team will continue to work collaboratively with schools and other Council services such as Property and Housing to change behaviours of staff and residents alike to maximise recycling rates.
- 4.25 It is anticipated that the service change will lead to an increase in telephone calls to the Council, particularly during key stages of the service change. An additional staff member will be recruited to work within the Customer Contact Centre on a 3 month fixed term contract, commencing 2 weeks in advance of 'go live' with the new service. This will provide the capacity to deal with all additional calls generated by the service change.

Project Timescales

- 4.26 It is intended that implementation of the new service will take place in October 2023.
- 4.27 This will enable new wheeled bins to be procured and the communications strategy to be properly developed and delivered.

5.0 Sustainability Implications

- 5.1 There are considerable carbon benefits to be achieved with an increase in recycling performance and a reduction in the amount of residual waste sent for disposal. The separate collection of fibres and containers should enable access to more local outlets, thereby reducing the carbon impact of the haulage of recyclables and also providing Community Wealth Building opportunities. The reduction in collection frequency of residual waste will also result in a reduction in vehicle emissions.

6.0 Resource Implications

- 6.1 A report was approved by Council on 11 August regarding the procurement of a 10-15 year residual waste treatment contract that ensured compliance with the ban on the landfilling of biodegradable municipal waste from 1 January

2026. This contract will not stipulate delivery of a minimum tonnage and so the Council has every financial incentive moving forwards to maximise recycling and reduce the tonnage of residual waste it sends for disposal.

- 6.2 Recycling, once containers and fibres are collected separately, will always be cheaper than the cost of disposal of residual waste to either landfill or waste to energy. Currently the Council pays a gate fee for the sorting of its co-mingled recycling. By comparison, Stirling Council generates a small income from the sale of its recyclables. There is no reason why Clackmannanshire Council cannot benefit from a similar contractual arrangement because all of the Council's kerbside collected recyclable wastes are delivered to a Stirling Council waste transfer station. It should be noted that market prices fluctuate for collected materials, particularly at the moment given the state of the world economy, and therefore the level of income that could be generated is very difficult to predict and wouldn't be known with certainty until contracts are awarded.

7.0 Financial Details

Capital Costs - Recycling Improvement Fund (RIF)

- 7.1 The Scottish Government launched the £70m 5 year RIF in 2021 to provide opportunities for capital funding for local authorities to improve recycling infrastructure and services.
- 7.2 The Council submitted an application to the RIF to cover the capital costs involved with the implementation of the waste collection service changes proposed in this report. These costs include the purchase and delivery to individual households of new wheeled bins, the purchase of communal bins to facilitate recycling at flats and short term storage of bins awaiting delivery if own premises cannot be utilised. The total value of the bid is £583,890. The production and delivery of communications materials i.e. leaflets and calendars were not able to be included in the bid.
- 7.3 The bid was approved in March, with the full amount of funding applied for being awarded to the Council. ZWS require confirmation that the Council will accept the funding and progress with its plans by 23 May 2023.

Revenue Costs

- 7.4 There are one-off implementation costs that will be incurred in year 1 of the project, however these are being met by either existing budgets or efficiency savings. These include:
- One off additional collections to ease the transition between the existing waste and recycling collection regime and the new, to ensure that households don't go an extended period of time between collections.
 - Additional staff resource in the Customer Contact Centre in the form of a Customer Services Advisor at Grade 4 for 3 months.
 - Printing of leaflets and calendars re: service changes and their delivery to households, as well as resources such as pull up banners, posters, flyers

and a gazebo for use at events and meetings, as well as paid for adverts on social media potentially.

- 7.5 Option 3 provides net savings of £40,000 in Year 1. From Year 2 we would anticipate estimated savings of £93,000 pa. Further potential savings may be achievable in the medium term. Estimates have been made for the first and second year of operations, however these can be affected by external factors such as volatility of recycle markets and hence the value of the newly separated recyclables. These will be fully confirmed and quantified once contracts are awarded, following a competitive procurement process.

Staffing

- 7.6 There will be year 1 costs associated with the implementation of Option 3, however these will be met from subsequent efficiency savings and additional income.
- 7.7 To support the recommendations within this report the Waste service will require an element of service redesign. There is currently a service redesign process ongoing and once concluded, this will enable staff to have increased responsibilities to support this key service change.
- 7.8 The service redesign is subject to ongoing consultation process with Trade Unions and staff.
- 7.9 It is proposed that additional staff resource in the form of a Customer Services Advisor on a Grade 4 is recruited on a fixed term or agency basis to help ensure the successful implementation of the new service. The postholder would be recruited to work in the Contact Centre for 3 months, starting in post 2 weeks in advance of 'go live', handling enquiries relating to the service changes.

Financial Summary

- 7.10 Option 3 year 1 total costs and associated savings are detailed below. Year 1 position returns a saving of £40,000 whilst from year 2 we expect to see a recurring saving of c£93,000.

Table 3

2023/24 Changes (Year One)	Costs	Impacts	Savings/ Income
Staffing (additional collections, weekend working at events, a Customer Services Advisor.)	c£18,000	To support the implementation of the new collection arrangements	-
Printing and separate delivery to households of communications materials i.e. 'warm up' postcard and information leaflet/calendar.	c£35,000	To support the implementation of the new collection arrangements	-

New structure roles and responsibilities	-	Net reduction in staffing costs.	£13,000
Procurement of new outlets for recyclables	-	Reduction in gate fee or generation of income from sale of separately collected fibres and containers.	£80,000
Total costs	£53,000	Total savings	£93,000
		Net Saving 23-24	£40,000

Finance Details

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

8.0 Exempt Reports

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

9.0 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)

10.0 Equalities Impact

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

Yes No

11.0 Legality

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

12.0 Appendices

12.1 None.

13.0 Background Papers


13.1 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
Iain McDonald	Senior Manager (Environment)	Extension: 2657
Glenn Stuart	Waste Team Leader	Extension : 2562

Approved by

NAME	DESIGNATION	SIGNATURE
Pete Leonard	Strategic Director (Place)	

Report to: Council

Date of Meeting: 18 May 2023

Subject: Electric Vehicle Charging – Introduction of Tariffs

Report by: Strategic Director (Place)

1.0 Purpose

- 1.1 The purpose of this paper is to seek approval to introduce an electric vehicle (EV) charge point tariff, minimum spend and overstay charge across our charging network. This approach will ensure the day to day running costs of the network is covered by users and will address increased costs to the Council due to providing energy for free at a time when energy costs are increasing. Furthermore the Council will be unable to access future government funding for EV infrastructure, unless a tariff is in place by Spring 2023.

2.0 Recommendations

- 2.1 It is recommended that the Council:
- 2.1.1 Approves the introduction of a tariff, set as follows:
- Fast / AC (7kW or 22kW): £0.48 per kWh
 - Rapid / DC: £0.69 per kWh
- 2.1.2 Approves a minimum spend of £5;
- 2.1.3 Approves an overstay charge for Fast and Rapid as follows:
- Fast / AC – (22kW only) £12 after first 4 hours plus 10 minutes grace and £12 subsequently after every 4-hour duration
 - Rapid / DC - £20 after first 60 minutes plus 10 minutes grace and £20 every subsequent hour
- 2.1.4 Approves a discount of 10% for Clackmannanshire residents without access to off-street parking/home charging.
- 2.1.5 Delegates authority to the Strategic Director (Place) to modify charging tariffs to address fluctuating energy prices and ensure the Council is remains at a cost neutral position.

3.0 Considerations

- 3.1 Clackmannanshire Council has been responsible for installing and operating public Electric Vehicle Charging Points (EVCP) since around 2014. There are currently 29 EVCPs in operation across the Council area with an additional 7 EVCPs currently in progress. This will bring to total to 36 by summer 2023.
- 3.2 The development of a network of chargers throughout the area has been funded through Transport Scotland's annual Local Authority Installation Programme (LAIP) grant. The LAIP funding has come to an end and we are now in receipt of funding for the next three years to develop an Electric Vehicle Charging Strategy via the Public Electric Vehicle Charging Strategy and Infrastructure Expansion Plan (EVIF). This is currently being undertaken in conjunction with Falkirk and Stirling Councils to develop a strategy for the Forth Valley area and this will identify future funding models as well as future locations for infrastructure. A condition of any future funding places a requirement on local authorities to have tariffs in place to stimulate and attract private investment.
- 3.3 As part of this joint working, the Council is looking to align our EV tariffs with our neighbouring authorities. Falkirk Council has recently approved an increase in their current tariff to cover operating costs and this came into effect on the 1st April. Stirling Council have also recently introduced a EV tariff, however this has been set at a much lower level and does not cover all the operating costs.
- 3.4 An internal assessment of our own costs, indicate a tariff of approximately £0.50 per kWh would be required to ensure a cost neutral position. Therefore the rates set by Falkirk are broadly in line with our own calculations. Therefore the tariffs set out in this paper for Clackmannanshire reflect those adopted by Falkirk Council.
- 3.5 The tariff is based on costs associated with the electricity supply costs, as well as the annual maintenance, warranty and data fees. Limited allowance has been made for replacement of aged units and other ongoing costs such as refreshing bay markings. For each charging session, the ChargePlace Scotland (CPS) back office deducts a transaction fee of either 20p or 25p depending on payment method and VAT.
- 3.6 In 2022/23 the Council spent around £178K on electricity for public EVCP. Experience from Falkirk and other local authorities is that having a tariff in place leads to an immediate drop in usage following the introduction of a tariff. This is generally due to users who can charge at home opting to do so. In Falkirk the initial drop was 67% finally bottoming out at 82%, however data shows usage is now increasing steadily.
- 3.7 According to the report Public EV Charging in Scotland: Insight Report on tariffs by Scottish Futures Trust (SFT) published in November 2022, this states a market rate should now be levied to maintain and expand a high-quality customer focussed network across all of Scotland. To deliver the thousands of additional EVCP necessary over the next five to ten years, it is estimated that £300m to £400m of new investment will be required, most of which will need to come from the private sector. Free or below cost EV charging by local authorities is currently deterring private sector investment to

step into the market to provide this capacity. Therefore this recommends charge point owners (CPO's) - including local authorities - should levy tariffs that cover all direct and indirect costs (including asset replacement). This would broadly align with the market rate tariff charged by the private sector. The only a few private CPO's within the area levying a tariff, doing so at a maximum rate of £0.40 per kWh.

- 3.8 The SFT report also sets out the need for a 'Just Transition', as those on lower incomes are more likely to live in flats or a house without a driveway and therefore are less able to take advantage of lower domestic tariffs and would be exposed to the current high energy/fuel prices. Transport Scotland's vision is clear on the need to ensure no-one is priced out of the switch to zero emissions. The report suggests the use discounted tariffs by local authorities for targeted groups to ensure fair pricing.
- 3.9 At present Dundee City Council offer a discount to all local residents, regardless of ability to charge at home. This discount equates to roughly 25%. However it should be borne in mind that Dundee does not currently have a market value tariff in place, so charging in the city is still heavily subsidised by the Council. Other Councils have discussed the possibility of introducing discounted tariffs to specific groups and our regional transport partnership SEStran is keen to have these discussions with the constituent local authorities. However to date we cannot confirm what other local authorities will be implementing a discount for residents reliant on the public charging infrastructure.
- 3.10 In order to ensure the tariffs set offer a full cost recovery, the level of discount needs to take this into consideration. The rate of 25% set by Dundee City Council is unlikely to achieve this if applied to Clackmannanshire. A 25% discount would reduce the tariff for our most common standard and fast chargers to £0.36p/kWh, which is well below our estimated full cost recovery figures and below market rate. Therefore a discount of 5% to 10% would be more realistic. This would reduce standard and fast charger tariffs to £0.46/kWh and £0.43/kWh respectively, for the rapid charger this would equate to £0.62/kWh and £0.66/kWh.
- 3.11 It is difficult to assess the exact impact the discount would have on the full cost recovery rate, as we do not know what the impact of introducing a tariff will have on usage. Evidence from other local authorities suggests there will be an immediate drop in usage resulting in overall higher fixed costs in the short term. If we estimate full cost recovery is around £0.50/kWh across the EVCP network the more popular and expensive rapid charger should offset any losses in the standard or fast chargers as a result of the discount.
- 3.12 A 5% discount is very small at £0.02/kWh and £0.03/kWh, and is highly unlikely to assist or encourage people on lower incomes move towards electric vehicles. Therefore it is recommended that a 10% discount is set for an initial trial period of 6 to 12 months and that this will be reviewed to assess if the rate is correct and adjusted accordingly. This would be publicised clearly to all applicants of the scheme.
- 3.13 Consideration was taken to offering a discount to Council staff with electric vehicles, however this would result in HMRC tax implications. It would also require a considerable amount of staff time both in Payroll and Transportation

to work out the taxable benefit and adjust pay accordingly, therefore this is not recommended.

4.0 Conclusion

- 4.1 This report concludes the tariff will need to be set at £0.48 per kWh for Fast /AC chargers and £0.69 per kWh for Rapid / DC chargers if we are to attract private sector investment and likewise breakeven with enough capital to reinvest into the network for expansion into areas that are not commercially viable.
- 4.2 Private charge points operators pay a significantly higher cost for their electricity than the Council does, because local authorities have access to the public procurement framework. Therefore, private operators may still struggle to provide charging services at the tariff levels being proposed in this report.
- 4.3 The minimum spend should be set to £5 to ensure EV charger service users only access the charging facility drawing a minimum of 10kW of electricity when they do require a charge. This limits a false level of usage that may require premature expansion of a site.
- 4.4 Overstay charges should be applied, to ensure service users opt for the appropriate charger capacity suitable for the duration the vehicle will be parked. It will also reduce the congestion on rapid chargers. No overstay charges will be applied on 7kW units as these are regularly used for overnight charging.
- 4.5 It is recommended that a 10% discount should be available to local residents who rely on the public charging network, as they do not have access to home charging. This should be introduced on a trial basis for an initial period of 6 to 12 months and would be adjusted if required to ensure full cost recovery.
- 4.6 Officers are also seeking approval for the Strategic Director (Place) to be given delegated authority to determine charging tariffs in future to ensure that charges reflect the changing costs of providing the service. This would allow the service to respond to the fluctuating energy market and continue to deliver a cost neutral position of providing this service. Any change in tariffs by the Director would be notified to all Elected Members.

5.0 Sustainability Implications

- 5.1 The contents of the report will have a direct benefit on the Council's Climate Emergency targets. Implementing a tariff supports the low carbon transition in the move towards Net Zero by ensuring that the EV infrastructure is maintained over the longer term, providing confidence for users on the EVCP network.

6.0 Resource Implications

Financial Details

6.1 There are financial implications associated with this report, as follows:

The implementation of a tariff structure would allow a cost neutral provision of EV Charging across the Council area and reduce the overspend position within the budget. Yes No

Staffing

6.2 There is a requirement for staff to manage the EVCP and income from tariffs. Yes

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)

The area has a positive image and attracts people and businesses	<input checked="" type="checkbox"/>
Our communities are more cohesive and inclusive	<input type="checkbox"/>
People are better skilled, trained and ready for learning and employment	<input type="checkbox"/>
Our communities are safer	<input type="checkbox"/>
Vulnerable people and families are supported	<input type="checkbox"/>
Substance misuse and its effects are reduced	<input type="checkbox"/>
Health is improving and health inequalities are reducing	<input type="checkbox"/>
The environment is protected and enhanced for all	<input checked="" type="checkbox"/>
The Council is effective, efficient and recognised for excellence	<input checked="" type="checkbox"/>

(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

9.2 It was determined that an Equality Impact Assessment was not required as this proposal will not directly impact any individuals or groups in a manner that

would be considered as an equality issue. A significant number of the EVCP within Clackmannanshire have been designed to be wheelchair accessible.

- 9.3 Domestic electricity rates vary depending on the tariff package, time of day and supplier, so it is difficult to state whether domestic charging will be more cost effective than charging on the Council's EVCP. However those residents that do not have access to off-street parking e.g. a driveway or garage may rely on the public EVCP to obtain a charge. Those in lower socio-economic groups are more likely to rely on the Council EVCP and may not benefit from any lower costs associated with domestic rates. A recommendation has been made to include a 10% discount to eligible residents who cannot charge at home.

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".

None

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).

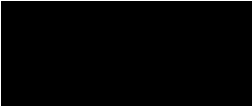
Yes (please list the documents below) No

Scottish Futures Trust – Public EV Charging In Scotland: Insight Report on Tariffs

Author(s)

NAME	DESIGNATION	TEL NO / EXTENSION
Lesley Deans	Principal Transportation Planner	Extension : 2597

Approved by

NAME	DESIGNATION	SIGNATURE
Pete Leonard	Strategic Director (Place)	

Report to Council

Date of Meeting: 18 May 2023

Subject: Divestment from Fossil Fuels and Delivering on Net Zero

Report by: Strategic Director (Place)

1.0 Purpose

- 1.1. On 11 August 2022, Clackmannanshire Council unanimously passed a target to reach net zero greenhouse gas emissions by 2040 for the Council's own operations and a target for the Clackmannanshire area to reach net zero greenhouse gas emissions by 2045.
- 1.2. The Council's Interim Climate Change Strategy identified divestment from fossil fuels as an opportunity to deliver on the Council's net zero targets. Concerns over the Council's investment in fossil fuels have also been raised in the community-based Climate Change Forums.
- 1.3. On 25 October 2022, the Council's Climate Emergency Board endorsed that options to drive forward Council divestment from fossil fuels be taken to Council for consideration.

2.0 Recommendations

- 2.1. It is recommended that the Council agrees to:
 - 2.1.1. request a meeting with the Committee of LGPS Falkirk at the earliest opportunity, to discuss a review of the current policy on engaging with and investing in fossil fuel companies due to a lack of evidence of its effectiveness¹, the growing financial and ecological risks from continued fossil fuel investment, and the pressing need for the pension fund to divest from fossil fuels;
 - 2.1.2. request that LGPS Falkirk divest from fossil fuels through the development and adoption of responsible investment policies which include:

¹ See paragraphs 3.8 to 3.21

- (i) with immediate effect or at the very least a specified timeline, not to undertake any new investment in the top 200 publicly-traded fossil fuel companies;²
 - (ii) divest from direct ownership and any commingled funds that include fossil fuel public equities and corporate bonds as soon as practicable or within a specific time frame i.e. five years from the date of this Report;
 - (iii) agree to set out an approach to quantify and address climate change risks affecting all other investments within the pension fund; and
 - (iv) ask LGPS Falkirk to demonstrate to the Council that the pension fund is seeking to invest in companies and initiatives that will reduce greenhouse gas emissions and minimise climate risk.
- 2.2. Review the Council’s own approach to investment in fossil fuel companies through our treasury management policies.

3.0 Considerations

- 3.1. LGPS Falkirk has an estimated £97 million invested in fossil fuels.³
- 3.2. The two largest employers in the Fund, Stirling Council and Falkirk Council, have both contacted LGPS Falkirk making a case for divestment.
- 3.3. UNISON voted at the 2017 National Delegate Conference for a campaign for LGPS funds to divest their shares or corporate bonds in fossil fuel companies where it is in the interest of scheme members.
- 3.4. The motion stated – *“Pensions are for our and our families’ future. But that future is threatened by fossil fuel extraction. Without bold action to keep 80% of fossil fuels in the ground, a changing climate will have devastating consequences for people, societies and ecosystems around the world.”*
- 3.5. When consulted on divestment, it was confirmed that the views of the Clackmannanshire UNISON branch executive align with that of UNISON’s National stance on the matter.
- 3.6. Stirling Council advocated a course of divestment as soon as practicable, whilst recognising the Fund’s fiduciary responsibilities and Falkirk Council asked LGPS Falkirk to give wider consideration to the question of divestment.⁴
- 3.7. In response to this, LGPS Falkirk reiterated its policy of engagement: *“... the Fund agrees completely with the need for rapid economic decarbonisation, it takes the view blanket divestment is too simplistic an approach for what is a complicated subject and that morally & effectively, it is better to remain*

² As determined by the most recent Carbon Underground 200 list published by Fossil Free Indexes: <https://www.fffisolutions.com/research-analytics-index-solutions/research-screening/the-carbon-underground-200/>

³ <https://www.divest.org.uk/councils/>

⁴ <https://www.falkirk.gov.uk/coins/viewSelectedDocument.asp?c=e%97%9Dc%8Fp%7F%8B>

*invested in companies and use shareholder power to achieve actual change.*⁵

- 3.8. However, there is strong evidence that the engagement based approach is ineffective at achieving decarbonisation. For example, in a 2020 study of the sustainability practices of the largest pension funds in the world, representing ownership of over £70 billion in fossil fuel assets, researchers found only one example of direct engagement with a fossil fuel firm where the company was asked to keep their fossil fuel assets in the ground, and even this did not lead to a commitment to do so from the firm.⁶
- 3.9. Moreover, only 17% of 64 institutional investors surveyed, with almost \$11tn in assets, believe oil groups will transform their businesses to focus on green energy.⁷ There are accordingly serious questions about the capacity of local government pension funds to achieve fundamental change to the core business model of fossil fuel companies.⁸
- 3.10. The United Nations' Paris Agreement, which was reaffirmed at the 2021 Glasgow Climate Summit, commits to keeping the global temperature increase to less than 2 degrees and aim for 1.5 degrees. This was signed into law by the UK Government.
- 3.11. In May 2021, the International Energy Agency (IEA), highlighted that **meeting these legally-binding Paris Agreement targets, would require all fossil fuel companies to stop new oil and gas exploration projects that year [2021]⁹ yet not one of the ten fossil fuel companies most heavily invested in by LGPS members has made this commitment, despite many having 'net-zero plans'**.¹⁰
- 3.12. Carbon budgets produced by the Intergovernmental Panel on Climate Change, United Nations and the International Energy Agency demonstrate that preventing two degrees of warming relies on **not burning the vast majority of all proven fossil fuels**.
- 3.13. The UN International Energy Agency (IEA) predicts that global oil demand will significantly fall by 2030, leading their Executive Director to refer to oil and gas companies as potential '*junk investments*'.¹¹

⁵ See paragraph 4.2 <https://www.falkirk.gov.uk/coins/viewSelectedDocument.asp?c=e%97%9Dc%8Fly%89>

⁶ Rempel, A. & Gupta, J. (2020) *Conflicting commitments? Examining pension funds, fossil fuel assets and climate policy in the organisation for economic co-operation and development (OECD)*, *Energy Research & Social Science*, 69. Available at: <https://www.sciencedirect.com/science/article/pii/S221462962030311X>

⁷ Mooney, A. & Nauman, B. (2021) *Most big investors sceptical over oil majors' green ambitions*, *Financial Times*, 3 May. Available at: <https://www.ft.com/content/fdb34abf5990-474a-a5c9-6d601ae41826>

⁸ See for specific examples

<https://cdn.friendsoftheearth.uk/sites/default/files/downloads/Briefing%20Pension%20Funds%27%20engagement%20with%20fossil%20fuel%20companies%20March%202018.pdf>

⁹ Hook, L. and Raval, A. (2021) *Energy groups must stop new oil and gas projects to reach net zero by 2050*, *IEA says*. *Financial Times*, 18 May. Available at: <https://www.ft.com/content/2bf04fff-5b2f-4d96-a4ea-ff55e029f18e>

¹⁰ UK Divest (2021) *Divesting to protect our pensions and the planet An analysis of local government investments in coal, oil and gas*, p.11. Available at: <https://www.divest.org.uk/report>

¹¹ *Energy Investing: Exploring Risk and Return in the Capital Markets*, *Joint Report by the International Energy Agency and the Centre for Climate Finance & Investment*, Paris. Available at: <https://www.iea.org/reports/energy-investing-exploring-risk-and-return-in-the-capital-markets>

- 3.14. As such, indications are that legal commitments by governments, including the UK Government and Scottish Government, to limit carbon emissions will ultimately leave fossil fuel reserves unburnable due to their incompatibility with net zero targets. It has been estimated that this asset bubble, known as the ‘carbon bubble’, may be over €1 trillion in Europe alone¹²;
- 3.15. Former Bank of England Governor Mark Carney warned that fossil fuel investments risk becoming “*stranded assets*” (worthless) as investors exit the sector. He also posed the challenge: “*A question for every company, every financial institution, every asset manager, pension fund or insurer – what’s your plan?*”¹³
- 3.16. Consequently, LGPS Falkirk’s fossil fuel investment could constitute a significant long-term financial risk for members, including Clackmannanshire Council employees, in addition to the increasing ecological risks through additional fossil fuel investment.
- 3.17. Paragraph 3.3 of the LGPS Falkirk’s Statement of Responsible Investment Principles notes “*The Fund’s fiduciary duty means that the pursuit of financial return is its paramount concern, although it may also take purely non-financial considerations into account provided that doing so would not involve significant risk of financial detriment. Committee believes that investment should involve a holistic approach to analysis and decision-making that considers sustainability and financially material risks, including environmental (such as climate change), social and governance issues*”¹⁴
- 3.18. The movement to divest from fossil fuels is accelerating with over 150 pension funds, many leading universities, the Republic of Ireland’s Government, The Welsh Assembly, New York City’s Government and private sector organisations all making public statements to divest¹⁵. The approximate value of institutions that have divested is \$40.48 trillion¹⁶ while Bloomberg report record investment in clean energy globally of \$705 billion in 2021.¹⁷
- 3.19. These trends underscore the case to review the Council’s own approach to investment in fossil fuel companies through our treasury management policies.
- 3.20. The trends also highlight the lucrative potential of renewable energy investments and the significant potential for pension funds to support community wealth building through local renewable initiatives. The Law Commission notes this untapped potential as there are “*No legal barriers to social investment, but pension schemes still not investing*”¹⁸

¹² London School of Economics, Grantham Institute (2018) *What are stranded assets?*, 23 January. Available at: <https://www.lse.ac.uk/granthaminstitute/explainers/what-are-stranded-assets/>

¹³ <https://www.bbc.co.uk/news/business-50868717>

¹⁴ FALKIRK COUNCIL PENSION FUND Statement of Responsible Investment Principles

<https://www.falkirkpensionfund.org/media/rhfew1vd/statement-of-responsible-investment-principles.pdf>

¹⁵ Ambrose, J. (2020) *Parliament pension fund cuts fossil fuel investments*, The Guardian, 24 March. Available at: <https://www.theguardian.com/environment/2020/mar/24/parliament-pension-fund-cuts-fossil-fuel-investments>

¹⁶ <https://divestmentdatabase.org/>

¹⁷ <https://about.bnef.com/energy-transition-investment/>

¹⁸ <https://www.lawcom.gov.uk/no-legal-barriers-to-social-investment-but-pension-schemes-still-not-investing/>

- 3.21. Some emerging UK examples include Councils in Manchester and London investing in wind farms¹⁹ and Lancashire Pension Fund investing in the UK's first community-owned solar power cooperative.²⁰
- 3.22. Thirty years ago, 60% of the LGPS was invested internally in the UK. By 2018, this figure had dropped to 30%.²¹ Local energy investment opportunities also constitute a means of building on LGPS Falkirk's commended local investment of over £30 million in social housing.²²
- 3.23. The incompatibility of continued fossil fuel investments²³ with the aforementioned legally-binding net zero targets also carries legal risks with pension funds being warned of the possibility of legal challenges due to fossil fuel investments breaching fiduciary duties,²⁴ whereby local government pension funds have a legal responsibility to invest in the best interests of fund members. There is a growing precedent for this with the UK Government losing a landmark legal challenge on its Net Zero Strategy in 2022.²⁵
- 3.24. The UK and Scottish Governments have both set legally-binding targets to reach net zero greenhouse gas emissions by 2050, under the 2019 amendment of the 2008 Climate Change Act, and 2045, under the Scottish Government's Climate Change (Emissions Reduction Targets) (Scotland) Act 2019, respectively.
- 3.25. Clackmannanshire Council unanimously passed a target to reach net zero greenhouse gas emissions by 2040 for the Council's own operations at the latest and a target for the Clackmannanshire area to reach net zero greenhouse gas emissions by 2045 at the latest.
- 3.26. The other two Councils who are members of LGPS Falkirk, Falkirk Council and Stirling Council, also have targets to reach net zero targets for their own operations by 2030 and 3035 respectively while other public bodies that are members of LGPS Falkirk are subject to statutory emission reduction targets under The Climate Change (Duties of Public Bodies: Reporting Requirements) (Scotland) Amendment Order 2020.²⁶

¹⁹ Coyne, B. (2017) *London and Manchester pension funds increase stake in SSE's Clyde Windfarm, The Energyst*, 1 August. Available at: <https://theenergyst.com/londonand-manchester-pension-funds-increase-stake-in-sse-clydewindfarm>

²⁰ Blue & Green Tomorrow (2013) *Westmill solar co-op gets £12m backing from Lancashire council pension fund*, 8 February. Available at: <https://blueandgreentomorrow.com/economy/westmill-solar-lancashire-pension-fund> Lancashire County Council (2015) *Winning approach for Lancashire pensions*, 15 September

²¹ Gray, J. (2018) *The role of pensions in building community wealth, Professional Pensions*, 15 March. Available at: <https://www.professionalspensions.com/opinion/3028528/-role-pensions-building-community-wealth>

²² Lander, R. (2017) *Divest and Reinvest: Scottish council pensions for a future worth living in*, Friends of the Earth Scotland. Available at: <https://foe.scot/resource/divestreinvest-councils-report/>

²³ <https://www.nature.com/articles/s41560-021-00934-2>

²⁴ ClientEarth (2016) *Pension trustees could face legal challenge for ignoring climate risk – leading QC confirms*, 2 December. Available at: <https://www.clientearth.org/latest/latest-updates/news/pension-trustees-could-face-legal-challenge-for-ignoring-climate-risk-leading-qc-confirms/> and Financial Times (2018) *Pension funds warned of legal action over climate risk* <https://www.ft.com/content/48dfa43e-4219-3001-a71a-aae47185fd03>

²⁵ <https://www.bloomberg.com/news/articles/2022-07-18/uk-loses-first-legal-challenge-of-net-zero-climate-target>

²⁶ See <https://www.gov.scot/policies/climate-change/decarbonisation-in-the-public-sector/>

- 3.27. In Clackmannanshire Council's Interim Climate Change Strategy, divesting from fossil fuels, particularly the pension fund, as set out in the recommendations in Section 2 of this report, was identified as an opportunity to deliver on the Council's net zero targets while concern over Council's investment in fossil fuels has also been raised in the community-based Climate Change Forums.
- 3.28. On 25 October 2022, the Council's Climate Emergency Board endorsed the development of options to drive forward Council divestment from fossil fuels, including of the pension fund, as set out in the recommendations in Section 2 of this report, to be taken to Council for consideration.

4.0 Sustainability Implications

- 4.1. Continued investment in fossil fuels is not compatible with Clackmannanshire Council's, Scottish Government's and UK Government's net zero targets.

5.0 Resource Implications

5.1. *Financial Details*

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

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

5.4. *Staffing*

6.0 Exempt Reports

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

7.0 Declarations

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

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

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

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

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

Our communities will be resilient and empowered so

that they can thrive and flourish



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

8.0 Equalities Impact

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

Yes No

9.0 Legality

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

10.0 Appendices

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

None.

11.0 Background Papers


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

Yes (please list the documents below) No

Author(s)

NAME	DESIGNATION	TEL NO / EXTENSION
Robbie Seale	Climate Change and Energy Officer.	07890 037352

Approved by

NAME	DESIGNATION	SIGNATURE
Pete Leonard	Strategic Director (Place)	

Report to Clackmannanshire Council

Date of Meeting: 18 May 2023

Subject: Senior Manager (Transformation and Capital)

Report by: Chief Executive

1.0 Purpose

- 1.1. This paper invites Council to agree to reverse the decision taken in June 2019 regarding the establishment of Appointments Committees for the recruitment to the role of Senior Manager.

2.0 Recommendations

- 2.1. Council are asked to:

2.1.1. **Agree** that the Scheme of Delegation is amended as follows:

“The authority to appoint our chief officers (the Chief Executive, directors) and Statutory Officers (S95, CSWO, CEdO, Monitoring Officer) is delegated to an Appointments Committee which we set up as and when we need it”

2.1.2. **Note** the considerations outlined in the paper.

2.1.3. **Note** and **Agree**, should recommendation 2.1.1 not be agreed, the paper attached at Appendix 1.

3.0 Considerations

- 3.1. In June 2019 Council agreed that the Scheme of Delegation would be amended to reflect the extended remit of the Appointment Committee to include Senior Managers.
- 3.2. The changes were at the time intended to ensure consistency of approach with the August 2018 appointment of the Strategic Directors for both the Place and Partnership and Performance directorates

- 3.3. Following COVID it is recognised that recruitment to professional/senior managerial roles can be difficult and require multiple rounds of recruitment to identify and secure a preferred candidate.
- 3.4. Multiple rounds of recruitment necessitate the requirement for multiple appointments committee to be convened contributing to the already heavy workload of members and officers. Further this can increase the timescales for recruitment.
- 3.5. Reverting to the previous model of recruitment, lead by the Strategic Director, reduces the timelines to recruit and allows the relevant Director to be fully involved in the interview process.
- 3.6. If the proposed changes to the Scheme of Delegation are not agreed there is an operational impact on the proposed recruitment to the position of Senior Manager (Transformation and Capital). Council are asked to consider Appendix 1 for fuller detail in the event that the recommendations as set out in this paper are not approved.

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 | X |
| Our families; children and young people will have the best possible start in life | X |
| Women and girls will be confident and aspirational, and achieve their full potential | <input type="checkbox"/> |
| Our communities will be resilient and empowered so that they can thrive and flourish | <input type="checkbox"/> |

(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: Senior Manager (Transformation and Capital) Recruitment

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)

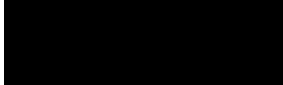
Yes (please list the documents below) No

Appointment Committees: Senior Manager, Paper by Council Leader June 2019

Author(s)

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

Approved by

NAME	DESIGNATION	SIGNATURE
Nikki Bridle	Chief Executive	

APPENDIX 1

Subject: Senior Manager (Transformation and Capital) Recruitment

Report by: Senior Manager – HR and Workforce Development

1.0 Purpose

- 1.1. This paper invites Council to agree the process for the permanent recruitment to the role of Senior Manager (Transformation and Capital).

2.0 Recommendations

- 2.1. Council are asked to:

2.1.1. **Agree** that, notwithstanding the previous Council decision on recruitment of Senior Managers being delegated to the Appointments Committee, that the recruitment to this post, not including final interview, is delegated to the Chief Executive.

2.1.2. **Agree** that for final interview a politically balanced Appointments Committee, supported by relevant officers, be convened comprising:

- 2 SNP members
- 1 Labour member
- 1 Conservative member

2.1.3. **Advise** who the nominated representatives for the Appointments Committee will be.

2.1.4. **Agree** that the Chief Executive has delegated authority to identify and put in place any interim measures that may be required until recruitment is concluded.

2.1.5. **Note** the considerations outlined in the paper.

3.0 Considerations

- 3.1. In March 2023 Council agreed, when setting the General Services Revenue and Capital Budget 2023-24, to create the permanent position of Senior Manager (Transformation and Capital)
- 3.2. The Senior Manager (Transformation and Capital) will provide support to realise budget outputs as well as supporting capital and transformational activities.
- 3.3. It is recognised that recruitment can, should there not be a suitable internal candidate, be a lengthy process. Coupled with pre employment checks and notice periods there may be a period of time where this post remains vacant. As such, taking account of para 2.1.4, delegated authority to the Chief Executive to make interim cover arrangements, should these be required, would seem appropriate.

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

(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
Nikki Bridle	Chief Executive	