Clackmannanshire Council | Comhairle Siorrachd Chlach Mhanann

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

Meeting of
Clackmannanshire Council

Thursday 1 February 2024 at 9.30 am

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

Committee Services, Clackmannanshire Council, Kilncraigs, Greenside Street, Alloa, FK10 1EB
Phone: 01259 452006/452004   E-mail: committees@clacks.gov.uk Web: www.clacks.gov.uk

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Clackmannanshire Council

There are 32 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

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24 January 2024

A MEETING of the CLACKMANNANSHIRE COUNCIL will be held in the COUNCIL CHAMBER, KILNCRAIGS, ALLOA, on THURSDAY 1 FEBRUARY 2024 at 9.30 AM

NIKKI BRIDLE
Chief Executive

B U S I N E S S

For further information contact Committee Services, Clackmannanshire Council, Kilncraigs, Alloa, FK10 1EB
(Tel 01259 452004/2006)(email committees@clacks.gov.uk) (www.clacks.gov.uk)

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 item is treated as exempt from the Council's general policy of disclosure of all papers by virtue of Schedule 7A, Part 1, Paragraphs 1 and 9 of the Local Government (Scotland) Act 1973.

9.0   Exempt Minute of Meeting of Clackmannanshire Council 30/11/23   129
        (Copy herewith)

MEETING MANAGEMENT

The Convener has advised that subject to the efficient management of the meeting, meeting breaks will be as follows:

- There will be a 10-minute break after 2 hours sitting, as set out in Standing Orders.

- There will be a 45-minute break for lunch at 12.45 until 13.30

- There will be a 10-minute break at around 15.30.

For further information contact Committee Services, Clackmannanshire Council, Kilncraigs, Alloa, FK10 1EB
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Clackmannanshire Council – Councillors and Wards

Councillors   Wards

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

Updated January 2023

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MINUTES OF MEETING of the **CLACKMANNANSHIRE COUNCIL** held in the Council Chamber, Kilncraigs, Alloa, on Thursday 30 November 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 Scott Harrison
Councillor William Keogh
Councillor Fiona Law
Councillor Graham Lindsay
Councillor Kathleen Martin
Councillor Mark McLuckie
Councillor Jane McTaggart
Councillor Janine Rennie
Councillor Bryan Quinn

IN ATTENDANCE

Nikki Bridle, Chief Executive
Pete Leonard, Strategic Director (Place)
Lorraine Sanda, Strategic Director (People)
Stuart Crickmar, Strategic Director (Partnership & Performance)
Lee Robertson, Senior Manager, Legal and Governance (Partnership & Performance) (Clerk to the Council)
Lindsay Sim, Chief Finance Officer (Partnership & Performance)
Chris Alliston, Senior Manager, HR and Workforce Development (Partnership & Performance)
Clair Fullarton, Communications Officer (Partnership & Performance)
Emma Fyvie, Senior Manager – Development (Place)
Robbie Stewart, Senior Manager, Sport and Leisure (People)
Andrew Buchanan, Housing Operations Manager (Place)
Katie Roddie, Senior Housing Officer (Place)
Kate Fleming, Senior Housing Strategy Officer (Place)
Michelle Rogers, Community Justice Policy Co-ordinator (People)
Scott McDonald, Senior Manager, Justice Services (People)
Wilson Lees, Homelessness and Supporting People Manager (Place)
Wendy Morrison, Senior Manager Transformation
Calum Wylie, Tenant and Participation Officer, Housing (Place)
Ewan Prentice, Stirling Council (Item 10)
Gillian White, Committee Services (Partnership & Performance)
Melanie Moore, Committee Services (Partnership & Performance)

CC(23)111   APOLOGIES

Apologies were received from Councillor Darren Lee and Councillor Craig Holden.

CC(23)112   DECLARATIONS OF INTEREST

None.

CC(23)113   MINUTES OF CLACKMANNANSHIRE COUNCIL – 5 OCTOBER 2023

The minutes of the meeting of the Clackmannanshire Council held on 5 October 2023 were submitted for approval.

Decision

The minutes of the meeting of Clackmannanshire Council held on 5 October 2023 were agreed as a correct record and signed by the Convener.

CC(23)114   HOUSING POLICIES AND SERVICE REDESIGN RECRUITMENT

The report, submitted by the Strategic Director (Place), was in response to a motion agreed at Council on 5th October 2023. The motion stated, "Officers will present a report to the next meeting of the Council providing timescales for the advertisement of a Policy Officer and Service Planning & Participation Officer with details of the policies and procedures (where required) to be reviewed by the Housing Service and presented to Council over the course of the next two years.

Katie Roddie, presenting the report, advised of an error. In paragraphs 2.2 and 3.9 of the report, it refers to a table at paragraph 3.18. The table is set out in paragraph 3.10.

Motion

To agree the recommendations as set out in the report.

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

Decision

The Council:

1.   Approved the list of policies to be reviewed by the Housing Service over the course of the next two years (in table 3.10); and

2.   Noted the process undertaken by the service and HR for the grading of a Policy Officer and Service Planning & Participation Co-ordinator (3.5).

Action

Strategic Director (Place).

CC(23)115   HOUSING SERVICES EVICTION DATA AND APPROACH

The report, submitted by the Strategic Director (Place), was in response to a motion agreed at Council on 5th October 2023. The motion stated, "that Officers will present a report to the next meeting of the Council outlining the Housing Service approach to evictions following confirmation of a 350% increase in Council Evictions between the period 2021/22 and 2022/23."

Motion

To agree the recommendations set out in the report.

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

Decision

The Council:

1. Noted the data in relation to evictions.

2. Noted the legislative background and approach taken by the Housing Service in regards to evictions action.

CC(23)116   PETITIONS COMMITTEE

The report, submitted by the Chief Executive, provided Council with additional information in respect of the proposed changes to the governance arrangements for petitions and to consider, and thereafter agree, consequential changes to the Standing Orders and the Scheme of Delegation in relation to the treatment of petitions. The additional information provided addressed the issues raised prior to, and as a consequence of, Council's amendment to and debate of, the paper it considered at its meeting on the 5 October 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. Approve the establishment of a Petitions Committee for the purpose of hearing petitions submitted by members of the public and businesses within Clackmannanshire in line with the criteria set out in the Guidance (Appendix 1A and Appendix 2);

2. Agreed to make consequential changes to Standing Orders and the Scheme of Delegation; the petitions criteria, and guidance, and the petitions template as set out in Appendices 2 and 3 of this report; and

3. Agreed that having nominated eight members and their substitutes to sit on the Petitions Committee (quorum 4), in line with the political balance agreed at the Statutory Meeting of Clackmannanshire Council held on 25 May 2023, the undernoted Councillors were appointed:

   SNP Group (Administration)
   Committee Members: Councillors Lindsay, Law, Harrison and Balsillie
   Substitutes: Councillors Forson, Fairlie, McTaggart and Hamilton
   Labour Group
   Committee Members: Councillors Keogh and McLuckie
   Substitutes: Councillors Earle and Martin
   Conservative Group
   Committee Member: Councillor Benny
   Substitute: Councillor Coyne
   Independent Member
   Committee Member: Councillor Quinn

4. Noted that a Chair and Vice Chair of the Petitions Committee will be appointed from within the nominated Committee membership at the first meeting of the Committee;

5. Noted the additional information set out in paragraphs 3.2 to 3.5 of the report and Table 1, covering the matters escalated by Council following amendment to, and agreement of, the Petitions paper (item 13) on 5 October 2023;

6. Noted that Appendix 2 showed a tracked changes version of the original Guidance and Criteria for submission of Public Petitions presented at October Council. These changes are based on the clarifications provided in Table 1 of this paper together with an analysis of the Council's Petitions database;

7. Noted that the Petitions Committee would report on every petition, in respect of which it had heard representations, to Council with its recommendation on how the petition should be disposed of;

8. Noted that any elected member sitting on the Petitions Committee should consider their responsibilities as set out in the Councillors' Code of Conduct, in terms of their involvement with any petition submitted, particularly where the petition solely concerns their Ward; and

9. Noted that as set out in Standing Orders 9.21 to 9.25, should the matter solely relate to a single Ward, Ward Councillors may speak on a matter at a committee they are not a member of, subject to the Chair's approval.

Action

Chief Executive

CC(23)117   ALLOA FIRST LTD BID BOARD REPRESENTATION

The report, submitted by the Chief Executive, advised Council of additional information provided by Alloa First Limited in respect of the application process and role of an Alloa First Business Improvement District (BID) Board member. This additional information provided contextual and procedural clarification which aimed to facilitate the Council's request for a Board Member position for a nominated elected member representative of Clackmannanshire Council as requested at its meeting on the 14 September 2023.

Motion

To agree the recommendations set out in the report.

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

Councillor Forson, in moving the report, congratulated Diane Brown, leader of Alloa First who had been selected as the winner of the Place Leader prize at the Scotland Loves Local Awards.

Councillor Forson advised that the nominee to the position would not be representing the Council in participating in the BID Board, and therefore as there may be a consequential conflict of interest, there were no nominations from the Administration.

The Convener asked if there were any nominations for the position. There were no nominations and that time and at the request of Councillor Quinn, the Convener agreed to adjourn the meeting at 10.01 am to facilitate a discussion on potential nominations. The meeting reconvened at 10.08 am with all 16 members present when Councillor Quinn nominated Councillor Denis Coyne as the potential Alloa First BID member. Councillor Quinn also suggested that, if required, he would be prepared to act as a substitute member.

The Chief Executive advised that there was no requirement for a substitute member.

Decision

The Council:

1. Agreed to nominate Councillor Denis Coyne as a potential Alloa First BID Board member; and

2. Agreed that the Senior Manager (Development) will continue as an advisor to the Board and, subject to the Board's appointment of the Council's nominated member, note that the officer will also support the Council's Board member (paragraphs 3.4 to 3.6).

3. Noted the key roles and responsibilities of a Board member of Alloa First BID (Appendix 1);

4. Noted the requirements of the BID in respect of completion of a nomination form which is to be submitted to the BID Board (Appendices 2 and 3); and

5. Noted that as Council has agreed its nomination per recommendation 2.1.1, the Senior Manager (Development) will engage with the Councillor Denis Coyne to complete the nomination form and submit it to Alloa First Board (paragraph 3.6).

Action

Chief Executive

CC(23)118   COMMITTEE RECOMMENDATIONS REFERRED TO COUNCIL

The report, submitted by the Chief Executive, sought Council approval of recommendations which have been made by the Audit and Scrutiny Committee on 26 October 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. From the Audit and Scrutiny Committee of 26 October, 2023 in relation to the report entitled "Audit & Scrutiny Committee Annual Report & Forward Planning 2023/24"

    a.   Agreed its forward plan for 2023/24 as set out at Appendix 2 of the above report; and

    b.   Agreed its Annual Report 2023 as set out at Appendix 3 of the above report

2. Noted that the report relating to Audit and Scrutiny Committee is available on the Council's website.

Action

Chief Executive

CC(23)119   BUDGET STRATEGY UPDATE

The report, submitted by the Chief Finance Officer, maintained the Council's regular update on the approved Budget Strategy. The report provided a high level financial overview and an update on the Budget process for 2024/25 including upcoming key milestones.

Motion

To agree the recommendation set out in the report.

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

Decision

The Council agreed to note:

1. The extremely challenging financial position faced by the council and current in year risks;

2. That the indicative funding gap remains at £11.6m in 2024/25 rising to £22.0m by 2026/27 (paragraph 4.1 and Appendix A);

3. The progress on the 2024/25 budget approach including the work of the Budget Working Group and output of Budget Challenge sessions (paragraph 5.3);

4. The timeline of upcoming key milestones in preparing the budget and briefings (paragraph 5.4 and Appendix B);

5. The re-established officer Capital Operations Group and the work to progress the update to the approved 20 year capital plan (section 6.0); and

6. The update on progress with the HRA Business plan to support the development of the 2024/25 Revenue and Capital Budgets (section 7.0)

CC(23)120   TREASURY MANAGEMENT QUARTERLY UPDATES AT 30TH JUNE 2023 & 30TH SEPTEMBER 2023

The report, submitted by the Chief Finance Officer, presented an update of Treasury Management activity for the first 2 quarters of the year - 1st April to 30th September 2023.

Motion

To agree the recommendations set out in the report.

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

Decision

Having commented on and challenged the review of the Council's Treasury Management activities, the Council agreed to note the report.

CC(23)121   PLACE & PARTNERSHIP AND PERFORMANCE BUSINESS PLANS

The report, submitted by the Strategic Directors (Place and Partnership & Performance), presented for consideration the directorate Business Plans for Place and Partnership & Partnership Business Plan 2023/24.

Stuart Crickmar, presenting the report, advised of an error. The recommendation set out in Paragraph 2.1 should read "Council is asked to note, comment on, challenge and agree the report"

Motion

To agree the recommendations set out in the report (as corrected).

Moved by Councillor Fiona Law. Seconded by Councillor Ellen Forson.

Decision

Having commented on and challenged the Place and Partnership and Performance Business Plans, the Council noted and agreed the report.

Action

Strategic Directors (Place and Partnership & Performance)

CC(23)122   HR POLICIES – REDEPLOYMENT

The report, submitted by the Senior Manager, HR and Workforce Development, (Partnership and Performance) sought approval to amend the Council's Redeployment Procedure.

Motion

To agree the recommendations set out in the report.

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

Voting

In terms of Standing Order 14.7, Councillor Brian Quinn 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:

To vote for the recommendations set out in the report (15)
Councillor Phil Fairlie
Councillor Graham Lindsay
Councillor Mark McLuckie
Councillor Donald Balsillie
Councillor Martha Benny
Councillor William Keogh
Councillor Fiona Law
Councillor Wendy Hamilton
Councillor Janine Rennie
Councillor Jane McTaggart
Councillor Kenneth Earle
Councillor Ellen Forson
Councillor Scott Harrison
Councillor Kathleen Martin
Councillor Denis Coyne

To vote against the recommendations set out in the report (1)
Councillor Bryan Quinn

The motion was carried by 15 votes to 1 with 0 abstentions.

Decision

On a division of 15 votes to 1, with 0 abstentions, the Council:

1. Noted that the report sought to maintain the clear intent and expectation of redeploying, where possible, all employees in the event that their post has been removed as a result of organisational transformation or change, whilst recognising that, where a reasonable period has lapsed it is in the interest of both parties to conclude employment and provide appropriate compensation to the employee;

2. Noted the proposed change from an indefinite redeployment period to a maximum period of 6 months (paragraph 5.25, Appendix 2);

3. Noted the redeployment benchmarking information provided at Appendix 1; and

4. Agreed the proposed changes to the Redeployment Procedure (Appendix 2).

Action

Senior Manager, HR and Workforce Development (Partnership and Performance)

CC(23)123   REGIONAL ENERGY MASTERPLAN AND LOCAL ENERGY EFFICIENCY STRATEGY

The report, submitted by the Strategic Director (Place), sought approval of the draft Stirling and Clackmannanshire Regional Energy Masterplan both as a strategic plan to take Clackmannanshire towards achieving net zero energy systems by 2045 and to satisfy the requirements of the Scottish Government's Local Heat and Energy Efficiency Strategy (LHEES) Statutory Order 2022.

Motion

To agree the recommendations set out in the report.

Moved by Councillor Fiona Law. Seconded by Councillor Ellen Forson.

Decision

The Council:

1.   Approved the draft Regional Energy Masterplan;

2.   Agreed that the Regional Energy Masterplan will be reviewed, updated, and brought to Council every 5 years; and

3.   Noted that obligations of the LHEES statutory order have been fully met within the content of the Regional Energy Masterplan.

Action

Strategic Director (Place)

In line with Standing Order 10.23, the Convener adjourned the meeting at 11.14 am for a short comfort break. When the meeting resumed at 11.28 am, 16 members remained present.

CC(23)124   STRATEGIC HOUSING INVESTMENT PLAN 2024- 2029

The report, submitted by the Strategic Director (Place), sought approval of the Strategic Housing Investment Plan 2024-2029 (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:

1.   Approved the Strategic Housing Investment Plan for 2024-2029, including thesummary 5 year programme of housing sites, detailed in Appendix 1;

2.   Approved the relocation of tenants at Pompee Road, Sauchie (Band 1 priority) and to clear the site for new housing development;

3.   Noted that Paragon Housing Association intend to participate in off the shelf purchases from the open market (as the Council and Ochilview Housing Association currently do), detailed in paragraph 7.2 of the report; and

4. Noted that regular updates on the progress of the SHIP will be brought Housing Performance meetings on an ongoing basis from early 2024.

Action

Strategic Director (Place)

CC(23)125   PLACE BASED INVESTMENT PROGRAMME 2023/24

The reports, submitted by the Strategic Director (Place), provided an update to Council on activity around the Council's Place Based Investment Programme. The report described the process that Council Officers have undertaken to create a plan for the appropriate use of the Scottish Government's Place Based Investment Funds for the year 2023/24.

Motion

To agree the recommendations set out in the report.

Moved by Councillor Ellen Forson. Seconded by Councillor Fiona Law.

Decision

The Council:

1. Noted the work that has been undertaken to give a robust view on the place-based capital projects that are achievable within the timescales of the 2023/24 fund (Appendix 1);

2. Approved the allocation of the Place Based Investment Fund 2023/24 for a set of projects taken from the list set out in in Appendix 1; and

3. Approved the authorisation of a flexible approach to delivering the projects set out in the report so that underspends in one project can be allocated to overspend or added value elements in other projects.

Action

Strategic Director (Place)

CC(23)126   REINFORCED AUTOCLAVED AERATED CONCRETE

The report, submitted by the Strategic Director (Place), outlined the Council's response to Reinforced Autoclaved Aerated Concrete (RAAC) being found within three buildings of mixed ownership properties in Tillicoultry. The report also provided Council with an update on the programme of surveys being carried out by the Council's appointed building engineers in response the UK wide issues on RAAC within Council's assets.

Motion

To agree the recommendations set out in the report.

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

Decision

The Council noted:

1. The position on the evacuated buildings within Tillicoultry;

2. The programme of surveys being carried out on Council assets;

3. The care for people response;

4. Reporting requirements; and

5. current financial expenditure to date as a result of the management of RAAC

In line with Standing Order 10.25, the Convener adjourned the meeting at 12.45 pm for a meal break. Councillor Kenneth Earle withdrew from the meeting during the break. When the meeting resumed at 1.30 pm, 15 members remained present.

CC(23)127   COMMUNITY JUSTICE OUTCOME IMPROVEMENT PLAN 2023-2028

The report, submitted by the Community Justice Coordinator, sought approval of the Clackmannanshire Community Justice Outcome Improvement Plan 2023-2028.

Motion

To agree the recommendations set out in the report.

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

Decision

The Council:

1. Approved the Clackmannanshire Community Justice Outcome Improvement Plan (CJOIP) 2023-2028 (Appendix 1);

2. Approved the plans for further development of the Delivery Plan to support the CJOIP by Autumn 2024 (para 3.10 of the report).

Action

Community Justice Coordinator (People)

CC(23)128   WELLBEING HUB AND LOCHIES SCHOOL PROJECT UPDATE

The report, submitted by the Senior Manager, Sport and Leisure (People),, provided Council with an update on the progress of the Wellbeing Hub & Lochies School project.

Motion

To agree the recommendations set out in the report.

Moved by Councillor Scott Harrison. Seconded by Councillor Graham Lindsay.

Decision

The Council noted:

1. Commencement of engagement programme with key stakeholders to inform the concept designs. (Paragraphs 3.1 to 3.5);

2. The selection of Animate as the advisors for the Co-Design process and the progress of the recruitment of people with lived experience. (Paragraphs 3.6 to 3.7); and

3. The launch of a design competition for S3-6 pupils to be run in partnership with the Futures Institute of Dollar Academy (FIDA) (Paragraphs 3.8 to 3.11).

CC(23)129   NOTICE OF MOTION IN TERMS OF STANDING ORDER 16 – THE CLACKMANNANSHIRE TARTAN

A notice of motion in terms of Standing Order 16.0 was submitted by Provost Donald Balsillie..

Motion

 "Subject to the Council entering into a validly executed Agreement with the designer of the winning entry of the Clackmannanshire Tartan Schools Competition, and finalising any additional legal requirements the Council agrees that:

1.   The tartan design and story, the winning entry to the design a "Clackmannanshire Tartan" Schools Competition, is agreed and approved as "The Clackmannanshire Tartan"; and

2.   That the "Clackmannanshire Tartan" will be registered by Clackmannanshire Council with the Scottish Register of Tartans for the businesses and people of Clackmannanshire."

Moved by Provost Donald Balsillie. Seconded by Councillor Jane McTaggart.

Decision

The motion was unanimously agreed by Council.

Action

Chief Executive / Provost

Ends: 2.44 pm

CLACKMANNANSHIRE COUNCIL

Report to: **Clackmannanshire Council**

Date of Meeting: 1 February 2024

Subject: **Housing Revenue Account Budget 2024/25 and Capital Programme 2024/25**

Report by: **Administration**

1.0   Purpose

1.1.   This report presents the proposed Housing Revenue Account budget and Housing Capital Programme for the financial year 2024/25 for approval as defined within the Housing (Scotland) Act 1987.

1.2.   The Housing Revenue Account (HRA) budget setting process is subject to statutory, regulatory and governance requirements including consultation with tenants.

2.0   Recommendations

2.1   It is recommended that Council:

2.2   Approve an increased level for Council house rents of 6.7% for the financial year 2024/25, as set out in Appendix 6.

2.3   Approve the same level of increase (6.7%) to be applied equally to lock-up garages, garage pitch-site rentals and associated tenancy charges, as set out in Appendix 6.

2.4   Approve the summary Housing Revenue Account budget 2024/25, as set out in Appendix 1.

2.5   Approve the Housing Capital Programme 2024/25 and illustrative programme to 2028/29, as set out in Appendix 2.

2.6   Approve HRA Borrowing Requirement 2024/25 to 2028/29 based on the assumption as laid out in this report, as set out in Appendix 3.

2.7   Note the results of the tenant rent consultation process and the specific views expressed by the Clackmannanshire Tenants and Residents Federation as set out at paragraph 5.3.

2.8   Note that the Westhaugh Gypsy/Travellers site remains closed and under redevelopment. The site is programmed to reopen during 2024/25, and Council will be asked prior to re-opening to approve a rent figure for these homes.

2.9   Note the progress on the HRA Financial Business Plan, including the risks going forward and work required to fully update the 30 year financial planning model.

2.10   Otherwise note the remainder of the report.

3.0   Considerations

Rent Affordability

3.1.   A rent affordability exercise was carried out this financial year on Council rents. Affordability is determined by looking at several factors from a few different sources such as the National Planning Policy Framework, Shelter and Chartered Institute of Housing. For these purposes affordability was based on a household not having to spend more than 30% of their disposable income on housing. Findings were as follows:

   ➢ The average Clackmannanshire Council rent is in line with the average of peer local authorities.

   ➢ On average Clackmannanshire Council's rents are 15% lower than locally operating RSL rents.

   ➢ Clackmannanshire Councils rent structure is very flat, meaning that there is very little price different between the smallest and largest properties.

   ➢ When considering household profiles (by looking at occupants and income), the majority of households would be devoting less than 20% of their income to paying rent charges in Clackmannanshire, with the exception of single adult households (subject to the benefit cap) who would be at 28%. No household breaches the 30% rent to income ratio.

3.2.   In February 2018 Clackmannanshire Council approved the objectives for the 2018/23 HRA Financial Business Plan, which established a rental strategy of pegging future rent increases to CPI. Since then, advice from the Scottish Housing Regulator (SHR) suggests that councils should have a stronger focus on affordability and costs. The September CPI figure (the point in time measurement traditionally used to uprate benefits and pensions) was 6.7%. The proposed rent figure follows the approved strategy and is in line with the CPI figure of 6.7%, and also takes into account costs and affordability with no household being above the 30% rent to income ratio.

3.3.   Over the past six years, average Council rents in Clackmannanshire have risen from £71.41 in 2017/18 to £80.23 in 2023/24, which equates to an average increase of £8.49 per week or 12.35%. Over the same period, inflation was 27.99%.

3.4. The recommended increase of 6.7% would increase the average rent to £85.62 per week.

Rent Consultation

3.5. Three rent increase options were identified and proposed to tenants for consideration. The options consulted on were increases of 5.7%, 6.7% and 7.7%. The consultation document also included details of how each proposed increase could affect the Business Plan in future years, as set out in the table below.

	Increase proposal	Increase per week	Average rent would be	How this could affect our Business Plan
Option 1	7.7%	£6.18	£86.41	Might allow for slower future rent increases
Option 2	6.7%	£5.38	£85.62	Current 5 year plan will remain affordable
Option 3	5.7%	£4.57	£84.40	Could mean either slowing of investment and future higher rent rises

3.6. We asked specifically:

To afford our current business plan for the next 4 years we require a minimum of 6.7% (on average £5.58 per week) increase for 2024/25. Do you feel this increase would be appropriate?
55% of respondents indicated that they agreed that it would be appropriate.
If you feel that a 6.7% increase is not appropriate, what if any would you feel, from the other options above would be appropriate?
A quarter of respondents indicated that they would prefer a 5.7% increase and a tenth of respondents felt that a 7.7% increase would be appropriate.   65% of respondents either did not answer or had no preference.

3.7. As in previous years, and as required by the Housing (Scotland) Act 2001, all tenants were asked for their views on the proposed rent increase. The results of the consultation are summarised in Appendix 5.

3.8. The consultation ran from 18/11/23 - 15/12/23, with the questionnaire sent to all tenanted properties as well as being made available online. 436 responses were completed - compared to a total of 432 last year. Overall, this gave a tenant survey response rate of 9%.

3.9. An in-person rents event was arranged in two local venues, which yielded no further responses.

3.10. Of those completing the survey, 53% indicated they received some form of rent cost assistance, either Housing Benefit (HB) or Universal Credit (UC). 3,776[1] of our tenants receive some form of housing cost assistance. A total of 79% of our current tenants receive full or partial support with rent.

3.11. Two thirds (66.7%) of respondents agreed that our rent represents good value for money, and 57.8% felt our current rent charge is affordable. This compares with 69.4% and 65.7% of respondents last year. The proportion of tenants who feel they get good value for money has remained stable, which is positive.

3.12. As part of a Tenant Survey completed in May 2023, carried out by an independent consultant across 900 tenants, 96% agreed that their rent charge represents good value for money. This compares with 85% in a similar survey carried out in 2019.

Rent Sector Comparisons

3.13. Recent analysis shows that our current rents are in line with comparative Local Authority average and below the Scottish average.

Apt size	Moray Council	Stirling Council	Falkirk Council	Clacks Council	Fife Council	East Renfrewshire Council	East Dunbartonshire Council	Scottish Average
1	£42.20	£62.45	£57.00	£75.79	£77.03	£74.48	£73.88	£82.28
2	£57.06	£70.60	£64.03	£77.73	£81.13	£78.89	£83.45	£87.75
3	£67.10	£73.07	£74.48	£79.71	£85.17	£90.18	£89.97	£90.70
4	£77.81	£76.03	£83.32	£81.76	£88.12	£101.88	£92.62	£98.78
5	£100.46	£78.00	£95.44	£84.02	£92.16	£103.55	£96.75	£109.05
Average	**£68.93**	**£72.03**	**£74.85**	**£80.23**	**£84.72**	**£87.23**	**£89.90**	**£92.09**

3.14. In November 2023, Scottish Housing Network (SHN) carried out a consultation across 26 local authorities, to gauge proposed rent increase percentages for 2024/25. Of the 19 local authorities who responded, the most common option for consideration was 6% - 6.4% followed by 6.5% - 6.9%. The highest rent increase being considered by any local authority was 11%. The bar chart below shows the rent increases being considered.

[1] Housing Benefit Claimants 1,410, Universal Credit Claimants 2,366

Most common options being consulted on for 2024/25 (LAs)
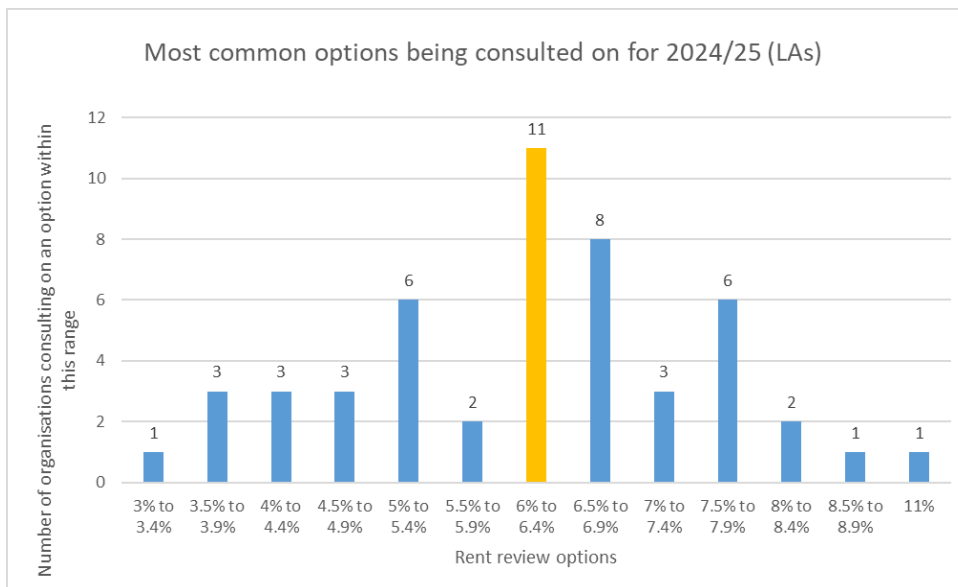
HRA Business Plan Review 2024 – Status Update

3.15. The HRA budget paper for 2024/25 has been developed with recognition of the ongoing work being undertaken to fully review the HRA Business Plan.

3.16. The HRA Financial Business Plan underpins the financial management of the Housing Service. The plan provides an estimate of the income and expenditure of the service and the capital investment required over a 30 year period.

3.17. The last HRA business plan review was undertaken in 2017/18, assumptions made then could not account for the significance of unforeseen events such as the Covid-19 pandemic, Brexit and the economic impact these would have.

3.18. The Housing Service is required to develop a detailed plan outlining how the HRA resources will deliver the projects agreed in the Capital Plan now and over the lifetime of the Capital Plan.

3.19. Consultants Arneil Johnston were engaged to review the affordability and sustainability of the Capital Plan. Their findings support the proposed 6.7% rent increase to protect housing investment going forward. Elected Members and Clackmannanshire Tenants and Residents Association were fully briefed by the consultants during the review process. With information shared on Clacksweb and additional financial information shared in members rooms.

3.20. The review highlighted a few key considerations which have informed the 2024/25 budget setting process and the rent consultation engagement with tenants.

3.21. Key considerations include(d):

  ➢ Uncertain economic market conditions caused by Brexit, Covid-19 pandemic and war in Ukraine leading to rising inflation and increased costs to the service in a number of areas.

- Construction industry supply chain disruption and external contractor pricing which although stabilising has remained high and has settled at post covid inflation levels.

- An acute and sustained increase in homeless presentation issue adding further strain to existing resources.

- Social Housing Net Zero Standard (SHNZS) will likely replace the current Energy Efficiency Standard for Social Housing in Scotland (EESSH), placing further emphasis on increasing decarbonisation, reducing fuel poverty, and exploring fuel efficient heating systems, aimed at reaching a net zero position. This will add a further financial burden on the HRA.

- Continued investment in existing housing stock to ensure they continue to meet current and future regulatory and legislative requirements and meet expectations of tenants.

- Recent Public Sector pay awards are higher than in previous years and are projected to rise again in the 2024/25 financial year. The HRA is required to meet the full cost of staff salaries, including all salary increases. The HRA receives no government funding for salaries.

Comparison of Recent Rent and Wage Increases

Year	Rent Increase	Wage Increase	Inflation (CPI)
2018/19	2.2%	3.5%	2.5%
2019/20	2.2%	3%	1.8%
2020/21	1.5%	3%	0.9%
2021/22	0%	2%	2.6%
2022/23	3.1%	5%	9.1%
2023/24	3%	6.05%	8.6%
Total rise in period	**12.6%**	**24.7%**	**27.99%**

3.22. The baseline Business Plan highlights that we enter the review in a strong position. Average rent costs are lower than the Scottish Average, with Capital Funded from Current Revenue (CFCR) above average and we had the second lowest debts out of the 26 Local Authority Landlords. Our appointed consultant has undertaken extensive work exploring the affordability of rents and declaring them to be some of the most affordable of any landlord that they have reviewed, thus providing headroom for adjustment. This affordability analysis supports the findings from the last three tenant surveys carried out by independent researchers, the most recent survey of around 900 tenants found that 96% of tenants consider the Council rent affordable, this is up from 85% in 2019.

3.23. Through engagement with our appointed consultant, it has become clear that our stock condition survey is not fully aligned with our financial modelling. The consultant advised that this is a specific risk, particularly as we strive to meet the Scottish Governments targets on energy efficiency. The need for robust stock condition information is crucial, and whilst this does not impact on budgeting setting for 2024/25, this stock information will assist in the identification of medium to longer term investment needs (largely post year 5 planning) and inform progression of key strategic priorities, plans and targets.

3.24. This proposed budget includes provision for a full stock condition survey of all domestic housing stock to be undertaken within financial year 2024/25.

3.25. The stock condition survey will also aid in the progression of forward actions associated with the discovery of RAAC within the domestic housing stock. For those blocks unfortunately decanted due to the condition of RAAC, it is likely that an options appraisal considering possible remedial repairs against other potential development solutions will need to take place, focussing on both the technical and financial viability of any proposal.

3.26. The costs associated with any future forward actions to be taken on RAAC affected buildings are not yet known, as reported to last full Council. When the service is in possession of the full and complete information, a report will be brought forward to a Council meeting.

Rent Options Modelling

3.27. Modelling by Council finance and housing teams in conjunction with the consultant has resulted in the recommendation of a 6.7% rent increase for 2024/25. This is in line with the approved business plan assumption of rent rises linked to CPI.

3.28. The impact of various options on the CFCR is outlined in Appendix 7, with a sample table below.

	Option 1	Option 2	Option 3	Option 4	Option 5	Option 6	Option 7
Rent Option	7.7%	6.7%	5.7%	5%	4%	3%	0%
	£M	£M	£M	£M	£M	£M	£M
CFCR 30 Year Total	£80.2	£62.1	£44.1	£32.0	£16.5	£4.1	(£26.0)
Funding Gap from Proposed 6.7% (option 2)	£18.1	£0.0	(£18.0)	(£30.1)	(£45.6)	(£58.0)	(£88.1)

3.29. As can be seen from the above funding table a 7.7% rise would mean CFCR of £80.2m would be available for capital investment in the housing stock. Whereby a rent freeze would lead to a deficit position of £26.0m which would not be financially viable and a budget could not be set on this basis. A rent increase of 5.7% would result in a loss of available CFCR of £18m which equates to the equivalent of more than one year's capital expenditure.

3.30. As indicated in the table above, a rent increase below the recommended 6.7% would result in a marked risk to the future of the Capital Programme and would either increase the likelihood of higher rent rises in the future, increase borrowing requirements, or restrict the Capital Programme putting future investment and improvement projects at risk.

3.31. The indicative budget for the next 4 years (2025/26 to 2028/29) as set out in appendix 1 includes the following assumed rent increases at CPI +1%:

Assumed Rent Rises

Financial Year	2025/26	2026/27	2027/28	2028/29
Assumed CPI[2]	3.4%	2.4%	2%	2%
Rent Increase CPI +1%	4.4%	3.4%	3%	3%

3.32. The actual rent increase for these years will be subject to annual consultation and Council approval.

3.33. The charts below are indicative to help demonstrate the risk associated with the options presented, with lower rent rises posing a significant risk to the Capital Plan in future years, impacting on debt affordability, and presenting the possibility of higher rent rises in the future. Appendix 7 sets this out in further detail. On approval of the budget these charts will be updated as part of the Business Plan review.

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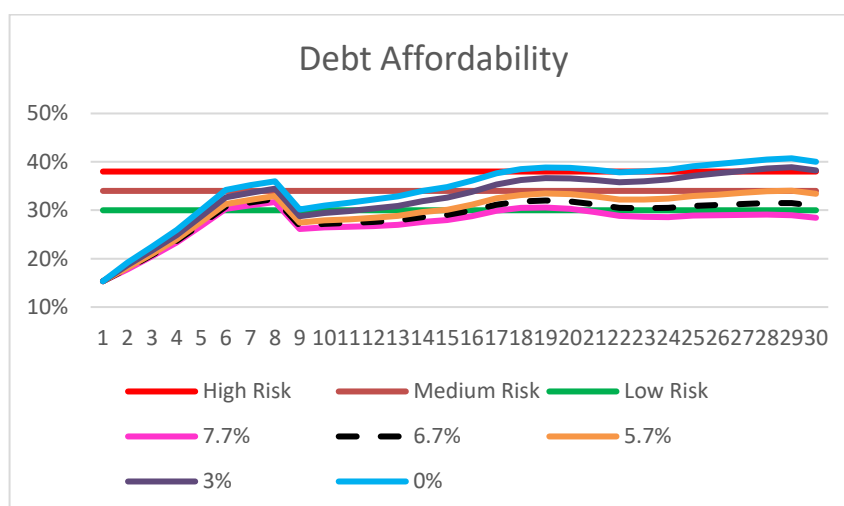
[2] Inflation as per CPI forecasts in Bank of England, November 2023 'fanchart' Data

CFCR

Legend: 7.7% | 6.7% | 5.7% | 3% | 0%
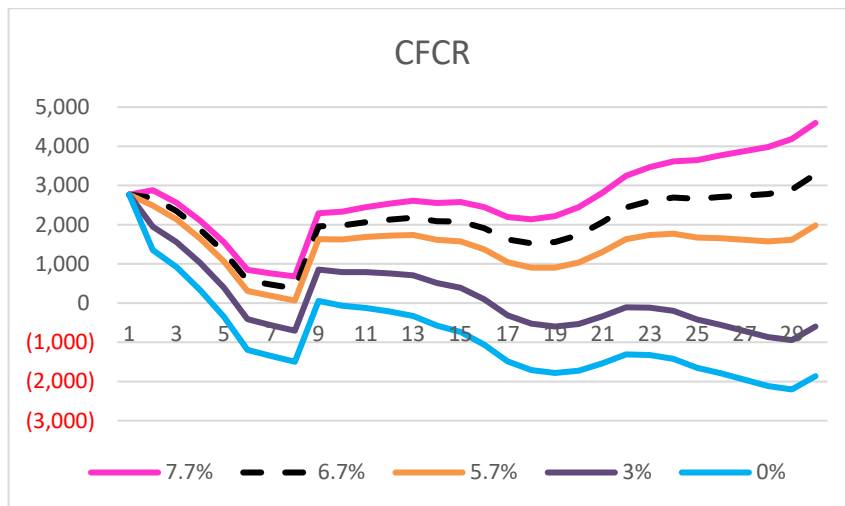
3.34. Further challenges include the impact of RAAC, updated energy efficiency standards and higher costs associated with additional new build projects. These challenges will require a significant focus to ensure rent affordability in future years.

3.35. The HRA is under considerable financial pressure and faces a high level of financial risk based on the assumptions outlined in this paper. The Council is not alone in facing this challenge with some HRA's which don't have the benefits as outlined at 3.22, facing a real in year task of balancing the Income and Expenditure of their accounts. As members will note the HRA is not legally allowed to either propose a deficit budget and or be in deficit, with any in-year deficit/loss required to be met in year by the councils General Fund account, with the burden falling on tenants to repay any loss the following year. Given the pressure facing the account the Section 95 officer needs to be satisfied (via the business plan review), that the Council can manage and finance its obligations to tenants prudently.

3.36. The next stage of the Business Plan review is critical to ensure that the Council can continue (in line with tenant feedback) act as the main delivery agent for Social Housing in the area. As this report demonstrates, prudent financial management of the HRA will be required to ensure the medium to long term viability of the service under local government stewardship.

3.37. The proposed 6.7% rent increase this year, and those proposed for future years (3.31), supports financial stability, and allows the service to deliver the Capital Plan as agreed. It is important to note that the proposed budget and capital plan does not include:

➢ Anticipated further investment in the existing stock based on the completion of the stock condition survey;

➢ Unknown associated RAAC costs;

➢ Enhanced energy efficiency/net zero obligations;

➢ Further new build aspirations.

3.38. The 30 year business plan will look to address the inclusion of the above.

3.39. Sections 3.28 and 3.29 of this report highlights the impact of various rent increase options. These are outlined more widely in Appendix 7. The appendix also contains information to show the adverse effect on available surplus (CFCR) over a year period if a rent increase of anything less than 6.7% were implemented. Modelling a 5.7% rent increase indicates that by year 7 there is a minimal forecasted surplus (£91k) and as such, minimal CFCR (£46k) available to fund the capital programme. This poses significant risk for the HRA to be able to absorb any additional pressures that may arise.

3.40. A rent increase of 5.7% would mean a loss of £18m over 30 years, thus effectively wiping out CFCR in next 5 years which would increase borrowing over the longer term or removing fully any capital spend for more than one year from the 5 year Capital Plan (£16.547m).

3.41. Any proposed amendment to the rent option below the recommended 6.7% increase would require to be supported by a specific reduction in capital programme expenditure that matches the loss. Without doing so it would not be considered competent by the section 95 officer.

Budget Strategy

Housing alignment with key identified Council projects/priorities

3.42. The Council's transformation programme, Be the Future (BTF) sets out corporate priorities and outcomes which are aligned to the Local Outcome Improvement Plan (LOIP), and the vision and values as expressed in the Corporate Plan. This alignment maintains a consistent focus on our key themes - Sustainable Inclusive Growth; Empowering Families and Communities; and Health and Well-being and provides a clear focus for Council investment and delivery. The Housing Service and the HRA budget act as a key enabler have a direct influence on meeting these aspirations.

3.43. The Council's affordable housing supply programme directly influences economic growth with the regeneration of our communities. The Council is currently taking forward a new build development in Clackmannan, with planning applied for eight fully adapted bungalows for those with medical needs.

3.44. The service has also re-scoped the Service Coordinator post to be the Housing Service champion on the Promise. As reported to Council this will ensure that the service policies and procedures are reviewed and considered to be reflective of this national commitment to care experienced young people.

3.45. The aspiration of the Family Wellbeing Partnership (FWP) is to re-align the values, cultures and behaviours of the people who design and deliver services so that poverty and inequality are tackled head on, making an immediate and lifelong impact, the roots of social housing transcends providing mere shelter

and has always been a conduit to adopting holistic approaches to helping tenants and their families in the struggle against poverty. The service has been actively involved in activities of the FWP, whether that as being a mainstay and financial supporter of Strive as homelessness prevention and tenancy sustainment tool. As well as being actively involved in the Community around the school activities working to help maximise families benefit entitlement. In line with the stated goal of the FWP to have a radical shift toward preventative and relational model of public services, the housing services is embracing these goals to ensure that costs of tenancy failure are minimised and that we can help ensure tenants can have a joined-up approach to public service delivery to ensure that they and their families have an opportunity to flourish.

3.46. Be the future aspires as part of the evolving landscape of public sector reform that more services are designed, developed and delivered in partnership, including with our communities. The service commitment as part of revitalised tenant engagement arrangements means that this area will be strengthened during the course of 2024/25, with a Tenant Participation Strategy that will have the voice and agency of Clackmannanshire people and communities at the heart of decision making. This will ensure that tenants and communities can influence and see a real difference on the ground.

3.47. The service has a specific capital budget for community improvements that local residents can influence. Some notable work that has been carried out this year, which has delivered real positive benefits for the community include;

  ➢ Hawthorne Avenue (Coalsnaughton), an area was tarred for usable parking to take some of the vehicle pressure off. A created a pathway behind the level access adapted housing sitting on Main Street that previously could only be accessed by about 13 outside steps. Pathway lead to the newly resurfaced area so resolved the access issue and made the adapted properties more suitable and desirable for people with mobility issues;

  ➢ Johnstone Court (Alva) – External landscaping and walkway canopies were enhanced ensuring a much more aesthetically pleasing area, leading to higher tenant satisfaction;

  ➢ Muircot Place (Coalsnaughton) - Additional parking and adopted surface by Roads, minimising HRA future revenue spend.

3.48. This work has been undertaken following feedback from residents and tenants and will enhance the quality of life of occupants and tackle in some cases reasons for lower demand. Where possible, this work is being channelled through internal Environmental Teams to ensure that the investment is kept locally.

3.49. As the FWP has recently launched "What Matters to You" initiative in Clackmannanshire, delivered in partnership with The Hunter Foundation and BBC Children in Need, Housing Officers and the Tenant Participation officer are ensuring that any suggested improvements or tests of change that

Housing can contribute or influence that the service is at the heart of that delivery.

3.50. In line with the Target Operating Model (TOM), the Council is aiming to design digital services with people/ customers at the centre. The proposed approach aims to ensure that a consistent service is delivered regardless of whether this is online, over the telephone or face to face.   A new Customer Service Hub is being 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. The Housing service, realising that the pandemic changed the face of public service delivery is looking to fully embrace the new opportunities from the customers service hub and work towards with corporate colleagues to ensure enhanced customer and tenant satisfaction is realised through its adoption. Front line housing staff will continue to work in a hybrid approach as they have done successfully since the pandemic to deliver benefits to customers and ensure that staff have appropriate work/life balance

3.51. As part of the BTF corporate priorities for 2023/24, digital and data transformation, features significantly as a key corporate driver. As noted to council the replacement of the housing and repairs system is fundamental part of that strategy and drive. This year the service has carried out market testing and has an agreed procurement strategy and route.   A project manager has been internally appointed and will conclude the tender documentation for the IT supply market consideration.

3.52. The focus of the new IT system will be to greatly reduce duplication of effort and ensure that staff can focus on customer service delivery to provide a much more rounded service. The system will look to provide a one-customer overview of council interactions, ensuring that we are managing the relationship around requests timeously and ensuring customers can fully access and manage their tenancy. In addition, the service is working with the transformation team to maximise the opportunities afforded by the Internet of Things (IOT) network. This network can be used to install specific technology in people's homes which can alert us to issues without the customer calling in or even knowing there is something wrong. This will allow us to be much more proactive in our approach and could have huge transformation benefits in our response to reactive repairs, whilst leading to reduced costs that could mitigate inflationary pressures or help keep rents affordable.

Budget Commitment

3.53. The Capital Plan supports the Council's continued undertaking to provide high quality homes by:

➢ delivery of a multi-million pound planned capital programme of home improvement works in 2024/25 with an indicative plan to 2028/29;

➢ a continued commitment to providing a 24/7/365 on call reactive repairs and maintenance service;

➢ a commitment to continue to grow our housing stock size, choice and availability through our property acquisitions programme;

Outline HRA Budget 2024/25

3.54. The table below shows the proposed HRA Annual Budget for 2024/25 grouped by main expenditure items, compared with the annual budget for 2023/24 and the current forecast outturn projection. Further details can be found in Appendix 1.

3.55. It should be noted that the income budget for 2024/25 includes the proposed rent increase of 6.7%.

Description	Annual Budget for 2023/24 £'000	Forecast to March 2024 £'000	Annual Budget for 2024/25 £'000
Employee Related Expenditure	9.459	9,148	10,148
Premises Related Expenditure	2,612	2,651	1,706
Transport Related Expenditure	420	442	449
Supplies and Services	3,045	2,799	3,186
Third Party Payments	1,891	2,932	1,880
Support Services	1,204	1,204	1,204
Capital Financing Costs	1,681	1566	1,793
Total Gross Expenditure	**20,312**	**20,742**	20,366

Description	Annual Budget for 2023/24 £'000	Forecast to March 2024 £'000	Annual Budget for 202/25 £'000
Income			
House Rents	(21,235)	(21,344)	(22,573)
Lockups/Garage Sites/Shops	(102)	(68)	(102)
Other Income	(2,793)	(1,989)	(1,965)
Income Total	**(24,130)**	**(23,401)**	**(24,640)**
Net Expenditure	**(3,818)**	**(2,660)**	**(4,274)**

Proposed HRA Budget Adjustments 2024/25

3.56. The table below details the budget adjustments between 2023/24 and 2024/25 to take into account known cost pressures and efficiencies which ensure the Council sets a balanced budget.

Income Adjustments-Pressures/(Savings)	2024/25 £'000	Description
House Rents	(1,338)	Proposed 6.7% increase on rents.
Interest	84	Reduction in interest receivable as cash balances reduce due to funding of capital programme
Internal Trading	744	Reduction in internal trading as resource directed back to capital programme
Income Adjustments Sub Total	**(510)**	
Expenditure Adjustments-Pressures/(Savings)	**2024/25 £'000**	**Description**
Pay Award and in year changes	422	Impact of 2023/24 pay award
2024/25 Pay Award, Increments and On Costs	475	Assumed 4.5% pay award in line with business plan, increase of 2.5% over Council assumption of 2%
Reduction in pension contributions	(256)	Actuarial gain resulting in 3.5% reduction in employer contributions
Vacancy Management/overtime	48	Reduction in number of vacant posts as recruitment within the establishment continues. The Property Restructure is yet to be realised and will likely utilise this remaining vacancy budget in year.
Annual maintenance external providers	(960)	Funding provided for work on void properties 2023/24 removed. To be reviewed when Voids update is presented to Council.
Premises costs	43	Contractual inflation
Bad debt	(25)	Assumed reduction
Other property costs	36	Storage due to TPS decant and increase in insurance
Transport related costs	30	Increased vehicle hire costs and contractual inflation on maintenance costs.
Supplies and Services	140	£50k for PSN Compliance, £112k for contract inflation, offset by efficiency savings £(29)k
Third party payments	(11)	Contractual inflation offset by efficiency savings
Capital financing	115	Cost of borrowing
Expenditure Adjustments Sub Total	**58**	
Total Net	**(452)**	

4.0   Borrowing

Capital Investment and Prudential Borrowing (Appendix 3 & 4)

4.1.   The level of debt carried by the HRA is dependent on the amount of borrowing required to deliver the capital programme. Surplus income is used to offset capital spend but any spend over and above the available surplus needs to be borrowed, the surplus is known as Capital Funded from Current Revenue (CFCR).

4.2.   Gross Expenditure 2024/25 is forecast at £20.366m, generating a surplus of £4.274m. After adjusting to ensure minimum reserves are maintained at 4%, £4.220m is available to fund capital investment for tenant priorities. Based on a budgeted capital spend £18.036m this means there will be a need for borrowing in 2024/25 of £13.816m.   Projected capital investment and borrowing requirements over the period 2024/25 through to 2028/29 are set out in Appendix 3.

5.0   Capital Programme Plan 2024/25 to 2028/29

5.1.   Progress on delivery of the 2023/24 HRA Capital Programme to the end of December 2023 is attached in Appendix 4. The works projects highlighted below are key to ensuring our continued compliance with the Scottish Housing Quality Standard and in meeting our commitments within the Strategic Housing Investment Plan.

> ➢ Westhaugh Regeneration Works – Work on site commenced in December 2023 with a planned programme of works due to be completed in October 2024. The site will become the first in Scotland to meet with Scottish Governments new design guide. The project, supported by £2.5m in grant aid form the Scottish Government will ensure that the redeveloped site meets modern standards, including fire safety standards and meets the cultural needs of the residents. Whilst works are ongoing twelve resident households have moved to temporary accommodation located within our housing stock;

> ➢ Lochies Road Clackmannan Regeneration Project – Following the purchase of vacant buildings and demolition of the unused garage sites at Lochies Road in Clackmannan, the site has now been designed for 8 bungalows. The project is due to be on site March 2024, and forms part of the commitment to the new build forward plan as contained within the SHIP agreed at Council in November 2023.

> ➢ Renewable Heating (zero direct emissions at point of use) – The Service will seek to maximise grant drawdown from both the UK and Scottish Governments to ensure that renewable heating options are explored and trialled. Properties "off the grid" are to be surveyed from January 2024 with a view to considering suitability for installation of Air Source Heat Pumps (ASHP). The service is currently considering a small number of pilot properties for domestic gas change to ASHP where appropriate.

> ➢ The capital programme budget for 2023/24 made allowance for acquisitions of 40 'off the shelf' (OTS) property purchase from the open market. At an

average of £100,000, existing property purchase is significantly less expensive than the unit cost of new build development.

Clackmannanshire Tenants and Residents Federation (CTRF)

5.2.   Officers met with members of the Clackmannanshire Tenants and Residents Federation (CTRF) to present HRA Business Plan and Rent Affordability, along with discussing the proposed rent increase. In line with recent years, CTRF have provided a view on the current rent proposal to the Council.

5.3.   "*CTRF acknowledges the multifaceted considerations that influence decisions on rent increases. The federation recognise factors such as the substantial escalation in material costs and the inflationary pressures from the recently agreed COSLA pay settlements. However, we are concerned as an Executive committee that rent pressure is being elevated by staff wage rises (unfunded by the Government), especially, when tenants are already navigating financial challenges. We will be writing to the Minister on this as to how tenants voice can influence these discussions (pay settlements). We look forward to working with the Council in reviewing wider corporate charges and housing staff time allocation to ensure, we are fully receiving value for money for each pound of tenants rent provided, as part of upcoming scrutiny activity. This will ensure that costs are minimised to help keep rents as affordable going forward.*"

6.0   Sustainability Implications

6.1.   The sustainability implications of this report are comprehensively positive if the recommendations are approved in terms of financial resilience, community participation, the local economy, energy efficiency, climate change, asset management and human resource.

The housing service contributes positively toward the Councils Interim Climate Change Strategy and Climate Emergency Action Plan, the budget proposed has a commitment to testing and piloting zero emission heating systems at the point of use.

7.0   Resource Implications

7.1.   *Financial Details*

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

☑

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

7.4.   The report outlines that the HRA financial plan is at risk and careful management including appropriate rent rises, along with exploration of efficiencies will be required going forward.

7.5.   *Staffing*

As detailed in the report the Housing Service have began recruiting to vacant posts in the service redesign. The Council's Property Service have also started a process of engagement with Trade Unions and Senior Leadership Group (SLG) on a redesign in line with the council's organisational redesign principles. The cost of the proposed property structure to the HRA will be considered and agreed in conjunction with the Housing Service and this accounted for in the HRA budget and members updated through regular outturn monitoring.

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 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)
Strategic Housing Investment Plan (SHIP) – November 2023

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

Appendix 1 - HRA Revenue Budget Summary 2024/25
Appendix 2 - HRA Capital Programme 2024/2025 to 2028/29
Appendix 3 - HRA Borrowing Requirement 2024/25
Appendix 4 - HRA Capital Programme Progress 2023/24
Appendix 5 - Rent Consultation Response 2024/25
Appendix 6 - Proposed Rent Increase Illustration 2024/25
Appendix 7 - Rent Modelling – Funding Impact

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 ☑   No ☐
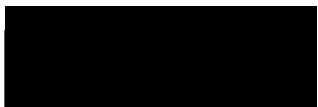
(please list the documents below)

1. Clackmannanshire Council Tenant Satisfaction and Aspiration Survey 2023 – (May 2023)
2. Clackmannanshire Council Housing Revenue Account Financial Business Plan 2018-2023 – paper to Clackmannanshire Council – February 2018
3. Clackmannanshire Council Housing Revenue Account Budget 2023/24 and Capital Programme 2023/24 – paper to Clackmannanshire Council – February 2023
4. Clackmannanshire Council Rent Increase 2024/25 Consultation – December 2023
5. Be The Future – paper to Clackmannanshire Council - September 2023
6. Bank of England Monetary Policy Report (November 2023)
7. Scottish Housing Network – Local Authority Rent Consultation Benchmarking (December 2023)
8. Clackmannanshire Council Housing Revenue Account 30 Year Financial Business Plan Review (2023-24) – working documents (review ongoing at time of writing this report)

Author(s)

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Approved by

NAME	DESIGNATION	SIGNATURE
Pete Leonard	Strategic Director (Place)	■■■■■■■■

Directorate Summary - Housing Revenue Account

Appendix 1

Description	Annual Budget for 2023-24 £	Annual Forecast to March 2024 £	Proposed Annual budget for 2024-25 £	Indicative Annual budget for 2025-26 £	Indicative Annual budget for 2026-27 £	Indicative Annual budget for 2027-28	Indicative Annual budget for 2028-29 £
Chief Officers Gross Salaries	10,149	10,149	11,248	11,585	11,875	12,112	12,355
Chief Officers Employers Superann	2,334	2,334	2,193	2,259	2,316	2,362	2,409
Chief Officers Employers NIC	15	15	30	30	31	32	32
Single Status Gross Salaries	6,778,083	6,194,783	7,436,119	7,659,202	7,850,683	8,007,696	8,167,850
Single Status Employers Superann	1,532,288	1,343,146	1,425,078	1,467,831	1,504,526	1,574,617	1,646,109
Single Status Employers NIC	660,921	679,765	744,479	766,813	785,983	801,703	817,737
Single Status Overtime	450,000	663,890	470,250	484,358	496,466	506,396	516,524
Single Status Absence Pay	0	47,765	0	0	0	0	0
Trainee Allowances Gross Salaries	40,406	33,500	45,351	46,711	47,879	48,836	49,813
Trainee Allowances Eers NIC	3,065	1,500	3,748	3,861	3,957	4,037	4,117
Long Service Awards	2,350	2,900	2,350	2,350	2,350	2,350	2,350
Salary Related Admin Costs	1,910	2,597	2,600	2,600	2,600	2,600	2,600
Employee Management Costs	3,000	3,000	2,000	2,000	2,000	2,000	2,000
Staff Training	88,000	61,287	88,000	88,000	88,000	88,000	88,000
Vacancy Management	(113,971)	100,000	(85,800)	(85,800)	(85,800)	(85,800)	(85,800)
Housing Disturbance Payments	0	1,033	0	0	0	0	0
	9,458,549	9,147,664	10,147,645	10,451,800	10,712,866	10,966,940	11,226,096
Annual Maintenance External Provide	1,320,000	1,320,000	384,120	395,644	405,535	413,645	421,918
Grounds Maintenance	0	1,000	0	0	0	0	0
Service Charge	0	194	0	0	0	0	0
Cleaning & Hygiene Materials	10,000	9,500	10,000	10,000	10,000	10,000	10,000
Gas	20,000	20,000	20,000	20,000	20,000	20,000	20,000
Electricity	50,000	53,704	55,000	56,870	58,235	59,400	60,588
Void Rent Loss	500,000	524,365	500,000	450,000	400,000	325,000	258,510
Rates	13,000	31,985	32,000	32,960	33,784	34,460	35,149
Council Tax	31,000	27,300	31,000	31,000	31,775	32,411	33,059
Water Charges	0	61	0	0	0	0	0
Property Insurance	252,000	253,305	268,880	280,711	290,255	298,962	307,931
Bad Debt Provision	205,000	205,000	180,000	180,000	180,000	180,000	180,000
Building Costs - Recharges Internal	155,000	155,000	165,385	171,835	176,818	181,239	185,770
Land Services - Internal Recharges	55,500	50,074	59,220	61,530	63,314	64,897	66,520
	2,611,500	2,651,488	1,705,605	1,690,549	1,669,716	1,620,014	1,579,444
Short Term Vehicle Hire	20,000	30,356	30,000	30,000	30,000	30,000	30,000
Staff Travel Mileage Expenses	10,000	11,913	10,000	10,000	10,000	10,000	10,000
Vehicles - Maintenance Recharges	390,000	400,000	409,500	425,471	437,809	448,754	459,973
	420,000	442,269	449,500	465,470	477,809	488,754	499,973
Purchase Of Equipment	96,000	47,150	96,000	96,000	96,000	96,000	96,000
Purchase Of Furniture	500	500	500	500	500	500	500
Storage & Removal Charges	2,000	2,000	2,000	2,000	2,000	2,000	2,000
Materials (issued from Stock)	1,187,000	1,174,320	1,246,350	1,294,958	1,332,511	1,365,824	1,399,970
Materials - Direct purchases from sup	1,072,000	999,520	1,125,600	1,169,498	1,203,414	1,233,499	1,264,337
General Consumables (small items)	51,000	51,000	53,550	55,638	57,252	58,683	60,150
Equipment Maintenance	38,000	25,000	38,000	38,000	38,000	38,000	38,000
Equipment Rental/Leasing	33,000	28,000	33,000	33,000	33,000	33,000	33,000
Scaffold Hire	82,500	56,890	59,700	59,700	59,700	59,700	59,700
Medical Supplies	1,100	1,100	500	500	500	500	500
Hospitality	100	0	100	100	100	100	100
Uniforms & Clothing	3,000	3,000	3,000	3,000	3,000	3,000	3,000
Office Equipment - Purchases	3,650	3,850	3,650	3,650	3,650	3,650	3,650
Printing & Photocopying	7,800	4,000	2,000	2,000	2,000	2,000	2,000
Stationery	6,260	9,810	6,260	6,260	6,260	6,260	6,260
Publications	800	1,200	800	800	800	800	800
Insurance	47,500	46,600	50,680	52,910	54,709	56,350	58,041
Professional Fees	102,150	19,500	102,150	102,150	102,150	102,150	102,150
Performing Rights	300	300	300	300	300	300	300
Postages	8,000	6,006	8,000	8,000	8,000	8,000	8,000
Legal Expenses	67,000	67,054	67,000	67,000	67,000	67,000	67,000
Subscriptions	20,600	20,600	20,600	20,600	20,600	20,600	20,600
Telephones	150	131	150	150	150	150	150
Mobile Telephones	33,810	35,218	35,000	36,190	37,059	37,800	38,556
Computer Hardware Purchase	20,000	20,250	20,000	20,000	20,000	20,000	20,000
Computer Software Maint.	161,000	175,977	211,000	218,174	223,410	227,878	232,436
	3,045,220	2,798,976	3,185,890	3,291,078	3,372,065	3,443,745	3,517,199
Other Council Accounts	876,930	1,044,660	935,680	967,493	990,713	1,010,527	1,030,738
Other Local Authorities	23,500	0	(0)	(0)	(0)	(0)	(0)
Voluntary Organisations Payment	67,730	67,730	30,000	30,000	30,000	30,000	30,000
Payments To Contractors	98,200	103,590	48,200	49,839	51,035	52,056	53,097
Payment To Subcontractor	825,000	1,708,446	866,250	900,034	926,135	949,288	973,020
Other Agencies Payment	0	6,249	0	0	0	0	0
	1,891,360	2,930,675	1,880,130	1,947,366	1,997,883	2,041,871	2,086,855
Bank Charges	0	614	650	650	650	650	650
	0	614	650	650	650	650	650
Payments To Individuals (no service p	0	200	0	0	0	0	0
Support Services	1,204,000	1,204,000	1,204,000	1,204,000	1,204,000	1,204,000	1,204,000
Loans Fund Interest	1,177,650	1,062,160	1,204,322	2,146,059	2,670,331	3,072,584	3,848,026
Debt Management Expenses	23,209	23,038	20,435	25,339	25,191	25,935	28,632

Principal Repayments	480,586	480,586	567,968	676,879	753,601	1,760,443	2,635,899
	1,681,445	1,565,784	1,792,725	2,848,277	3,449,123	4,858,962	6,512,557
Total Expenditure	20,312,074	20,741,670	20,366,146	21,899,191	22,884,112	24,624,936	26,626,775
Charges for Services Standard VAT	(61,400)	(5,169)	(51,400)	(51,400)	(51,400)	(51,400)	(51,400)
Charges for Services Exempt VAT	0	2,087	0	0	0	0	0
Other Income	(5,740)	(15,901)	(15,740)	(20,740)	(20,740)	(20,740)	(20,740)
Housing Rents	(21,234,480)	(21,343,925)	(22,572,640)	(23,565,836)	(24,367,075)	(25,098,087)	(25,851,029)
General Rents	(102,350)	(68,627)	(102,350)	(102,350)	(102,350)	(102,350)	(102,350)
Interest(Revenue Balance)	(168,000)	(270,000)	(84,000)	(84,000)	(84,000)	(84,000)	(84,000)
Internal Trading Contract	(2,558,200)	(1,700,000)	(1,813,900)	(1,875,573)	(1,920,586)	(1,958,998)	(1,998,178)
Total Income	(24,130,170)	(23,401,535)	(24,640,030)	(25,699,899)	(26,546,151)	(27,315,575)	(28,107,697)
Net Surplus	**(3,818,096)**	**(2,659,865)**	**(4,273,884)**	**(3,800,708)**	**(3,662,039)**	**(2,690,639)**	**(1,480,922)**

HRA Capital Budget 2024/25 to 2028/29   Appendix 2

	2024/25	2025/26	2026/27	2027/28	2028/29
Expenditure	£'000	£'000	£'000	£'000	£'000
SHQS ELEMENTS					
Primary Building Elements					
Structural Works	100	250	250	250	250
Secondary Builing Elements					
Damp Proof Course and Rot Works	200	200	200	200	200
Roof/Rainwater/External Walls	1,500	1,500	1,500	1,500	1,500
Windows	2,000	2,000	2,000	1,000	1,000
Doors	0	500	500	500	500
Energy Efficency					
Full/ Efficient Central Heating	750	750	750	750	750
Renewables Heating and Solar	225	525	525	525	525
EPC Programme	50	50	50	50	50
Modern Facilities & Services					
Kitchen Renewal	1,515	1,000	1,000	1,000	1,000
Bathroom Renewal	50	400	400	1,000	1,000
Health Safe & Secure					
Safe Electrical Systems	1,300	1,500	1,500	1,500	1,500
Improvement Fencing	245	200	200	200	200
Secure Door Entry Systems & CCTV	275	325	325	325	325
Landscaping and communal enviroment	150	150	150	150	150
New Build					
Westhaugh	3,578	0	0	0	0
Off the Shelf Purchases & Refurbishment	4,008	3,500	3,500	3,500	3,500
Lochies Road Clackmannan	2,005	0	0	0	0
New Build	90	2,500	2,500	2,900	2,900
Demolitions to support newbuild activity	445	300	300	300	300
NON SHQS ELEMENTS					
Misc Conversions & Adaptations	45	70	70	70	70
Disabled Adapation Conversions	300	300	300	300	300
HRA Roads & Footpaths Improvements	50	50	50	50	50
Tenant Community Improvement Fund	229	150	150	150	150
Lock Ups	100	100	100	100	100
Housing Business Management System	744	40	40	40	40
IT Infrastructure	37	137	137	137	137
Construction Design & management	50	50	50	50	50
Gross Capital Programme (inc cfwd)	**20,041**	**16,547**	**16,547**	**16,547**	**16,547**
Income					
Westhaugh	(585)				
Off the Shelf Purchases & Refurbishment	(800)				
Lochies Road Clackmannan	(620)				
Income	**(2,005)**	**0**	**0**	**0**	**0**
Net Capital Programme Budget	**18,036**	**16,547**	**16,547**	**16,547**	**16,547**

HRA Borrowing Requirement 2024/25 to 2028/29   Appendix 3

1st April 2023		£8,715,000	
2023-24 Surplus Forecast		£2,659,865	
Earmarked for IT System		-£142,000	
Minimum Reserve Balance		-£849,000	
		£10,383,865	
2023-24 HRA Capital Forecast		-£10,811,236	
		-£427,371	**New borrowing**
1st April 2024		£991,000	
Minimum Reserve		-£902,906	
Surplus 24/25		£4,273,884	
Use of IT system reserve		-£142,000	
2024-25 Capital programme		-£18,036,000	
	31-Mar-25	**-£13,816,022**	**New Borrowing**
2025-26 Surplus		£902,906	
Surplus 25/26		£3,800,708	
Minimum Reserve		-£956,812	
2025-26 Capital programme		-£16,547,000	
	31-Mar-26	**-£12,800,198**	**New Borrowing**
2026-27 Surplus		£956,812	
Surplus 26/27		£3,662,039	
Minimum Reserve		-£1,009,908	
2026-27 Capital programme		-£16,547,000	
	31-Mar-27	**-£12,938,057**	**New Borrowing**
2027-28 Surplus		£1,009,908	
Surplus 27/28		£2,690,639	
Increase in Minimum Reserve		-£1,063,004	
2027-28 Capital programme		-£16,547,000	
	31-Mar-28	**-£13,909,457**	**New Borrowing**
2028-29 Surplus		£1,063,004	
Surplus 28/29		£1,480,922	
Increase in Minimum Reserve		-£1,116,100	
2028-29 Capital programme		-£16,547,000	
	31-Mar-29	**-£15,119,174**	**New Borrowing**

Housing Investment Team Performance Update 2023-24

Quarter 3 – HRA Capital Programme & SHQS

Completed Works to 31st December, 2023

Project	Number of Houses Completed to end Quarter 3
Window Replacement Programme	424 properties
Bathroom Replacements – PCU	20
Kitchen Replacement - PCU	139
Disabled Bathroom Adaptations	70
Hard Wired Smoke Detection	1 (all others completed in previous financial year)
Central Heating Upgrades	258
Safe Electrical Tests & Upgrades	1790 Tests 1450 Remedial Upgrades
Roof Replacements	13
Roughcast/Cladding Replacement	1
Roof and Render	27
Secure Door Entry Upgrades CCTV	14 Door entry closes 88 Door entry properties 4 CCTV closes 20 CCTV properties
Fencing Replacements	208 properties
Asbestos Testing	124
Asbestos Removal Works	57
Stock Condition Surveys	N/A – none undertaken
Completed Damp/Rot Works	90
"Off the Shelf" property refurbishments to SHQS	22
Structural Works	Hareburn Road Tillicoultry, Roundelwood & Sprotwell Terrace Sauchie– Retaining Walls
Westhaugh Travellers Site	Contractor now on site with groundworks commenced in Dec 23
Energy Performance Surveys	128

Rent Increase Consultation 2024/25

The following details the results of the consultation published on Citizen Space in relation to the Rent Increase Consultation 2024/25, which was open from 18th November 2023 to 15th December 2023.

436 responses were received, a summary of the responses are detailed below:

**Do you think the rent you pay represents good value for money?**
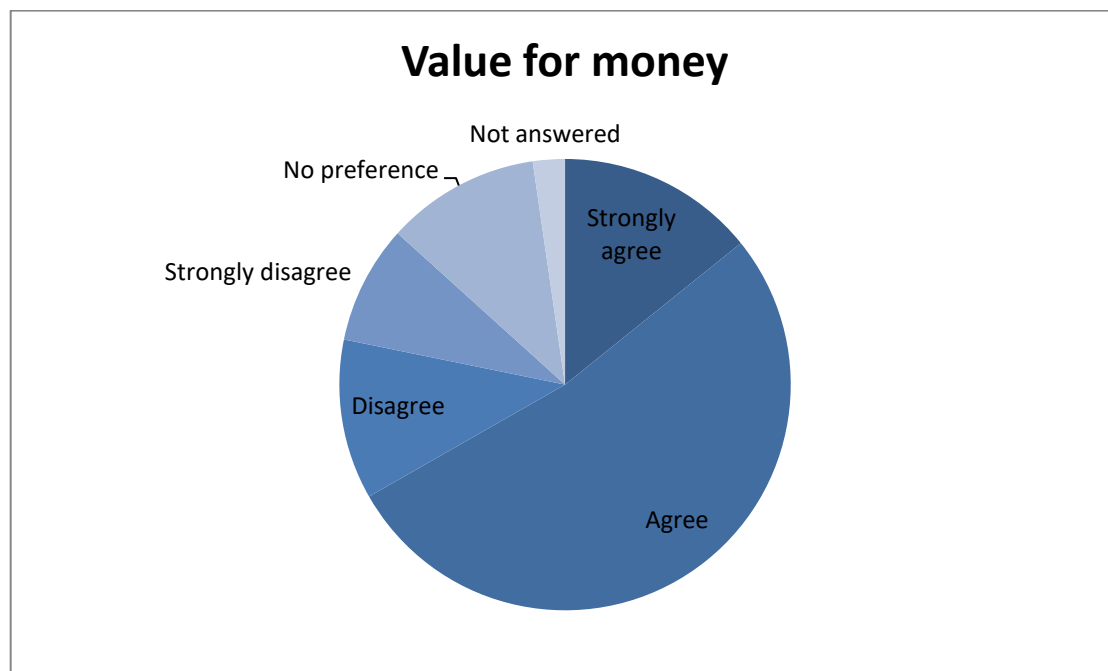
	Strongly Agree	Agree	Disagree	Strongly Disagree	No Preference	Not answered
Value for Money	62	229	50	37	48	10
	14.22%	52.52%	11.47%	8.49%	11.01%	2.29%

To afford our current business plan for the next 5 years we require a minimum of 6.7% (on average £5.38 per week) increase for 2024/25. Do you feel this increase would be appropriate?
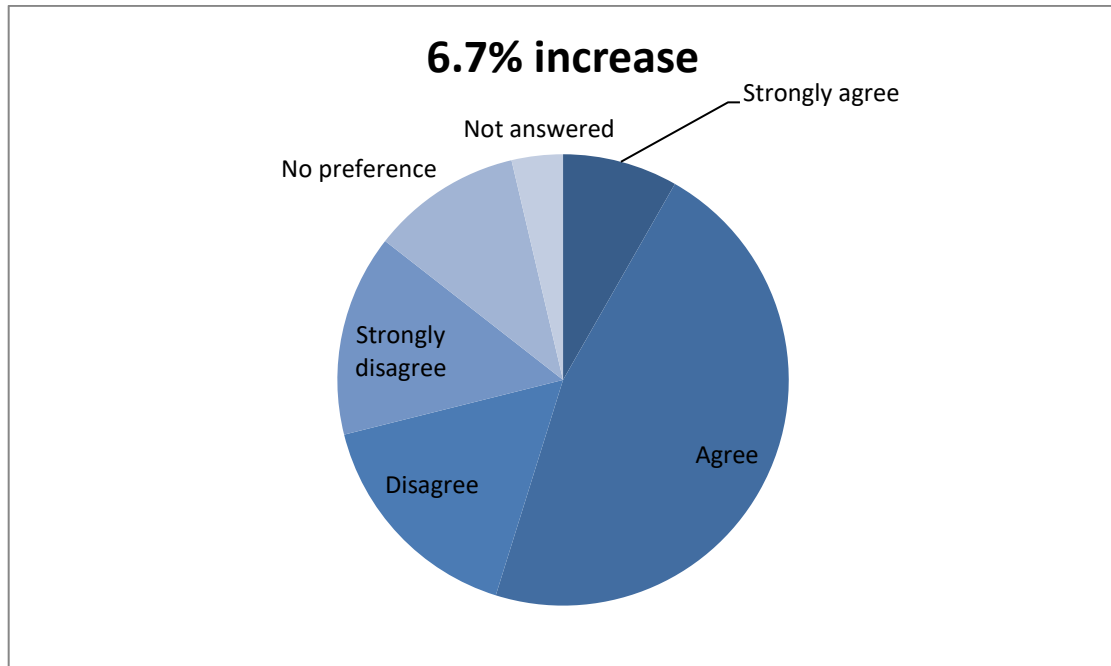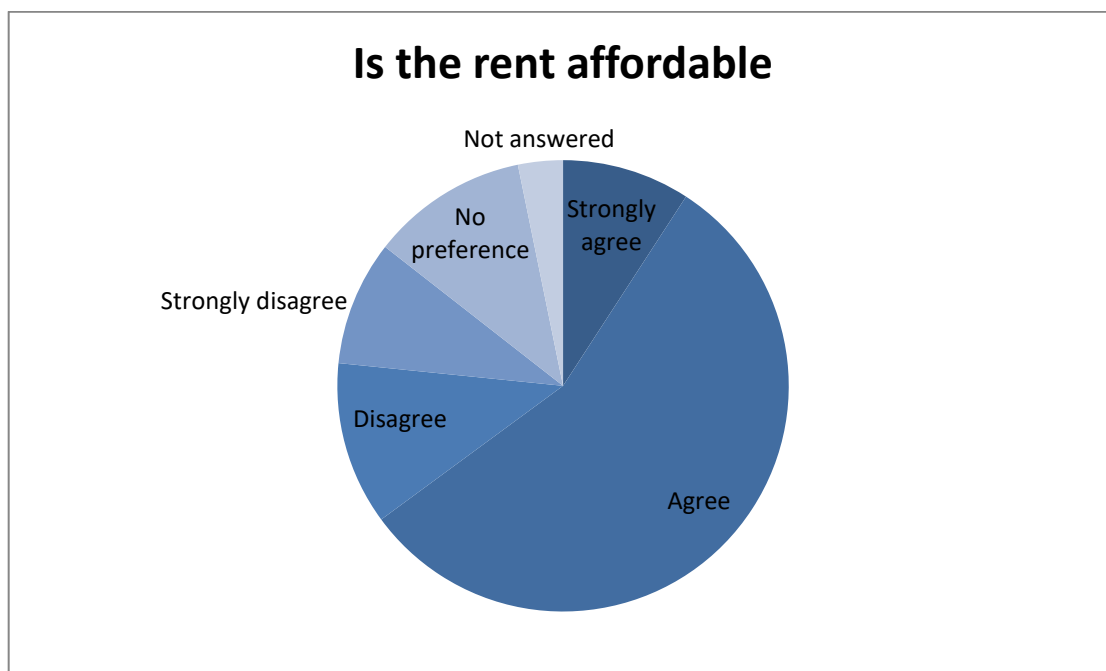
6.7% increase

	Strongly Agree	Agree	Disagree	Strongly Disagree	No Preference	Not answered
6.7% increase	36	203	71	63	47	16
	8.26%	46.56%	16.28%	14.45%	10.78%	3.67%

If you feel that a 6.7% increase is not appropriate, what if any would you feel, from the other options above would be appropriate?
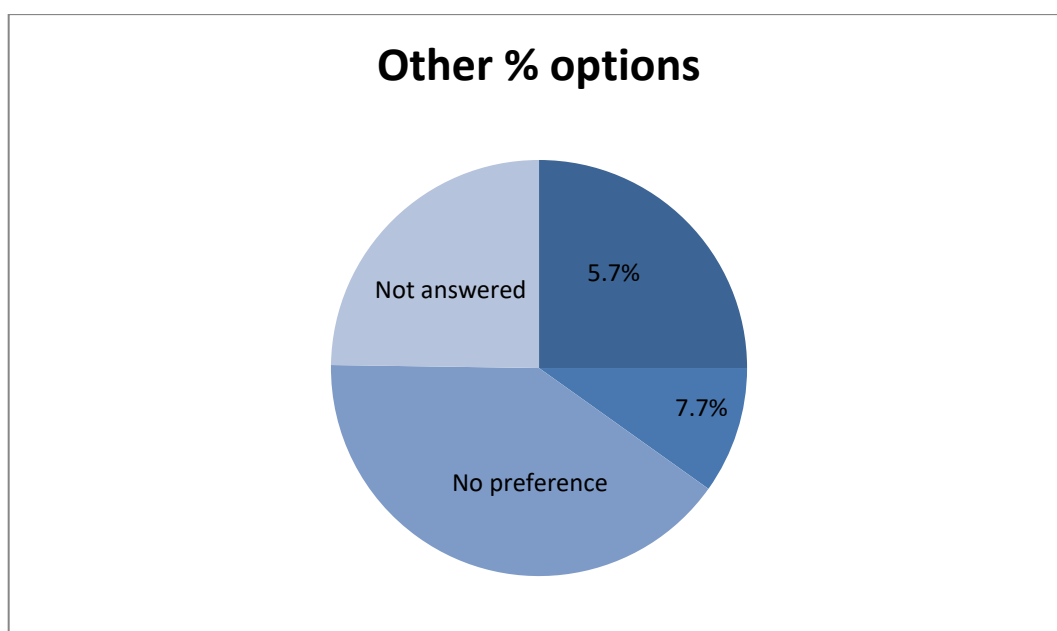
Other % options

	5.7%	7.7%	No Preference	Not answered
Other % options	109	43	176	108
	25%	9.86%	40.37%	24.77%

It is important that we take account of what current and prospective tenants and other customers are likely to be able to afford. As the Council's current rent is below the average in Scotland, do you think the rent charged by Clackmannanshire Council is affordable?

	Strongly Agree	Agree	Disagree	Strongly Disagree	No Preference	Not answered
Is the rent affordable	40	243	51	39	49	14
	9.17%	55.73%	11.7%	8.94%	11.24%	3.21%

6.7%

Rent Costs for Houses with effect from 1 April 2024

	£ **Rental Charge** **2023/24**	£ **Increase**	£ **Revised** **Charge** **2024/25**
1 Apartment	83.06	5.57	88.63
2 Apartment	85.06	5.70	90.76
3 Apartment	87.13	5.84	92.97
4 Apartment	88.90	5.96	94.86
5 Apartment	91.10	6.10	97.20
6 Apartment	93.32	6.25	99.57

Rent Costs for Flats with effect from 1 April 2024

1 Apartment	81.53	5.46	86.99
2 Apartment	83.49	5.59	89.08
3 Apartment	85.55	5.73	91.28
4 Apartment	87.43	5.86	93.29
5 Apartment	89.59	6.00	95.59

Average Rent (48 weeks)   £92.75
Average Rent (52 weeks)   £85.62

Rent Cost for Lock-ups with effect from 1 April 2024

Lock-ups		**Increase £**	**Weekly £**
Lock-up Rent	8.24	0.55	8.79
Lock-Up with VAT	9.89	0.66	10.55

Garage Pitch Site Annual Cost £99.89 (£119.87 VAT)

The rent charge-free weeks for 2024/25 will be the weeks commencing:

29 July 2024

5 August 2024

23 December 2024

30 December 2024

Rent Modelling - Funding Impact

1.1 The table below shows the impact on income of the various rent increase options on key variables compared to the proposed increase of 6.7%

Impact of rent increase compared to 6.7% rent increase 2024/25

Proposed Rent Increase 2024/25 %	Rent Income 2024/25 £	Loss of rent compared to 6.7% £	Cumulative loss of rent 2024/25 to 2030/31 £	Estimated loss of rent over 30 years £	Surplus 2024/25 for CFCR £	Cumulative surplus for CFCR 2024/25 to 2030/31 £	Estimated Cumulative CFCR over 30 years £
6.7%	**22,572,640**	**0**	**0**	**0**	**(4,273,884)**	**(17,174,681)**	**(62,100,000)**
5.7%	22,361,088	(211,552)	(1,644,858)	(9,391,560)	(4,062,332)	(15,537,311)	(44,100,000)
5.0%	22,213,001	(359,639)	(2,796,260)	(15,139,164)	(3,914,246)	(14,378,420)	(32,000,000)
4.0%	22,001,449	(571,191)	(4,441,121)	(25,835,736)	(3,702,693)	(12,733,560)	(16,500,000)
3.0%	21,789,896	(782,744)	(6,085,981)	(33,922,308)	(3,491,141)	(11,088,700)	(4,100,000)
0.0%	21,155,239	(1,417,401)	(11,020,561)	(61,227,023)	(2,856,484)	(6,154,119)	26,000,000

1.2 Impact of Rent Options on Surplus/Deficit

Budget (Surplus)/Deficit 2024/25 to 2030/31

	Year 1 2024/25 £	Year 2 2025/26 £	Year 3 2026/27 £	Year 4 2027/28 £	Year 5 2028/29 £	Year 6 2029/30 £	Year 7 2030/31 £	Cumulative Total £
Surplus at 6.7%	(4,273,884)	(3,800,708)	(3,662,039)	(2,690,639)	(1,480,922)	(920,956)	(345,532)	(17,174,681)
Surplus at 5.7%	(4,062,332)	(3,579,847)	(3,433,669)	(2,455,418)	(1,241,068)	(673,906)	(91,070)	(15,537,311)
Surplus at 5.0%	(3,914,246)	(3,425,245)	(3,273,810)	(2,290,763)	(1,069,051)	(496,728)	91,423	(14,378,420)
Surplus at 4.0%	(3,702,693)	(3,204,384)	(3,045,440)	(2,055,542)	(826,773)	(247,182)	348,455	(12,733,560)
Surplus at 3.0%	(3,491,141)	(2,983,524)	(2,817,070)	(1,820,321)	(584,495)	2,364	605,488	(11,088,700)
Surplus at 0.0%	(2,856,484)	(2,320,941)	(2,131,961)	(1,114,658)	142,338	751,002	1,376,585	(6,154,119)

The above table shows:
- a deficit would be reached in year 5 if rents were frozen,
- a deficit would be reached in year 6 if rents were set at 3%
- a deficit would be reached in year 7 if rents were set at 4% or 5%
- a minimal surplus would be reached if rents were set at 5.7% which poses significant risk for the HRA to be able to absorb additional pressures.
- a surplus would be maintained over the 7 years if rents were set at 6.7% which would help to support the mitigation of any additional pressures and/or additional investment in the capital programme as identified in the 30 Year Business Plan.

2.1 Impact of Rent Options on CFCR available to fund capital expenditure

	Option 1	Option 2	Option 3	Option 4	Option 5	Option 6	Option 7
Rent Option	7.7%	6.7%	5.7%	5%	4%	3%	0%
	£M	£M	£M	£M	£M	£M	£M
CFCR 30 Year Total	£80.2	£62.1	£44.1	£32.0	£16.5	£4.1	(£26.0)
Funding Gap from Proposed 6.7% increase (option 2)	£18.1	£0.0	(£18.0)	(£30.1)	(£45.6)	(£58.0)	(£88.1)

The table above shows that over the 30 year period:
- A rent increase of 7.7% would generate an additional £18.1m in available CFCR over the proposed 6.7% increase.
- A rent increase of 5.7% would result in a loss of available CFCR of £18m which equates to the equivalent of more than one years capital spend
- A rent freeze would result in a loss of £88.1m of available CFCR

CLACKMANNANSHIRE COUNCIL

Report to Clackmannanshire Council

Date of Meeting: 01 February 2024

Subject: Transitions Policy

Report by: Head of Strategic Planning and Health Improvement, Health and Social Care Partnership

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1.0   Purpose

1.1.   To present a Transitions Policy (Appendix 1) which outlines the requirements of Education Services, Children's and Adult Services across the Health and Social Care Partnership, both Councils, and NHS processes to support transitions for young people and their families.

2.0   Recommendations

2.1.   To agree the draft Transitions Policy for young people moving from Education and Children's Services to Adult Services as a guide for young people, families and carers.

3.0   Considerations

3.1.   Transition is not just one event, like leaving school, but a growing-up process that happens over several years and involves emotional, physical and mental changes. During this time, young people can take more control or responsibility, changing to different experiences, expectations, processes, places and routines. Transitions also impact on the family or those who care for the young person.

3.2   The Education (Additional Support for Learning) (Scotland) Act 2004 provides obligations on the Education Authority on the transition of young people, with additional support needs, ceasing to receive school education. Included in the legislation are provisions to adhere to specific timelines. At 12 months the Education Authority should engage with Children's Service, the young person, carers and parents and family as well as any agencies which the Education Authority sees fit and take account of any information and the views of the young person, parents and carers.

3.3   No later than 6 months before the school leaving date of the young person, Education and Children's Services to provide such agency as the Education

Authority thinks fit such relevant information the Education Authority considers appropriate concerning the young person on additional support needs.

3.4 A framework of legal rights and duties underpins the Transition Policy. These are detailed below:
- United Nations Convention on the Rights of the Child
- The Equality Act 2010
- Education (Scotland) Act 2016
- Adults with Incapacity (Scotland) Act 2000
- Education (Additional Support for Learning) (Scotland) Act 2004
- Carers (Scotland) Act 2016
- Social Care (Self-Directed Support) (Scotland) Act 2013
- NICE Transitions Guidelines N.G43
- Getting it right for every child (GIRFEC)
- Scottish Government National transitions to adulthood strategy for disabled young people - Statement of Intent Sept 2023

3.5 The Public Bodies (Joint Working) Scotland Act 2014 created the conditions for integrated community health and care services. As members are aware, adult community health and social work/care across Clackmannanshire and Stirling are managed within the delivery vehicle of the Health and Social Care Partnership.

This Transitions Policy provides information for families to support a smooth move from education and children's social work services into adult social work services, community health services and wider third sector supports from children and families social work services following a full assessment of need.

3.6 As outlined in Scottish Government's Principles of Good Transitions, there should be one overarching Transitions Plan, co-ordinated across children and adult services by a lead professional. The individual Transitions Plan should include information as part of this holistic approach to planning transitions along with adult health and social care, further and higher education and employment sections.

3.7 There will be a financial considerations as part of delivery of any transition between the Council's Children and Adult Social Work teams, taking account of assessed needs and the requirements of the Self-Directed Support legislation. The Self-Directed Support options offer choice and control to individuals around their package of care and support. These packages of care represent a life-long responsibility for the Council for young people and adults whilst they require care and support following an assessment of their needs.

4.0 Developing the Transitions Policy

4.1 The programme of engagement and consultation was key to the development of this Transitions Policy and the implementation of a refreshed approach to support young people and their families' move into Adult Social Work Services.

4.2 Key groups and individuals were pivotal to supporting the development of the draft Policy; parents and families, Education Services, Children and Families' Social Work, Third Sector partners, SDS Lived Experience Group as well as practitioners within Adult Services. This list recognises the scope of stakeholders and partners and the programme of engagement required to reflect the totality of interested parties.

4.3 The programme of consultation and engagement has been developed in partnership with parents through the HSCP Self Directed Support Lived and Living Experience Group, a focus group of parents and young using the Children with Disability Social Work service and alongside local third sector providers.

4.4 Throughout August and December 2023 there was a programme of consultation and engagement with an on-line consultation survey for communities, stakeholders and partners.

4.5 Officers and practitioners had the opportunity to participate in the consultation process and offer their professional expertise alongside those with a lived or living experience of transitions. Members will be aware that adult services focus on working with individual adults and meeting their outcomes, making it a different relationship between families and services, therefore the supportive role they have been used to with child services may feel more remote in adult services.

4.5.1 The focus of the consultation was: "What matters to you? As parents, as young people, as practitioners and as providers of care and support.

4.5.2 How do we support families to meaningfully through the transitions process?

4.5.3 The focus of the Transitions Policy needs to reflect choice and control & outcomes for people - how can we best ensure this happens for families, carers and young people?

4.5.4 The Transitions Policy needs to reflect care and support models and whether this meets the agreed assessed outcomes of young people:

- Assessment of needs

- Being eligible for services

- Day Service support

- Reviews

- Adult Carer Support Plan

- Respite

- Options upon leaving school

- Welfare Benefits

- Welfare and Financial Guardianship

- Continuing Care – GIRFEC

4.5.5 Following the feedback from this consultation process, the Transitions Policy was developed in line with the Council's responsibilities. It is also worth noting that involvement and participation of partners and stakeholders does not end with the publication of the Transitions Policy; but rather creates the conditions for ongoing good conversations and effective planning based on individual outcomes for young people and their families.

5 Sustainability Implications

5.1 N/A

6 Resource Implications

6.1 The Council will continue to be responsible for the delivery of care and support as part of the requirements linked to adult social care/social work, as such there will be ongoing and life-long financial commitments to the young people and their families as long as care and support is assessed as being required.

7 Exempt Reports

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

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	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)

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, x   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 x

11.0 Appendices

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

Appendix One: Transition Policy

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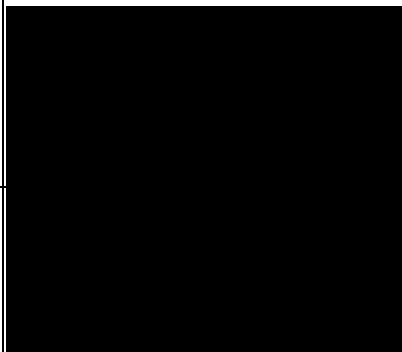
12.1 Have you used other documents to compile your report? (All documents must be kept available by the author for public inspection for four years from the date of meeting at which the report is considered)
Yes ☐ (please list the documents below) No X

Author(s)

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Approved by

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Transitions for young people with additional support needs to adulthood

January 2024

Overview

Young people with additional support needs hope for the same things as other young people; to be independent, to have a voice and a social life. It is important that the transition from Education and Children's services to adulthood is as seamless as possible. This can help ensure the young people of Clackmannanshire have positive experiences and independence as they reach a new stage in their lives. The aim of this Policy is to support young people, their families and carers to understand and participate in the process of transitions between different types of services.

Human Rights, Equality & Ecology

Human rights belong to everyone. They are relevant to many decisions that people make and experience on a day to day basis. Clackmannanshire and Stirling Health and Social Care Partnership is putting human rights at the heart of how our services are delivered.

This policy applies a human rights based approach (HRBA) which is directed to promoting and protecting human rights as a tool to empower the most vulnerable people to participate in decision-making processes and hold duty-bearers (public bodies) to account.

This approach is supported by five key principles known as PANEL;

Participation	Everyone is entitled to active participation in decision-making processes which affect the enjoyment of their rights.
Accountability	Duty-bearers are held accountable for failing to fulfil their obligations towards rights-holders. There should be effective remedies in place when human rights breaches occur.
Non-discrimination and equality	All individuals are entitled to their rights without discrimination of any kind. All types of discrimination should be prohibited, prevented and eliminated.
Engagement	Everyone is entitled to claim and exercise their rights. Individuals and communities need to understand their rights and participate in the development of policies which affect their lives.
Legality	Approaches should be in line with the legal rights set out in domestic and international laws.

Children's rights and transitions

Support for service transitions should be firmly rooted in children's rights. This is achieved by placing the child at the centre, recognising them as rights-holders, and acting in their best interests while taking their views into account.

'Evolving capacities' are referred to in the United Nations Convention for the Rights of Children (UNCRC) (articles 5 and 14). Parents' rights have to be used in a way that takes account of the young person's maturity and understanding, especially as their capacity evolves. The Staying Put Scotland Guidance mentions a similar approach. These approaches should be embedded within transitions; meaning with increasing age, maturity, understanding and experience, a young person can progressively assume greater autonomy.

Additionally, the United Nations Convention on the Rights of Persons with Disabilities (UNRPD) reaffirms that all persons with all types of disabilities must enjoy all fundamental human rights, and includes specific protections for the rights of disabled people.

The Education (Additional Support for Learning) (Scotland) Act 2004 provides obligations on the Education Authority on the transition of young people, with additional support needs, ceasing to receive school education. Included in the legislation are provisions to adhere to specific timelines. At 12 months the Education Authority should engage with Children's Services, the

young person, carers and parents and family as well as any agencies which the Education Authority sees fit and take account of any information and the views of the young person, parents and carers.

No later than 6 months before the school leaving date of a young person, Education and Children's Services should provide such agency as the Education Authority thinks fit such relevant information the Education Authority considers appropriate concerning the young person on additional support needs.

The Education Authority and Children's Services will work together to ensure Adult Services receive relevant information for young people deemed eligible for assessment in Adult Care or Adult Learning Services. This enables Adult Services to have a plan in place and a budget allocated six months before a young person's school leaving date and for the relevant receiving agency/organisation(s) or placement to be given appropriate information.

A Framework of legal rights and duties underlies the Service Transition Policy. If a person is eligible to receive funding for services they will be able to choose the services or resources they want as long as they meet the assessed needs and outcomes. The process used to determine who is eligible and determine what the budget will be is described in the stages below.

Links to Legislation, Guidance and Policy

United Nations Convention on the Rights of the Child

The Equality Act 2010

Education (Scotland) Act 2016

Adults with Incapacity (Scotland) Act 2000

Education (Additional Support for Learning) (Scotland) Act 2004

Carers (Scotland) Act 2016

Social Care (Self-Directed Support) (Scotland) Act 2013

NICE Transitions Guidelines N.G43

Getting it right for every child (GIRFEC)
Scottish Government National transitions to adulthood strategy for disabled young people - Statement of Intent Sept 2023

Introduction

The transition to adulthood is the period when young people develop from children to young adults. This is not a single event, but a process which takes place over a number of years. It is a period of personal development which can involve changes in every area of life.

Transitions to adulthood open a number of options for young people. These changes can be exciting, but they can also be confusing and stressful. We are working together support young people and their families though this transitional period.

A young person with additional support needs may receive support for their needs throughout their time at school. When a young person is due to leave school and children's Social Work

Services, it is essential that the transition is well planned and directed around the wishes of the young person.

This policy addresses the formal process around this transition, and includes a flowchart which outlines the process for young people, their families and carers.

Who this policy is for

This policy is for young people who access additional support on ceasing to receive school education and will be transitioning from Children's and Education services into Adult Care services.

There are many reasons why children and young people may need support to help them learn, to help them flourish and reach their full potential. This transition to adulthood looks different depending on each individual.

This policy details the process and how services work together with the young person, their families and carers to support each young person into adulthood. We need to make sure the young person's capabilities, views, needs, choices and aspirations are central to their transition.

Why we need a policy

We know through our engagement that transitioning to adulthood for young people with additional support needs can include:

- Stress and uncertainty for the young person
- Difficulties transferring from children's to adult services
- Changes in eligibility for services and support arrangements
- Changes in types of support
- Lack of clear information about the transitions process
- Lack of communication and collaboration between services and partner agencies
- Stress and difficulties faced by family members relating to their young person's transition.

This policy aims to lay out clearly the procedures and actions to work towards positive transitions for all young people across Clackmannanshire.

Priorities

This policy follows the Transitions to adulthood strategy: statement of intent published by the Scottish Government in September 2023. The Principles of Good Transitions seeks to implement coordinated and joined up service delivery to achieve the outcomes disabled young people want. It puts the young person at the centre of their transition planning.

There are five priorities within the Principals of Good Transition which include:

1. Choice, control and empowerment for the young person

This priority puts the young person at the centre of planning and decision making for their future. Transition planning should start early and should allow the young person to explore their goals and aspirations for the future. Education have informal conversations with young people from the age of 12, and the formal process begins at the age of 14.

2. Clear and coherent information

Young people with additional support needs, their families and carers should be aware of their rights and entitlements, and the support and services available during the different points of transitions. The provision of national and local information will be clear and accessible.

3. Coordination of individual support and communication across sectors

Multidisciplinary and multi-agency working (health, social work, education, third sector, employment, housing etc.) will support the planning and implementation of the transition. Support from professionals and consistent relationships are key to effective support during this time. Communication across all partners to the young person and their family/carer will ensure smooth transition and a point of call.

4. Consistency of practice and support across Clackmannanshire

Professionals supporting disabled young people with additional support needs during their transition to young adult life should be given the support and guidance they need to explore and improve transitions practices and align them to practice nationally. Young people with additional support needs, their families and professionals supporting them will have access to learning opportunities to support better transitions.

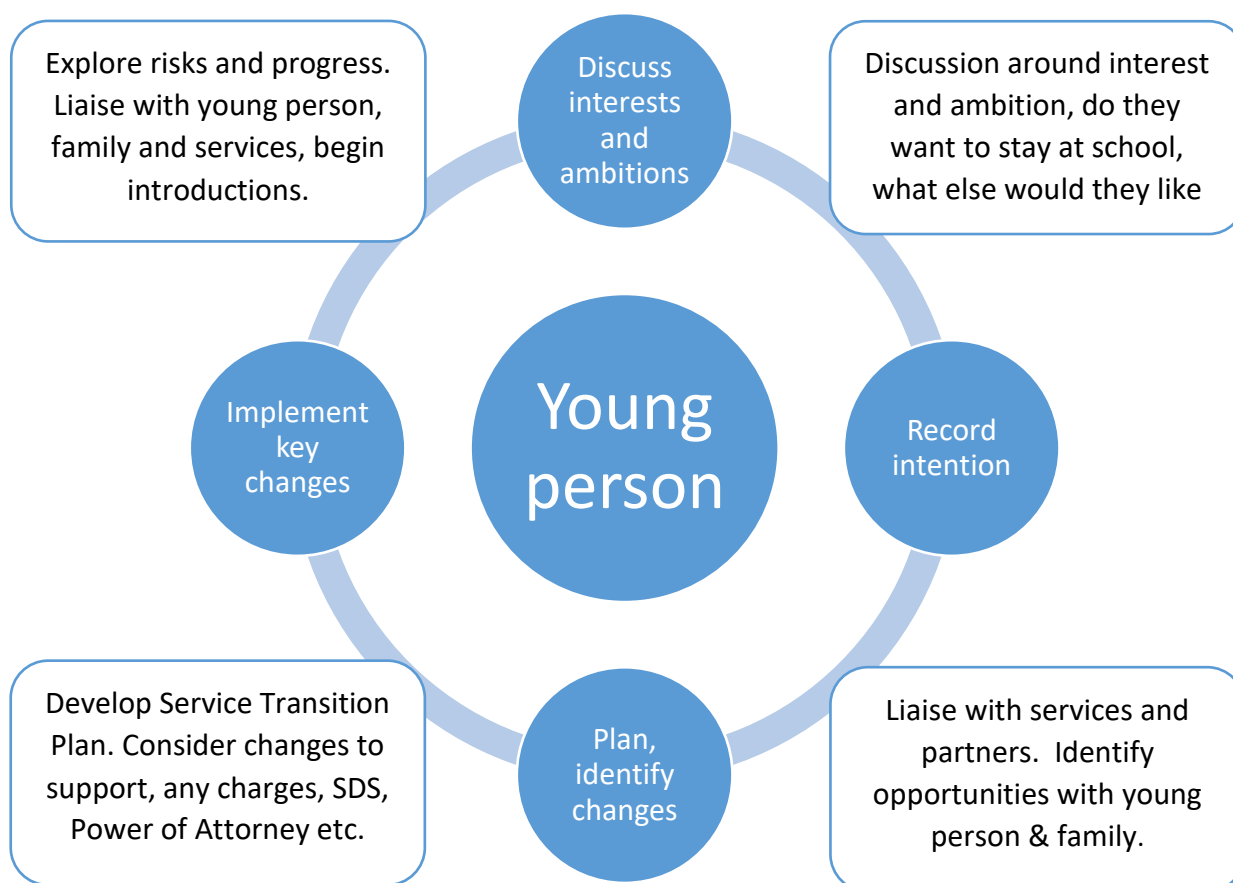## 5. Collection of data to measure progress and improvements

The measures of successful transitions to adulthood will consider life courses, in addition to traditionally understood positive destinations. Data relating to young people's experiences of their transitions will be collected, analysed and reported to understand the experiences of young people and their families and support network. Reviews of procedures will also help to make changes to improve transition experiences.

Process

We know that many young people with additional support needs and their parents and carers find the transition to young adult life particularly challenging, and we are working to reduce these challenges through engagement and co-designing Service Transition Plans with young people and their families.

This policy provides clear guidance around the role of professionals to plan and deliver the support for young people as they transition within:

- Paediatric and adult health
- Child and adult social work and social care
- Education – secondary, further and higher
- Employment and training
- Third sector
- Public sector services (such as housing and welfare)
- Scottish Government and Scottish Parliament.

Explore risks and progress. Liaise with young person, family and services, begin introductions.

Discuss interests and ambitions

Discussion around interest and ambition, do they want to stay at school, what else would they like

Implement key changes

Young person

Record intention

Develop Service Transition Plan. Consider changes to support, any charges, SDS, Power of Attorney etc.

Plan, identify changes

Liaise with services and partners. Identify opportunities with young person & family.

The process is a continuous process. Conversations start early on with the young person, their families, education and social work to identify what opportunities there are and any changes to services. This is a holistic approach to support the young person to reach their full potential and look forward to their independent adult life. Good communication with the young person and their family and with services is key to positive transitions to adulthood.

When does a Transition start?

Transition is not a single event, it is a gradual process where a young person and their family are supported throughout their teenage years and into adulthood with confidence and ability to manage the care and support they need where they have capacity to do this.

Education and Children's Services staff form good relationships with the young people and through information conversations learn about the young person, their strengths, interests and aspirations. This supports the information gathered to develop the plan for the future.

The formal process should begin from age 14 and be well under way by age 16. The age however depends on each individual, depending on when they started school and their circumstances. Communication between Education, the young person and their families will help decide the right time to start planning, based on what is best for the young person.

A good transition should build on the young person's strengths and where possible work with them to plan for how they can meet their aspirations in life. Access to good information is key to helping the young person and their family to make informed decisions.

Making Plans

Throughout the transition process, five key stages should be met to ensure that all young people are supported to achieve a good transition.

- Stage 1: Every young person from age 14 should be supported to be at the centre of preparing for adulthood and the move into adulthood, whether this is with support from health and social care services or not. Their families should also be supported to prepare for their changing role.

- Stage 2: Every young person is supported to plan proactively for their future. They are involved in ongoing assessments and developing a comprehensive, holistic plan that reflects their wishes for the future.

- Stage 3: Every young person has a plan which is developed in parallel to planning for ongoing care and support in adult services or out-with adult services in their chosen education or career path.

- Stage 4: Education and Children's Services and Adult services actively work together to ensure a smooth transition.

- Stage 5: Young people are supported in adult services with a multi-agency team fully engaged in facilitating care and support. The young person and their family are equipped with realistic expectations and knowledge to ensure confidence in their care and support needs are being met in the future.

Operational Transition Group (OTG)

In Clackmannanshire, the Operational Transitions Group is a multidisciplinary team tasked with the coordination and progression of Transitions from Education and Children's services to Adult services. Members include Education, Children's Services, Adult Learning Disabilities Team and Adult Social Care Team.

Pathways to prepare for transition are discussed for each young person with input from appropriate services and a member of the group is responsible for communicating to the young person and their family/carer.

Information is also provided to families by this group to help signpost them to appropriate services and supports in the community.

This group is key to success of the transition, updating key partners, tracking progress and working with the young person and their family/carer.

Co-designing the plan in partnership

Health

For young people with complex and life threatening health conditions, their transition to adulthood will need to be underpinned by strong partnership working between Education and

Children's and Adult health services. This may involve community health, hospital and hospice care teams.

From the age of 14, healthcare professionals, the young person and their family/carer plans should formally begin to discuss the transfer to adult healthcare. Staff should be introduced to the young person and family during the transitioning process to provide opportunities to discuss what changes to expect with them.

Plans should be focused on the wishes of the young person. Having parallel plans will help meet the needs and wishes of the young person should their health stay stable, but also for times when their condition may deteriorate. These should be reviewed regularly. It is also important to check that any documented wishes the young person may have regarding treatment are in a format that is accepted by Adult services and copies are given to the GP and uploaded to the Ambulance Service. This is important in any emergency as the Ambulance services will actively treat unless written and signed instructions are seen.

Social Care & Third Sector

For many young people, their social life and relationships with friends are very important and they will need support to enable them to lead the social life they want. Adult Social Care team are responsible for ensuring that a care package is in place, should one be required and should discuss these options using the Self-Directed Support framework. A discussion around care and aspirations will assess needs in terms of care, services and/or equipment which may support them to live their life as independently as possible. Further information on Self-Directed Support will be provided to families by Children's and Adult Services during the transition process as required.

Signposting and referrals to community groups and support should be made as a primary starting point, as well as signposting to advice on housing, benefits and transport to review if any changes will affect the household. This is available from all services supporting families and information is updated regularly. In Transition events have been organised for families where agencies and services provided information to young people and parents. It is intended to continue such events and consultation with parents and young people suggests this would be welcomed.

Education

There are various choices available to young adults after 16 years of age and the young person may want to consider one of the following routes:

- Full time education, such as continuing in school, college or home education
- Work-based learning, such as an apprenticeship
- A mix of part-time education or training, employment, self-employment or volunteering
- Colleges offer tailored curricula for young adults with profound and multiple learning difficulties.

Employment

Options for work and/or volunteering must be considered and part of the plan. There are a range of work-based opportunities to develop work and vocational skills. These will be

considered within the Service Transition plan. Links with Skills Development Scotland and Local Authority Employability teams will be made.

Housing

There are a range of options for young people and we can work to identify the right setting for the young person that best suits them with the right support and care. This may be at the family home, in residential/supported living or living independently. We will work with Housing providers to provide information on different housing options such as, social housing, housing association accommodation, private renting, shared housing and shared ownership. Information will also include where financial and other support (personal assistant, assistive technology or modifications) to enable independent living with the right level of support.

Third Sector and community supports

Clackmannanshire has a wealth of organisations working in the area to provide people with support and care alongside traditional services provided by the Clackmannanshire and Stirling Health and Social Care Partnership. The Third Sector can support the young people and their parents/carers to find the most appropriate support. This could be a support group for peers, befriending and social groups or volunteering opportunities.

Engagement

To produce this policy we have employed a number of methods of engagement. We have met with service representatives and people involved in supporting young people and their families as well as the organisations that are linked with the transition process.

We have spoken to young people and their parents about their experiences, what they would like to know and what would help them in their transition to adulthood. We have also had an online survey open from October to December 2023.

In implementing this policy, we will engage with people with lived and living experience of the service transition process to learn about how we can improve the process in the future.

Access to Information

Throughout the engagement process, access to information has been at the forefront of conversation. People want to understand the process and help to understand what is available to them as young people with additional support needs and parents/carers of those young people..

Through this engagement, it has been identified that young people and parents/carers would benefit from a webpage dedicated to young people and their families transitioning to adulthood. This would provide a step by step of the process, things to consider, information for young people and information for parents and carers. This will also provide support for planning, details of who they can talk to and links to organisations that can assist the transition into the future. This will be developed with young people, parents and carers.

This will allow people to access the information when it suits them, but also does not take away the communication with the multidisciplinary team and the guidance and support provided face to face.

Advocacy

Independent advocacy is loyal to the people it supports and stands by their views and wishes. Independent advocacy ensures peoples' voices are listened to and their views taken into account. Independent advocacy is available through the third sector within Clackmannanshire and carers' centres can provide independent advocacy support for adult carers. Children's and Adult services staff

Guide for Parents/Carers

In Scotland, the legal age of an adult is 16 and at this point it is important to assess a young person's capacity to make decisions about their life, including their care and treatment. Where a person is unable to make decisions about their life, care and treatment, the Adults with Incapacity Act (Scotland) 2000 gives another person the legal power to make decisions on the adult's behalf.

For Looked After Children, local authorities are required to provide aftercare support until care leavers turn 19, and to assess any eligible needs for aftercare support until they are 26 (or beyond in some cases).
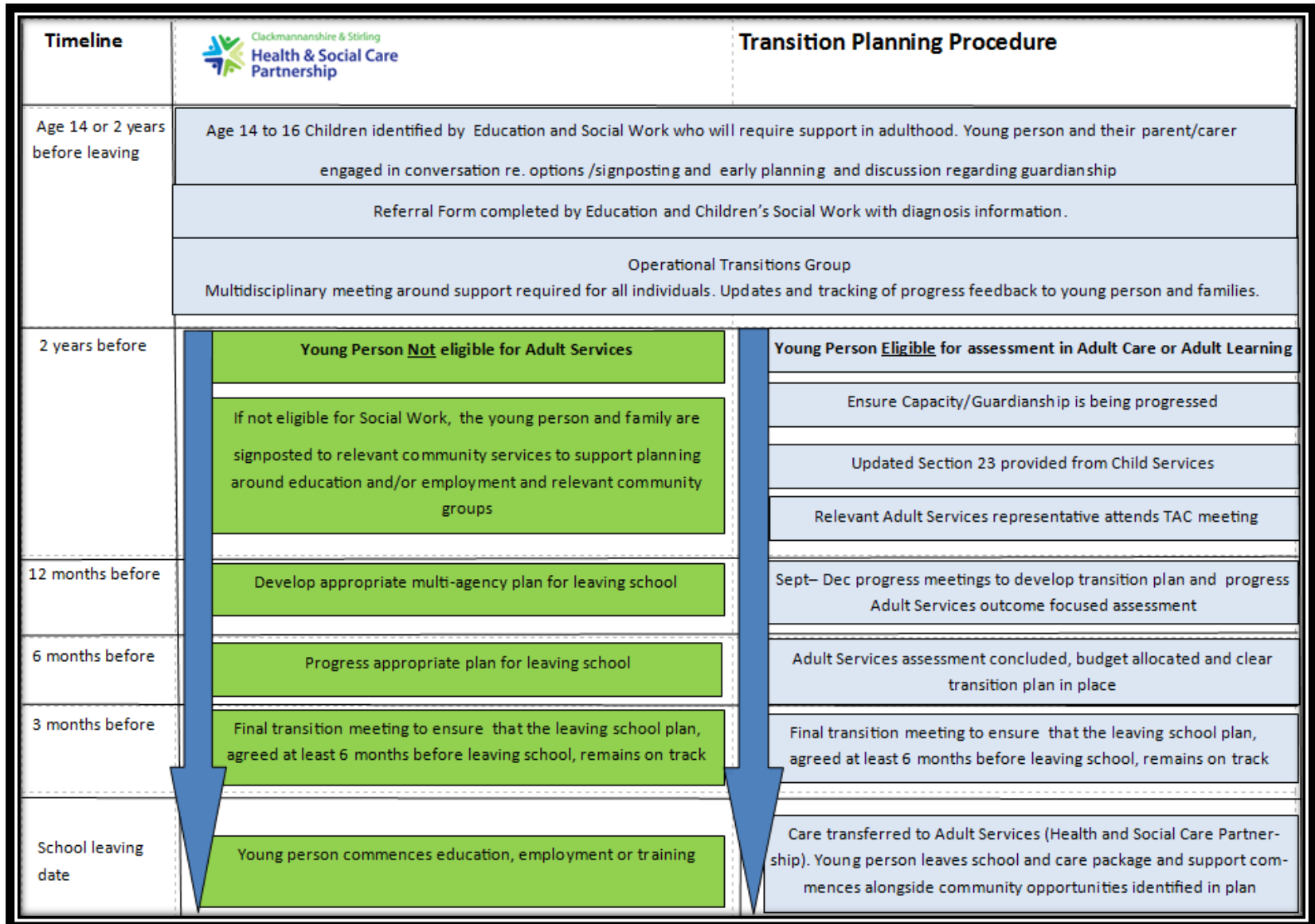
When a young person approaches adulthood, parents may wish to consider the use of Power of Attorney. A Power of Attorney could allow a person (the appointed attorney) to make certain decisions on behalf of another person including cases where there is a loss of capacity. . A Power of Attorney is a legal document and the advice of a solicitor should be obtained by both the parent and the young person on the use of a Power of Attorney. The Law Society of Scotland (https://www.lawscot.org.uk/) can provide assistance in referring a suitable lawyer to assist.

Guardianship

Subject to the legal due diligence, where it is believed that an adult does not have capacity to make their own decisions, then it may be possible to obtain a guardianship order. The guardianship order, if granted, would allow the guardian to handle property and financial matters, personal welfare, or a combination of these.

Where there is a young adult with capacity issues Education, Children's Services and Adult Care Services should signpost families to make application for guardianship to be in place three months before a young person's 16th birthday.

Transitions Flowchart

Timeline	Clackmannanshire & Stirling Health & Social Care Partnership	Transition Planning Procedure
Age 14 or 2 years before leaving	Age 14 to 16 Children identified by Education and Social Work who will require support in adulthood. Young person and their parent/carer engaged in conversation re. options /signposting and early planning and discussion regarding guardianship	
	Referral Form completed by Education and Children's Social Work with diagnosis information.	
	Operational Transitions Group. Multidisciplinary meeting around support required for all individuals. Updates and tracking of progress feedback to young person and families.	
2 years before	Young Person Not eligible for Adult Services	Young Person Eligible for assessment in Adult Care or Adult Learning
	If not eligible for Social Work, the young person and family are signposted to relevant community services to support planning around education and/or employment and relevant community groups	Ensure Capacity/Guardianship is being progressed
		Updated Section 23 provided from Child Services
		Relevant Adult Services representative attends TAC meeting
12 months before	Develop appropriate multi-agency plan for leaving school	Sept– Dec progress meetings to develop transition plan and progress Adult Services outcome focused assessment
6 months before	Progress appropriate plan for leaving school	Adult Services assessment concluded, budget allocated and clear transition plan in place
3 months before	Final transition meeting to ensure that the leaving school plan, agreed at least 6 months before leaving school, remains on track	Final transition meeting to ensure that the leaving school plan, agreed at least 6 months before leaving school, remains on track
School leaving date	Young person commences education, employment or training	Care transferred to Adult Services (Health and Social Care Partnership). Young person leaves school and care package and support commences alongside community opportunities identified in plan

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Process

The following section outlines the process for three possible outcomes: the young person is not eligible for Adult Social Care Services; the young person is eligible for Adult Social Care services or the young person is eligible for Adult Learning Disability Services. Steps 1-5 are the same for all young people with additional support needs.

Timescales depend on the individual and their circumstances. While the informal conversations begin when the young person starts secondary school, the formal process should start at age 14. This can then determine when the young person wishes to leave school. If they wish to leave at age 16, the process should begin at age 14. If they wish to leave at age 17, then the process should begin at age 15. If they wish to leave at age 18, then the process should begin at age 16. Factors such as the age they started Primary 1 can also impact the leaving year. Staff will support young people and families/carers to make the decision.

All young people accessing Additional Support			
Step	**Process**	**Who**	**When**
1	Informal conversations with young person about interests and aspirations	Young person & family Education	This normally starts age 12
2	Decision regarding whether Young people meet eligibility criteria for adult services	Education, Children's Services	Age 14
3	Referral to Operations Transition Group (OTG) made, collating key information on diagnosis and supporting information	Education Children's Services	Age 14 or 2 years before leaving
4	Completion of Referral Form for multidisciplinary OTG meeting to consider	Education Children's Services	Age 14 or 2 years before leaving
5	OTG determine eligibility and progress to relevant stage.	Education Children's Services Adult Social Work Teams	Age 14 or 2 years before leaving

↓	↓	↓
Young Person not eligible	Young Person referred to Adult Social Care	Young Person referred to Adult Learning Disability

Process for young people not eligible for Adult Services

The following steps outline the process from the Operational Transitions Group decision for young people not eligible for Adult Services.

Although the young person is not eligible to transition to Adult Services, Education and Children's Services support the young person and family through signposting to relevant services and organisations to help them fulfil their aspirations.

Young Person not eligible			
Step	**Process**	**Who**	**When**
6	Young person and family are supported with information and options open to the young person.	Young person & family, Education, Children's Services	Age 14 or 2 years before leaving
7	Signposting to relevant supports and opportunities – Skill Development Scotland, Employability and further and higher education.	Young person & family, Education, Children's Services	Age 14 or2 years before leaving
8	Links with Third Sector for community support.	Young person & family, Education, Children's Services	Age 14 or 2 years before leaving
9	Develop appropriate multi agency plan for leaving school	Young person & family Relevant organisation/s	Age 14 or 2 years before leaving
School leaving date Young person leaves school and enters employment/training or higher or further education with access to community supports relevant to their aspirations			

Process for young people eligible for Adult Social Care services

The following steps outline the process from the Operational Transitions Group decision for young people who are eligible for Adult Social Care services and the steps towards school leaving date.

Young Person referred to Adult Social Care			
Step	Process	Who	When
6	Ensure diagnosis is completed and available	Young person & family, Education, Children's Services	Age 14 or earlier
7	Family advised about Guardianship and changes in relationship	Young person & family, Education, Children's Services	Age 14
8	Updated Section 23 Assessment form provided	Children's Services	2 years before leaving
9	Young Person added to Transition list for allocation to complete outcomes focussed assessment	Young person & family, Children's Services, Adults Social Care	12 months before leaving
10	Discussion with Young person and family around options and outcome focussed assessment	Young person & family, Education. Children's Services, Adult Social Care	12 months before leaving
11	December Progress Meeting held	Education, Children's Services, Adult Social Care	6 months before leaving
12	Six months before school leaving date, adult assessment will be concluded, budget allocated and clear transition plan agreed.	Education, Children's Services, Adult Social Care	6 months before leaving
13	Final progress meeting to ensure everything is in place for young person, as planned.	Education, Children's Services, Adult Social care	3 months before leaving
14	Young person transferred to Adult Social Work and closed to Children's Social Work	Adult Social Care,, Children's Services	School leaving date
15	Links to Third Sector and community supports	Young person & family Third Sector	School leaving date
School leaving date Young person leaves school and Care Package commences alongside any community supports identified in the Plan.			

Process for young people eligible for Adult Learning Disability services

The following steps outline the process from the Operational Transitions Group decision for young people who are eligible for Adult Learning Disability services and the steps towards school leaving date.

Young Person referred to Adult Learning Disability Team			
Step	**Process**	**Who**	**When**
6	Ensure diagnosis is completed and available	Young person & family, Education, Children's Services	Age 14 or earlier
7	Family advised about Guardianship and changes in relationship	Young person & family, Education, Children's Services	Age 14
8	Updated Section 23 Assessment form provided to Adult Learning Disability Team	Children's Services	2 years before leaving
9	Young Person added to Transition list for allocation to complete outcomes focussed assessment.	Young person & family, Children's Services Adult Learning Disability Team	12 months before leaving
10	Discussion with Young person and family around options and outcome focussed assessment	Young person & family, Education, Children's Services, Adult Learning Disability Team	12 months before leaving
11	December Progress Meeting held	Education, Children's Services, Adult Learning Disability Team	6 months before leaving
12	Six months before school leaving date, adult assessment will be concluded, budget allocated and clear transition plan agreed	Education, Children's Services, Adult Learning Disability Team	6 months before leaving
13	Easter: Final progress meeting to ensure everything is in place for young person, as planned.	Education, Children's Services, Adult Learning Disability Team	3 months before leaving
13	Young person transferred to Adult Social Work and closed to Children's Social Work	Adult Learning Disability Team Children's Services	School leaving date
School leaving date Young person leaves school and Care Package and support commences alongside community opportunities that are identified in Plan.			

CLACKMANNANSHIRE COUNCIL

Report to Clackmannanshire Council

Date of Meeting: 1st February 2024

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 Target Operating Model (BtF TOM) and associated Transformation Programme. This paper provides updates in respect of the review of governance arrangements for the BtF TOM and Transformation Programme and a thematic update on the work being progressed in respect of Digital and Data Transformation.

2.0 Recommendations

It is recommended that Council approves:

2.1. the updated governance framework for the Be the Future programme (Appendices 1 and 2)

It is recommended that Council notes:

2.2. Progress with the Be the Future priorities previously agreed by Council (Appendix 3)

2.3. that all Be the Future Board agenda and supporting papers will be distributed to all Council members from February onwards to better facilitate scrutiny and awareness of progress (paragraph 3.5)

2.4. the thematic update on progress with the Digital and Data Transformation programme (section 4 and Appendices 4 and 5).

3.0 Considerations

Be the Future Governance Review

3.1. In parallel with implementing new arrangements for the Programme Management Office, the Chair of the Be the Future Board requested a

refresh of the governance arrangements to ensure responsibilities and reporting arrangements remain aligned with priorities agreed by Council. The review is now complete and minor amendments have been made to the Terms of Reference of both the Be the Future Board (Appendix 1), chaired by the Council Leader; and the Strategic Oversight Group (Appendix 2), chaired by the Chief Executive.

3.2.   The key changes were as follows:

- updating officer responsibilities and role titles to reflect the changes made to the PMO arrangements
- updating the delegations re funding and decision–making to reflect the most up to date position agreed by Council
- streamlining the articulation of the governance framework to better reflect operational practice
- the agreement of a standard 'core' agenda for both Groups to ensure focus remains aligned with the relevant Terms of Reference and, more importantly, maximise the profile of progress with the priorities agreed by Council
- a focus on establishing more robust forward planning arrangements.

3.3.   The updated Terms of Reference for the Be the Future Board (Appendix 1), and the Strategic Oversight Group (Appendix 2) are submitted to Council for agreement, having been agreed by both fora in their recent January meetings, prior to this meeting of Council.

3.4.   A key emphasis of the changes proposed is to ensure focus is sustained on the scrutiny of progress with agreed Council priorities. To facilitate this focus for the Be the Future Board, a standardised project reporting template has been developed using a "project on a page" approach. The template highlights key activities and milestones achieved in the current period, milestones and outcomes to be achieved in the next reporting period, risks and issues, budget and financial expenditure. There is also a section on transformation alignment.

3.5.   The Chair of the Be the Future Board has asked that all Board agenda and supporting papers are shared with all elected members going forward.

3.6.   A new template has also been introduced to provide summary updates to Council on progress with the Be the Future priorities by sponsor with RAG status and narrative for each. This summary information is supported by the more detailed information provided to the Board described in paragraph 3.4. Appendix 3 provides Council with its first update using this template. The format will continue to be developed and refined as arrangements continue to embed.

4.0   Digital and Data Programme Update

4.1.   The Digital and Data Transformation programme has been agreed at Council as a key enabler of the Be the Future programme and Target Operating Model. It covers a range of activities that will support operational efficiencies in line with our budgetary pressures, improve our

customer experience and journey and deliver the Council's updated Digital Strategy. The programme sets the trajectory for the council to be a Digital Council of the future.

4.2. The Digital and Data Transformation Roadmap describes the digital and data journey for 23/24 (Appendix 4). It is based on the themes; Customer Experience, Working Smarter, Colleague Journey and Maximising Impact. Appendix 5 also outlines the key deliverables, benefits and progress for each of the workstreams.

4.3. An updated Digital Strategy (2024-26) is currently in development and will come forward in early 2024. It aims to build upon the strengths of the previous strategy and identify new opportunities for leveraging digital technologies to improve service delivery, enhance citizen engagement, and drive operational efficiency.

4.4. The strategy will encompass various aspects, including data insights, citizen-centric services, and workforce transformation. Data is a key asset and the use of data to provide insights, inform decisions and plan services is extensive. The goal is to establish Clackmannanshire as a Digital Council, delivering innovative and effective digital solutions that meet the evolving needs of its residents and stakeholders.

5.0   Customer Services Hub Update

5.1. The Customer Service Hub is to be delivered with the focus being to design customer centric digital services which will streamline communications channels, improve efficiency, and provide residents with enhanced access to council services.

5.2. The Customer Service Hub is designed to centralise and automate communication processes, ensuring that residents' requests and queries are handled promptly and effectively.

5.3. Residents will have access to multiple channels, including phone, email, online electronic forms, as well as working towards a dedicated online portal, making it easier than ever to engage with the council.

5.4. The first release will include replacement applications for Freedom of Information, Subject Access Requests, Complaints and Compliments, with an expected go live in January 2024. The following module, Customer Enquiry Management (expected go live Spring 2024) will focus on the Contact Centre and Local Offices providing call logging, workflow and case management functionality.

6.0   SMART Clacks Update

6.1. The Internet of Things (IoT) SMART Clacks Strategy is in development which will lay out how Clackmannanshire will enable a connected, efficient, and sustainable community through the strategic deployment of IoT technologies. The aim of producing an IoT strategy is to have a corporate Council wide approach. The aim will be to harness IoT to enhance public services, improve citizen experiences, provide predictive

capabilities and drive economic growth while ensuring data privacy and security. The approach will be a collaboration with service areas to identify opportunities where IoT can enable change and assist with budget constraints by providing future ways of working using new technologies. Each proof-of-concept project will have a robust use case which will be delivered through the appropriate Council governance route and procurement journey.

6.2. Internet of Things projects use sensors to monitor changes in the environment and automate manual processes. One year proof of concepts will be rolled out, to trial the innovation and at the end of the period the projects will be evaluated. If the project meets the success criteria and benefits then implementation could be scaled up or if it has not delivered as expected, the project can be closed, and the trial finished.

6.3. Clackmannanshire Council are currently undertaking the following IoT activity. Monitoring of CO2 levels in schools and Legionella monitoring at Menstrie House. In Social Housing, sensors for the pre-emptive monitoring of damp and mould conditions are to be installed and trialled in a number of properties, following a successful procurement process.

6.4. Discussions are underway with the University of Stirling to widen the scope of the SMART workstream to align the programme with the strategic ambition of the Scottish International Environmental Centre (SIEC), this partnership working provides a unique opportunity to get upstream of cutting-edge technology. It will maximise the data analysis and predictive capabilities across the region and for all the partners whilst also providing the council access to funding, skills and resource capacity. The initial focus will be environmental sensors for monitoring air quality across the county and data insights into flood prediction, with further opportunities identified which are being explored.

7.0 Automation

7.1. Discovery work is ongoing across all council services; 43 potential processes have been identified for the automation pipeline. The discovery work completed to date has identified that to maximise the impact and realise savings, the implementation approach would need to be adjusted to a corporate rather than service by service approach. This approach aims to simultaneously develop and deliver multiple applications and automations.

7.2. There are inter-dependencies between work being progressed in respect of automation and the planned work to enhance the Council's IT infrastructure. The latter work is scheduled to run until at least March 2024, therefore timescales in respect of our work on automation are currently being realigned to ensure approaches are appropriately integrated and aligned.

7.3. An illustration of our early adopters is the development of an HR chatbot which will provide chatbot functionality for HR queries using Teams M365. Work is currently at the stage of HR user acceptance testing.

8.0 Digital Champion Programme

8.1. The Digital Champions continue to provide digital skills support to colleagues. Eleven officers have completed the SCQF Level 6 accreditation in Digital Exclusion. Microsoft Outlook is being piloted, to develop their own digitals skills to support the migration to M365 and will be supporting the transition to the new telephony system.

8.2. A digital skills and data literacy survey is to be rolled out across the council and the digital team are also exploring how digital tools can support staff with additional support needs, such as dyslexia, enabling them to provide additional support and guidance to colleagues going forward.

9.0 Data Insights

9.1. The Digital and Data Transformation team seeks to implement a data insights workstream to enable the council to make better data-driven decisions, enhance service delivery and operations and improve our citizen engagement.

9.2. The project will first seek to establish a 'current state' analysis of our data landscape – how we collect, store, manage and use our data – then develop a data model mapping how data flows across the council and create a data catalogue to improve data quality and provenance.

9.3. A data maturity assessment cohort (DMA) with Scottish Government will commence in January 2024 to perform a council-wide assessment of our data maturity and literacy and produce the implementation plan and requirements towards the broader strategy for digital and data.

9.4. A pilot project will be undertaken to demonstrate the value of data insights using the Microsoft Power BI data management tool. Focusing on a priority area for improvement, the tool will seek to consolidate and prepare the data to produce compelling visualisations and insights.

10.0 Implications

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

11.0 Resource Implications

11.1.   Financial Details

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

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

12.0   Staffing

None

13.0   Exempt Reports

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

14.0   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** - Be the Future

15.0   Equalities Impact

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

16.0   Legality

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

17.0   Appendices

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

Appendix 1 – Be the Future Board Terms of Reference
Appendix 2 – Strategic Oversight Group Terms of Reference

Appendix 3 - Be the Future Priorities Status Update
Appendix 4 –Digital and Data Transformation Roadmap
Appendix 5 – Workstream Deliverables, Benefits and Progress

18.0 Background Papers

18.1 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
Wendy Robertson	Senior Manager, Transformation and Capital	452043
Nikki Bridle	Chief Executive	452002

Approved by

NAME	DESIGNATION	SIGNATURE
Nikki Bridle	Chief Executive	██████████████

APPENDIX ONE

Be the Future Board – Scope and Remit

The Be the Future Board scrutinises the performance of the transformation portfolio in delivering on the priorities agreed at Council; scrutinises the robustness of the Be the Future business cases; reviews the work of the submissions that come forward from the Strategic Oversight Group and undertakes an advocacy role to pave the way for Council decisions. Appendix 2 provides the Terms of Reference for the Strategic Oversight Group. Diagram 1 provides the overall governance framework for the Be the Future programme.

Chair and Membership

The Be the Future Board is chaired by the Council Leader who is the Elected Member sponsor for the Transformation Portfolio. In the absence of the Council Leader the chair role is undertaken by the Depute Council Leader. The Be the Future Board comprises senior Elected Members and is supported by the Programme Management Office (PMO) under the leadership of the Senior Manager (Transformation and Capital).

Membership of the Be the Future Board is:

- Council Leader and Be the Future sponsor (Chair)
- Depute Council Leader
- Group Leader (Labour)
- Group Leader (Conservative)

The Senior Leadership Group are in routinely attendance at the Board meetings and other staff will be invited into meetings to support agenda items as required.

Meeting Format

Support and servicing of the Be the Future Board is provided by the Programme Management Office (PMO). The Senior Manager (Transformation and Capital) and the Chief Executive (Chair of the Strategic Oversight Group) will work with the BtF Board Chair to agree the agenda for the quarterly meetings. Standing agenda items include:

- **PMO Report:** a quarterly overview of the Be the Future Programme with input from workstream leads on progress on strategic workstreams and working group leads on key activities and outcomes.
- **Quarterly Performance and Risk Report:** dashboard information on progress of projects and benefits being realised and risk (exception report). This report also provides a quarterly update on spend and forecast for the Transformation Fund.
- **Quarterly Grant Capture Report:** update on bids in progress and grant capture, and other funding secured.
- **Proposals**: submission of business cases, proposals and cases for change in the Be the Future programme which will come forward with recommendations from the Strategic Oversight group
- **Forward Plan:** there will be a forward plan for business that is reviewed and updated.

Schedule of Meetings

Meetings of the Be the Future Board are quarterly. The schedule for the remainder of the financial year 23/24 for the Be the Future Board and the Strategic Oversight group is set out below. Where formal governance or budget approval is required, these decisions will progress to Full Council in line with Council's approved Standing Orders.

Strategic Oversight Group	Be the Future Board
Wednesday 17th January 2024	Tuesday 30th January 2024
Wednesday 28th February 2024	Tuesday 23rd April 2024

Design Authority

All levels of project and programme delivery and governance will have a consistent framework for reporting, benefits measurement, and financial scrutiny. The design authority for this framework is the Programme Management Office which is overseen by the Senior Manager (Transformation and Capital). The PMO, led by the Senior Manager (Transformation and Capital) will ensure that the framework is consistently applied, appraise business cases and oversee programme and project performance and risk in support of the Strategic Oversight Group and Be the Future Board. The PMO will also support the development of proposals and verify that they are individually and collectively aligned with the core design principles agreed in the Council's Strategic Roadmap for the Be the Future programme.

Conventions adopted by the Be the Future Board will mirror those of the Strategic Oversight Group (agendas, reporting, action log format etc.,) in order to maximise consistency and efficiency in reporting processes. All templates are provided by the Programme Management Office.

Decision Making

Decision making about the day-to-day delivery of the programme is overseen by the Strategic Oversight Group in line with the delegations made to this group by Council. The Be the Future Board scrutinises the performance of the programme and the robustness of business cases and other proposals, paving the way for any decisions that will be made at Council. Reports are accompanied by analysis provided by the PMO and where appropriate a recommendation for consideration by the SOG.

Business Cases

Business cases are used to inform decisions and recommendations for investment from the Transformation Fund and to bring new projects into the Be the Future Programme. The Be the Future Board scrutinises business cases and can endorse business cases. The Be the Future Board does not approve business cases. Approval of business cases that require funding or investment rests with Full Council.

Transformation Fund

The Transformation Fund is investment agreed by Council to support transformation. The Transformation Fund is, in part, delegated to the Chief Executive who wherever possible seeks to consult with the Strategic Oversight Group on the approval of proposals. Any proposals which fall outwith the delegated sum/ scope would be submitted to Council with a recommendation from the Chief executive/ Strategic Oversight Group.

Criteria for Scrutinising Programme Performance

The Be the Future Board will be asked to scrutinise programme performance against the following criteria:

- Alignment to Be the Future priorities, the budget strategy and capital investment plan
- Level and quality of benefits realised, including impacts on demand management and cost containment
- Capacity and skills required for delivery
- Other financial and partnership support that can be secured

Outputs from Be the Future Board

Following the Board meeting, the Chair will issue a key message from the Board about the business conducted to progress the Be the Future Programme. The Senior Manager (Transformation and Capital) will liaise with both the Chair and the Council Communications Team to support the development of this quarterly message. This message will be focused on the key stakeholder groups of staff and partners.

APPENDIX TWO

Be the Future Strategic Oversight Group (SOG) – Scope and Remit

Purpose

The purpose of the Strategic Oversight Group (SOG) is to:

- oversee the Be the Future transformation activity;
- provide direction to the Transformation Programme;
- monitor progress of the Transformation Programme and its sub-elements; and
- scrutinise proposals, business cases and cases for change, particularly those coming forward for onward submission to the Be the Future Board.
- approves bids for funding from the Transformation Fund
- review benefits realisation outcomes
- project review and formal close

Diagram 1 provides the overall governance framework for the Be the Future programme.

Chair and Membership

The SOG is officer-led and is supported by the Senior Manager Transformation and Capital. The SOG is chaired by the Chief Executive who is Executive sponsor for the Transformation Portfolio. In the absence of the Chief Executive the chair role is undertaken by one of the three Strategic Directors. Board attendance should be prioritised but if Senior Officers are unable to attend, they should discuss with the Chair a nominated substitute from their portfolio of Senior Managers.

Membership of the SOG is:

- Chief Executive Officer (**Chair**)
- Chief Officer (Health and Social Care Partnership)
- Strategic Director (Place)
- Strategic Director (People)
- Strategic Director (Partnership and Performance)
- Chief Finance Officer
- Senior Manager (Legal and Governance)
- Senior Manager (HR and Workforce Development)
- Senior Manager (Transformation and Capital)
- Trades Union representation

Membership is dynamic to support specific transformation business, as determined for each meeting. Other colleagues will be invited into meetings to support agenda items as required. This may include, but is not limited to, for example: Design Authorities on Procurement, ICT, Communications, Projects, or Programmes of Work.

Meeting Format

Support and servicing of the SOG is provided by the Senior Manager (Transformation and Capital) who will work with the Chair on establishing the agenda for each meeting.   Standing agenda items include:

- **Be the Future Transformation Programme Overview**: led by the Senior Manager (Transformation and Capital) with input and update from Senior Responsible Owners (SROs) or key working group and project leads on key activities, as required. The preference is to use the project on a page templates. This will include key milestones, risks, and benefits realised.
- **Quarterly financial update:** update on spend and forecast for the Transformation Fund, led by the Chief Finance Officer.
- **Quarterly grant capture report:** update on bids in progress and grant capture and other funding secured.
- **Proposals:** submission of business cases, proposals and cases for change in the Be the Future programme.
- **Forward plan:** there will be a forward plan for business that is reviewed and updated. This will include areas where the SOG will undertake more detailed scrutiny on priorities and specific transformational activity or support activity, for example, capacity and skills, partnerships and governance, communications etc.

Meetings in the month before the Be the Future Board meetings will consider the quarterly reports and updates that will go forward to the Be the Future Board meetings.

Frequency of Meetings

SOG meetings will take place every six weeks for up to 1.5 hours as part of the Extended Senior Leadership Group (ESLG) meetings which take place on a Wednesday morning. A schedule has been agreed and invitations will be issued in advance of the meetings.

Where formal governance or budget approval is required, these will progress to full Council.

Design Authority

The design authority (DA) is responsible for providing guidance and governance to all levels of project and programme delivery and for ensuring there is a consistent framework for reporting, benefits realisation, outcomes measurement and financial scrutiny.

The DA will report directly to the Chief Executive through the Senior Manager (Transformation and Capital) and the membership will include:

- Senior Manager (Transformation and Capital)
- Project Manager – Capital x 2
- Project Sponsors

The DA will ensure that the framework is consistently applied, appraise proposals and business cases, and oversee programme performance, project performance, benefits, and risk in support of the Strategic Oversight Group.

The DA will also support development of proposals and verify they are individually and collectively aligned with the core design principles agreed in the Council's Strategic Roadmap for the Be the Future programme.

Conventions adopted by the Strategic Oversight Group for agendas are mirrored in the Be the Future Board meetings (agendas, reporting, action log format etc.) in order to be efficient in reporting processes. All templates are provided by the SM (T and C).

Decision Making

The basis for decision making is the reporting and the business cases brought forward for the SOG to consider.
Reports may be accompanied by additional analysis and, where appropriate, a recommendation for consideration by the SOG.

Business cases and requests for investment from the Transformation Fund are assessed by the following criteria by the SOG:

- Alignment to Be the Future priorities, the budget strategy and capital investment plan;
- Level and quality of benefits realised, including impacts on demand management and cost containment;
- Capacity and skills required for delivery; and
- Other financial and partnership support that can be secured.

Business Cases

Business cases are used to inform decisions and recommendations for investment from the Transformation Fund and to bring new projects into the Be the Future Programme. These will typically follow a Proposal that was previously approved by SOG for further research or options appraisal to inform the business case detail.

The documentation for submission of requests for funding from the Transformation is provided by the as the design authority.
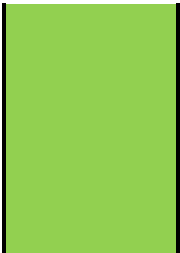
Transformation Fund

The Transformation Fund is investment agreed by Council to support transformation. The Transformation Fund is, in part, delegated to the Chief Executive who wherever possible seeks to consult with the Strategic Oversight Group on the approval of proposals. Any proposals which fall outwith the delegated sum/ scope would be submitted to Council with a recommendation from the Chief executive/ Strategic Oversight Group.

DIAGRAM 1: Governance Framework for Be the Future Programme

BtF Governance & Operating Model

Forward plan for Elected members briefings and for the Be the Future Board business	

Legend:
- Elected member level
- Officer led level
- Delivery level

Full Council

Focus on strategy and budgetary decisions
Biannual update on progress on Be the Future programme

Elected Member Briefings

Be the Future Board

Strategic roadmap performance
New project review
Be the future updates & reports
Financial outturns
Quartyly reporting/quarterly meetings

Senior Manager Transformation and Capital leads governance, reporting & monitoring at Officer level

Monthly Sponsor Briefings

Capital Operations Group

Strategic Oversight Group

Programme/workshop performance
Financial performance
Benefits realisation
New projects and business case review
Quarterly reporting/monthly meetings

Project Manager Capital supports workstreams, working groups & project activities at delivery level

Workstream and Project Delivery

Digital and Data Transformation	Asset Strategy	Workforce Strategy

Corporate Working Groups

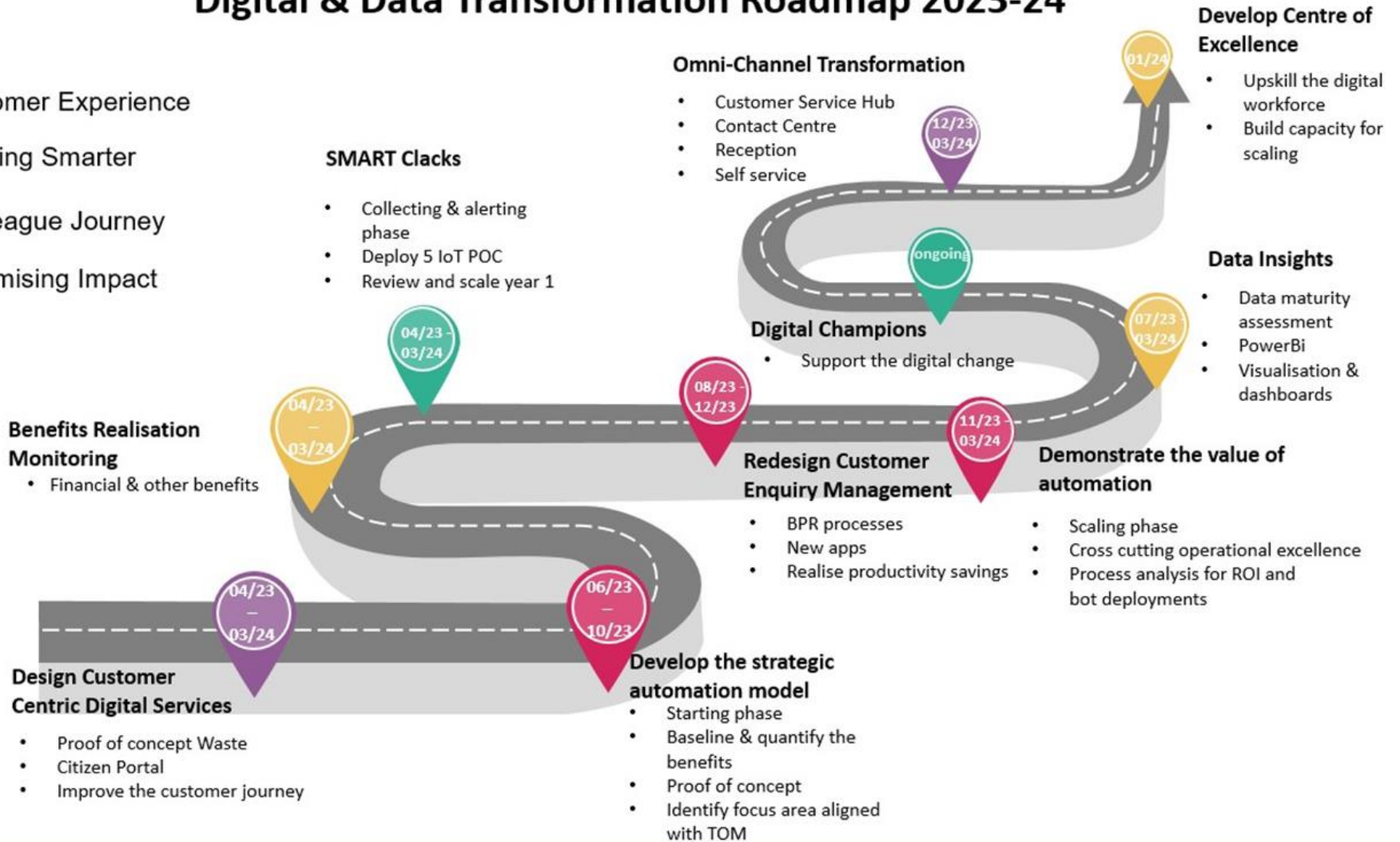| Transformation Activity/Theme	SLG Sponsor	Scope of Activity	Project Status	RAG Status for overall activity	Be the Future Priority Update
Digital and Data Transformation	Stuart Crickmar	• Implement MS365 • SW IT system (SWITS) • Customer Services Hub • Housing and Property IT system • App Pipeline Projects	Delivery Planning Delivery Planning Delivery	🟩	Presentation to SLG on M365 plan on a page , final deployment options being developed with organisation roll out envsioned for May 24. Refreshed Digital and Data strategy to be delvoped for early 24/25. Housing MIS early stage procurement and appointment of progamme manager to follow. Social work MIS awaitng recruitment of PM to enable planning to commence.
Asset Strategy	Pete Leonard	• Sustainable asset base • Learning Estate Review • Surplus assets • Income generation proposals • Carbon reduction and net zero • Community Asset Transfers • Partnership/co-location	Planning Planning Delivery Delivery Planning Planning Not started	🟩	Asset strategy paper approved by council in November 2023 for Phase 1 and Phase 2. Phase 1 is based around asset disposal, income generation and recovery of insurance premiums for 23/24 and 24 /25. Phase 2 is around wider asset management strategy ,including learning estate, operational buildings and depots and also the commercial rental estate and new opportunities for investment (eg Greenfield campus and Forthbank) to be planned from 24/25.
Sustainable Transport	Lorraine Sanda	• Resilient local transport • Carbon reduction and net zero • Regional connections • Partnership opportunities • Consolidate/ pooling opportunities	Planning Planning Planning Planning Planning	🟩	Early stages of exploring funding opportunities,and engagement with the Third Sector and the Scottish Government.
Communication and Engagement Model	Nikki Bridle	• Resilient and future-focus model of internal and external communications • Clear engagement mechanisms that promote participation and local leadership	Planning Planning	🟩	Scope to be developed post-budget setting in Q4 2023/24/Q1 2024/25. Already some stakeholder interest registered regarding participation, for instance Joint Community Council Forum. Other stakeholders/ participants will be developed as part of scoping exercise.
Tackling Poverty	Lorraine Sanda	• Invest in Family Well-being approaches • Align Funding to tackling poverty • Invest in what matters and works for communities • Keep the Promise • Wellbeing Economy	Delivery Planning Delivery Delivery Delivery	🟩	Contiuned funding for 24/25 from SG has been confirmed. Family Wellbing Parternship Strategy to 2030 about to be agreed and nearing completion . What Matters To You (WM2U) now established in Clackmannanshire with discussion with the communities on going. Keep the Promise /Vardy project progressing with financing to be agreed on 30th January 2024.
Investment Strategy	Pete Leonard	• Recruit skilled/expert resource • Develop implementation Plan • Develop revenue investment proposition to complement existing capital investment priorities	Delivery Not started Not started	🟧	Strategy approved earlier in 23/24 and a number of investment priorities have been identified. Wellbeing Hub /Alloa West masterplan Gartmorn Dam masterplan, Forthbank Transformation Zone masterplan, Alloa Town Centre Tranformation zone and connectivity masterplan, Alloa Innovation Hub Campus. Focus now on bringing skills and resources into the team to take this work forward in 24/25
		• Align Interim Workforce Strategy with BtF/TOM programmes of activity • Focus on future workforce needs- skills, numbers and culture	Complete Delivery	🟩	Workforce strategy has been approved by Council in October 2023. Now working throught the plan as agreed and reports will be brought back to SOG as the progress develops. Early discussions around commissioning models.

Workforce Strategy	Stuart Crickmar	• Embed consistent leadership skills and approaches including re governance and performance management	Planning		
		• Develop skills development pathways	Planning		
		• Redesign Business support model, including options re member and committee services	Analysis		
		• Map current 'as is' commissioning capacity and capability	Not started		
		• Develop proposed 'to be' commissioning model options underpinned by assessment of capacity and capability requirements	Not started		
Values Based Leadership/ culture change		• Promote positive customer first culture	Delivery		Ongoing funding for Columber 1400 confirmed for 23/24. Work underway on employability and Train the Trainers.
		• Support innovation in Transformation priorities	Dleivery		

	Lorraine Sanda	• Embed Be the Future Values • Design for peoples needs • Empowerment • Accessible digital and data- led approaches	Delivery Delivery Delivery Planning		
Collaborative Community Models	Lorraine Sanda	• Shift to early intervention and prevention • Moving resources and staff closer to communities • Pooling of funding sources and support activities • Leveraging additional partnership and philanthropic funding • Creation of new community entity for decision making and funding opportunities • co-design of services with communities • Data Mapping and development of targetted outcomes and alignment of reporting • Capacity Building of commuity organisatons and indivuduals (Lens, WM2U, columba)	Delivery Planning Planning Delivery Planning Delivery Planning Delivery		Childrens Services Early Intervention Service established. WM2U investment fund to support community projects agreed. Ongoing discussion with the Scottish Governement for alignment of funding and reporting.
Place Redesign	Nikki Bridle	• Map current design and structure of full range of services cross Place portfolio • Review capacity and skills • Review deployment of capacity and skills • Identify potential options for future design	Delivery Delivery Delivery Delivery		Transitional redesign being developed by service , Trueman change commissioned and onsite , scope shared with BtF previously. Anrticipated reporting 23/24 Q4 , 24/25 Q1

Digital & Data Transformation Roadmap 2023-24

Themes

- Customer Experience
- Working Smarter
- Colleague Journey
- Maximising Impact

SMART Clacks
- Collecting & alerting phase
- Deploy 5 IoT POC
- Review and scale year 1

Omni-Channel Transformation
- Customer Service Hub
- Contact Centre
- Reception
- Self service

Develop Centre of Excellence
- Upskill the digital workforce
- Build capacity for scaling

Data Insights
- Data maturity assessment
- PowerBi
- Visualisation & dashboards

Digital Champions
- Support the digital change

Benefits Realisation Monitoring
- Financial & other benefits

Redesign Customer Enquiry Management
- BPR processes
- New apps
- Realise productivity savings

Demonstrate the value of automation
- Scaling phase
- Cross cutting operational excellence
- Process analysis for ROI and bot deployments

Design Customer Centric Digital Services
- Proof of concept Waste
- Citizen Portal
- Improve the customer journey

Develop the strategic automation model
- Starting phase
- Baseline & quantify the benefits
- Proof of concept
- Identify focus area aligned with TOM

Appendix 5 – Workstream Deliverables, Benefits and Progress.

Workstream	Deliverables	Benefits	Progress
Customer Service Hub	Delivery of the first phase of the Customer Service Hub, providing applications for Freedom of Information and Subject Access Requests, Environmental Information Requests and Proof of Life application	• Future proof processes by being easily able to adapt processes using low-code. • Reduce the demands on the IT services and increase the ability to support services. • Improve data access and data quality, unleashing data from legacy applications and MS Access. • Facility to collaborate, build and / or obtain community user applications using the low code platform. • Introduce a digital workforce with wider functionality directly integrated with the low-code platform such as Robotic Processing Automation (RPA), Citizens Portal, conversational messaging and contact centre integration.	• Freedom of Information, Subject Access Requests, Environmental Information Requests and Proof of Life application build completed and in UAT. Go live 15/1/24. • Comments and Complaints in build phase, expected go live Mar 24. • Customer Enquiries Management discovery commenced.
	Comments and Complaints application: case management for comments and complaints.		
	Customer Enquiry Management application: case management system for customer enquiries with primary focus on the Contact Centre and Local Offices.		
	Legal Services system for managing licencing applications.		
SMART Clacks	Development of IoT Strategy	• Predictive capability that reduces manual monitoring and reporting, realising efficiency savings. • Real time data insights with automated interventions when threshold levels are triggered.	• IoT Strategy in development for 2024
	Extension of atmospheric monitoring in primary schools		
	Pilot for legionella monitoring in care home.		
	Pilot for social housing, pre-emptive monitoring of damp and mould in housing estate.		
	Flooding prediction and monitoring.	**Legionella Monitoring:** • Enhanced resident safety – lowered risk of legionella outbreaks through early detection • Peace of mind for residents, staff and community • Remote management to reduce	• Atmospheric monitoring in primary schools in year 2 pilot. • Legionella monitoring in care home trial completed (Dec23). • Social Housing use case complete, at governance stage. • External atmospheric monitoring use
	Gartmorn Dam (people monitoring) (TBC).		
	SMART lighting. (TBC).		
	Active travel and traffic monitoring (TBC).		

		carbon emission from travel to sites. • Lowered risk through lowered site attendance by contractors • Reduction in freshwater waste through use of sensors over manual temperature checks. **Atmospheric Monitoring; Social Housing:** • Energy efficiency savings though monitoring and analysis of home use. • Safeguarding the most vulnerable tenants. • Early detection and prevention of damp and mould. • Improving the overall quality of the housing stock. • Meeting compliance requirements. • Tenant satisfaction ratings improve.	case in development.
Automation	Prioritisation of the 43 potential automations and transition to build and deployment. Build and deployment of HR chatbot.	• Creates efficiencies and reduces processing time. • Reduction in human error leading to an improvement in data quality. • Increased employee satisfaction through automation of a repetitive manual process. • Employees are freed to carry out more complex and value-add activities leading to increased customer satisfaction. • Throughput is increased, bots work 24/7/365 and don't have time off/sickness. • Improved security and compliance. • Opportunities to scale-up to handle	• Discovery in progress, 43 potential automatons identified. • Automation paused due to inter dependencies with PSN and security work requiring completion by IT Services.

		increased volumes and increased automations at no additional cost, • Opportunities to reuse bots across multiple services, reducing development/implementation time.	
Digital Champion Programme	Supporting the implementation of M365. Supporting the transition to the new telephony system. Supporting the roll out a digital skills and data literacy survey. Testing, communicating and supporting digital tools which can support neurodiversity such as dyslexia.	• Supporting the digital skills development of the workforce. • Champions will be critical to the successful roll out of M365. M365 will address many of the connectivity and collaboration issues we are currently experiencing. • Champions will be essential in ensuring we use the tools in the right way and maximise the benefits. • Training opportunities and learning pathways will be developed for our staff. • A positive contribution to a more digitally inclusive and innovative workforce, capable and confident by working with council systems and processes. • A mature culture of knowledge exchange that enhances the digital skills of the workforce. • Improved digital literacy for all Council staff to the nationally recognised "Essential Skills" level, helping staff to benefit from digital within their own personal and family life, and increasing their employability within the Council. • Improved workforce and skills planning based upon the future	• 11 Digital Champions have completed Digital Exclusion qualification SCVO level 6. • Elected Member training completed. • Digital skills and data literacy survey in planning stage. • Testing of digital tools that support neurodiversity in progress. • Digital Champions testing Outlook for roll out of M365.

		impact of digitisation.	
Data Insights	Conduct review of current data landscape and where we stand. Create Data Catalog and Perform Data Quality assessment.	• **Improved Decision Making:** Access to accurate and timely data that can be used to make data–driven decisions that will benefit the community.	• DMA in partnership with Scottish Government will commence Jan 24.
	Form a data governance team that will define controls and compliance with regulations and policy.	• **Enhanced Citizen Engagement:** Enables the council to engage citizens in a more targeted and personalised manner, leading to improved customer satisfaction.	• Introductory sessions with Service Areas being scheduled.
	Deliver a council-wide data maturity assessment & report {DMA} and implementation plan for data strategy.	• **Improved Public Services:** Analysing the data from multiple sources, the council can identify and address issues that impact the delivery of its public services.	• Power Bi pilot in discovery.
	Introduce Power BI as data tool of choice and identify cross-functional team to manage and maintain the service.	• **Increased Transparency & Accountability:** By providing access to data, the council can strengthen its accountability and build trust through the sharing of relevant data.	• 12-month roadmap developed.
	Training and capacity building plan for data to educate staff on best practice, tools, and methods.	• **Benchmarking & Performance:** Data insights can help the council benchmark its performance against other councils and ensure it remains competitive.	
	Produce plan for Data Insights with Power BI towards achieving a Centre of Excellence.	• **Better Planning & Forecasting:** The council can make more accurate predictions for future planning, leading to more effective strategies and initiatives to benefit the community.	
		• **Improved Sustainability Effort:** Identify areas where the council can improve sustainability effort,	

		Analyse data from waste management . **Detecting Issues Early:** Improved risk mitigation through continuous analysis of our data, identifying issues & challenges earlier and taking proactive measures to resolve them. **Compliance & Reporting:** With Power BI, the council can make improvements with regulatory reporting requirements and ensure compliance with data security and data privacy.	

CLACKMANNANSHIRE COUNCIL

Report to Clackmannanshire Council

Date of Meeting: 1st February 2024

Subject: Wellbeing Hub & Lochies School Project 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 & Lochies School project.

2.0   Recommendations

It is recommended that the Council notes the following:

2.1.   Updated pre construction programme. **(See Paragraphs 3.1 to 3.6)**

2.2.   The Council's successful application for funding from Scottish Government from the Learning Estate Investment Programme (LEIP). **(See Paragraphs 3.7 to 3.11)**

3.0   Considerations

Pre Construction Programme

3.1.   Robertson Construction, in collaboration with JM Architects, Hub East Central and the Project Team, have produced a detailed pre construction programme. The programme will take the project to Financial Close and commencement of RIBA Stage 5 Construction in Q1 2025 with completion of the Wellbeing Hub development targeted for Q4 2026. **(See appendix 1 for updated project timeline summary).**

3.2.   The RIBA Stage 2 Concept Design started in October 2023 commencing with the initial series of design engagement workshops led by the Architect. This initial programme of work has been concluded, with the outcomes being validation of the space requirements and facilities against the project objectives, further development of the Project Brief and provisional agreement of the overall site plan and arrangement of the core functions and facilities within the buildings.

3.3.   This concentrated effort early in the design process to make fundamental decisions has enabled the next stages of design to proceed with greater

certainty and help mitigate against any delays to programme. The formal planning pre-application will be submitted early in the new year and the pre-application process and public consultations will run in parallel with the ongoing Concept Design and business case development throughout the first quarter of 2024.

3.4. The Concept Design proposals will be submitted by hubCo and the external design team for review, comment and approval by the Council Project Team in the second quarter of 2024. Subsequently, the Outline Business Case (OBC) will also be completed and submitted to Council for approval at this gateway in the second quarter of 2024.

3.5. The RIBA Stage 3 Spatial Coordination will commence immediately after Stage 2 to maintain programme and will be a concentrated period of design activity to achieve 'Design Freeze' and enable the full planning application to be submitted in summer 2024. This period of Stage 3 design will benefit from the early design work and decisions taken during the initial design engagement programme.

3.6. RIBA Stage 4 Technical Design will commence following the Design Freeze milestone and run through to the fourth quarter of 2024 when Full Planning Consent is planned to be granted. The Technical Design proposals will then be submitted by hubCo and the external design team for review, comment and approval. Subsequently, the Full Business Case (FBC) will be completed and submitted to Council for approval in the fourth quarter of 2024 with Financial Close planned for first quarter 2025.

LEIP Funding

3.7. The Council was successful in its application for funding from Scottish Government from the Learning Estate Investment Programme (LEIPS) which will support the ongoing revenue costs to operate Lochies School once operational. The funding model is a revenue model which should equate to 50% of the equivalent Capital cost but it is paid over a 25 year period. The Council is responsible for the upfront Capital costs of the building.

3.8. The Scottish Government funding depends on the Council achieving certain outcomes. The outcomes to be achieved fall into five broad categories:

- Condition

- Energy efficiency

- Digitally enabled learning

- Economic growth

- Embodied carbon

If an outcome is not achieved in full, then the funding associated with that outcome will be adjusted accordingly.

3.9.   The actual amounts associated with these outcomes are being revised every year to take account of market conditions at that time. They are paid over different timescales. For example the energy efficiency and digital outcome rates are paid over 25 years, whereas the economic outturns and the embodied carbon outcome funding are paid during the initial years of the project as these are related to the construction process. Until the project is in construction the Council will not know exactly how much funding it is to receive as that depends on the Scottish Futures Trust (SFT) accepting the principles outlined in our bid around the size of Lochies School and its capacity.

3.10. The measurement of the outcomes will be based on input from local authorities at appropriate times as agreed between Scottish and Local Government. Evidence will be sought as follows:

- Providing confirmation and evidence that the facility is in Condition A/B as part of the handover of the new facility.

- Initial measurement relating to the energy outcome.

- Providing confirmation and evidence that the underlying facility infrastructure is capable of supporting a minimum a 11Gbps service to at least one point in every learning and teaching space throughout the facility (this releases the 25-year flow of annual outcome payments).

- Local authorities should evidence that the construction embodied carbon target of 600 kgCO2e/m2 for core facilities is achieved.

- Providing confirmation and evidence of the number of new jobs supported by the construction phase of the project.

- Providing confirmation as part of the annual school estate statistics data return that the facility remains in Condition A or B (or equivalent if the measurement method changes over time). At the end of year 2 and then on a rolling 5-year basis, in years 7, 12, 17 and 22.

- Providing confirmation and evidence of the actual delivered energy in kWh/sqm for that year for core hour/facility use to enable calculation of the funding relating to that outcome, which will flow from year 3 onwards.

3.11. It is anticipated that funding from Scottish Government will be provided on a 6 monthly basis and commence in the March or September immediately following construction completion once the achievement of the first outcome(s) has been evidenced.

4.0   Sustainability Implications

4.1   Alignment with the Clackmannanshire Council Interim Climate Change Strategy

5.0   Resource Implications

5.1   Financial Details

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

Appendix 1: Wellbeing Hub & Lochies School Project Timeline Summary
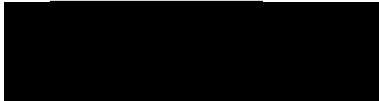
11.0   Background Papers

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

Author(s)

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Approved by

NAME	DESIGNATION	SIGNATURE
Lorraine Sanda	Strategic Director, People	

Project Title: Wellbeing Hub and Lochies School
Project Number: E2310PM
Date: 19th December 2023

Project Timeline Summary

Task Name	Start	Finish
RIBA Stage 1 – Preparation & Briefing	Q1 2023	Q3 2023
Procurement and Supply Chain Selection	Q2 2023	Q3 2023
Gateway 1 - Approval to proceed to RIBA Stage 2 (hub stage 1)	**Q3 2023**	
RIBA Stage 2 (hub Stage 1) – Concept Design	Q4 2023	Q1 2024
Initial Design Engagement Programme Concluded	*Q4 2023*	
Submit Planning Pre-Application	*Q1 2024*	
Submit Planning Proposal of Application Notice (PoAN)	*Q1 2024*	
RIBA Stage 2 (hub stage 1) – Review & Approvals Period	Q2 2024	Q2 2024
Submit Outline Business Case (OBC) to Council for Approval	*Q2 2024*	
Gateway 2 - Approval to proceed to RIBA Stages 3/4 (hub Stage 2)	**Q2 2024**	
RIBA Stage 3 - Spatial Coordination (hub Stage 2)	Q2 2024	Q2 2024
RIBA Stage 3 - Complete - Design Freeze	*Q2 2024*	
Submit Full Planning Application	*Q2 2024*	
RIBA Stage 4 - Technical Design (hub Stage 2)	Q2 2024	Q4 2024
Full Planning Consent Granted	*Q4 2024*	
RIBA Stage 4 (hub Stage 2) – Review & Approvals Period	Q4 2024	Q4 2024
Submit Full Business Case (FBC) to Council for Approval	*Q4 2024*	
Gateway 3 - Approval to proceed to Contract Finalisation	**Q4 2024**	
Contract Finalisation	Q4 2024	Q1 2025
Gateway 4 - Financial / Contract Close	**Q1 2025**	
RIBA Stage 5 – Construction Works (Excl. Enabling Works)	Q1 2025	Q1 2027
Section 1 - Wellbeing Hub - Completion Date	*Q4 2026*	
Section 2 - Lochies School - Completion Date	*Q1 2027*	
Section 3 - External Landscaping - Completion Date	*Q1 2027*	
RIBA Stage 5 – Construction Works - Complete	**Q1 2027**	

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CLACKMANNANSHIRE COUNCIL

Report to Clackmannanshire Council

Date of Meeting: 1 February 2024

Subject: Additional Support for Learning (ASL) Strategy

Report by: Improving Outcomes Team Leader

1.0   **Purpose**

To present Education Services: Additional Support for Learning Strategy, which sets out how the Service will ensure that it delivers inclusive and equitable opportunities for all children and young people, but in particular for learners with Additional Support Needs (ASN).

2.0   **Recommendations**

It is recommended to approve the ASL Strategy and associated ASL Action Plan 2024-2027 (**Appendix1**) and provide comment, and challenge as appropriate.

3.0   **Considerations**

The proposed ASL Strategy follows on from the previous ASL Strategy: Equity and Inclusion 2019-2022 , which was presented to Council October 2019. In the same year the Scottish Government initiated a review of ASL, led by Angela Morgan, which led to the publication of ''Support for Learning: All Our Children and All Their Potential''. Subsequently, in response to the report, the 'Additional Support for Learning Action Plan' was published.

Each Local Authority is expected to respond to the plan; therefore Clackmannanshire Education Service has identified the main themes of the ASL action plan as the basis for this ASL Strategy. These themes are:

- Children and Young People's Engagement, Participation and Rights
- Parent and Carer Engagement, Participation and Rights
- Teacher and Practitioner Professionalism
- Leadership and Improvement

3.1   In November 2023, these four themes were consulted on with children and young people, parents/carers and staff. The overall response was positive. Consultation responses are attached in **Appendices 2, 3, and 4**.

3.2   A three year action plan from 2024 to 2027 is included as part of the ASL Strategy, which outlines: how we plan to address these themes, the outcomes we are aiming to achieve and the evidence we will gather. The plan will be reviewed annually and reported on to the Chief Education Officer.

3.3   This approach must be delivered in partnership with Children's Services Social Work, particularly in relation to the external placement of children and young people with significant social and emotional needs. Partnership working is key to ensuring effective transitions for children and young people with additional support needs.

3.4   Implementation of this Strategy will further assist in limiting expenditure on specialist placements, as mainstream settings are empowered and upskilled to meet the needs of the majority of children and young people.

4.0   **Sustainability Implications**

The Strategy will be carried out within current education resources. The Education Service has a statutory duty to comply with ASL legislation and therefore must continue to support our children and young people will ASN.

5.0   **Resource Implications**

There are no additional financial resources associated with this Strategy; the work will be carried out within existing resources.

6.0   Exempt Reports

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

7.0   Declarations

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

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

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

Appendix 1 – ASL Strategy 2024-2027and ASL Action Plan 2024-2027
Appendix 2 – Parent/Carer Consultation Response Overview
Appendix 3 – Staff Consultation Response Overview
Appendix 4 – Pupil Consultation Response Overview

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 **X** (please list the documents below) No

Additional Support for Learning Strategy: Equity and Inclusion 2019
https://www.clacks.gov.uk/document/meeting/264/944/6524.pdf

Support for Learning: All Our Children and All Their Potential
https://www.gov.scot/publications/review-additional-support-learning-implementation/

Additional Support for Learning Action Plan 2020
https://www.gov.scot/publications/additional-support-learning-action-plan/pages/1/
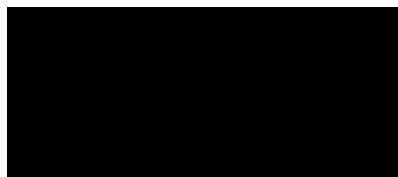
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Approved by

NAME	DESIGNATION	SIGNATURE
Lorraine Sanda	Strategic Director, People	

Clackmannanshire Council
Comhairle Siorrachd
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Additional Support for Learning Strategy

2024 - 2027

Contents

Introduction

Clackmannanshire Education Service provides a wide range of services to educate, protect, support and promote the achievements of children and young people, their families and communities. These services are delivered by our schools, early learning and childcare centres, additional support services and centralised teams working across Clackmannanshire.

Through this strategy, we aim to ensure that we deliver inclusive and equitable opportunities for *all* our learners through collaboration with stakeholders, particularly children and young people themselves and their families. We aim to remove any barriers that children and young people may experience both in terms of being able to fully participate in education, and also to develop skills to engage in life beyond school, both now and into adulthood.

This equitable and inclusive education approach provides us with the opportunity to develop flexible learning solutions rather than seeing education as a 'one-size fits all' approach. Addressing individuals' unique, and often changing needs, over time, requires us to be both flexible and creative.

Getting It Right For Every Child (GIRFEC) is the national commitment to provide all children, young people and their families with the right support at the right time. This will enable us to ensure that every child and young person in Clackmannanshire can reach their full potential.

Our People Directorate has consulted with children and young people, parents and carers, partners and staff to refresh our Vision and Values. The agreed values are: Respect, Inclusion and Collaboration.

Legislative Context

The following legislation and guidance informs Clackmannanshire Education Service's approach to supporting children and young people with Additional Support Needs (ASN).

The Standards in Scotland Schools etc Act (2000)
This Act places the expectation of the presumption of mainstream education, unless specified exemptions apply.

The Education (Additional Support for Learning) (Scotland) Act 2004
This Act provides a legal framework which underpins the system for identifying and addressing the additional support needs of children and young people who face a barrier, or barriers, to learning. https://www.legislation.gov.uk/asp/2004/4/contents

Education (Additional Support for Learning) (Scotland) Act 2009
This Act introduces amendments to the 2004 Act, the most important of which is the presumption that all Looked After and/or Accommodated Children/young People (LAAC) have additional support needs unless it is determined that they do not require additional support to benefit from school education. They should also be considered for Co-ordinated Support Plans.
https://www.legislation.gov.uk/asp/2009/7/pdfs/asp_20090007_en.pdf

The Children and Young People (Scotland) Act 2014
This provides the legal framework for the implementation of the National GIRFEC approach to promoting, supporting and safeguarding the wellbeing of children and young people and improving outcomes.
http://www.legislation.gov.uk/asp/2014/8/contents/enacted

The UN Convention on the Rights of the Child (UNCRC)
The 54 Articles of the UNCRC set out the civil, political, economic, social and cultural rights of all children and is an aspect of Human Rights legislation. It has been ratified in the UK and underpins a great deal of legislation and codes of practice relating to work with children and young people
http://www.unicef.org.uk/crc.

The Education (Scotland) Act 2016

This supports a range of improvements to Scottish education including: improving the attainment of pupils from poorer backgrounds; widening access to Gaelic medium education; giving children a voice in matters that affect them; and extending the rights of children with additional support needs.

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National Context

In June 2020, the final report 'Review of Additional Support for Learning Implementation' was published. The Scottish Government (SG) and COSLA responded by developing a joint action plan, which was updated in November 2022. The themes in this strategy have been identified from the joint SG/COSLA Action Plan.

The Promise is a Scotland wide blueprint to deliver on the recommendations of the National Independent Care Review, and is based on five key foundations. Clackmannanshire Council has pledged that we will work to keep The Promise, putting children and families at the heart of what we do so that every child grows up loved, safe and respected, and able to realise their full potential.

Clackmannanshire Context

Some learners are more at risk of experiencing barriers to their learning than others due to a variety of factors such as learning difficulties, childhood adversity, physical or mental health difficulties or disabilities, care experiences, gender, ethnicity, socio-economic status, religion or sexual orientation. In Clackmannanshire, we aim for all children and young people to be present, participating, achieving and supported.

In 2022, Clackmannanshire recorded 26.7% of primary school pupils as having Additional Support Needs [ASN]; this is *a fall* on the year before [29.6%] and is now slightly lower than the Scottish average of 28.3% [the Scottish average has increased from 27.7% in 2020/21]. The most common support need remains as '*Social, emotional and behavioural difficulty'*. The percentage of secondary school pupils identified as having Additional Support Needs increased to 38.2% in 2021/22 [from 37.6% in 2020/21] . Despite the increase, this rate remains lower than the Scottish average of 40.1% [also reporting a yearly increase]. The most common support for secondary school pupils is '*Dyslexia'.* These staged intervention figures do not include the significant level of need experienced by children and young people, whose educational needs are such that they require education at specialist placements out with the authority. (Pupil Census 2022, Scottish Government Education Dataset).

Key Themes of Clackmannanshire Education Additional Support for Learning Strategy

Four key themes have been identified from the ASL Action Plan as a focus:

Children and Young People's Engagement, Participation and Rights

To ensure Clackmannanshire Education Service and its establishments support meaningful engagement and participation for children and young people who access additional support. To develop support to ensure children and young people with ASN are consulted in decisions that affect them, they are actively listened to and aligned with The Rights of the Child (UNCRC). This may be at an individual level, school level or local authority level.

Parent and Carer Engagement, Participation and Rights

To ensure there are opportunities for parent/carers to network, have improved access to information and are considered key partners in policy development.

Teacher and Practitioner Professionalism

To ensure education staff have access to high quality ASL training to enable them to effectively support children and young people with ASN. Improve networking opportunities for staff both within Clackmannanshire, the Forth Valley and West Lothian Regional Improvement Collaborative (RIC) and nationally.

Leadership and Improvement

To ensure there is alignment of key policies and practice e.g. The Additional Support for Learning Implementation Plan, GIRFEC, The Promise and The Rights of the Child (UNCRC). We will continue to develop and refine processes to ensure equitable and timely access to resources and monitor the quality of support for children and young people and the ASL learning state to ensure it is of a high standard. We will continue to collaborate with partners across all sectors to improve the experiences of children and young people with ASN, especially those transitioning between schools or services. Work with Forth Valley and West Lothian RIC to continue to further develop the ASL Managers Network, building on opportunities for collaboration.

Consultation

The draft strategy has been consulted on with parents/carers, pupils and staff. The consultation took the form of surveys using Citizen Space, google forms, Viewpoint and adapted, symbolised versions of the questions for our pupils with complex needs. All have agreed that these are appropriate themes, with the responses being very positive across all groups.

Monitoring and Reviewing of the Strategy

Appendix 1 outlines the action plan required to implement the Strategy. This Strategy will be reviewed on an annual basis with children, young people and their families and reported on as part of the Clackmannanshire National Improvement Framework Programme.

Appendix 1 - Clackmannanshire Education Service Additional Support for Learning Action Plan 2023-26

Children and Young People's Engagement, Participation and Rights			
Action	**Accountability**	**Time scale**	**Evidence of Impact**
Develop resources to support practitioners to seek and take account of the views of children with ASN	Headteacher Lochies School	Jan 2025	All learners with ASN will be meaningfully contributing their views regarding their education. Evidenced through: - audit of GIRFEC paperwork - VSE visits
Support establishments to develop mechanisms to ensure children and young people with ASN are actively involved in consultations regarding school policies	Headteacher Lochies School	Jan 2027	All learners with ASN will be meaningfully contributing their views regarding school policies. Evidenced through: - quality assurance of new policies and strategies will demonstrate pupil voice - Viewpoint survey data
Develop mechanisms that ensure children with ASN are actively involved in consultations regarding guidance and policy at authority level	Headteacher Lochies School	Jan 2027	All learners with ASN will be meaningfully contributing their views regarding local authority policies. Evidenced through: - quality assurance of new policies and strategies will demonstrate pupil voice. - Viewpoint survey data
Establish a series of pupil led ASL events	Headteacher Lochies School	Jan 2027	Identified learners will be confident in leading events. Evidenced through: A calendar of annual events led by pupils with ASN across establishments

Children and Young People's Engagement, Participation and Rights

Action	Accountability	Time scale	Evidence of Impact
Clackmannanshire Schools will undertake the required professional learning to achieve the The Promise Award	Senior Manager	Jan 2027	Care experienced children/young people will be meaningfully consulted and listened to in all aspects of their lives. Evidenced through almost all schools will be accredited as 'Promise Committed'
All schools will engage with the duties of UNCRC	Senior Manager	Jan 2027	Children and young people have their rights met. Schools will engage in a range of rights based approaches appropriate to their setting such as Dignity in Schools, Scottish Children's Parliament

Parent and Carer's Engagement, Participation and Rights			
Action	**Accountability**	**Time scale**	**Evidence of Impact**
Improve the range of opportunities for parent/carers to network	QIO ASL	Jan 2025	Parents/carers will be confident in making connections with other parents/carers. Evidenced through: • a calendar of formalised networking opportunities for parents/carers of children with ASN • local and national network sessions supported by Parental Engagement Officer
Improve accessibility of information for parents/carers regarding ASL, rights and accessing support.	QIO ASL	Jan 2025	Parents/carers will have access to information about ASN that they need. Evidenced through: • information available in a variety of forums. • tracking data evidencing engagement.
Develop mechanisms for consulting with parents/carers regarding local authority policies	QIO ASL	Jan 2027	Parents/carers of children with ASN will be meaningfully contributing their views regarding local authority policies. Evidenced through: • quality assurance of new policies and strategies will demonstrate parent/carer voice.
Establish a local authority organised parent/carer event	QIO ASL	Annually	Parents/carers will be meeting regularly. Evidenced through: • a calendar of annual events for parents/carers of children with ASN across establishments.

Teacher and Practitioner Professionalism			
Action	**Accountability**	**Time scale**	**Evidence of Impact**
Develop a tiered approach to ASL training for education staff	Headteacher CSSS	Annually	Staff will have improved knowledge and skills to meet the needs of all children/young people. Evidenced through: • a calendar of ASL professional learning appropriate to staff roles • staff surveys
Develop Forth Valley and West Lothian ASL Regional Improvement Collaborative Network for practitioners	Headteacher CSSS	Jan 2025	ASL managers in the RIC will be collaborating effectively. Evidenced through: • a calendar of dates, agendas and minutes for network meetings.
Further develop induction process for ASL education staff and work towards GTCS accreditation for all teachers within specialist settings/teams	Headteacher CSSS	Annually	New staff will be accessing the support they need to effectively support children/young people. Evidenced through: • a programme of activities to support new ASL staff.
Develop a network of mentors for ASL	Headteacher CSSS	Annually	New staff will have a supportive colleague who they can defer to, as well as the management team in their school. Evidenced through: • an overview of mentors.
Further develop the ASL Moderation Group building on networking and professional learning opportunities.	Headteacher CSSS	Jan 2025	Staff will be collaborating and sharing effective practice. Evidenced through: • a calendar of meetings, agendas and minutes of network meetings.

Teacher and Practitioner Professionalism			
Action	**Accountability**	**Time scale**	**Evidence of Impact**
Revisit the 'Readiness for Learning Approach'	Principal Educational Psychologist	Jan 2027	Staff in schools will be using R4L Approach. Evidenced through: • an increased number of R4L establishments and an increased use of the R4L professional learning modules.
Develop an ASD Specific network sessions	DHT, Secondary Schools	Jan 2027	Staff will be accessing support to develop their practice through network sessions. Evidenced through: • a calendar of network sessions
Develop opportunities for staff to visit specialist provisions within and out with Clackmannanshire	DHT, Secondary Schools, Principal Educational Psychologist	Jan 2027	Staff will be supporting children/young people with ASN more effectively through strategies and approaches that they have identified through visits. Evidenced through: • an overview of visits undertaken.

Leadership and Improvement			
Action	**Accountability**	**Time scale**	**Evidence of Impact**
Develop Forth Valley and West Lothian ASL Regional Improvement Collaborative ASL Managers Network	Senior Manager Inclusion and Partnerships	Jan 2026	Improved collaboration between RIC Managers and wider ASL leads. Evidenced through: - a calendar of meetings, agendas and minutes. - VSE visits across the RIC leads to better collaboration between settings to improve and share good practice.
Further develop monitoring of quality of support for children and young people with ASN.	Senior Manager Inclusion and Partnerships	Jan 2027	Children/young people with ASN are well supported to achieve outcomes by skilled and knowledgeable staff. Evidenced through: - accurate and current profiles of children/young people leading to improved planning at school and local authority level - Staged intervention and GIRFEC processes being followed and paperwork of a good standard - VSE visits outlining strengths and development needs with appropriate action plans where necessary
Continue to develop the quality of the ASL learning estate and range of support services.	Senior Manager Inclusion and Partnerships	Jan 2027	Children and young people will be supported to achieve outcomes in suitable environments that meet their needs. Evidenced through: - Lochies new build - required work carried out within ASD specialist settings - development of Clacks Active Learning Academy (CALA). - increased number of spaces used flexibly to support a range of ASN within mainstream settings
Continue to develop the GIRFEC	Senior Manager	Jan 2027	Children/young people with ASN are supported effectively by

Leadership and Improvement			
Action	**Accountability**	**Time scale**	**Evidence of Impact**
model of support to ensure timely and equitable allocation of ASL resources.	Inclusion and Partnerships		the right people, at the right time. Evidenced through: Agencies effectively making use of GIRFEC to meet needs across Forth Valley.
Ensure alignment of policies e.g. The ASL Implementation Action Plan, GIRFEC, The Promise, The Rights of the Child (UNCRC), Flexible Learning Packages and establish better collaboration between teams - the Promise, ASL, Family Wellbeing Partnership, Virtual School	Senior Manager Inclusion and Partnerships	Jan 2027	Children/young people with ASN are supported effectively by the right people, at the right time. Evidenced through: • a 'golden thread' running through all the People Services policies, strategies and plans ensuring all are informed and connected • staff aware of connections between plans
Continue to collaborate with partners across Clackmannanshire and Stirling to develop the ASD Strategy	Senior Manager Inclusion and Partnerships	Jan 2027	Children/young people will be supported by knowledgeable and skilled staff. Evidenced through: • new strategy for 2025 onwards for Clackmannanshire and Stirling
Ensure that transitions for children and young people with ASN coordinated across all stages are monitored to ensure positive experiences for children, young people and their families.	Senior Manager Inclusion and Partnerships	annually	Children/young people and their families experience smooth and positive transitions, where they have been actively involved in the process. Evidenced through: • overview of planned transitions • data regarding destinations and feedback from families, • policy document for Transitions
Develop a systematic approach to collate and share information with pupils, school staff, families and	Senior Manager Inclusion and Partnerships	Jan 2027	Children/families are informed about opportunities and supports available. Evidenced through:

Leadership and Improvement			
Action	**Accountability**	**Time scale**	**Evidence of Impact**
partners.			• parent/carer Chair Forum monthly meetings with Senior Managers • website, social media info, • termly infographic
Continue to develop a local authority coordinated response to Behaviour in Scottish Schools report.	Headteacher CSSS	Jan 2027	Children/young people are better supported to develop and use their self-regulation skills. Evidenced through: • better recording of incidents, more appropriate debrief and plans. • reduced number of incidents • CPI professional learning engagement

Appendix 2 - Parent/carer Consultation Response Overview

There were 145 responses to the Citizen Space survey. The key themes of this strategy have been taken from the Scottish Government ASL Action Plan and have been consulted on with Education Senior Managers, Heads of establishments, pupils, parents/carers and staff.
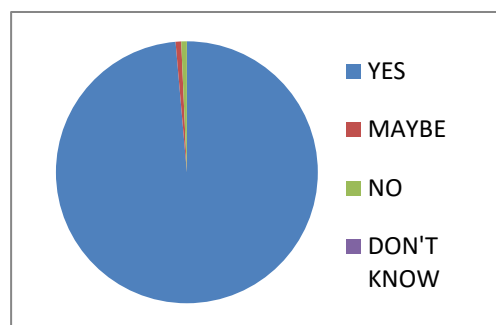
 Respondents were asked whether they agreed with the broad themes proposed.

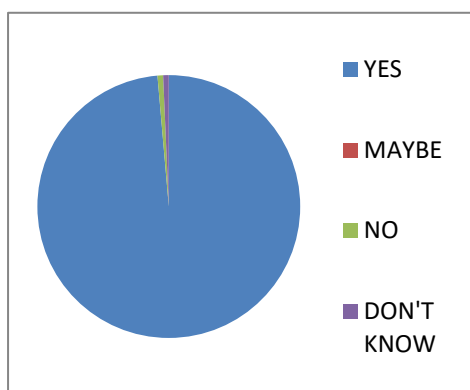| Do you agree with the following themes as a basis for Clackmannanshire Council ASL Strategy key areas of focus?	Q1 Children and Young People's Engagement, Participation and Rights	Q2. Parent and Carer Engagement, Participation and Rights	Q3 Teacher and Practitioner Professionalism	Q4 Leadership and Improvement
Yes	120	143	143	143
Maybe	21	1	0	1
No	3	1	1	0
Don't know	1	0	1	1

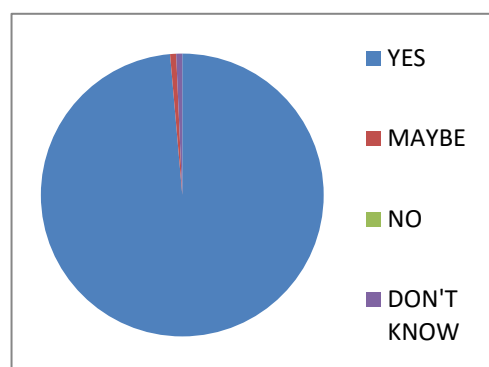**Parental Response to Question 1**
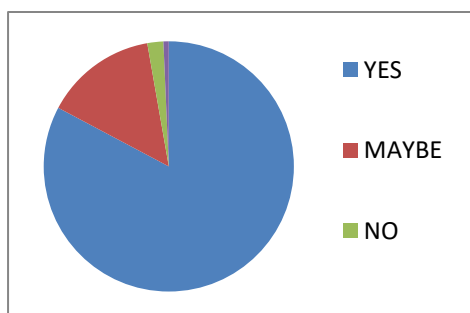
Parental Response to Question 2

Parental Response to Question 3
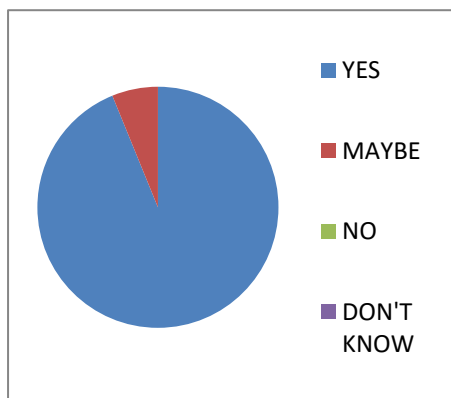

Parental Response to Question 4

Appendix 3 – Staff Consultation Response

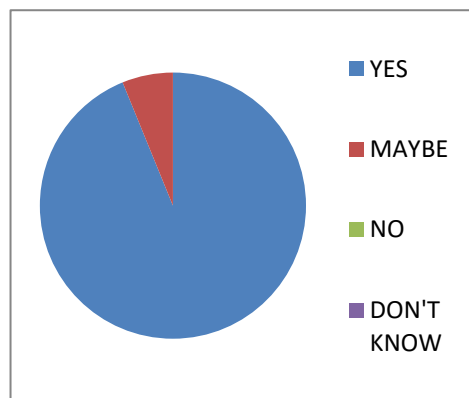81 staff responded to the google questionnaire

	Q1 Children and Young People's Engagement, Participation and Rights	Q2 Parent and Carer Engagement, Participation and Rights	Q3 Teacher and Practitioner Professionalism	Q4 Leadership and Improvement
Yes	76	76	79	80
Maybe	5	5	1	1
No	0	0	1	0
Don't know	0	0	0	0

Staff responses to Question 1

- YES
- MAYBE
- NO
- DON'T KNOW

Staff responses Question 2

- YES
- MAYBE
- NO
- DON'T KNOW

Staff responses Question 3

- YES
- MAYBE
- NO
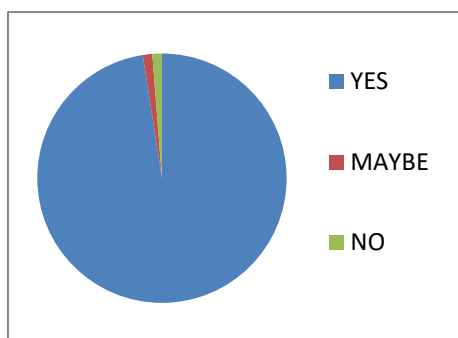
Staff responses to Question 4

- YES
- MAYBE
- NO
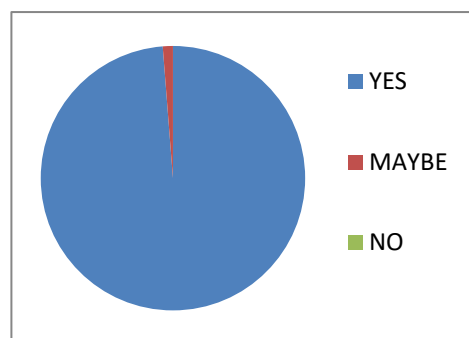
Appendix 4 – Pupil Consultation Response

122 pupils responded to the Viewpoint questionnaire			
Do you get asked how you think you are doing with your learning?	Responses	Count	% (Responses)
	No	11	9%
	Maybe	34	28%
	Yes	77	63%
	Skipped	0	0
	TOTAL	**122**	**100%**
Do you think you should have more say in what would be helpful to you?	Responses	Count	% (Responses)
	No	17	14%
	Maybe	49	40%
	Yes	55	45%
	Skipped	0	0
	TOTAL	**121**	**100%**
Do you think your parents should be told more about the help you get in school?	Responses	Count	% (Responses)
	No	24	20%
	Maybe	34	28%
	Yes	62	52%
	Skipped	0	0
	TOTAL	**120**	**100%**
Do you think the adults in school should listen more to what you think about school?	Responses	Count	% (Responses)
	No	33	28%
	Maybe	35	30%
	Yes	50	42%
	Skipped	0	0
	TOTAL	**118**	**100%**

Do adults in school know how to help you?	Responses	Count	% (Responses)
	No	5	4%
	Maybe	17	14%
	Yes	96	81%
	Skipped	0	0
	TOTAL		**100%**

Do you think the people in charge of schools should know what´s important to you?	Responses	Count	% (Responses)
	No	9	8%
	Maybe	31	26%
	Yes	78	66%
	Skipped	0	0
	TOTAL	**118**	**100%**

Do you think the people in charge of schools should tell you what they are doing to make things better?	Responses	Count	% (Responses)
	No	11	9%
	Maybe	35	30%
	Yes	72	61%
	Skipped	0	0
	TOTAL	**118**	**100%**