



**Clackmannanshire
Council**

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Comhairle Siorrachd
Chlach Mhanann

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

Meeting of Clackmannanshire Council

Thursday 14 September 2023 at 9.30 am

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



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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6 September 2023

A MEETING of the CLACKMANNANSHIRE COUNCIL will be held in the COUNCIL CHAMBER, KILNCRAIGS, ALLOA, on THURSDAY 14 SEPTEMBER 2023 at 9.30 AM

NIKKI BRIDLE
Chief Executive

B U S I N E S S

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

Clackmannanshire Council – Councillors and Wards

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



MINUTES OF MEETING of the CLACKMANNANSHIRE COUNCIL held in the Council Chamber, Kilncraigs, Alloa, on Thursday 10 August 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 Craig Holden
Councillor William Keogh
Councillor Fiona Law
Councillor Darren Lee
Councillor Graham Lindsay
Councillor Kathleen Martin
Councillor Jane McTaggart
Councillor Janine Rennie
Councillor Bryan Quinn
Mr George Marcinkiewicz, Roman Catholic Church Representative (Item 10)

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)
Iain McDonald, Senior Manager – Environment (Place)
Andrew Buchanan, Senior Manager – Housing (Place)
Alison Morrison, Senior Manager – Property (Place)
Colin Bruce, Chief Education Officer (People)
Sharon Robertson, Chief Social Work Officer (People)
Catriona Scott, Senior Manager – Secondary Education (People)
Robbie Stewart, Senior Manager, Sport and Leisure (People)
Scott McDonald, Senior Manager, Justice Services (People)
Veronica Cully, Senior Manager, Partnership and Inclusion (People)
Michael Boyle, Improving Outcomes Business Manager (People)
Gillian Scott, Senior Manager, Early Intervention (People)
Lesley Taylor, Principal Educational Psychologist (People)
Adrienne Aitken, Improving Outcomes Team Leader (People)
Jim Young, Lead Officer, Child Protection (People)
Alastair Hair, Team Leader – Workforce Development & Learning (Partnership & Performance)
Paul Fair, Licensing Standards Officer (Partnership & Performance)
Gillian White, Committee Services (Partnership & Performance)
Melanie Moore, Committee Services (Partnership & Performance)

The Provost, Councillor Donald Balsillie, announced that former Councillor Irene Hamilton, had recently passed away and expressed his sympathies for her family and friends, particularly her son David. Provost Balsillie expressed his thanks for Irene's public service and hard work as a Councillor and as Depute Provost.

The Convener, Councillor Phil Fairlie intimated that, following consultation with the Council Leader and Chief Executive on the volume of reports to be considered by Council; that there will be an additional meeting of Clackmannanshire Council which will be held on Thursday 14 September 2023 at 9.30 am.

CC(23)65 APOLOGIES

Apologies were received from Councillor Mark McLuckie.

CC(23)66 DECLARATIONS OF INTEREST

None.

CC(23)67 MINUTES OF CLACKMANNANSHIRE COUNCIL – 29 JUNE 2023

The minutes of the meeting of the Clackmannanshire Council held on 29 June 2023 were submitted for approval.

Decision

The minutes of the meeting of the Clackmannanshire Council held on 29 June 2023 were agreed as a correct record and signed by the Convener.

CC(23)68 APPOINTMENT OF CHAIR OF THE REGULATORY COMMITTEE

The report, submitted by the Chief Executive, asked Council to consider the appointment of a Chair of the Regulatory Committee following the decision of the current Chair to step down from the role

Motion

Having sought nominations from the current membership of the Regulatory Committee to undertake the role of Chair, that Councillor Darren Lee is appointed as Chair.

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

Decision

The Council agreed that Councillor Darren Lee is appointed as Chair of the Regulatory Committee.

Action

Chief Executive.

CC(23)69 CLACKMANNANSHIRE AND STIRLING HEALTH AND SOCIAL CARE INTEGRATION SCHEME CONSULTATION

The report, submitted by the Chief Executive consolidated the feedback received from Clackmannanshire Council Councillors at the consultation event facilitated by the Chief Executive on 27 June 2023. It also sought Council approval to submit this feedback to the Health and Social Care partners' collective consultation event prior to wider consultation with all stakeholders.

Motion

To agree the recommendations set out in the report.

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

Decision

The Council :

1. Noted the background to the Clackmannanshire and Stirling Health and Social Care Integration Scheme review as set out in section 3 of the report;
2. Agreed Clackmannanshire Council's feedback on the Integration Scheme as summarised in Table 2 in the report; and
3. Agreed to submit Council's feedback to the next phase of the consultation process.

Action

Chief Executive

CC(23)70 DRAFT ANNUAL ACCOUNTS 2022/23

The Council is required by law to prepare a statement of accounts in accordance with 'proper practices' which set out its financial position at the end of each financial year. This is defined as meaning compliance with the terms of the Code of Practice on Local Authority Accounting in the United Kingdom prepared by the CIPFA/LASAAC Joint Committee.

The Local Authority Accounts (Scotland) 1985 Regulations require the Chief Finance Officer, as the Council's s95 officer, to prepare the Statement of Accounts as soon as practicable after the end of each financial year and to submit for Audit to the Councils External Auditor. This is normally by the 30th June, however due to previous year delays as a consequence of the COVID 19 pandemic; this was extended to 31 August for the 2022/23 draft accounts in agreement with the External Auditors.

The report, submitted by the Chief Finance Officer/S95 Officer, sought approval of the Draft Annual Accounts for 2022/23.

Motion

To agree the recommendations set out in the report.

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

Decision

The Council:

1. Noted and considered the 2022/23 draft annual accounts;
2. Approved the submission of the draft annual accounts for audit to the Councils external auditors by 31 August 2023;
3. Noted that audited annual accounts will be presented to Council following conclusion of the audit; and
4. Noted the contents of the report.

Action

Chief Finance Officer /S95 Officer

CC(23)71 ANNUAL REVIEW OF DEBTORS

The report, submitted by the Chief Finance Officer/S95 Officer, provided council with the annual update on income collection and to propose the 'write-off' of those debts which are deemed as irrecoverable.

Motion

To agree the recommendations set out in the report.

Moved by Councillor Ellen Forson. Seconded by Councillor Donald Balsillie.

Decision

The Council:

1. Noted the trends in income collection for 2022/23;
2. Approved the proposed write-off £1,307,287 as per paragraph 6.2 (Appendix C);
3. Approved the write-off of school meal debt held within Schools of £14,489.20 (paragraph 4.8) and within Sundry Debtors of £3,147 (paragraph 4.9);
4. Noted the focussed activity on sundry debt recovery (paragraph 4.7); and
5. Noted and commented on the other matters raised in the report.

Action

Chief Finance Officer /S95 Officer

CC(23)72 MAINSTREAMING EQUALITY AND DIVERSITY PROGRESS REPORT 2021-2023

As part of the Council's statutory requirements under the Equality Act 2010, the report, submitted by the Strategic Director, Partnership and Performance, presented progress made by the Council on mainstreaming equality and on the Council's equality outcomes, as set out in the Mainstreaming Equality & Diversity 2021/25 report. It also set out employment data relating to Equality and Diversity and to gender pay and the gender pay gap for the Council.

Motion

To agree the recommendations set out in the report.

Moved by Councillor Ellen Forson. Seconded by Councillor Donald Balsillie.

Decision

The Council:

1. Noted, challenged and commented on the report; and
2. Noted the statutory requirement for the report to be published on the web following consideration by Council.

CC(23)73 PEOPLE DIRECTORATE BUSINESS PLAN

The report, submitted by Catriona Scott, Senior Manager, People, presented the People Directorate Business Plan 2023/24. The People Business Plan aligns with a number of strategic local and statutory plans as set out in Appendix 3 of the report.

Motion

To agree the recommendations set out in the report.

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

Decision

The Council noted, commented on and approved the Plan.

Action

Catriona Scott, Senior Manager, People

Mr George Marcinkiewicz, Religious Representative (Roman Catholic Church) joined the meeting for the undernoted item of business (10.44 am).

CC(23)74 NATIONAL IMPROVEMENT FRAMEWORK PLAN 2023 -2024

The report, submitted by Catriona Scott, Senior Manager, People, presented Clackmannanshire Council's National Improvement Framework (NIF) Plan 2023/24.

Motion

To agree the recommendation set out in the report.

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

Decision

The Council approved the National Improvement Framework (NIF) Plan 2023/24.

Action

Catriona Scott, Senior Manager, People

CC(23)75 THE PROMISE PLAN 2023-26

The report, submitted by Sharon Robertson, Chief Social Work Officer and Lorraine Sanda, Strategic Director, People; sought approval for Clackmannanshire's Promise Plan 2023-2026 and Clackmannanshire's Language of Care, Language Policy.

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's Promise Plan 2023-2026 (Appendix 1).
2. Approved the Clackmannanshire's Language of Care, Language Policy (Appendix 2).

3. Noted the reviewing of specific Council policies and provisions, in the context of the Promise Plan.
4. Noted the further work needed to develop a 'Data Map' to assess our progress towards The Promise (para 3.6); and
5. Noted the positive partnership work with The Vardy Foundation (para 3.7).

Action

Chief Social Work Officer and Strategic Director, People

CC(23)76 VIOLENCE AGAINST WOMEN AND GIRLS STRATEGY

The report, submitted by Scott McDonald, Senior Manager, Justice Services, sought approval of the Clackmannanshire Violence Against Women and Girls (VAWG) Strategy 2023-2026.

The Convener advised that he was satisfied in terms of Standing Order 17.1 that circumstances had changed in such a way that report could be considered. He advised that significant work had taken place on the Strategy with a number of key actions relating to the key priorities of the Local Outcomes Improvement Plan (LOIP) required.

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 Council Violence Against Women and Girls Strategy 2023-2026 (Appendix 1);
2. Approved the plans for development of the Delivery Plan to support the Strategy by August 2024 (para 3.6); and
3. Approved the repurposing of £115,000 from the discretionary fund earmarked reserve to fund a Violence against Women and Girls Partnership officer for 2 years and support the partnership to raise awareness, build capacity and work together (para 3.9).

Action

Scott McDonald, Senior Manager, Justice Services

Mr George Marcinkiewicz, Religious Representative, withdrew from the meeting at the conclusion of the previous item of business.

In line with Standing Order 10.23, the Convener adjourned the meeting at 11.26 am for a fifteen minute comfort break. When the meeting resumed, 17 members remained present.

CC(23)77 FAMILY WELLBEING PARTNERSHIP ANNUAL PLAN

The report, submitted by the Strategic Director, People, sought approval for Clackmannanshire's Family Wellbeing Partnership (FWP) Plan 2023/24.

Motion

To agree the recommendations set out in the report.

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

Decision

The Council:

1. Approved the Family Wellbeing Partnership (FWP) Plan 2023/24 (**Appendices 1a and 1b**); and
2. Noted the progress on current activity as outlined in the Annual Report (**Appendix 2**).

Action

Strategic Director, People

CC(23)78 WELLBEING HUB UPDATE

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

Motion

To agree the recommendations set out in the report.

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

Decision

The Council noted:

1. The update on the project brief (**See paragraphs 3.1 to 3.4**);
2. The RIBA Stage 2 - concept design update (**See paragraphs 3.5 to 3.9**);
3. The update on supply chain selection for the design team and main contractor (**See paragraphs 3.10 to 3.22**);
4. The update on the Communications & Engagement Strategy (**See paragraphs 3.23 to 3.26**); and
5. The update on the Primary 5 curricular swimming programme (**See paragraphs 3.27 to 3.28**).

CC(23)79 PUBLIC TRANSPORT PROCUREMENT

The report, submitted by the Strategic Director, Place, updated Council on the procurement of Public Transport Services, C2 Bus Route & Door to Door (D2D) and provided information on future sustainable service provisions. The Strategic Director provided a verbal update to Council on initial discussions that had taken place.

Motion

To agree the recommendations set out in the report.

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

Decision

The Council noted:

1. The outcome of the recent tender exercise impacting the Dial a Journey and C2 services;
2. That plans are being developed in consultation with Order of Malta/Dial a Journey to maintain an interim service for Door to Door services, within current budget. Appropriate governance will be secured for this, consistent with Contract Standing Orders.;
3. That in parallel with the interim delivery model for Door to Door services, a stakeholder Group is being established to develop a longer term sustainable transport delivery model;
4. That this work aims to deliver a transformational sustainable transport model that meets local need, integrates with the work of the Family Wellbeing Partnership and other key strategic workstreams including those being taken forward through the Alliance; the Connectivity Commission and the Regional Economic Strategy;
5. That the work to develop a collaborative and sustainable model requires significant development, consequently the anticipated timeline for this work is around 18-24 Months. A firm timeline will be established once the project team and plans are in place; and
6. That a verbal update had been provided on initial discussions at the Council meeting.

CC(23)80 SCOTTISH HOUSING REGULATOR ANNUAL RETURN OF THE CHARTER (ARC)/TENANT PARTICIPATION - INTERIM STRATEGY 2023/24

The report, submitted by the Strategic Director, Place, presented the Scottish Housing Regulator Annual Return of Charter 2023 . The report also asked Council to note a proposed Interim Tenant Participation Strategy (contained within Appendix 1) and this to be progressed during the current financial year 2023/24 in advance of a fully recognised Tenant Participation Strategy being introduced in 2024 with implementation through to 2027.

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 2022/23 submission of the Annual Return of the Charter, which was submitted to the Scottish Housing Regulator on 31st May 2023, noting the relevant performance results and measures for scrutiny purposes.
2. The proposed Interim Tenant Participation Strategy for 2023/24 as set out in Appendix 1.

CC(23)81 NOTICE OF MOTION IN TERMS OF STANDING ORDER 16 – DISPOSABLE VAPES

A notice of motion in terms of Standing Order 16.0 was submitted by Councillor Ellen Forson.

Motion

Disposable Vapes

The Council is asked to note in terms of the findings by ASH Scotland that:

- between January 2021 and April 2022 there was an 18-fold increase in the use of disposable vapes in the UK, and that on average 1.3 million disposable vapes are thrown away each week in terms of the findings of ASH Scotland;
- a single disposable vape can last for “600 puffs” which is the equivalent of smoking a pack of 20 cigarettes;
- vaping involves highly-addictive nicotine which, is particularly harmful to health for children and young people, with long-term health impacts of many of the other chemicals contained in vapes unknown.

The Council is asked to further note a December 2022 report by Keep Scotland Beautiful identified significant public concerns around littering, with plastic pollution and potential leakage of toxic chemicals from discarded vapes adversely impacting our communities and the local environment.

In light of these findings, Council agrees:

- to write to the Scottish Government expressing our support for the introduction of a nationwide ban on the sale of disposable vapes;
- that the above information informs our response to the ongoing Evidence Review on the Impact of Single Use Vapes conducted by Zero Waste Scotland;
- to support communication campaigns promoted by relevant partners and stakeholders, such as NHS Forth Valley, ASH Scotland, and Keep Scotland Beautiful, that highlight the public health and environmental impacts of disposable vapes;
- to promote the work of Trading Standards in preventing the sale of e-cigarettes and vapes to those aged under 18.

Voting on the Motion

In terms of Standing Order 14.7, Councillor Holden asked for a roll call vote. The Council agreed that a vote be taken by calling the roll and at this stage there were 17 members present who were eligible to vote. On the roll being called, the elected members present voted as follows:

For the Motion (16)

Councillor Phil Fairlie
Councillor Darren Lee
Councillor Graham Lindsay
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 Bryan Quinn
Councillor Scott Harrison
Councillor Kathleen Martin
Councillor Denis Coyne

Against the Motion (1)

Councillor Craig Holden

The motion was carried by 16 votes to 1 with 0 abstentions.

Decision

On a division of 16 votes to 1 with 0 abstentions, the Council agreed to support the motion.

Action

Chief Executive

Ends: 13.10 am

Report to Clackmannanshire Council

Date of Meeting: 14 September 2023

Subject: Alloa First Ltd Ballot

Report by: Chief Executive

1.0 Purpose

- 1.1. The purpose of this report is to update members on the Alloa First Business Improvement District (BID) activities and priorities, to establish a Council position on its vote for the upcoming ballot and to seek approval for a new governance process for future BID ballots.

2.0 Recommendations

It is recommended that Council notes:

- 2.1. The contextual information which describes the scope and context of a BID (paragraphs 3.1-3.4)
- 2.2. The purpose, activity and priorities of the Alloa First BID both in its previous 5 years and as proposed for the next 5-year term, including the proposed levy increase (paragraphs 3.5-3.12 , Table 1 and Appendix 1)

It is recommended that Council:

- 2.3 Individually vote 'yes' or 'no' to Alloa First BID proposals as set out in the Business Plan 2023-28
- 2.4 Approves new governance arrangements for future BID ballots as set out in paragraph 5.1.

3.0 Considerations

- 3.1. **Business Improvement Districts** are geographically defined areas where businesses come together and agree to invest collectively in projects and services that the businesses believe will improve their trading environment. BID projects are new and additional projects and services and do not replace services already provided by the Council and other statutory bodies. The BID is independent of the Council.

- 3.2. BIDs act as revenue generating vehicles for town centre improvement, security and management. They are able to apply for funding from various sources and generally have a higher chance of success because they have been elected by local businesses and have approved Business Plans setting out proposals for each five year term.
- 3.3. BIDs are developed, managed and paid for by the non-domestic sector by means of a compulsory levy. The BID is established by a positive vote of the eligible persons in the proposed BID area. Each eligible person liable to pay the BID levy is able to vote every five years on the continuation of the BID and participate in a formal ballot process which, in Clackmannanshire, is administered by the Council and the Chief Executive acting in the capacity of Returning Officer.
- 3.4. For the ballot to be successful there must be a minimum turnout of 25% by both the number of eligible voters and rateable value. The majority of voters by both number and rateable value must vote in favour. This process aims to protect both small and large businesses as the voting system requires all four conditions to be met. Each BID term lasts for 5 years.
- 3.5. There are currently two BIDs in Clackmannanshire; Alloa First Ltd for Alloa town centre businesses, and Clacksfirst Ltd which covers Clackmannanshire's business and industrial parks. The Boards consist of levy paying businesses, managers and people with a vested interest in the BID area. Each BID has a board of directors who make decisions on BID activity.
- 3.6. The Alloa First Board consists of up to 12 directors. Any owner, manager or employee representing a business or organisation within the BID area is welcome to join the Board, providing the levy for that property is up to date. Every effort is made to ensure that a varied range of sectors is represented on the board such as retail, leisure, office and third sector and that there is a wide geographical spread across the BID area. Board members make decisions on matters such as the Business Plan, where levy funds will be spent, the types of activities the BID will carry out and engagement with property owners. The Council has an advisory, non decision making director role on the Board, providing an important link between the Council and town centre businesses.
- 3.7. Alloa First Ltd became operational in October 2008. Over the past 15 years the BID has invested over £1,500,000 of levy payer's money into Alloa Town Centre.
- 3.8. In the past 5 years a wide range of activity has been carried out, designed to promote the town centre as an attractive, safe place to visit and to increase footfall. This includes the following:-
 - a) Events such as STORM visit, Friday market, town centre trails, Christmas light switch on, Easter and summer activity events
 - b) Annual Christmas light display
 - c) Free weekly recycling service
 - d) CCTV coverage by 18 cameras providing 24 hour town centre coverage, in regular contact with the police

- e) Attracted additional grant funding from sources such as Scotland Towns Partnership for BID activity
- f) Funding for gold award winning Alloa in Bloom
- g) Provision of hanging baskets with a free watering service
- h) Dedicated project manager to support businesses
- i) Free advertising for businesses in Love Local Magazine
- j) Promotion of businesses through large social media following
- k) Regular surveys and face to face meetings with businesses on town centre issues
- l) Covid 19 – businesses were supplied with free PPE and social distancing material
- m) Worked in partnership with CTSI and Clackmannanshire Council to deliver Alloa Hub, an active travel, tourism, retail and heritage hub which also has a toilet for public use. The Hub is part of the Living Alloa project which won a prestigious SURF award in December 2023.

3.9 The current Alloa First Ltd term is coming to an end and a ballot is being held from the last week in August until 5 October 2023. This ballot process will determine whether the BID will operate for a further 5 years 2023-2028. Alloa First Ltd has prepared and launched a Business Plan (attached as Appendix 1) which sets out past and current activity alongside some proposals for the new BID term, if successful. Much of the activity listed in paragraph 3.8 will continue and it is also proposed to introduce new initiatives such as an Improvement Grant for businesses to improve their shopfronts, training for local businesses, windows projects for vacant properties and welcome packs for new businesses.

3.10 A proportion of the activities carried out by Alloa First such as Christmas Light Display, CCTV, town centre planting, weeding and floral displays were previously provided by Clackmannanshire Council. At present there are no Council budgets for these activities/services.

3.11 Should the ballot process result in an unfavourable outcome, the BID would cease and these services would also potentially cease unless alternative funding/ delivery models could be identified. Additionally, there is a risk that additional income generated through funding applications currently led by the BID, may also cease. Local businesses are able to collaborate to carry out similar activity outside of a formal BID; however, at the time of writing, officers are not aware of any such plans.

3.12 The Council also supports the operation of the BID as follows:

- approximately £19k support to administer the Alloa First BID levy
- additional £1k system change fee on BID levy rate renewal
- £9,900 UK Shared Prosperity Funding for Summer Events
- £10k COVID signage, social distancing measures etc.
- £10k Scottish Government LACER funding.

3.13 The Alloa First Ltd Board has maintained the BID levy at the same level for the past 15 years, however, like many other organisations, including the Council, it is also facing cost pressures. In order to deliver the aspiration and activities set out in the Business Plan (Appendix 1), the Board has proposed to increase the levy for the next five year term.

3.14 Table 1 below sets out the proposed levy compared with current levy levels. It is understood that the Board's Strategy was for small businesses the increase was to be kept to an increase of £1 per week. In practice, businesses can opt to pay either in full annually or in 10 monthly instalments.

Table 1: Comparison of current and proposed levy levels

PROPERTY BAND	Property Rateable Value Range	Current Annual BID Levy 2008 - 2023	Current Monthly Instalment (based on 10mths)	Proposed Annual BID Levy 2023 - 2028	Annual Increase	Proposed Monthly Instalment (based on 10mths)	Monthly Increase
A	0 - £6,000	£240	£24	£312	£72	£31.20	£7.20
B	£6,001 - £8,449	£340	£34	£416	£76	£41.60	£7.60
C	£8,500 - £13,100	£540	£54	£624	£84	£62.40	£8.40
D	£13,101 - £22,250	£740	£74	£832	£92	£83.20	£9.20
E	£22,251 - £36,250	£940	£94	£1,040	£100	£104.00	£10.00
F	£36,251 - £50,000	£1,040	£104	£1,352	£312	£135.20	£31.20
G	£50,001 upwards	£1,040	£104	£1,872	£832	£187.20	£83.20

3.15 Clackmannanshire Council is the owner/occupier of 14 properties within the BID area. This amounts to an annual levy payment to Alloa First of £9,360. If the forthcoming BID renewal ballot is successful, this payment will increase to £13,000.

3.16 Scotland's Town's Partnership emphasises the links between an effective BID and meeting the aims of Scottish Government's economic policy, including Town Centre regeneration. Effective partnership with a BID has the potential to better integrate local economic regeneration plans and promote targeted partnership work to address both social and economic challenges locally.

4.0 Voting process for Alloa First BID ballot renewal

4.1 The timetable of actions and the voting process for BIDs is set out in legislation under the Planning etc. (Scotland) Act 2006 (Business Improvement Districts) and The Business Improvement District (Scotland) Regulations 2007.

4.2 The renewal process starts 196 days in advance of the proposed ballot date at which point the BID proposer has to inform the Local Authority and Scottish Ministers of their intention to go to ballot.

4.3 At 126 days the BID proposals should be agreed and be found to be achievable. At 98 days submissions are sent to the Local Authority and Scottish Ministers including all consultations and results, the full BID business plan for the next 5 years, agreements with the Local Authority of services they will provide the BID and all supporting documents. By day 70, the Local

Authority must confirm if it is content for the ballot to go ahead or whether it wants to apply a veto, in writing, to both the BID proposer and Scottish Ministers.

4.4 A ballot veto can only be applied if the local authority considers that the BID proposals are likely:-

a) to conflict with any structure plan, local plan, strategic development plan or local development plan which has been approved or adopted under the principal Act and which applies to the proposed business improvement district or any part of it,

b) to conflict to a material extent with any policy formally adopted by and contained in a document published by the authority (whether or not the authority are under a statutory duty to prepare such a document), or

c) to lead to a significantly disproportionate financial burden being imposed on:-

i. any person entitled to vote in the ballot on the proposals, or

ii. any class of such persons, as compared to other such persons or classes.

4.5 Thereafter the dates all apply to the actual voting process – issues of ballot papers, proxy deadlines and replacement papers are as per any other election. Ballot date is 5th October with the declaration being made on 6th October.

4.6 The BID has been in existence for 15 years (three terms) and until now the Chief Executive of the Council has made the decision on how the Council placed its vote, under delegated authority. This approach is consistent with that adopted in many other areas. In preparing for this ballot, the Chief Executive has not identified any explicit delegation by Council to her and has, therefore, proposed that, on this occasion, the Council's vote is secured by means of an individual councillor vote.

4.7 For this ballot, Members are, therefore, being asked to consider for the 14 properties for which we pay levy, should the Council vote yes or no to the proposals set out in the Alloa First Ltd Business Plan 2023-28 (Appendix 1), taking into account the additional information set out in this paper. The Council's voting position in the forthcoming BID Ballot process will be determined by taking a straight majority of the total votes cast by individual councillors.

5.0 Future Governance of Business Improvement District Ballots

5.1 For all future BID renewal ballots, it is proposed that a report will be presented to Council as soon as BID advises the Council of its intention to go to ballot. This will be done 196 days before ballot date to allow Council 126 days to determine its position regarding the veto and how it will vote in the ballot.

6.0 Sustainability Implications

6.1. N/A

7.0 Resource Implications

7.1. Financial Details

7.2. Clackmannanshire Council is the owner/occupier of 14 properties within the BID area. This amounts to an annual levy payment to Alloa First of £9,360. If the forthcoming BID renewal ballot is successful, this will increase to £13,000 per annum.

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

Yes

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

Yes

7.5. Staffing

None

8.0 Exempt Reports

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

9.0 Declarations

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

9.1. **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

9.2. Council Policies (Please detail)

10.0 Equalities Impact

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

Yes No

11.0 Legality

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

12.0 Appendices

12.1. Appendix 1 - Alloa First Business Plan 2023-2028

13.0 Background Papers

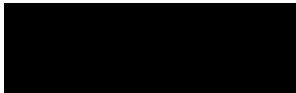
13.1. Have you used other documents to compile your report? (All documents must be kept available by the author for public inspection for four years from the date of meeting at which the report is considered)

Yes (please list the documents below) No

Author(s)

NAME	DESIGNATION	TEL NO / EXTENSION
Evelyn Paterson	Senior Information Governance Officer	X 2112
Emma Fyvie	Senior Manager Development	07971 795211
Nikki Bridle	Chief Executive	

Approved by

NAME	DESIGNATION	SIGNATURE
Nikki Bridle	Chief Executive	



Business Plan 2023-2028



What is a Business Improvement District (BID)?

Business Improvement District (BID) is a geographically-defined area, where businesses come together and agree to invest collectively in projects and services that the businesses believe will improve their trading environment. BID projects are new and additional projects and services; they do not replace services that are already provided by Clackmannanshire Council and other statutory bodies.

BIDs are developed, managed and paid for by the non-domestic sector by means of a compulsory levy, which the eligible persons in the proposed BID area must vote in favour of before the BID can be established. Each eligible person liable to pay the BID levy will be able to vote on whether the BID goes ahead.

For the ballot to be successful there must be a minimum turnout of 25% by number of eligible voters (the headcount) and rateable value, with the majority voting in favour by both number and rateable value. This protects the small and large businesses as the voting system requires all four conditions to be met.

Alloa's Town Centre BID first became operational in October 2008. Over the past 15 years, the BID has invested over £1,500,000 of levy payer's money into Alloa town centre; the highlights and achievements are documented in this business plan.

The continuation of Alloa First and the services it provides are not a certainty. In August 2023, along with all eligible businesses in the Alloa Town Centre Business Improvement District (BID) area, you will be invited to vote on whether you would like to see the proposals detailed in the Business Plan delivered over the next five years.

This is your opportunity to continue to make a difference.

Vote YesVote Alloa First



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Business or variations of the word business are used throughout this document and the use of this terminology refers to property owners or tenants and occupiers of properties who are liable to pay the non-domestic rates, whether they pay business rates (NDR) or not. The word 'business' refers to all properties included in the Scottish Assessors website database which includes properties where the occupier or eligible person liable to pay the non-domestic rate may be a charitable organisation, public sector organisation, social enterprise who may not consider themselves a 'business'.

Introduction from the Chair of Alloa First



Alloa First (Alloa Town Centre BID) has been operating for the past 15 years and in August 2023, you will be invited to vote for a fourth term.

In 2018 you asked us to focus on these key areas:

- Making Alloa more vibrant, welcoming, and better promoted.
- Providing a collective voice for businesses and organisations.
- Improving the look of the town centre to create a better first impression.
- Increasing the additional investment and improvements to Alloa Town Centre.

We managed street and sign-post cleaning, weed clearing, sign and lamp post painting, street banners, secured a grant to fund street art, installed a comprehensive CCTV system, supported the much-used recycling, enhanced the hanging baskets and street floral displays, introduced and manage a town Facebook group, supplied business guidance and advice, supplied Covid PPE and signage, gift bags, secured a grant to develop a town centre website shop, introduced a monthly market, introduced Love Local magazine, fully-fund the Christmas tree, street lights, switch on events, town centre entertainment during school holidays, family treasure hunts and Easter trail, Santa's Grotto, STORM parade, and this year's Dinosaur Day event to name a few projects and activities.

Over the next five years Alloa First would continue to focus on the key areas, enhancing the town and introducing many more new projects that will make Alloa more vibrant, welcoming, and promoted. We want to deliver more day and evening events that will bring increased footfall and business opportunities to the many Alloa businesses. We would investigate fully new projects where operating as a 'single group' could reduce administration or bring day-to-day cost savings to many businesses.

Over the past 15 years, through Alloa First, businesses have invested into the town centre. I am sure many businesses want to maintain this effort and look to bring further enhancements that will continue to boost the economy and continue to make Alloa Town centre better for businesses and its visitors.

Your opportunity to vote for the future of Alloa town centre is now. I urge you to vote YES and put Alloa First!

Kind regards,

Hugh McMichael
Chair
Alloa First



Who we are

Alloa First is operated by a Board of Directors who are business owners and employees of various businesses in the town, all of whom volunteer and typically provide over 40hrs of unpaid time each year in the decision making and planning of projects. Diane is the town centre manager and responsible for planning, communication, and execution of any activity that the board may decide on.

Your BID team



Diane Brown
Project Manager
(part time)



April Campbell
Marketing &
Digital Media
(part time)



Darren Mclean
Environment &
Engagement Officer
(part time)

Your BID board

Any owner, manager or employee representing a business or organisation and prepared to take on the commitment and responsibility is welcome to join the board, providing the levy for that property is up to date. We do try to maintain a diverse mix of businesses so that each of the business sector is covered and has a voice, but it is not restricted to this.



Hugh McMichael
(Chair)
McMichael's Sony Centre



Leeann Currie
JW Aitken



Alison Turner
The Ladybird
Tearoom



Rhona McCallum
Rhona McCallum Hair



Neil McFarlane
G.R. McFarlane
Watchmaker, Jeweller &
Art Gallery



Bradley Pow
Alloa Hub



Emma Fyvie
(Advisory Position)
Clacks Council



Aldo Pia
Bar Aldo



Ian Matchett
IKL Care

Achievements 2018-2023



Welcoming & Vibrant



Alloa In Bloom won Gold two consecutive years at Keep Scotland Beautiful Awards



160 hanging baskets provided annually free to local businesses and organisations with a free watering service



The new Alloa Hub opened its doors in October 2022, providing business information, free family events and a Made In Clacks shop



Living Alloa Project won Scotland's Most Improved Town at the annual SURF Awards 2022 and was the winner of Scotland Loves Local Award for Town Centre Living



Christmas and Jubilee yarn bombing on the High Street



Dedicated Environment & Engagement Officer



Instillation of a town centre mural



Seasonal lighting on trees

Annual Christmas Lights



Town centre lamppost banners displaying local heroes



COVID-19 social distancing, shop local signage, poster campaign PPE supplies



Experience



Annual town centre trails:

- Elf trail
- Summer Trail
- Easter Trail
- Book Trail



STORM visits, attracting over 3,000 visitors to the town in 2021



First Friday market launches in 2019 with 12 stalls and continues to grow



Annual competitions:

- Burns - 313 entries
- Shop local - 3000 entries
- Valentines & Mother's Day - 400 entries



Annual Christmas Switch-on event



Clackmannanshire Whisky Festival sponsor 2022-2023



Santa's post box and letters



Santa Mail

This year Santa has flown in from Iceland and put a special magic post box in Alloa Town Centre.

We would encourage all the children in the local area to come to the performance space on the High Street and post their letters to Santa in his special post box located beside the Christmas tree.

Please ensure you include your name, age and address so

Free Santa's Grotto - visited by over 120 families in 2023



Platinum Jubilee Celebration



2023 Easter family fun



Pride & Promotion

Bi-annual Love Local Magazine distributed throughout Clacks, promoting town centre businesses, events and organisations



Bespoke pages created on our website to promote seasonal deals: Fiverfest, Mother's Day, Valentine's and Easter

Valentine's Deals

Social Media followers

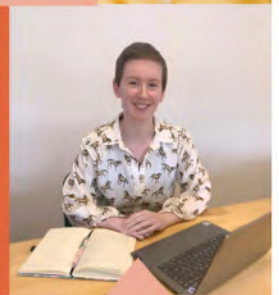
Facebook - 6.6k followers (from 3.8k)
Twitter - 1059 (from 330)
Instagram - 817 (from 370)



Scottish Food & Drink Facebook campaign



Clacks Good Food Charter launched



Fiverfest bespoke video and banner campaign



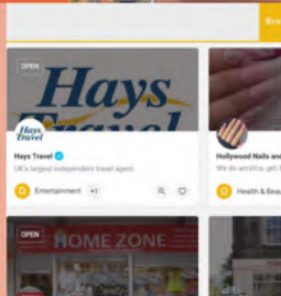
Pub and restaurant trail



Dedicated part time Marketing & Digital Media Administrator



New business directory



Shop Local Gift bags - 10,000 distributed for free



Welcome to your new home brochure created for Townhead House, Primrose Street in partnership with CTSI



Alloa town centre continues to be part of the Scotland Loves Local campaign



Alloa Advertiser - Business Spotlight Campaign



Support & Engage



Free weekly recycling service:
Cardboard
Aluminium
Plastic
Paper



Regular e-bulletins to keep members updated



CCTV
18 cameras providing 24 hour coverage of the town centre
Regular contact with local police



Participated in Clacks Business Week



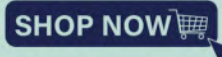
Online training including 1:1 digital support



Application of anti-climb paint & signage



Alloa First Marketplace - Supporting local businesses to sell online with a dedicated delivery driver and digital support



2020
Provision of free PPE, signage and social distancing barriers



Regular e-bulletins & 1:1 support to keep members updated with Covid guidelines and support

Key point of contact with Clacks Council and Clacks Business Support Partnership



Dedicated Project Manager to support your business or organisation



Consultation: What did you say?

We've been speaking to our members in the BID area and the most important areas our businesses and organisations would like to see continued or introduced are:

Pride & Promotion

- Alloa First social media platforms
- Scotland Loves Local and Shop local campaigns
- www.alloafirst.co.uk business directory and What's On Guide
- Bi-annual Love Local magazine
- Promotional space in the town centre



Experience

- Annual Christmas Switch-on
- Smaller seasonal events
- Monthly Alloa First Friday market
- Annual free family friendly summer events



Welcoming & Vibrant

- Weekly recycling uplift
- Christmas and seasonal lighting
- Supporting Alloa In Bloom with planters and hanging baskets
- Continued maintenance and upgrade of the CCTV
- Window dressing of vacant buildings



Support & Engage

- Continue to act as the point of contact with Clackmannanshire Council
- Attract additional funding
- Actively work to attract new businesses to locate in the town centre
- Continue to work with Clackmannanshire Business Support Partnership
- Promote relevant business support initiatives
- Business Improvement Grants



Carole Harper
Director of Partnerships, Co.Lab Hub

The town experiences noticeable benefits whenever Alloa First organises events.

On market days, during the Christmas lights ceremony, and at major town gatherings like the one when Storm visited, the atmosphere becomes vibrant and bustling with people.

I also appreciate that the town centre looks great with the addition of the light post banners and flowers, resulting in a significantly improved appearance. While there is still progress to be made, with the right support and a positive attitude, we can turn this small town into a fantastic destination of choice for both businesses and visitors.

The top 3 projects to be introduced or continue are:

- Local and regional marketing campaigns
- More events
- Free weekly recycling uplift



The top 3 challenges facing businesses over the next 5 years are:

- Increasing costs
- Reduced footfall
- Staff recruitment and retention



In addition to the questionnaire we have been conducting face-to-face meetings as well as inviting feedback by email via our regular e-news bulletins. The feedback from this engagement has confirmed the themes for the next BID term.



Anne-Marie Macklin
Owner of Smart
Specs Optical
Dispensary

As the owner of a small business in Alloa, I am grateful to the BID Board for all they do to improve the appearance and safety of the town centre.

The floral arrangements, tubs and hanging baskets help to bring colour to the Town Centre, and in conjunction with the voluntary groups they coordinate, there is a great pride taken in keeping various areas weeded etc.

As a business I am happy to know that by paying my BID Fee I am contributing to the overall appearance of the area and helping to provide various events including The Christmas Tree & Street Lights, New Security Cameras and many family orientated events which would NOT happen without The BID. The monthly Market is also a welcome addition, recycling and waste collections.

As we all know in the current economic climate the local Council is constantly making cuts to services they provide not only to local households but also to the business community, The BID is helping to soften the impact this has on our businesses.

Our BID works for US



Lorna Montgomery
Funeral Operations
Manager
Fosters Family
Funeral Directors

In recent years, town centres have faced a number of challenges, including the rise of online shopping, the decline of traditional retail and less residential areas.

However, we believe that there is a growing recognition of the importance of town centres, and look forward to working with Alloa First to help keep Alloa the vibrant hub of the community that it is.

In many ways Fosters share the same core values, from understanding the importance of employing local people that know the area well, to investing in our high street premises so that we can try to make the one of the most difficult experiences that our customers will have to face, just a little bit more comfortable. We couldn't support the local community in this way without working in partnership with local organisations and businesses that provide high quality services that help families say their final farewells to their loved ones.



Proposed Project Themes 2023-2028



Pride & Promotion

A better-promoted town centre we are all proud of with a 5-year investment of £161,000.

Project Activity	Timing	Measurement	Benefit to levy payer
Town Centre specific Marketing Campaign. A targeted campaign to attract visitors and residents from local and neighbouring areas. This will raise the town's profile, develop loyalty to the town centre and build community spirit as well as creating many business opportunities.	Years 1 - 5	Customer survey of increase of footfall, parking usage and website & social media activity.	Promotion of town locally and nationally. Improved perception. Increased footfall, dwell time and sales.
Scotland Loves Local and shop local campaigns	Years 1 - 5	Feedback survey Digital traffic	Encourage visitors to spend locally. More promotion opportunities.
Work with the Alloa Hub to promote Alloa's heritage. Interpretive themes and media can be used to tell the story of Alloa's historic environment, the events, the people and the characters, encouraging visitors to linger longer and spend more.	Years 1 - 5	Visitor survey Footfall count Shop sales	Website and social media activity. Increase of visitors staying longer and spending more money. Instil community pride. Give a sense of place to the town centre and improved perception.
Attract new businesses to the Alloa BID area by promoting the benefits and success of other businesses located in the town centre.	Years 1- 5	Vacancy rate	Vibrant town centre. Investment in BID area.
Provide training for local businesses and organisations on how to better-promote themselves, products and service.	Years 1- 5	Increased confidence and better online interactions	Better business promotion. More engaged customers. Training for managers or staff.
Continue to promote the Alloa online marketplace and encourage more businesses to sell online.	Years 1- 5	Sales rate Online shop listings	Reach more customers. Online promotion. Support to build an online shop.





Experience

To provide a safe and enjoyable experience for visitors, workers and residents to enjoy in Alloa town centre with a 5-year budget of £130,000

Project Activity	Timing	Measurement	Benefit to levy payer
Annual programme of events including Summer Fun Day, Christmas Switch-on event and monthly Friday market	Years 1 - 5	Crowds and increased traffic into shops	A busier town with more potential customers. Visitors from outside Clacks.
Footfall driving and circulating activities spread across the year	Years 1 - 5	Take up of events	Promotion during events More footfall.
Implement robust event evaluation and increase business opportunities around each event	Years 1 - 5	Evaluation results	Increased business opportunities.
CCTV cameras - maintain and upgrade where required	Years 1 - 5	Police report Number of reported incidents	Security and peace of mind - Incidents will be recorded and police can view footage.

Environment



To ensure that the town centre and all its different areas present a distinctive, accessible and appealing environment which attracts business investment, encourages visitors to stay longer and fosters a pride in the town centre with a 5-year investment of £125,000

Project Activity	Timing	Measurement	Benefit to levy payer
Vacant premises project - work with property owners to tidy, clean and improve appearance of vacant properties.	Years 1 - 5	Tidier, more attractive streets Number of vacant properties	More visitors to town. Increased chance for new businesses to move in. A better-looking town.
Vacant shop windows project - seasonal displays will be printed on window vinyls and pop-up shop / gallery opportunities investigated.	Years 1 - 5	Public perception	Improved appearance of streets and surrounding properties.
Continue to improve the floral enhancement programme and implement town centre maintenance of eyesore spots, working in partnership with Alloa In Bloom volunteers.	Years 1 - 5	Keep Scotland Beautiful Awards	A vibrant, colourful town centre.

Project Activity	Timing	Measurement	Benefit to levy payer
Recycling - continue to offer this service and investigate additional services such as glass and food waste.	Years 1 - 5	Take up of service	No need for third party contracts - the cost is all included in your levy payment.
Continue the services offered by our Environmental and Engagement Officer.	Years 1 - 5	Health of hanging baskets and engagement with businesses	A friendly point of contact with Alloa First. Watering of hanging baskets.



Engage & Support

An engaged and supported business community working together for the same goal with a 5-year investment of £110,000

Project Activity	Timing	Measurement	Benefit to levy payer
Powerful partnerships - Ensuring we have a strong collective voice and seat at all decision-making tables in particular planning and transport forums that impact on the town centre.	Years 1 - 5	Alloa First will attend meetings with our partners to ensure town centre representation	The chance to make your voice heard and ensure decisions benefit your business or organisation.
Attract additional funding and create sponsorship opportunities. Source funding pots businesses and local organisations can access.	Years 1 - 5	Awards of additional funding	Additional funding will be available for businesses.
Look at voluntary membership for organisations out with the BID area i.e. Tesco, Asda, Aldi	Years 1 - 5	Take up of offer	More businesses working together.
Business Improvement Grant - small grants available for match funding external property improvements.	Years 1 - 5	Regular surveys to monitor numbers and grant awards	Grants will be available for businesses who wish to improve their property.
Calendar of free training events, business networking, social events and encourage cross-promotion of businesses.	Years 1 - 5	Take up of service	Free training for your business/organisation.
Utility Audit - continue to offer this free service.	Years 1 - 5	Saving money for businesses Testimonials	Help save you money and lessen the burden of bills.
Create a 'Welcome' pack to ensure all new businesses are aware of Alloa First and the service we provide	Years 1 - 5	Awareness of our services	Ensure all new businesses can access Alloa First and are aware of what services we provide.



Finances

It is calculated that there are approximately 249 eligible properties located within the BID area (this figure may change as businesses move, expand or close). The BID levy income is calculated to be approximately £160,000 per annum. An amount has been set aside in the budget under 'contingency' to allow for any bad debt.

The improvement levy will make it easier to obtain other sources of funding for specific projects and these opportunities will be pursued. Alloa First aims to attract other investment, sponsorship, and trading income to increase the amount available to spend on projects as they develop. Funds will be sought from but not restricted to Visit Scotland, Scotland's Towns Partnership, The BIG Lottery and Zero Waste Scotland.

Applications for additional grant funding from Clackmannanshire Council to support specific projects will be considered on their merit.

As the BID progresses, more income will be attracted, and this will be invested in improving the town centre for the benefit of the businesses and the local community.

Over the last five years Alloa First have secured over £65,000 in additional grant funding to invest in town centre projects.



Rhona McCallum
Owner, Rhona McCallum Hair

We've had a business in Alloa for over 30 years. For 15 years of that we've had the support of Alloa First.

I don't think the people of Alloa realise how much Alloa First does for the town centre and the businesses in it.

It will be deeply missed if we don't get the Yes vote.

Alloa First - Project Income and Expenditure 2023-2028

Income	Year 1	Year 2	Year 3	Year 4	Year 5	Total
BID Levy	£160,000	£160,000	£160,000	£160,000	£160,000	£800,000
Expenditure	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Promotion	£32,200	£32,200	£32,200	£32,200	£32,200	£161,000
Experience	£26,000	£26,000	£26,000	£26,000	£26,000	£130,000
Environment	£25,000	£25,000	£25,000	£25,000	£25,000	£125,000
Engage & Support	£22,000	£22,000	£22,000	£22,000	£22,000	£110,000
Operating Costs	£42,000	£42,000	£42,000	£42,000	£42,000	£210,000
Contingency	£12,800	£12,800	£12,800	£12,800	£12,800	£64,000
Total	£160,000	£160,000	£160,000	£160,000	£160,000	£800,000

The BID levy explained

Who will pay the levy?



A BID levy is an equitable and fair way of funding additional projects and services, which the local authority and other statutory bodies are not required to provide. There are approximately 269 commercial properties in the BID area which will generate a BID investment levy income of approximately £166,400 per annum and an estimated total levy income of £832,000 over 5 years.



It has been agreed by the BID Board:

- The levy structure will be based on a banded system fixed on the rateable value (RV) of the property on the day of the ballot 5th October 2023 and remain the same throughout the 5-year term of the BID.
- There will be no increase in the levy throughout the the BID term because of a non-domestic rateable evaluation occurring during the BID term.
- The BID levy will be paid by the property occupier - the person liable to pay the non-domestic rate.
- All eligible occupiers (of eligible properties) i.e., the eligible person liable to pay the non-domestic rate that are listed on the Local Assessors Valuation Roll on the ballot date will be liable to pay the levy.
- The levy payments are not linked to what businesses actually pay in rates but are based on the rateable value of the property.
- The levy must be paid either in one payment within 28 days from the date of the levy invoice or in 10 instalments by arrangement with Clackmannanshire Council billing body.
- If there is a change, in occupier to a property, until a new occupier is found, the property owner will be responsible for paying the levy.
- Any new commercial development, subdivision of existing properties or merging of properties or new business with a non-domestic rateable valuation coming into the area during the 5-year term of the business improvement district will be liable for the BID levy.
- If a property is vacant on the day the levy invoice is issued for any subsequent vacant periods, the property owner will be liable to pay the levy.
- The levy will apply to all properties with a rateable value. Levy bandings will be applied with a maximum banding at £50,000 and above.
- The levy will rise with inflation, linked to the Government's CPI unless the BID Board of Directors vote against.
- The BID Board decided that there is no benefit from being part of the BID to the following categories of property and therefore are exempt from paying the levy e.g., Ad-spaces, ATM's, Store rooms.



The Levy Table

Property Band	Property RV range	BID Levy	Weekly
A	0 - £6k	£312	£6
B	£6001 - £8449	£416	£8
C	£8500 - £13100	£624	£12
D	£13101 - £22250	£832	£16
E	£22251 - £36250	£1,040	£20
F	£36251 - £50000	£1,352	£26
G	£50001 upwards	£1,872	£36

Collection of the BID Levy

Clackmannanshire Council will collect the investment levy on behalf of the Alloa First BID, as this will be an efficient, safe and cost-effective method of collection.

Clackmannanshire Council will lodge the levy within a BID Revenue Account. The BID levy can only be drawn down by the Board of Directors of the BID to allow the delivery of the business plan.

The BID Revenue Account and levy cannot be accessed by Clackmannanshire Council nor can it be used by the Council as an additional source of income.

In the event of any non-payment of the BID improvement levy, it will be strongly pursued by Clackmannanshire Council (as the billing body) using the recovery powers available to the Council to ensure complete fairness to all the businesses that have paid. Clackmannanshire Council will be entitled to charge an additional fee to the levy amount to meet any additional costs incurred in the recovery of the levy.

Baseline Services Agreement

A baseline service agreement ensures that Alloa First will not use the levy money to duplicate any services provided by Clackmannanshire Council and Police Scotland. The services directly delivered by Alloa First will be additional to any statutory services. The baseline services agreement gives an assurance that the levy payment will only be used for additional projects as outlined in this Business Plan and voted on in the renewal ballot in October 2023. A baseline agreement avoids the risk that public agencies including Clackmannanshire Council will not reduce its statutory level of service to the BID area following a successful ballot.

Example Baseline Services include:

Street lighting, car parking, estate management, street furniture, public conveniences, trading standards, traffic enforcement, public transport services.

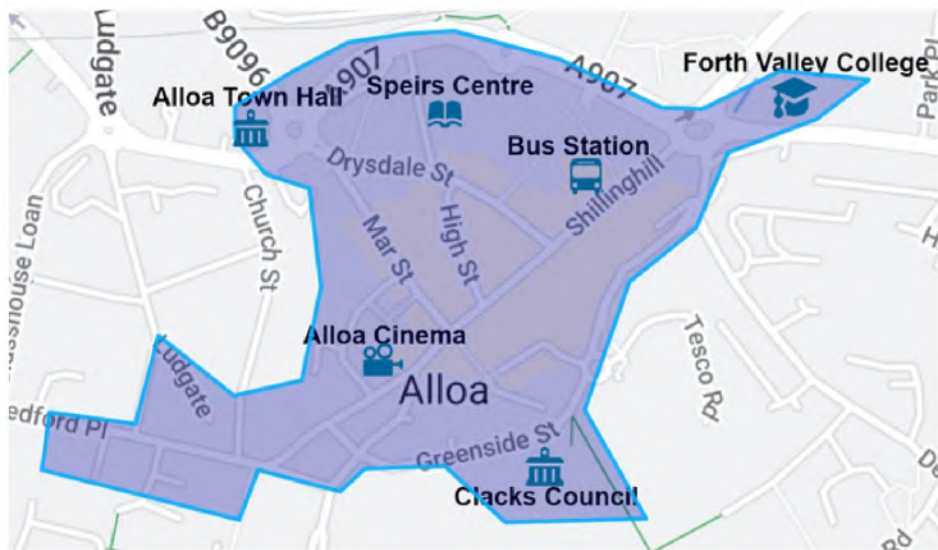


Chief Inspector Audrey Marsh
Police Scotland Local Area
Commander for
Clackmannanshire

Police are now located in the heart of the town centre, and we will continue to support Alloa Town Centre BID by preventing and detecting criminality, being visible and accessible to our residents, and providing public reassurance. By collaborating with businesses and key local partner agencies, we aim to enhance the reputation of the town centre as a safe and welcoming place to live, work, visit and socialise in, to attract more investment and visitors to the area, and help boost the local economy.

The Alloa First BID Area

The Alloa First area includes all businesses and organisations within the purple boundary line. There are approximately 249 properties located within the boundary.



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Streets which are contained within the Alloa First Area are:

- | | | |
|-----------------|------------------|-----------------|
| Auld Brigg Road | Devon Road | Mill Road |
| Bank Street | East Vennel | Mill Street |
| Bedford Place | Greenside Street | Ochil House |
| Burgh Mews | High Street | Primrose Street |
| Candleriggs | King Street | Primrose Place |
| Church Street | Maple Court | Shillinghill |
| Coalgate | Mar Place (part) | Union Street |
| Drysdale Street | Mar Street | The Junction |
| | Marshall (part) | |



Carmen MacIver
Partner, Caesar & Howie

Many community based town centre initiatives tend to concentrate on participation from retail outlets, however, my experience of Alloa First has been complete inclusion to all sectors in the town.

The enthusiasm shown by the team to motivate everyone to become more community orientated has shown no bounds.

With constant reports of rapid decline in Scottish town centres I firmly believe that the project has made a vast difference to Alloa. The various events and markets to simple things like floral displays makes it a more pleasant experience to come to work every day.

In a world where we are all so used to communicating digitally as opposed to in person it has to be said that Alloa First works hard to bring everyone in the town centre together.

They are also committed to understanding the needs of each individual business and have heavily supported our efforts in raising awareness of legal issues for the over 50s.

The Voting Process



You will receive a notification of the ballot in mid-August.

On the 24th August, the eligible person with the authority to vote in each business will receive a ballot paper and Alloa First Business Plan 2023 - 2028.

Ballot papers are easy to complete, with either a cross for YES or NO to the question “Are you in favour of a Business Improvement District”? Ballot papers must be signed by the person eligible to vote and returned in the pre-paid envelope provided. All votes must be received by CES(London) no later than 5.00pm on Thursday the 5th October.

For the ballot to be successful there must be a minimum turnout of 25% (the headcount) by number of eligible persons and by combined rateable value; and of those who turnout, the majority must vote in favour by number and rateable value. This protects the small and large businesses as the voting system requires all four conditions to be met.



Marie Campbell
Branch Manager, Hay's Travel

I have been a trader in the High Street for nearly 50 years, and can remember well what the town looked like before the BID team arrived.

We have much to be thankful for such as hanging baskets, seasonal events, CCTV, Christmas activities and a much needed voice to feedback traders concerns with the local council. The levy is fair on all traders and we all benefit from the activities that the BID Team provide. Foremost is the interaction we have as a town with our customers and local community by listening to what they would like to see their town centre provide which is a safe, pleasant and thriving environment to spend their leisure and shopping time. I am looking forward to the next 5 years to see what new ideas we can come up with to encourage more people to shop in Alloa.

The results of the ballot must be declared within one week of the count by Clackmannanshire Council. Following a successful ballot, the decision is binding on ALL eligible levy payers within the BID area regardless of how they voted.

Following a successful ballot, the BID will commence on the 18th October and will run for a period of 5 years until 17th October 2028.

Alloa First BID Management

Following a successful 'YES' vote, the management and operation of the BID will continue under the existing company structure and name, Alloa First Limited, Company Registration No. SC353754 which will operate from 18th October 2023.

The Company will continue to be managed by its Board of Directors operating in an open and transparent way and answerable to the businesses in the area. The Directors are committed to the highest standards of management, governance and accountability; recognizing good governance helps deliver the strategic objects of the company.

There will be a detailed set of protocols (the Operating Agreement) which will cover, as well as other items, the billing, collection and transfer of the levy to the Company.

The Board of Directors may consist of up to 12 directors, of which there are currently 9 in office. An active campaign will be launched after the successful ballot to recruit additional directors to the Board. Every eligible person that pays the levy will have the opportunity to nominate themselves or someone else from within the BID area to be elected to the Company Board but limited to one eligible person from each eligible property.

Nominations of directors, representatives, or advisors from outside the BID, who do not pay the levy and who may or may not represent those making voluntary or other financial contributions toward the BID, will be strictly at the discretion of the Board of Directors.

The Company will continue to be run by the businesses for the businesses. This Board will be responsible for all decisions relating to staff, contracts, the delivery of the approved business plan and other activities generated by the BID.

The Board will be representative of the businesses and stakeholders in the area. The Chair and Vice Chair will be elected from the directors of the Board. The Board will include one representative from Clackmannanshire Council in an advisory role. Other non-voting members or local groups may be co-opted onto the Board at the Board's discretion.

The Alloa First Board of Directors will have the authority to adapt or alter the projects and services from year to year to reflect any change in economic circumstances or any new opportunities that may arise. This will be in the best interests of the levy payers and without recourse to an alteration ballot.

Additionally, the Alloa First Board of Directors reserve the right to consider creating a charitable arm of the company to enable it to secure additional funding, which can only be sourced with charitable status.



Measuring the success of the BID

Throughout the lifetime of the BID, all work on the BID projects will be monitored to ensure the projects proposed in the BID Business Plan achieve a high level of impact and are progressing to the satisfaction of the businesses that voted for the BID.

The BID Board of Directors will monitor and oversee the efficient delivery of the BID projects.

The BID will undergo an independent evaluation and or Assessment and Accreditation Interim Review (AAIR) of its activities at the halfway point and towards the end of the fourth term.



Keeping you in the loop

Alloa First will have an open and transparent approach to all aspects of the business ensuring all our levy payers are fully informed. This will include:

- One-to-one meetings
- Business briefings
- B2B Networking
- Digital media campaigns
- Press releases and local newspaper columns
- On-going website and social media updates
- Weekly e-bulletins
- Quarterly newsletter (print and digital)
- Directors' Meetings agenda and minutes are available on request
- Annual Report and AGM

Contact Information

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Mobile: 07866 590533

Email: info@alloafirst.co.uk

@AlloaTownCentre

@AlloaFirst



If the BID ceases to exist you will lose:



Investment of over £832,000 in the town centre.



A strong voice for businesses to lobby the local authority and other agencies.



All town centre events and marketing.



Christmas lights, tree and switch-on event.



All town centre CCTV.



Free weekly recycling service.



Floral enhancement or improvements for the town centre.



Dedicated team working to support you.

A new BID term will ensure:



An established, influential, business-led body that keeps you informed and represents your needs.



The continued powerful partnerships ensuring we have a collective voice.



A town centre that is welcoming and safe.



A 5 year program of events and marketing which benefits all.



An engaged and supported business community.



Continued investment to deliver real improvements to the town centre.



A better promoted town we are all proud of.



Report to Clackmannanshire Council

Date of Meeting: 14 September 2023

Subject: Be the Future Update

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 report provides updates in respect of:
- The BtF Programme Refresh
 - Consolidation of 2023/24 current BtF TOM priority activities (TOM Phase 1)
 - Implementation of the BtF Resourcing model agreed in the Council's 2023/24 Budget
 - Workforce Planning, BtF resourcing and training considerations.

2.0 Recommendations

It is recommended that Council Notes:

- 2.1. the background to the Be the Future Programme (BtF) review and refresh as set out in section 3 and Appendix 1
- 2.2. the work to develop the Council's approach to streamlining its Strategic Planning Framework and that a paper will be submitted to Council in October (Paragraphs 3.7 to 3.12)
- 2.3. the commitment of £845k of the £1.841m delegated Transformation Funds as summarised in paragraph 3.12 and Appendix 3
- 2.4. progress with implementing the resourcing model to support the delivery of the Council's agreed TOM and Transformation projects (paragraph 3.17)
- 2.5. Progress with developing the Interim Workforce Strategy, including skills and training approaches (paragraphs 3.18 to 3.22)

It is recommended that Council agrees to:

- 2.6. the Council's updated Be the Future Programme (Appendix 1)
- 2.7. the Council's Be the Future Target Operating Model priorities for 2023/24 (Appendix 2).

3.0 Be the Future Programme Refresh

- 3.1. Following Council approval in August 2022 of the proposals for the Target Operating Model around 'People, Process and Technology', work has been undertaken to review and refresh the BtF Programme of activity originally agreed by Council in 2019. Additionally, the current and forecast financial context and challenges have contributed to an increased urgency to reimagine the design of Council services.
- 3.2. The BtF Update report to Council on 18 May 2023, outlined a range of achievements across key transformation themes of:
 - Social innovation
 - Place-based wealth-building
 - Digital and data transformation
 - New models of service delivery
 - Grant capture and Investment.
- 3.3. These themes remain clear priority themes both within the refreshed BtF Programme (Appendix 1) and in the current specific BtF TOM priority projects (Appendix 2).
- 3.4. Appendix 1 sets out the updated BtF Programme following the completion of the review and refresh. The review identified that whilst the aims, priorities and nature of the majority of projects agreed in the 2019 Programme remain relevant and consistent, we have evolved both our language and level of ambition in a number of areas to better reflect both the opportunities and progress we are accessing/ making. Through the work of the Family Wellbeing Partnership, we also have a greater understanding of community priorities and needs. Additionally there are some new areas which have been added to the Programme and others where activities are now more integrated.

Be the Future Target Operating Model Priorities

- 3.5. In May 2023, Council also agreed that in parallel with the development of the Wellbeing Economy LOIP and the improving alignment of strategic priorities amongst partners, that the Council's Strategic Planning Framework would be streamlined.
- 3.6. In taking this decision, it was noted that the Council's Strategic Planning Framework would continue to be underpinned by the 'Golden Thread' performance model which ensures that the Council's agreed aims align effectively with those of our partners and national policy externally through the National Performance Framework/Outcomes, and that the 'Golden Thread' internally links the Council's vision with our operational plans and resources.

- 3.7. In parallel with the work to finalise the Wellbeing Economy LOIP, work has been undertaken to allow Council to implement the proposed streamlining of the SPF and to manage a smooth transition, for instance enhancing existing Business planning processes/guidance and /or Budget processes to sustain organisational clarity, and discussion with External Audit. A more detailed paper on these changes will be submitted to Council in October.
- 3.8. As part of this work, it is likely that Council will be asked to agree that an annual statement of priorities will be prepared and integrated as part of the Budget setting process. This approach fits well with the Council's Budget setting approach evolved over several years where there has been a strong focus on the statement of priorities for both revenue and capital investment.
- 3.9. In the transitional period, work has been undertaken to consolidate those key BtF TOM priorities from both Budget and recent Council decisions. Appendix 2 sets out the schedule which describes a number of the core features of the work that is incorporated in each priority activity. Council will note that previous reports have highlighted that work in several of these areas is already underway, whilst others reflect new proposals, endorsed by Council in May 2023.
- 3.10. During Phase 1 significant progress has been made in relation to supporting our staff to ensure that the needs of communities and individuals are better understood and valued, and that services and solutions are co-designed, applying the Scottish Approach to Service Design. Phase 1 has focused on developing the right connections and skills so that the community voice is strengthened and communities are empowered to contribute their own solutions to the challenges facing them and the public sector:
- Through the Lens Programme we have provided funding and support to community groups to develop their own ideas and solutions
 - Through Columba 1400, we have continued to develop the leadership skills of individuals in our communities and with the Hunter Foundation support, officers have been working to develop a community of changemakers, and Clackmannanshire is now part of "What Matters to You" which is a community-based systems change initiative, supported by the Hunter Foundation, which focused on shifting public resources to offer support earlier, enabling children to flourish within their own families.
- 3.11. Clackmannanshire work is at the forefront of public sector reform across Scotland and has been recognised UK wide as leading the way in transforming the way services are agreed and delivered. Progress can be evidenced in the work to take forward The Promise; Employability; Child Wellbeing; and Community and Youth Justice. These approaches and the underpinning values and principles are increasingly being applied to new projects and the Council's existing work.
- 3.12. The projects set out in Appendix 2 reflect a significant level of activity which will span more than one year in many cases. The priority projects aim to strike a balance between building firm foundations for future transformation (eg digital and data transformation), deliver new approaches on the ground (e.g. Sustainable transport and Family Wellbeing Partnership) and supporting staff to design and or deliver services for the future (e.g Workforce Strategy and

Values based leadership). There is also an enhanced focus being placed on the delivery of the financial benefits of Transformation projects (e.g Asset Strategy and digital and data transformation) which is a critical consideration within the current operating context.

- 3.13. Alongside the preparation of this schedule, work has also been progressed to look at both the sponsorship and resourcing of the work to ensure that delivery is, as far as possible, expedited. Resource has already been committed in support of the delivery of some projects such as digital and data transformation, Social work IT system and asset strategy development. Further requests will be considered as plans are developed and will be financed from the Transformation Funds delegated to the Chief Executive as part of the 2023/24 Budget setting progress. To date £845k of the total £1.841m delegated Transformation Fund has been committed. Appendix 3 summarises commitments to date against the available delegated Transformation Fund.

Workforce planning, resourcing and training

- 3.14. Council has previously been updated on the resourcing models adopted in support of implementation of the Council's agreed BtF aims. Since April 2023, the Council has been transitioning to a new model of support which reflects our learning and the operating context. The model was embedded in the Council's 2023/24 Budget decisions. The key elements of this model are:

- the establishment of a permanent Senior Manager (Transformation) post which is funded 50 % from revenue and 50% capital
- two permanent Project Managers (Capital)
- £1.9m of capital investment in posts designed to support the delivery of priority capital projects which support transformation such as for Digital, the Wellbeing Complex and the City Region Deal
- additional capacity in legal, finance and procurement
- £1.1m Transformation Fund delegated to the Chief Executive to supplement previously delegated sums
- Council's commitment to maximise the deployment of the benefit of adopting the Service Concession flexibility to support the implementation of the TOM and associated transformation projects to deliver service and financial sustainability.

- 3.15. We have also used innovative approaches to develop capability that is based on peer-to-peer approaches. The Digital Champion programme has successfully empowered individuals to support the digital skills development of their peers. The champions have been supporting staff members and Elected Members in the use of Microsoft Teams and they will continue to support colleagues as they transition to M365.

- 3.16. In May 2023, Council was updated on how, in addition to enhancing capacity at the centre, a broader strategy has been deployed to maximise the

quantum, quality and impact of the resource deployed to develop and implement transformation across the following areas:

- The Flexible Resourcing Fund
- The Discovery Fund
- Partnership alignment.
- Leveraging external resources.

3.17 Since the Budget was set, considerable work has been undertaken to implement the new resourcing model, including developing new job profiles, undertaking job evaluation and progressing to recruitment for the new roles. In August, interviews were held for the Senior Manager (Transformation and Capital) and the successful candidate joins the Council on the 25 September. In parallel the recruitment of the Project Managers (Capital) has been undertaken with interviews held in August. One successful candidate is currently undergoing pre-employment checks. A further update on progress will be provided in the next update report to Council.

3.18 Once the new Senior Manager is in place, work will be undertaken to review governance arrangements and to streamline the reporting and monitoring of progress, including benefits realisation of the BtF Programme priorities. These activities will complement and build on the review and refresh of priorities set out in Appendices 1 and 2 in this report. This activity will also contribute to a refresh of the Be the Future Board activities following a brief hiatus to allow for the transition to the new resourcing model. The next BtF Board meeting is scheduled for 19 September.

3.19 A key enabler in our Transformation priorities (Appendix 2) is the development of the Council's Workforce Strategy. It is critical that as new models are developed, staff are supported, engaged, and skilled to transition to new or different roles (or ways of working) wherever this is required/ possible. Setting out the organisational needs for the future in terms of skills and staff numbers is evolving alongside the development of the BtF TOM.

3.20 Separately on this agenda is the interim Workforce Strategy (2023 – 2025) which creates a foundation for workforce and organisational development over the next two year periods. Considerable work has been undertaken in developing the interim strategy and work continues at service level looking in greater detail at staff numbers, demand, skills gaps and skills needs for the future. As the position is further developed and as actions are embedded, this will pave the way for an updated Strategic Workforce Strategy for 2025 - 2028.

3.21 A further significant consideration is to identify, at as early a point as possible in the design of new delivery models, what the staffing and skills implications and impacts are. This approach, through the development of the business case for individual transformation projects, additionally aims to identify where retraining is required/ possible and ensure steps are taken to develop such plans on a timely basis.

3.22 There are several potential options available for funding any priority training needs which include from financial efficiencies identified within individual business cases; from the Organisational Change Fund or from the Transformation Fund (either as currently delegated to the Chief Executive or delegating the remaining balance) or derived from an allocation from the historic service concession benefit.

4.0 Sustainability Implications

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

5.0 Resource Implications

5.1. *Financial Details*

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

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

5.4. *Staffing*

None

6.0 Exempt Reports

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

7.0 Declarations

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

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

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

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

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

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

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

8.0 Equalities Impact

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

Yes No

9.0 Legality

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

10.0 Appendices

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

Appendix 1 - BtF Programme

Appendix 2 - BtF TOM priorities 2023/24

Appendix 3 – Delegated Transformation Fund commitments

11.0 Background Papers

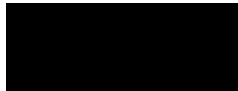
11.1 Have you used other documents to compile your report? (All documents must be kept available by the author for public inspection for four years from the date of meeting at which the report is considered)

Yes (please list the documents below) No

Author(s)

NAME	DESIGNATION	TEL NO / EXTENSION
Nikki Bridle	Chief Executive	452002

Approved by

NAME	DESIGNATION	SIGNATURE
Nikki Bridle	Chief Executive	

Appendix 1: Be the Future Target Operating Model Plan (by Programme themes)










1 Sustainable Inclusive Growth	2 Empowering Families and Communities	3 Health and Wellbeing
<p>Skills Development</p> <p>CRD: Flexible Skills Programme</p> <p>Skills Development: Strategic Framework</p> <p>CRD: Regional Digital Hubs</p> <p>EMERGE Women into Business</p> <p>Economic Performance</p> <p>CRD: Alloa Innovation Hub</p> <p>Regional Economic Strategy</p> <p>CRD: Cultural, Heritage & Tourism</p> <p>FWP Sustainable Transport</p> <p>Business Engagement</p> <p>CRD: Japanese Garden</p> <p>Environmental Sustainability</p> <p>CRD: Regional Energy Masterplan</p> <p>Climate Change & Net Zero Strategy</p> <p>Carbon Budgeting & Ethical Investment</p>	<p>Empowering Families</p> <p>Family Wellbeing Partnership: FWP</p> <p>CRD: Clackmannanshire Lone Parent Programme</p> <p>STRIVE</p> <p>Empowering Communities</p> <p>The Promise</p> <p>Learning Estate: Connecting People, Places & Learning</p> <p>Thriving Towns & Villages</p> <p>Transforming Local Democracy & Governance</p> <p>Financial Resilience</p> <p>Income Maximisation</p> <p>HRA Business Plan & Review of Rental Policy</p>	<p>Health</p> <p>HSCP - Transforming Adult Social Care</p> <p>HSCP: Alcohol & Substance Use</p> <p>CRD: Active Travel</p> <p>HSCP/PPP - Transforming Mental Health Services</p> <p>Wellbeing</p> <p>Community Wealth Building & Wellbeing Economy</p> <p>Wellbeing Hub & Lochies</p> <p>Shaping Places for Wellbeing</p>
<p>Enablers:</p> <p>Digital & Data Transformation</p> <p>Asset Strategy</p> <p>Investment Strategy</p> <p>Transformation Zones</p> <p>Be the Future Target Operating Model</p> <p>Workforce Strategy</p> <p>Commissioning Capacity</p> <p>Communication & Engagement</p> <p>Values Based Leadership</p>		







Our Be the Future Programme represents a dynamic schedule of activity. It will be revised and refreshed on a regular basis to reflect developments in our operating context; our learning from implementing and trialling new ways of working and learning from other areas and developments. *City Region Deal (CRD)




New
 Completed
 In Progress
 Future Pipeline

Be the Future Target Operating Model: Corporate Priorities 2023/24

Transformation Activity/Theme	Sustainable Growth	Empowering Families and Communities	Health and Wellbeing	SLG Sponsor	Comments/ Next Steps
Digital and Data Transformation	✓	✓	✓	Stuart Crickmar	<ul style="list-style-type: none"> • Implement MS365 • SW IT system (SWITS) • Customer Services Hub • Housing and Property IT system • App Pipeline Projects
Asset Strategy	✓	✓		Pete Leonard	<ul style="list-style-type: none"> • Sustainable asset base • Learning Estate Review • Surplus assets • Income generation proposals • Carbon reduction and net zero • Community Asset Transfers • Partnership/co-location
Sustainable Transport	✓	✓	✓	Lorraine Sanda	<ul style="list-style-type: none"> • Resilient local transport • Carbon reduction and net zero • Regional opportunities • Partnership opportunities • Consolidate/ pooling opportunities
Communication and Engagement Model		✓		Nikki Bridle	<ul style="list-style-type: none"> • Resilient and future-focus model of internal and external communications • Clear engagement mechanisms that promote participation and local leadership

Transformation Activity/Theme	Sustainable Growth	Empowering Families and Communities	Health and Wellbeing	SLG Sponsor	Comments/ Next Steps
Tackling Poverty				Lorraine Sanda	<ul style="list-style-type: none"> • Invest in Family Well-being approaches • Align Funding to tackling poverty • Invest in what matters and works for communities • Keep the Promise • Wellbeing Economy Lens
Investment Strategy				Pete Leonard	<ul style="list-style-type: none"> • Recruit skilled/expert resource • Develop implementation Plan • Develop revenue investment proposition to complement existing capital investment priorities
Workforce Strategy				Stuart Crickmar	<ul style="list-style-type: none"> • Align Interim Workforce Strategy with BtF/TOM programmes of activity • Focus on future workforce needs- skills, numbers and culture • Embed consistent leadership skills and approaches including re governance and performance management • Develop skills development pathways • Redesign Business support

Transformation Activity/Theme	Sustainable Growth	Empowering Families and Communities	Health and Wellbeing	SLG Sponsor	Comments/ Next Steps
					<p>model, including options re member and committee services</p> <ul style="list-style-type: none"> • Map current 'as is' commissioning capacity and capability • Develop proposed 'to be' commissioning model options underpinned by assessment of capacity and capability requirements
Values Based Leadership/ culture change				Lorraine Sanda	<ul style="list-style-type: none"> • Promote positive customer first culture • Support innovation in Transformation priorities • Embed Be the Future Values • Design for peoples needs • Empowerment • Accessible digital and data- led approaches
Collaborative Community Models				Lorraine Sanda	<ul style="list-style-type: none"> • Shift to early intervention and prevention • Moving resources and staff closer to communities • Pooling of funding sources and support activities • Leveraging additional

Transformation Activity/Theme	Sustainable Growth	Empowering Families and Communities	Health and Wellbeing	SLG Sponsor	Comments/ Next Steps
					partnership and philanthropic funding <ul style="list-style-type: none"> • 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
Place Redesign				Nikki Bridle	<ul style="list-style-type: none"> • 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

TRANSFORMATION FUND 2023/24

Opening balance 1 April 2023	1,841
Commitments carried over from 2022/23	- 191
New commitments made in 2023/24 (all years)	- 654
Uncommitted Balance	995

New Commitments against Transformation Fund 2023/24

	Confirmed	2023-24	2024-25	2025-26	2026-27	TOTAL
1	CSH Customer Service Hub	96,425	74,480	74,480		245,385
2	Data Insight Project Manager	114,181	-	-		114,181
3	PM for Social Services system G9	60,750	63,788	66,977	70,326	191,514
4	Extension to 2 Transformation officer posts	27,600	-	-		27,600
5	Support for Place Redesign	45,000				45,000
6	TOM Scope	10,000				10,000
7	Asset Strategy - review of portfolio	7,000				7,000
8	Extension to Transformation Officer post to cover CRD	13,800				13,800
						-
	TOTAL	374,756	138,268	141,457	70,326	654,480

Commitments carried over from 2022/23 and previous years

		2023-24	2024-25	2025-26	2026-27	Total
	Backfill for Transformation zones planner	31,200				31,200
	Transformation Senior Manager April - May	14,800				14,800
	Transformation Officer April - Mid May	6,900				6,900
	Transformation Officer April - Mid May	6,900				6,900
	Transformation Officer April - Mid May	6,900				6,900
	Health & Safety Compliance Officer G6	25,000				25,000
	Flexible Resourcing Fund - Sponsors Voice	9,000				9,000
	Discovery Fund	42,000				42,000
	Legal Consultancy	10,000				10,000
	Finance Consultancy	5,000				5,000
	HR Job Evaluation	3,600				3,600
	Community Wealthbuilding	30,000				30,000
	TOTAL	191,300	-	-	-	191,300

Report to: Clackmannanshire Council

Date of Meeting: 14 September 2023

Subject: Interim Workforce Strategy 23-25

Report by: Strategic Director – Partnership & Performance

1.0 Purpose

- 1.1. This paper presents the Council's Interim Workforce Strategy 2023-25.

2.0 Recommendations

- 2.1. It is recommended that Council:
- 2.2. **Note** the contents of the Interim Workforce Strategy 2023-25; and
- 2.3. **Approve** the Interim Workforce Strategy 2023-25.

3.0 Background

- 3.1. The Interim Workforce Strategy 2023-25 follows on from the Strategic Workforce Plan (2018-22) and is designed to ensure that we have the right people, with the right skills, at the right time and in the right place.
- 3.2. The Strategy provides detail as to how, over the next two-year period, the Council will set a foundation for workforce development and learning which will support the development of the Be the Future Targeting Operating Model (BtF TOM).
- 3.3. Of particular focus will be a continuation of the Council's workforce planning efforts at both strategic and directorate levels, ensuring that as the target operating model is developed, and the need for new roles and skills evolves, we can support and engage our workforce in this journey.
- 3.4. The development of this strategy has been informed by a range of sources, including the Trueman Change Capacity and Skills Audit (2022), staff surveys across the period 2018-2021, the Clackmannanshire and Stirling Health and Social Care Partnership Integrated Workforce Plan (2022-25), and Senior Leadership Forum sessions.

4.0 Considerations

- 4.1. The Strategy provides context to the key workforce challenges which the Council faces, including the ongoing impact of the COVID pandemic, the need to transform and evolve services (as laid out in the latest Be the Future update paper), and the challenging financial context in which services are delivered.
- 4.2. In addition, key workforce data is provided, giving a valuable insight into the demographics of the Council workforce:
 - The Council's staff headcount is 2,715, with an Full Time Equivalent (FTE) of 2,039.96.
 - The average age of our workforce is 45 years.
 - 75% of the workforce are female (which is consistent with the previous Strategic Workforce Plan).
 - 55% of the workforce are full time employees, with 34% part time, and 10% casual staff members.
 - Of those on part time hours, 93% are female.
 - 36% of staff have a length of service of between 0-4 years.
- 4.3. The Interim Workforce Strategy 2023-25 also identifies workforce development themes in line with the organisational redesign framework. These are:
 - Creating the Conditions
 - Developing the Team
 - Releasing the Potential
- 4.4. All actions identified within the Strategy are aligned to these themes so as to monitor and track progress and ensure that we make positive progress towards an outcome of ensuring that our workforce is supported, understood, respected and engaged.
- 4.5. Council should note that progress towards this outcome will be tracked primarily via the roll out of a new staff survey, created in conjunction with Trade Unions, and due for roll out within September 2023.
- 4.6. Overall, the actions identified (and the overarching Strategy itself) are designed to create a foundation for workforce development over the next two-year period. This will focus activity ahead of the creation of a full Strategic Workforce Plan in 2025, and will support the development of the Council's Target Operating Model.

5.0 Sustainability Implications

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

6.0 Resource Implications

6.1. *Financial Details*

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

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

6.4. *Staffing*

6.5. The Interim Workforce Strategy outlines a range of activities which will be delivered internally by the Council's Workforce Development and Learning, HR, and Communications teams.

7.0 Exempt Reports

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

12.0 Declarations

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

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

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

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

13.0 Equalities Impact

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

14.0 Legality

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

15.0 Appendices

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

Appendix 1 – Interim Workforce Strategy 2023-25

16.0 Background Papers


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

Yes (please list the documents below) No

Author(s)

NAME	DESIGNATION	TEL NO / EXTENSION
Alastair Hair	Team Leader – WFD & Learning	2045

Approved by

NAME	DESIGNATION	SIGNATURE
Stuart Crickmar	Strategic Director – P&P	



**Clackmannanshire
Council**

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Comhairle Siorrachd
Chlach Mhanann

Interim Workforce Strategy

2023-25



Introduction

This Interim Workforce Strategy (2023-2025) sets out how we will develop our workforce over the next two years. It supports the Council's transformation programme and Target Operating Model (TOM) and will be a key enabler to the development of a new Strategic Workforce Plan due in 2025.

This strategy will ensure that we have a strong workforce development foundation in the Council from which to deliver on our ambitions. It places our people at the centre of our need to change and commits us to the exploration and delivery of new ways in which to support the engagement, wellbeing, and development of staff.

This two-year strategy builds on the previous Strategic Workforce Plan (2019-2022) and was developed in conjunction with a Short Life Working Group made up of representatives from across Council Services, in addition to our Trade Unions.

The strategy is informed by a range of sources including:

- Trueman Change Capacity and Skills Audit (2022);
- Clackmannanshire Council Staff Surveys (2018-2021);
- Clackmannanshire & Stirling Health and Social Care Partnership Integrated Workforce Plan (2022-25)
- Service based workforce planning workshops;
- Senior Leadership Forum Workshops; and
- Workforce data from our iTrent HR System.



Key Challenges

Workforce planning is often defined as ensuring that we have the right people, in the right place, and at the right time. For the Council it also means ensuring that we have all relevant supports in place so that staff can deliver the right service for individuals in our communities, even when undertaken against a background of significant change.

The diagram below represents some of our key workforce challenges:



Challenging Financial Context

The financial context at both a local and national level continues to create significant challenges for the Council in terms of how services are delivered to meet the changing needs of communities and, often concurrently, transform these services so that they are agile, adaptable, and offer resilient and sustainable models of delivery going forward.

Allied to this are the pre-existing challenges with workforce supply, upskilling, and available budget, all of which compound to create what is one of the most difficult workforce planning environments for managers in recent years.

As such, it is vitally important that we equip our workforce with the skills and aptitudes to navigate these challenges whilst also being able to take a longer term view on how services should develop to meet ever changing demands and the limitations of available budgets.

Developing Our Leaders

Over the past two years we have invested significantly in the work of the Family Wellbeing Partnership and the Values Based Leadership programme facilitated by Columba 1400. Through a blend of residential and community-based work with senior managers, the programme has engaged participants in a relational approach to transformation which is designed to identify opportunities for new ways of working and meaningful collaboration across service areas.

Going forward, our focus is to ensure a strong legacy to this work through the creation of leadership development opportunities for managers which embed a similar theory of innovation and collaboration. In doing so we will ensure that we have a blend of skills in our workforce where operational priorities can be delivered concurrently with the need to innovate and change the way we deliver services.

In addition to this programme approach we will continue to offer a range of ongoing leadership supports, such as with the Senior Leadership Forum (which meets on a regular basis across formal workshop sessions, more informal Open Forum Events, and online through a dedicated MS Teams channel). Moving forward these ongoing supports will be crucial to nurturing collaborative approaches to service delivery, and we will ensure that we engage more staff, at more levels, in these activities.

Attracting and retaining skills

Over the next two years, defining how the Council will retain and attract new talent and skills to the organisation will be key in helping realising our transformation ambitions. With small teams and significant points of failure, as noted in the Trueman Change Capacity and Skills Audit report (2022), the Council must continue to invest effort in Service based workforce planning across all areas in order to identify skills and career pathways (amongst other areas).

Additionally, over recent years the Council's use of apprenticeships has reduced due to the challenging financial climate, despite being an apprentice levy employer (with only 12 active apprentices where there are 80 available apprentice frameworks). As such, the use and benefits of apprenticeship and graduate schemes should be re-assessed as a priority, particularly as a means to reducing vacancies and marking the Council as a local 'employer of choice' in line with our community wealth building agenda.

Digital transformation

The Council's Digital & Data Transformation Programme sets out an ambitious roadmap to becoming a truly digital Council, and is a key part of realising the desired state under the Council's Target Operating Model (see page 7).

Going forward the programme will be key in developing Business Use cases, supported by a new multi-disciplinary team, to ensure that we take full advantage of rapidly developing digital technologies such as AI, and process automation.

COVID Pandemic & Future Ways of Working

As with all other local authorities, the COVID pandemic fundamentally changed the way our organisation works; both in terms of the scale of the initial challenge and response, and how our workforce rapidly shifted from office based to hybrid working styles.

Going forward, our focus will be on assisting staff to navigate this new hybrid working culture, be this through defining new work styles which take account of flexible working opportunities, providing ongoing wellbeing and training supports, and creating new policies and processes to help, support, and benefit our staff.

Staff Wellbeing & Trauma Informed Approach

In early 2023 the Council approved its wellbeing Strategy, designed to ensure the mental and physical wellbeing of all employees. The Strategy has the following six objectives:

- Promote and improve positive mental health and wellbeing for all employees;
- Promote an open and supportive leadership culture where mental health and wellbeing issues can be raised and dealt with effectively;
- Ensure effective and consistent wellbeing communication to help identify and tackle organisational issues that negatively affect mental health and wellbeing within teams;
- Adopt and implement a more proactive approach to managing work related stress;
- Provide employees experiencing mental health and wellbeing problems with access/sign posting to appropriate professional assistance and support; and
- Reduce barriers to employment and support employees who have experienced, or are experiencing, mental health and wellbeing problems/issues.

These objectives are being delivered by our Corporate Health & Safety team, in addition to being supported by our cross service Healthy Working Lives group.

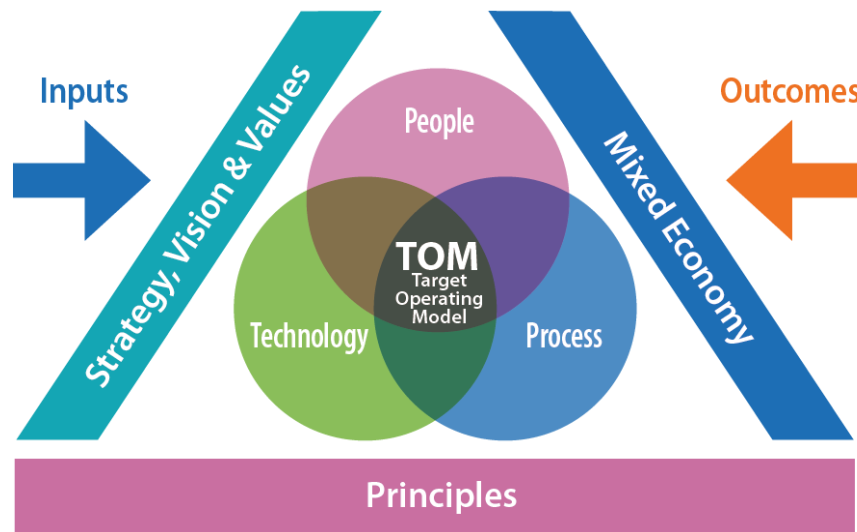
Allied to the Wellbeing Strategy is the work currently ongoing with assessing the Council's approach to trauma informed practice; designed to ensure that we can be aware of, understand, and support staff (and those in our communities) who have lived experience or adverse childhood experiences (ACES).

Working in conjunction with the Resilience Learning Partnership and led by our Educational Psychology team, this work will ensure that we build towards having a trauma-informed organisation, where our workforce is aware and understands the case for reframing how we interact and design services to benefit those who have been impacted by trauma.

Transforming Services

The Council's Be the Future Transformation Programme sets out an ambitious 10-year programme of activity which aims, through stages of discovery, delivery and legacy to change the way services are delivered to our communities and citizens.

Our workforce sits as key to enabling this change, with 'our people' being a central theme of our desired state under the Target Operating Model (TOM).



As the TOM is developed we will ensure that our workforce and leaders have the skills and competencies to deliver services whilst (often concurrently) responding to the need for transformational change in a way which addresses the needs of our citizens.

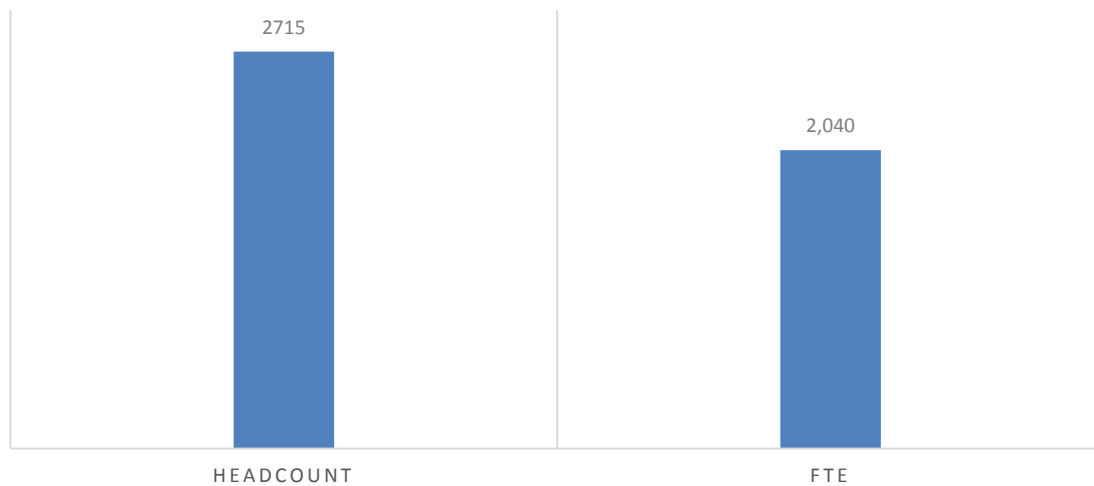
As this journey progresses we will ensure, through this Interim Workforce Strategy, that staff are supported, engaged, and skilled to transition to new ways of working or roles wherever this is required or possible. We will achieve this through a mix of workforce development, communications, and organisational development interventions, all of which are outlined in the action plan at page 14 of this Strategy.

In doing so, we will provide a foundation for workforce development which will not only support the TOM and the wider Be the Future Transformation Programme, but also pave the way for our Strategic Workforce Strategy in 2025.

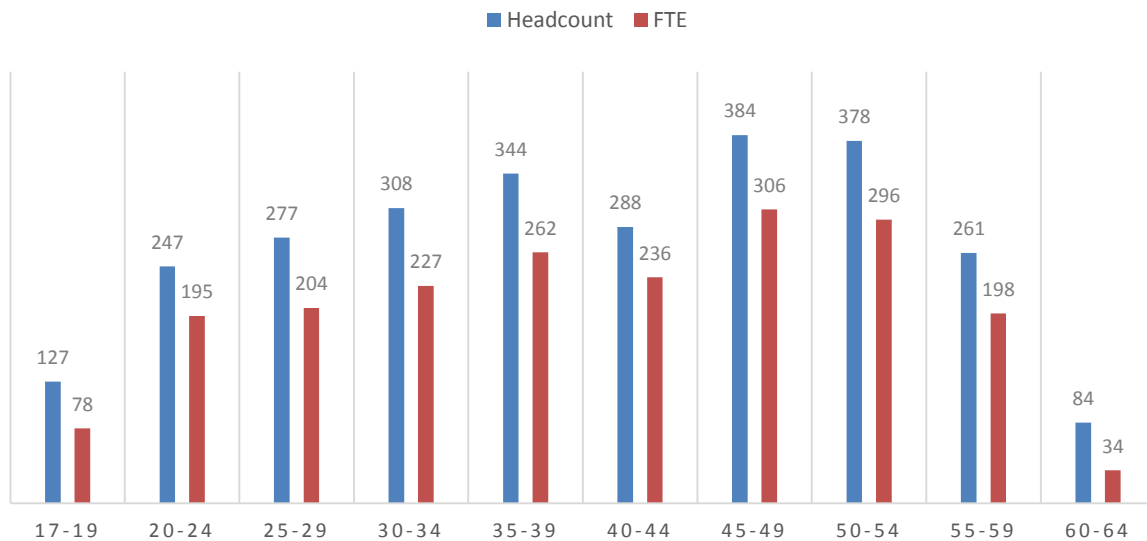
Our Current Workforce

Understanding the profile our workforce helps us, at both an organisational and service level, to plan for the future. This section focuses on the make up of our workforce, and is key to helping us develop our approach to workforce development moving forward. Data presented is a snapshot of the Clackmannanshire Council workforce taken in May 2023.

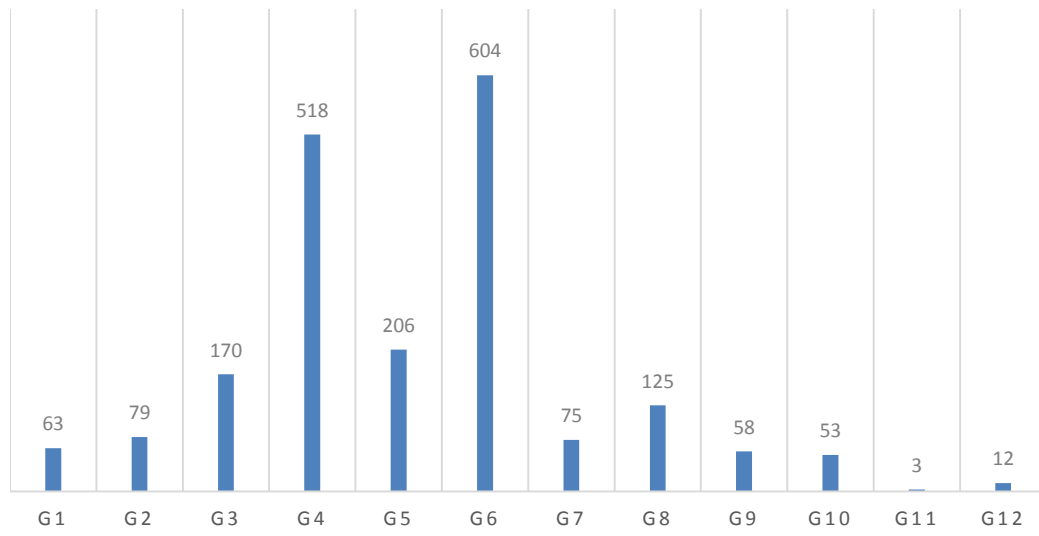
Headcount & FTE



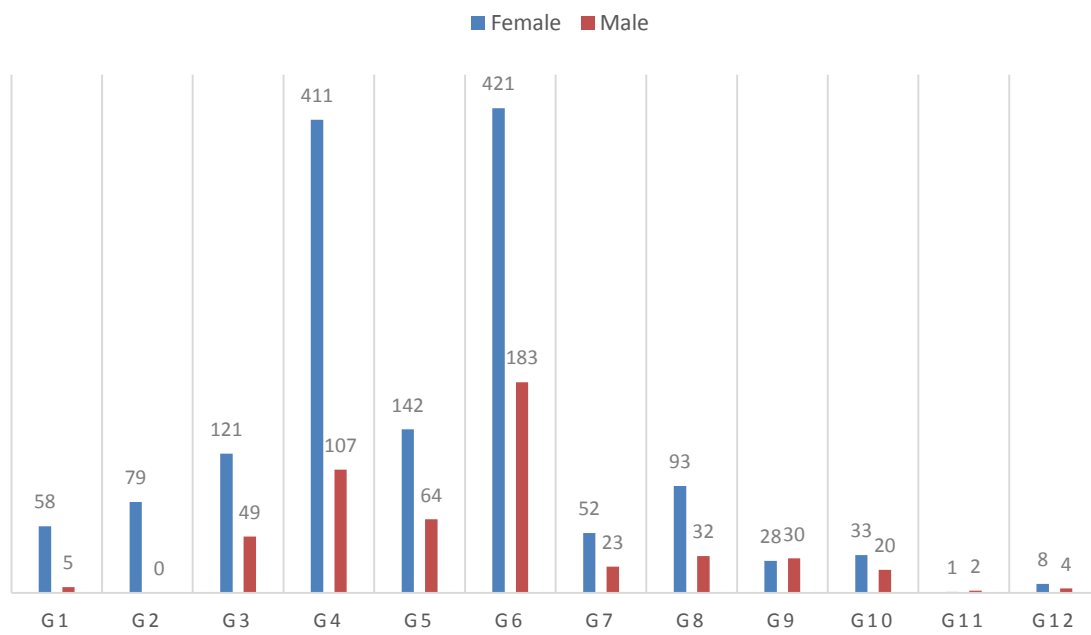
Age Profile



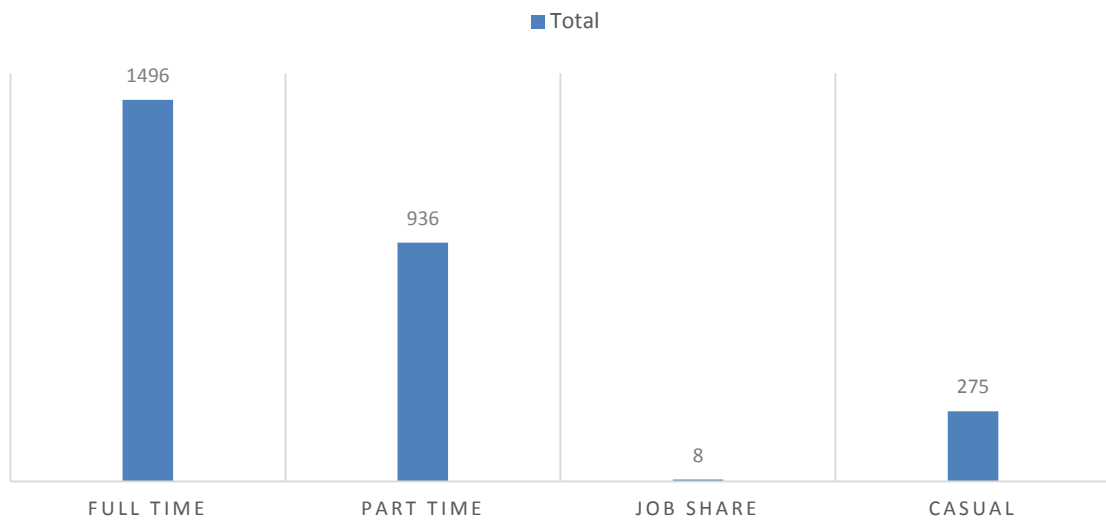
Grade Distribution



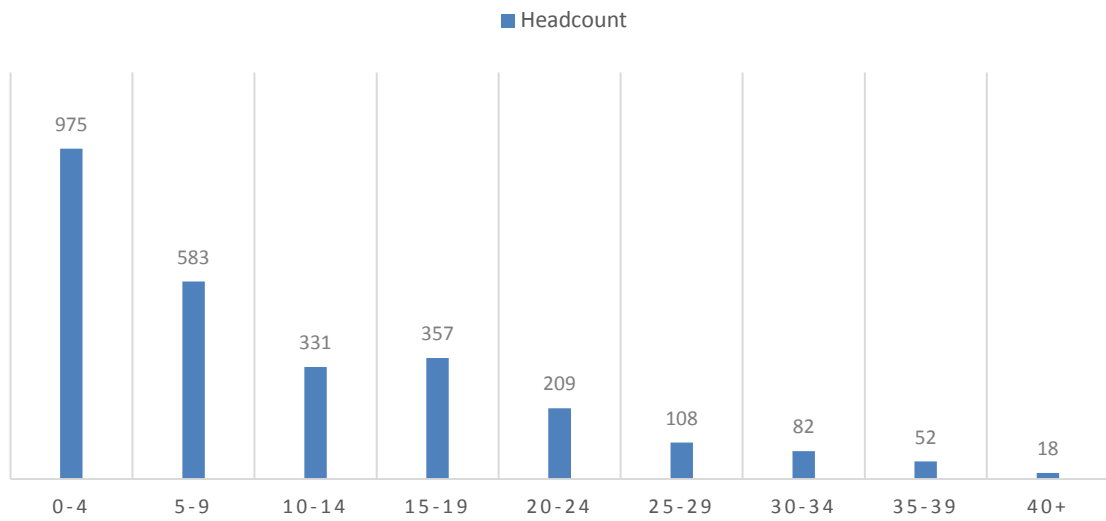
Gender Distribution



Staff Status



Length of Service



Staff Survey themes

The Council undertook annual staff surveys from 2018-2021 in order to gauge engagement and feedback from employees. As part of this process a short life working group was formed consisting of staff representing all Council services, and recognised trade unions.

Feedback from this group is summarised below, and has been key to developing actions laid out in this strategy. Moving forward, a renewed staff survey will be key to capturing staff feedback, and through bringing management of this in house, we aim to be able to deliver more targeted surveys at regular intervals, increasing the relevance and usability of results.



Homeworking

“We should continue to ask questions in relation to homeworking in future surveys”

“We should continue to explore how best to support staff mental and physical wellbeing as an ongoing concern, focussing on consistent support for all staff”

“Guidance for managers needs to be contextualised to home working. This should be reflected in our PRD process”

Communication

“The PRD review should look to establish how managers can support teams more consistently, so as to ensure staff are engaged and supported in their work with the Council”

“HR & WFD should ensure that the next wellbeing week is effectively promoted to all staff, across a range of communication mediums, and that it is seen as a priority to attend by management”



Wellbeing

“We should ensure that future development with working practices, support for staff, and guidance for managers takes account of the range of personal circumstances our staff find themselves in.”

“We should ensure that future communications are tailored for different staff, and that messages are effectively cascaded, and made a priority for all staff regardless of workplace”

Our Future Council

The Council's transformation programme, Be the Future, has sought to develop the way services are delivered by 2030 to support the delivery of:

- Improved economic performance with more, better paid jobs and development opportunities for local people;
- Sustainable health and social care and improved quality of life for our residents;
- Improved choice and chances as a consequence of raising attainment and skills development opportunities;
- More services designed, developed and delivered in partnership, including with our communities;
- Greater integration with our partners;
- Greater resilience and independence within our communities to minimise the impacts of poverty and inequality; and
- Clear strategies and innovations which place Clackmannanshire in a leading role in meeting climate change.

We will do this (through our organisational redesign framework) by:

Creating the conditions for sustainable change by investing in our people for the future.

Developing the team through embedding a positive and empowering culture which supports our vision for change.

Releasing the potential through the establishment of effective and empowered teams who are confident in delivering both operational service delivery and innovative proposals for change; and

Sustainability characterised by effective delivery of our agreed outcomes and priorities.

Workforce Strategy Action Plan

This strategy, over its two-year lifetime, focuses on creating the foundations for a positive, collaborative and innovative organisational culture which will contribute significantly to our Be the Future ambitions.

Outlined below are the actions we will take forward over the next two years, and looking ahead to the development of the Council's full Strategic Workforce Plan (2025-28)

Creating the Conditions			
Action	Intended Outcome / Output	Owner	Timeframe
Conclude work in identifying workstyles as part of the Future Ways of Working Programme	Agreeing workstyles will provide consistency in hybrid working arrangements across the Council	Senior Manager (HR)	December 2023
Seek to address resourcing gaps as identified in the Trueman Change report (2022)	Addressing perceived resource gaps in organisational development (OD) & procurement so as to build organisational resilience.	Senior Manager (HR)	March 2024
Review all absence management processes (Trueman Change 2022)	Reviewing processes to emphasise absence management and address perceived issues with non-compliance becoming a cultural norm	Senior Manager (HR)	April 2024
Conduct a recruitment review (Trueman Change 2022)	Review processes so as to increase process compliance, clarify roles, and identify process efficiencies.	Team Leader – HR Operations	November 2024
Assess how we engage with 'harder to reach' staff groups (Trueman Change 2022)	So as to increase compliance and visibility with Council processes, and drive engagement with those who have limited contact with managers or access to traditional engagement routes.	Team Leader – WFD & Learning	December 2024
Develop an internal communications strategy to engage staff in Council priorities (Trueman Change 2022)	A dedicated strategy will transform how we engage with staff, raise the profile of compliance, and make training & engagement visible	Team Leader – Communications & Community	September 2024
Develop a new Council wide induction process emphasising vision, values, and priorities	To engage our workforce when they first arrive, and to emphasise our values and vision for our communities / customers	Team Leader – WFD & Learning	April 2024

Undertake an employee mapping and diversity exercise (Community Wealth Building Final Report – CLES 2020)	Undertaking this review will clarify the pathways for career progression within local communities, with the Council acting as one amongst other anchor employers	Senior Manager (HR)	March 2025
Undertake a review of progress against the Fairwork Framework principles	Reviewing progress to date will ensure that staff have an effective voice, opportunity, security, fulfilment and respect in their work.	Senior Manager (HR)	Ongoing

Developing the Team			
Action	Intended Outcome / Output	Owner	Timeframe
Roll out a Leadership Programme which supports the TOM principles	Creation of a leadership programme aligned with our corporate priorities will drive engagement and contribute significantly to the desired state as defined by the TOM	Team Leader – WFD & Learning	November 2023
Ensure all staff are engaged in the Constructive Conversations process	Engaging with this process will increase staff engagement, and ensure staff are supported, understood, and respected in their roles.	Team Leader – WFD & Learning	Ongoing
Continue to develop and roll out wellbeing supports for all staff	H&S team and Healthy Working Lives group will continue to develop supports so as to ensure staff are safe and supported in their work	H&S Manager	Ongoing
Consider remote working for some posts (Trueman Change 2022)	Remote working persona (define as part of the Future Ways of Working group) will give flexibility in how we recruit to some posts (where appropriate)	Senior Manager (HR)	December 2023
Provide training opportunities on customer / colleague interaction to emphasise our organisational values (Trueman Change 2022)	Customer service training will ensure that staff are aware of how to interact with those in our communities (or internally), taking particular cognisance of the impact of trauma	Team Leader – WFD & Learning	September 2023

Define, communicate and provide training on service, team and line management (Trueman Change 2022)	Development of this training package seeks to address perceived tensions between support services and management	Team Leader – WFD & Learning	August 2024
Explore ways to promote the Council as an employer of choice, particularly around modern apprentice / graduate pathways	Review the cross-service approach to apprentices / graduate schemes in order to fill vacancies and create career pathways within the Council	Senior Manager (HR)	April 2025
Monitor implementation of the Council's Wellbeing & Health and Safety Strategies	H&S team to monitor uptake so as to compliance, safety of our workforce, and that the Council transforms its H&S culture	H&S Manager	Ongoing
Address member / officer interactions as noted in the Trueman Change Report (2022)	Provide support to Elected Members so as to address perceived issues with boundaries and operational demands	Senior Manager (HR)	April 2024
Roll out thematic training on Community Wealth Building & Trauma Informed Approach	Delivery of training against these important initiatives will ensure that staff and managers have the appropriate skills to work in a manner which achieves our priorities	Team Leader – WFD & Learning	Ongoing

		Releasing the Potential	
Action	Intended Outcome / Output	Owner	Timeframe
Roll out the Team Leaders Forum	To replicate success with the Senior Leadership Forum (SLF) by creating a forum for engagement, discussion, and collaboration for Team Leaders	Team Leader – WFD & Learning	February 2024
Finalise Service Workforce Plans in order to support the development of the Strategic Workforce Plan 2025-28	To embed good working planning practices across all directorates.	Team Leader – WFD & Learning	April 2024
Re-assess the allocation of training budgets and in house development to ensure a wider range of learning and development opportunities for staff	This will ensure that the Corporate training offering, both bought in and in house developed is reflective of the needs of our workforce	Team Leader – WFD & Learning	Ongoing

Increase visible leadership across all Council directorates (Trueman Change 2022)	Increased visibility of leaders at all levels will drive engagement with staff and help communicate the Council's vision and values	Team Leader – Communications & Community	Ongoing
Review our use of workforce data (iTrent, leavers data etc) to ensure that we can develop supports for staff and retain talent	'Unlocking' our HR data will allow the Council to be more responsive to the needs of our staff, and promote action on issues such as absence management and leaver reasons.	Senior Manager (HR)	September 2024
Undertake a review of the Council's values & core competency framework	Reviewing our values will ensure relevancy to our vision, priorities and desired state under the TOM. Clear values will also help engage staff with the organisation, and help the development of relevant staff supports across training, leadership development, and talent management.	Team Leader – WFD & Learning	March 2025
Explore the development of a set of management skills passports – defining skills pathways at each level of Council management.	Skills passports will help define the management development supports we create and deliver for staff, in addition to engaging management in how they can develop and progress with us.	Team Leader – WFD & Learning	June 2024
Develop and roll out a renewed Council wide Staff Survey, created in conjunction with Trade Unions	Designed to engage staff across the Council, a bespoke 'in house' developed solution will give flexibility of survey content, timing, and relevancy.	Team Leader – WFD & Learning	October 2023
Explore methods to promote a 'customer first' culture within the organisation	This should include a review of approaches and presentation of recommended actions to SLG	Team Leader – WFD & Learning	April 2024

Report to: Clackmannanshire Council

Date of Meeting: 14 September 2023

Subject: Community Amateur Sports Clubs – Non Domestic Rates Relief

Report by: Chief Finance Officer/S95 Officer

1.0 Purpose

- 1.1. The purpose of this paper is for Council to determine a policy position for Community Amateur Sports Club (CASC) Non Domestic Rates (NDR) relief.

2.0 Recommendations

It is recommended that Council:

- 2.1. Approve a policy of 100% NDR relief for eligible Community Amateur Sports Clubs in Clackmannanshire, backdated no earlier than November 2022;
- 2.2. Agree the use of £5,123 from un-earmarked general reserves to fund the policy in the current year, 2023/24 and any eligible backdate element from November 2022 to 31 March 2023; and
- 2.3. Notes that it will be required to agree a demand pressure of approximately £4,100 at the forthcoming budget; should this not be possible, the policy would not be funded from 1 April 2024 onwards, and as such, would revert to the mandatory NDR relief position.

3.0 Considerations

- 3.1. An eligible Community Amateur Sports Club (CASC) is entitled to NDR mandatory relief of up to 80% fully funded from the national rates pool. Whether 100% relief is applied to CASCs is at the discretion of each local authority.
- 3.2. Both Falkirk and Stirling Council have policies to award an additional discretionary relief to the 80% mandatory relief, providing 100% NDR relief to CASCs. Clackmannanshire Council does not have a similar policy; therefore, relief is currently limited at the mandatory 80% relief level.
- 3.3. The Scottish Government brought in a number of changes in business rates system on 1 April 2023. This included revaluation and changes to the Small Business Bonus, which has negatively impacted on some of our CASCs.

Following representation from a local CASC, officers have investigated the implications of aligning Clackmannanshire Council's policy with that of our Forth Valley neighbours.

- 3.4. There are currently 6 eligible CASCs with a Rateable Value of over £12,000 in Clackmannanshire that are likely to benefit from providing discretionary NDR relief. These are all amateur golf, rugby or bowling clubs. Should Council agree the proposal, there will be engagement with beneficiaries to encourage inclusive approaches that provide or enhance health and well-being benefits within the community consistent with the Council's Sport and Active Living Framework, and all four Local Outcome Improvement Plan outcomes.
- 3.5. If Council agreed to provide 100% relief for CASCs, it could claim 75% of the additionality (that is, the element above the 80% mandatory element) from the national pool, with a necessity to fund the remainder from its own resources (that is, 25% of the additionality above 80% mandatory element). As such, the annual cost to the Council of providing 100% relief to eligible CASCs is currently estimated to be in the region of £4,100 per annum. This is not budgeted, therefore, should Council agree to the recommendations in this report, the Chief Finance Officer has assessed that the only viable option would be to allocate a sum from un-earmarked reserves for 2023/24. There would also be a necessity for Council to agree a similar demand pressure to fund the policy in the 2024/25 budget and onwards.
- 3.6. It should be noted that potential beneficiaries may be eligible for a backdate element to November 2022 should Council agree the policy, the cost of which would be approximately £1000. Whilst there is no current indication of a likely marked increased in eligible CASCs in future years, Council should be aware that should this change; there would be a corresponding ongoing increased cost.
- 3.7. Should Council agree the recommendations in this report, officers will make contact and work with the eligible beneficiaries to facilitate the policy change.

4.0 Sustainability Implications

- 4.1. None

5.0 Resource Implications

5.1. Financial Details

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

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

5.4. Staffing

6.0 Exempt Reports

6.1. Is this report exempt? 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 (Not applicable)

9.0 Legality

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

10.0 Appendices

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

None

11.0 Background Papers

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

No (please list the documents below)

Author(s)

NAME	DESIGNATION	TEL NO / EXTENSION
Lindsay Sim	Chief Finance Officer	2022
Stuart Crickmar	Strategic Director Partnership & Performance	2127

Approved by

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

CLACKMANNANSHIRE COUNCIL

Report to Clackmannanshire Council

Date of Meeting: 14 September 2023

Subject: Increase in Footwear and Clothing Grant

Report by: Business Manager, Education Services

1.0 Purpose

- 1.1. The purpose of this report is to seek Council agreement to increase the level of school clothing grants in line with the increases in inflation.

2.0 Recommendations

It is recommended that the Council agrees to increase the value of the footwear and clothing grant to the following levels and notes that in order for the increase to be maintained beyond this year, and further increased in line with inflation, provision would need to be included as part of the 2024/25 budget settlement.

- 2.1. Primary school age children from £120 to £140
- 2.2. Secondary age children from £150 to £175

3.0 Considerations

- 3.1. The eligibility criteria for footwear and clothing grants and the grant level are set by each local authority. This is in contrast to free school meals eligibility criteria which are set by the UK Government. In 2021 years, the Scottish Government has provided additional funding for authorities to pay a minimum grant level which is £120 for primary age children and £150 for secondary age children up until age 16. These are the rates currently paid by Clackmannanshire. Secondary age children aged 16 or over are eligible to apply for an education maintenance allowance of £30 per week. In 2022 Clackmannanshire Council agreed to align the eligibility criteria between free school meals and clothing grants, however the actual amounts paid have not been increased since 2021.
- 3.2. Since 2021, there has been significant inflation which has impacted on families particularly those on low income. The Consumer Price Index which is used as a measure of inflation has risen by 17% between August 2021 and July 2023. It is recommended that the amount payable in clothing grant

should be increased to reflect this change and the new amounts would therefore be £140 for primary age children and £175 for secondary age children. These changes would be effective from this summer and parents who have already received their clothing grant would be paid the additional element of £20 and £25 by week ending Friday 6 October 2023.

- 3.3. Information obtained from other local authorities would indicate that Clackmannanshire Council rates would be amongst the highest in Scotland following the change.
- 3.4. The estimated costs for 2023/24 of this increase are £41,140 these would be funded from the balance of Covid recovery funds that the Council holds. As this funding is temporary funding, if the Council wishes to maintain this increase and continue to ensure that the level of grant award keeps up with increases in inflation then this would need to be considered as a demand pressure as part of the 2024/25 budget considerations.

4.0 Sustainability Implications

5.0 Resource Implications

5.1 Financial Details

The financial details are contained in the report.

Exempt Reports

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

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

8.0 Equalities Impact

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

9.0 Legality

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

10.0 Appendices

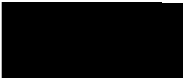
11.0 Background Papers

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

Author(s)

NAME	DESIGNATION	TEL NO / EXTENSION
Michael Boyle	Business Manager Education	2454

Approved by

NAME	DESIGNATION	SIGNATURE
Lorraine Sanda	Strategic Director, People	

Report to Council

Date of Meeting: 14 September 2023

Subject: Polling Districts and Polling Places Review

Report by: Chief Executive

1.0 Purpose

- 1.1. To inform Council of the requirement to undertake a polling place review in accordance with the Representation of the People Act 1983 and to seek approval for the timetable and steps to be taken for the review and public consultation.

2.0 Recommendations

It is recommended that Council agree:

- 2.1. the proposed timetable set out at Appendix 1

It is recommended that Council notes:

- 2.2. the consultation approach (paragraphs 3.4, 3.5 and Appendix 1)
- 2.3. The current polling districts and places (Appendix 2).

3.0 Considerations

- 3.1. The Representation of the People Act 1983 places a statutory duty on Local Authorities to carry out periodic reviews of UK Parliamentary polling districts and polling places.
- 3.2. The Electoral Registration and Administration Act 2013 introduced a change to the timing of the reviews. The next compulsory review therefore must take place during the period 1 October 2023 and 31 January 2025.
- 3.3. A 'review' is defined in the legislation and comprises all the steps set out in Schedule A1 to the Representation of the People Act 1983. The proposed timetable and steps involved in the public consultation are laid out in Appendix 1 and will address the steps required.

- 3.4. The public consultation will inform the final recommendations that will be presented to Council for approval. Elected members input will also be sought during the consultation period.
- 3.5. The first step in the timetable is to consult on the current polling districts and polling places with recognition of where there may be a need to consider change. The current polling districts and their allocated polling places are listed in Appendix 2.

4.0 Sustainability Implications

- 4.1. There are no direct sustainability implications from this proposal.

5.0 Resource Implications

5.1. Financial Details

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

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

5.4. Staffing?

- 5.5. Requirements of this review will be completed by the Elections Team and is incorporated in existing work plan.

6.0 Exempt Reports

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

7.0 Declarations

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

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

- Clackmannanshire will be attractive to businesses & people and ensure fair opportunities for all
- Our families; children and young people will have the best possible start in life
- 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) N/A

8.0 Equalities Impact

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

Yes No

9.0 Legality

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

10.0 Appendices

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

Appendix 1 – Timetable

Appendix 2 – Polling Districts and Polling Places

11.0 Background Papers

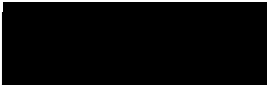
11.1 Have you used other documents to compile your report? (All documents must be kept available by the author for public inspection for four years from the date of meeting at which the report is considered)

Yes (please list the documents below) No

Author(s)

NAME	DESIGNATION	TEL NO / EXTENSION
Evelyn Paterson	Senior Governance Officer	X 2112

Approved by

NAME	DESIGNATION	SIGNATURE
Nikki Bridle	Chief Executive	

UK PARLIAMENTARY POLLING DISTRICTS AND POLLING PLACES REVIEW

Proposed Timetable

Date	Step(s)
14 September 2023	Council agree the proposed timetable
2 October 2023	Public notice of the review and consultation on the current arrangements Publish on-line survey Invite representations from specific parties such as community Councils and Disability Groups Publication of the Returning Officer's representations
1 December 2023	Consultation closes and analysis of results undertaken
21 March 2024	Council comment/agree the proposals going out for final consultation
28 March 2024	Proposals out for final consultation
26 April 2024	Final consultation closes
May/June 2024	Analysis of results undertaken
August/September 2024	Council will consider any further representations and agree polling districts and polling places

Appendix 2

Current Polling Place	Current Polling District	Comments
Dumyat Centre, Main St, Menstrie	OC105 All of Menstrie and surrounding area	
St. Serf's Church Hall, Menstrie Road, Tullibody, FK10 2RG	OC110 Tullibody area north of Stirling and Alloa Roads including Glenochil	This is a Church of Scotland property and they are currently selling off some properties – seek reassurance regarding ownership
Tullibody Civic Centre, Abercromby Place, Tullibody	OC120 Tullibody area south of Stirling and Alloa Roads and Cambus area	
Cochrane Hall, West Stirling Street, Alva	OC230 Area to north and South of Stirling Street, West Stirling Street, Stirling Road and to the west of Brook Street	
St John Vianney's Church Hall, East Stirling Street, Alva	OC235 Area north and south of East Stirling Street and to the east of Brook Street	
Devonvale Hall, Moss Road, Tillicoultry	OC240 Tillicoultry and Devonside	
Coalsnaughton Village Hall, Main Street, Coalsnaughton	OC245 Coalsnaughton area eastwards to Lawmuir	
The Ochilview, Alloa Road, Fishcross Now known as Legends Pool Hall	OC350 Fishcross, Devon Village, Howetown, Blackfaulds and Devon Valley Drive area, Sauchie	This is a privately owned property. Need to ensure still appropriate and available to use

Current Polling Place	Current Polling District	Comments
Sauchie & Coalsnaughton Church Hall, Main Street, Sauchie	OC355 Sauchie - Craigbank, Greygoran, Auchinbaird and Lochbrae areas, streets north of Schaw Court and Gartmorn Road, Deerpark area.	This is a Church of Scotland property and they are currently selling off some properties – seek reassurance regarding ownership
Sauchie Hall, Mar Place, Sauchie	OC360 Sauchie - Fairfield, Branshill, Braeside, Holton Crescent, Hallpark, Posthill, Keilarsbrae, south of Schaw Court and Gartmorn Road. Includes Nevis Crescent, Dovehill and Doo'cot Brae parts of Alloa	
Whins Resource Centre, The Whins, Alloa	OC363 The Whins, Hutton Park and Gaberston areas, Hilton Road, Carsebridge area, Greenfield Street and Hillside Terrace	The use of this building is disruptive to the Service Users. Need to consider continued use of the building.
Alloa Old People's Welfare Hall, Erskine Street, Alloa	OC465 Areas north of Tullibody Road and south of Dovehill - Sunnyside, Forebraes, Ashley Terrace and surrounding streets, Inglewood area	
Alloa Town Hall, Marshill, Alloa	OC470 Areas south of Tullibody Road and Stirling Road, Mar Place, all of Claremont, Fairyburn, Braehead	NB Used during Covid, previously Count Centre. Need to consider continued use as polling station.

Current Polling Place	Current Polling District	Comments
Alloa Baptist Church Hall, Ludgate, Alloa	OC470 Areas south of Tullibody Road and Stirling Road, Mar Place, all of Claremont, Fairyburn, Braehead	During Covid 19, this building was not in use as one way system with disabled access / egress was not possible. These electors voted in Alloa Town Hall. Need to consider continued use of this building or moving permanently to Alloa Town Hall
Ludgate Church Hall, Ludgate, Alloa	OC475 West Alloa bounded by Ludgate, the Forth and Stirling Road	This is a Church of Scotland property and they are currently selling off some properties – seek reassurance regarding ownership
Alloa Town Hall, Marshell, Alloa	OC477 Area east of Ludgate to ring road. Includes most of the town centre	NB Used during Covid, previously Count Centre. Need to consider continued use as polling station.
St Mungo's RC Church Hall, Mar Street, Alloa	OC477 Area east of Ludgate to ring road. Includes most of the town centre	During Covid 19, this building was not in use as one way system with disabled access / egress was not possible. These electors voted in Alloa Town Hall. Need to consider continued use of this building or moving permanently to Alloa Town Hall.
Bowmar Community Centre, Scott Crescent, Alloa	OC480 Bowhouse, Bowmar and surrounding area. Bounded by Hawkhill in the north	
Hawkhill Community Centre, Hillcrest Drive, Alloa	OC485 Hawkhill, Clackmannan Road and Hillcrest Drive	
Bowmar Community Centre, Scott Crescent, Alloa	OC587 Comely Bank to the rear of Morrisons	

Current Polling Place	Current Polling District	Comments
Coronation Hall, Muckhart	OC590 Muckhart and surrounding area	Moved to Dunfermline and Dollar constituency as part of 2023 UKPGE Boundary Review
Dollar Civic Centre, Park Place, Dollar	OC593 All of Dollar and surrounding area includes Sheardale and Dollarbeg	Moved to Dunfermline and Dollar constituency as part of 2023 UKPGE Boundary Review
Loganlea Tea Room	OC595 Forestmill and landward area towards Clackmannan	Moved to Dunfermline and Dollar constituency as part of 2023 UKPGE Boundary Review This is no longer available – now a private home. Electors are voting at Clackmannan Town Hall.
Clackmannan Town Hall, Main Street, Clackmannan	OC597 All of Clackmannan and surrounding area to the north of Alloa Road	As per 2023 UKPGE Boundary Review constituency name changes to Alloa and Grangemouth Constituency.
Clackmannan Town Hall, Main Street, Clackmannan	OC597 South of A907 to move to district OC595 (20 properties)	Will continue to vote with OC597 for Scottish Parliament and Local Government elections but will vote at OC595 station for UKPGE in the Dunfermline and Dollar constituency

Report to: Clackmannanshire Council

Date of Meeting: 14 September 2023

Subject: Flexible Working – Day 1 Right

Report by: Senior Manager, HR and Workforce Development

1.0 Purpose

- 1.1. To seek Council agreement to amend the current provision that staff require 26 weeks continuous service to be able to make a flexible working request to it being a day one entitlement.

2.0 Recommendations

Council are asked to:

- 2.1. **Note** the overall report.
- 2.2. **Note** that the proposed change has been discussed with Trade Union Colleagues (para 3.16)
- 2.1. **Agree** that, in advance of proposed changes to flexible working legislation by the UK Government, that the right to make a flexible working request becomes a day one entitlement at Clackmannanshire Council from the point that Council approve this proposal.

3.0 Considerations

- 3.1. The UK Government published a consultation on making flexible working the default in September 2021.
- 3.2. In response to the consultation the UK Government introduced legislation to change the existing flexible working legislation.
- 3.3. The Employment Relations (Flexible Working) Act 2023 received Royal assent in July 2023.
- 3.4. Employees will be allowed to make **two** flexible working requests within a 12-month period rather than one.
- 3.5. The time for employers to respond to a request will reduce from three months to **two months**.

- 3.6. There will be a duty to **discuss alternatives to the request**, meaning an employer must consider whether there are alternative forms of flexible working available if they are going to refuse the employee's request.
- 3.7. There will be **no** change to the eight reasons an employer has to reject a request for flexible working.
- 3.8. The Legislation is expected to come into force mid-2024.
- 3.9. The Government has emphasised in its response that the changes remain a right to request flexible working and not an automatic right for an employee to work flexibly.
- 3.10. The government has also indicated it will create a day-one right to request flexible working, although employment lawyers have pointed out that this is not explicitly stated in the bill, and would need to be dealt with under separate legislation
- 3.11. ACAS is also currently consulting on proposed changes to its statutory Code of Practice on handling requests for flexible working to reflect the anticipated reforms to legislation, significant shift in flexible working in the workplace and changing views since their existing Code was published in 2014. The consultation closes in September 2023. The aim of the Code is to provide employers, employees and representatives with a clear explanation of the law on the statutory right to request flexible working, alongside good practice advice on handling requests in a reasonable manner.
- 3.12. The Council currently has a number of flexible working and family friendly policies including compressed hours, job share, part time hours, home working, annualised hours, carers leave, flexi time, special leave, menopause, pregnancy loss, flexible retirement, winding down.
- 3.13. There is currently a requirement for staff to have been continuously employed by the Council for 26 weeks before they are able to make a request for flexible working.
- 3.14. Amending the requirement to have 26 week continuous services to a day one entitlement demonstrates the Council's ongoing commitment to work life balance.
- 3.15. Once legislation is implement and the ACAS code published HR will ensure appropriate changes are reflected in our policies and procedures which will be consulted on with our Trade Union Colleagues via the Councils Policy group.
- 3.16. The proposed change was discussed and agreed with Trade Union Colleagues on 02 August 2023.

4.0 Sustainability Implications

4.1. There are no direct sustainability impacts flowing from the recommendations in this Report.

5.0 Resource Implications

5.1. *Financial Details*

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

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

5.4. *Staffing*

6.0 Exempt Reports

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

7.0 Declarations

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

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

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

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

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

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

(2) **Council Policies** (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

The existing worklife balance policy was equality assessed previously.

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. No X

10.0 Appendices

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

None

11.0 Background Papers

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

Yes please list the documents below) No X

Author(s)

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Approved by

NAME	DESIGNATION	SIGNATURE
Stuart Crickmar	Strategic Director Partnership & Performance	