



**Clackmannanshire  
Council**

[www.clacks.gov.uk](http://www.clacks.gov.uk)

Comhairle Siorrachd  
Chlach Mhanann

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

# **Partnership and Performance Committee**

**Thursday 26 August 2021 at 9.30 am**

**Venue: Via MS Teams**



## **Partnership and Performance Committee**

- (1) To determine policies for the resources, risk and governance and strategic support
- (2) To set standards for service delivery in the above mentioned areas
- (3) To secure best value in the provision of these services
- (4) To consider reports and plans from Community Planning Partners and other partnership arrangements and, where appropriate, to monitor the achievement of agreed outcomes, standards and targets
- (5) To monitor performance in the delivery of services including consideration of:
  - quarterly service performance reports
  - inspection or other similar reports
  - financial performance
- (6) To keep under review the impact of the Committee's policies on Clackmannanshire

**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](http://www.clacks.gov.uk)**

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

**18 August 2021**

**A MEETING of the PARTNERSHIP AND PERFORMANCE COMMITTEE will be held Via MS Teams, on THURSDAY 26 AUGUST 2021 at 9.30 am.**

**STUART CRICKMAR  
Strategic Director (Partnership & Performance)**

**B U S I N E S S**

	<b>Page no.</b>
1. Apologies	--
2. Declaration of Interests Members should declare any financial or non-financial interests they have in any item on this agenda, identifying the relevant agenda item and the nature of their interest in accordance with the Councillors' Code of Conduct. A Declaration of Interest form should be completed and passed to the Committee Officer.	--
3. Confirm Minute of Meeting of the Partnership and Performance Committee held on 13 May 2021 (Copy herewith)	05
4. Financial Performance Report 2021/22 - June Outturn – report by the Chief Finance Officer (Copy herewith)	07
5. Partnership and Performance Business Plan 2021/23 – report by Strategic Director, Partnership and Performance (Copy herewith)	17
6. HR Policies – report by the Strategic Director, Partnership and Performance (Copy herewith)	47
7. Local Child Poverty Action Report 2019/20 and 2020/21 – report by the Strategic Director, Partnership and Performance (Copy herewith)	139

## Partnership and Performance Committee – Committee Members (Membership 8 - Quorum 4)

---

### Councillors

### Wards

Councillor	Helen Lewis (Convenor)	2	Clackmannanshire North	SNP
Councillor	Donald Balsillie (Vice Convenor)	2	Clackmannanshire North	SNP
Councillor	Les Sharp	1	Clackmannanshire West	SNP
Councillor	Denis Coyne	5	Clackmannanshire East	CONS
Councillor	Dave Clark	2	Clackmannanshire North	LAB
Councillor	Kenneth Earle	4	Clackmannanshire South	LAB
Councillor	Ellen Forson	4	Clackmannanshire South	SNP
Councillor	Mike Watson	3	Clackmannanshire Central	CONS



**MINUTES OF MEETING of the PARTNERSHIP AND PERFORMANCE COMMITTEE held  
Via MS Teams, on THURSDAY 13 MAY 2021 at 9.30 am.**

**PRESENT**

Councillor Helen Lewis (Convenor)  
Councillor Donald Balsillie (Vice Convenor)  
Councillor Martha Benny  
Councillor Dave Clark  
Councillor Kenneth Earle  
Councillor Ellen Forson  
Councillor Les Sharp  
Councillor Mike Watson

**IN ATTENDANCE**

Lorraine Sanda, Strategic Director (People)  
Catriona Scott, Improving Outcomes Manager (People)  
Chris Alliston, Senior Manager, Human Resources and Workforce Development  
Cherie Jarvie, Senior Manager, Partnership and Transformation  
Lindsay Thomson, Senior Manager, Legal and Governance (Clerk to the Committee)  
Gillian White, Committee Services, Legal and Governance

**PPC(21)09 APOLOGIES**

None.

**PPC(21)10 DECLARATIONS OF INTEREST**

None.

**PPC(21)11 MINUTE OF PARTNERSHIP AND PERFORMANCE COMMITTEE HELD  
ON 11 MARCH 2021**

The minutes of the meeting of the Partnership and Performance Committee held on Thursday 11 March 2021 were submitted for approval.

**Decision**

The minutes of the meeting of the Partnership and Performance Committee held on Thursday 11 March 2021 were agreed as a correct record by the Committee.

**PPC(21)12 INTERIM BUSINESS PLAN REVIEW 2020/21**

A report, submitted by Strategic Director, Partnership and Performance, provided the Committee with an update on performance, risks and achievements, relating to the interim Business Plan agreed early this year as well as reflecting on the challenges throughout the 2020/21 reporting year. Appendix 1 provided a full update on the progress.

**Motion**

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

Moved by Councillor Dave Clark. Seconded by Councillor Donald Balsillie.

**Decision**

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

**PPC(21)13 ANNUAL MONITORING REPORT 2020/2021 OF THE  
CLACKMANNANSHIRE GAELIC LANGUAGE PLAN (2020-2025)**

A report, submitted by the Strategic Director, Partnership and Performance, presented the first Annual Monitoring Report relating to the Council's Gaelic Language Plan 2020/25, prepared under Section 3 of the Gaelic Language (Scotland) Act 2005. The monitoring report covered the period 2020/21.

**Motion**

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

Moved by Councillor Donald Balsillie. Seconded by Councillor Les Sharp.

**Decision**

Having challenged and commented on the Annual Monitoring Report for 2020/21, the Committee agreed to note that the report will be submitted to the Bord na Gairdhligh in line with statutory requirements..

Ends 10:10 hours

---

**Report to: Partnership & Performance Committee**

---

**Date of Meeting: 26 August 2021**

---

**Subject: Financial Performance 2021/22 – June Outturn**

---

**Report by: Chief Finance Officer**

---

## **1.0 Purpose**

- 1.1. This paper provides an update on the financial performance for the Partnership and Performance Division of the Council in respect of revenue spend for the current financial year 2021/22. This is based on forecast information as at 30 June 2021. Capital expenditure will be reported to the Audit Committee on 30 September 2021 as part of the overall Council's financial performance report.

## **2.0 Recommendations**

- 2.1 The Committee is asked to note the report, commenting and challenging as appropriate on:
- the forecast General Fund revenue overspend relating to the Partnership and Performance Division for the year of £0.329m;
  - the forecast centrally held Corporate Services revenue overspend for the year of £0.130m;
  - the forecast revenue overspend of the Clackmannanshire & Stirling Health & Social Care Partnership (HSCP) for the year of £1.673m, and
  - delivery of planned savings in the year forecasted to achieve 82.5%.

## **3.0 Background**

- 3.1 **Table 1** details the portfolios that are within the remit of the Partnerships & Performance Division:

**Table1**

<b>PARTNERSHIP &amp; PERFORMANCE</b>
<b>FINANCE &amp; REVENUES</b>
<b>LEGAL &amp; GOVERNANCE</b>
<b>HR &amp; WORKFORCE DEVELOPMENT</b>
<b>PARTNERSHIP &amp; TRANSFORMATION</b>

*Source: Organisational Redesign: Update June 2019*

#### **4.0 General Fund Revenue**

- 4.1 The Division's net service expenditure forecast before Corporate Services is an overspend of £0.329m.
- 4.2 Corporate services is forecasting an overspend of £0.130m. This is due to centrally held savings that will be realised across Services throughout the year. It is too early to determine whether these will be achieved in full so prudence has been applied to calculate an early possible outcome.
- 4.3 **Appendix 1** provides an overview of the financial outturn position within each Service Expenditure area.
- 4.4 **Appendix 2** sets out the main variances.
- 4.5 Covid19 continues to impact the delivery of Services as we move through the Recovery phase of the pandemic. Elements of the variances attributable to Covid19 are shown within the appendix. The Council received funding during 2020/21 and 2021/22 and will look to allocate this funding to cover overspends relating to Covid19 as appropriate.

#### **5.0 Clackmannanshire & Stirling Health and Social Care Partnership (HSCP)**

- 5.1 The Clackmannanshire element of the Health and Social Care Partnership is projecting an overspend of £1.673m for the financial year based on financial performance for quarter 1 and care commitments recorded in the social care management information service (CCIS) forecast for the remainder of the year.
- 5.2 This forecasted overspend should be viewed alongside the overall projected overspend on the Integrated Budget of the Health and Social Care Partnership for delegated Health and Social Care Services of £2.942m. This position will be reported to the Integration Joint Board Finance and Performance Committee on 18 August 2021.
- 5.3 The key drivers of the projected overspend in the Clackmannanshire element of the budget are detailed within appendix 3
- 5.4 There still appears to be a Covid related impact on the levels of additional demands being observed to both maintain citizens care in their own homes in their communities and support discharge from acute hospital and other residential care. Therefore some additional funding support is being sought from Scottish Government via the quarterly Covid financial return. The Quarter



1 return was submitted to government on 30 July and will be subject of review and consideration. Therefore any potential additional Scottish Government support is not assumed at this point. No Scottish Government support for unachieved savings is assumed in the current financial year as was provided in 2020/21 financial year.

- 5.5 The Integration Scheme requires a budget recovery plan to be prepared and it is envisaged the issues detailed above and detailed within the variances in Appendix 3 would form the basis of such a recovery plan.
- 5.6 **Appendix 3** sets out the main forecast variances for the year compared to budget as at 30 June 2021.

## **6.0 2021/22 Savings Progress**

- 6.1 The 2021/22 budget incorporated approved savings of £2.126m. Of this total, £0.668m is attributable to the Partnership & Performance Division.
- 6.2 Based on analysis to date, savings of £0.471m (82.5%) are forecast to be achieved with the remaining £0.197m (17.5%) being forecast as at risk (Amber) in 2021/22.
- 6.3 **Appendix 4** provides details of progress towards achieving the approved 2021/22 savings and shows further details of the savings that have been identified as Amber. These relate to homeless income not looking likely to be achieved and corporately held savings that will become more evident as the year progresses. A prudent approach has been taken in this outturn on what is achievable but this will be reviewed throughout the year. Services supported by the accountancy team will work to achieve the approved savings or identify compensatory savings by the end of the financial year.

## **7.0 Conclusions**

- 7.1 The Partnership & Performance Division revenue spend is anticipating an overspend in Performance of £0.329m and an overspend of £0.130m in Corporate Services.
- 7.2 The Clackmannanshire element of the Clackmannanshire & Stirling Health & Social Care Partnership (HSCP) is forecasting a revenue overspend for the year of £1.673m.
- 7.3 Of the associated £0.688m approved savings, £0.471m (70.5%) is forecast to be achieved by the year end.

## **8.0 Sustainability Implications**

- 8.1 None

## **9.0 Resource Implications**

9.1 *Financial Details*

9.2 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

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

9.4 *Staffing*

9.5 None

**10.0 Exempt Reports**

10.1 Is this report exempt? No

**11.0 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)

**12.0 Equalities Impact**

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

**13.0 Legality**

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

## 14.0 Appendices

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

Appendix 1- Financial Outturn position at June 2021

Appendix 2- Outturn variance at June 2021

Appendix 3- Clackmannanshire element of the HSCP - Outturn variance at June 2021

Appendix 4- 2021/22 Savings progress at June 2021

## 15.0 Background Papers

15.1 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
Elizabeth Hutcheon	Management Accountancy Team Leader	6214

### Approved by

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



**Partnership & Performance Summary 2021/22  
at 30 June 2021**

Appendix 1

	<i>Annual Budget 2021/22 £'000</i>	<i>Forecast to March 2022 £'000</i>	<i>Variance Forecast to Budget £'000</i>
Resource & Governance	6,440	6,436	(4)
Strategy & Customer Services	1,748	1,790	42
Executive Team	250	243	(8)
Development & Environmental	640	661	21
Housing & Community Safety	1,937	2,214	277
	<b>11,015</b>	<b>11,344</b>	<b>329</b>
Corporate Services	(374)	(244)	130
Misc Services - Non Distributed Costs	1,100	1,100	(0)
	726	856	130
<b>less allocated to non general fund</b>	<b>(1,305)</b>	<b>(1,305)</b>	<b>0</b>
	(579)	(449)	130
<b>Add Requisitions from Joint Board</b>			
Central Scotland Valuation	459	459	0
<b>Add/Deduct</b>			
Interest on Revenue Balances	(91)	(91)	0
Loans Fund Contribution	4,829	4,829	(0)
Contribution to Bad Debt Provision	200	200	(0)
	4,818	4,948	130
<b>TOTAL</b>	<b>15,834</b>	<b>16,292</b>	<b>458</b>
<b>Health &amp; Social Care Partnership</b>	<b>19,875</b>	<b>21,548</b>	<b>1,673</b>

Partnership & Performance	Annual Budget 2021/22 £'000	Forecast to March 2022 £'000	Variance Forecast to Budget at June £'000	Variance due to Covid £'000	Variance due to Non Covid £'000	Narrative
Resource & Governance	6,440	6,436	(4)	0	(4)	<p><b>Accountancy:</b> Forecast on budget.</p> <p><b>Corporate training:</b> Forecast on budget with no variance.</p> <p><b>Elections:</b> Overspend of £0.024m forecasted. This is due to the expected costs to be incurred for the upcoming 2022 local elections.</p> <p><b>IT:</b> Underspend of £(0.012)m. £0.062m overspend on telephones / mobiles offset by forecasted underspend of £(0.053)m on software and £(0.021)m in staffing due to vacancies.</p> <p><b>HR:</b> Underspend of £(0.043)m. £(0.041)m due to staffing vacancies and £(0.002)m due to various small underspends.</p> <p><b>Legal, Democracy &amp; Audit:</b> Underspend of £(0.019)m. £(0.025)m underspend due to staffing vacancies, £0.010m overspend due to unachievable income and £(0.004)m various small underspends.</p> <p><b>Head of Service:</b> Overspend of £0.046m relating to a legacy unachievable saving on a staffing restructure.</p>
Strategy & Customer Services	1,748	1,790	42	0	42	<p><b>Forecast overspend of £0.042m.</b></p> <p>The £0.100m external funding income budget will not be achieved. The budget has been based on the expectation that additional funding would be achieved to offset the revenue budget. This has proved not to be the case, although substantial funding has been secured, this has primarily had an impact on capital projects.</p> <p>Scottish Certificates income - The budget has been based on an expected surplus of £0.039m. Recently this has proved unachievable and net expenditure of £0.008m is forecast leaving an overspend of £0.047m.</p> <p>Shortfalls in income are offset by current staffing underspends of £(0.088)m within the contact centre, receptions &amp; communications team. In addition, £(0.017)m is forecast by recharging members time and other miscellaneous savings.</p>
Executive Team	250	243	(8)	0	(8)	£(0.008)m underspend forecast as Myjob Scotland subscription transferred to HR.
Development & Environmental	640	661	21	40	(19)	<p><b>Forecast overspend of £0.021m.</b></p> <p><b>Licencing:</b> £0.040m underachievement of alcohol and civil licence income as a result of Covid.</p> <p><b>Trading Standards:</b> Underspend of £(0.017)m, due to decreased contractor costs.</p> <p><b>Environmental Health:</b> Underspend of £(0.002)m, due to an increase in income.</p>
Housing & Community Safety	1,937	2,214	277	147	130	<p><b>Revenues:</b> underspend of £(0.094)m due to staffing vacancies pending restructure. The staffing underspend is partially offsetting the cost of external support required to administer the Scottish Welfare Fund.</p> <p><b>Scottish Welfare Fund</b> is forecast to overspend by £0.261m. The cost of external support from our software provider is forecast to be £0.175m partially offset with a staffing underspend of £(0.062)m. Community care grants for Furniture purchases is anticipated to be £0.122m overspent and crisis payments are anticipated to be overspent by £0.025m. High demand for the service continues, with requests for assistance as the economic impacts of Covid continue.</p> <p><b>Housing Benefits</b> is forecast to overspend by £0.117m as the full saving of £0.150m is not expected to be met. The continued use of Homeless units has impacted on the eligible grant that can be reclaimed against the award. The net cost of the service has increased by £0.323m in two years. However, there is a corresponding underspend of £(0.133)m within the Place Directorate. These budgets will be reviewed and realigned if appropriate.</p>
<b>Division Total</b>	<b>11,016</b>	<b>11,344</b>	<b>329</b>	<b>187</b>	<b>142</b>	
Corporate Services	4,818	4,948	130	0	130	Overspend relates to savings held corporately but realised within the Services. It is too early to determine whether full savings will be achieved on, Family friendly saving, Mileage, Vacancy management and credit card rebates, this will be reviewed throughout the year.
<b>Corporate Services</b>	<b>4,818</b>	<b>4,948</b>	<b>130</b>	<b>0</b>	<b>130</b>	

Clackmannanshire element of the Clackmannanshire & Stirling Health & Social Care Partnership  
Variances at 30 June 2021

APPENDIX 3

Annual Budget 2020/21	Annual Budget 2021/22	Forecast to June 2021	Variance Forecast to Budget at June	Variance due to Covid	Variance due to Non Covid	Narrative
	£'000	£'000	£'000	£'000	£'000	
<b>Employees</b>	8,716	8,104	-613	0	-613	Underspend across a range of services: including: Integrated Mental Health £(395k); Disability Day Care £(213k); Assessment & Care Management £(168k), Reablement £(153k) There is a forecast overspend at Menstrie House of £260k.
<b>Long Term Care</b>						
<b>Nursing Homes</b>	7,594	8,445	851	-1	852	Nursing Home places fell by 55 during the height of the pandemic, but have since risen to 204 compared to 185 at December 2020. This forecast is potentially subject to significant volatility depending on the future course of the pandemic.
<b>Residential Homes</b>	3,594	2,996	-598	0	-598	Overall numbers are currently stable at 50, numbers have fallen by 9 since Decemabr 2020 as a result of the transfer for Learning Disability and Mental Health placements to a care at home model of care.
<b>Community Based Care</b>						
<b>Care at Home</b>	7,885	9,987	2,102	0	2,102	Service volumes were not significantly impacted by the pandemic and have continued to grow from a base of 10,000 hours per week in July 2020 to 12,000 hours per week at the current time. There have been increases across all client groups but particularly Learning Disability and Older People. The forecast includes the impact of the uplift in the hourly rates by 2.2% as well as the adoption of the Scotland Excel framework.
<b>Day Care</b>	230	251	22	-0	22	There are 23 service users receiving day care mainly within Learning Disability (16) and Older People (7)
<b>Direct Payments</b>	953	1,067	114	0	114	85 service users receive a direct payment with 42 of those categorised as those with a Learning Disability and 24 Older people.
<b>Housing Aids and Adaptations</b>	159	160	1	0	1	This budget funds adaptations in private houses. Numbers of completions were significantly impacted by Covid in 2020-21 but it is hoped to address the backlog in the year ahead.
<b>Housing with Care</b>	163	109	-54	0	-54	This budget is for Supported Accommodation provided by external organisations
<b>Respite</b>	129	100	-29	0	-29	Forecast based on current respite packages but this is subject to change as packages end and new packages are approved during the year.
<b>Misc. Third Party Payments</b>	1,529	1,316	-213	0	-213	This heading covers various payments to other agencies including other local authorities, registration fees and payments to voluntary organisations. This heading also hold the growth funding allocated within the 2021-22 budget.
<b>Premises Expenditure</b>	11	34	23		23	The budget covers cleaning materials within operational buildings.
<b>Supplies and Services</b>	403	377	-26		-26	This heading includes equipment, house adaptations, food and insurance, postage, printing and administration.
<b>Transport Expenditure</b>	48	40	-8		-8	Travel costs are forecast to under spend due to reduced travel during the pandemic. This forecast is subject to impacts from the future course of the pandemic.
<b>Income</b>	-4,269	-4,142	127	0	127	Income forecast is less than budget this year as a result of the reduced charging base following the extension of free personal care.
<b>Resource Transfer (Health)</b>	-7,271	-7,297	-26	0	-26	Includes Income from NHS, integration funding and contributions for complex care.
<b>Total</b>	<b>19,875</b>	<b>21,548</b>	<b>1,673</b>	<b>-0</b>	<b>1,673</b>	

Detailed Schedule of Savings - Partnership & Performance Division

Management Efficiencies

Service Reference	Division	Description of Saving	2021/22 £	Achieved/ Likely to be achieved £	Amber £	Red £	Unachieved due to Covid £	Service Updates
P&PMGT1	P&P	Reduction in Corporate Training Budget	12,000	12,000				Saving is achieved
P&PMGT2	P&P	To consolidate various approaches around cash handling	15,000	15,000				Initial data being gathered to enable procurement to proceed
P&PMGT3	P&P	Reduction in Various Budget Lines	1,200	1,200				Saving is achieved
P&PMGT4	P&P	Budget realignment in Strategy and Performance (across mileage, supplies and subscriptions).	3,000	3,000				Saving is achieved
P&PMGT5	P&P	Homeless Income - CASH	150,000	33,000	117,000			Early indications are that the grant percentage received last year will not be sufficient to cover the full saving.
P&PMGT6	P&P	Vacancy management based on turnover levels	290,000	290,000				This is outturn within the services, will review before August outturn
P&PMGT9	P&P	Triennial valuations of pensions	162,000	162,000				
P&PMGT11	P&P	Budget Realignment - postages & stationery	2,000	2,000				Saving is achieved
P&PMGT12	P&P	Mileage - CASH	30,000	30,000				This is outturn within the services, will review before August outturn
<b>Total</b>		<b>Management Efficiencies</b>	<b>665,200</b>	<b>548,200</b>	<b>117,000</b>	<b>0</b>	<b>0</b>	

Policy

Service Reference	Division	Description of Saving	2021/22 £	Achieved/ Likely to be achieved £	Amber £	Red £	Unachieved due to Covid £	Service Updates
P&PPOL3	P&P	To remove the residual budget remaining to conduct a citizens survey previously titled Clacks 1000.	3,000	3,000				Saving achieved.
			<b>3,000</b>	<b>3,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	

Summary By Type	2021/22 £	Likely to be achieved £	Amber £	Red £	Unachieved due to Covid £
Management Efficiencies	665,200	548,200	117,000	0	0
Policy	3,000	3,000	0	0	0
Transformation	0	0	0	0	0
<b>Total Division</b>	<b>668,200</b>	<b>551,200</b>	<b>117,000</b>	<b>0</b>	<b>0</b>

check

82.5% 17.5% 0.0%



---

**Report to: Partnership and Performance Committee**

---

**Date of Meeting: 26 August 2021**

---

**Subject: Business Plan Review 2021/23**

---

**Report by: Strategic Director: Partnership and Performance**

---

### **1.0 Purpose**

- 1.1. Partnership & Performance delivers a diverse range of services, including a number of statutory and essential support functions. This report presents the Partnership & Partnership Business 2021/23 for the consideration of Committee.
- 1.2. The Business Plan is contained within Appendix 1.

### **2.0 Recommendations**

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

### **3.0 Considerations**

- 3.1. The Business planning cycle for 2020/21 was severely disrupted as a result of the COVID-19 pandemic. The Plan for 2021/23 recognises that response activity in some form is likely to continue at least until March 2022; however, its main focus is on supporting recovery, renewal and transformation, as well as ensuring that the Council continues to meet its statutory obligations, and prepares the way for forthcoming local government election in May 2022.
- 3.2. As restrictions begin to ease, the Plan recognises that the implications for our workforce will be significant, particularly as hybrid working is likely to become a norm. Whilst hybrid working presents real opportunities, this work will require new policies, processes, systems; assets and ways of working that represent a fundamental change, and as such require careful engagement with staff, members and trade union colleagues.
- 3.3. ICT considerations have been significant during the pandemic and will continue to be so as we move into recovery. As well as supporting hybrid working, major organisational improvements supported by the capital plan, including M365, and improvements to server capacity, telephony systems and cybersecurity are major projects. Related to this are further developments to improve our data security and records management systems, which continue to be a priority.

- 3.4. Workforce issues feature considerably within the plan, at an organisational and directorate level. The Council's workforce is aging, and this is particularly acute within Partnership Performance. More than a third of the workforce is at an age where retirement is a potential option, with over half moving into this category within the next 5 years. At the same time, the number of younger employees in the service is distinctly imbalanced, with fewer than 5% of employees under the age of 30. The scale and pace of staff turnover is likely to increase significantly in the next 5 years, emphasising a requirement to secure and develop skills required to fulfil statutory and essential support functions as a matter of priority.
- 3.5. Financial sustainability will continue to be a focus, as the service continues to lead on and contribute to the budget process. Partnership and Performance will continue to play a significant role in supporting *Be the Future*, and within the plan, this includes contributions to transformational priorities of Inclusive Sustainable Growth, Empowering Families and Communities and Health and Wellbeing.
- 3.6. There are no direct financial implications arising from this report.

#### 4.0 Sustainability Implications

- 4.1. None

#### 5.0 Resource Implications

##### 5.1. *Financial Details*

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

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

##### 5.4. *Staffing*

#### 6.0 Exempt Reports

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

#### 7.0 Declarations

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

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

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

- Our families; children and young people will have the best possible start in life
- Women and girls will be confident and aspirational, and achieve their full potential
- Our communities will be resilient and empowered so that they can thrive and flourish

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

### 8.0 Equalities Impact

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

### 9.0 Legality

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

### 10.0 Appendices

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

Appendix A – Partnership & Performance Business Plan 2021/23

### 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
Stuart Crickmar	Strategic Director	2127

#### Approved by

NAME	DESIGNATION	SIGNATURE
Stuart Crickmar	Strategic Director	

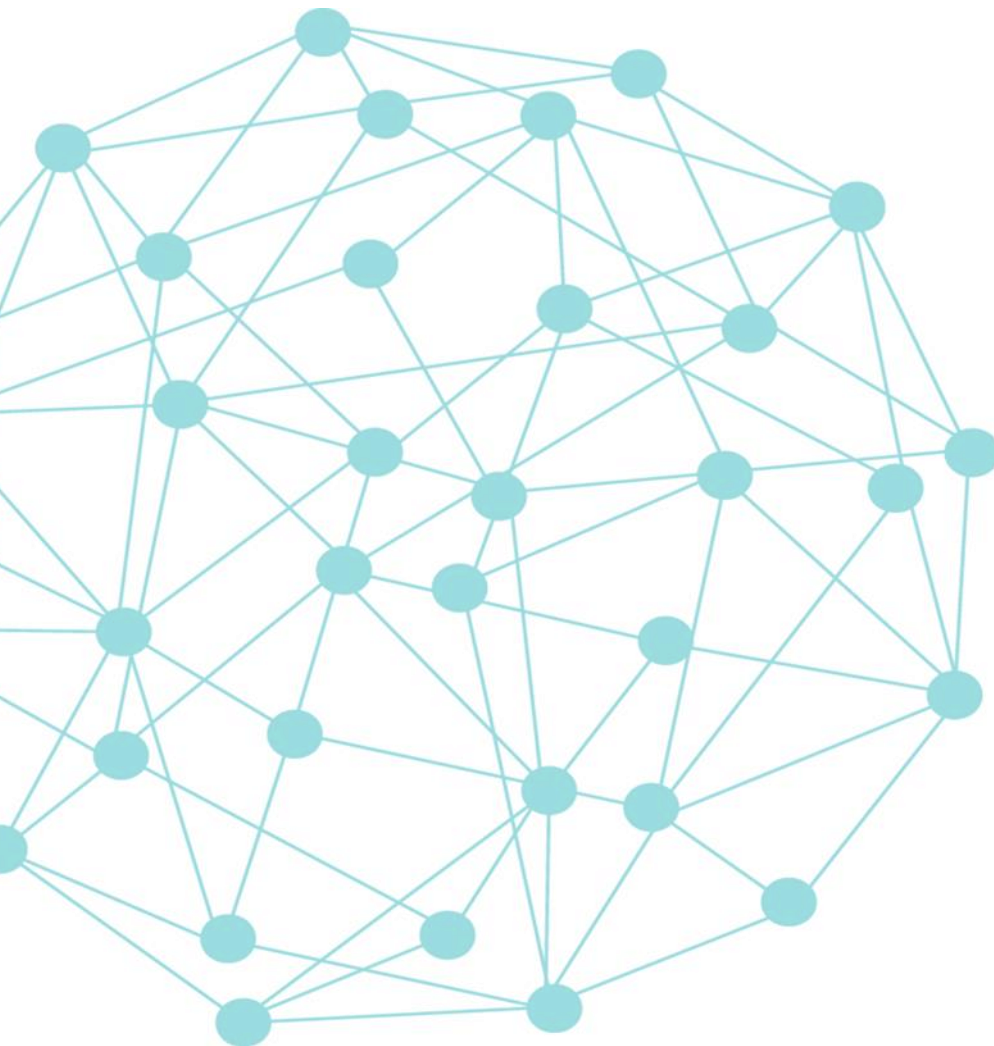




# Partnership and Performance

---

## Business Plan 2021-23



**Be the  
FUTURE**

## 1 SERVICE OVERVIEW

### 1.1 SERVICE PURPOSE & OBJECTIVES

Partnership and Performance plays a key role in supporting the delivery of the Council's vision and outcomes, primarily through the provision of a wide range of corporate support services. Whilst some areas, for example, Registrars, Revenues, Elections Team and the Contact Centre, interface with thousands of our citizens every year, much of the portfolio is often hidden from public view. Nevertheless, services such as legal, HR, finance, information and communications technology for example, play a vital role in ensuring that as a large public service organisation our workforce is skilled and that we are able to make the very best use of our resources to deliver on our vision in ways that are transparent, and comply with our legal and regulatory obligations.

As a portfolio, based on principles of continuous improvement, we aim to provide the highest possible quality and professional customer services for our citizens and our colleagues, embodying our values in delivering the Council's vision.

#### The Council's Vision – Be the Future

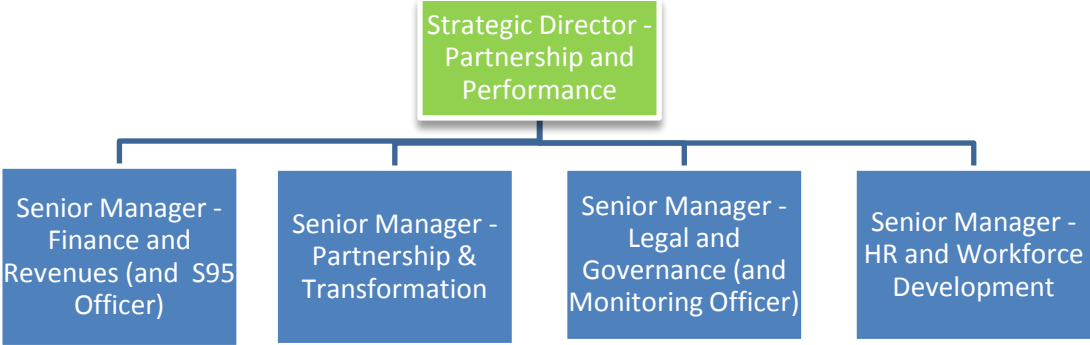
We will be a valued, responsive, creative organisation, through collaboration, inclusive growth and innovation, to improve the quality of life for every person in Clackmannanshire.

#### Our Values

- **Be the customer** - Listen to our customers communicate honestly and with respect and integrity.
- **Be the team** - Respect each other and work collectively for the common good.
- **Be the leader** - Make things happen, focusing always on our vision and outcomes, and deliver high standards of people leadership and corporate governance.
- **Be the collaborator** - Work collaboratively with our partners and communities to deliver our vision and outcomes.
- **Be the innovator** - Look outwardly, be proactive about improvement and strive always for innovation and inclusive growth.
- **Be the future** - Work always towards ensuring that we deliver our vision and live our values, so that we become a valued, responsive Council with a reputation for innovation and creativity.

## 1.2 SERVICE STRUCTURE

Partnership and Performance incorporates a broad range of functions as outlined in the undernoted structure.



The portfolio revenue budget for 2021/22 is £11,015,000, with a savings target of £668,000 approved by Council.

The portfolio's capital budget supports two strategic themes:

- Empowering Individuals, Families & Communities - £80,000, Community Investment Grants
- Compliance and Organisational Resilience - £1,477,000, Digital & ICT infrastructure.

### 1.3 KEY SERVICE STRATEGIES & POLICIES REVIEW SCHEDULE

Strategy or Policy	Approved/ last reviewed	Date for review
Local Outcome Improvement Plan 2017/27	2017	2021
Corporate Plan	2018	2022
Budget Strategy	2021	2022
Strategic Workforce Plan	2019	2022
Gaelic Language Plan for Clackmannanshire	2021	2025
Mainstreaming Equalities Report and Outcomes	2021	2025
Procurement Strategy	2018	2022
Digital Transformation Strategy	2019	2022
Corporate Communications and Marketing Strategy	2013	2021
Corporate Risk Management Guidance	2015	2021
Major emergencies operational procedures	2018	2022
Civil Contingencies Guidance		
Business Planning Guidance and Performance Management Framework	2019	2022
Consultation Guidance and Toolkit	2014	2022
Customer Charter	2011	2022
Council Complaints Handling Procedure	2021	2023
Unacceptable Behaviour Policy	2015	2022
Standing Orders	2019	2021
Scheme of Delegation	2014	2021
Financial Regulations	2019	2022
Contract Standing Orders	2019	2022
Reporting Concerns at Work (Whistleblowing) Policy	2012	2022
Health and Safety Policy	2018	2021
Wellbeing Strategy	NEW	2021
Staff Engagement Survey	2020	2021



## 2 KEY ISSUES FOR THE SERVICE & PRIORITIES FOR 2021-23

The global pandemic has had a profound impact on our citizens, our communities, our partners, our suppliers and our staff. These challenges are changing and uncertain and it is reasonable to expect that it will continue to overlay everything we do and therefore impact significantly on the operations of the Council and thus Partnership and Performance for at least the next 12 to 18 months and likely beyond. This has been evident not just with prolonged and ongoing displacement of our limited staff resources on response activity but also in the way we need to operate to ensure the health, safety and wellbeing of all our stakeholders.

Uncertainty can be unsettling, particularly given the current pace and extent of world events. No one can control events such as a global pandemic, but we can and have adapted quickly to new and challenging circumstances, both nationally and locally, and with a continued adaptability, a shared focus on our values, good communication and maintaining perspective on our *Be the Future* priorities we can continue to improve.

Over the coming year our improvement agenda will:

- Provide a continued focus on supporting *Be the Future* themes of Sustainable Inclusive Growth, Empowering Families and Communities, and Health and Wellbeing through programmes such as the Wellbeing Economy and Community Wealth Building;
- Continue to support Covid recovery , whilst tackling the climate emergency;
- Focus on workforce planning, ensuring we have the skills and capacity we need for now and the future, with an emphasis on staff wellbeing, hybrid working and developing our leaders for an uncertain post pandemic era;
- Enable an acceleration of digital transformation, supported by a modernised, robust and secure underpinning IT roadmap;
- Provide a continued focus on improving financial, procurement and information governance, including a review of organisational learning and development to improve deployment of key corporate management information systems.

As we transition from response to recovery, it is clear that our models of delivery need to continue to adapt and change. For instance, none of us envisage that the balance of home/workplace working will return to pre-pandemic models. Such a fundamental shift will require engagement with staff and trade union colleagues as well as the development of new policies and processes, training, review of terms and conditions and significant investment in ICT and other resources.

The Council's workforce is aging and it is becoming increasingly challenging to recruit and retain staff in a number of professional disciplines in a competitive labour market. In Partnership & Performance specifically, with small teams and multiple potential single

points of failure, recruitment and retention issues can quickly create knowledge and capacity issues. These place pressure on existing staff as well as posing risk for the delivery of our statutory and regulatory obligations. Furthermore, our aging employee profile means that some of our longest serving and most experienced staff may retire in the next 5 years. Career pathways, investment in and creating opportunities for the development of our workforce, combined with adaptability on new models of delivery will be essential for the future.

The pandemic has had a major impact on our communities that may exacerbate enduring health, employment and income inequalities. *Be the Future* is critical in supporting recovery and renewal, creating conditions for a Wellbeing Economy, including building wealth with and for our local communities. Partnership and Performance will play a fundamental role in every aspect of *Be the Future*.

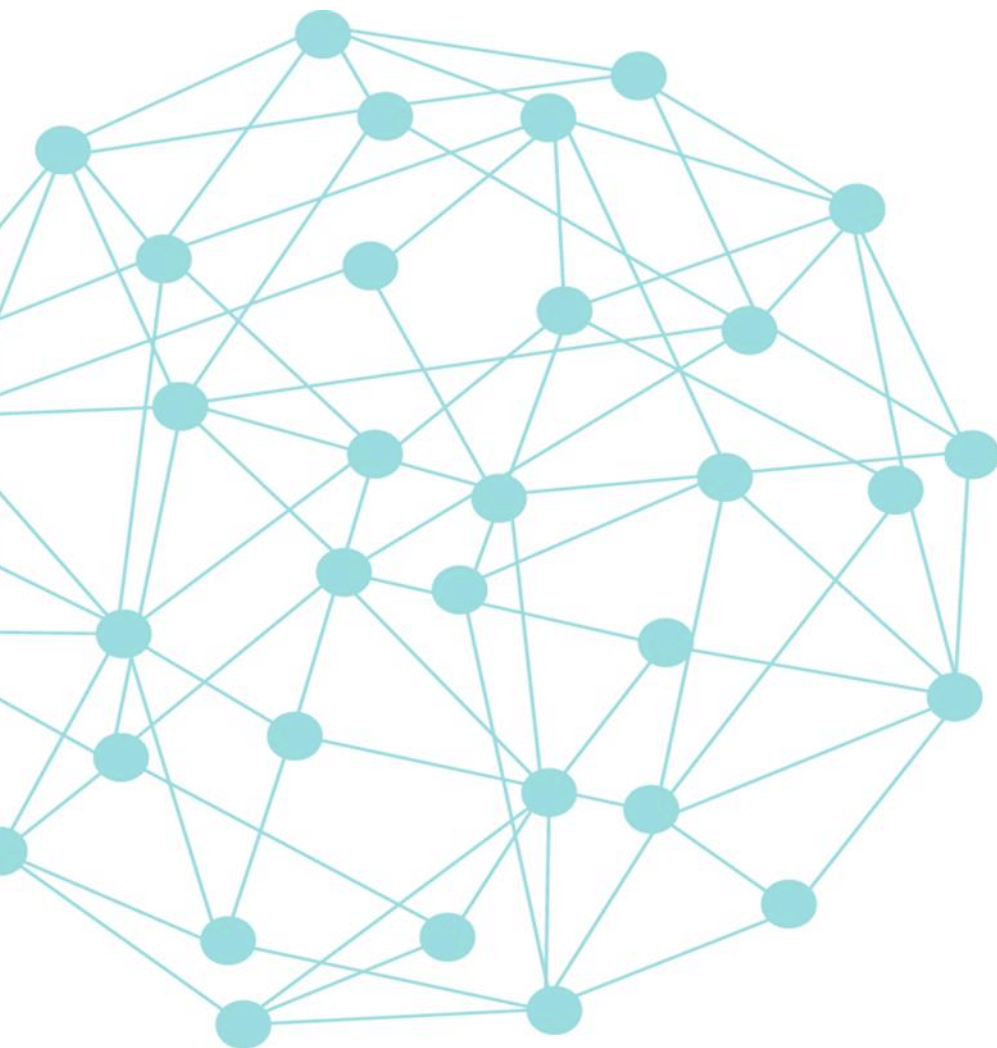
Financial sustainability has been a key challenge and theme for the Council for many years; the pandemic has necessitated respective governments to plough unprecedented sums into various response activities, a consequence of which is that public sector budgets are likely to come under even greater pressure in the near future. As a result, our focus as a portfolio will remain on supporting organisational efficiency, good governance and transformation.

Our transformation journey will include a continuation of increasing collaboration and a quickening pace of digital transformation, including from the deployment of M365 and major new management information systems such as social care, to more of our transactional processes being digitally accessible to our citizens around the clock. We have already identified how enhancements to our procurement and supply chain management can benefit our Wellbeing Economy, and we would want that work to continue.

Governance failures can have financial and reputational impacts, as well as diverting significant amounts of organisational time and energy away from service delivery and transformation initiatives. Our focus therefore must remain on ensuring that we continuously improve organisational governance in a changing context, and in doing so strengthening our risk, performance management and business intelligence processes. Information is a significant Council asset which brings major opportunities, but it also comes with risk, particularly around data security in a rapidly changing digital and remote working context, two areas that we will continue to focus on.

This coming year also brings to a close one 5 year local government administrative cycle, with the commencement of another in Spring 2022/23, the bulk of which will be supported by Partnership & Performance. Preparations for the local government elections and induction of a new cadre of councillors are extensive and already under way almost one year out, and will continue late into 2022, enabling the new Council to bed in as quickly and effectively as possible.

As referenced at the start of this section, the Council's ongoing response and recovery journey from the Global Covid pandemic will remain a priority for Partnership and Performance. As part of that we will also focus efforts on ensuring our resilience and integrated emergency planning approaches are understood and embedded across the organisation. This will include approaches around leadership and decision making during an incident, effective business continuity planning and exercising and debrief activity to build our collective learning to ensure our preparedness for whatever ever the future may hold.



### 3 APPROACHES

#### 3.1 TRANSFORMATION, INNOVATION & COLLABORATION

Delivering sustainable public services by improving the economic performance of the area and creating the conditions to ensure our people, businesses and communities enjoy the benefits of greater prosperity is critical to our *Be the Future* ambitions. This is not a quick fix and represents a significant and challenging programme of longer term transformation and investment.

Over the last 18 months, transformation has been delivered against the socio-economic impact of COVID. However the COVID crisis has demonstrated that transformation is needed now more than ever for our social and economic renewal and to tackle the underlying health and well-being inequalities. Moving forward, we will continue to deliver *Be the Future* against the on-going COVID response, delivering on business continuity and improving our core statutory services. Achieving the balance of these priorities is reflected in this business plan.

The Budget Strategy approved in 2020/21 cemented a series of priorities that recognised how we spend, plan and connect our investment now will lay the foundation for economic recovery for future generations. The budget approved a long term financial planning approach that established a 20 year capital budget, organised around the Council's *Be the Future* Programme priorities of Sustainable inclusive growth; Empowering our families and communities and Health and well-being.

The convergence of this 20 year capital programme with other significant developments including the City Region Deal moving into delivery, the focus of the Scottish Government budget and programme for government on Community Wealth Building, the Well-being economy and Place-based developments presents a significant opportunity in our journey towards sustainable public services. The hard work of the past 2 years to create the conditions means we are better positioned to take advantage of this alignment to increase the pace, scale and impact of our *Be the Future* programme for the benefits of people, businesses and communities.

#### 3.2 CUSTOMER & STAKEHOLDER ENGAGEMENT

Partnerships and Performance engage with customers and stakeholders and in doing so we aim to meet the Council's service standards in ways that reflect the Council's values, primarily: **Be the Customer**. As such we aim to listen to our customers (internal and external), communicate honestly, openly, with transparency and with respect and integrity.

This approach is deployed through regular team meetings, 1-2-1s and systematic supervisory and learning and development supports to enable us to reach a standard of

customer service that our citizens expect and deserve. We will explore best practice and develop skills to ensure managers are undertaking meaningful discussions with staff as we adapt to and embed new ways of working.

Engagement and consultation with stakeholders as part of the development of new policies will continue to be essential; implementing equality and poverty impact assessment process as part of policy development and engagement and gathering data on services to provide customer insight and feedback.

Equally important will be the views of our staff gathered from our yearly staff engagement survey but also through wellbeing pulse surveys.

### 3.3 MANAGING SERVICE PERFORMANCE

Maximising the contribution and talents of all our staff, particularly as we continue to respond and recover from the pandemic is essential. This business plan provides the basis for all service, team and individual PRD plans within Partnership & Performance. Senior managers will maintain plans and risk registers for their areas of responsibility.

Every employee will have regular one-to-one supervisory meetings and will agree objectives for the year as part of the agreed PRD process. Whilst objectives will continue to form a core element of discussions and supervisory meetings, how we go about Council business is a core part of our transformation objectives; therefore, demonstrating how we are living up to the Council's vision and values, supporting our staff and ensuring mental health and wellbeing will form an important element of service performance.

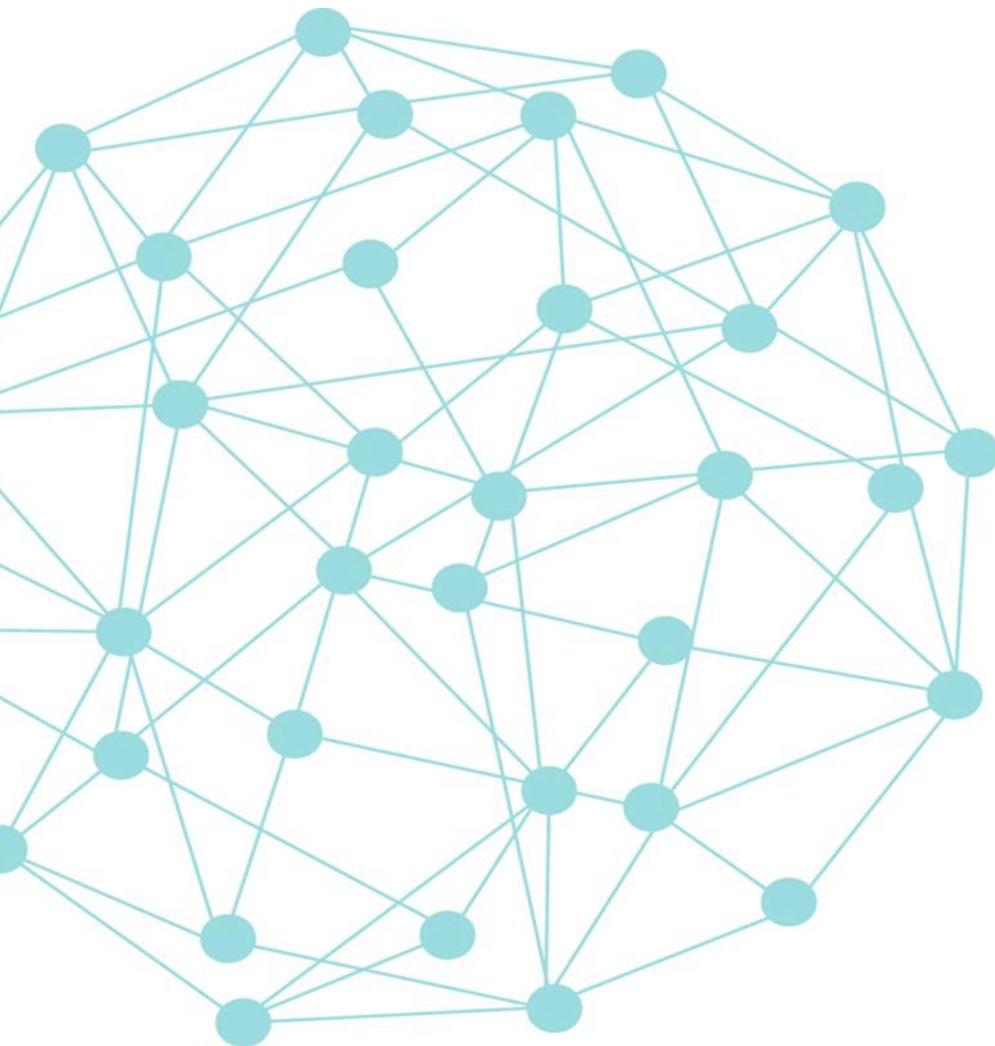
Risks and performance against business plan objectives will be reviewed regularly at the Partnership and Performance Senior Management Team, and for senior managers as part of regular supervisory meetings with the strategic director. Our services will input systematically to the *Be the Future* Programme Management Office requirements, and progress against our business plan and financial outturns will be reported to the Partnership & Performance Committee quarterly, for the purposes of scrutiny and transparency.

### 3.4 WORKFORCE PLANNING

Realising the benefits of our transform programme, as well as responding to and supporting recovery from the COVID pandemic will rely on our portfolio having the right number of people, with the right skills, in the right jobs, and at the right time. As such, workforce planning will continue to be critical for our organisation so as to identify and prioritise how we develop our workforce to cope and flourish in our rapidly changing work environment.

Additionally, more detailed planning will allow us to address specific workforce issues which may have been exacerbated by the impacts of the pandemic. For example we recognise that in a similar manner to many other Scottish local authorities we have an aging workforce, that there are potential recruitment difficulties in specific sectors and, that due to small size our workforce, that we have a number of critical key posts where knowledge and skill could be lost.

To more fully understand these issues, and the way our current and future workforce needs to develop both now and in the future to meet these challenges, full portfolio workforce planning will be undertaken and reported to Committee in line with the Council's revised Strategic Workforce Plan for 2022-2025.



## 4 DELIVERY PLAN

Templates for business plans and performance reports are available in Pentana.

### Business Plan 2021-22

#### Service objective / priority

#### Key Organisational Performance Results

Code	KPI	2018-19	2019-20	2020-21	2021-22	Lead
		Value	Value	Value	Target	
ALL FRD L&D	Instances of Fraud detected				N/A	Senior Manager Legal & Governance
ALL H01 HWD	Percentage of Health & Safety risk assessments up to date - Council				100%	Senior Manager HR & Workforce Development
ALL H02 HWD	Percentage of applicable employees who have received a toolbox talk on new Health & Safety policies - Council				90%	Senior Manager HR & Workforce Development
ALL H03 HWD	Percentage of employees completing core Health & Safety training - Council			24%	90%	Senior Manager HR & Workforce Development
ALL H04 HWD	Number of violent incidents to employees expressed as a % of the overall number of employees - Council			3.4%	N/A	Senior Manager HR & Workforce Development
ALL ICO L&D	Number of organisational data breaches reportable to the Information Commissioner	2	4	1	0	Senior Manager Legal & Governance
ALL S05 HWD	Staff Survey - All Council staff - I am given the opportunity to make decisions relating to my role	61%	71%	74%	80%	Senior Manager HR & Workforce Development
ALL S12 HWD	Staff Survey - All Council staff - I feel valued for the work I do	45%	56%	64%	70%	Senior Manager HR & Workforce Development

Code	KPI	2018-19	2019-20	2020-21	2021-22	Lead
		Value	Value	Value	Target	
ALL S15 HWD	Staff Survey - All Council staff - I feel a sense of achievement for the work I do	64%	73%	79%	85%	Senior Manager HR & Workforce Development
ALL S17 HWD	Staff Survey - All Council staff - I feel that I am treated with dignity and respect within my team	74%	78%	78%	85%	Senior Manager HR & Workforce Development
ALL S21 HWD	Staff Survey - All Council staff - I am clear about how I contribute to the <b>organisation's goals</b>	67%	73%	75%	85%	Senior Manager HR & Workforce Development
RAP CTA 002	Cost of collecting Council Tax (per dwelling)	£3.58	£0.81	TBC	<£1.00	Senior Manager Finance & Revenues
RAP CTA 01a	Council tax collected within year (excluding reliefs & rebates)	95.9%	95.7%	94.7%	>95%	Senior Manager Finance & Revenues
HWD SWP 001	Percentage of targets met for implementation of Strategic Workforce Plan			74%	75%	Senior Manager HR & Workforce Development
ALL AB1 GOV	Average FTE days lost through sickness absence per employee (Teachers plus all other local government employees)	13.2	12.5	9.4	8.5	Senior Manager HR & Workforce Development
GOV PRC 003	The percentage of procurement spend on local small to medium size enterprises	15.6%	-	24%	>25%	Procurement Manager
RAG CRD 003	Invoice Payment Within 30 Days	89.9%	92.3%	TBC	95%	Team Leader; Senior Manager Finance & Revenues
GOV EQO 02b	The percentage of the highest paid 5% of earners among council employees that are women	55.8%	56.9%	TBC	N/A	Senior Manager Partnership & Transformation
GOV EQO 03a	The gap between the average hourly rate of pay for male and female Council employees	1.3%	1.3%	TBC	<1.0%	Senior Manager Partnership & Transformation



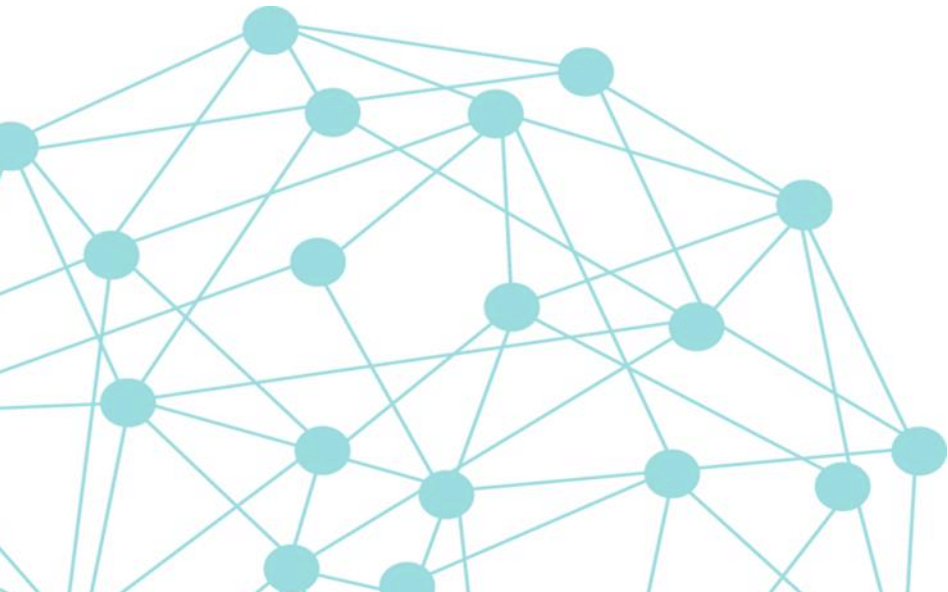
## Partnership & Performance: Financial Results

Code	KPI	2018-19	2019-20	2020-21	2021-22	Lead
		Value	Value	Value	Target	
P&P SAV FRV	Percentage of Partnership & Performance budget savings achieved	-	-	85%	95%	Strategic Director - Partnership & Performance
P&P VAR FRV	Outturn variance based on budget - Partnership & Performance	-	-	TBC	£0	Strategic Director - Partnership & Performance

## Partnership & Performance: Customer Results

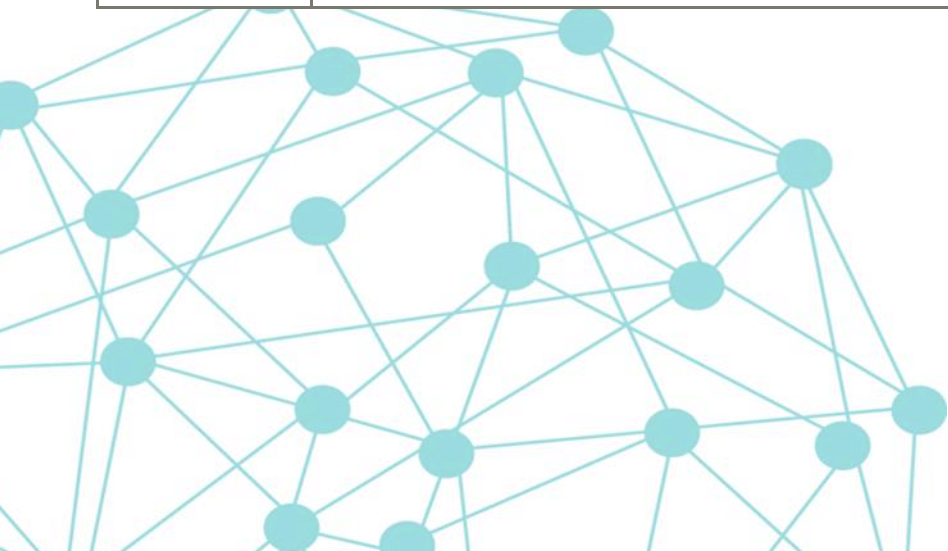
Code	KPI	2018-19	2019-20	2020-21	2021-22	Lead
		Value	Value	Value	Target	
P&P C03 CUS	% formal complaints dealt with that were upheld/partially upheld - Partnership & Performance	-	28.6%	75.0%	N/A	Strategic Director - Partnership & Performance
P&P C10 CUS	% formal complaints closed within timescale - Partnership & Performance	-	28.6%	100.0%	100%	Strategic Director - Partnership & Performance
P&P CNQ BUS	% Councillor Enquiries responded to within timescale - Partnership & Performance	-	75.0%	77.1%	100%	Strategic Director - Partnership & Performance
P&P FOI GOV	% Freedom of Information requests responded to within timescale - Partnership & Performance	92.2%	87.8%	78.9%	100%	Senior Manager Legal & Governance
P&P MPO BUS	% MP/MSP enquiries responded to within timescale - Partnership & Performance	-	89.5%	71.4%	100%	Strategic Director - Partnership & Performance
GOV AUD 001	Percentage of Internal Audit plan completed	100%	94%	27%	>80%	Internal Audit Officer
ICT ICT 002	Percentage of available hours lost on ICT systems due to unplanned incidents	0.5%	-	-	<0.5%	Senior Manager Partnership & Transformation

Code	KPI	2018-19	2019-20	2020-21	2021-22	Lead
		Value	Value	Value	Target	
CUS CTC 003	Satisfaction with overall experience of the Contact Centre	95.1%	96.7%	96.1%	>97%	Senior Manager Partnership & Transformation
CUS REG 001	Customer satisfaction with overall experience of the Registrars Service	100.0%	-	-	100%	Senior Manager Legal & Governance



## Partnership & Performance: People Results

Code	KPI	2018-19	2019-20	2020-21	2021-22	Lead
		Value	Value	Value	Target	
P&P MDT HWD	Percentage of employees who have completed mandatory training by the due date		14%	33%	100%	Strategic Director - Partnership & Performance
P&P S05 HWD	Staff Survey - Partnership & Performance staff - I am given the opportunity to make decisions relating to my role	69%	67%	71%	75%	Strategic Director - Partnership & Performance
P&P S12 HWD	Staff Survey - Partnership & Performance staff - I feel valued for the work I do	47.5%	44%	63%	70%	Strategic Director - Partnership & Performance
P&P S15 HWD	Staff Survey - Partnership & Performance staff - I feel a sense of achievement for the work I do	61.5%	61%	68%	75%	Strategic Director - Partnership & Performance
P&P S17 HWD	Staff Survey - Partnership & Performance staff - I feel that I am treated with dignity and respect within my team	76%	68%	72%	95%	Strategic Director - Partnership & Performance
P&P S21 HWD	Staff Survey - Partnership & Performance staff - I am clear about how I contribute to the organisation's goals	69%	63%	71%	100%	Strategic Director - Partnership & Performance
P&P AB1 GOV	Average FTE Days Sickness Absence (Partnership & Performance)	-	13.6	8.7	8.1	Strategic Director - Partnership & Performance



Code	ACTION	Impact	By When	Lead
P&P 20 001	Co-ordinate major incident response/recovery and ensure that statutory plans for resilience are in place, updated and tested as part of a scheduled programme of work which included Covid response and recovery and EU Withdrawal risk and mitigation. Implementing workforce development around Integrated Emergency Management and Business Continuity Management will also be taken forward in 2021/22.	Enable meeting of statutory requirements Improve corporate governance Corporate risk mitigation Empowering Families & Communities Health & Wellbeing	31-Mar-2022	Strategic Director - Partnership & Performance
New	Refresh the Councils Prevent strategy and approaches including implementing a programme of training and reviewing the Prevent Multi-agency Panel (PMAP) process in line with CONTEST statutory duties and as part of the Corporate Risk and Integrity approach.	Enable meeting of statutory requirements Improve corporate governance Corporate risk mitigation	31-Mar 2022	Senior Manager Partnership & Transformation
New	Undertake a Covid debrief process following the national review and debrief protocol.	Enable meeting of statutory requirements Deliver a decision of Council	30-Sept 2021	Senior Manager Partnership & Transformation
P&P 20 003	Support consultation and engagement activities (budget and corporate strategies).	Enable meeting of statutory requirements Improve corporate governance Corporate risk mitigation Empowering Families & Communities Health & Wellbeing Sustainable Inclusive Growth	31-Mar-2022	Senior Manager Partnership & Transformation
P&P 20 004	Develop and publish key corporate and partnership strategies and annual reports as part of an agreed programme.	Enable meeting of statutory requirements Improve corporate governance	31-Mar-2022	Senior Manager Partnership & Transformation
P&P 20 005	Refresh our Corporate Communications Strategy, related policies and Communications channels in line with Be the Future and the Strategic Roadmap.	Enable meeting of statutory requirements Improve corporate governance Corporate risk mitigation Empowering Families & Communities Health & Wellbeing Sustainable Inclusive Growth	31 Mar 2022	Senior Manager Partnership & Transformation
P&P 20 006	Implement approved Mainstreaming Equalities and Diversity Report 2021/25.	Enable meeting of statutory requirements Improve corporate governance	31-Mar-2022	Senior Manager Partnership & Transformation

Code	ACTION	Impact	By When	Lead
		Corporate risk mitigation Empowering Families & Communities Health & Wellbeing Sustainable Inclusive Growth Deliver a decision of Council		
P&P 20 007	Develop a new Wellbeing Local Outcomes Improvement Plan with partners as part of the work to achieve a wellbeing economy. Review partnership structures, planning and performance management structures as part of this work.	Enable meeting of statutory requirements Improve corporate governance Empowering Families & Communities Health & Wellbeing Sustainable Inclusive Growth Deliver a decision of Council	31-Mar-2022	Senior Manager Partnership & Transformation
P&P 20 009	Maintain Health Working Lives (Silver Level)	Improve corporate governance Corporate risk mitigation Health & Wellbeing	31-Mar-2022	Senior Manager HR & Workforce Development
P&P 20 010	Undertake Staff Survey	Improve corporate governance Corporate risk mitigation Health & Wellbeing	31-Dec-2021	Senior Manager HR & Workforce Development
P&P 20 011	Develop & Implement A Leadership and Management Development programme that support our vision and values	Improve corporate governance Corporate risk mitigation	31/12/21	Senior Manager HR & Workforce Development
P&P 20 012	Embed new Health & Safety Management System	Enable meeting of statutory requirements Improve corporate governance Corporate risk mitigation Health & Wellbeing	31-Mar-2022	Senior Manager HR & Workforce Development
P&P 20 013	Substantially conclude and Implement P&P Redesign, including implementation of immediate workforce plan priorities	Improve corporate governance Corporate risk mitigation Deliver a decision of Council	31-Mar-2022	Strategic Director - Partnership & Performance

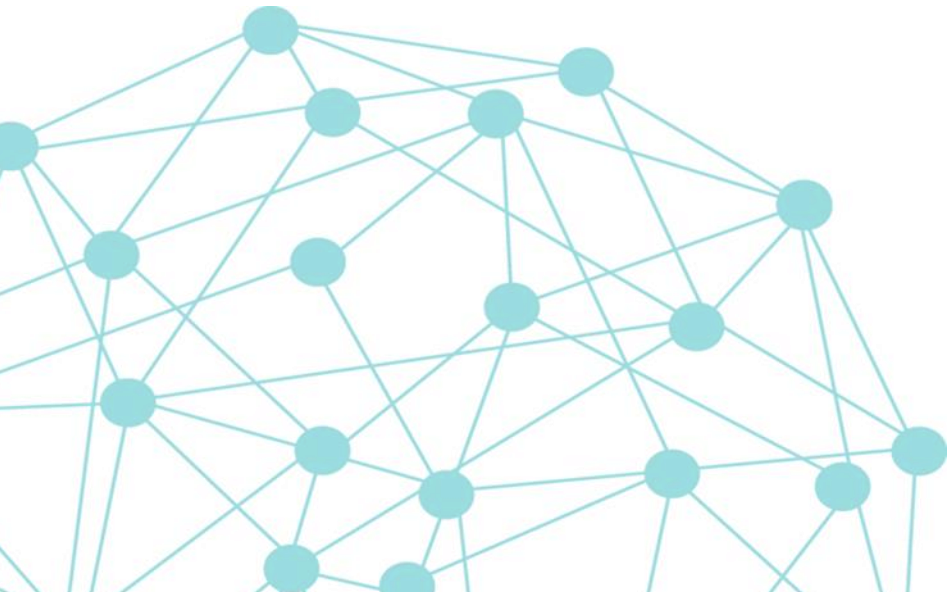
Code	ACTION	Impact	By When	Lead
P&P 20 014	Develop further the principles of the Fair Work Convention	Enable meeting of statutory requirements Improve corporate governance Corporate risk mitigation Health & Wellbeing Sustainable Inclusive Growth	31-Mar-2022	Senior Manager HR & Workforce Development
NEW	Put in place Hybrid Working approaches to support COVID recovery and organisational transformation	Enable meeting of statutory requirements Corporate risk mitigation Health & Wellbeing Sustainable Inclusive Growth	31-March-23	Strategic Director - Partnership & Performance
P&P 20 018	Lead on the approach to enable improved governance through the Annual Governance Statement	Enable meeting of statutory requirements Improve corporate governance Corporate risk mitigation	31-Mar-2022	Senior Manager Legal & Governance
P&P 20 019	Lead on the approach to deliver approved Annual Accounts	Enable meeting of statutory requirements Improve corporate governance	31-Dec-2021	Senior Manager Finance & Revenues
P&P 20 021	Make preparations for the May 2022 Local Government Elections	Enable meeting of statutory requirements	31-Mar-2022	Senior Manager Legal & Governance
P&P 20 022	Complete a review Standing Orders & Scheme of Delegation	Improve corporate governance	31-Mar-2022	Senior Manager Legal & Governance
P&P 20 023	Lead on the approach to deliver an approved balanced budget 2022/23	Enable meeting of statutory requirements Improve corporate governance Corporate risk mitigation Empowering Families & Communities Health & Wellbeing Sustainable Inclusive Growth	31-Mar-2021	Senior Manager Finance & Revenues
P&P 20 027	Refresh the Digital Transformation Strategy in light of the new Scottish Digital Strategy and refine the Digital Roadmap for Clackmannanshire.	Enable meeting of statutory requirements Improve corporate governance	31-Mar-2022	Strategic Director - Transformation

Code	ACTION	Impact	By When	Lead
		Corporate risk mitigation Sustainable Inclusive Growth		
P&P 20 028	Refresh the ICT infrastructure Improvement Plan and ICT Asset Management Plan. This work will include a review of ICT policies on a programmed basis.	Corporate risk mitigation	31-Mar-2022	Senior Manager Partnership & Transformation
P&P 20 029	Implement Scottish Cyber Security Resilience Framework and identify associated improvement plan.	Enable meeting of statutory requirements Improve corporate governance Corporate risk mitigation	31-Mar-2022	Senior Manager Partnership & Transformation
P&P 20 031	Consolidate corporate support Information management approaches and develop an action plan to address gaps	Enable meeting of statutory requirements Improve corporate governance Corporate risk mitigation	31-Mar-2022	Senior Manager Legal & Governance
P&P 20 032	Implement M365 and the Digital Champions Programme to support deployment across the workforce.	Enable meeting of statutory requirements Improve corporate governance Corporate risk mitigation Deliver a decision of Council	31- Dec-21	Senior Manager Partnership & Transformation
P&P 20 033	Deliver the agreed IT capital plan	Enable meeting of statutory requirements Improve corporate governance Corporate risk mitigation Empowering Families & Communities Health & Wellbeing Sustainable Inclusive Growth Deliver a decision of Council	31-Mar-2022	Senior Manager Partnership & Transformation
New	Publish Local Child Poverty Action Plan Implementation and annual report; Gaelic Language Plan Implementation and annual report; BSL annual report.	Enable meeting of statutory requirements Improve corporate governance Corporate risk mitigation Empowering Families & Communities Health & Wellbeing Sustainable Inclusive Growth	31-Mar-2022	Senior Manager Partnership & Transformation


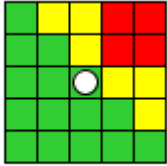
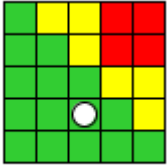
Code	ACTION	Impact	By When	Lead
New	Support Census 2022 process for Clackmannanshire.	Enable meeting of statutory requirements	31-Mar-2022	Senior Manager Partnership & Transformation
New	Following formation of a New Administration develop a refreshed Corporate Plan 2022-27	Improve corporate governance Empowering Families & Communities Health & Wellbeing Sustainable Inclusive Growth	31-Mar-2023	Strategic Director - Partnership & Performance
New	Procurement Strategy Review	Enable meeting of statutory requirements Improve corporate governance Corporate risk mitigation Sustainable Inclusive Growth	31-Mar-2023	Senior Manager Finance & Revenues
New	Major emergencies operational procedures Civil Contingencies Guidance Review	Enable meeting of statutory requirements Improve corporate governance Corporate risk mitigation Empowering Families & Communities	31-Mar-2023	Senior Manager Partnership & Transformation
New	Business Planning Guidance and Performance Management Framework Review	Enable meeting of statutory requirements Improve corporate governance	31-Mar-2023	Senior Manager Legal & Governance
New	Consultation Guidance and Toolkit Review	Enable meeting of statutory requirements Improve corporate governance Empowering Families & Communities Sustainable Inclusive Growth	31-Mar-2023	Senior Manager Partnership & Transformation
New	Customer Charter Review	Enable meeting of statutory requirements Improve corporate governance	31-Mar-2023	Senior Manager Legal & Governance
New	Unacceptable Behaviour Policy Review	Improve corporate governance Corporate risk mitigation	31-Mar-2023	Senior Manager Legal & Governance
New	Reporting Concerns at Work (Whistleblowing) Policy Review	Improve corporate governance Corporate risk mitigation	31-Mar-2023	Senior Manager Legal & Governance

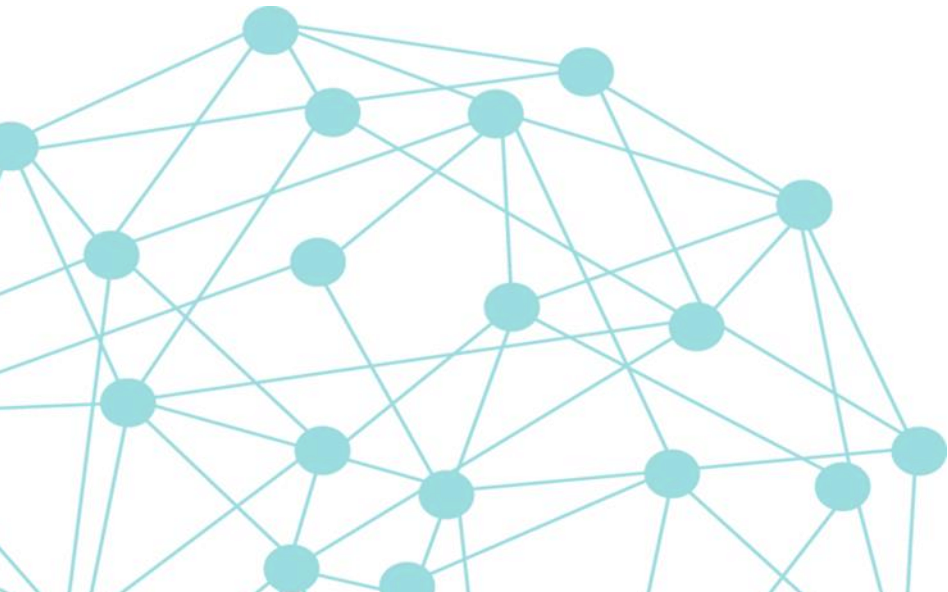



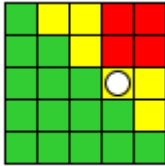
<b>Code</b>	<b>ACTION</b>	<b>Impact</b>	<b>By When</b>	<b>Lead</b>
New	Financial Regulations Review	Enable meeting of statutory requirements Improve corporate governance Corporate risk mitigation	31-Mar-2023	Senior Manager Finance & Revenues
New	Contract Standing Orders Review	Enable meeting of statutory requirements Improve corporate governance Corporate risk mitigation Sustainable Inclusive Growth	31-Mar-2023	Senior Manager Finance & Revenues

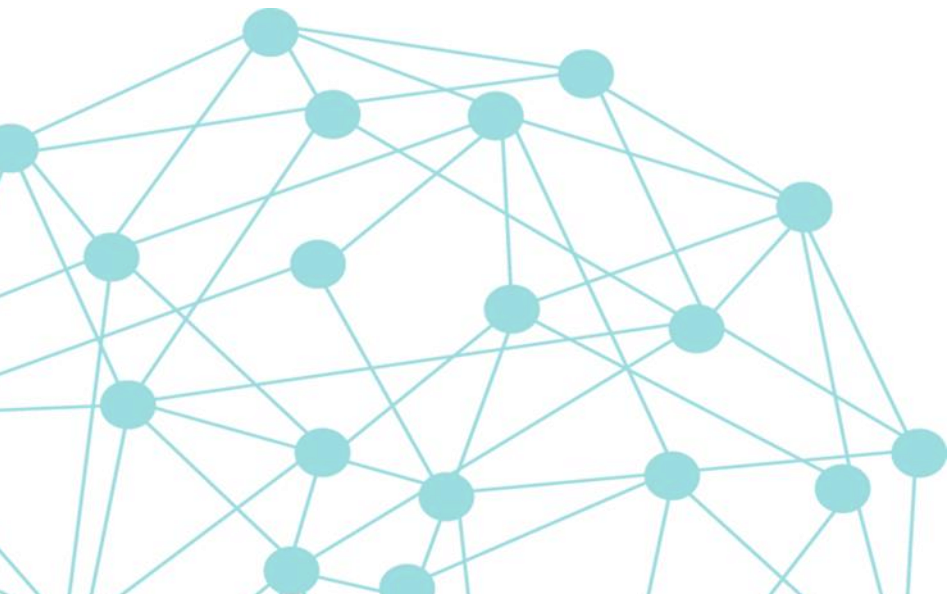


# Business Plan Appendix - Service Risk Register

<b>ID &amp; Title</b>	P&P SRR 001	Business continuity or resilience failure	<b>Status</b>		<b>Managed By</b>	Strategic Director - Partnership & Performance	<b>Current Rating</b>	9	<b>Target Rating</b>	6
<b>Potential Effect</b>	Breakdown or significant interruption in service provision for internal and or external customers as a result of catastrophic systems or knowledge loss or major incident.									
<b>Related Actions</b>	P&P 20 001	Co-ordinate major incident response/recovery and ensure as time permits during ongoing pandemic that statutory plans for resilience are in place, updated and tested as part of a scheduled programme of work.	<b>Internal Controls</b>	Business Continuity Plans						
<b>Latest Note</b>	Scotland remains in civil contingencies arrangements that have been in place since March 2020; it is anticipated that this will remain the case to some extent until such times as a critical mass has been achieved (likely some time between autumn 2021 and spring 2022) with the COVID-19 vaccine roll out programme which commenced on 8 December 2020 and follow up Covid booster and winter flu programme. Staffing resources in P&P continue to be stretched in dealing with the impacts of the global pandemic, and therefore concurrent risks for example from adverse weather, or major outage continue to pose an ongoing and substantial risk to business continuity. Additional resources are being considered potentially utilising COVID funding. IMTs continue to be convened as necessary and a substantial review of business continuity plans will be required as soon as resources allow.									



<b>ID &amp; Title</b>	P&P SRR 003	Ineffective communication and engagement with our communities	<b>Status</b>		<b>Managed By</b>	Senior Manager Partnership & Transformation	<b>Current Rating</b>	12	<b>Target Rating</b>	9
<b>Potential Effect</b>	Sub optimisation of community empowerment opportunities and the risk that we will not be able to achieve our corporate priority to empower families and communities. Ineffective communication and engagement with communities may result in poor relationships, breakdown of trust and loss of confidence which impacts on the Councils reputation.									
<b>Related Actions</b>	P&P 19 031	Ensure that community planning structures are effective and enable the integrated delivery of the Local Outcomes Improvement Plan 2017/27.	<b>Internal Controls</b>	Customer Consultation & Engagement		Likelihood			Impact	
	P&P 20 003	Support consultation and engagement activities (budget and corporate strategies).		Community Learning & Development Strategy						
	P&P 20 005	Develop and publish a new Corporate Communications Strategy aligned with the Councils Corporate Plan.		Mainstreaming Equality & Diversity						
	Consultation Guidance and Toolkit			Community Asset Transfer Guidance						
<b>Latest Note</b>	P&P resources for this area of work are modest during BAU but continue to be significantly depleted presently as a result of staff displacement to current higher priority Covid support operations. Despite the success of the vaccination programme, the numbers of residents required to isolate remains variable, placing ongoing and unpredictable pressures on the Council's support for isolation resources. This has undoubtedly led to some frustrations with communities or community groups when inevitable delays ensue. As Covid response requirements allow, resources will be returned to core community engagement work however until then, greater emphasis on communicating resource displacement to communities and partners may need to continue for the short term									



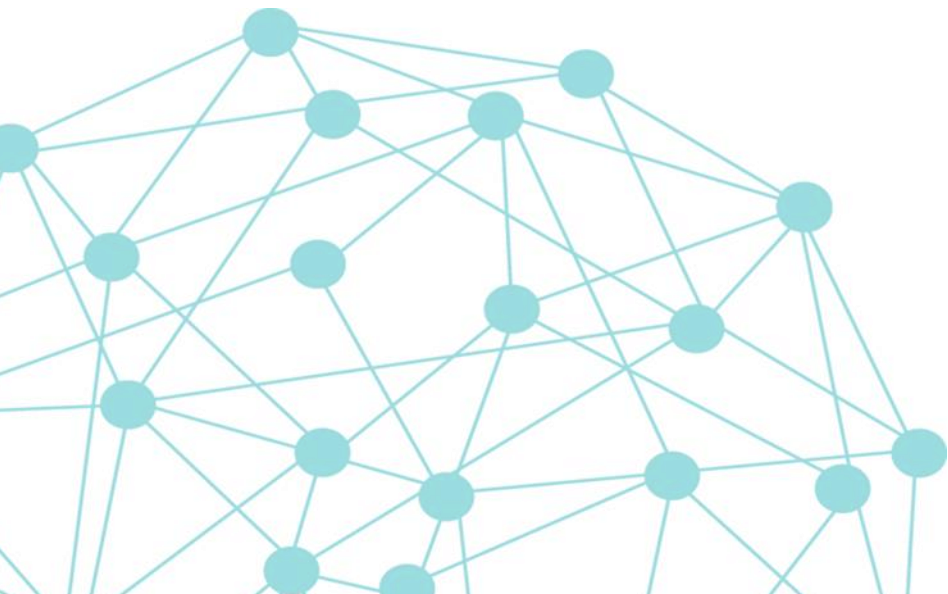
<b>ID &amp; Title</b>	P&P SRR 004	Ineffective engagement with Workforce/Sub optimisation of Workforce/Workforce Gaps/Aging Workforce	<b>Status</b>	?	<b>Managed By</b>	Senior Manager HR & Workforce Development	<b>Current Rating</b>	16	<b>Target Rating</b>	9
<b>Potential Effect</b>	Ineffective or poor engagement with staff resulting in poor relations and an inability to be unable to embed our values and achieve our vision. Workforce gaps as a result of difficulties with recruitment and retention and or displacement as a result of ongoing Covid response matters leading to difficulties in meeting statutory or regulatory requirements both now and possibly more acutely in the future.									
<b>Related Actions</b>	P&P 20 005	Develop and publish a new Corporate Communications Strategy aligned with the Councils Corporate Plan.	<b>Internal Controls</b>	Staff Survey		Likelihood		Impact		
	P&P 20 010	Undertake Staff Survey		Strategic Workforce Plan						
		Review of P&P Workforce Plan								
	P&P 20 013	Substantially conclude and Implement P&P Redesign, including implementation of immediate workforce plan priorities								
<b>Latest Note</b>	Substantial progress has continued on this area of work as part of the pandemic response. This has included a staff wellbeing surveys. A number of workforce policies have been developed an implemented, in-year and an updated on the strategic workforce plan has been presented to Committee. The main risks at present relate to a stretched and fatigued workforce as a result of the ongoing pandemic. Beyond that an aging P&P workforce, with a number of key staff approaching potential retirement, turnover in key posts or posts that are single points of failure, impacted by turnover or absence overlays presents significant future challenges particularly within the context of transformation demands. A fundamental review of workforce planning will be necessary to ensure the sustainability of service provision, particularly in the context of meeting statutory duties.									

<b>ID &amp; Title</b>	P&P SRR 005	Significant Loss of Revenue due to Covid 19	<b>Status</b>	?	<b>Managed By</b>	Senior Manager Finance & Revenues	<b>Current Rating</b>	12	<b>Target Rating</b>	9
<b>Potential Effect</b>	Covid 19 has had a significant disruptive impact on service delivery, with a consequential impact on revenue and current budget sustainability for some service areas. Its impacts also create a degree of uncertainty in terms of future budget planning.									
<b>Related Actions</b>	P&P 20 023	Lead on the approach to deliver an approved balanced budget 2022/23	<b>Internal Controls</b>	Outturn Monitoring		Likelihood		Impact		
<b>Latest Note</b>	In the short terms the Scottish Government has provided resources to cover a number of revenue shortfalls, however, impacts of the pandemic (some of which may yet be to materllse) present significant and ongoing risks to Council revenue streams. These issues will continue to be monitored and reported for scrutiny purposes to respective service committees and Audit Committee.									

ID & Title	P&P SRR 006	Significant Organisational Governance Failure	Status		Managed By	Strategic Director	Current Rating	12	Target Rating	9
<b>Potential Effect</b>	There is a risk that the current pandemic environment amplifies the risk of a significant governance failure that could lead to a potential for serious financial, reputational or workforce harms.									
<b>Related Actions</b>	P&P 20 012	Embed new Health & Safety Management System	<b>Internal Controls</b>	Internal Audit Programme	<b>Likelihood</b>		<b>Impact</b>			
	P&P 20 006	Implement approved Mainstreaming Equalities and Diversity Report 2021/25.		External Audit Assurance & Improvement Plan						
		Refresh the Councils Prevent strategy and approaches		Annual Governance Statement						
	P&P 20 019	Deliver approved Annual Accounts		Publication of Local Child Poverty Action Plan; Gaelic Language Plan report; BSL annual report.						
	P&P 20 029	Implement Scottish Cyber Security Resilience Framework and identify associated improvement plan.								
	P&P 20 031	Consolidate corporate support Information management approaches and develop an action plan to address gaps								
		Procurement Strategy Review								
		Financial Regulations Review								
<b>Latest Note</b>	The current pandemic and concurrent risks profile, temporary pausing of audit and scrutiny activity in 2020 combined with a stretched workforce has created risks that could result in failures of governance. Audit and scrutiny programmes resumed in late 2020, however resource displacement and workforce turnover within P&P and elsewhere in the organisation means that it is likely that it may be some considerable time before this risk returns to pre-Covid levels, and therefore this risk will require ongoing significant focus.									

ID & Title	P&P SRR 007	Increased Services Demands/Demand Pressures Arising from Covid/Deteriorating Economic Outlook	Status		Managed By	Strategic Director	Current Rating	16	Target Rating	9
<b>Potential Effect</b>	Risk that current resource base cannot meet rising demand resulting from Covid pandemic and other environmental factors including Brexit and climate change.									
<b>Related Actions</b>	P&P 20 023	Lead on the approach to deliver an approved balanced budget 2022/23	<b>Internal Controls</b>	Budget Strategy & Monitoring	<b>Likelihood</b>		<b>Impact</b>			
		Contract Standing Orders Review		Corporate Transformation Programme						
				Procurement Strategy						
<b>Latest Note</b>	Initial demand pressure exercises are indicating a high degree of uncertainty in regard of short term budget planning, particularly in terms of whether increased pandemic costs will return to pre-Covid levels or whether demand will be sustained in the post Covid operating environment. At this stage, emphasis is on monitoring the harms from disease prevalence, however, it is likely the other 3 harms will have medium to longer term impacts on demand pressures and budget planning. Given the extent of external environmental factors there is a large element of this risk that the Council may need to tolerate and react to in the short to medium term.									

ID & Title	P&P SRR 008	Failure to Keep Pace with Digital Agenda/Cybersecurity Breach	Status		Managed By	Strategic Director	Current Rating	12	Target Rating	9
Potential Effect	Covid biosecurity requirements have driven accelerated demand and expectation for increased digital service provision. There is a risk that the Council will not be able to meet these changes or that increased reliance on digital services increases the risks associated with outages or related to information security..									
Related Actions	P&P 20 029	Implement Scottish Cyber Security Resilience Framework and identify associated improvement plan.	Internal Controls	Performance and Outturn reporting						
	P&P 20 031	Consolidate corporate support Information management approaches and develop an action plan to address gaps								
	P&P 20 032	Implement M365 and the Digital Champions Programme to support deployment across the workforce.								
	P&P 20 032	Implement M365 and the Digital Champions Programme to support deployment across the workforce.								
	P&P 20 033	Deliver the agreed IT capital plan								
Latest Note	The Council has made significant investment in digital infrastructure during the Covid pandemic, including M365 and digital telephone payments. This work will need to continue at pace to meet citizen demand and to sufficiently realise benefits.									



---

**Report to Partnership and Performance Committee**

---

**Date of Meeting: 26 August 2021**

---

**Subject: HR Policies**

---

**Report by: Strategic Director Partnership & Performance**

---

**1.0 Purpose**

1.1. This paper seeks Committee approval of the following revised policies:

- Capability
- Redeployment
- Learning and Development

**Recommendations:**

Committee is asked to:

- 1.2. **Challenge** and **comment** on the paper as appropriate.
- 1.3. **Agree**, subject to formal approval by Council, the revised policies which are attached at Appendix 1 .
- 1.4. **Note** that the Policy group met where extensive discussions took place with both Trade Unions and Management in the review and/or development of these policies.
- 1.5. **Note** that on 16 June 2021 the Tripartite agreed that these policies be presented to the Partnership and Performance Committee for consideration.

**2.0 Considerations**

- 2.1. HR and Workforce Development continues, as part of its rolling programme, to review, update existing policies as well as developing new policies and procedures related to HR, H&S, OD and Payroll.
- 2.2. In order to ensure collaborative and partnership working the Council's policy group meet regularly to review and agree new/revised policies and procedures.

- 2.3. The Capability procedure provides manager with a process to follow in terms of supporting employees who are absent long term or who need support and coaching to reach the required standard expected of them within their role.
- 2.4. The policy/procedure on Redeployment outlines our fair and consistent framework which managers/HR must follow when a situation arises that an employee or employees is/are no longer able to continue in their current role e.g. for reasons of restructure, redundancy or capability (ill health or performance)
- 2.5. The Redeployment procedure also outlines the Council's continued commitment that staff displaced as a result of organisational change will remain on redeployment indefinitely to ensure maximum opportunity to find suitable or reasonable alternative positions.
- 2.6. The Corporate Learning and Development Policy covers:
- mandatory training requirements for all staff;
  - the corporate induction process;
  - learning accountability; and
  - roles and responsibilities of managers and staff.
- 2.7. The Corporate Learning and Development Procedure goes on to detail arrangements for the annual training needs analysis process, time off to attend training, and arrangements for service charge backs should there be exceptional failures to attend training.

### **3 Sustainability Implications**

3.1 None

### **4 Resource Implications**

*Financial Details*

4.1 N/A

*Staffing*

4.2 TUs have been consulted in the development of the policies and procedures.

### **5 Exempt Reports**

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



## 6.0 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)

## 7.0 Equalities Impact

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

## 8.0 Legality

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

## 9.0 Appendices

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

Capability Policy and Procedure  
Capability Policy and Procedure EQIA  
Redeployment Policy and Procedure  
Redeployment Policy and Procedure EQIA  
Corporate Learning and Development Policy and Procedure  
Corporate Learning and Development EQIA

## 10.0 Background Papers

- 10.1 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)**

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

**Approved by**

<b>NAME</b>	<b>DESIGNATION</b>	<b>SIGNATURE</b>
Stuart Crickmar	Strategic Director Partnership & Performance	



## **SUPPORTING OUR STAFF TO WORK**

### **CAPABILITY POLICY**

## Version Control

### Key Information:

<b>Title:</b>	Capability Policy
<b>Date Issued:</b>	2020 Review
<b>Date Effective From:</b>	September 2020
<b>Version Number:</b>	0.6
<b>Document Type:</b>	Policy
<b>Document Status:</b>	Review
<b>Author:</b>	Diana Kerr
<b>Owner:</b>	HR Department
<b>Approver:</b>	Council
<b>Approved by and Date:</b>	Council
<b>Contact:</b>	HR Department

### Revision History:

Version:	Date:	Author:	Changes:
0.5	September 2020	HR Department	Ongoing development/amendments to original procedure from 2017.
0.6	November 2020	HR Department	Ongoing development/amendments to original procedure from 2017.

## **CAPABILITY POLICY**

### **1.0 Policy Statement**

- 1.1** Clackmannanshire Council recognises the need to ensure that at all times it has a workforce that is highly competent and capable of providing efficient and effective services to the communities it serves.
- 1.2** The Council is therefore committed to developing and assisting its staff to reach their performance and attendance potential in order to deliver to the residents of Clackmannanshire.
- 1.3** The Council will ensure that standards are established, performance and attendance levels monitored and employees given appropriate training and support to meet such standards.
- 1.4** Equally all staff have a responsibility to achieve and maintain a satisfactory standard of performance and attendance to carry out their duties to the standards required.
- 1.5** All staff will be made aware of the performance and attendance standards that they are expected to deliver through a number of mechanisms including the job description, PRD meetings and employee/line manager meetings.

**1.6** The Council processes personal data collected during the Capability process in accordance with its Data Protection Policy. In particular, data collected as part of the Capability process is held securely and accessed by, and disclosed to, appropriate individuals in the management of the Capability process. Inappropriate access or disclosure of employee data constitutes a data breach and should be reported in accordance with the Council's data protection policy immediately. It may also constitute a disciplinary offence, which will be dealt with under the organisation's disciplinary procedure.

## **2.0 Scope**

- 2.1** This policy applies to all employees of Clackmannanshire Council in relation to the management of capability whether performance or health related.
- 2.2** It is noted that where a capability matter is raised in relation to Teachers Performance, managers should follow the GTCS Framework on Teacher Competence.
- 2.3** Where unsatisfactory performance is as a result of undue attention or neglect by staff, or failure to follow reasonable instructions, managers may consider the case as one of unsatisfactory conduct under the Disciplinary Policy.

### **3.0 Principles of the Policy**

- 3.1 Ensure that all staff are treated in a fair, consistent and understanding manner in relation to capability issues.
- 3.2 Ensure staff understand their roles and responsibilities and are aware of the standards expected of them.
- 3.3 Assist staff to improve their performance and reach an acceptable standard where possible through support and training.
- 3.4 Support managers in carrying out their responsibilities for the maintenance of high standards of work performance by staff.
- 3.5 Provide a fair and consistent procedure for dealing with capability problems.

### **4.0 Representation**

- 4.1 All staff will be entitled to be accompanied by a trade union representative or work colleague to any meetings convened as part of the Capability Procedure.

### **5.0 Monitoring & Review**

- 5.1 Both Senior Management and Trade Union Representatives will monitor the effectiveness of this policy on an ongoing basis. Amendments will be made as and when deemed necessary and, where appropriate, after consultation with recognised trade unions.

## Equality Impact Assessment

Policy Name	Capability Policy
Department	Human Resources
Policy Lead	Human Resources
Equality and Fairer Scotland Impact Assessment	
Full Assessment Completed	Yes
Date Approved	
Review Date	







# **Supporting Our Staff To Work**

## **CAPABILITY PROCEDURE**

**Version Control**

**Key Information:**

<b>Title:</b>	Capability Procedure
<b>Date Issued:</b>	2020
<b>Date Effective From:</b>	TBC
<b>Version Number:</b>	0.6
<b>Document Type:</b>	Procedure
<b>Document Status:</b>	Final Version
<b>Author:</b>	Diana Kerr
<b>Owner:</b>	HR Department
<b>Approver:</b>	Council
<b>Approved by and Date:</b>	Council
<b>Contact:</b>	HR Department

**Revision History:**

Version:	Date:	Author:	Changes:
0.5	2020	HR Department	Ongoing Development/amendments to original procedure from 2017
0.6	2020	HR Department	Additions/amendments following policy group

## CAPABILITY PROCEDURE

### 1.0 Introduction

- 1.1 This procedure should be read in conjunction with the Capability Policy.
- 1.2 The Council is committed to developing and assisting its staff to reach their performance and attendance potential thereby enhancing service quality and job satisfaction.
- 1.3 Staff and managers are jointly responsible for ensuring that satisfactory performance standards are maintained at all times, however the Council recognises that situations may occur where a member of staff does not meet the requirements of their post.
- 1.4 This procedure is intended to be used for individual members of staff.
- 1.5 Capability can refer to a staff members inability to perform the work expected of them to a required standard as a result of lack of skills/aptitude or as a result of health issues. As such, the Council's procedure deals with these issues in two ways:
  - Capability as a result of poor performance (lack of skills/aptitude)
  - Capability relating to health reasons
- 1.6 The Council recognises that before a member of staff can be expected to reach appropriate standards of job performance the employee will have the necessary professional skills and qualifications. Appropriate training, guidance and support should have also been provided.
- 1.7 The Council will ensure it meets its obligations under the Equality Act 2010.
- 1.8 Where an employee's capability issues are linked to poor attendance or wilful poor performance these circumstances will be dealt with under the absence management and disciplinary procedures.

**2.0** The Council processes personal data collected during the Capability process in accordance with its Data Protection Policy. In particular, data collected as part of the Capability process is held securely and accessed by, and disclosed to, appropriate individuals in the management of the Capability process. Inappropriate access or disclosure of employee data constitutes a data breach and should be reported in accordance with the Council's data protection policy immediately. It may also constitute a disciplinary offence, which will be dealt with under the organisation's disciplinary procedure.

2.1 The purpose of this procedure is to ensure that there is a fair and consistent approach to the management of capability issues and to assist staff to meet acceptable standards of performance by:

- Ensuring all staff are aware of the standards expected of them.
- Assisting staff to improve their performance and reach an acceptable standard through support, guidance, coaching and training where issues of capability are identified.
- Making reasonable adjustments where ever possible.
- Supporting staff with health related issues through Occupational Health support, counselling and any other appropriate means.
- Ensuring agreed realistic timescales are set and reviewed.
- Providing managers with a step by step guide to provide a fair and consistent process for dealing with capability issues.

### **3.0 Representation**

3.1 All staff will be entitled to be accompanied by a trade union representative or work colleague to any meetings convened as part of the Capability Procedure.

## **4.0 Appeals (Performance & Health Related)**

- 4.1 Staff will have the right of appeal against any formal actions taken against them at a Capability Hearing, which includes dismissal on the grounds of Capability. Should a member of staff wish to appeal they must do so in writing (including by e-mail) to the Senior Manager – HR and Workforce Development within 10 working days of receipt of written confirmation of the decision. Once an appeal has been received, it will wherever possible be heard within 15 days of receipt.
- 4.2 The member of staff must outline one or more of the following reasons upon which they seek to appeal and provide the rationale/evidence in respect of this. The reasons for appeal may be:
- The procedure was not correctly followed.
  - Not all evidence was considered.
  - The sanction/decision was too severe.
  - New evidence has come to light.
  - Any other mitigating circumstances which have not been considered.
- 4.3 It is important to note that an Appeal Hearing is not a rehearing of the original case. Where the member of staff is seeking to rely on new evidence which was previously not available then they shall be permitted to call witnesses in support of this new information. Witnesses who attended the original Capability Hearing may not be required to attend as an Appeal is not a rehearing of the case unless they are considered relevant to support/refute the new evidence being submitted

## **5.0 Failure to attend**

- 5.1 Where a member of staff fails to attend a Capability Hearing, whether performance or health related, they will be given one further opportunity to attend. This will normally be within 5 working days of the original hearing date but will be based on the reasons why the member of staff is unable to attend. Should they fail to attend the second Hearing the chairperson may then make a decision on the basis of the evidence available.

## **6.0 Capability Procedure – Teacher**

6.1 Where a capability matter is raised in relation to a Teacher's Performance in a teaching role, managers must follow the GTCS Framework on Teacher Competence. In all other circumstances this procedure will apply for example where a qualified teacher is undertaking a non teaching post such as a management or leadership role.

## **7.0 Capability Procedure –Strategic Director**

7.1 Where a capability matter is raised concerning a Strategic Director, the Chief Executive will carry out stages of the procedure with support and guidance from the Senior Manager – HR and Workforce Development

7.2 Where a Formal Capability Hearing is considered necessary this will be conducted by appropriate members of the Council.

7.3 Any appeal will be heard by the appropriate Appeals Committee of the Council.

7.4 Any such appeal would be heard in accordance with the Appeals process outlined in this document and the standing orders of the Council.

## **8.0 Capability Procedure - Chief Executive**

8.1 In the event that a capability matter is raised in regard to the Chief Executive, the Senior Manager (HR and Workforce Development) will make arrangements to progress in line with the procedure agreed by the JNC for Chief Officials.

# **PERFORMANCE RELATED CAPABILITY**

## Section One – Unsatisfactory Performance

### 9.0 Informal Procedure

- 9.1 Where a member of staff is failing to perform to an acceptable standard their line manager should, in the first instance, meet with them informally to discuss the issue.
- 9.2 Managers should in normal circumstances be managing performance on a regular basis. This can include regular 1:1s and annual PRDs. It is expected that the majority of performance related issues will be resolved promptly at this level, except where there is evidence that such an approach has proved ineffective already and informal measures have been exhausted.
- 9.3 The manager should take into consideration any mitigating circumstances impacting on individual performance and look at ways of addressing these.
- 9.4 The line manager should try and establish if there are any factors that could be impacting on performance including excessive workload, limited resources, ill health, change in management and the staff member's personal circumstances.
- 9.5 Where a member of staff advises that their poor performance may be due to their ill health, an Occupational Health referral should be made. Should the manager be advised that poor performance is a result of health related issues, and this is substantiated by Occupational Health, then the Capability Procedures relating to health reasons may be more appropriate to follow, this should be discussed with your service HR Business Partner.
- 9.6 During the informal meeting the manager should outline to the member of staff the areas where their work performance is not meeting the required standard. Relevant paperwork which may include up to date job descriptions, PRD objectives, 1-2-1 meeting notes etc. should be readily available to support these discussions.
- 9.7 To support and evidence improvement the manager and employee should agree and put into place a Performance improvement plan (PIP) which should contain SMART objectives (Specific, Measurable, Achievable, Realistic and Time-bound) This will allow the manager to monitor the improvement that is being made.



- 9.8 The performance improvement plan should also include:
- Details of how the manager will assist the member of staff to reach the improvements required.
  - An outline of the time period within which the specified improvement(s) will be monitored and feedback given on progress.
- 9.9 Where an action plan cannot be agreed, advice should be sought from HR or TU representative in these circumstances. Where appropriate an independent line manager will review the action plan and recommend changes if appropriate. If agreement still cannot be reached the line manager may impose the action plan if deemed to be fair and appropriate.
- Generally, the time period for informal capability will be for a maximum of 3 months. However, each case will need to be considered on its own merits and it may be that a shorter/longer monitoring period (no less than 1 month) is required.
- 9.10 The member of staff should be provided with a copy of their agreed SMART objectives within the Performance Improvement Plan and details of the frequency of review meetings to monitor progress. Where possible these meetings should take place every two weeks.
- 9.11 Managers must ensure that the member of staff is fully supported during this time, through training or by whatever means are agreed as necessary.
- 9.12 Managers must ensure that written records are kept to provide evidence of performance improvement throughout this period. The member of staff should then be given a copy of all written documentation.
- 9.13 Members of staff should be aware that failure to make an agreed adequate improvement during the set time period of the informal process may result in progression to the formal procedure.
- 9.14 At the end of the agreed monitoring period the manager should meet with the member of staff to discuss progress and inform them of the outcome of the review period. The manager must then confirm this to the employee in writing:

- Where performance has reached the required standard an agreement to maintain the standard of performance should be made including how this will be achieved.
- That failure to continue to sustain these improvements will mean that the member of staff may progress to the formal process. It should be noted that if sustained improvements are not maintained for six months then the individual will progress to the formal process (Stage 1 Formal Capability meeting).
- Should performance levels remain unsatisfactory at the end of the monitoring period the employee should be invited to a Stage 1 – Formal Capability Meeting.

9.15 No decision to progress to the formal procedure should be taken until the manager has had a discussion with their service HR Business Partner and has provided copies of all documentary evidence for review.

## **10.0 Formal Procedure - Stage 1**

- 10.1 The member of staff must be written to (refer to supporting appendices) advising of the shortfall in performance and provided with all documentation such as review meeting minutes, Performance Improvement Plan and the outcomes as part of the informal process.
- 10.2 The letter should clearly outline the shortfall in performance and details of supportive measures/training that have taken place to support the employee reach the required level of performance. An employee must be given at least 10 working days' notice of any Formal Capability Meeting.
- 10.3 The invite letter must confirm to the member of staff their right to representation as well as the possible outcomes of the formal process.
- 10.4 During the meeting discussion should include the following:
- A review of the monitoring period and support given.
  - Discussion of the Performance Improvement Plan and further targets.
  - Any further training and support that is required and can be provided.

- Consideration of any mitigating circumstances that may be affecting the employee's performance.
- Setting of the review period (review period should normally be one to three months, however the appropriateness of this will be considered depending on the job role)
- Redeployment should be considered and the employee given the opportunity to apply, when it is appropriate, refer to the redeployment procedures. It should be noted that where an individual does apply, they will remain on the redeployment register for the duration of their placement on the Formal Capability Procedure.

10.5 Each case will need to be considered on its own merits and as such it may be that a shorter or longer monitoring period is required. Advice should be sought from the Service HR Business Partner in all cases.

10.6 Should mitigating circumstances be raised the manager should consider whether an Occupational Health referral (where this has not been completed) or further support/training is appropriate. Advice can be sought on this from the Service HR Business Partner.

10.7 The outcome of the Formal Capability Meeting will be confirmed in writing (please refer to procedure appendices), within 5 working days. A copy of the Performance Improvement Plan must be enclosed with the letter. The date for the first review meeting and final review meeting at the end of the monitoring period should be agreed in advance and included in the letter.

## **11.0 Review Meeting**

11.1 Managers must ensure that a review meeting takes place following the end of the Stage 1 Review Period.

## **12.0 Review Meeting Outcomes – Stage 1**

12.1 There are a number of possible outcomes to the Stage 1 review meetings.

Outcome of Stage 1:

### **No Improvement**

- Should there be no improvement noted and no sufficient reason given and the manager has documentary evidence to support this, then this will be confirmed in writing to the employee. The employee will be advised in writing that as there has been no improvement and no sufficient reason/evidence provided so they will be progressed to Formal Capability Hearing - Stage 2.

### **Partial Improvement**

- If there has been some improvement in the employees work performance and the manager has evidence of this, then a further review period (a minimum of 1 Month) will be set to allow the employee time to reach the required standard to which they are progressing. The employee will be advised by letter that their review period will be extended for a further agreed period.
- Should the improvement in performance continue to be sustained then at the end of the review period they will be invited to a further meeting to review progress and confirm if they have been successful in meeting the agreed objectives.
- Should the improvement in performance not continue the employee will be advised in writing that the partial improvement has not been sustained and so they will be progressed to Formal Capability - Stage 2.
- It should be noted that if improvement is made at the end of the review period that there is a monitoring period of six months where these improvements should be maintained. Failure to sustain these will mean the individual will progress back to the stage of the Capability Procedure they were originally at.

### **Sustained Improvement**

- Should it be found with sufficient evidence that the employee has met the objectives of the Performance Improvement Plan then the manager will write to confirm that they will be removed from the Formal Capability process but will continue to be monitored for a period of six months.

- The letter will detail that failure to continue to sustain these improvements for a period of six months will mean that the individual will progress back to the stage of the formal process they were originally at.

## **13.0 Formal Capability - Stage 2**

- 13.1 A Formal Stage 2 Hearing will be convened by a Senior Manager (Chair) who has had no involvement at any previous formal stage of the procedure.
- 13.2 The member of staff will be provided with 10 working days' notice to attend the Hearing and will be invited to provide any evidence they feel is relevant for the chair to consider.
- 13.3 Any documentation from the member of staff should wherever possible be submitted 2 working days prior to the Hearing including advance notification to the Chair of the number of witnesses (if any) that they plan to call.
- 13.4 The additional information will be distributed to all parties by the Chair prior to the Hearing.
- 13.5 If the member of staff wishes to attend the Hearing but is absent due to sickness or other unforeseen circumstances or their representative is unable to attend, the meeting may be rearranged, within 10 working days or as soon as is practicable. The member of staff should be notified of the date in writing and informed that if they are not able to attend on the revised date the Hearing will proceed on this occasion in their absence. If the member of staff cannot attend personally they will be invited to put their case forward either through a representative or alternatively they can submit their case in writing in advance by no later than 3 working days in advance.
- 13.6 After considering the facts of the case the Chair will communicate their decision verbally where possible after a brief adjournment and confirm this in writing within 5 working days.

## 14.0 Hearing Outcomes – Stage 2

14.1 There are a number of possible outcomes to the Stage 2 Formal Capability Hearing:

Outcome of Stage 2

### **Insufficient Improvement**

- Redeployment is unacceptable/unavailable (reasons must be given) the employee will be formally advised that they are being dismissed on the grounds of Capability (competency) and reasons must be given.

### **Sustained Improvement**

- Should it be found with sufficient evidence that the employee has met the objectives of the Performance Improvement Plan then the Chairperson of the Capability Hearing will write to confirm that they have been removed from the Formal Capability process. This letter will also detail that failure to continue to sustain these improvements for a period of six months will mean that the individual will progress back to the stage of the formal process they were originally at.

## 15.0 Dismissal

15.1 Where a member of staff is dismissed on the grounds of capability they will receive pay in lieu of notice along with any outstanding annual leave.

15.2 The outcome of the Stage 2 – Formal Capability Hearing should be confirmed to the member of staff in writing by the Chairperson of the Hearing. Where an employee is dismissed on the grounds of capability the letter should include details of their right of appeal.

# **HEALTH RELATED CAPABILITY**

## **16.0 Health Related Capability**

16.1 There are occasions when an employee is unable to perform their duties due to ill health or due to an underlying health condition. If Medical Certification or Occupational Health information shows an employee has an underlying medical condition which is the reason for poor attendance, a view should be taken on whether continued or increased support will help the employee to attend more consistently or to return to work. It should also be ensured that all reasonable steps have already been taken in line with recommendations from Occupational Health where appropriate.

16.2 Where these circumstances arise the Council will ensure that it provides reasonable support to assist the employee in making a full recovery.

## **17.0 Absence Management**

17.1 Managers should ensure that they manage absence whether short or long term in line with the maximising attendance procedures.

17.2 Being ill or hitting absence management triggers are not necessarily sufficient reasons to proceed to the formal Capability Procedure. Each case should be considered on an individual basis taking into consideration of:

- Length of absence
- Nature of absence
- The likelihood of recovery and the potential to attend work consistently or return to work.

17.3 The member of staff that is absent must be communicated with on a regular basis and where appropriate long term support and guidance meetings should take place where an individual is absent long term. It should be noted these meetings can take place over the phone as well as in person. Where appropriate absence review meetings should also take place.



- 17.4 On the basis of the information received from the Occupational Health report, discussion should be focused around the advice given in the report, the views of the employee, any recommendations made by OH or agreed next steps such as a specialist report being sought.
- 17.5 Managers should ensure before progressing to Health Related Capability procedures that discussion takes place with HR to ensure appropriate policy is followed and all appropriate processes have been followed.

## **18.0 Short Term Persistent Absence**

18.1 Where individuals have an underlying health condition, have exhausted the support and guidance process and/ or have not met targets set as part of the Maximising Attendance procedure they will be invited to a formal Review Meeting.

### **18.2 Review Meeting (Short Term Persistent Absence)**

The member of staff will be invited to attend the formal review meeting, with their right to representation outlined. Further action following the review meeting may take a number of different forms:

A list of potential outcomes could be:

- A further target is set for employee
- Review current duties/role/workstyle/workplace
- A further review meeting is agreed and arranged
- Workplace adjustments for a period of agreed time
- Return to work date agreed (only applicable where individuals absent)
- Review current duties/role.
- Redeployment
- A Capability Hearing
- Mutual Termination

18.3 Targets should be set for normally a three month period, followed by a monitoring period. A review meeting will take place at the end of the target date set. Where a target is not met then discussion will take place at a further review meeting of

appropriate next steps, whereby if no option as outlined above is mutually agreed, this would mean progression to a Capability Hearing.

#### 18.4 Monitoring Period

Where an employee meets the targets set then a further period will be put in place, the period will normally be for 6 months. Should an individual be absent again during this 6 month period, then a further review meeting will be set up and discussion taken place on appropriate action which may be progression to Capability Hearing.

#### 18.5 Redeployment

Where individuals are invited to attend a review meeting due to exhaustion of the support and guidance review process, they will automatically be placed on the redeployment register where appropriate. Individuals will normally be placed on the redeployment register for a period of 12 weeks.

### **19.0 Long Term Absence – Capability**

19.1 Individuals will normally have attended (by telephone if appropriate) a long term support and guidance meeting before being invited to a review meeting. Should an individual who is absent long term wish to discuss options then a review meeting can be requested before a line manager has held these earlier meetings.

19.2 Should these meetings have also been unable to take place due to the employee not being fit to attend or choosing not to engage, it may be appropriate to progress to a formal review meeting to open up further options for discussion. Managers should however always attempt to have these long term support and guidance discussions prior to formal meetings being scheduled.

- 19.3 When arranging a review meeting managers should ensure that where a member of staff is absent due to sickness or other unforeseen circumstances or their representative is unable to attend, the meeting may be rearranged, within 10 working days or as soon as is practicable. The member of staff should be notified of the date in writing and informed that if they are not able to attend on the revised date the review meeting will proceed on this occasion in their absence.
- 19.4 The member of staff will be invited to attend the review meeting, with their right to representation outlined. Further action following the review meeting may take a number of different forms:
- A list of potential outcomes could be:
- A further review meeting is agreed and arranged.
  - Workplace adjustments for a period of agreed time.
  - Return to work date agreed.
  - Redeployment.
  - A Capability Hearing.
  - Ill Health Retiral.
  - Mutual Termination.
  - Review current duties/ role.
- 19.5 All outcomes will be considered on the reasonableness of these to the case being dealt with.
- 19.6 Before a manager makes a decision on the appropriate outcome this should be discussed with their service HR Business Partner.
- 19.7 The outcome of the review meeting will be communicated to the employee via letter. This letter will outline what has been decided as appropriate and how this will progress.

## **20.0 Permanent/ Temporary Adjustments**

- 20.1 To support an employee back to work, reasonable adjustments on a permanent or temporary basis should always be considered. Where these are temporary, once agreed and implemented, these will normally be put in place for a period of 6 weeks, although OH advice must also be considered. Managers should complete pro forma regarding the adjustments to the role.
- 20.2 These adjustments should be reviewed by the manager and employee on an ongoing basis and where an employee is not going to be fit to undertake their own role beyond the agreed temporary period, then they should be invited to a review meeting.
- 20.3 At this stage if all other options have been considered and are not possible, the next step should be a scheduled Capability Hearing.

## **21.0 Redeployment (Long Term Absence)**

- 21.1 Where Occupational Health have advised that the absent employee cannot return to their original post or in the case of short term absence is not fit for their substantive post then it may be appropriate to consider redeployment. Managers should discuss any cases where they think redeployment may have to be considered with their service HR Business Partner. Where redeployment is identified as appropriate the Council's redeployment policy should be followed.
- 21.2 Once all appropriate alternatives have been exhausted of the capability processes and no long term solution is found the employee will be invited to attend a Capability Hearing.

## 22.0 Pension Protection

22.1 Where individual moves to a lower graded post due to ill health then they will be issued with a pension protection certificate.

## 23.0. Ill Health Retirement

23.1 Where an individual is long term absent and there is no definitive date of return at the review meeting, OH will be consulted as to whether the employee meets the requirements for ill health retirement. Ill health retirement can only be explored if the individual is in the pension scheme and is not at the age which would be classed as their normal retirement age to access their pension.

23.2 It should be noted that the employee is not required to consent to ill health retirement. The Council will progress on this basis as above and, if Occupational Health advise following full independent review of GP/ Specialist report that the individual meets the requirements, then retirement on grounds of ill health will be progressed at the tier advised by Occupational Health.

23.3 There are two tiers regarding ill health retirement in the Local Government Pension Scheme as outlined below:

Tier 1 - Unlikely to be capable of undertaking gainful employment before reaching normal pension age

Tier 2 - Not entitled to a Tier 1 benefit but is likely to be able to undertake gainful employment before reaching normal pension age.

Details regarding ill health retiral for staff on Teaching terms and conditions can be found on the SPPA website.

## **24.0 Capability Hearing**

- 24.1 The health related Capability Hearing will be convened by a manager who has had no involvement at any previous stage of the procedure.
- 24.2 The employee will be provided with 10 working days notice to attend the Hearing and will be invited to provide any evidence they feel is relevant for the Chairperson to consider (this must be issued within 3 working days of the hearing to allow time for the Chair to review).
- 24.3 An HR Business Partner will be in attendance for any health related Capability Hearing.
- 24.4 The manager who has progressed the employee through the Capability Process will present their case. The presentation will include evidence of the steps taken to support and assist the employee. Documentary evidence will also be provided in terms of support and guidance meeting notes and all Occupational Health reports and Specialist reports where appropriate. The redeployment opportunities which have been offered/ considered will be discussed and any updates from this provided.
- 24.5 The employee or their representative will have an opportunity to present their case in response to the case presented by management and to ask questions of the manager.
- 24.6 The most recent Occupational Health Report will be discussed in detail and open discussions will take place.
- 24.7 The chairperson will ask questions of both sides where necessary to make a decision on the basis of the facts.
- 24.8 After considering the facts of the case the Chairperson will communicate their decision in person to the employee verbally where possible and confirm this in writing within 5 working days of the Capability Hearing.

## **25.0 Capability Outcomes**

- 25.1 Apart from dismissal on the grounds of Capability there are other outcomes that can be considered as an outcome to a Health Related Capability Hearing:
- If agreed by both parties, the employment relationship may be ended by way of mutual termination.
  - The Chair may consider a further review period during which the employee can be placed onto the Council's redeployment register. The review period will be in line with the Council's redeployment policy depending on the employee's length of service.
  - The health related capability hearing would be reconvened at the end of the review period.
  - Should the employee be unable to resume their duties and no suitable alternative post has been found the outcome of the reconvened hearing will normally result in the employee being dismissed on the grounds of capability should there be no new evidence to consider.

## **26.0 Dismissal**

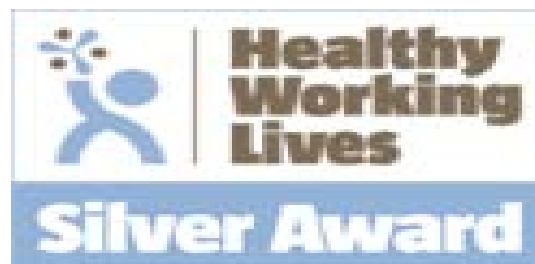
- 26.1 Should dismissal be the outcome of the Performance Capability Hearing then this decision and the dismissal date will be clearly stated in the outcome letter. Employees will receive pay in lieu of notice along with any outstanding annual leave.
- 26.2 Employees that are dismissed on the grounds of Health Related Capability will receive pay in lieu of notice along with any outstanding annual leave.
- 26.3 Where an employee is dismissed on the grounds of Performance Capability then all appropriate professional bodies will need to be notified.

## 27.0 Monitoring and Review

27.1 Both Senior Management and Trade Union Representatives shall monitor the effectiveness of these procedures on an ongoing basis. Amendments will be made as and when deemed necessary and, where appropriate, after consultation with recognised trade unions.

## Equality Impact Assessment

Policy Name	Capability Procedure
Department	Human Resources
Policy Lead	Human Resources
Equality and Fairer Scotland Impact Assessment	
Full Assessment Completed	Yes
Date Approved	
Review Date	






## Equality and Fairer Scotland Impact Assessment - Screening

<b>Title of Policy:</b>	Capability Procedure
<b>Service:</b>	Human Resources
<b>Team:</b>	Human Resources

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

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

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

<b>APPROVAL</b>		
<b>NAME</b>	<b>DESIGNATION</b>	<b>DATE</b>
	SENIOR MANAGER – HR AND WORKFORCE DEVELOPMENT	04/12/20

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

## Equality and Fairer Scotland Impact Assessment - Scoping

<b>Purpose of the proposed policy or changes to established policy</b>
The council is committed to developing and assisting its staff to reach their performance and attendance potential. This policy ensures that standards are established, performance and attendance levels monitored and employees given appropriate training and support to meet such standards. Changes to this policy are to further support employees to meet the outlined standards expected of them.
<b>Which aspects of the policy are particularly relevant to each element of the Council's responsibilities in relation to the General Equality Duty and the Fairer Scotland Duty?</b>
<b>General Equality Duty -</b>
➤ <b>Eliminating unlawful discrimination, harassment and victimisation and other prohibited conduct</b>
The procedure aims to treat all employees fairly and consistently and should assist with removing potential discrimination, harassment or victimisation. Clear guidelines are provided for managers to manage Capability issues whether these are performance or health related. The involvement of HR and where appropriate another independent manager ensures that unlawful discrimination, harassment and victimisation and other prohibited conduct is eliminated and that a clear, fair and transparent process is followed.
➤ <b>Advancing equality of opportunity between people who share a relevant protected characteristic and those who do not</b>
Having due regard for advancing equality involves removing or minimising disadvantages suffered by people due to their protected characteristics. As part of the Capability procedure protected characteristics are considered and appropriate support put in place where this is necessary/appropriate. For example when individuals have a disability we consider and put in place reasonable adjustments to support and assist employees.
➤ <b>Fostering good relations between people who share a protected characteristic and those who do not.</b>
This element of the Duty is more relevant to the Council's role as a service provider, and there is relatively limited direct relevance to this particular procedure.
<b>Fairer Scotland Duty -</b>
➤ <b>Reducing inequalities of outcome caused by socioeconomic disadvantage</b>

This Procedure should assist with the retention of staff given the support in place to assist employees to reach their performance and attendance potential which maintaining employment. Maintaining employment can be extremely important for protected groups who have a higher level of poverty. For example, poverty rates are higher for households with a disabled adult, and the employment rate for people with a disability is significantly lower than the employment rate for people who do not have a disability.

**To which of the equality groups is the policy relevant?**

Protected Characteristic	Yes/No*	Explanation
Age	Yes	<p>Older staff are more likely to have long term health conditions which may result in them being more likely to have be supported by the capability procedure from a health perspective.</p> <p>From an employment perspective in 2018 the Scottish government's largest proportion of staff were aged between 50-59.</p> <p>As part of support offered to employees, reasonable adjustments will be explored and put in place where appropriate.</p>
Disability	Yes	<p>At a national level, it is estimated that 1 in 10 people who are economically active have a disability or long term health condition. To put into context regarding employment in 2018, the employment rate for disabled people in Scotland (aged 16-64) was 45.6%, which compares with an employment rate of 81.1% for non-disabled people.</p> <p>This procedure will assist employees who have a disability as it provides opportunity for discussions to take place which will support disabled employees should reasonable adjustments need to be considered, as well as this where appropriate redeployment to an alternative more suitable role can be explored.</p>
Gender Reassignment	No	It is submitted that this protected characteristic is not directly relevant to this Procedure and it is not anticipated that there could be any differential impact on people on the grounds of gender reassignment.
Marriage and civil partnership	No	It is submitted that this protected characteristic is not directly relevant to this Procedure and it is not anticipated that there could be any differential impact on people on the grounds that they are married or in a civil partnership.
Pregnancy and Maternity	No	It is submitted that this protected characteristic is not directly relevant to this Procedure and it is not anticipated that there could be any differential impact on people on the grounds that they are pregnant or on maternity leave.
Race	No	It is submitted that this protected characteristic is not directly relevant to this Procedure and it is not anticipated that there could be any differential impact on people on the grounds of race.
Religion and Belief	No	It is submitted that this protected characteristic is not directly relevant to this Procedure and it is not anticipated that there could be any differential impact on people on the grounds of religion and belief.

Sex	No	There are more women than men who are employed by the Council (71.3% of staff excluding teachers are female compared to 28.7% of men). It is submitted that this protected characteristic is not directly relevant to this Procedure and it is not anticipated that there could be any differential impact on people on the grounds of sex.
Sexual Orientation	No	It is submitted that this protected characteristic is not directly relevant to this Procedure and it is not anticipated that there could be any differential impact on people on the grounds of sexual orientation.

\* Delete as required

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

The evidence referred to above includes evidence from Scotland's Census Results, the Equality and Human Rights Commission, Equality Outcomes and Mainstreaming Report 2019, Disabled People in the Labour Market in Scotland in 2018.

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

There is a high rate of staff who responded "Prefer Not to Say" in relation to whether they have a disability.

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


Trade Unions have been actively involved in the development of the policy.

**Next steps**

In order to better meet the General Equality Duty, the Council will take steps to ensure that this Procedure is applied fairly. These steps will include:

- Encouraging staff to disclose a disability, in order to assist with monitoring the impact of this Procedure
- Encourage staff to disclose symptoms to their line manager
- Raising awareness with managers of the need to act fairly and impartially
- Monitoring grievance data relating to the implementation of this procedure
- Encouraging managers to be mindful of the Council's commitment to support staff and to take into account the needs of protected groups

## Equality and Fairer Scotland Impact Assessment - Decision

Evidence findings		
<p>The evidence shows that there are circumstances in which the reason for the application of the management of Capability can be related to protected characteristics, and that the Council's approach demonstrates that it has taken steps to meet the needs of protected groups.</p> <p>The support and assistance that can be provided by the management of an individual's Capability should assist with minimising disadvantages faced by protected groups. The overall commitment to support employees who may need assistance under this procedure should assist the Council in demonstrating that it has paid due regard to the general Equality Duty. The procedure should support the retention of staff, and mitigate the potential for reduced income, which complements the Council's Fairer Scotland Duty.</p>		
Details of engagement undertaken and feedback received		
<p>This Procedure has been developed in consultation with recognised trade unions who, along with Council Management, form the Council's Policy Group. In addition the policy/procedure will be considered by Tripartite (Elected Members, Unions and Management) It will also be reviewed, and hopefully formally adopted, by the Partnership and Performance Committee on behalf of the Council.</p>		
Decision/recommendation		
<p>Having considered the potential or actual impacts of this policy, the following decision/ recommendation is made:</p>		
Tick	Option 1: No major change	
✓	<p>The assessment demonstrates that the policy is robust. The evidence shows no potential for unlawful discrimination and that all opportunities have been taken to advance equality of opportunity and foster good relations, subject to continuing monitoring and review.</p>	
	Option 2: Adjust the policy	
	<p>– this involves taking steps to remove any barriers, to better advance equality or to foster good relations. It may be possible to remove or change the aspect of the policy that creates any negative or unwanted impact, or to introduce additional measures to reduce or mitigate any potential negative impact.</p>	
	Option 3: Continue the policy	
	<p>– this means adopting or continuing with the policy, despite the potential for adverse impact. The justification should clearly set out how this decision is compatible with the Council's obligations under the duty.</p>	
	Option 4: Stop and remove the policy	
	<p>– if there are adverse effects that are not justified and cannot be mitigated, consideration should be given to stopping the policy altogether. If a policy leads to unlawful discrimination it should be removed or changed.</p>	
Justification for decision		
<p>This assessment finds no indication that the Procedure will unlawfully discriminate against protected groups.</p>		
APPROVAL		
NAME	DESIGNATION	DATE
	<p>SENIOR MANAGER – HR AND WORKFORCE DEVELOPMENT</p>	<p>04/12/20</p>



**Clackmannanshire  
Council**

# **REDEPLOYMENT POLICY**

Date: November 2019

Version: Draft 1.0

## REDEPLOYMENT POLICY

### 1. Policy Statement

- 1.1. Clackmannanshire Council values its employees and the skills and talents they bring to the organisation, consequently the Council will take all reasonable steps to protect their security of employment.
- 1.2. Wherever possible, the Council will redeploy employees who no longer have a post and those who are unable to continue in their current role as a result of ill health, disability or capability.
- 1.3. This policy aims to ensure that the management of redeployment is fair, consistent and supportive.
- 1.4. It is acknowledged that there may be occasions when no suitable alternative employment is available and on these occasions, as a last resort, termination of employment may be the only option available.
- 1.5. The council do not operate the compulsory redundancy element of its severance policy and currently allows for indefinite redeployment where posts are removed through Targeted Voluntary Redundancy.

### 2. Scope

- 2.1. This policy applies to all Council employees who:
  - require redeployment based on **ill health or disability**;
  - are at risk of redundancy and have a minimum of 12 months continuous service;
  - require redeployment as a result of **restructure** and have a minimum of 12 months continuous service;
  - require redeployment as a result of their ability to carry out the duties within their current post and have a minimum of 12 months continuous service;
  - individual cases will be considered where redeployment would be appropriate for example as the outcome of a **grievance**.
- 2.2. It does not apply in disciplinary cases, where separate rules apply
- 2.3. It does not apply to any employee whose post is transferring under TUPE regulations



### **3. Principles**

3.1. The Council will adhere to the following general principles:

- Every individual will be treated fairly;
- The Council will always comply with its duties under the Equalities Act 2010;
- Redeployment will always be dealt with promptly, sensitively and in full consultation with the individual, who has a right to be accompanied by a TU representative or colleague at all meetings;
- The Council will give priority to those requiring redeployment by considering them for matching against suitable vacant posts before advertising these;
- The Council will try, wherever possible, to redeploy employees into a role which is compatible with their skills, capabilities and existing terms & conditions; training and support is available for roles.
- The Council will support those redeployed during the transition by providing a period of salary preservation;
- Where the employee's contract of employment is likely to end, the Council will comply with the duty to allow reasonable time off for job search and attending interviews during the notice period.

### **4. Roles and Responsibilities**

4.1. A corporate approach should be adopted by all to achieve the best possible outcome for both the employee(s) and the Council as a whole,.

4.2. Employees should actively participate and cooperate in the redeployment process and be as flexible as possible in considering alternative positions to maximise their chance of successful redeployment.

## 5. Monitoring and Review

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

## Equality Impact Assessment

Policy Name	Redeployment Policy
Department	Human Resources
Policy Lead	Human Resources
Equality and Fairer Scotland Impact Assessment	
Full Assessment Completed	Yes
Date Approved	
<b>Review Date</b>	





Clackmannanshire  
Council

# REDEPLOYMENT PROCEDURE

Date: November 2019

# REDEPLOYMENT PROCEDURE

## 1. Introduction

1.1. This procedure is one of the key tools that supports the Council's strategic workforce plan and should be read in conjunction with it.

1.2. It is recognised that situations may occur where an employee is no longer able to continue in their current role for reasons of restructure, redundancy, capability (ill health or performance).and consequently this procedure should be read (as appropriate) in conjunction with the Council's:

- Severance Policy and Procedure;
- Capability policy & Procedures;
- Maximising Attendance and Employee Wellbeing Policy & Procedures.

1.3. This policy does not apply where the individual would be subject to the TUPE regulations

1.4. Separate mobility and compulsory transfer arrangements apply to teaching staff

## 2. Representation

2.1. Employees have the right to be accompanied by their trade union representative or work colleague to any meetings convened under the redeployment procedure.

## 3. Key Principles

3.1. Redeployment into another post will not be automatic, it will only be where the employee meets the minimum/essential requirements for the role, or would with a short period of training, and is then successful following an interview.

3.2. Offers of alternative employment are, at a minimum, subject to a statutory 4 week trial period.

- 3.3. If an employee is redeployed into a lower graded post their salary will be preserved for a period of 12 months.
- 3.4. Employees on redeployment will be advised of all available jobs prior to advertisement to the wider Council and/or external market and will be invited to express their interest if they meet the minimum essential requirements.

## **4. Redeployment**

### ***Ill Health and Disability***

- 4.1. The formal redeployment procedure should only be considered in cases of ill health or disability where there is clear medical guidance from Occupational Health recommending that the employee can no longer carry out the duties of their current post.
- 4.2. The Council will consider redeployment, along with any other reasonable adjustment for any employee with a disability that is covered by the Equality Act 2010,, regardless of length of service.
- 4.3. The redeployment procedure will be considered alongside of the Council's Capability procedures.

### ***Risk of Redundancy***

- 4.4. This procedure applies where an employee is at risk of redundancy and has a minimum of 2 years continuous service.

### ***Restructure***

- 4.5. This procedure applies where an employee who, in line with rights for unfair dismissal, has a minimum of 2 years continuous service with the Council may no longer have a post or their post is substantially changed, as a result of restructure.

### ***Capability***

- 4.6. This procedure applies where an Employee is consistently falling below the standard required to carry out the duties of their current post , due to lack of ability. In such cases, redeployment procedures will be considered as part of the Council's Capability (performance) procedure.

### ***Individual Circumstances***

4.7. This procedure will apply to individual situations where a Senior Manager and employee agree that redeployment could be an appropriate resolution, for example as the outcome of a grievance.

## **5. Process**

- 5.1. When it is identified that an employee is unable to fulfil the duties of their post because of ill health and all reasonable adjustments have been exhausted, where the employee is at risk of redundancy or where notice of termination is issued to an employee who has a minimum of 2 years service HR will confirm this is the correct process, ensure all appropriate steps have been taken by the line manager and enter the employees details on the Redeployment Register.
- 5.2. Line managers must have held a meeting with the staff member, to explain the redeployment process and provide a copy of the Councils agreed procedure.
- 5.3. HR will request email contact details from all affected staff ,but for those who do not have a work or personal email then communication will be via post.
- 5.4. Staff on the redeployment register will be required to complete a Matching Profile (Appendix A).
- 5.5. All employees on the redeployment register will be notified of each vacant post including the profile and specification, as they become available and will be invited to express an interest.
- 5.6. All vacancies, unless in exceptional circumstances and agreed by HR, will be issued to staff on the redeployment register in the first instance. Such circumstances may include for example where a delay in recruitment may have a financial/legal impact or for example the role is of a specialist nature. Where this has been agreed and wider recruitment is undertaken, any employee applying through redeployment must still be prioritised for interview, provided they meet the essential minimum criteria (or would with a short period of support or training). A period of short support or training will, normally as a minimum be 4 weeks but may be extended, by mutual

agreement, and dependant on the exigencies of the service, to a maximum of 6 months.

- 5.7. The timescale for employees on redeployment to express their interest in a post will be 5 working days from notification .
- 5.8. Staff on the redeployment register wishing to express an interest for any vacancy should complete a Supporting Statement (Appendix 2)
- 5.9. Where a post is assessed by HR as being a "suitable alternative post" for a member of staff on the redeployment register, this would then be offered to the employee. The staff member would then be required to demonstrate why they do not feel this is a suitable post otherwise they would be expected to move into the role. A "suitable alternative" would have to be very similar to the current post of the employee in terms of the duties of the job, the day to day activities, knowledge, skills and experience, the status, pay, location, working environment and terms and conditions.
- 5.10. A member of staff who fails to express an interest in being considered for a "suitable alternative post" as assessed by HR and who subsequently refuses an offer of a suitable post, whether an interview has taken place or not, may lose their right to payment of their redundancy payment.
- 5.11. The relevant recruiting manager will be provided with (1) the Matching Profile and (2) Supporting Statement for each employee who has expressed an interest in being considered for the post being advertised.
- 5.12. The recruiting manager will be responsible for shortleeting in line with the Councils Recruitment Procedure. (See section 6)
- 5.13. Staff will have to meet, as a minimum, the essential requirements of the post in full (or would achieve these with a short period of training) and will have to be interviewed for the post.
- 5.14. There may be some cases where the manager is satisfied that the staff member meets the criteria in the main and would be able to fulfil the requirements of the post with some training. Where a short period of training or working towards a qualification is required, the cost of this will be met from the budget of the Service terminating the Employee's original post.
- 5.15. If there are no suitable candidates from the redeployment list then the vacancy will be advertised Council wide

5.16. Staff displaced as a result of organisational change will remain on redeployment indefinitely to ensure maximum opportunity to find suitable or reasonable alternative positions.

5.17. For temporary and fixed term workers (who have over 2 but less than 4 years service), these staff will remain on the Redeployment Register for the duration of their notice period. If a suitable post cannot be found for them during this period then their employment will terminate upon expiry of the notice and their name will be removed from the Redeployment Register.

## **6. Assessment of the Employees Suitability for the Vacancy**

6.1. The recruiting manager should assess suitability by comparing the employee's Matching Profile and Supporting Statement against the essential requirements in the person specification.

6.2. If the employee clearly fails to meet the essential requirements in the person specification (and could not meet these with a short period of training) and the recruiting manager therefore does not wish to interview, the manager should feedback the reasons to Human Resources. The employee should be offered feedback by the recruiting manager.

6.3. If the employee meets the essential criteria and the decision is to interview, the recruiting manager should arrange the interview and this should include Human Resources

6.4. The recruiting manager and the appropriate HR representative, should interview and make their decision by assessing the candidates against the person specification for basic suitability, not excellence.

6.5. It is not acceptable to reject an employee on the basis that recruiting through the external market may result in securing a better candidate.

6.6. If the employee is appointed to the post, the appropriate forms must be completed and should be passed to Human Resources, together with the interview assessment form and supporting statement.

6.7. Where the decision is not to appoint the candidate, the recruiting manager should ensure all relevant forms are returned to Human Resources.

6.8. The employee must be advised of the decision by the recruiting manager and offered feedback.



6.9. Where Human Resources wishes to challenge the recruiting Manager's view with regard to the potential suitability of an employee from the redeployment register they should:

- approach the Manager to fully discuss the situation;
- escalate to the Senior Manager for the area where necessary;
- refer to a Strategic Director for a final decision.

## **7. Coaching and Training**

7.1. The Council recognises that redeployment is potentially an unsettling process for any employee. It may have been quite some time since the employee has had to complete a job application or attend an interview. Interview techniques training is available for all employees and this should be both promoted and encouraged for affected employees.

7.2. When assessing the employee's potential for a post, recruiting Managers should always consider whether providing reasonable additional training or support would allow redeployment to take place.

7.3. "Reasonable" will usually mean training & support which would allow the employee to carry out the duties and responsibilities of the new role to a basic standard within a trial period normally 4 weeks or to a maximum of 6 months if service delivery needs would allow (for example working towards completing a qualification). It may be the case that the employee cannot continue in the role if conditions such as achieving a specific qualification or registration cannot be achieved in the timescales agreed at recruitment stage.

7.4. Any associated costs should be met by the transferring service.

## **8. Trial periods**

- 8.1. In appropriate circumstances, for example where redeployment will be to a different kind of work, a trial period may be agreed.
- 8.2. A trial period allows both the recruiting manager and the employee to decide if the new role is suitable.
- 8.3. Trial periods will last for 4 weeks and should only be for a longer period if there is a clear justification for this. Similarly, any extension must be for a valid reason which the employee is clear about.
- 8.4. The recruiting Manager should be clear about what they are assessing during the trial period and let the employee know.
- 8.5. The recruiting Manager should meet with the employee regularly during the trial period to provide feedback and support.
- 8.6. At the end of the trial period the recruiting manager should conduct a formal review meeting with the employee and the Service HR Business Partner to confirm the outcome of the trial
- 8.7. If the trial period has been successful from both the perspective of the recruiting Manager and the employee, the appointment should be confirmed.
- 8.8. If the trial period has been unsuccessful the employee reverts back to their original service and remains on the redeployment register for the balance of the redeployment period which is left.
- 8.9. If the recruiting Manager confirms that the trial has been successful but the employee does not and declines the post, the Council may consider that the employee has refused a suitable post. In these circumstances the employee must be informed of the consequences of declining the post.
- 8.10. The employee will remain on the redeployment register throughout the trial period and should be advised of any other suitable opportunities which arise.

## **9. Refusing a Suitable Post**

- 9.1. Employees who are prepared to be flexible in the redeployment opportunities are more likely to be successful in securing an alternative post. It is however up to the employee to decide if they will accept the alternative post. In some situations they will wish to consider how any changes will impact on their personal and domestic circumstances.
- 9.2. Where an employee decides to reject the offer of a post which the Council considers to be suitable, they may lose entitlement to any potential redundancy payment .
- 9.3. The employee is required to outline fully in writing their reasons for refusing to accept a post that is considered as being a suitable alternative, so that the Council can consider its position with regard to redundancy.
- 9.4. The decision to withhold redundancy payments will be taken by the Strategic Director (P and P). The employee will be notified of the outcome in writing and they may submit an appeal to a member of the Councils Senior Leadership Group.

## **10. Notice and Termination – Where indefinite redeployment does not apply**

- 10.1. In most cases formal notice will be provided at the start of the redeployment process and run concurrently with time on the redeployment register, a maximum period of 12 weeks, depending on entitlement to statutory notice and any parallel procedures. On occasion, the potential need for redeployment may be identified well in advance of this - e.g. temporary contract, during the early stages of a capability process. In these circumstances, formal notice may be given to conclude at the same time as the post will end (or the timetable for the procedure would conclude).
- 10.2. In the last week of the redeployment period the current line manager and Human Resources Adviser should arrange a final review meeting with the employee, who may wish to be accompanied by their TU representative or a colleague. The purpose of the meeting is to:

- consider any new opportunities for redeployment which may have arisen
- confirm the termination of contract and procedures to be followed
- confirm any redundancy or other payment which the employee may be entitled to receive
- allow the employee the opportunity to ask any outstanding question they have

10.3. If at the end of the notice period the Council has been unsuccessful in redeploying the employee, their contract of employment will be terminated.

## **11. Monitoring and Review**

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

## Equality Impact Assessment

Policy Name	Redeployment Procedure
Department	Human Resources
Policy Lead	Human Resources
Equality and Fairer Scotland Impact Assessment	
Full Assessment Completed	Yes
Date Approved	
Review Date	



## Appendix 1 - Redeployment Matching Profile

(Your line manager or a member of HR can, if required, assist you in completing this form)

1. You & Your Current Post			
Name		Current Grade	
Current Job Role		Current Salary	
Current Location		Full /Part Time/Shifts	

Part Time Staff - Please indicate your current working pattern

	Mon	Tue	Wed	Thu	Fri	Sat	Sun
Hours Per Day							

2. Current Duties:
Please describe in detail the key responsibilities of your current job role.

**3. Previous Relevant Experience**

Please tell us about previous jobs you have had in the Council or with another employer which would be relevant to redeployment (include any voluntary work)

**4. Qualifications**

Please tell us about any formal qualifications you have . (This includes vocational skills which require a certificate eg HGV driving)

**5. Skills, Abilities & Knowledge**

Please tell us about your key skills, abilities and knowledge which you feel could be used in another / different type of job

**6. Training**

Please tell us about any relevant training you have completed e.g. computer packages



**7. Anything You Wish to Add?**

Please tell us about anything else which you feel would be relevant to a vacancy selection process (major achievements, projects etc)

**10. Please let us know about any adjustments you may require during the redeployment process**

**Employee Declaration**

I confirm that the information on this form is correct

Signature		Date	
-----------	--	------	--

**Line Manager Validation**

**I declare that to the best of my knowledge the information provided on this form is correct**

**Signature**

**Date**

**Please return this form to Human Resources within  
7 working days of your initial redeployment meeting**

## Appendix 2 - Supporting Statement

# Supporting Statement

Name	
Post Applied for	

If you wish to be considered for the above post please outline how your skills and experience meet each of the essential criteria as outlined on the person specification.

--	--

Signed

Date

## Appendix 3 - Redeployment Action Form

To be completed by Human Resources

EMPLOYEE NAME: \_\_\_\_\_

Reason for Redeployment (Tick appropriate box)

Medical Grounds

Redundancy Situation  Date of Redundancy .....

Restructure

Capability

Other (specify)

Type of post for consideration:

Special conditions to be aware of:

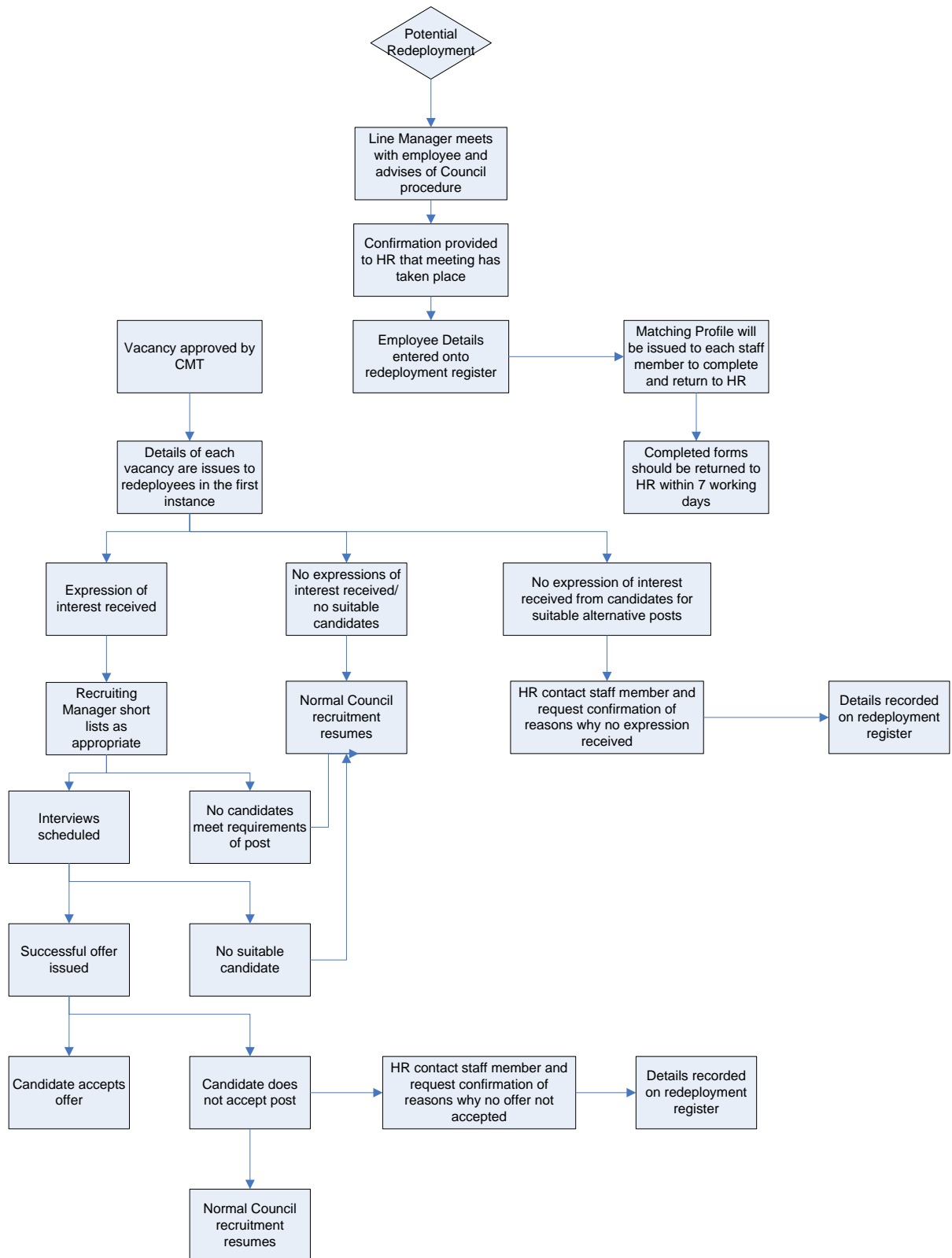
Additional Information:

Under Notice: Yes  No  Date Notice Expires .....

Completed By

Date Completed

# Appendix 4 - Process Overview







## Equality and Fairer Scotland Impact Assessment - Screening

<b>Title of Policy:</b>	Redeployment Procedure
<b>Service:</b>	Human Resources
<b>Team:</b>	Human Resources

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

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

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

--

### **APPROVAL**

<b>NAME</b>	<b>DESIGNATION</b>	<b>DATE</b>

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

## **Equality and Fairer Scotland Impact Assessment - Scoping**

<b>Purpose of the proposed policy or changes to established policy</b>
The purpose of the policy is to enhance redeployment opportunities and ensure fair processes are in place throughout the Council.
<b>Which aspects of the policy are particularly relevant to each element of the Council's responsibilities in relation to the General Equality Duty and the Fairer Scotland Duty?</b>
<b>General Equality Duty -</b>
<b>➤ Eliminating unlawful discrimination, harassment and victimisation and other prohibited conduct</b>
The procedure aims to treat all employees fairly and consistently and should assist with removing potential indirect discrimination, harassment or victimisation by providing clear guidelines and transparency to processes.
<b>➤ Advancing equality of opportunity between people who share a relevant protected characteristic and those who do not</b>
Having due regard for advancing equality involves removing or minimising disadvantages suffered by people due to their protected characteristics. The Council's redeployment procedures allow for priority access for any post to be considered for those with a disability who are on redeployment for this reason over and above even those on the register for reason of their substantive post being removed from the structure. This shows the commitment to retaining employees with disabilities wherever possible and supporting them to continue to work.
<b>➤ Fostering good relations between people who share a protected characteristic and those who do not.</b>
This element of the Duty is more relevant to the Council's role as a service provider, and there is relatively limited direct relevance to this particular procedure.
<b>Fairer Scotland Duty -</b>
<b>➤ Reducing inequalities of outcome caused by socioeconomic disadvantage</b>

This Procedure should assist with the retention of staff, and maintaining employment can be extremely important for protected groups who have a higher level of poverty. For example, poverty rates are higher for households with a disabled adult, and the employment rate for people with a disability is significantly lower than the employment rate for people who do not have a disability. Levels of socioeconomic disadvantage are also more frequent for other protected groups including lone parents who are predominantly female, and Black, Asian or Minority Ethnic (BAME) groups.

**To which of the equality groups is the policy relevant?**

Protected Characteristic	Yes/No*	Explanation
Age	Yes	The Redeployment procedure covers employees being redeployed for reason of redundancy as well as ill health capability. Those on capability for health issues may be of any age but it is likely that there are a number of age related conditions due to the ageing workforce of the Council and a number of restrictions needed in the more manual roles in particular.
Disability	Yes	Staff data shows a relatively high “Prefer Not to Say” response in relation to disclosure of a disability (39.5%). At a national level, it is estimated that 1 in 10 people who are economically active have a disability or long term health condition.  The approach which is outlined includes the Council’s commitment to being a caring and supportive employer, which should remove or minimise disadvantages. The procedure in particular allows for those with a disability to be redeployed into a role which may be more suitable for them and be able to remain in employment.
Gender Reassignment	No	It is submitted that this protected characteristic is not directly relevant to this Procedure and it is not anticipated that there could be any differential impact on people on the grounds of gender reassignment.
Marriage and civil partnership	No	It is submitted that this protected characteristic is not directly relevant to this Procedure and it is not anticipated that there could be any differential impact on people on the grounds that they are married or in a civil partnership.
Pregnancy and Maternity	No	It is submitted that this protected characteristic is not directly relevant to this Procedure and it is not anticipated that there could be any differential impact on people on the grounds that they are pregnant or on maternity leave.
Race	No	It is submitted that this protected characteristic is not directly relevant to this Procedure and it is not anticipated that there could be any differential impact on people on the grounds of race.
Religion and Belief	No	It is submitted that this protected characteristic is not directly relevant to this Procedure and it is not anticipated that there could be any differential impact on people on the grounds of religion and belief.
Sex	Yes	There are more women than men who are employed by the Council (71.3% of staff excluding teachers are female compared to 28.7% of men).  Lone parents are more frequently female and face a higher level of poverty, and this Procedure could assist with their retention, rather

		than the risk of being made redundant and having to leave the Council.
Sexual Orientation	No	It is submitted that this protected characteristic is not directly relevant to this Procedure and it is not anticipated that there could be any differential impact on people on the grounds of sexual orientation.

\* Delete as required

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

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

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

There is a high rate of staff who responded "Prefer Not to Say" in relation to whether they have a disability.

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

Trade Unions have been actively involved in the development of the policy.

**Next steps**

In order to better meet the General Equality Duty, the Council will take steps to ensure that this Procedure is applied fairly. These steps will include:

- Encouraging staff to disclose a disability, in order to assist with monitoring the impact of this Procedure
- Encourage staff to disclose symptoms to their line manager
- Raising awareness with managers of the need to act fairly and impartially
- Monitoring grievance data relating to the implementation of this Procedure
- Encouraging managers to be mindful of the Council's commitment to support staff and to take into account the needs of protected groups

## Equality and Fairer Scotland Impact Assessment - Decision

Evidence findings		
<p>he evidence highlights that the introduction of this policy/procedure will have a positive impact on protected groups. The overall commitment to support employees should assist the Council in demonstrating that it has paid due regard to the General Equality Duty. The Procedure should support the retention of staff, and mitigate the potential for reduced income, which in turn complements the Council's Fairer Scotland Duty.</p>		
Details of engagement undertaken and feedback received		
<p>This Procedure has been developed in consultation with recognised trade unions who, along with Council Management, form the Council's Policy Group. In addition the policy/procedure will be considered by Tripartite (Elected Members, Unions and Management) It will also be reviewed, and hopefully formally adopted, by the Partnership and Performance Committee on behalf of the Council.</p>		
Decision/recommendation		
<p>Having considered the potential or actual impacts of this policy, the following decision/recommendation is made:</p>		
<b>Tick</b>	<b>Option 1: No major change</b>	
✓	<p>The assessment demonstrates that the policy is robust. The evidence shows no potential for unlawful discrimination and that all opportunities have been taken to advance equality of opportunity and foster good relations, subject to continuing monitoring and review.</p>	
	<p><b>Option 2: Adjust the policy</b> – this involves taking steps to remove any barriers, to better advance equality or to foster good relations. It may be possible to remove or change the aspect of the policy that creates any negative or unwanted impact, or to introduce additional measures to reduce or mitigate any potential negative impact.</p>	
	<p><b>Option 3: Continue the policy</b> – this means adopting or continuing with the policy, despite the potential for adverse impact. The justification should clearly set out how this decision is compatible with the Council's obligations under the duty.</p>	
	<p><b>Option 4: Stop and remove the policy</b> – if there are adverse effects that are not justified and cannot be mitigated, consideration should be given to stopping the policy altogether. If a policy leads to unlawful discrimination it should be removed or changed.</p>	
Justification for decision		
<p>This assessment finds no indication that the Procedure will unlawfully discriminate against protected groups, and that a systematic approach has been taken to ensure that the procedure positively impacts on employees including those with a disability.</p>		
APPROVAL		
NAME	DESIGNATION	DATE



**Clackmannanshire  
Council**

[www.clacks.gov.uk](http://www.clacks.gov.uk)

Comhairle Siorrachd  
Chlach Mhanann

# **CORPORATE LEARNING & DEVELOPMENT POLICY**

Date: November 2020

# Corporate Learning and Development Policy

## 1.0 Introduction

- 1.1 This Policy outlines Clackmannanshire Council's approach to Corporate Learning and Development.
- 1.2 Learning and Development covers any activity which is designed to develop staff and managers, and help them become more effective in their roles. This covers a range of activities including attendance at events, conferences, on the job training, mentoring / buddying, networking and coaching.
- 1.3 This policy sets out the minimum standards managers and staff are expected to implement when considering the training and development requirements of their staff members.

## 2.0 Policy Statement

- 2.1 Learning and development is considered vital to transforming the Council in support of both our organisational objectives, and in order to support the development of sustainable services for our communities.
- 2.2 This policy has been developed in line with this commitment, and reflects our belief in providing a range of training opportunities to all our employees regardless of grade, role, work location, or employment basis.

### *Learning and development objectives*

- 2.3 Corporate learning and development has the following objectives:
  - To ensure that Clackmannanshire Council has sufficient, experienced, qualified and trained employees to meet its current and future service requirements;
  - To provide training for staff which enables them to perform their current roles effectively, and which allows them to acquire skills relevant to any future roles they may be required to undertake;
  - To provide training which allows staff, and Service areas, to discharge their statutory duties effectively, safely, and responsibly;
  - To ensure value for money, and quality training opportunities which meet the learning styles of staff both now, and in the future; and
  - To provide equal access to appropriate learning opportunities for all staff.



### **3.0 Minimum Standards**

#### *Induction Process*

- 3.1 A thorough Induction helps both new staff and those changing roles become integrated quickly and have a clear understanding of their role within the Council.
- 3.2 It is also an opportunity for the Council to establish what development activities are required to help new post holders become effective in their role. This might include on-the-job training on systems specific to the department and/or providing an overview of relevant Council policies and procedures.
- 3.3 All staff, regardless of job type or grade, are required to undertake the corporate induction process. Further information on this process can be found in the Employee Induction Handbook, and associated Managers Guide.

#### *Learning accountability*

- 3.4 All employees should be encouraged to take accountability of their own learning journey in order to achieve the outcomes as set out in our core values.
- 3.5 Managers will pro-actively encourage the development of employees via use of the Performance, Review and Development (PRD) process, and associated processes.
- 3.6 All employees will be given equal opportunities to develop their career within the Council, supported by their managers and Service leadership.

#### *Essential training requirements*

- 3.7 The following outline the basic, mandatory standard for training and development which the Council expects of all staff, regardless of grade or role.
- 3.8 These training requirements act as a foundation, and it is expected that appropriate Service training requirements will amend, or supplement the following:

<b>Course title</b>	<b>Frequency</b>	<b>Source</b>
Employee Induction	Completed within 3 months of joining	Induction handbook / Clacks Academy
Display Screen Equipment (DSE) Elearning	Completed annually	Clacks Academy Elearning
Display Screen Equipment (DSE) assessment	Each time a desk move takes place	DSE Assessor, or Health & Safety
Prevent	Completed every 2 years	Clacks Academy Elearning / Workshop
Fire Safety Awareness	Completed annually	Clacks Academy Elearning
An introduction to Data Protection	Completed annually	Clacks Academy Elearning
Equality & Diversity	Completed annually	Clacks Academy Elearning
Run, Hide, Tell	Completed annually	Clacks Academy Elearning
Introduction to Information Security	Completed annually	Clacks Academy Elearning

- 3.9 In addition to the standard essential training requirements, it is considered best practice for managers to undertake the following:

<b>Course title</b>	<b>Frequency</b>	<b>Source</b>
PRD Management Workshop	Completed initially and refreshed as required	Clacks Academy
HR Policy Briefings, including: <ul style="list-style-type: none"> <li>- Dignity at Work</li> <li>- Capability Process</li> <li>- Disciplinary Process</li> <li>- Maximising Attendance</li> </ul>	Completed initially and refreshed as required	Human Resources
Money Laundering	Completed on commencement of role	Clacks Academy Elearning
Social Networking	Completed on commencement of role	Clacks Academy Elearning
Risk Management	Completed initially and refreshed as required	Clacks Academy Elearning

## 4.0 Roles and Responsibilities

*Chief Officers have a responsibility to:*

- Approve finalised training bids for Council Service Areas;
- Actively promote learning and development opportunities with Service Managers; and
- Ensure that all PRDs are completed annually by managers within their Service areas, in order to capture up to date training requirements.

*Senior Managers have a responsibility to:*

- Act as budget holder for their Services' allocation of the Corporate Training budget;
- Maintain an overview of spend and commitments within their allocation of the Corporate Training budget;
- Collate and submit responses to the annual Training Needs Analysis process;
- Promote attendance at L&D courses; and
- Promote a learning culture within their Service areas in line with the Council's organisational values through use of the PRD process and learning interventions accessible both internally and externally.

*Managers have a responsibility to:*

- Ensure equality of opportunity for training amongst staff members
- Evaluate, develop and motivate their staff through the PRD process;
- Agree and submit training requirements on an annual basis;
- Ensure agreed training activities are relevant to Service and Council objectives;
- Provide every new member of staff with an induction;
- Provide every staff member changing role with an induction;
- Discuss L&D needs with staff as part of the PRD process;
- Ensure staff attend pre-arranged training events;
- Evaluate the effectiveness of training events through the PRD process; and
- Make use of alternative low cost L&D models such as Elearning.

*Staff have a responsibility to:*

- Be aware of their own job-related development needs and communicate these through the PRD process;
- Ensure they actively and meaningfully participate in the PRD process; and
- Evaluate the effectiveness of approved training events, and discuss this with Line Management.

*The Council's HR Service has a responsibility to:*

- Drive and pro-actively develop L&D within the Council;
- Provide a low cost, high impact L&D Service to all staff of all grades within the Council;
- Promote and monitor attendance at learning events;
- Assist Managers with the collation of training requirements on an annual basis;
- Oversee the Council's Learning and Development budget, including general oversight of Service allocations and the Corporate Training fund;
- Ensure that learning opportunities are in line with corporate priorities, and workforce planning and business planning strategies; and
- Review and revise this policy as required.

*Union Learning Reps have a responsibility to:*

- support the learning of all employees by providing advice and guidance on any learning issue;
- encourage and support staff to take up learning to help with professional and personal development; and
- ensure that members of staff have equal opportunities to learn.

## **5.0 Evaluation and Monitoring**

- 5.1 The HR Team will evaluate and report on the effectiveness of corporate training events on a regular basis. This will drive the continual development of courses and resources which are offered to staff.

## **6.0 Processing of Personal Data**

- 6.1 The Council processes personal data collected as part of the Corporate Learning and Development Policy in accordance with its Data Protection Policy. In particular, data collected as part of this process is held securely and accessed by, and disclosed to, individuals only for the purposes necessary to action and manage this policy.

## **7.0 Monitoring and Review**

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

Policy name	Corporate Learning and Development Policy
Department	HR
Policy Lead	HR
Equality Impact Assessment	
Full EQIA required	Yes No X
*If no please provide rationale	
Date full EQAI complete	N/A
Date Approved	
Review Date	







**Clackmannanshire  
Council**

[www.clacks.gov.uk](http://www.clacks.gov.uk)

Comhairle Siorrachd  
Chlach Mhanann

# **CORPORATE LEARNING & DEVELOPMENT PROCEDURE**

Date: November 2020

# Corporate Learning and Development Procedure

## 1.0 Delegated budget holders

- 1.1 Each directorate within the Council will nominate a budget holder, usually the Senior Manager, who will hold responsibility for training funds allocation. A list of budget holders will be held and updated via the Council's intranet site.
- 1.2 The Senior Manager will hold responsibility for management of their service area's training allocation, providing assurance of training spend, and oversight of any over or underspends.

## 2.0 Training Needs Analysis

- 2.1 Each directorate of the Council will be required to complete a training needs analysis prior to the start of each new financial year.
- 2.2 It is the responsibility of the Senior Manager to submit training needs analysis on time, no later than the commencement of the new financial year. Failure to submit training needs analysis may result in no training allocation being made.

### *Evidencing training requirements*

- 2.3 All training needs analysis should be fully evidenced to provide assurance of the requirement for training, and the proposed cost to the Council.
- 2.4 Corporate Learning and Development may request more information/evidence about specific training requirements where required.

### *Allocation of funds*

- 2.5 Allocation of training funds will be made on a priority basis, with legislative requirements being considered initially. Only once the required legislative funds have been exhausted will a proportional allocation for non-legislative funds be made to each Service area.
- 2.6 Final allocation of funds will be approved by the Council's Strategic Leadership Group prior to, or on the commencement of the new financial year.
- 2.7 There is a clear expectation that where legislative training requirements are approved, these are fully met within the financial year.



### *Contract Standing Orders*

- 2.8 Budget holders and wider Service Management must remain aware of and comply with the Council's Contract Standing Order at all times.

### **3.0 Training expenses and time off to attend training**

#### *Time off duties allocation*

- 3.1 Employees will be given time off from their usual duties, within working hours, to attend training relevant to their job roles and which has been approved as part of the service area's training needs analysis.
- 3.2 The number of hours / days off required for the purpose of training should be agreed in advance with the employee's Line Manager.
- 3.3 Employees will be granted time off within working hours to complete Elearning modules in the same regard as any other type of training event. This includes the use of alternative locations where no PC access is available in the normal course of the employee's duties.

#### *Attendance at Courses*

- 3.4 Attendance at a full day course will be classed as a standard working day, and half day courses classed as a standard working half day.
- 3.5 Where travel is required, flexi or toil updates will be granted to the employee for the time to and from the training event, outside of normal working hours.
- 3.6 Where blended learning (e.g. Elearning) is offered as a pre-requisite requirement of a course, Line Managers are asked to recognise and facilitate the time off from duties to allow completion as part of normal course attendance.

#### *Travel Expenses*

- 3.7 It is expected that directorates will fund travel expenses for attending training where deemed reasonable, in the line with relevant Council policies.
- 3.8 Both employees and managers have a responsibility to ensure that travel expenses are cost effective and assures value for money for the Council.

### *Overnight Stays*

3.9 Where an overnight stay is required, reasonable costs for accommodation and subsistence will be paid in line with the relevant Council policy. In consideration of costs, both staff and managers must assure value for money for the Council.

### **4.0 Failure to attend training (Expense-Offsets)**

4.1 Where an employee fails to attend a pre-arranged 'in house' training event without prior notice, Corporate Learning and Development reserves the right to issue a chargeback (or 'expense offset') to the employee's directorate.

4.2 Chargebacks will only be used in exceptional circumstances where repeat non attendance is noted without reasonable explanation, or where there is an unjustifiable cost incurred to Corporate Learning and Development.

4.3 Chargebacks will be used in order to recoup a proportion of the cost lost in administering and delivering courses in house, or a proportion of the cost lost in procuring training from an external provider.

4.4 Chargebacks will be raised according to the proportional per head cost of the training (if procured externally) or at a flat rate if administered and delivered in house.

4.5 Chargebacks will be calculated on the following basis:

- Notification to L&D on the day of the event – Full delegate charge
- Failure to attend without prior notification to L&D – Full delegate charge
- Notification to L&D 1-4 working days prior – Full delegate charge if no replacement found
- Notification to L&D up to and including 5 working days prior – No charge

4.6 Use of chargebacks will be reviewed on an annual basis and reported to SLG as part of quarterly Corporate L&D updates.

### **5.0 Financial assistance**

5.1 As a condition of financial assistance, employees may be required to sign up to an agreement whereby they repay a portion of expenses incurred if they leave the Council within a period of three years after completing training. Details of the circumstances in which this may be required will be made clear before any commitment to training is made, and further information can be found in the Council's *Continuing and Further Education Policy*.

## **6.0 Reimbursement of professional fees**

6.1 In the course of normal business Corporate Learning and Development will not pay for professional subscriptions or fees required in the undertaking of an individual's role.

## **7.0 Processing of Personal Data**

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

7.2 The processing of personal data will be in line with the Council's privacy statement.

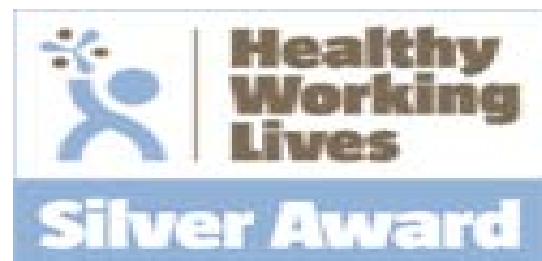
## **8.0 Implementation and Review**

8.1 Both HR and Trade Union representatives shall monitor the effectiveness of the procedures on an on-going basis. Changes may result from employee, management and union feedback and/or from changes in employment legislation.

8.2 Revisions and updates will be implemented by the Council following consultation with recognised Trade Unions.

## 9.0 Equality Impact Assessment

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



## **Equality and Fairer Scotland Impact Assessment - Screening**

<b>Title of Policy:</b>	Corporate Learning & Development Policy & Procedure
<b>Service:</b>	Human Resources
<b>Team:</b>	Human Resources

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

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

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

--

### **APPROVAL**

<b>NAME</b>	<b>DESIGNATION</b>	<b>DATE</b>

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

## Equality and Fairer Scotland Impact Assessment - Scoping

<b>Purpose of the proposed policy or changes to established policy</b>		
This policy sets out the minimum standard managers and staff are expected to implement when considering the training and development requirements of their staff members. The policy has been updated to remove reference to a no longer running management training programme, as well as the procedure being updated to generalise the training needs analysis process (thereby maintaining the relevance of the procedure for a greater period of time, should the approach to the training needs analysis change).		
<b>Which aspects of the policy are particularly relevant to each element of the Council's responsibilities in relation to the General Equality Duty and the Fairer Scotland Duty?</b>		
<b>General Equality Duty -</b>		
➤ <b>Eliminating unlawful discrimination, harassment and victimisation and other prohibited conduct</b>		
The policy outlines a minimum standard of training which every member of Council staff should undertake – this includes equality and diversity training. Provision of this training may lessen instances of discrimination, harassment and victimisation by educating staff on appropriate workplace behaviours.		
➤ <b>Advancing equality of opportunity between people who share a relevant protected characteristic and those who do not</b>		
Having due regard for advancing equality involves removing or minimising disadvantages suffered by people due to their protected characteristics. The establishment of minimum standards for corporate training, and definition of roles and responsibilities for ensuring equality of opportunity, should assist with minimising disadvantages for employees who share protected characteristics.  It is recognised that for some categories of staff such as teaching staff/ those in manual jobs it will likely not be possible to access all training which falls under the corporate training calendar (i.e. due to shift working practices and school times). However, this does not amount to discrimination as it is classed as a proportionate means of achieving a legitimate aim i.e. the contractual requirement for those staff to be in attendance during school time.		
➤ <b>Fostering good relations between people who share a protected characteristic and those who do not.</b>		
The Policy and Procedure promotes equality of opportunity with regards to training provision across all Council services. Therefore, courses are likely to be attended by those who share a protected characteristic and those who do not. This may result in the fostering of positive working relationships between staff from across all Council directorates.		
<b>Fairer Scotland Duty -</b>		
➤ <b>Reducing inequalities of outcome caused by socioeconomic disadvantage</b>		
Clackmannanshire Council employs a proportion of its staff from the local area. As such, providing access to appropriate training will assist with the outcomes as defined within the Clackmannanshire Local Outcomes Improvement Plan (LOIP).		
<b>To which of the equality groups is the policy relevant?</b>		
<b>Protected Characteristic</b>	<b>Yes/No*</b>	<b>Explanation</b>

Age	No	It is submitted that this protected characteristic is not directly relevant to this Policy and Procedure and it is not anticipated that there could be any differential impact on people on the grounds of age.
Disability	No	It is submitted that this protected characteristic is not directly relevant to this Policy and Procedure and it is not anticipated that there could be any differential impact on people on the grounds of disability.
Gender Reassignment	No	It is submitted that this protected characteristic is not directly relevant to this Policy and Procedure and it is not anticipated that there could be any differential impact on people on the grounds of gender reassignment
Marriage and civil partnership	No	It is submitted that this protected characteristic is not directly relevant to this Policy and Procedure and it is not anticipated that there could be any differential impact on people on the grounds that they are married or in a civil partnership.
Pregnancy and Maternity	No	It is submitted that this protected characteristic is not directly relevant to this Policy and Procedure and it is not anticipated that there could be any differential impact on people on the grounds of pregnancy/ maternity leave.
Race	No	It is submitted that this protected characteristic is not directly relevant to this policy and Procedure and it is not anticipated that there could be any differential impact on people on the grounds of race.
Religion and Belief	No	It is submitted that this protected characteristic is not directly relevant to this Policy and Procedure and it is not anticipated that there could be any differential impact on people on the grounds of religion and belief.
Sex	No	It is submitted that this protected characteristic is not directly relevant to this Policy and Procedure and it is not anticipated that there could be any differential impact on people on the grounds of sex.
Sexual Orientation	No	It is submitted that this protected characteristic is not directly relevant to this Policy and Procedure and it is not anticipated that there could be any differential impact on people related to their sexual orientation.

\* Delete as required

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

The evidence referred to above includes reference to the Clackmannanshire Local Outcomes Improvement Plan.

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

Union engagement has been undertaken in the formation of this policy and procedure.

**Next steps**

In order to better meet the General Equality Duty, the Council will take steps to ensure that this Policy and Procedure is applied fairly. These steps will include:

- Raising awareness with managers of the need to act fairly and impartially in relation learning and development of staff members
- Monitoring grievance data relating to the implementation of this Policy and Procedure
- Encouraging managers to be mindful of the Council's commitment to support staff and to take into account the needs of protected groups



## Equality and Fairer Scotland Impact Assessment - Decision

Evidence findings		
<p>The evidence shows that provision of corporate and learning interventions should assist with minimising disadvantages faced by protected groups.</p> <p>The overall commitment to support employees, via provision of corporate training, should also assist the Council in demonstrating that it has paid due regard to the General Equality Duty.</p>		
Details of engagement undertaken and feedback received		
<p>This Policy and Procedure has been developed in consultation with recognised trade unions as part of its Policy Group, In addition it will be reviewed by Tripartite and thereafter, if agreed, considered by the Partnership and Performance Committee for formal adoption.</p>		
Decision/recommendation		
<p>Having considered the potential or actual impacts of this policy, the following decision/recommendation is made:</p>		
Tick	Option 1: No major change	
✓	<p>The assessment demonstrates that the policy is robust. The evidence shows no potential for unlawful discrimination and that all opportunities have been taken to advance equality of opportunity and foster good relations, subject to continuing monitoring and review.</p>	
	Option 2: Adjust the policy	
	<p>– this involves taking steps to remove any barriers, to better advance equality or to foster good relations. It may be possible to remove or change the aspect of the policy that creates any negative or unwanted impact, or to introduce additional measures to reduce or mitigate any potential negative impact.</p>	
	Option 3: Continue the policy	
	<p>– this means adopting or continuing with the policy, despite the potential for adverse impact. The justification should clearly set out how this decision is compatible with the Council's obligations under the duty.</p>	
	Option 4: Stop and remove the policy	
	<p>– if there are adverse effects that are not justified and cannot be mitigated, consideration should be given to stopping the policy altogether. If a policy leads to unlawful discrimination it should be removed or changed.</p>	
Justification for decision		
<p>This assessment finds no indication that the Policy and Procedure will unlawfully discriminate against protected groups, and that a systematic approach has been taken to ensure that the Policy and Procedure conscientiously takes into account diverse needs and circumstances. Steps to monitor the equality impact have been agreed, along with practice to promote fair use.</p>		
APPROVAL		
NAME	DESIGNATION	DATE



**CLACKMANNANSHIRE COUNCIL**

---

**Report to: Partnerships and Performance Committee**

---

**Date of Meeting: 26<sup>th</sup> August 2021**

---

**Subject: Local Child Poverty Action Report (2019/20 and 2020/21)**

---

**Report by: Strategic Director Partnership and Performance**

---

**1.0 Purpose**

- 1.1. This report presents Clackmannanshire's Local Child Poverty Action Report for the periods 2019/20 and 2020/21 as required under the Child Poverty (Scotland) Act 2017. The report has been jointly prepared with NHS Forth Valley with contributions from a wide range of additional partners in line with the statutory guidance.

**2.0 Recommendations**

- 2.1. Committee is asked to:
- 2.1.1. Note, comment on and challenge the report as appropriate;
- 2.1.2. Note that the report will be considered by the Clackmannanshire Alliance on the 10<sup>th</sup> September 2021 and published on our website thereafter.

**3.0 Considerations**

- 3.1. The Child Poverty Scotland Act 2017 and subsequent guidance on preparing Local Child Poverty Action Reports sets out the requirements on Clackmannanshire Council. Reports are required to both set out achievements over the past year and set out the local actions being taken to deliver Scotland's national strategy Every Child Every Chance: Tackling Child Poverty Delivery Plan 2018/22.
- 3.2. The reports reflects on the challenges endured by our communities over the past 18 months but also highlights some of the activities that has sought to mitigate the impacts of poverty on our most vulnerable families. The report demonstrates that good progress has been made in relation to the priorities set out in the Local Child Poverty Action Plan 2018/19. This includes progress in relation to digital and financial inclusion; food resilience and security and targeted work to improve social security take up in Clackmannanshire.
- 3.3. Key highlights over the past 2 years include:

- a) Partners hosted a series of events as part of Challenge Poverty Week in Clackmannanshire in 2019, 2020 and events are currently being planned for 2021. These included learning and development activities; social media pledges by all partners; a full social media campaign; a 'summit' conference attended by over 300 partners, stakeholders and communities and digital workshops held during 2020. This work directly contributed to the development of the Resilience Learning Partnership in Clackmannanshire; the establishment of specific digital inclusion plans and activities and specific work on sustainable food resilience.
- b) A pilot with 5 school establishments on the impact of the Cost of the School Day on children and families. Following the Pilot, an awareness raising Seminar was held & feedback highlighted an increased awareness of barriers to learning and impact on life choices and chances. Further training for educators to review progress and the key messages from the seminar was facilitated by Child Poverty Action Group and Improving Outcomes Team.
- c) The STRIVE pilot commenced in March 2020 to test a multi agency partnership to support a rapid response for individuals at the point of crisis in order to prevent longer term entrenched chaos in their lives. The pilot has been fully evaluated and proposals on scalability are being considered.
- d) Alliance leaders supported the incubation of Resilience Learning Partnership (RLP) which uses an assets based community development model to work with people who have experienced complex trauma in an authentic and ethical way. They also influence change in policy & practice, and contribute to academic research. Their work promoting co-production of services with the voice of lived experience has grown from strength to strength, locally and nationally.
- e) Through Clackmannanshire Council's Education service over a thousand young people were trained in Readiness for Learning (R4L) increasing their knowledge and understanding of attachment, trauma and nurture. Improvements have been made in executive function skills of children and young people, which contribute to higher numbers of pupils being able to access the correct Curriculum for Excellence levels for their age/stage. There is a strong correlation with R4L approaches and improvements in attendance too.
- f) In early 2020 Clackmannanshire Council was allocated funding through the Parental Employability Support Fund (PESF) to help deliver employability services locally for parents in and out of employment. PESF is part of the Scottish Government's Tackling Child Poverty Fund and the project commenced in 2020.
- g) NHS Forth Valley successfully led a new Forth Valley wide 'New Baby Financial Health Service' accessible via referral pathway from NHSFV to CAB. On average financial income or savings for each family accessing the service was around £350.
- h) A Sustainable Food Places, Clackmannanshire Steering group has been established led through NHS Forth Valley, with support from the voluntary sector and Clackmannanshire Council. Scoping of initial actions across 6 themes which supports a whole food system approach to addressing food

insecurity was undertaken. In addition, delivery of REHIS training has taken place with support to some Primary schools for the Food, Families, Futures programme.

- i) A Fairer Scotland Poverty Impact Assessment was undertaken in summer 2020 with the aim of assessing the impact of Covid-19 on vulnerable families. This work was commissioned by the Clackmannanshire Alliance, involved engagement with people living at the hard edges and led to specific work to address digital exclusion in Clackmannanshire.
- j) A range of support services was implemented in 2020/21 in response to the Covid pandemic and in many cases these are ongoing. This support includes support for people Shielding and required to isolate; welfare and financial assistance and advice; support around food and implementation of free school meals during restrictions and access to information and support on employment, redundancy and money advice.
- k) Targeted support to reduce digital exclusion in protected groups has been put in place. Over the past year, over 300 digital devices have been allocated to older and disabled residents; school leavers including those with experience of care; Syrian refugee families and families in low income groups. Volunteer digital champions have also been trained to support the development of digital skills in Clackmannanshire and Techshare emerged from an identified need through Covid response. Since, engagement has taken place with communities to understand digital needs and barriers and a Digital Inclusion Strategy is being developed for Clackmannanshire.
- l) In 2020 Clackmannanshire Council agreed an innovative approach to develop a Wellbeing Economy in Clackmannanshire in partnership with Scottish Government. A wellbeing economy is an economy that is built on, and seeks to drive, the wellbeing of communities, businesses and the natural environment. As part of this work partners work through the 6 stage inclusive growth framework. Poverty and Wellbeing is identified as a key theme from this work.
- m) As part of the Wellbeing Economy work Council agreed its Community Wealth building Action plan in 2020. Key areas of activity will focus around wealth building for gender justice across Clackmannanshire, fair employment practice and just labour markets, plural ownership of the local economy and the development of a good employment charter for Clackmannanshire.

3.4.1 The report also acknowledges the scale of the challenge in tackling child poverty in Clackmannanshire. We recognise that to reduce child poverty we must work with our Community Planning Partners and communities to design transformational solutions which make a difference locally, and that these solutions need to compliment the systemic approaches required at a national level.

Appendix 1 of this report details the full range of actions that partners are delivering to tackle child poverty to meet these priorities; these also relate to the 3 drivers of child poverty identified in Every Child Every Chance: Improving incomes through employment; Improving incomes through social security and benefits in kind and Costs of living. Additional focus is also shown on actions which promote partnership working and which help families in other ways.

Appendix 2 sets out the performance indicators that will be used to monitor progress of local actions to address Child Poverty in Clackmannanshire. This will be reviewed over the course of the coming months to reflect the Wellbeing Economy programme and the Inclusive Growth Diagnostic for Clackmannanshire which reflects poverty as a theme.

Appendix 3 provides the latest national statistics which show the extent of child poverty for each Authority and the recent changes relating to the nationally reported child poverty statistics.

#### 4.0 Sustainability Implications

4.1. The report will have a positive impact on the following sustainability indicators: Improve quality of life in Clackmannanshire; encourage community decision making; reduce health inequalities; reduce social exclusion; target skills and training and unemployment; achieve sustainable economic development and eradicate fuel poverty.

#### 5.0 Resource Implications

##### 5.1. *Financial Details*

5.2. There are no financial implications for the Council arising from the report. The initiatives described in the report are agreed within current budgets for 2019/20. Where external funding is used the source of funding is provided at appendix 1.

##### 5.3. *Staffing*

5.4. There are no staffing implications arising from the report.

#### 6.0 Exempt Reports

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

#### 7.0 Declarations

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

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

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

that they can thrive and flourish

X

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

Local Outcome Improvement Plan 2017/27

Clackmannanshire Council Corporate Plan: Be the Future 2018/23

Clackmannanshire Children's Services Plan 2017/2020

**8.0 Equalities Impact**

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

Yes No X

**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) Local Child Poverty Action Report

**11.0 Background Papers**

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

Yes X (please list the documents below) No

Every Child Every Chance: Tackling Child Poverty Delivery Plan 2018/23

Clackmannanshire Local Outcomes Improvement Plan 2017/27

Developing a Local Child Poverty Action Report: National Guidance

Clackmannanshire Council Corporate Plan: Be the Future 2018/23

**Author(s)**

NAME	DESIGNATION	TEL NO / EXTENSION
Cherie Jarvie	Senior Manager Partnership and Transformation	2365

**Approved by**

NAME	DESIGNATION	SIGNATURE
Stuart Crickmar	Strategic Director: Partnership and Performance	





# **Clackmannanshire Local Child Poverty**

## **Action Report - Draft**

**2019/2020 & 2020/21**

## **Foreward (draft)**

This report sets out the work that we have been doing with partners through the Clackmannanshire Alliance to tackle Child Poverty, during which has been a very challenging 18 months. We recognise the challenge that we face alongside our partners to tackle the levels of child poverty in Clackmannanshire with the recent statistics published showing that 27% of our young people live and experience poverty. We recognise that to reduce child poverty we must work with our partners and communities to design solutions which make a difference locally, and that these solutions need to compliment the systemic approaches required at a national level.

We, along with our partners, are committed to improving outcomes for children, families and communities blighted by poverty. Child Poverty is a strategic priority for Clackmannanshire as set out in our Local Outcome Improvement Plan and Clackmannanshire Council's Corporate Plan. Over the next two years the Council, in collaboration with a wide range of strategic partners will be taking forward an ambitious programme of transformation as set out in our Be the Future Strategic Roadmap recently approved by Clackmannanshire Council. As part of this work we are seeking to create the conditions in Clackmannanshire to achieve a wellbeing economy with inequality, inclusive growth and poverty at the heart of this ambition. I look forward to publishing future Local Child Poverty Action Reports which reflect this focussed work.

**Council Leader Ellen Forson**

**Clackmannanshire Council**

We want all children in Clackmannanshire to have a stable, safe childhood and succeed. To achieve this, we need to work as a partnership to tackle the root causes and impacts of poverty. NHS Forth Valley, Clackmannanshire Council and our community planning partners show within this report the efforts which have been made to support families mitigate the impacts of not having enough to make ends meet. Tackling poverty and reducing inequalities has always been a priority for the public health and wellbeing agenda and now more than ever, as we start to see the impacts the pandemic on child poverty levels locally we require to increase the levels of activity to support our communities.

We will require to be innovative in our approaches to ensure that we reach all who need support and ensure that lived experience is built into the design of future services and support for people and communities. Future community planning partnership plans have tackling poverty and inequalities embedded within the plans. The report highlights the work undertaken to progress the work reported in the first Local Child Poverty Action Report and the plans and actions highlighted by

Councillor Forson show the commitment to tackling child poverty by the community planning partnership.

**Cathie Cowan**

**Chief Executive, NHS Forth Valley**

## Introduction

This Local Child Poverty Action Report for Clackmannanshire is the second report published under the Child Poverty (Scotland) Act 2017 and the Scottish Governments strategy *Every Child Every Chance 2018-2022*. This report covers the periods 2019/20 and 2020/21.

We know that the challenge of reducing the levels of child poverty in Scotland is complex. We know that poverty affects families across Scotland and across Clackmannanshire, including those who have a parent in work, and including those who may live in some of the most affluent communities. Yet the impacts of poverty on families can be significant and challenging, and the ties of poverty can be incredibly difficult to break.

Poverty impacts outcomes and the potential of people. It can restrict choice and it can restrict opportunities for families. We know that poverty can have a huge impact on the health, wellbeing and educational outcomes of our young people as they enter into adulthood. Poverty can have negative impacts on children's health, cognitive development, social, emotional and behavioural development and educational outcomes. Children and families are more likely to experience significant health and social inequalities and there is increased risk of children experiencing poverty where their parents also experienced poverty as children.

Tackling poverty in Clackmannanshire is everyone's responsibility. It requires the collective and joined up efforts of a wide range of partners to make a real difference. It requires partners to listen to people and communities with experience of the challenges that poverty creates. It requires solutions to be co-designed with people and communities who understand the differences that can be made, and the differences that need to be made in Clackmannanshire. The challenge of poverty requires all parts of government to be joined up and for both national and local efforts to compliment one another. The challenge of poverty is probably the single most important societal outcome we can change for human kind.

## The Scale of the Challenge – Background

Collectively we have a lot of work to do to achieve the outcomes and targets set by Scottish Government in *Every Child Every Chance*. However, we need to be realistic and clearly articulate what we can and will do to complement social policy developments at the national level. This plan sets out the work that has been taken forward since the first Local Child Poverty Action Plan was published in 2019 and describes activities, achievements and developments over the past 2 years. We also touch on some of the developing priorities that will be the focus of the next LCPAR in 2022.

Of course 2020 and 2021 have not been ordinary years. The global Covid 19 Pandemic has impacted everything we do and will continue to do so for the foreseeable future. The pandemic has hit local people, businesses, and local services hard and the long term financial impact of that is still not yet fully known. In this report we have reflected on some of the activities that we have taken at a local level to mitigate the risks posed by the pandemic on those people and families at greatest risk of being hit the hardest through poverty. We also set out some of the opportunities from this work that we will collectively build on with our partners over the next 2 years.

This report sets out our progress in 2019/20 and 2020/21. As a result of the pandemic, and the required response from partners, our normal planning, delivery and reporting routine has been interrupted. In order to get back to our normal planning and reporting programme in 2021/22 we have presented a 2 year progress report. Appendix 1 provides our progress against actions agreed in 2019 and Appendix 2 provides high level measures used to track our performance. Appendix 3 provides the latest Child Poverty figures for Clackmannanshire alongside all other Councils.

## The Scale of the Challenge – The Statutory Targets

The Child Poverty (Scotland) Act 2017 includes four statutory targets aimed at reducing poverty in Scotland by 2030. These targets state that by 2023/24, of children living in poverty:

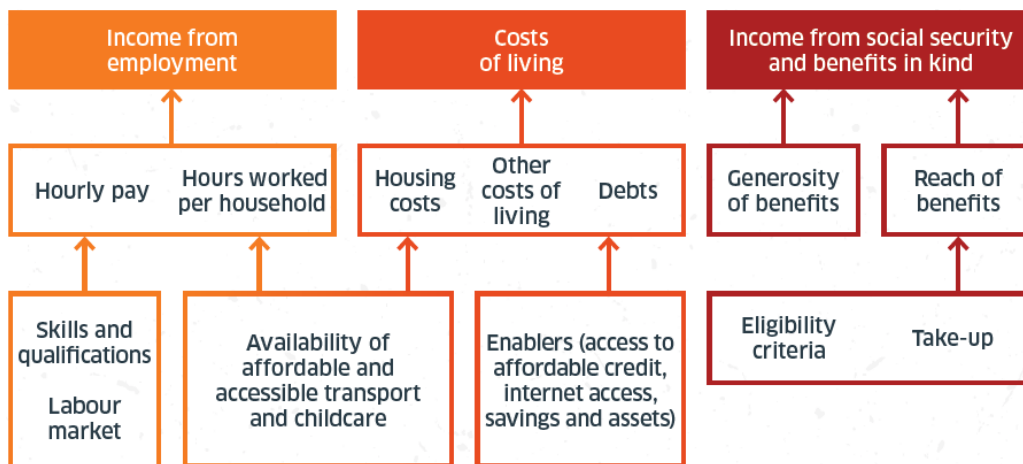
- **Less than 18% should be living in relative poverty;**
- **Less than 14% should be living in absolute poverty;**
- **Less than 8% should be living with combined low income and material deprivation; and**
- **Less than 8% should be living in persistent poverty.**

The Act also sets out targets, which state that by 2030/31, of children living in poverty:

- **Less than 10% should be living in relative poverty;**
- **Less than 5% should be living in absolute poverty;**
- **Less than 5% should be living with combined low income and material deprivation; and**
- **Less than 5% should be living in persistent poverty.**

Scotland’s national strategy to reduce child poverty Every Child Every Chance: The Tackling Child Poverty Delivery Plan 2018/22 identifies three key drivers of child poverty and sets out the national and local actions being taken in Scotland to tackle poverty. These are set out at [Figure 1](#).

Figure 1 – Drivers of Child Poverty.



Significant bodies of research have highlighted families and households at greatest risk of poverty. These risks draw on evidence that poverty and inequality are often linked, particularly where several factors are present in a family or household. These include:

- Large families with three or more children;
- Families with a baby aged under one;
- Families where the mother is aged 25 or less;
- One parent families;
- Families in which someone is disabled;
- Ethnic minority families.

Across Scotland around 1 in 4 children are impacted by poverty. The scale of the challenge is therefore a very significant one. The scale of the challenge in Clackmannanshire is also significant with just over a quarter of all children and their families living in poverty.

This Local Child Poverty Action Report sets out the work that partners are doing jointly to contribute to, implement and compliment national initiatives across Scotland towards the achievement of the 2030 statutory targets.

### The Scale of the Challenge – Local Policy Context and the Global Pandemic

Tackling poverty is no doubt an extremely complex challenge requiring co-ordinated efforts from the private, public and voluntary sector in Clackmannanshire. It is a strategic priority in key high level partnership strategies and plans in Clackmannanshire including the Local outcome Improvement Plan 2017-2027; the Councils Be the Future Transformation Plan 2019-2023; NHS FV Strategic Health Outcomes and Healthcare Strategy 2020-2025 and the NHSFV Health Improvement Strategy 2020-2025.

The emergency of the global Covid 19 pandemic and the wider government and societal response has brought health and social inequalities into sharp focus with factors such as age, gender, ethnicity and socio-economic status all known to be important. In addition, the extent to which the pandemic could further exacerbate and deepen health inequalities in the long term is not yet fully understood.

Whilst the likely medium and longer term impacts of the pandemic are unknown, other impacts were much more immediate. In the space of 3 months employment rates fell; universal Credit claims rose sharply along with rates of unemployment. Although a number of remedial financial support actions were put in place to support families across Scotland and many businesses have started their recovery journey; the longer term financial impacts on poverty from the pandemic are also unlikely to be known for some time.

Despite incredibly difficult and challenging circumstances almost emerging overnight, a number of positives have also been apparent. The rate at which grants and hardship funds were dispersed; the collaboration and response from the voluntary sector to address the worst effects of poverty; support for businesses and employers; the alignment of support services to meet the new and emerging needs of vulnerable people and families in Clackmannanshire.

There are a lot of examples of great partnership work that emerged from the response to Covid. Many of these are now being mainstreamed including collaborative and multi-agency work around food insecurity ethical food projects, multi-agency fuel poverty support and ongoing work to address digital exclusion.

### The Scale of the Challenge – Looking Forward

As already highlighted, the causes of poverty are complex. A lack of money (or low income) has been shown to have the strongest impact on children's cognitive, social-

behavioural, educational attainment and health outcomes, independent of other social types of factors.<sup>1</sup> The Tackling Poverty Partnership was established in 2019 to lead delivery of the Local Child Poverty Action Plan for Clackmannanshire. The work of the partnership however also has cross-over and an important relationship with a number of strategic and operational workstreams that are linked with poverty policy such is the complex nature of this work.

The requirement for three year plans for Scottish Government's The Promise provides an ideal opportunity to develop a three year rolling child poverty action plan to be integrated into the Promise and Children's Services plans with community planning partners. Development of this plan will allow for lived experience of poverty from Clackmannanshire parents and families to be integrated into an innovative child poverty plan which builds on the community wealth building ambitions of the Clackmannanshire Alliance and the Corporate Parenting duties that partners have committed to in Clackmannanshire.

Further work is underway led by the Clackmannanshire Alliance as part of Clackmannanshire Wellbeing Economy work and the development of the revised Wellbeing Local Outcomes Improvement Plan for Clackmannanshire. This work is being progressed in 2021.

---

<sup>1</sup> <https://www.jrf.org.uk/sites/default/files/jrf/migrated/files/poorer-children-education-full.pdf>



## Progress Report & Key Achievements

The following pages provide an update on the work being taken forward by partners to address child poverty in Clackmannanshire. Full detail of progress is set out in *Appendix A* under the 3 strategic drivers of poverty – Income from Employment; Income from Social Security and Benefits and Cost of Living.

A number of priority areas were identified in 2019 for focus throughout 2019/20. Feedback received by COSLA and Scottish Government from the first Local Child Poverty Action Report in 2018/19 was also taken into account. Although the Covid pandemic has impacted the delivery of the Local Child Poverty Action Plan in 2019/20, a number of significant developments have been achieved over this reporting period. These include:

### Achievements in 2019/20:

- Partners hosted a series of events as part of Challenge Poverty Week in Clackmannanshire in 2019/20. These events including learning and development activities; social media pledges by all partners and a full social media campaign and a 'summit' conference attended by over 300 partners, stakeholders and communities. This work directly contributed to the development of the Resilience Learning Partnership in Clackmannanshire.
- A pilot study was undertaken with 5 school establishments (one primary school per Cluster, one secondary and one support service) to capture evidence of the impact of the Cost of the School Day on children and families. Following the Pilot, an awareness raising Seminar was held & feedback highlighted an increased awareness of barriers to learning and impact on life choices and chances. Further training for educators to review progress and the key messages from the seminar was facilitated by Child Poverty Action Group and Improving Outcomes Team.
- The STRIVE pilot commenced in March 2020 to test a multi agency partnership to support a rapid response for individuals at the point of crisis in order to prevent longer term entrenched chaos in their lives. The scope of the STRIVE partnership was then extended to provide Clackmannanshire Council's emergency response to COVID-19 and other priority welfare concerns. The pilot programme has been subject to a formal evaluation process.
- Authentic and ethical empowerment of people with lived experience is at the heart of the Clackmannanshire Alliance's approach to developing trauma informed responses. Alliance leaders supported the incubation of Resilience Learning Partnership (RLP) which uses an assets based community development model to work with people who have experienced complex trauma. They also influence change in policy & practice, and contribute to academic research. Their work promoting co-production of services with the

voice of lived experience has grown from strength to strength, locally and nationally.

- 1200 young people were trained in Readiness for Learning (R4L) increasing their knowledge and understanding of attachment, trauma and nurture. Improvements have been made in executive function skills of children and young people, which contribute to higher numbers of pupils being able to access the correct Curriculum for Excellence levels for their age/stage. There is a strong correlation with R4L approaches and improvements in attendance too.
- In early 2020 Clackmannanshire Council was allocated funding through the Parental Employability Support Fund (PESF) to help deliver employability services locally for parents in and out of employment. PESF is part of the Scottish Government's Tackling Child Poverty Fund and the project commenced in 2020.
- NHS Forth Valley successfully led a new Forth Valley wide 'New Baby Financial Health Service' accessible via referral pathway from NHSFV to CAB. Over 2019/20 24 Clackmannanshire families accessed this support with advice provided on benefits, debt and money saving tips. On average financial income or savings for each family was around £350.
- A Sustainable Food Places, Clackmannanshire Steering group has been established and is led through NHS Forth Valley, with support from the voluntary sector and Clackmannanshire Council. Scoping of initial actions across 6 themes which supports a whole food system approach to addressing food insecurity was undertaken. In addition, delivery of REHIS training has taken place with support to some Primary schools for the Food, Families, Futures programme. The Dietetic team also supported the food parcel effort in partnership with Council colleagues during the Covid pandemic.
- A new multi-agency Tackling Poverty Partnership was established in 2019/20 to lead the delivery of the Local Child Poverty Action Plans. This partnership sits as part of the Community Planning Partnership in Clackmannanshire. NHS FV chairs this partnership.

### Achievements in 2020/21

The main areas of focus in 2020/21 was to put in place various response and recovery activities to mitigate as much as possible the impacts of Covid on our most vulnerable communities. Some of these activities are highlighted below:

- A Fairer Scotland Poverty Impact Assessment was undertaken in summer 2020 with the aim of assessing the impact of Covid-19 and associated lockdown on. This has helped partners to identify the priorities to focus on within this next LCPAR for 2020-2023. This work was commissioned by the Clackmannanshire Alliance and led to specific work to address digital exclusion in Clackmannanshire.

- In October 2020 partners hosted 2 virtual events as part of Challenge Poverty Week in Clackmannanshire. Informed by the Poverty Impact Assessment, 2 virtual events were held covering *Tackling Poverty* and *Digital Inclusion* linked with Covid recovery. Feedback from these events is helping to shape priorities for this work going forward.
- A range of support services was implemented in 2020/21 in response to the Covid pandemic and in many cases these are ongoing. This support includes support for people Shielding and required to isolate; welfare and financial assistance and advice; support around food and implementation of free school meals during restrictions and access to information and support on employment, redundancy and money advice.
- Targeted support to reduce digital exclusion in protected groups has been put in place. Over the past year over 300 digital devices have been allocated to older and disabled residents; school leavers including those with experience of care; Syrian refugee families and families in low income groups. Volunteer digital champions have also been trained to support the development of digital skills in Clackmannanshire and Techshare emerged from an identified need through Covid response. Since, engagement has taken place with communities to understand digital needs and barriers and a Digital Inclusion Strategy is being developed for Clackmannanshire.
- In 2020 Clackmannanshire Council agreed an innovative approach to develop a Wellbeing Economy in Clackmannanshire in partnership with Scottish Government. A wellbeing economy is an economy that is built on, and seeks to drive, the wellbeing of communities, businesses and the natural environment. As part of this work partners work through the 6 stage inclusive growth framework. A project has also commenced with SIPHER to look at systems mapping. Poverty and Wellbeing is identified as a key theme from this work.
- As part of the Wellbeing Economy work Council agreed its Community Wealthbuilding Action plan in 2020. Key areas of activity will focus around wealthbuilding for gender justice across Clackmannanshire, fair employment practice and just labour markets, plural ownership of the local economy and the development of a good employment charter for Clackmannanshire.

## **7.Governance and Reporting arrangements**

This Local Child Poverty Action Plan and Report has been developed jointly by Clackmannanshire Council and NHS Forth Valley with full support from a wide range of community planning partners in the public and voluntary sectors. Clackmannanshire's Tackling Poverty Partnership (TPP) has responsibility for delivering on the priorities set out in the delivery plan, and is accountable to the Clackmannanshire Alliance for doing so as part of the overall delivery of the Local Outcome Improvement Plan 2017/2027.

Approval and scrutiny of this plan lies with Clackmannanshire Council and NHS Forth Valley . Both organisations will formally sign off the Local Child Poverty Annual Reports and Delivery Plans through their respective governance processes.

Details of published plans and reports will be made available on the websites of both Clackmannanshire Council and NHS FV.

Further information can be found here:

<https://www.clacks.gov.uk/site/documents/deprivation/clackmannanshirelocalchildpovertyactionreport201819/>

<https://nhsforthvalley.com/publications/annual-reportsreviews/>

## Appendix A:

### Clackmannanshire Local Child Poverty Action Progress Report 2019/20

Action	Lead Organisation	Poverty driver(s)/ Outcomes	Timescale for action	Group(s) the action is intended to reduce poverty amongst	Progress for 2019/20. Notes and performance indicators
<p>Deliver Fair Start Scotland Employability Programme in Clackmannanshire through the provision of person centred 1 to 1 and group based support.</p> <p>The programme aims to support those who are unemployed to get into work within a year to 18 months through the provision of pre work support depending on the support needs of the participants e.g. those with intense support needs can have 18 months of pre work support where required. Participants can also access a year of in work support to help them sustain employment</p>	Clackmannanshire Works, Clackmannanshire Council and third sector organisations as appropriate, employers	Increase Income from Employment	Ongoing since April 2018 and running to March 2023* (*where a participant joins in April 2021 and is entitled to access one year pre work support and one year of in work support	All child poverty target groups where individuals meet eligibility for Fair Start Scotland	93 new participants supported 20 participants entered employment 12 participants sustained jobs at 13 weeks 10 participants sustained jobs at 26 weeks 9 participants sustained jobs at 52 weeks
<p>Deliver Clackmannanshire ESF Employability Pipeline programme through the provision of person centred 1 to 1 and group based support.</p> <p>Pre-employment support to those</p>	Clackmannanshire Works, Economic Development, Clackmannanshire Council and third sector organisations as appropriate,	Increase Income from Employment	January 2019 to December 2022	All child poverty target groups where participants have more than one barrier to progression	88 new participants supported 71 participants entered employment 3 participants entered FE/HE 64 participants gained a qualification 38 participants sustained employment 6 months after leaving

<p>unemployed to gain employment</p> <p>Support to participants to address multiple barriers to employment such as childcare, travel, clothes for interviews, PPE, training</p> <p>Support to participants to gain qualifications</p>	employers				
<p>New (Jan 2020) – Stirling and Clackmannanshire City Region Deal (CRD), Flexible Skills &amp; Inclusion Programme.,</p> <p>Programme will support the recruitment of 2 Flexible Skills Co-ordinators to co-ordinate the delivery of the CRD Skills &amp; Inclusion Programme which comprises the development and delivery of a Community Benefits programme, Skills Pathways Plans, a Barrier Free Fund and a Fair Work Incentive.</p>	Flexible Skills Co-ordinators, Clackmannanshire Works, Economic Development Clackmannanshire Council	Increase Income from Employment	Scheduled for January 2020	All child poverty groups in CRD targeted communities e.g. Alloa South & East	Delivery now scheduled to commence during 2021/22
<p>New (April 2020) - Stirling and Clackmannanshire City Region Deal (CRD), Inclusion Support Worker programme.</p> <p>Programme will support access to a range of barrier removal programmes e.g. adult literacy and numeracy, confidence building, wellbeing activities, self-esteem programmes, basic computing all designed to help people progress to next steps</p>	Inclusion workers, Learning and Employability Team, Stirling Council	Increase Income from Employment	Scheduled for April 2020	All child poverty groups in CRD targeted communities.	Recruitment process for Inclusion workers underway.

programmes where they can take full advantage of pre employability support programmes and then progress in to work					
<p>Work to secure funding from the Parental Employability Support Fund (£12m Scottish Government) to deliver targeted employability support for parents from October 2019.</p> <p>Provision of a range of initial and progressive employability support programmes supporting progression in to work</p>	Clackmannanshire Works, schools, nurseries, family support staff	Increase Income from Employment	Funding available for financial year 2019/20 but allocation process to be determined	All child poverty target groups	Funding from PESF secured for 2019/20 and 2020/21 to provide employability support to parents on low income. Recruitment of dedicated Key Worker for PESF was suspended in March 2020 due to Covid-19 but post has since been filled (Sept 2020)
<p>Deliver Youth Employability Programmes (Modern Apprenticeship (MA) Employability fund (EF) Scottish Employers Recruitment Incentive (SERI)</p> <p>Progression of participants into work, FE, other employability support programmes, Modern Apprenticeships</p>	Clackmannanshire Works, NHS Forth Valley supports MA's form Clacks residents	Increase Income from Employment	Funding available annually	All child poverty groups with focus on young people aged 16 - 19	<p>16 new Modern Apprentices recruited to Council, of which 8 aged 16 – 19 yrs. 14 new young people (aged 16 – 19) supported through Council's Employability Fund programme. 10 new participants supported through the Fair Work Incentive (formerly SERI) of which 7 aged 16 – 19yrs.</p> <p>A partnership Life skills programme developed for young people with ASN's. 6 young people gained a Youth Achievement award. A further 8 young people gained SVQ's in volunteering and a Saltire award. All 14 young people secured positive destinations.</p>

<p><b>Developing the Young Workforce Programme.</b></p> <p>Through the National Improvement Framework schools are working to improve employability and skills to develop the young workforce. A task group has been established with Forth Valley College, Developing the Young Workforce, Skills Development Scotland and Headteachers of all secondary schools. The aim of the programme is to increase the numbers of school leavers in positive destinations.</p>	<p>Clackmannanshire Council Forth Valley College Clackmannanshire Education Services Developing the Young Workforce Skills Development Scotland</p>	<p>Increase Income from Employment</p>	<p>Ongoing</p>	<p>All child poverty groups with focus on young people aged 16 - 19</p>	<p>DYW Board and positive destination meetings continued virtually to consider packages for summer 2020 school leavers and Christmas school leavers (Dec 2020/Jan 21).</p> <p>Collegiate working with Forth Valley College provided access to online learning for Senior Phase students with courses linked to college offers starting Jan 2021.</p> <p>In 2019/20, the Education CLD team managed 56 referrals to Activity Agreements. 20 participants completed the Activity Agreement programme and moved on to a positive destination with the highest percentage gaining employment.</p>
<p><b>Scottish Attainment Challenge in Clackmannanshire and Pupil Equity Fund.</b></p> <p>A co-ordinated and focussed programme plan designed to improve literacy, numeracy and health and wellbeing in our schools, closing the poverty related attainment gap.</p> <p>The pupil equity funding is allocated directly to schools and targeted at closing the poverty related attainment gap.</p>	<p>Clackmannanshire Education</p>	<p>Increase Income from Employment</p>	<p>The Scottish Attainment Challenge programme runs to 2021.</p>	<p>All young people with a focus on those schools with high levels of deprivation and free school meal entitlement.</p>	<p>At the start of “lockdown” all work streams within the Attainment Programme Plan were reviewed to take into account the initial impact of public health measures and consider the use and implementation of the Strategic Framework for the Reopening of Schools, Early Learning and Childcare Provision (May 2020), particularly on our more vulnerable children and families.</p>



					Engagement with our partners and Regional Improvement Collaborative continued to provide targeted support, focusing on closing the poverty related attainment gap. These were evidenced in the Attainment Challenge End of Year Report 2019-2020. Ongoing support from a Data Analyst and coach is providing educators with a better understanding of how they use data as a rationale for PEF and School Improvement.
Deliver the <b>Healthy Working Lives programme</b> , which supports employers to proactively identify health, safety and wellbeing issues in the workplace. Supportive policies and practices are developed to improve employees' physical & mental health. Ongoing programme	NHS Forth Valley with Public Health Scotland, Business Gateway Alloa, Forth Valley Chamber of Commerce	Increase Income from Employment	Ongoing funding allocated from Public Health Scotland	All child poverty groups, adults aged 16 years plus	8 organisations currently engaged on the HWL award. 6 organisation have implemented/reviewer supporting smoking policies and 4 alcohol and drug policies.
Engage with Social Security Scotland to support Local Delivery Teams to: <ul style="list-style-type: none"> <li>▪ Advise people on what they're eligible to claim through the Scottish social security system;</li> <li>▪ Assist the completion of application forms;</li> <li>▪ ID and document verification;</li> <li>▪ Benefit Maximisation</li> </ul>	Social Security Scotland  This service will be delivered through:  Dedicated, co-located service delivered from a permanent location; Regular 'surgeries' in i.e. Medical	Increase Income from Social Security and benefits in kind.	Funded by Scottish Government	All child poverty groups.	Due to the ongoing impact of Covid-19, Social Security Scotland (SSS) has revised plans to introduce the Local Delivery Face to face service. See action plan for 2020-23

<ul style="list-style-type: none"> <li>▪ Advice and support for a client whilst their application is in progress; and</li> <li>▪ If required, advice on requesting a redetermination or appeal and making a complaint.</li> </ul>	<p>Centres, Community Centres etc. Visits to prison and hospitals; Home visits.</p>				
<p><b>Cost of the School Day</b></p> <p>A programme designed for children and young people, parents/carers and school staff to identify financial barriers and take actions to mitigate them.</p>	<p>Clackmannanshire Education Services Child Poverty Action Group</p>	<p>Reduce Costs of Living</p>	<p>Ongoing from Jan 2019.</p>	<p>All young people attending school and their families.</p>	<p>On return to school, establishments have continued to explore ways of supporting families around providing uniform resources for learning and food. E.g. in 3 primary schools, family supper clubs continue virtually.</p>
<p><b>Food Poverty and Food Insecurity in Schools.</b></p> <p>Work with schools, nurseries and holiday hunger programmes to ensure:</p> <ul style="list-style-type: none"> <li>• access to healthy lunches and snacks as part of early years programme;</li> <li>• Engagement with parents on access to holiday food and grant in place for a test of change with a primary school.</li> <li>• An increased uptake of Healthy Start in one Clackmannanshire nursery – a test of change is being piloted.</li> <li>• Food, Families, Futures – A programme to ensure</li> </ul>	<p>Education Services, Clacks Council, Third Sector interface, NHS Forth Valley Dietetic service</p> <p>NHS Forth Valley dedicated Community Food Development Worker will be in post from Spring 2019.</p>	<p>Reduce Costs of Living</p>	<p>Ongoing</p> <p>Holiday food test for change 2019.</p>	<p>All child poverty groups, with a focus on early years and under 16 years</p>	<p>Sunnyside Primary School, in partnership with Children in Scotland, and NHS Forth Valley Nutrition &amp; Dietetic Team, developed the Food, Families, Futures initiative. This has been built upon as a model for tackling food insecurity and family learning (£5,000 funding), with plans to train parents to deliver training to other parents.</p> <ul style="list-style-type: none"> <li>• Engagement with parents on access to holiday food and grant in place for a test of change with a primary school.</li> <li>• An increased uptake of Healthy Start in one nursery – a test of change is being piloted.</li> <li>• Food, Families, Futures Programme: 2 further</li> </ul>

<p>families can be together, prepare healthy food, eat a free lunch and take part in fund activities using schools as community hubs over the holiday periods.</p>					<p>primary schools indicated interest. ● Abercromby Primary School ran the first of three cooking sessions virtually, in Sept (12 families) ● Alva Primary School plan to film their first cooking session, with 26 families signed up. Both schools have an arrangement with the Co Op for preparing ingredient bags.</p>
<p><b>Food poverty and Food Insecurity in Communities.</b></p> <p>To reduce the number of families experiencing food poverty and insecurity.</p> <p>Local communities and schools continue to work with Fareshare to improve local access to affordable produce.</p> <p>Clackmannanshire's Food Bank, run by The Gate charity, provides starter packs for families to ensure that they have the basic cooking equipment and utensils to prepare and cook meals.</p> <p>Community based Cookery and learning: community groups/organisations are embedding food activities into services, organisations actively promoting the Best Start Foods Scheme; practical cookery sessions delivered in target SIMD areas.</p>	<p>NHS Forth Valley Health Visiting and Dietetics teams NHS Forth Valley Health Visiting and Midwifery teams The Gate Charity CTSI</p>	<p>Reduce Costs of Living</p>	<p>Ongoing</p>	<p>All child poverty groups.</p>	<p>Establishment of Sustainable Food Places, Clackmannanshire Steering group, Scoping of initial actions across 6 themes which supports a whole food system approach to addressing food insecurity,. Seeking further partner buy in and further funding 2020/ 21.</p> <p>REHIS elementary Cooking skills at Sunnyside, Action for Children.</p> <p>Small grants and advisory services to Sunnyside, Alloa Family Centre, Hawkhill and Thrive.</p> <p>Virtual food hygiene training course implemented;, cookery videos and social media activity to promote resources and support.</p> <p>Support for People shopping</p>

<p>Health visitors, midwives and dieticians across Forth Valley are promoting Best Start Grants to all eligible pregnant and antenatal women. Best Start Grants aim to provide lower income families with financial support during the key early years of a child's life.</p> <p>Short-life working group reviewing options for dignified food provision including holiday hunger programmes and community based kitchen/s.</p>					<p>and food aid provider helpline, pictorial recipes for food parcels, paper bags printed with CAB &amp; shopping helpline numbers sent out with food parcels.</p>
<p><b>Tackling Period Poverty.</b></p> <p>To ensure that all women and girls in Clackmannanshire have access to free sanitary products.</p> <p>Free sanitary products are provided in schools in Clackmannanshire.</p> <p>Arrangements are currently being put in place to ensure that women and girls can access free sanitary products in public buildings and venues in Clackmannanshire.</p> <p>Work with local communities and development trusts to provide free sanitary products in community run facilities in Clackmannanshire is ongoing.</p>	<p>Education Services Facilities/Property services CTSI Local Community organisations/trusts NHS Forth Valley</p>	<p>Reduce Costs of Living</p>	<p>Ongoing. Schools provision commenced in 2018. Community provision commencing in 2019/20.</p>	<p>All child poverty groups</p>	<p>During 2019-2020 all educational establishments continued to provide free sanitary protection to pupils. Prior to Lockdown, 75% of establishments supplied pupils with a few months supply of sanitary protection in advance, reducing stigma and improving access. During Lockdown, supplies were available from all Education Hubs. Work with local communities and development trusts to provide free sanitary products in community run facilities is ongoing. Work in partnership with 'Hey Girls' was explored, however, challenges with procurement prevented this going ahead. An alternative solution was found with the Resilience Learning Partnership who distributed 3</p>

					months supply of sanitary products in care packages to 175 young people.
<p><b>Fuel Poverty/Energy Advice</b></p> <p>Clackmannanshire Council HEAT programme delivers universal energy advice for residents.</p> <p>Citizens Advice Bureau have commenced a new programme of fuel poverty and water savings advice called Local Energy Advice Project (LEAP). This is a referral service which aims to target 500 households over the course of the pilot scheme.</p> <p>CAB's Local Energy Advice Project focuses on combatting fuel poverty by providing energy saving advice and case work to households on fuel debt and supporting them to create a sustainable solution. Project runs until March 2021, is seeking continuation funding. CAB also provides Energy Best Deal advice including training to partner organisations</p>	<p>Clackmannanshire Council</p> <p>CAB</p>	Reduce Costs of Living	<p>Ongoing</p> <p>Pilot Programme funded until 31 March 2021. CAB will seek continuation funding</p>	<p>Universal service</p> <p>All child poverty groups.</p>	<p>Clacks CAB have given advice to 511 households in Clacks on all aspects of energy advice, including switching, budgeting and direct support with negotiating with suppliers and dealing with fuel debt. Out of the outcomes known (&lt;100 households) this has brought a client financial gain of £49,138</p>
<p><b>Budgeting and financial advice</b></p> <p>Financial Health Check Service. A CAB office is present at Forth Valley Royal Hospital for patients to drop in for advice. This service is ongoing.</p>	<p>CTSI/CAB</p> <p>This is delivered by Falkirk CAB</p> <p>CAB</p>	Reduce Cost of Living Increase Income from Social Security and benefits in kind.	<p>Ongoing</p> <p>Pilot Programme (Scot Gov funded)</p>	All child poverty groups	<p>All clients who access Clacks CAB's services (whether general services or specialised projects) are offered a Financial Health Check.</p> <p>During 2019/20, 3,466 Clacks</p>

<p>Personal budgeting advice and support is being rolled out by CAB for people moving onto new benefits.</p> <p>Personal budgeting, financial, education and financial health checks given by CAB. They also have a wide range of projects focusing on income maximisation e.g. welfare rights, help to claim, welfare rights and money advice (in partnership with Clacks Works).</p>			<p>Scot Gov funding for another 12 months</p> <p>NHSFV (for New Baby Financial Health Service)</p>		<p>residents accessed their advice services. The majority of the advice relates to maximising income for clients. Out of the advice given, 46% related to benefits, 15% debt, 10% finance and charitable support, 7% utilities and 4% Housing. In this period, the client financial gain for Clacks residents was £2.4 million.</p> <p>The New Baby Financial Health Service accessible via referral from NHSFV, has provided advice to 24 clients. 77% of advice focused on benefits, 12% utilities, 5% financial and charitable support and the remainder on debt, housing and employment.</p> <p>Welfare Reform project has an 86% success rate in overturning benefit decisions, ensuring Clacks residents are receiving their financial entitlements.</p> <p>142 Clacks residents on Clacks Works Employability prog were supported with welfare rights and money advice.</p>
<p><b>Affordable Credit</b> Commission work to understand the impact of credit and debt in</p>	<p>Clackmannanshire Council NHS Forth Valley</p>	<p>Reduce Cost of Living</p>	<p>Pilot 2019/2020</p>	<p>All child poverty groups</p>	<p>192 Clacks residents accessed Clacks CAB specialised debt service for advice and support.</p>

Clackmannanshire and develop approaches to raise awareness and promote affordable savings and credit options.	CAB Credit Union				The client financial gain was £282,518
---	---------------------	--	--	--	--

<b>Deliver the Young Parents Project</b> supporting young mothers to remain in education; higher education and/or employment. The Young Parents Programme links young parents with support for housing, accessing learning and employment grants, money advice and sourcing childcare. The Young Parents project works closely with the Family Nurse Partnership and with Forth Valley College; Stirling University and Skills Development Scotland.	Clackmannanshire Council NHS Forth Valley Family Nurse Partnership, Forth Valley College Skills Development Scotland Stirling University.	Increased Income from Employment Increased Income from Social Security and Benefits in Kind	Ongoing (funded by Clackmannanshire Council and ESF)	All child poverty groups: Mothers with a baby under age one; Families where the mother is under 25 years. One parent families Families in which someone is disabled	For most of 2019/20 the Young Parents Project was on hold, however it remains an important aspect of the support that is provided to support young parents in Clackmannanshire. An update on progress will be available in the 2021/22 annual report.
<b>Enable digital inclusion and support for Universal Credit.</b>  Implement Universal Credit and Health to Claim initiative.  Put in place digital and financial inclusion hubs in Clackmannanshire communities, and recruit Digital Champions – volunteers to assist and support people with digital access knowledge and practical skills.  Work with communities to ensure people can access technology, and be supported, to develop their digital skills and capabilities.	CTSI/CAB Local Development Trusts	Income from Employment Income from Social Security and Benefits in Kind	Externally Funded/projects and funding currently being developed.	All child poverty groups	5 Digital Champions across Alloa, Alva, Tillicoultry have been identified. Training via SCVO has been on hold due to Covid.  Techshare project: 52 devices donated, 65 Techshare devices distributed (50 devices/15 mifis) + the 18 Connecting Scotland Devices (9 specifically to help with universal credit claims partnership with Clacksworks  48 weeks of digital inclusion classes held 3 times a week

Provide Digital Support in communities in Clackmannanshire specifically to help with universal credit claims.					with 77 individuals supported.
<b>Health visitor referrals for income maximisation advice to Clackmannanshire CAB</b>	NHS Forth Valley Clackmannanshire CAB	Increased Income from Social security and Benefits in kind	Ongoing	All parents and families struggling financially	Between October 2019 and July 2020, Clackmannanshire CAB supported 21 clients referred from health visitors and generated £16,568.21 in benefits and entitlements for these parents and families
<b>Health – welfare rights advice.</b> NHS Forth Valley planned work to develop an action plan & associated outcomes, supporting the mitigation of welfare reform for patients and staff within NHS Forth Valley. Actions potentially to include increasing awareness of where/how to signpost patients for WR advice; workforce planning and welfare rights training programmes	NHS Forth Valley	Increased Income from Social security and Benefits in kind	Action Plan in place by end of 2019, ongoing performance monitoring	All child poverty groups	This work has been postponed, partly as a result of Covid, plus limited ability to attend Primary Care Education sessions (availability limited). This will be carried forward into 20-23.
Scoping work for Specialist Link worker (SLW) and Community Link worker (CLW) roles within Primary Care to take place during 2019, aligned with Locality needs analysis & Locality planning for the HSCP.	Stirling/Clacks HSCP, Clacks Council, NHS Forth Valley, CTSI & SVE	Increased Income from Social Security and benefits in kind	2019/20, with a view to implementing SLW's CLW's – if need identified, in 2020	All child poverty groups	Developments for SLW's and CLW's progressed to discussions within Stirling and Clacks HSCP and the Primary Care implementation Plan. CLWs remain a priority in the Primary Care Plan, however resource plans are still to be finalised.



<p>Implementation of <b>Thrive Programme</b> in Clackmannanshire.</p> <p>16 week programme supporting parents in deprived areas to improve mental health &amp; well being and life circumstances. 1 programme for 9 women completed in 2018.</p> <p>3 programmes planned in 2019, further 3-4 programmes each year thereafter.</p>	<p>NHS Forth Valley in partnership with Clacks Council, CTSI, SFRS, Forth Valley College, DWP, DWP (UK Government) Supported by UK Government funding as part of the Stirling and Clacks City Region Deal.</p>	<p>Helping families in other ways – stage 1 &amp; pre engagement into employability skills pipeline. Increased Income from Employment Reduce Costs of Living</p>	<p>Ongoing</p>	<p>All child poverty groups, with focus on one parent families (CRD funding)</p>	<p>In 2019 the THRIVE programme engaged with 10 parents with low self esteem and living in areas of deprivation. This programme enabled parents/carers to address and cope with their own health and wellbeing concerns thus enabling them to support their child's learning.</p> <p>In 2020, 25 participants enrolled in THRIVE groups pre-lockdown. All remained engaged on WhatsApp groups until June. Since then, we have offered 5 week Wellbeing programme and 10 week Prepare to THRIVE (both online via Google Classroom and Meet). 17 participants are still in contact.</p> <p>Plan for 2021 is to continue to support participants virtually and to start THRIVE groups in Aug 2021 circumstances permitting.</p>
<p><b>Thrive Plus Project</b> in conjunction with the Skills &amp; Inclusion programme within CRD. Target 50 lone parents in Alloa S&amp;E. Scoping &amp; development to take place in 2019, with pilot for 2020.</p>	<p>NHS Forth Valley in partnership with Clacks Council, DWP (UK Government). Supported by UK Government</p>	<p>Helping families in other ways</p>	<p>2020- 2023</p>	<p>All child poverty groups, with a focus on lone parents (CRD)</p>	<p>This programme has not progressed, however resourcing plans will be developed for 2021/22.</p>

	funding as part of the Stirling and Clacks City Region Deal.				
<b>Family Nurse Partnership (FNP).</b> FNP seeks to improve the rate of young mothers accessing ante natal care and post natal maternity services. Following a pilot phase, FNP was made permanent in 2018 and expanded. The service provides support to teenage pregnancies to support them to engage with services early and throughout their pregnancy.	NHS Forth Valley	Helping families in other ways	Ongoing	All child poverty groups, with a focus on lone parents (CRD	FNP continued to recruit clients residing in Clackmannanshire. 25 clients have been supported in this period.
Deliver a range of <b>community based mental health</b> support including:  Stress Control – 6 week courses are delivered throughout the Council, DWP, NHS and community partners for employees to build capacity for all staff groups who support clients with stress. Workforce Development – Mental Health First Aid Applied Suicide Intervention Training (ASIST). Crisis Card Clackmannanshire Council approved a new mental health policy for employees in November 2018. A range of services are provided for	Clackmannanshire Council NHSFV	Helping families in other ways	Ongoing	All Child poverty groups	June 19 – June 20  <u>Stress Control:</u> 313 individuals attended across Forth Valley. Over 50% of individuals attended 4 or more sessions/ 2 for staff courses.  Stress Control was being phased out to be replaced with <i>Step on Stress</i> in 2020, however due to Covid 19 pandemic, neither programmes have been delivered in Forth Valley. Access to Jim White Stress Control and NHS Fife Online offerings have been widely promoted and signposted.  <u>Mental Health First Aid:</u> 286

<p>employees; training opportunities are available and awareness raising campaigns.</p> <p>Work will commence with the IMHS and Forth Valley College to deliver stress awareness courses and workshops for employees and students with the aim of raising awareness and knowledge to recognise and manage stress and mental wellbeing.</p>					<p>attendees during the reporting period. However, as a result of Covid 19, no courses have been delivered since March 2020 because training is not licensed for delivery online.</p> <p>Additional Community Mental Health support is with online self help materials through the digital bookshelf. During the reporting period there were 139 hits to the Bookshelf. The top 3 accessed self help guides were for Anxiety, Depression and Sleep.</p>
<p>Implement Clackmannanshire's <b>Sport and Active Living Framework</b> – promoting sport and active living for all families in Clackmannanshire regardless of their circumstances.</p>	<p>Clackmannanshire Council</p>	<p>Helping families in other ways</p>	<p>Ongoing</p>	<p>All child poverty groups.</p>	<p>During 2019, a Women and Girls Officer was recruited to support and develop female engagement in sport and physical activity funded by SportsScotland.</p> <p>In Sauchie 8 new classes inc mother and baby, circuit classes and adult walking netball class to promote active living.</p> <p>During the summer 2020, volunteers from local community sports clubs supported the delivery of varied activities. Digital platforms was developed with daily content, produced under the #KeepActiveAtHome,</p>

					allowed families to try out a range of home based activities. Social media platforms had over 40,000 views achieved. The Active Communities and SWAG programmes (Sauchie Women and Girls project) continued daily.
Delivering a range of support and services to ensure that <b>communities are connected</b> and empowered to enable and provide routes out of poverty. This includes further roll out of the Place Standard Tool (PST) to build on neighbourhood strengths and assets; development of asset based approaches and self-reliant groups and work with new community development trusts established in 2018 to build community based capacity and develop new services.	Clackmannanshire Council Community Learning Development CTSI Community Development Trusts	Helping families in other ways	Ongoing/Externally funded pilot schemes.	Won't directly deliver services to child poverty groups however will contribute to community empowerment and decision making and development of new services and projects.	Clacks 1400, a community based group of 10 parents/carers have taken forward the development of a community cafe which has seen 6224 visits. Partners are invited to attend the café and provide information to local parents/carers. There have been volunteering opportunities supporting wider family learning programmes. Outcomes of these programmes include improvement in parent/carer's confidence levels, with some parents / carers gaining accreditation and awards.

<b>Resilience Learning Partnership</b> set up in 2018 to establish a formal approach to engaging with local people with lived experience in a way which is dignified and rewarding.  This approach enables partners to learn from those with lived experience in a way which	Clackmannanshire Council CPP Partners	Increased Income from Employment Supporting families in other ways.	Ongoing/SocialEnterprise	Won't directly deliver services to child poverty groups however will assist with learning to develop non-stigmatising and dignified approaches to delivering services	RLP is now an established and sustainable social enterprise which reinvests in Clackmannanshire and employs 15 people with "lived experience". There are many more volunteers, stakeholders and clients. An assets based community development model using trauma informed
--	---------------------------------------	---	--------------------------	---	--

ensures appropriate financial reimbursement.					principles is also embedded.
			=		
<p><b>CSADP - Support For Families Affected by Substance</b></p> <p>Since 2015, the ADP has invested in dedicated CAB workers within local alcohol and drug services. Substance workers refer service users for support with income maximisation, housing, employment and money and debt advice and support.</p> <p>The Forth Valley Recovery Community provides a pathway for people that leads to worthwhile work/further education.</p> <p>Increase access to treatment from alcohol and drugs services.</p>	CSADP	<p>Increased income through Maximised benefit entitlement</p> <p>Increase recovery from substance use</p>	<p>Funded by ADP – alternative funding options currently being explored.</p> <p>Funded by ADP</p> <p>Statutory and Commissioned Services funded by HSCP / ADP</p>		<p>The service has successfully: Increased income maximisation levels in 2019/20 by 10%</p> <p>Increased attendance at Clackmannanshire Recovery Cafes and Recovery Groups by 20%</p> <p>Increased multi – agency referral to treatment services by 20%</p>
<p><b>Trauma informed practice</b></p> <p>agenda – NHS Forth Valley leading on developing and delivering trauma informed practice training framework across 4 scopes.</p> <p>This will aim to reduce impact of psychological trauma, reduce re-</p>	NHS Forth Valley in partnership with, NES, Public Health Scotland, local HSCP's.	Supporting families in other ways Partnership Working	Project runs until March 2021- Focus on making the training sustainable beyond this timescale.	Consideration across the lifespan, initial focus on adults/parents who've experienced psychological trauma.	Raising awareness of the importance of the trauma informed workforce (through meetings and local events), and signposting to NES resources, including a trauma skilled e-module. Trauma informed and trauma skilled level training also delivered

traumatisation and prevent negative impact of intergenerational psychological trauma on families, and children.					face to face (at the end of 2019, and online in 2020. Consultation and support with health, local authority, and third sector colleagues – staff group being prioritised. .
We will continue to implement our <b>Readiness for Learning</b> programme, which aims to build a better understanding of brain development and the effects of stress linked to knowledge around attachment, nurture and trauma. In 2017/18 640 education staff have been trained in the approach with positive outcomes being reported on the numbers of P1 children on staged interventions.	Clackmannanshire Council – Education Service	Supporting families in other ways Partnership Working	Implemented as part of Scottish Attainment Funding	All child poverty groups	Readiness for Learning (R4L) Training has been undertaken by 1,200 educators in total. See Key achievements at the start of chapter 4.
In 2019/20 we will commissioned research to <u>better understand the impact of poverty on people living and in the private rented sector</u> recognising the risks of poverty from factors associated with living in the private rented sector. As part of the research a delivery plan will be developed	CPP Partners	Income from Employment Partnership Working	Commence January 2020	All child poverty groups	Through CAB 151 Private and Clacks Council residents supported with Housing Debt, with a key focus on tenant sustainment.  A review of landlord registration function relating to enforcement approaches to ensure accommodation standards are met, will be undertaken in the near future.
In 19/20 we will commission research to <u>better understand the barriers and potential solutions to affordable and accessible transport to, from and within</u>	CPP Partners	Income from Employment Partnership Working	Commence October 2019	All child poverty groups	Develop revised performance indicators based upon covid uptake of Public Travel. A key development this year will be the roll out of the National

<p>Clackmannanshire. We will work with a wide range of partners on this research and associated delivery plans including, where appropriate, our neighbouring authorities.</p>					<p>under 19 – Free Bus Travel for everyone under 19.</p>
<p>In 2019 we will, along with our partners, <u>hold a series of Child Poverty and Inclusive Growth events to coincide with Challenge Poverty Week in October.</u> These events will aim to raise awareness; promote work to tackle poverty in Clackmannanshire and identify new strategic links and opportunities around poverty and inclusive growth.</p>	<p>CPP Partners</p>	<p>Increased awareness of poverty stereotypes.</p>	<p>October 2019 (potentially annually thereafter)</p>	<p>Won't directly deliver services to child poverty groups however will raise profile and awareness and will shape future work and partnerships.</p>	<p>Inclusive Growth and Poverty Summit (7th-11th October 2019). A range of partner led activities and School based activities were held including a summit attended by over 300 people.</p> <p>Partners fully supported the week long activities including cost of the school day activities in Clackmannanshire schools; period poverty activities; learning and development around poverty for Police Officers and social media pledges.</p> <p>A virtual event was held for Challenge Poverty Week in 2020 which focussed on whole systems approaches and digital exclusion.</p>

## Appendix B Tracking Performance Measures

The following summary performance tracker includes high level indicators available to track at Local Authority level. These indicators do not measure child poverty directly in the same way as the indicators used for the national targets, but they can be used to understand the local context and how that is changing over time. The data used to evidence progress against the national Child Poverty targets are not available at Clackmannanshire level geography – only at Scotland geography.

Performance Measure	Poverty Driver/Outcome	Clacks 2018/19	Clacks 2019/20	Clacks 2020/21	Scotland 2020/21	Data Source
% of children living in relative low income families	Income from Employment; Income from Social Security; Cost of living.	22%	21%	21%	18%	<a href="https://www.gov.uk/government/statistics/children-in-low-income-families-local-area-statistics-2014-to-2020">https://www.gov.uk/government/statistics/children-in-low-income-families-local-area-statistics-2014-to-2020</a>
% of children living in absolute low income families	Income from Employment; Income from Social Security; Cost of living.	17%	17%	19%	15%	<a href="https://www.gov.uk/government/statistics/children-in-low-income-families-local-area-statistics-2014-to-2020">https://www.gov.uk/government/statistics/children-in-low-income-families-local-area-statistics-2014-to-2020</a>
% Workless Households	Income from Employment; Income from Social Security; Cost of living.	19.9%	17.3%	20.6%	17.1%	<a href="https://www.nomisweb.co.uk/">https://www.nomisweb.co.uk/</a>
Average Weekly Wage (median)	Income from Employment					<a href="https://www.nomisweb.co.uk/">https://www.nomisweb.co.uk/</a>
Total		£481	£551	£563	£595	
Males		£612	£677	£624	£626	
Females		£409	£449	£512	£563	
% Employment Rate 16-64	Income from Employment	74%	72.5%	73.1%	75.7%	<a href="https://www.nomisweb.co.uk/">https://www.nomisweb.co.uk/</a>
% Employment Rate 16-64 Ethnic	Income from Employment	62%	45.8%	54.6%	59.3%	<a href="https://www.n">https://www.n</a>



<b>Minority</b>						<a href="http://omisweb.co.uk/">omisweb.co.uk/</a>
<b>% Employment Rate 18-24 age group</b>	<b>Income from Employment</b>	<b>72.5%</b>	<b>76.6%</b>	<b>74.1%</b>	<b>59.7%</b>	<a href="https://www.nomisweb.co.uk/">https://www.nomisweb.co.uk/</a>
<b>Working age population aged 16-64 (% of total population)</b>	<b>Income from Employment</b>	<b>62.9%</b>	<b>62.6%</b>	<b>62.3%</b>	<b>64.0%</b>	<a href="https://www.nomisweb.co.uk/">https://www.nomisweb.co.uk/</a>
<b>Working age population Males aged 16-64 (% of total population)</b>	<b>Income from Employment</b>	<b>63.5%</b>	<b>63.1%</b>	<b>62.8%</b>	<b>64.6%</b>	<a href="https://www.nomisweb.co.uk/">https://www.nomisweb.co.uk/</a>
<b>Working age population Females aged 16-64 (% of total population)</b>	<b>Income from Employment</b>	<b>62.4%</b>	<b>62.2%</b>	<b>61.8%</b>	<b>63.4%</b>	<a href="https://www.nomisweb.co.uk/">https://www.nomisweb.co.uk/</a>
<b>% 16-19 Year-old Participation measure (all)</b>	<b>Income from Employment</b>	<b>89.3%</b>	<b>90.1%</b>	<b>89.3%</b>	<b>91.6%</b>	<a href="https://www.skillsdevelopmentscotland.co.uk/">https://www.skillsdevelopmentscotland.co.uk/</a>
<b>% 16-19 Year-old participation measure (females)</b>	<b>Income from Employment</b>	<b>90.6%</b>	<b>92.5%</b>	<b>90.3%</b>	<b>92.9%</b>	<a href="https://www.skillsdevelopmentscotland.co.uk/">https://www.skillsdevelopmentscotland.co.uk/</a>
<b>% 16-19 Year-old participation measure (males)</b>	<b>Income from Employment</b>	<b>88.1%</b>	<b>88.1%</b>	<b>88.4%</b>	<b>91.4%</b>	<a href="https://www.skillsdevelopmentscotland.co.uk/">https://www.skillsdevelopmentscotland.co.uk/</a>
<b>% Households which are fuel poor</b>	<b>Cost of Living</b>	<b>-</b>	<b>27%</b>	<b>-</b>	<b>25%</b>	<a href="https://www.gov.scot/collections/scottish-household-survey/">https://www.gov.scot/collections/scottish-household-survey/</a>
<b>% Households with internet access</b>	<b>Cost of Living</b>	<b>72%</b>	<b>74%</b>	<b>-</b>	<b>85%</b>	<a href="https://www.gov.scot/collec">https://www.gov.scot/collec</a>

						<a href="https://www.scottish-household-survey/">tions/scottish-household-survey/</a>
Modern apprenticeship new starts (16-24)	Income from Employment	327	309	227	-	<a href="https://www.skillsdevelopmentscotland.co.uk/">https://www.skillsdevelopmentscotland.co.uk/</a>
Job Density	Income from Employment	0.48	0.53	0.49	0.82	<a href="https://www.nomisweb.co.uk/">https://www.nomisweb.co.uk/</a>
Council Housing Meeting the Scottish Housing Quality Standard for Energy Efficiency (	Cost of Living	97.66%	97.73%	96.12%	94.90%	<a href="https://www.improvementservice.org.uk/benchmarking">https://www.improvementservice.org.uk/benchmarking</a>
Rent Arrears (as % of Rent Due in the Year)	Cost of Living	£9.06	£9.05	£10.11	£7,31	<a href="https://www.improvementservice.org.uk/benchmarking">https://www.improvementservice.org.uk/benchmarking</a>
% of households managing well financially	Cost of Living	49%	-	-	56%	Scottish Household Survey
18-24 year olds claiming out of work benefits	Income from Social Security & Benefits in Kind	8.3%	11%	11.1%	8.8%	<a href="https://www.nomisweb.co.uk/">https://www.nomisweb.co.uk/</a>
% of adults reporting a limiting long term physical or mental health condition in household with children	Helping families in other ways	23.9%	-	-	-	Scottish Government, Scottish Surveys Core Questions

Appendix C – Child Poverty Statistics 2015-2020.

Source: <https://www.endchildpoverty.org.uk/local-child-poverty-data-2014-15-2019-20/>

Local authority	Percentage						Percentage point change (2015-20)
	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	
Glasgow City	27.1%	29.5%	29.6%	30.9%	31.0%	32.2%	5.1%
Renfrewshire	19.3%	20.4%	21.3%	22.8%	21.9%	23.1%	3.8%
Dumfries and Galloway	23.3%	25.3%	24.8%	26.4%	25.0%	26.7%	3.4%
West Dunbartonshire	23.4%	24.5%	25.1%	26.9%	26.3%	26.8%	3.3%
Scottish Borders	20.9%	22.5%	23.2%	23.9%	22.5%	24.2%	3.3%
West Lothian	21.3%	22.1%	23.0%	23.8%	22.9%	24.6%	3.3%
Na h-Eileanan Siar	17.5%	20.6%	20.8%	19.6%	18.7%	20.7%	3.3%
North Ayrshire	24.8%	26.5%	26.2%	27.4%	27.1%	27.9%	3.2%
Clackmannanshire	24.2%	25.5%	26.0%	27.3%	26.1%	27.3%	3.1%
Dundee City	23.8%	25.0%	26.4%	27.0%	26.2%	26.8%	3.0%
Angus	21.1%	21.9%	23.6%	24.1%	23.3%	24.0%	3.0%
Inverclyde	20.9%	23.0%	22.1%	23.3%	23.3%	23.8%	2.9%
East Ayrshire	24.4%	26.1%	25.8%	26.6%	26.8%	27.3%	2.9%
Fife	23.6%	25.0%	25.0%	26.0%	25.5%	26.4%	2.7%
Perth and Kinross	19.9%	21.2%	21.4%	22.4%	21.1%	22.6%	2.7%
Argyll and Bute	20.7%	22.2%	22.7%	23.9%	22.5%	23.3%	2.6%
Aberdeen City	18.7%	19.5%	21.3%	22.3%	21.1%	21.3%	2.6%
North Lanarkshire	23.9%	25.5%	25.2%	26.3%	25.5%	26.5%	2.6%
Moray	20.8%	22.0%	23.1%	23.2%	21.9%	23.4%	2.6%
East Lothian	21.9%	22.5%	23.4%	24.7%	22.7%	24.5%	2.6%
Shetland Islands	13.3%	15.2%	16.0%	17.1%	14.4%	15.8%	2.5%

Orkney Islands	20.3%	20.7%	21.9%	22.4%	21.2%	22.7%	2.4%
Highland	21.4%	22.8%	22.8%	23.3%	22.6%	23.6%	2.2%
South Ayrshire	22.7%	23.5%	24.2%	24.6%	24.6%	24.8%	2.2%
Midlothian	21.8%	21.1%	23.4%	23.8%	22.5%	23.9%	2.1%
Falkirk	22.7%	23.2%	23.5%	24.3%	23.8%	24.8%	2.1%
Stirling	19.6%	20.0%	20.1%	21.2%	20.2%	21.3%	1.7%
City of Edinburgh	18.6%	18.8%	20.7%	21.3%	18.9%	20.3%	1.7%
South Lanarkshire	21.5%	22.4%	22.5%	23.5%	22.5%	23.1%	1.5%
East Dunbartonshire	15.2%	15.9%	16.9%	16.6%	14.8%	16.3%	1.0%
Aberdeenshire	15.6%	16.6%	17.4%	17.6%	15.7%	16.7%	1.0%
East Renfrewshire	15.0%	15.6%	15.5%	15.5%	14.6%	15.8%	0.8%

**Table 1: Child Poverty Statistics Change between 2015-2020.**

