



**Clackmannanshire  
Council**

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

Comhairle Siorrachd  
Chlach Mhanann

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

## **Audit and Scrutiny Committee**

**Thursday 12 December 2024 at 9.30 am**

**The meeting will be held in  
Council Chambers, Kilncraigs, Alloa**



## **Audit and Scrutiny Committee**

The remit of the Audit and Scrutiny Committee is:

### **Audit & Finance**

- a) Receive, review and consider reports on the Council's finance
- b) Receive, review and consider reports on value for money and best value
- c) Consideration and monitoring of the Council's Annual Governance Statement
- d) Consider internal audit reports and results of internal audit investigations
- e) Consider external audit and resultant action plans
- f) Monitor and review actions taken on internal and external audit recommendations
- g) Consider the effectiveness of the Council's risk management procedures and the control environment
- h) Receive and consider reports on countering fraud and corruption.

### **Scrutiny**

- a) Monitor council services, including the Health and Social Care Partnership (HSCP) against agreed outcomes, standards and targets
- b) Monitor the achievement of organisation-wide agreed outcomes, standards and targets
- c) Monitor the achievement of agreed outcomes, standards and targets by the community planning partnership
- d) Monitor Police and Fire performance against Plans approved by the Council
- e) Scrutiny of Council decision-making, with the ability to call in decisions
- f) Initiate or undertake scrutiny reviews
- g) Deal with matters referred by the Council for scrutiny purposes.

**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.**

**4 December 2024**

**A MEETING of the AUDIT AND SCRUTINY COMMITTEE will be held in COUNCIL CHAMBERS, KILNCRAIGS, ALLOA on THURSDAY 12 DECEMBER 2024 at 9.30 am.**

**Chris Alliston  
Strategic Director (Partnership and 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 Minutes of Meetings of the Audit and Scrutiny Committee held On 24 October 2024 (Copy herewith)	07
<u>Audit and Finance</u>	
4. Council Financial Performance 2024-25 as at September 2024 - report by the Chief Finance Officer (Copy herewith)	15
5. HRA Financial Performance 2024/25 as at September 2024 – report by the Chief Finance Officer (Copy herewith)	39
<u>Scrutiny</u>	
6. Annual Report of the Chief Social Work Officer 2023-24– report by the Chief Social Work Officer (Copy herewith)	47
7. HSCP – Clackmannanshire Locality Performance Report 2024-25 Q1 & Q2 (April to September) – report by the Head of Strategic Planning and Health Improvement (Copy herewith)	97
8. Economic Development Update – report by the Strategic Director, Place (Copy herewith)	109
9. Community Empowerment Act Annual Report (Participation Requests and Asset Transfer) and Participatory Budgeting Performance Report – report by the Strategic Director, Place (Copy herewith)	141

10. Annual Complaints Report 2023-24 - report by the Senior Manager, Legal and Governance (Copy herewith) 159
11. Interim Workforce Strategy Update – report by the Senior Manager, HR and Workforce Development (Acting) (Copy herewith) 171
12. Redeployment Update - report by the Senior Manager, HR and Workforce Development (Acting) (Copy herewith) 181
13. Audit and Scrutiny Committee Annual Report Follow Up – report by the Strategic Director, Partnership and Performance (Copy herewith) 185

## Audit and Scrutiny Committee – Committee Members (Membership 8 - Quorum 4)

---

### Councillors

### Wards

Councillor	Janine Rennie (Chair)	3	Clackmannanshire Central	LABOUR
Councillor	Denis Coyne (Vice Chair)	5	Clackmannanshire East	CONSERVATIVE
Councillor	Phil Fairlie	1	Clackmannanshire West	SNP
Councillor	Martha Benny	2	Clackmannanshire North	CONSERVATIVE
Councillor	William Keogh	2	Clackmannanshire North	LABOUR
Councillor	Kenneth Earle	4	Clackmannanshire South	LABOUR
Councillor	Ellen Forson	4	Clackmannanshire South	SNP
Councillor	Bryan Quinn	4	Clackmannanshire South	SCOTTISH GREEN





**MINUTES OF MEETING of the AUDIT AND SCRUTINY COMMITTEE held in Council  
Chambers, Kilncraigs, Alloa on THURSDAY 24 OCTOBER 2024 at 9.30 AM.**

**PRESENT**

Councillor Janine Rennie (Chair)  
Councillor Donald Balsillie (S)  
Councillor Martha Benny  
Councillor Denis Coyne  
Councillor Kenneth Earle  
Councillor Ellen Forson  
Councillor William Keogh (Teams)  
Councillor Bryan Quinn

**IN ATTENDANCE**

Chris Alliston, Strategic Director (Partnership & Performance)  
Lee Robertson, Senior Manager, Legal and Governance (Partnership & Performance) (Clerk to the Committee)  
Kevin Wells, Strategic Director (Place)  
Lorraine Sanda, Strategic Director (People)  
Cherie Jarvie, Senior Manager, Partnership and Transformation (Partnership and Performance)  
Nicola Mack, Chief Accountant (Partnership & Performance)  
Seonaid Scott, Health and Safety Manager (Partnership & Performance)  
Ali Hair, Senior Manager HR (Partnership & Performance)  
Evelyn Paterson, Senior Governance Officer (Partnership & Performance)  
Colin Bruce, Chief Education Officer (People)  
Adrienne Aitken, Senior Manager, ELC and Early Years (People)  
Catriona Scott, Senior Manager, Secondary and Communities (People)  
Scott McDonald, Senior Manager, Justice Services (People)  
Des Donnelly, Group Commander, Clackmannanshire, Fife and Stirling LSO Area, Scottish Fire and Rescue Service  
Rachel Rogers, Station Commander, Alloa Fire Station, Scottish Fire and Rescue Service  
Chief Inspector Kat Thompson, Clackmannanshire Area Commander, Police Scotland  
Chief Superintendent Roddy Irvine, Police Scotland  
Rebecca Mc Connachie, External Audit, Deloittes  
Ian Howse, External Audit, Deloittes (Teams)  
Mhairi Miller, Solicitor, Legal and Governance (Partnership & Performance)  
Helena Arthur, Solicitor, Legal and Governance (Partnership & Performance) (Depute Clerk)  
Melanie Moore, Committee Services, Legal and Governance (Partnership & Performance)  
Gillian White, Committee Services, Legal and Governance (Partnership & Performance) (Minute)

**ON TEAMS**

Sharon Robertson, Chief Social Work Officer (People) (Teams)  
Lindsay Sim, Chief Finance Officer (Partnership & Performance) (Teams)  
Derek Barr, Procurement Manager (Partnership & Performance)  
Judi Richardson, Performance & Information Adviser (Partnership & Performance) (Teams)  
Sarah Langsford, Senior Manager HR (Partnership and Performance) (Teams)  
Andrew Buchanan, Housing Operations Manager (Place) (Teams)  
Gillian Scott, Senior Manager, Early Intervention (People) (Teams)  
Isabel Wright, Internal Audit Manager, Falkirk Council (Teams)  
David Williams, Interim Chief Officer, Clackmannanshire & Stirling Health and Social Care Partnership (Teams)  
Euan Murray, Chief Finance Officer, Clackmannanshire & Stirling Health and Social Care Partnership (Teams)

**AS(24)60      APOLOGIES**

Apologies for absence were received from Councillor Phil Fairlie, Councillor Donald Balsillie attended as substitute. Apologies were also received from Father Michael Carrie (Religious Representative).

**AS(24)61      DECLARATIONS OF INTEREST**

None.

**AS(24)62      MINUTE OF AUDIT AND SCRUTINY COMMITTEE HELD ON  
22 AUGUST 2024**

The minutes of the meeting of the Audit and Scrutiny Committee held on Thursday 22 August 2024 were submitted for approval.

**Decision**

The minutes of the meeting of the Audit and Scrutiny Committee held on Thursday 22 August 2024 were agreed as a correct record by the Committee.

**AS(24)63      PROCUREMENT ANNUAL REPORT**

The purpose of the report, submitted by the Strategic Director, Partnership and Performance is to fulfil the Council's obligation under Section 18 of the Procurement Reform (Scotland) Act 2014, which requires an annual procurement report on regulated activities as soon as reasonably practicable after the financial year ends. It also updated the Committee on key procurement activities, statistical performance for 2023-24, and the resources available to support effective procurement.

The Procurement Manager advised of a typographical error in paragraph 4.2 of the report relating to the figure for local suppliers, which should read "local suppliers has increased by £1,764,202" not £15,758,141 as stated in the original report.

**Motion**

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

Moved by Councillor Janine Rennie. Seconded by Councillor Ellen Forson.

**Decision**

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

**AS(24)64      POLICE PERFORMANCE REPORT FOR CLACKMANNANSHIRE  
OCTOBER 2023 TO MARCH 2024**

The report, submitted by the Local Police Commander, provided the Committee with information on the performance of Police Scotland in the Clackmannanshire local authority area for the period 1st October 2023 to 31st March 2024.

The report aligned with the headings of the priorities Clackmannanshire - Police Scotland (i.e. Responsive to the concerns of our communities, Enhancing our collective resilience to emerging threats, protecting people most at risk from harm and Promoting confidence through our actions Road Safety and Road Crime).



The Clackmannanshire Police Performance Report (Appendix 1) contains the current information on performance against selected performance indicators. This report provided complementary information to that in the table to present a summary of performance of policing in Clackmannanshire Council area and also identified emerging trends, threats and issues. Data for the report is sourced from Police Databases that are subject to changes as enquiries progress. They can be best regarded as Point in Time figures. 3 year average figures were not available for all measures. The information in the table should be regarded as provisional.

#### **Motion**

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

Moved by Councillor Janine Rennie. Seconded by Councillor Ellen Forson.

#### **Decision**

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

#### **AS(24)65 FIRE PERFORMANCE ANNUAL REPORT 1ST APRIL 2023 – 31ST MARCH 2024**

The report, submitted by the Local Senior Officer, Clackmannanshire, Fife and Stirling, Scottish Fire and Rescue Service, provided committee with an overview of the year performance of the Scottish Fire and Rescue Service (SFRS) in Clackmannanshire covering the period 1st April 2023 to 31st March 2024. The report (Appendix One) is based on performance against objectives and targets set out in the Local Fire and Rescue Plan for Clackmannanshire. Performance indicators are detailed in the summary report.

#### **Motion**

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

Moved by Councillor Janine Rennie. Seconded by Councillor Ellen Forson.

#### **Decision**

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

*In line with Standing Order 10.23, the Chair adjourned the meeting at 11.30 am for a short comfort break. When the meeting resumed at 11.40 am, 8 members remained present.*

#### **AS(24)66 DIGITAL LEARNING STRATEGY AND ACTION PLAN 2023-2025**

The report, submitted by Catriona Scott, Senior Manager, People, provided a progress report on the Clackmannanshire Digital Learning Strategy and Action Plan 2023-2025.

#### **Motion**

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

Moved by Councillor Janine Rennie. Seconded by Councillor Ellen Forson.

### **Decision**

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

### **AS(24)67 HEALTH AND SAFETY ANNUAL REPORT 2023/24**

The report, submitted by the Health and Safety Manager, provided the 2023/24 annual report on Health & Safety performance across the Council.

### **Motion**

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

Moved by Councillor Janine Rennie. Seconded by Councillor Denis Coyne.

### **Decision**

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

### **AS(24)68 REGULATION OF INVESTIGATORY POWERS (SCOTLAND) ACT 2000**

The report, submitted by the Senior Manager, Legal and Governance, updated Committee on the Council's use of The Regulation of investigatory Powers (Scotland) Act 2000 (RIPSA) during the period March 2023 to April 2024.

### **Motion**

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

Moved by Councillor Janine Rennie. Seconded by Councillor Martha Benny.

### **Decision**

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

### **AS(24)69 PARTNERSHIP & PERFORMANCE: 2023/24 YEAR END BUSINESS PLAN UPDATE**

The report, submitted by the Strategic Director, Partnership and Performance, updated the Committee on the year-end status of the 2023/24 Partnership and Performance Business Plan.

### **Motion**

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

Moved by Councillor Janine Rennie. Seconded by Councillor Martha Benny.

### **Decision**

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

*In line with Standing Order 10.25, the Chair adjourned the meeting at 12.50 pm for a meal break. When the meeting resumed at 1.20 pm, 15 members remained present.*

**AS(24)70            EXCEPTIONS FROM THE APPLICATION OF CONTRACT STANDING ORDERS**

It is a requirement of Contract Standing Orders that exceptions should be reported to the next available Audit & Scrutiny Committee. The purpose of the report, submitted by the Strategic Director, Partnership and Performance, was to provide detail on any Exceptions to Contract Standing Orders submitted in the previous quarter.

**Motion**

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

Moved by Councillor Janine Rennie. Seconded by Councillor Denis Coyne.

**Decision**

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

**AS(24)71            DRAFT COUNCIL FINANCIAL PERFORMANCE FOR 2023/24**

This report, submitted by the Chief Finance Officer, provided an update on the financial performance for the Council, for the 2023/24 financial year as at March 2024, in respect of: the General Fund (GF) revenue and capital spend and the achievement of savings for the current financial year 2023/24; the Clackmannanshire element of the Stirling & Clackmannanshire Health and Social Care Partnership (H&SCP) revenue spend; and the Housing Revenue Account (HRA) revenue and capital spend, for the financial year, 2023/24.

The Chief Finance Officer advised of an error at 2.1.4 in the recommendations within the report. Where it notes that the underspend is £5.260m, this should read £4.007m.

**Motion**

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

Moved by Councillor Janine Rennie. Seconded by Councillor Kenneth Earle.

*Councillor Ellen Forson withdrew from the meeting at 13:42 hrs during debate on this item of business.*

**Decision**

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

1. The General Fund revenue underspend of £(1.977)m for the year to 31 March 2024 before earmarked reserves;
2. The Clackmannanshire element of the Health and Social Care Partnership (H&SCP) spend on budget for the year to 31 March 2024, after allocation of reserves;
3. The HRA revenue surplus of £(4.709)m, £(0.891)m greater than the budgeted surplus for the year to 31 March 2024;
4. The HRA Capital programme underspend of £(4.007)m, of which £6.906m is proposed to be carried forward;
5. The overspends on the HRA Capital Programme and the management review that is underway to investigate these and identify actions to avoid reoccurrence;

6. The General Fund Capital Programme underspend of £(12.803)m, and proposed carry forward of £10.043m; and
7. The progress to date in delivering the £3.814m approved savings programme, with £2.642m, 69.3%, achieved as at 31 March 2024.

**AS(24)72 COUNCIL FINANCIAL PERFORMANCE 2024/25 AS AT JUNE 2024**

The report, submitted by the Chief Finance Officer, provided an update on the financial performance for the Council, as at June 2024, in respect of: the General Fund (GF) revenue and capital spend and the achievement of savings for the current financial year 2024/25; the Clackmannanshire element of the Stirling & Clackmannanshire Health and Social Care Partnership (H&SCP) revenue spend; and the Housing Revenue Account (HRA) revenue and capital spend, for the financial year, 2024/25.

**Motion**

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

Moved by Councillor Janine Rennie. Seconded by Councillor Donald Balsillie.

**Decision**

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

1. The General Fund revenue forecasted overspend of £0.669m for the year to 31 March 2025;
2. The Clackmannanshire element of the Health and Social Care Partnership (H&SCP) forecasted overspend of £6.471m as at June 2024, for the year to 31 March 2025;
3. The balances of earmarked reserves held and used to date and remaining balances;
4. The allocation of £0.288m COVID earmarked reserve in 2024/25 to support ongoing costs of COVID recovery;
5. The HRA revenue forecasted surplus of £(1.001)m greater than the budgeted surplus for the year to 31 March 2025;
6. The HRA Capital programme forecasted underspend of £(1.145)m.
7. The General Fund Capital Programme forecasted to underspend by £(2.442)m, with proposed carry forward of £2.010m; and
8. The progress to date in delivering the £5.383m approved savings programme, currently forecast to achieve £4.791m, 89%, as at 31 March 2025.

**AS(24)73 2023/24 EXTERNAL AUDIT PLANNING REPORT**

The report, submitted by the Chief Finance Officer, presented the External Audit Planning Report which set out the planned audit activity by the Councils External Auditors – Deloitte, in respect of the audit of the 2023/24 draft annual accounts and wider audit activity including Best Value.

**Motion**

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

Moved by Councillor Janine Rennie. Seconded by Councillor Kenneth Earle.

**Decision**

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

1. The proposed external audit plan, Appendix A, for the audit of the 2023/24 draft annual accounts, and
2. The timetable for presentation of the Annual Report and approval of the Final Audited Accounts (table1).

**AS(24)74 INTERNAL AUDIT PROGRESS REPORT**

The report, submitted by the Internal Audit Manager, provided an update on progress with completion of the 2024/25 Internal Audit Plan.

**Motion**

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

Moved by Councillor Janine Rennie. Seconded by Councillor Martha Benny.

**Decision**

The Committee agreed to note the progress being made with completion of the 2024/25 Internal Audit Plan.

**AS(24)75 INTERNAL AUDIT CHARTER**

The report, submitted by the Internal Audit Manager, sought Audit and Scrutiny Committee's approval of an updated Internal Audit Charter. The Charter sets out the role, authority, and responsibility of the Internal Audit team.

**Motion**

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

Moved by Councillor Janine Rennie. Seconded by Councillor Denis Coyne.

**Decision**

Having considered the report, the Committee approve the Internal Audit Charter as set out in Appendix 1 to the report.

**Action**

Internal Audit Manager

**AS(24)76      CORPORATE RISK REGISTER**

The report, submitted by the Senior Manager, Partnership and Transformation, provided Committee with the 2024/25 Quarter 2 update on Clackmannanshire Council's Corporate Risk Register (Appendix A).

**Motion**

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

Moved by Councillor Janine Rennie. Seconded by Councillor Donald Balsillie.

**Decision**

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

Ends 14:50hrs

---

**Report to: Audit & Scrutiny Committee**

---

**Date of Meeting: 12 December 2024**

---

**Subject: Council Financial Performance 2024/25 as at September 2024**

---

**Report by: Chief Finance Officer**

---

## **1.0 Purpose**

1.1 This paper provides an update on the financial performance for the Council, as at September 2024, in respect of:

- the General Fund (GF) revenue and capital spend and the achievement of savings for the current financial year 2024/25,
- the Clackmannanshire element of the Stirling & Clackmannanshire Health and Social Care Partnership (H&SCP) revenue spend; and

## **2.0 Recommendations**

2.1 Committee is asked to note the report, commenting and challenging as appropriate on:

- 2.1.1 General Fund revenue forecasted overspend of £0.054m for the year to 31 March 2025;
- 2.1.2 the Clackmannanshire element of the Health and Social Care Partnership (H&SCP) forecasted overspend of £6.093m, for the year to 31 March 2025;
- 2.1.3 the balances of earmarked reserves held and used to date and remaining balances;
- 2.1.4 the General Fund Capital Programme forecasted to underspend by £(5.512)m, with proposed carryforward of £4.971m
- 2.1.5 progress to date in delivering the £5.383m approved savings programme, currently forecast to achieve £4.841m, 90%, as at 31 March 2025.

## **3.0 Background**

3.1 This report summarises the forecasted financial position of the Council for the financial year ending 31 March 2025. This report consolidates the detailed financial data to provide a summary position for the Council. The

report also provides detail of individual Directorate positions and their service areas within the appendices.

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

4.1 As at 30 September 2024 the General Fund is forecasting an overspend for the year of £0.054m, this is a favourable movement of £(0.615)m from the £0.669m overspend reported as at June. At this point in the year, the forecast reflects spend in full of any ringfenced funds that are required to be earmarked for future years if not fully utilised in the current financial year.

4.2 The Council Summary at **Appendix 1** provides the forecast position by each Directorate and centrally held Corporate Service areas along with the position for Partnerships and Sources of Funding. The overall net overspend is made up as follows:

- People Directorate - £(0.115)m underspend, movement £(0.444)m. Management action has been taken to reduce the previously forecasted overspend.
- Place Directorate - £(0.574)m underspend, movement £(0.827)m. Management action has been taken to reduce the previously reported overspend including a more thorough review of forecasts.
- Partnership & Performance Directorate - £0.173m overspend, movement £0.162m. Overspend includes £0.350m attributable to VS savings that are not able to be achieved, and
- Chief Executive and Corporate Services - £0.569m overspend, movement £0.494m. Overspend includes centrally held savings to be achieved within the individual services.

#### **Pay award 2024/25**

4.3 The above forecast position includes an estimate £0.200m for the shortfall in funding as a result of the Single Status pay award that is being part funded by additional funding from the Scottish Government. The actual shortfall for both Single Status and Teachers is currently being calculated and will be reported to this committee as part of the Quarter 3 outturn as at December.

4.4 Measures to reduce spend in year in light of the challenging financial budget gap for 2025/26 remain in place. This includes continuation of essential spend, meaning that only spend that is currently committed or business critical should be undertaken and recruitment to business critical posts only. Progress on the impact of these measures will be monitored throughout the year and further measures could be taken if forecasted spend continues to exceed the approved budget.

4.5 **Appendices 3 to 6** provide details of individual Directorate financial performance, with variance by Service area and reason for variance.



## Earmarked Reserves

4.6 At 1 April 2024, the council held earmarked reserves of £23.242m to be applied to future spend. At the end of September 2024, £1.933m has been allocated to spend for 2024/25 leaving a balance of £21.309m as set out in the table below:

<b>Earmarked Reserve</b>	<b>Balance at 1 April 2024</b>	<b>Allocated spend as at September</b>	<b>Remaining balance</b>
	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
Devolved School Management	(505)	400	(105)
Pupil Equity Funding	(560)	560	-
Ringfenced Housing Grants	(1,181)	98	(1,083)
Organisational Change fund	(198)	77	(121)
Other Miscellaneous Commitments	(1,891)	93	(1,798)
Employment Fund	(515)	-	(515)
Transformation fund	(1,928)	126	(1,802)
COVID - General funding	(288)	288	-
COVID - Specific Funding	(251)	19	(232)
Specific Employability Funding	(523)	170	(353)
Developer Contributions	(816)	-	(816)
Ukrainian refugee support	(599)	-	(599)
Homeless Accommodation	(1,950)	102	(1,848)
Service Concessions	(5,958)	-	(5,958)
Support 2024/25 budget	(6,079)	-	(6,079)
<b>TOTAL</b>	<b>(23,242)</b>	<b>1,933</b>	<b>(21,309)</b>

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

- 5.1 The Clackmannanshire element of the H&SCP is forecasting an overspend of £6.093m based on the most recent financial information. This is a favourable movement of £(0.378)m from £6.471m overspend reported as at June. Details of the forecast variances that make up this overspend are shown in **Appendix 7**.
- 5.2 A report presented to the IJB Board on 20 November 2024 indicated a forecasted overspend across the Partnership of £12.924m based on forecasts at September subject to NHS Forth valley meeting financial pressures in relation to the set aside budget. The partnership has limited reserves and the forecast above includes a contribution of £3.947m from these reserves.
- 5.3 As a consequence of the projected overspend and in line with the integration scheme, a financial recovery plan has been developed and areas identified as part of this plan were presented to the Integrated Joint Board (IJB) for consideration.
- 5.4 It is essential that this recovery plan is further developed and actions implemented. It is unlikely that the recovery plan will fully mitigate the forecasted in year overspend by the end of the year.
- 5.5 Whilst the integration scheme does not specifically require partners to fund the overspend, the integration scheme is silent on how the gap may be funded. This is a significant risk for the Council if it is required to make an additional contribution considering its own challenging financial position. The Chief Executive and Section 95 Officer have both advised the Interim Chief Officer and Chief Finance Officer of the Partnership that we would be unlikely to have the capacity to contribute on a risk share basis in this financial year or future years. The Councils uncommitted reserves are just over 2% and with its own in year pressures reflected above alongside the forecasted overspend at quarter 2, the Council has no capacity to support any additional contribution.

## **6.0 General Fund Capital**

- 6.1 For 2024/25, the approved General Fund Capital programme set out significant gross investment in Clackmannanshire amounting to £20.011m. A further £2.151m was added as a result of carry forwards from 2023/24 and £0.921m has been added to reflect additional grant income for various projects and initiatives. These additional amounts have increased the approved budget for 2024/25 to £23.083m.
- 6.2 Work on capital projects is being progressed however delays are still being incurred due to internal and external factors. On review of the forecasts as at September, spend is estimated to be £17.571m for the year resulting in an underspend of £(5.512)m against the approved budget. It is estimated that as a result of delays and reprioritisation, the proposed carry forward to 2025/26 will be £(4.971)m.

6.3 The underspend of £(5.512)m has increased by £(3.069)m since that reported as at June. The main reason for this movement is the forecast underspend on the City Region Deal projects of £2.970m, which have been reprofiled to later years. These projects are fully funded and result in a corresponding underachievement in income as the grant is not claimed until spend has occurred. **Appendix 8** provides detail of the forecasted expenditure to 31 March 2025 and variance against budget by project.

6.4 A summary of the projected outturn position for each of the Asset plans with main variances are shown in the table below:

Asset Management Strategy	Revised Budget 2024/25	Forecast to 31 March 2025	Forecast Over / (under) Spend	Main Variances
	£m	£m	£m	
<b>Community Investment Strategy</b>	12.649	8.768	(3.881)	Underspends on: <ul style="list-style-type: none"> <li>- Shared Prosperity Fund £(0.128)m due to timing of projects, carry forward to 2025/26</li> <li>- Town Centre Regeneration £(0.195)m to be carried forward</li> <li>- City Region Deal £(2.970)m due to delays in programme and associated City Region Deal resourcing £(0.293)m</li> <li>- Wellbeing Hub and Lochies Resourcing £(0.187)m carried forward to 2025/26 in line with more accurate phasing of requirements</li> </ul>
<b>Property</b>	2.283	0.992	(1.291)	Underspends on: <ul style="list-style-type: none"> <li>- Learning Estate option appraisals £(0.582)m to be carried forward</li> <li>- Kilncraigs roof £(0.199)m to be carried forward</li> <li>- Clackmannan Town hall £(0.151)m project complete under budget</li> <li>- Capital Programme Resourcing £(0.174)m to be carried forward</li> <li>- Alva Primary School Bridge £(0.035)m to be carried forward</li> <li>- Cemetery wall upgrade £(0.022)m</li> <li>- Vacant &amp; Derelict Land £(0.015)m to be carried forward</li> </ul>
<b>Roads</b>	3.339	3.296	(0.043)	Underspends on: <ul style="list-style-type: none"> <li>- Community Bus Fund project £(0.037)m and</li> <li>- Road Safety Improvements funded by SG £(0.006)m</li> </ul>

<b>Land</b>	0.878	0.590	(0.288)	Underspends on: <ul style="list-style-type: none"> <li>- Kilncraigs stone preservation £(0.120)m to be carried forward</li> <li>- Polmaise Waste Transfer Station £(0.077)m to be carried forward</li> <li>- Renewable energy projects £(0.050)m to be allocated to solar and food growing project</li> <li>- Playparks £(0.032)m underspend</li> </ul>
<b>Fleet</b>	0.578	0.471	(0.107)	- Vehicle Replacement £(0.107)m spend committed but may not take delivery until following year – carryforward to 2025/26
<b>IT</b>	3.090	3.148	0.058	Underspend on: <ul style="list-style-type: none"> <li>- Schools ICT replacement £(0.136)m</li> <li>- Social Work IT System MVP £(0.080)m to be carried forward in line with revised approved plan for this project August 2024</li> <li>- Tech Analogue to Digital £(0.055)m, implementation extended, carry forward to 2025/26</li> <li>- Working Smarter £0.337m to be realigned with project 10255</li> </ul>
<b>Place Based Investment</b>	0.266	0.306	0.040	Cycle facilities - £0.051 overspend due to asbestos on site.
<b>Gross Capital Expenditure</b>	<b>23.083</b>	<b>17.571</b>	<b>(5.512)</b>	
<b>Allocation of Capital Funding</b>	<b>(8.439)</b>	<b>(5.334)</b>	<b>3.105</b>	Funding is allocated to projects as it is spent. Any funding that is not utilised in full will be carried forward to 2025/26, where grant conditions allow, or repaid. <ul style="list-style-type: none"> <li>• City Region Deal £2.970 - Grant not being drawdown due to delayed spend. Carried forward to 2025/26</li> <li>• Nature Restoration Fund £0.100m – grant withdrawn by Scottish Government</li> </ul>
<b>Net Capital Programme</b>	<b>14.644</b>	<b>12.237</b>	<b>(2.407)</b>	

## 7.0 Delivery of 2024/25 Approved Savings

7.1 At its budget meeting in March 2024, Council approved savings of £5.383m for the financial year 2024/25. The table below shows the split of these savings across Directorates and the forecasted achievement of those savings by 31 March 2025.

### General Services Revenue Budget 2024/25 - Progress of Approved Savings by Directorate

Directorate	Total Approved Savings £000	Achieved/ Likely to be achieved £000	At Risk £000	Unachievable £000
People	1,713	1,497	20	196
Place	1,252	938	218	96
Partnership & Performance	2,418	2,406	12	0
<b>Total Approved Savings</b>	<b>5,383</b>	<b>4,841</b>	<b>250</b>	<b>292</b>
		90%	4.6%	5.4%

7.2 The above table indicates that 90% of savings are likely to be achieved, with 4.6% forecast to be at risk and 5.4% unachievable in 2024/25. Detail of individual savings within each directorate is provided in **Appendix 2**.

## 8.0 Conclusions

8.1 General Fund Revenue Services are forecasting an overspend of £0.054m for the year to 31 March 2025;

8.2 The Clackmannanshire element of the H&SCP is forecasting to overspend £6.093m for the year to 31 March 2025.

8.3 The General Fund Capital programme is forecast to underspend by £(5.512)m.

8.4 Of the £5.383m approved savings programme, £4.841m (90%) are forecast to be achieved by 31 March 2025.

## 9.0 Sustainability Implications

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

## 10.0 Resource Implications

10.1 *Financial Details*

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

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

10.4 *Staffing*

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

**11.0 Exempt Reports**

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

**12.0 Declarations**

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

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

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

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

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

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

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

**13.0 Equalities Impact**

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

Yes

No

## 14.0 Legality

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

## 15.0 Appendices

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

Appendix 1 – Draft Council Summary at 30 September 2024

Appendix 2 – Summary Savings by Directorate at 30 September 2024

Appendix 3 – People Variances at September 2024

Appendix 4 – Place Variances at September 2024

Appendix 5 – P&P Variances at September 2024

Appendix 6 – Corporate Variances at September 2024

Appendix 7 – HSCP Variances at September 2024

Appendix 8 – General Fund Capital Forecast as at September 2024

## 16.0 Background Papers

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

Yes  (please list the documents below) No

- General Fund Revenue & Capital Budget 2024/25

### Author(s)

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

### Approved by

NAME	DESIGNATION	SIGNATURE
Chris Alliston	Strategic Director of Partnership & Performance	





## Council Summary 2024/25

	<b>Annual Budget 2024/25 £'000</b>	<b>Actual to September £'000</b>	<b>Forecast to March 2025 £'000</b>	<b>Variance Forecast to Budget £'000</b>	<b>Previous reported Variance At June £'000</b>	<b>Variance Movement Sept to June £'000</b>
<b>Directorate</b>						
People	83,621	40,961	83,506	(115)	329	(444)
Place	34,988	16,017	34,414	(574)	253	(827)
Partnership & Performance	12,747	6,988	12,920	173	11	162
<b>Directorate Expenditure</b>	<b>131,356</b>	<b>63,966</b>	<b>130,841</b>	<b>(515)</b>	<b>594</b>	<b>(1,109)</b>
<b>Corporate</b>						
Chief Executive	326	328	316	(10)	(10)	0
Corporate Services	(994)	0	(415)	579	85	494
Misc Services - Non Distributed Costs	1,100	411	1,100	0	(0)	0
	432	739	1,001	569	75	494
	131,788	64,705	131,842	54	669	(615)
<b>less allocated to non general fund</b>	<b>(1,315)</b>	<b>0</b>	<b>(1,315)</b>	<b>(0)</b>	<b>0</b>	<b>(0)</b>
	130,473	64,705	130,527	54	669	(615)
<b>Add Requisitions from Joint Boards</b>						
Central Scotland Valuation Joint Board	490	0	490	0	0	0
<b>Corporate Expenditure</b>	<b>130,962</b>	<b>64,705</b>	<b>131,016</b>	<b>54</b>	<b>669</b>	<b>(615)</b>
<b>Add/Deduct</b>						
Interest on Revenue Balances	(205)	0	(205)	0	0	0
Loans Fund Contribution	6,233	2,319	6,233	0	0	0
Contribution to Bad Debt Provision	100	0	100	0	0	0
<b>Total Expenditure</b>	<b>137,090</b>	<b>67,024</b>	<b>137,144</b>	<b>54</b>	<b>669</b>	<b>(615)</b>
Health & Social Care Partnership	28,762	7,565	34,856	6,093	6,471	(378)
<b>Total Expenditure Including HSCP</b>	<b>165,852</b>	<b>74,589</b>	<b>172,000</b>			
<b>Sources of Funding</b>						
General Revenue Funding/Non-Domestic Rates	(130,708)	(69,070)	(130,708)	(0)	0	0
Council Tax	(25,602)	0	(25,602)	(0)	0	(0)
Contribution from Reserves	(1,531)	0	(1,531)	0	0	0
Contribution from Earmarked Reserves	(1,933)	0	(1,933)	0	0	0
Contribution from Uncommitted Reserves	(6,079)	0	(6,079)	0	0	0
<b>Total Funding</b>	<b>(165,853)</b>	<b>(69,070)</b>	<b>(165,853)</b>	<b>(0)</b>	<b>0</b>	<b>(0)</b>
<b>Net Budget</b>	<b>(1)</b>	<b>5,519</b>	<b>6,147</b>	<b>(0)</b>		

**APPROVED SAVINGS 2024/25**

**Management Efficiency Savings 2024/25**

Saving Reference	Directorate	Department	Responsible Officer	Description	Cash/ Permanent	2024/25 £	Achieved/ Likely to be achieved £	At Risk £	Unachieved £	Total £
P&PMGT03	P&P	HR & WFD	Chris Alliston	New Corporate Training Funding Model	Cash	86,000	86,000			86,000
P&PMGT06	P&P	Corporate	Chris Alliston	Managed reduction of overtime budgets	Cash	106,976	106,976			106,976
P&PMGT07	P&P	HR & WFD	Chris Alliston	Budget realignment	Permanent	950	950			950
P&PMGT12	P&P	Legal & Governance	Lee Robertson	Centralisation of Service Legal Budgets	Permanent	7,000		7,000		7,000
P&PMGT14	P&P	Corporate	Lindsay Sim	Reduction in Pension Contribution following triennial valuation	Permanent	1,327,000	1,327,000			1,327,000
P&PMGT15	P&P	Partnerships & Transformation	Cherie Jarvie	Budget Realignment - safe drive stay alive	Permanent	3,000	3,000			3,000
P&PMGT19	P&P	Finance & Revenues	Lindsay Sim	Reduce SWF resource - vacant post	Permanent	33,000	33,000			33,000
P&PMGT23	P&P	Finance & Revenues	Lindsay Sim	Review VJB SLA - inflationary uplift	Permanent	10,000	10,000			10,000
P&PMGT24	P&P	Partnerships & Transformation	Cherie Jarvie	Capitalisation of ICT posts supporting capital plan implementation	Permanent	62,500	62,500			62,500
P&PMGT25	P&P	Corporate	Lindsay Sim	Reduction in Loans Fund interest charges	Cash	609,000	609,000			609,000
PEMGT01	PEOPLE	Education	Adrienne Aitken	Change in contracted hours new ELC appointments	Permanent	52,843	52,843			52,843
PEMGT02	PEOPLE	Education	Catriona Scott	Review of secondary education supply teaching staff budget	Permanent	100,000	100,000			100,000
PEMGT03	PEOPLE	Education	Michael Boyle	Review of Devolved School Management	Cash	400,000	400,000			400,000
PEMGT04	PEOPLE	Educational Psychology	Veronica Cully	Review of Education Psychology Management Structure	Permanent	20,000	20,000			20,000
PEMGT05	PEOPLE	Education	Colin Bruce	Capitalisation of Project Manager for Digital Technology for Digital Rollout	Permanent	50,155	50,155			50,155
PEMGT06	PEOPLE	CLD	Catriona Scott	Subscriptions budget for CLD	Permanent	2,000	2,000			2,000
PEMGT07	PEOPLE	Sports and Leisure	Robbie Stewart	Review of Leisure Bowl budget	Cash	200,000	200,000			200,000
PEMGT08A	PEOPLE	Sports and Leisure	Robbie Stewart	Review of Sports Development Service	Permanent	62,789	62,789			62,789
PEMGT15	PEOPLE	Education	Michael Boyle	Delivering ASN School Transport - Budget realignment	Permanent	34,000	34,000			34,000
PEMGT18	PEOPLE	Education	Lorraine Sanda	Alternative funding for SLA for Play Alloa	Permanent	15,685	15,685			15,685
PEMGT19	PEOPLE	Education	Adrienne Aitken	Centralised ELC admissions	Permanent	228,505	228,505			228,505
PLMGT01	Place	Economic Development	Emma Fyvie	Recovery of Staffing costs	Cash	170,000	170,000			170,000
PLMGT02	Place	Trading Standards	Emma Fyvie	Trading Standards SLA Rebate	Cash	70,000			70,000	70,000
PLMGT03	Place	Property	Pete Leonard	Building cleaning to pre-COVID policy standard	Permanent	25,000		25,000		25,000
PLMGT04	Place	Public Buildings	Pete Leonard	Removal of LLP budget	Permanent	183,810	183,810			183,810
PLMGT06	Place	Development	Emma Fyvie	Building Standards Agency	Permanent	12,710	12,710			12,710
PLMGT07	Place	Environment-Land	Iain McDonald	Land income - budget realignment	Cash	80,000	80,000			80,000
PLMGT09	Place	Environment-Waste	Iain McDonald	Increased income from Recycling Paper/Card	Permanent	180,050	180,050			180,050
PLMGT10	Place	Property	Alison Morrison	New target operating model for public buildings R&M	Permanent	109,800		109,800		109,800
PLMGT11	Place	Development	Emma Fyvie	Redesign vacant Environmental Health Officer post to Technical Officer	Permanent	4,500	4,500			4,500
PLMGT12	Place	Property	Alison Morrison	Rent Review/Service Charge Review	Permanent	19,612		19,612		19,612
PLMGT13	Place	Property	Alison Morrison	Revenue savings from Asset Disposal (Phase 1)	Permanent	12,600		12,600		12,600
PLMGT14	Place	Property	Alison Morrison	Insurance Premium recharge to Commercial Tenants	Permanent	41,312		41,312		41,312
PLMGT15	Place	Environment - Land	Iain McDonald	Land Re-Design - Staff	Permanent	14,450			14,450	14,450
<b>Total Management Efficiency Savings 2024/25</b>						<b>4,335,247</b>	<b>4,035,473</b>	<b>215,324</b>	<b>84,450</b>	<b>4,335,247</b>

**Policy Savings 2024/25**

Management Efficiency Savings 2024/25

Saving Reference	Directorate	Department	Responsible Officer	Description	Cash/ Permanent	2024/25 £	Achieved/ Likely to be achieved £	At Risk £	Unachieved £	Total £
P&PPOL01	P&P	HR & WFD	Chris Alliston	IOSH and First Aid Training Income	Perm	4,400	4,400			4,400
P&PPOL05	P&P	Legal & Governance	Lee Robertson	Income & Charging - Legal Admin Charge	Perm	2,000	2,000			2,000
P&PPOL06	P&P	Partnerships & Transformation	Cherie Jarvie	Remove funding to 3 community halls (Coalsnaughton, Clackmannan and Devonvale)	Perm	8,800	8,800			8,800
P&PPOL07	P&P	Finance & Revenues	Lindsay Sim	Council Tax - Premium on 2nd Homes	Perm	55,000	55,000			55,000
P&PPOL09	P&P	Corporate	Chris Alliston	No longer making payment to leavers who write in and request arrears	Cash	80,000	80,000			80,000
P&PPOL23	P&P	Legal & Governance	Lee Robertson	Income & Charging - Licensing	Perm	2,500	2,500			2,500
P&PPOL25	P&P	Partnerships & Transformation	Cherie Jarvie	Income & Charging Full Cost Recover for Commercial Events	Perm	5,000		5,000		5,000
P&PPOL26	P&P	Partnerships & Transformation	Stuart Crickmar	Digital Transformation - Redesign of Customer Services/CAP/Library Provision (joint proposal People and P&P)	Perm	15,000	15,000			15,000
PEPOL06	People	Care & Protection	Sharon Robertson	Review of third sector funding for children's services	Perm	44,760	44,760			44,760
PEPOL07	People	Care & Protection	Sharon Robertson	Introduce multiagency equipment storage and recycling facility	Cash	20,000		20,000		20,000
PEPOL10	People	Support & Wellbeing	Robbie Stewart	Review of Leisure Services charges	Perm	40,000	40,000			40,000
PEPOL15	People	Support & Wellbeing	Catriona Scott	Reduce CLD service	Perm	71,804	71,804			71,804
PEPOL09A	People	Support & Wellbeing	Robbie Stewart	Review of Leisure Services - Option A	Perm	127,899	127,899			127,899
PEPOL18A	People	Education & Learning	Veronical Cully	Option A - Reduction 1fte in Psychological Service	Perm	46,741	46,741			46,741
PEPOL21	People	Education & Learning	Michael Boyle	Review of Primary Class Sizes	Perm	195,450	0		195,450	195,450
PLPOL02B	Place	Property	Alison Morrison	Janitorial Service Redesign	Perm	33,500	33,500			33,500
PLPOL06	Place	Environment - Roads	Iain McDonald	Stop Winter footpath gritting by mechanical means and operate in core hours only	Cash	41,000	41,000			41,000
PLPOL09	Place	Environment - Waste	Iain McDonald	Garden waste collection charge - increase from £45 to £48 (6.7%)	Perm	20,000	20,000			20,000
PLPOL18	Place	Property	Alison Morrison	Property - Service Redesign	Perm	109,603	109,603			109,603
PLPOL03C	Place	Property	Alison Morrison	School Meals income - 25p increase	Cash	46,689	42,689	4,000		46,689
PLPOL15C	Place	Environment - Land	Iain McDonald	Reduce use of Agency staff for street cleaning 4 FTE to 2 FTE	Perm	60,000	60,000			60,000
PLPOL23D	Place	Environment	Iain McDonald	Reduce Forestry by one FTE	Perm	17,522		5,841	11,681	17,522
<b>Total Policy Savings 2024-25</b>						<b>1,047,668</b>	<b>805,696</b>	<b>34,841</b>	<b>207,131</b>	<b>1,047,668</b>

People	1,712,631	1,497,181	20,000	195,450	1,712,631
Place	1,252,158	937,862	218,165	96,131	1,252,158
P&P	2,418,126	2,406,126	12,000	-	2,418,126
<b>Total</b>	<b>5,382,915</b>	<b>4,841,169</b>	<b>250,165</b>	<b>291,581</b>	<b>5,382,915</b>
		89.9%	4.6%	5.4%	

People	Annual Budget 2024/25	Forecast to March 2025 as at Sept 2024	Variance Forecast to Budget at Sept 2024	Previous variance at June 2024	Variance movement June to Sept 2024	Narrative
	£0.0'000	£0.0'000	£0.0'000	£0.0'000	£0.0'000	
<b>Strategic Director</b>	36	118	82	69	13	Forecast overspend of £0.082m reflects historic restructure saving not achieved £0.084m and staffing underspend (£0.002m) due to SD post 50% recharged to RIC April - May less Pay award Budget shortfall . The Movement of £0.013m relates to pay award budget shortfall and "RIC staffing saving" overstated in June.
<b>Support &amp; Wellbeing</b>						
<b>Customer Services</b>	626	591	(35)	(30)	(5)	Libraries & Customer services: - £(0.035)m underspend due to staffing vacancies and staff turnover £(0.055)m part offset by forecast overspend of £0.020m in service charges for card machine terminals. The movement of (£0.005m) relates to staff turnover (£0.011m) part offset by Pay Award Budget shortfall £0.006m.
<b>Leisure &amp; Sports Development</b>	932	730	(202)	(136)	(66)	Sports Development: £(0.081)m forecast underspend - £(0.062)m Swimming (excess Budget), Discontinued Programs £(0.044)m, SS Pay award Budget shortfall £0.008m, Ski Centre £0.016m additional maintenance and various other variances of £0.001m Leisure: £(0.122)m underspend - being £(0.156)m underspend in Wellbeing Hub operating costs/Subsidy not required, partially offset by Income shortfall £0.032m mainly in halls & Community Centres Ben Cleuch & Sauchie Hall, SS Pay Award shortfall £0.012m, staff turnover £(0.006)m and non staffing underspends £(0.004)m. <b>The movement</b> of £(0.066)m is mainly Swimming Programs Budget excess £(0.062)m, SS Pay Award Budget Shortfall £0.018m, staff turnover in £(0.005)m, additional Income £(0.010)m and reduction in forecast expenditure £(0.007)m
<b>Total Support &amp; Wellbeing</b>	1,558	1,321	(237)	(166)	(71)	
<b>Education &amp; Learning</b>						
<b>Devolved Schools</b>	37,916	37,256	(661)	(109)	(552)	Devolved Schools are reporting an underspend of £(0.661)m. This consists of £(0.765)m forecast underspend within Primary schools - staffing turnover and vacant posts. A underspend of £(0.164)m within Secondary schools consists of staffing £(0.308)m underspend vacant posts & turnover and per capita £0.144m overspend. ASN is forecasting an overspend of £0.268m - consisting of an overspend in staffing £0.109m, per capita £0.058m and external placement income shortfall £0.101m. Early Years per capita is currently forecasting on budget. The movement of £(0.552)m relates to further staff turnover & vacancies Any underspend in Devolved budgets is carried forward at year end into DSM earmarked reserves and is available for use in the next financial year.
<b>Early Years</b>	10,387	10,525	138	195	(57)	Early Years are forecasting an overspend of £0.138m. Kidzone out of school care £0.023m overspend due to shortfall in income and additional staffing costs (Janitors O/T) , a review of fees ongoing to rectify. Mainstream Nursery provision is currently forecasting an overspend of £0.115m. Additional income for Out Of Hours Care £(0.046)m and EAC funded provision £(0.100)m, supply costs £0.038m overspend, staff turnover £(0.027)m underspend, Partner Nursery providers are forecast to overspend by £0.167m, there is a shortfall in "review of operating models "23-24/24-25" saving of £0.100m and various minor under spends totaling £(0.017)m <b>The movement</b> of £(0.057)m is Partner Nurseries £(0.026)m, staff turnover £(0.019)m and supply cover £(0.012)m.

People	Annual Budget 2024/25	Forecast to March 2025 as at Sept 2024	Variance Forecast to Budget at Sept 2024	Previous variance at June 2024	Variance movement June to Sept 2024	Narrative
	£0.0'000	£0.0'000	£0.0'000	£0.0'000	£0.0'000	
<b>ASN Non Devolved</b>	7,242	7,357	114	350	(236)	ASN Non Devolved is forecasting an overspend of £0.114m. Accessibility Strategy £0.013m overspend (demand led expenditure based on previous years trends) Learning Assistants have a forecast overspend of £0.025m (£0.098m, staffing part offset by drawdown of covid consequential funding £(0.073)m) Over spend of £0.066m in other ASN staffing and various non staffing variances totalling £0.010m. Overall overspend position reflects trends in previous years of increasing pressures on ASN budgets in both Devolved & Non Devolved areas. <b>The movement</b> of £(0.236)m relates to additional funding covid consequentials Learning Assistants £(0.073)m and Travel Escorts £(0.029)m, staff turnover Learning Assistants £(0.097)m and in other ASN teams £(0.042)m and £0.005m Non Staffing.
<b>Primary Non Devolved</b>	2,299	2,792	493	226	267	Primary Non Devolved is reporting an overspend of £0.493m. staff turnover / vacancies £(0.065)m, Teachers Supply costs £0.144m (demand led) and £0.118m non staffing (Parent Pay fees £0.008m, Cleaning £0.040m, Seemis £0.035m, equipment & property works £0.035m). Unachieved saving (Primary Roles) £0.195m and additional staffing resource required for Primary Devolved £0.101m after staffing budget re profiling to reflect AY 24-25 requirements . <b>The Movement</b> of £0.267m relates to unachieved saving Primary Roles £0.195m, additional requirement for primary Devolved Teachers after AY 24-25 Budget re profiling £0.101m, Teachers supply £0.029m and further staff turnover £(0.053)m.
<b>Secondary Non Devolved</b>	2,028	2,001	(27)	(41)	14	Secondary Non Devolved is reporting an underspend of £(0.027)m. Gaelic (Pupil Transport) £0.010m over spend, Teachers Supply costs underspend £(0.065)m, Music Instructors £0.028m overspend staffing. The movement of £0.014m relates to Music Instructors staffing Death In Service Costs part offset by further staff turnover
<b>Pupil Equity Funding</b>	2,223	2,223	(0)	0	(0)	Pupil Equity Funding (PEF) is allocated on an Academic Year basis and any underspend is carried forward with the requirement that it is fully spent by July of the following year.
<b>Business Management</b>	791	803	11	(1)	12	Business Management is forecasting a overspend of £0.011m, historic saving Head Of Education post re-instated £0.052m, offset by vacant post, staff turnover & funded posts (£0.041)m. The movement of £0.012m relates to staff turnover and additional funding from EAC offset by transfer of VS saving £0.032m to Strategic Director P&P.
<b>Other Areas</b>	825	726	(99)	(38)	(61)	In other areas, Psychology Service £0.000m, School Crossing Patrols Officers £(0.011m) and CLD £(0.088)m combines to an underspend of £(0.090)m being: Crossing Patrol Staffing (£0.011m), CLD staffing £(0.088m). The movement relates to CLD leavers in August & September not previously forecast totaling (£0.061m).

People	Annual Budget 2024/25	Forecast to March 2025 as at Sept 2024	Variance Forecast to Budget at Sept 2024	Previous variance at June 2024	Variance movement June to Sept 2024	Narrative
	£0.0'000	£0.0'000	£0.0'000	£0.0'000	£0.0'000	
<b>COVID Consequentials Funding Allocation</b>	0	0	0	(102)	102	Funding to partly offset overspend on ASN Learning Assistants, Transport and Free School Meal Holiday Payments now allocated to ASN Non Dev & Primary Non Devolved
<b>Education &amp; Learning Total</b>	<b>63,713</b>	<b>63,683</b>	<b>(30)</b>	<b>480</b>	<b>(510)</b>	
<b>Care &amp; Protection</b>						
<b>Children's Commissioned Services</b>	750	707	(42)	(43)	0	Underspend of £(0.042)m in payments to voluntary organisations.
<b>Corporate Parenting</b>	7,136	6,983	(154)	(139)	(14)	Underspends: £(0.143)m in Kinship and Residence Orders payments £(0.150)m income is being forecasted from the Home Office in respect of young people being looked after from the Unaccompanied Asylum Seekers scheme. £(0.046)m in external fostering costs £(0.036)m underspend in staffing across the department. This is comprised of an overspend within the Childrens Unit of £0.081m with total underspends of £(0.117)m across Family Placement and Throughcare & Aftercare. Offset by Overspends: £0.143m in internal fostering and adoption costs, with a significant overspend of £0.170m in adoption payments being mitigated slightly by a £(0.027)m underspend in internal fostering. £0.078m in non staff costs in Throughcare Aftercare in Payments to individuals, rent payments.
<b>Fieldworm Children And Families</b>	1,732	1,816	84	80	4	Overspends: £0.044m in Pupil/Client transport costs based on current contracts/commitments £0.024m in Supplies and Services, mostly legal services £0.015m in Professional Fees, mainly costs associated with, independent chair of Adult and Child Protection
<b>Residential Placements</b>	3,791	4,005	213	184	29	Overspends: £0.209m overspend in residential placements. Current forecast in residential placements is based on five day-Education only placements (an increase of 1 since last month) at an average of £0.066m per annum each plus 10 full care or care/education packages at an average of £0.266m per annum. £0.017m on Other Local Authorities Education placements, as a result new placements. Offset by £(0.013)m underspend in Step Up placements, slight saving arises from the 6th placement not being in place for the full financial year.
<b>Management and Support</b>	987	978	(9)	3	(12)	Underspend : £(0.015)m in Employee Costs Offset by Overspend: £0.006m Payments to other local authorities.
<b>Permanence Team</b>	202	352	150	64	86	Overspends: £0.0145m in staffing costs, with a high reliance on agency staff throughout the financial year £0.003m in transport costs (staff mileage) £0.002m across all other non-staffing budget lines
<b>Early Interventions</b>	1,855	1,682	(172)	(96)	(76)	Underspends: £(0.020)m in purchase of equipment by CWD team £(0.077)m in payments to Children with Disabilities £(0.075)m in Employee Costs

People	Annual Budget 2024/25	Forecast to March 2025 as at Sept 2024	Variance Forecast to Budget at Sept 2024	Previous variance at June 2024	Variance movement June to Sept 2024	Narrative
	£0.0'000	£0.0'000	£0.0'000	£0.0'000	£0.0'000	
Community Justice	265	265	0	0	0	Expected to spend on budget
Criminal Justice Service	1,597	1,598	1	(13)	14	Overspends: £0.006m in MAPPA, £0.002m in Glenochil offset by Underspend: £(0.006)m in S27 Management
COVID Consequentials Funding Allocation	0	0	0	(93)	93	Now allocated to services
<b>Total Care &amp; Protection</b>	<b>18,315</b>	<b>18,386</b>	<b>71</b>	<b>(53)</b>	<b>124</b>	
<b>Directorate Total</b>	<b>83,621</b>	<b>83,507</b>	<b>(114)</b>	<b>330</b>	<b>(444)</b>	

Place	Annual Budget 2023/24	Forecast to March 2025 as at Sept 2024	Variance Forecast to Budget at Sept 2024	Previous variance at June 2024	Variance movement June to Sept 2024	Narrative
	£'000	£'000	£'000	£'000	£'000	
Strategic Director	(1)	(59)	(58)	(58)	0	Directorate 2023/24 VS saving forecast to be partly achieved
Development	1,948	1,898	(50)	(22)	(28)	<p><b>Planning and Building standards:</b> £(0.019)m underspend, no movement due to delays in recruitment.  <b>Economic Development:</b> £(0.021)m underspend, £(0.019)m movement due to various small variances.  <b>Environmental Health:</b> £(0.023)m underspend, no movement due to staffing vacancies.  <b>Trading Standards:</b> £0.037m overspend, due to higher costs from Stirling Council. The team at Stirling Council is now fully staffed, resulting in a higher charge.  <b>Energy and Sustainability:</b> £(0.023)m underspend, £(0.009)m movement due to staffing as a result of delay in filling vacancies.  <b>Fleet:</b> £(0.119)m underspend:                      £(0.003)m underspend in staffing;                      £(0.028)m underspend on tyres due to less wear and tear;                      £0.014m overspend in insurance due to increased costs;                      £(0.093)m underspend due to increased income from avoidable repairs and recharges to HRA, Criminal Justice &amp; Education;                      £(0.007)m underspend in Computer Software Maintenance;                      £(0.002)m various small underspends.  <b>Land:</b> £0.133m overspend, £(0.030)m movement:                      £(0.026)m underspend due to increased income re removal of household waste in Street Care;                      £(0.179)m underspend due to staffing offset by £0.148m agency costs;                      £(0.148)m underspend, £(0.030)m movement due to income from other council accounts;                      £0.207m increase in contractor / operating costs;                      £0.065m increase in service charges;                      £0.011m overspend for purchase of waste bin and replacement ride on mower;                      £0.006m overspend in short term vehicle hire;                      £0.003m overspend in materials due to replacement shoring board;                      £0.004m increase in computer software maintenance as major upgrade required.                      £0.042m overspends in various others other areas.</p>
Environment	9,757	9,525	(232)	(26)	(206)	<p><b>Roads:</b> £0.051m overspend, no movement:                      £0.067m overspend in Street Lighting Power Electricity due to increased costs;                      £(0.016)m underspend on staff costs mainly relating to a delay in recruitment to vacancies and (£0.005)m staff travel underspend.  <b>Transportation:</b> £(0.062)m underspend, no movement due to staff vacancies.  <b>Waste:</b> £(0.236)m underspend, £(0.176)m movement due to vacancies and increased income.</p>



Place	Annual Budget 2023/24	Forecast to March 2025 as at Sept 2024	Variance Forecast to Budget at Sept 2024	Previous variance at June 2024	Variance movement June to Sept 2024	Narrative
	£'000	£'000	£'000	£'000	£'000	
<b>Housing</b>	<b>358</b>	<b>142</b>	<b>(216)</b>	<b>(104)</b>	<b>(111)</b>	<p><b>ASBO/CSP:</b> £(0.064m) underspend, movement £0.057m            £(0.098)m from two vacancies currently not filled and not expected to fill before end of the year;            £(0.009)m from Anti-social measures contractor budget not expected to spend;            £(0.004)m from Landlord Registration income higher than original budget assumption;            £(0.003)m from Computer software budget expected to not be achieved;            £(0.002)m mileage budget expected to not be achieved;            £0.032m Housing support team income from other council accounts lower than originally anticipated;            £0.020m Advice services income from other council accounts lower than originally anticipated.</p> <p><b>Homeless &amp; Specialised Accom:</b> £(0.128)m underspend, movement £(0.057)m:            £(0.138)m professional fees budget not expected to be utilised            £(0.234)m net surplus homelessness position between rents and B&amp;B supported accommodation costs;            £0.038m contractor costs with the level of homelessness increasing;            £0.047m utility costs with the level of homelessness increasing;            £0.054m furniture purchase costs increased with the level of homelessness increasing;            £0.061m Government Income budget not received and is not expected at this point            £0.019m other agency payments above budget assumption            £0.015m other small changes within homelessness budgets</p> <p><b>Housing and Community Safety:</b> £(0.006)m underspend, movement £0.003m due to a budget for employee being a pro rata 9 months and management costs not forecast to spend for the year.</p> <p><b>Resettlement Programmes:</b> £(0.009)m underspend, movement £0.089m due to timing of Earmarked Reserves drawdown and spending Ukrainian grant fund, possible push up to EMR at year end;</p> <p><b>Strategic Housing Authority:</b> £(0.008)m, movement £(0.000)m            £(0.005)m Other income in affordable housing received, not previously budgeted;</p>
<b>Property</b>	<b>22,925</b>	<b>22,908</b>	<b>(17)</b>	<b>463</b>	<b>(481)</b>	<p><b>Catering:</b> £(0.032)m underspend, £(0.168)m movement: underspend due to income from nursery meals, (budget to be realigned)</p> <p><b>Building Operations:</b> £0.033m overspend, £(0.372)m movement:            £0.160m overspend, £(0.027)m movement within other council accounts property admin            £(0.385)m underspend, £(0.636)m movement on repairs and maintenance.            £0.258m overspend, £0.291m movement on utilities due to increase in cost.</p> <p><b>Facilities:</b> £(0.060)m underspend, £(0.033)m movement as a result of staffing.            £(0.044)m underspend, £(0.007)m movement in staffing due to delay in filling vacancies;            £0.016m overspend, £(0.026)m movement in janitorial.</p> <p><b>Rental Income:</b> £0.041m overspend, £0.041m movement:            £0.066m overspend and movement on agency staff;            £(0.018)m underspend and movement professional fees budget not forecast to spend            £(0.007)m underspend and movement on various small spend.</p>
<b>Directorate Total</b>	<b>34,988</b>	<b>34,414</b>	<b>(573)</b>	<b>253</b>	<b>(827)</b>	

**Corporate Budgets & Sources of Funding  
Variances as at September 2024**

**Appendix 6**

Corporate	Annual Budget 2024/25	Forecast to March 2025	Forecast to Budget at March 2025	Previous variance at June 2024	Variance movement June to Sept 2024	Narrative
	£'000	£'000	£'000	£'000	£'000	
Chief Executive	326	316	(10)	(10)	0	£(0.010)m underspend on staffing vacancies
Corporate Services	(994)	(415)	579	85	494	Overspend relates to: £0.379m corporate savings centrally held to be achieved within services - family friendly, turnover and mileage. Achievement monitored throughout year, and £0.200m estimated shortfall in fudnign for the Single Status pay award
Misc Services - Non Distributed Costs	1,100	1,100	0	0	0	Spend expected in line with budget
Central Support	(1,315)	(1,315)	0	0	0	Spend expected in line with budget
Central Scotland Valuation Joint Board	490	490	0	0	0	Spend will be in line with budget
Interest on Revenue Balances	(205)	(205)	0	0	0	Income from short term cash deposits in line with budget
Loans Fund Contribution	6,233	6,233	0	0	0	Dependent on actual borrowing and progress with capital programme.
Contribution to Bad Debt Provision	100	100	0	0	0	Calculated at the end of the year based on aged of debt
<b>Total expenditure</b>	<b>5,735</b>	<b>6,304</b>	<b>569</b>	<b>75</b>	<b>494</b>	
<b>Sources of Funding</b>	<b>(165,853)</b>	<b>(165,853)</b>	<b>0</b>	<b>0</b>	<b>0</b>	Funding expected in line with budget
<b>Total</b>	<b>(160,118)</b>	<b>(159,549)</b>	<b>569</b>	<b>75</b>	<b>494</b>	

**Corporate Budgets & Sources of Funding  
Variances as at September 2024**

**Appendix 6**

Corporate	Annual Budget 2024/25	Forecast to March 2025	Forecast to Budget at March 2025	Previous variance at June 2024	Variance movement June to Sept 2024	Narrative
	£'000	£'000	£'000	£'000	£'000	
Chief Executive	326	316	(10)	(10)	0	£(0.010)m underspend on staffing vacancies
Corporate Services	(994)	(615)	379	85	294	Overspend relates to corporate savings centrally held to be achieved within services - family friendly, turnover and mileage. Achievement monitored throughout year.
Misc Services - Non Distributed Costs	1,100	1,100	0	0	0	Spend expected in line with budget
Central Support	(1,315)	(1,315)	0	0	0	Spend expected in line with budget
Central Scotland Valuation Joint Board	490	490	0	0	0	Spend will be in line with budget
Interest on Revenue Balances	(205)	(205)	0	0	0	Income from short term cash deposits in line with budget
Loans Fund Contribution	6,233	6,233	0	0	0	Dependent on actual borrowing and progress with capital programme.
Contribution to Bad Debt Provision	100	100	0	0	0	Calculated at the end of the year based on aged of debt
<b>Total expenditure</b>	<b>5,735</b>	<b>6,104</b>	<b>369</b>	<b>75</b>	<b>294</b>	
<b>Sources of Funding</b>	<b>(165,853)</b>	<b>(165,853)</b>	<b>0</b>	<b>0</b>	<b>0</b>	Funding expected in line with budget
<b>Total</b>	<b>(160,118)</b>	<b>(159,749)</b>	<b>369</b>	<b>75</b>	<b>294</b>	

Place	Annual Budget 2024/25	Forecast to March 2025	Variance Forecast to Budget March 2025	Previous Variance at June 2024	Variance movement June to Sept 2024	Narrative
<b>Employees</b>						
Employee Expenditure						Increased underspend due to vacancies & delays/postponements in planned recruitment. Underspends across HSCP Management £(0.088)m Learning Disability Assessment & Care Management and Daycare £(0.125)m, OP Assessment and Care Management £(0.036)m, Reablement/MECS £(0.058)m and Menstrie Residential £(0.153)m.
<b>Employees Total</b>	<b>10,107</b>	<b>9,816</b>	<b>(291)</b>	<b>(1)</b>	<b>(290)</b>	
<b>Long Term Care</b>						
Nursing Homes						The budget provides for approx. 208 places compared to the current number of 246 an increase of 21 since the start of the June 2023, but equal to the position at the start of the year. The average weekly cost has grown by £71/week as a result of rate increases, representing a cost pressure of £0.967m.
Residential Homes						The budget provides for approximately 40 places and there are currently 41 service users in residential homes. The movement relates to an updating of records on CCIS. Although the number of placements is low, the costs of individual placements can be high, 25 of the placements cost more than £1,300 per week. The forecast is therefore subject to volatility and associated risk.
<b>Long Term Care Total</b>	<b>14,114</b>	<b>16,672</b>	<b>2,559</b>	<b>2,165</b>	<b>394</b>	
<b>Community Based Care</b>						
Care at Home						The budget provides for approximately 12,800 hours of care per week compared to commitments of 16,146/week, an increase of 952 hours since the June 2023 outturn and a increase of 550 hours/week since the start of the year. The movement is due turnover across the service and the suspension of one high cost Learning Disability care package. highlighting the volatility of forecasts, especially over the winter period.
Day Care						This budget supports day care for 32 service users.
Direct Payments						The demand for Self-Directed Support continues to grow with numbers standing at 80 compared to 72 in June 2023.
Housing Aids and Adaptations						Payments are projected to be on budget
Housing with Care						Support Package for one client in excess of budget
Respite						Respite for Clients approx. 155 clients and carers. The movement follows the re-location of costs to long term care.
<b>Community Based Care Total</b>	<b>16,100</b>	<b>20,289</b>	<b>4,188</b>	<b>4,395</b>	<b>(207)</b>	
<b>Misc Third Party Payments</b>						
Voluntary Organisations						Underspend forecast as final allocation of funding still to be agreed in line with Strategic Commissioning Plan.
Misc Third Party Payments						This budget covers payments to other Local Authorities and NHS.
<b>Misc Third Party Payments Total</b>	<b>939</b>	<b>803</b>	<b>(135)</b>	<b>(131)</b>	<b>(4)</b>	
<b>General Supplies</b>						
Supplies						This budget covers a range of equipment and operational materials.
Transport Expenditure						Staff travel costs have increased following the expansion of the Rapid/Reablement service.
Premises Expenditure						Increasing expenditure on cleaning materials due to maintaining additional control measures and rent.
<b>Supplies and Services Total</b>	<b>465</b>	<b>541</b>	<b>76</b>	<b>38</b>	<b>38</b>	
<b>Income</b>						
Client Contributions and other income						Client income from non personal care, MECS, residents contributions at Menstrie House and Ludgate. Income position has improved due to updating of forecast based on latest actual reflecting uprating of client contributions.
Resource Transfer (Health)						Resource transfer income from NHS. This position has been updated with confirmation of transfer amounts.
<b>Income Total</b>	<b>(12,962)</b>	<b>(13,266)</b>	<b>(304)</b>	<b>4</b>	<b>(308)</b>	
<b>Total</b>	<b>28,762</b>	<b>34,856</b>	<b>6,093</b>	<b>6,470</b>	<b>(377)</b>	

Capital Projects Outturn to Quarter 2 2024-25

Appendix 8

Expenditure as at 20-11-24

Project ID	Project Manager	Project ID Description	Amended Budget	Expenditure As at 30 September 24	Projected Out-turn at Q2	Projected (Under)/Overspend	Anticipated Cf/wd to 2025/26 Budget	Comment for Audit & Scrutiny Committee
			£	£	£	£	£	
<b>Community Investment Strategy</b>								
10307	KWELLS	UK GOV Shared Prosperity Fund UKPF	210,000	3,998	81,603	-128,397	128,397	All committed to grants for community groups expected to be fully spent
10272	N HERKES/MBOYL	Free School Meals Equipment	180,000	0	180,000	0	0	
10305	MBOYLE	ISACS Lochies School	6,014	8,303	8,303	2,289	0	
10174	AMACKIE	Fitness Suite Replacement	6,000	0	6,000	0	0	Full spend anticipated
10042	CJARVIE	Community Investment Grants	0					
10149	KWELLS	Clackmannan Regeneration	1,487,860	92,093	1,487,860	0	0	Full spend anticipated
10164	CJARVIE	Clackmannan CAP	93,000	0	93,000	0	0	
10125	AMORRISON2	Banchory Primary School - School Development	16,000	0	0	-16,000	0	
10209	KWELLS	City Deal RPMD	100,000	0	81,776	-18,224	0	Spend based on projection from RPMD
10213	KWELLS	Innovation Hub Delivery	330,000	0	300,000	-30,000	0	Full spend anticipated
10283	KWELLS	City Region Deal	2,970,000	0	0	-2,970,000	2,970,000	100% Grant Funded. Projects delayed
10191	KWELLS	Town Centre Regeneration Fund	245,480	0	50,000	-195,480	195,480	
10290	KWELLS	City Region Deal - Resourcing	403,717	0	111,000	-292,717	0	
10251	LSANDA/RSTEWAN	Wellbeing Hub - Permanent	5,704,653	1,507,222	5,663,126	-41,527	41,527	Likely to underspend depending on planning and enabling works which is expected to begin in March 25
10254	LROBERTSON	Capital Program Legal Resource	61,928	-299	57,490	-4,438	4,438	
10292	KWELLS	Wellbeing Hub & Lochies - Resourcing	424,907	27,655	237,856	-187,051	187,051	RS and team to clarify the resourcing structure/figures. All underspend to be carried forward to offset future expenditure
10027	IMCDONALD	Allotment Extension	40,000	0	40,000	0	0	
10323	kphilliben	Above Ground Fuel Storage Tank Replacement at Kelliebank Dep	100,000	0	100,000	0	0	Full spend anticipated
10324	kphilliben	Vehicle Lift Replacement at Kelliebank Depot	60,000	0	60,000	0	0	Full spend anticipated
10325	kphilliben	Vehicle drive through wash bay upgrade at Kelliebank Depot	80,000	0	80,000	0	0	Full spend anticipated
10320	KWELLS	Alva Cemetery Extension	130,000	0	130,000	0	0	Potential CF but amount not known at this time
			<b>12,649,559</b>	<b>1,638,972</b>	<b>8,768,014</b>	<b>-3,881,545</b>	<b>3,526,893</b>	
<b>Fleet Asset Management Strategy</b>								
10062	kphilliben	Vehicle Replacement	552,675	92,084	445,454	-107,221	107,221	Full spend anticipated but delivery for some vehicles not until new year
10322	CHARGROVE	New Amazone Grass Cutter & Collector	25,000	0	25,000	0	0	Full spend anticipated
			<b>577,675</b>	<b>92,084</b>	<b>470,454</b>	<b>-107,221</b>	<b>107,221</b>	
<b>IT Asset Management Strategy</b>								
10041	JALLAN	Schools ICT Replacement - All Primaries	226,020	33,859	90,000	-136,020	0	
10230	JALLAN	ICT Replacement (Secondary Schools)	125,000	0	125,000	0	0	Budget is spread across Lomshill, Alva and Alloa Schools
10064	JALLAN	IT Infrastructure	90,000	108,179	90,000	0	0	
10187	JALLAN	Digital Infrastructure	15,000	1,050	1,050	-13,950	0	
10202	JALLAN	Digital Learning Strategy	250,000	238,873	250,000	0	0	
10210	JALLAN	Homeworking	153,881	4,261	170,000	16,119	0	
10255	ABONNER	Digital Transformation - Work Smarter	892,474	118,150	892,000	-474	0	
10256	CJARVIE	IT Resourcing - Corporate	124,000	0	124,000	0	0	
10257	CJARVIE	IT Resourcing - Digital Rollout	51,000	0	51,000	0	0	
10282	CJARVIE	Social Care System MVP	160,000	80,000	80,000	-80,000	80,000	
10294	ABONNER	Working Smarter (IOT, RPA) - Resourcing	0	11,186	337,036	337,036	0	
10295	CJARVIE	Future Ways of Working - Resourcing	94,000	81,108	83,156	-10,844	0	
10231	AMORRISON2	Building Energy Management System	40,000	0	40,000	0	0	Full spend anticipated
10065	lbarker	Social services adaptations	75,000	1,849	75,000	0	0	
10253	lbarker	Tech Analogue to Digital Trans	204,567	37,815	150,000	-54,567	54,567	
10317	LROBERTSON	Case Management System	8,000	0	8,000	0	0	
10318	JALLAN	M365 Resourcing Implementation	153,000	97,239	153,000	0	0	
10326	CJARVIE	Digital and IT PMRO Resourcing	129,000	0	129,000	0	0	
10327	CJARVIE	IT Network Switching	300,000	0	300,000	0	0	
			<b>3,090,942</b>	<b>813,569</b>	<b>3,148,242</b>	<b>57,300</b>	<b>134,567</b>	
<b>Land Asset Management Strategy</b>								
10284	IMCDONALD	National play park and open space improvements	170,799	2,710	139,000	-31,799	0	
10005	IMCDONALD	Park, Play Area & Open Space Improvements - Alloa	25,000	0	25,000	0	0	
10061	kphilliben	Wheeled Bins	30,000	0	30,000	0	0	
10289	kphilliben	Poimaise Waste Transfer Station	77,000	0	0	-77,000	77,000	
10258	AMORRISON2	Kilncraigs - Stone Preservation	150,000	0	30,000	-120,000	120,000	
10096	KWELLS	Gartmorn Dam Country Park	55,000	0	55,000	0	0	
10279	SGRAHAM	Clackmannan Tolbooth	269,690	106,550	260,550	-9,140	0	Project complete
10086	KWELLS	Renewable Energy Projects	100,000	0	50,000	-50,000	0	To be used for Forthbank initiative
			<b>877,489</b>	<b>109,260</b>	<b>589,550</b>	<b>-287,939</b>	<b>197,000</b>	
<b>Place Based Investment Fund</b>								
10301	KWELLS	Hawkhill Community Centre - Outdoor Playing Surface	9,529	19,680	0	-9,529	0	
10302	KWELLS	New Cycle Facilities	84,416	5,143	135,200	50,784	0	
10308	KWELLS	Place Based Investment Programme 2023/24	171,139	3,167	171,139	0	0	
			<b>265,084</b>	<b>27,990</b>	<b>306,339</b>	<b>41,255</b>	<b>0</b>	
<b>Property Asset Management Strategy</b>								
10226	AMORRISON2	Wellbeing Hub - Demolition of ALB-Review PO commitment	2,000	-1,849	0	-2,000	0	
10268	KWELLS	Nature Restoration Fund	110,720	0	0	-110,720	0	Grant withdrawn
10303	LHUNTER	Vacant & Derelict Land IP	15,443	23,125	0	-15,443	15,443	Ongoing and will be fully spent. Extension to contract currently
10214	AMORRISON2	Kilncraigs - Roof	314,052	114,940	114,940	-199,112	199,112	Revenue account to be checked for invoices- project completed
10045	AMORRISON2	Statutory Compliance DDA Schools	20,000	4,900	20,000	0	0	Full spend anticipated
10046	AMORRISON2	Compliance - Asbestos Removal (Schools)	12,000	0	12,000	0	0	Full spend anticipated
10221	AMORRISON2	Cemetery Walls Upgrade	371,685	3,500	350,000	-21,685	0	Full spend anticipated
10224	AMORRISON2	Learning Estate Cleaning Equipment	10,000	0	10,000	0	0	
10286	IMCDONALD	Alva Primary School Bridge	35,000	0	0	-35,000	35,000	
10287	CHARGROVE	Land Welfare Facilities - Replacement	46,000	45,986	45,986	-14	0	Project completed July 24
10288	LSANDA	Local Care Provision (Woodside)	40,000	3,699	40,000	0	0	
10293	AMORRISON2	Property - Resourcing	93,000	0	28,000	-65,000	65,000	
10298	KWELLS	Capital Programme Support - Resourcing	324,000	293	215,200	-108,800	108,800	
10220	AMORRISON2	Clackmannan Town Hall Roof and Wall Upgrade	165,000	13,960	13,960	-151,040	0	Project Complete

Project ID	Project Manager	Project ID Description	Amended Budget	Expenditure As at 30 September 24	Projected Out-turn at Q2	Projected (Under)/Overspend	Anticipated C/fwd to 2025/26 Budget	Comment for Audit & Scrutiny Committee
			£	£	£	£	£	
10260	AMORRISON2	Learning Estates - Option Appraisals	620,000	0	38,000	-582,000	582,000	Budget to be carried over to next year 25/26 for school retrofit remedial works for learning estates
10321	AMORRISON2	Remedial works at The Whins and Ludgate House	78,000	0	78,000	0	0	
10328	CHARGROVE	Dollar Changing Facilities	26,000	0	26,000	0	0	
			2,282,900	208,553	992,086	-1,290,814	1,005,355	
							0	
<b>Roads Asset Management Strategy</b>								
10051	GMACLACHLAN	Carriageways - Roads	1,800,000	1,232,670	1,800,000	0	0	Full spend anticipated
10054	SCULLEN	Bridge Improvements	75,000	26,456	75,000	0	0	Full spend anticipated
10056	GMACLACHLAN	Lighting Replacement	160,000	23,330	160,000	0	0	Full spend anticipated
10222	SCULLEN	Active Travel Route - Alloa-Alva-Menstrie	0	37,787	0	0	0	Project Complete
10309	SCULLEN	SG Road Safety Improvement Fund	82,145	0	75,978	-6,167	0	Project 100% funded by Transport Scotland
10049	SCULLEN	Flood Prevention	116,000	26,260	116,000	0	0	Full spend anticipated
10050	SCULLEN	Cycle Routes	100,000	28,485	100,000	0	0	Full spend anticipated
10311	SCULLEN	Community Bus Fund	71,787	19,519	35,000	-36,787	0	
10310	SCULLEN	National Cycle Network Accessibility Improvements	0	4,855	0	0	0	
10312	SCULLEN	Cycling, Walking and Safer Routes 2023/24	359,039	0	359,039	0	0	Project 100% funded by Transport Scotland
10319	SCULLEN	Active Travel Route - Fishcross to Alva	400,000	0	400,000	0	0	Full spend anticipated
10329	SCULLEN	People and Place Project	175,200	5,003	175,200	0	0	
			3,339,171	1,404,365	3,296,217	-42,954	0	
<b>Total Capital Programme</b>			<b>23,082,820</b>	<b>4,294,793</b>	<b>17,570,902</b>	<b>-5,511,919</b>	<b>4,971,037</b>	

---

**Report to: Audit & Scrutiny Committee**

---

**Date of Meeting: 12 December 2024**

---

**Subject: HRA Financial Performance 2024/25 as at September 2024**

---

**Report by: Chief Finance Officer**

---

## **1.0 Purpose**

1.1 This paper provides an update on the financial performance, as at September 2024, in respect of:

- the Housing Revenue Account (HRA) revenue and capital spend, for the financial year, 2024/25.

## **2.0 Recommendations**

2.1 Committee is asked to note the report, commenting and challenging as appropriate on:

2.1.2 the HRA revenue forecasted surplus of £(4.288)m which is £(1.347)m greater than budgeted for the year to 31 March 2025;

2.1.3 the HRA Capital programme forecasted underspend of £(3.689)m, and

2.1.4 note the adjustments to the HRA Revenue and Capital budgets approved by Council at the meeting on 28 November (para 5.3).

## **3.0 Background**

3.1 This report summarises the forecasted financial position of the Housing Revenue Account (HRA) for the financial year ending 31 March 2025.

## **4.0 Revenue**

4.1 The HRA budgeted surplus was set at £(2.941)m and the forecast as at 30 September 2024 is £(4.288)m, which is £(1.347)m greater than budgeted. This is a favourable increase of £(0.346)m since reported at June.

4.2 The main underspends contributing to the additional surplus are within:

- Employee costs £(0.970)m due to vacancies in Housing Tenancy, continued support to the General fund and timing of filling vacancies, and
  - Additional income £(1.271)m which is mostly offset by charges to contactors through third party payments £0.938m.
- 4.3 The forecast position also includes estimated costs of £0.891m for the software upgrade of the housing Management System which is funded from earmarked reserves.
- 4.4 Any additional surplus in the year can contribute to financing capital spend and reduce borrowing. **Appendix 1** provides a summary and reasons for the variances and movement from the previous period.

## 5.0 Capital

- 5.1 The HRA Capital Programme for 2024/25 is £18.081m in line with the approved budget including additional carry forwards from 2023/24. The forecast net expenditure at the year end is £14.392m resulting in an underspend of £(3.689)m. Of this underspend, £3.173m is proposed to carry forward into 2025/26. **Appendix 2** provides the detail for all the projects along with comments on their progress.
- 5.2 The underspend of £(3.689)m reflects underspends on two large projects which are now expected to continue into 2025/26 and the budget will be carried forward. These include:
- Lochies Road HRA rebuild expected not to progress until 2025/26 £(1.250)m, and
  - Westhaugh which was delayed due to contractual issues but is now expected to recommence subject to agreement on final contract price £(1.573)m.

There are also forecasted underspends on; the budget for Demolitions £(0.225)m based on planned demolitions, the programme for Safe electrical installations £(0.300)m which will continue into 2025/26 and renewable central heating systems £(0.225)m which has not been required due to additional grant funding.

- 5.3 On review of the spending priorities since the budget was approved in February 2024, a number of adjustments to the capital programme were approved by Council at its meeting on 28 November 2024. These adjustments included:
- removal of the budget for the IT system upgrade which will now be funded from revenue £(0.744)m;
  - increase in the budget for off the shelf purchases £0.283m;
  - increase in the budget for damp and rot work £0.371m;
  - increase in the budget for structural upgrades £0.288m, and
  - reduction in the budget for the Kitchen programme (£0.198)m.



5.4 The net impact of these capital adjustments on the total approved capital programme is nil.

## 6.0 Conclusions

6.1 The HRA revenue is forecast to achieve a surplus of £(1.347)m over and above the budgeted surplus for the year to 31 March 2025.

6.2 The HRA Capital programme is forecast to underspend by £(3.689)m for the year to 31 March 2025.

## 7.0 Sustainability Implications

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

## 8.0 Resource Implications

### 8.1 *Financial Details*

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



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

### 8.4 *Staffing*

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

## 9.0 Exempt Reports

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

## 10.0 Declarations

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

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

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

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

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

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

(2) **Council Policies**

Complies with relevant Council Policies

**11.0 Equalities Impact**

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

Yes

No

**12.0 Legality**

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

**13.0 Appendices**

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

Appendix 1 – HRA Revenue Forecast Variances as at September 2024

Appendix 2 – HRA Capital Forecast Variances as at September 2024

## 14.0 Background Papers

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


Yes  (please list the documents below) No

- HRA Revenue & Capital Budget 2024/25

### Author(s)

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

### Approved by

NAME	DESIGNATION	SIGNATURE
Chris Alliston	Strategic Director – Partnership & Performance	



Housing Revenue Account	Annual Budget 2024/25	Forecast to March 2024 as at Sept 2024	Variance Forecast to Budget at Sept 2024	Previous variance at June 2024	Variance movement June to Sept 2024	Narrative
	£'000	£'000	£'000	£'000	£'000	
Employee related expenditure	10,148	9,178	(970)	(857)	(113)	Underspend £(0.970)m, movement £(0.113)m driven by: £(0.200)m continued support to the General Fund by Property; £(0.159)m relates to timing adjustments between secondments/placement to roles; £(0.611)m underspend on staffing costs due to vacancies in Housing Tenancy.
Premises related expenditure	2,150	2,211	61	239	(178)	£0.061m overspend, movement £(0.178)m £0.444m of spend relating to voids, offset by earmarked surplus; £0.062m overspend relates to void rent loss, the run rate implies we'll come in over budget for the year.
Transport related expenditure	449	482	33	27	6	£0.033m overspend, movement £0.006m £(0.005)m underspend on staff mileage; £0.037m overspend in short term vehicle hire costs, comprises of the electric fleet which have been extended with additional up front rental costs unknown at the time of budget setting.
Supplies and Services	4,075	3,937	(138)	(138)	(1)	£(0.138)m underspend, movement £(0.001)m: £(0.155)m relates to materials issued, the run rate implies we'll spend lower than budget for the year; £(0.018)m underspend on equipment maintenance; £(0.017)m underspend on mobile phones; £0.038m on scaffold hire which is greater than anticipated spend in this area at the time the budget was set £0.010m overspend on legal fees; £0.005m small overspends in other areas. Position includes £0.891m for software upgrade of housing management system, funded through earmarked reserves
Third Party Payments	1,881	2,819	938	976	(38)	£0.938m overspend, movement £(0.038)m: £0.885m relating to payments to subcontractors, these payments are offset by an increase in income; £0.092m overspend on charges from other council services based upon the run rate of current costs for fleet, lands and waste. Budget being reviewed for 2025/26. £(0.026)m budget not spent for contractor spend in community engagement; £(0.013)m budget for voluntary organisations budget not utilised.
Support Services	1,204	1,204	0	(0)	0	On budget
Capital financing costs	1,793	1,793	0	0	0	On budget
<b>Total Gross Expenditure</b>	<b>21,699</b>	<b>21,623</b>	<b>(76)</b>	<b>247</b>	<b>(324)</b>	
Income	(24,640)	(25,911)	(1,271)	(1,249)	(22)	£(1.271)m underspend, movement £(0.022m): £(0.118)m increased rent due increase of property rentals due to off the shelf purchase scheme purchases now being available; £(1.186m) increased income from the servitor WIP estimate which is partially offset by 3rd party payments. £0.040m overspend due the the Westhaugh income budget not being achieved this financial year.
<b>Total Net Expenditure</b>	<b>(2,941)</b>	<b>(4,288)</b>	<b>(1,347)</b>	<b>(1,001)</b>	<b>(346)</b>	

Place Directorate  
HRA Capital Forecast Variances at 30 September 2024

Appendix 2

Housing Revenue Account	Annual Budget 2024/25	Actual Spend to date (at today)	Forecast March 2025 at Sept 2024	Variance Forecast to Budget at Sept 2024	CFWD	Previous Variance at June 2024	Variance June to September 2024	Narrative
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	
Village Town Centre Initiative	0	2,500	0	0		2,500	(2,500)	Transferred to demolitions
IT Infrastructure - HRA	37,000	0	0	(37,000)	37,000	0	(37,000)	Expected to be next year before we spend this in relation to the new system being installed
Roads & Footpath Improvements	50,000	0	0	(50,000)		0	(50,000)	Expected to be used to support the forecast overspend on MCB Tenant Community Improvements Fund
Bathroom Replacement 2016-20	3,382	3,382	3,382	(0)		(0)	(0)	Expected to spend on budget
Construction Design Management	50,000	0	0	(50,000)		0	(50,000)	Will now be absorbed into other areas of the capital programmes
Energy Performance Certificates Programme - HRA	50,000	50,000	50,000	0		0	0	Expected to spend on budget
New Build	90,000	0	0	(90,000)	90,000	0	(90,000)	Pushed to 25/26 to begin
Lock-up Strategy	98,000	3,600	100,000	2,000		0	2,000	Expected to spend on budget
Structural Upgrades	388,000	0	388,000	0		188,000	(188,000)	Overspend in 2023/24 and forecasted overspend in 2024/25 - largely due to storm damage in the later part of 2023. Budget has been increased to absorb overspend following Council approval.
Landscaping and Communal Environment	150,000	0	150,000	0		0	0	Expected to spend on budget
Damp Rot Works 19-23	571,670	200,104	571,670	0		0	(0)	Previously reported overspend due to the number of cases of damp rot in the year, budget increased following council approval.
Renewable Central Heating Systems - HRA	225,000	0	0	(225,000)		0	(225,000)	No programme currently running for this in 2024/25
MCB Tenant Community Imp Fund	150,000	127,698	229,000	79,000		0	79,000	Expected to overspend - proposed virement from Roads and Footpaths above - paperwork to follow.
Fencing, Gates & Paths	240,000	95,772	245,000	5,000		0	5,000	Expected to spend on budget
CCTV Security	275,000	203,096	275,000	0		0	0	Expected to spend on budget
Aids & Adaptations 2017-20	391,618	218,790	391,618	0		0	(0)	Expected to spend on budget
Demolitions	445,000	2,500	222,500	(222,500)	222,500	0	(222,500)	Expected to spend 50% of allocated budget
Housing Business Mgt System	0	0	0	0		0	(0)	No longer a capital expense, now accounted for within Revenue.
Central Heating Design & Installation 2022-26	750,000	349,433	744,870	(5,130)		(5,130)	0	Expected to spend close to budget
Safe Electrical Installations 2022-26	1,300,000	651,998	1,000,000	(300,000)		0	(300,000)	Project continuing into 2025/26
Roof & Render Upgrading 2023-27	1,500,000	866,503	1,500,000	0		0	(0)	Expected to spend on budget
Kitchen Replacement 2017/20	1,295,570	168,388	1,316,570	21,000		0	21,000	Expected to spend on revised budget while supporting the virements to other programmes
Window Replacement 2022-26	2,000,000	1,526,036	2,000,000	0		(0)	0	Expected to spend on budget
Lochies Road - HRA New Build	1,945,000	64,251	75,000	(1,870,000)	1,870,000	(1,930,000)	60,000	This project unlikely to progress until 2025/26. Current forecast spend is for Feasibility studies on the site.
Westhaugh Travelling Site	5,151,000	145,110	3,578,000	(1,573,000)	1,573,000	(0)	(1,573,000)	Expected to be on site as of January 2025
Off the Shelf Purchase	4,013,760	3,635,761	4,290,760	277,000		(0)	277,000	23 properties with a purchase cost of £2.194m, an average of £0.095m per property with the refurb costs producing an average of £40k per property. Additional grant income offsets overspend position.
<b>Total Gross Expenditure</b>	<b>21,170,000</b>	<b>8,314,922</b>	<b>17,131,370</b>	<b>(4,038,630)</b>	<b>3,792,500</b>	<b>(1,744,630)</b>	<b>(2,294,000)</b>	
Off the Shelf Purchase	(800,000)	(900,000)	(1,050,000)	(250,000)		0	(250,000)	Income from SG relating to project above 20 properties at £45k and 3 properties at £50K
Westhaugh Travelling Site	(1,669,224)	0	(1,669,224)	(1)		0	(1)	Expected to receive before March 2025
Lochies Road - HRA New Build	(620,000)	0	0	620,000	(620,000)	620,000	0	This project unlikely to progress until 2025/26.
Sale of HRA Land	0	(20,000)	(20,000)	(20,000)		(20,000)	0	Sale of Land at Argyll Street, Alloa.
<b>Total Income</b>	<b>(3,089,224)</b>	<b>(920,000)</b>	<b>(2,739,224)</b>	<b>350,000</b>	<b>(620,000)</b>	<b>600,000</b>	<b>(250,001)</b>	
<b>Total Net Expenditure</b>	<b>18,080,777</b>	<b>7,394,922</b>	<b>14,392,146</b>	<b>(3,688,630)</b>	<b>3,172,500</b>	<b>(1,144,630)</b>	<b>(2,544,001)</b>	

---

**Report to: Audit and Scrutiny Committee**

---

**Date of Meeting: 12 December 2024**

---

**Subject: Annual Report of the Chief Social Work Officer 2023-2024**

---

**Report by: Chief Social Work Officer**

---

### **1.0 Purpose**

- 1.1. To present the Chief Social Work Officer (CSWO) Annual Report reflecting the reporting period 1 April 2023 to 31 March 2024 (attached as Appendix 1).

### **2.0 Recommendations**

- 2.1. That members scrutinise, note and endorse the content of the Chief Social Work Officer Annual Report 2023-24.
- 2.2. Approve its submission to the Office of the Chief Social Work Advisor to the Scottish Government.

### **3.0 Considerations**

- 3.1. This report is produced each year to fulfil the requirement to publish a local annual report in regards to the Chief Social Work Officer's role in professional leadership, governance, oversight of practice, values and standards as outlined in national guidance. The report also reflects on the specific areas of decision-making and practice where legislation confers functions directly on the Chief Social Work Officer. The role of the Chief Social Work Officer is a statutory post in accordance with the Social Work (Scotland) Act 1968, as amended by the Local Government (Scotland) Act 1994.
- 3.2. The report follows guidance and format issued by the Office of the Chief Social Work Adviser in Scottish Government, with a focus on local governance arrangements, service delivery, resources and workforce.
- 3.3. The report provides an overview of social work and social care services activity within the context of the delivery of statutory functions for the reporting period of 2023/24, including performance information in relation to key areas of statutory social work and public protection. The report highlights key activities, developments, achievements and the challenges faced by social work and social care services during 2023/24 in a context of high service demand and budgetary pressures experienced across the council and Health and Social Care Partnership.

3.4. The achievements outlined in the CSWO annual report is recognition of the commitment and dedication of the social work and social care workforce, including unpaid carers who are supporting children, young people and adults across Clackmannanshire every day in very challenging circumstances.

#### 4.0 Sustainability Implications

4.1. None

#### 5.0 Resource Implications

5.1. *Financial Details*

5.2. There are no financial implications from this report.

#### 6.0 Exempt Reports

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

#### 7.0 Declarations

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

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

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

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

#### 8.0 Equalities Impact

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

Yes  No  This report is for information and does not introduce a new policy, function or strategy or recommend a substantive change to an existing policy, function or strategy. Therefore, assessed that no Equalities Impact Assessment is required.



**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: Chief Social Work Officer Annual Report 2023-24

**11.0 Background Papers**

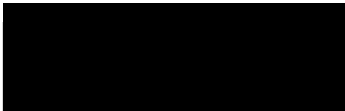
11.1 Have you used other documents to compile your report? (All documents must be kept available by the author for public inspection for four years from the date of meeting at which the report is considered)

Yes  (please list the documents below) No

**Author(s)**

NAME	DESIGNATION	TEL NO / EXTENSION
Sharon Robertson	Chief Social Work Officer	01259 225184

**Approved by**

NAME	DESIGNATION	SIGNATURE
Lorraine Sanda	Strategic Director, People	



Clackmannanshire  
Chief Social Work Officer  
Annual Report 2023/2024



# Contents

1. Introduction
2. Purpose and Background
3. Clackmannanshire Profile
4. Governance, Accountability and Statutory functions
5. Service Quality and Performance
  - 5.1 Children and Families
  - 5.2 Justice Services
  - 5.3 Adult Services
  - 5.4 Forth Valley Emergency Social Work Service
  - 5.5 Social Services Complaints & Compliments
6. Resources
7. Workforce
8. Looking Ahead 2024-2025

## 1. Introduction



Welcome to the Chief Social Work Officer (CSWO) annual report covering the period 1 April 2023 to 31 March 2024. This is my fourth annual report in my CSWO role. This report reflects on the achievements and the challenges in the delivery of social work and social care services in Clackmannanshire and priorities for the year ahead.

In my report last year I highlighted the significant and unprecedented challenges faced in delivering high quality social work and social care services to the citizens of Clackmannanshire, including increased complexity of needs, growing demand, an ageing population, rising poverty rate and the ongoing cost of living crisis, workforce shortages and high turnover, post-pandemic recovery, and the immense impact on the social work and social care service workforce wellbeing. Notwithstanding increasing financial pressures compounded by social care cost escalation, these pressures across the social care landscape continue to prevail whilst ensuring effective and efficient delivery of high quality, care and support to the people who use and need our services.

Despite the considerable and challenging operating environment within the sector, our social work and social care services, working in collaboration with our local community planning partners and partner providers have continued to work tirelessly to support and protect our most vulnerable people, tackling inequalities, and building local capacity for transformational whole system change through innovative, prevention based approaches at the earliest point of need.

Some key achievements over the year to highlight have been the implementation of our Children's Early Help service and the Forth Valley Scottish Child Interview Model (SCIM) team, development of a Family Support Collaborative, expansion of our innovative multi-disciplinary Justice hub, embedding the HSCP Commissioning Consortium and strengthening Locality Planning Networks.

My appreciation and gratitude goes out to all of the social work and social care workforce for their invaluable hard work, dedication and commitment to deliver high quality social work and social care services to support the people of Clackmannanshire when they need it most. Also, a special acknowledgement and recognition to our unpaid carers community who devotedly care and support their loved ones on a daily basis.

## 2. Purpose and Background

This report is produced to satisfy the requirement to prepare and publish a report in relation to the CSWO's role in professional leadership, oversight of practice, governance, values, and standards as described in national guidance<sup>1</sup>. The report also relates to the specific areas of decision-making and practice where legislation confers functions directly on the CSWO mostly relating to public protection and the restriction of an individual's freedom.

There is a requirement on each Local Authority to submit an annual CSWO report to the Chief Social Work Advisor to the Scottish Government. This enables the Chief Social Work Advisor to present a national picture of the social work profession and social work practice and delivery. The report also satisfies the statutory requirement to produce and publish an annual report for the Council and the Integrated Joint Board (IJB) on the activities and performance of social work services within the local area. The report provides an overview of the delivery of social work and social care services in Clackmannanshire, including an overview of governance and accountability arrangements, service quality and performance information relating to children, justice and adult social work services.

---

<sup>1</sup> <https://www.gov.scot/publications/role-chief-social-work-officer/>

### 3. Clackmannanshire Profile

#### Our Local Area

- Clackmannanshire is the smallest mainland council in Scotland, covering an area of **61.4** square miles, with **292** kilometres of road, and classed as semi-rural.
- **60.1%** of local residents rate their neighbourhood as ‘a very good place to live’, which has improved significantly in recent years, now just above the Scottish average of 59.1%.
- **68%** of people living in Clackmannanshire consider their health to be good or very good. This compares to 70% in Scotland.

#### Our People

- The population of Clackmannanshire is **51,750** (nearly 1% of the Scottish population), which is likely to **fall** by **2.9%** in the next 20 years, while the Scottish population is expected to **increase** by 2.5%.
- We have a slightly higher than average proportion of older people locally; **21.0%** aged 65 and over, in comparison to 20.1% across Scotland.
- The proportion of children and young people is also slightly higher than average – **19.1%** aged under 18, while this is 18.5% across Scotland.
- Due to higher than average proportions of older and younger people, our working age population (aged 16-64) is lower – **62.2%**, compared with a Scottish figure of 63.5%.
- **39%** of people are living with a limiting long term illness or condition compared to 37% in Scotland.
- **22.0%** of the population were prescribed medication for anxiety, depression and psychosis compared to 20.1% in Scotland.
- **18%** of adults in Clackmannanshire are current smokers, compared to 15% in Scotland.
- **26.1%** of the Clackmannanshire population (13,426 people) live in the 20% most deprived areas of Scotland.
- High local levels of deprivation mean rent arrears of **11.5%** are higher than the Scottish rate of 9.6%.
- **98.5%** of crisis grant application decisions are within 1 day (Scotland: 94.0%), and **99.8%** of community care grant decisions within 15 days (Scotland: 83.3%) 3<sup>rd</sup> highest rate in Scotland.

#### Our Children & Young People

- **29.2%** of children under 16 years live in poverty (after housing costs); the 3<sup>rd</sup> highest rate in Scotland, The proportion in low income families (before housing costs) is 25.9%.
- **225** children were being cared for by the Council (July 2023), representing **2.3%** of under 18 year-olds and higher than the Scottish rate of 1.2%. The rate of children on the Child Protection Register (per 1,000 children aged under 16) was **1.7**; below the Scottish rate of 2.3.
- **78.1%** of primary school pupils and **23.8%** of secondary school pupils are registered for Free School Meals compared to the previous year [63.7% and 18.7%].
- **33.9%** of primary school pupils and **41.5%** of secondary school pupils have additional educational support needs.
- School attendance rates are higher than average – **91.0%** for all children & young people and **86.1%** for those who are care experienced, with Scottish rates of 90.2% and 84.4%, respectively.
- The academic attainment gap between the most and least deprived areas has reduced. In primary schools, we are close to the Scottish average for numeracy, and have the 4<sup>th</sup> lowest gap for literacy. In secondary schools, however, attainment remains below average, including in deprived areas.

## Our Older People

- The national rate of delayed discharge for older people (75+) spiked in 22/23 and only marginally reduced in 23/24 (to 901 unnecessary days spent in hospital, per 1,000 older people) while, over the same period, the local rate has been maintained at a static level of **722** days.
- Homecare hours provided for older people (65+) has increased by 85.0% since 2010 while the number of residential care clients has reduced by 9.8%, in line with the aim of supporting more people in the community. Self-Directed Support is **3.4%**, compared to the Scottish figure of 8.7%.
- **71.1%** of older people (65+) with long-term needs receive homecare (Scotland = 61.5%) where we have been ranked within the top 4 authorities in all 13 years for which data is available.
- We also perform consistently well in Adult Care inspections, within the top 6 authorities for a decade, currently 4<sup>th</sup> best in Scotland, with **87.7%** of services graded good or better in 23/24 (77.0% nationally).

## Our Health & Wellbeing

- Life expectancy is **80.0** years for females and **76.0** years for males (just below the Scottish figures of 80.7 and 76.5, respectively). Healthy life expectancy however reveals that women can expect to live **59.6** years in 'good' health (Scotland: 61.1) while the figure for men is **61.3** years (Scotland: 60.4).
- Alcohol-related mortality is **17.7**, lower than the Scottish rate of 21.1. Our rate of drug-related deaths is **33.1**, higher than the Scottish rate of 25.2. The smoking-attributable mortality rate of **288.8** is also higher than the national average of 270.0 (all rates per 100,000 population).
- Suicide rates (per 100,000 population) are higher than average (**16.5** versus 14.1 across Scotland), with higher rates in males than females, as is the case nationally. There has, however, been a significant reduction locally in suicides amongst young people (11-25 years) to **9.4**, where the Scottish rate has increased (now at 11.1).
- Higher than average rates of domestic abuse – Clackmannanshire figure of **127** per 10,000 population. In comparison to the Scottish rate of 114 per 10,000 population.
- There are above average rates of violent crime, assault and attempted murder, though rates of vandalism, breach of the peace and drug crimes are reducing. There has been a substantial reduction in young people hospitalised due to assault (aged 15-25, per 100,000 population) from **113.0 to 42.1** over 2 years, now the 6<sup>th</sup> lowest in Scotland, where the rate reduced from 104.4 to 79.2.
- Our rate of hospital re-admissions within 28 days (for people of all ages) is the fourth highest in Scotland at **134.6** per 1,000 discharges, while the national rate is 103.9.
- While only **9.5%** of adults use active travel to work (below the national rate of 16.9%), exemplary numbers of children & young people use active travel to school – **65.3%** (Scotland: 50.2%), where we have been in the top 8 authorities for over a decade, with the 2<sup>nd</sup> highest rate for the last 2 years.

## Our Local Economy

- **94.9%** of school leavers go on to positive destinations (training, employment, etc.), just below the Scottish rate of 95.9%, as is the participation rate of 16-19 year-olds: **91.6%**, with a Scottish rate of 94.3%.
- Unemployment is higher than average, both overall (16-64 year-olds); **3.4%** versus 3.1% for Scotland, and particularly in young people (16-24 years); **4.9%** versus 3.5%. The Clackmannanshire Works programme, however, supports higher proportions into work; **21.0%** against a Scottish rate of 12.9%.

Further information on Council and partnership performance, can be found at: <https://www.clacks.gov.uk/council/performance/> and <https://www.clacks.gov.uk/council/factsandfigures/>

## 4.0 Governance, Accountability and Statutory Functions

Local authorities are required, under Section 3 of the Social Work (Scotland) Act 1968, to appoint a professionally qualified Chief Social Work Officer (CSWO). The role of the CSWO is to provide a strategic and professional leadership role in the delivery of social work services. The CSWO ensures professional oversight of social work practice and service delivery. This includes professional governance, service improvement, leadership and accountability for the delivery of social work and social care services, whether provided by the local authority or purchased through the third sector or independent sector. Social work services are delivered within a framework of statutory duties and powers and are required to meet national standards and provide best value.

The professional governance of all social work services in Clackmannanshire is undertaken by the CSWO, who is also the Senior Manager, People with lead responsibility for the strategic and operational management of Children's and Justice Services.

In Clackmannanshire, Social Work Services and the CSWO role, operates in the context of the following governance structures:

- Clackmannanshire Council
- Clackmannanshire & Stirling Integrated Joint Board (IJB)
- Clackmannanshire Community Planning Partnership Board (The Alliance)

Clackmannanshire Council and Community Planning Partnership strategic planning framework is set out in our [Corporate Plan Be the Future](#) and our [Local Outcome Improvement Plan \(LOIP\) 2017-27](#). The Corporate Plan sets out our strategic vision and priorities and our key performance measures which we report on annually.

Within Clackmannanshire, Children's and Justice Services are managed and governed by Clackmannanshire Council and is situated within the People's Directorate (which includes Education Services). During 2020, following a restructure of all Council services, the People Service brought together Education, Children's Social Work and Justice Services into one Directorate. The People Directorate concluded the management redesign which included the recruitment of new senior manager posts within the Children's Social Work Service during 2022. Work progressed during 2023 to complete the Children's services redesign with the recruitment of new Senior Practitioner roles embedded within social work Children's and Justice Services.

The People Directorate Business Plan 2023-24 sets out the key actions delivered by the People Directorate in 2023/24 and contributes to the delivery of key strategic objectives as set out within:

- Local Outcomes Improvement Plan 2017-27 (Wellbeing Economy Local Outcomes Improvement Plan under development)
- Clackmannanshire Council's Children's Services Plan 2021-24
- Clackmannanshire Community Justice Plan 2018-23
- Violence against Women and Girls Strategic Plan 23-24
- The Promise Plan 23-26
- The National Improvement Framework Plan 23-24

The People Directorate maintains and reviews a Delivery Plan and Service Risk Register with exception reporting through the Council's Senior Leadership Group and Extended Senior Leadership Group and annual reporting to Council Committee. The 2023-24 People Directorate Business Plan can be accessed here <https://www.clacks.gov.uk/document/meeting/1/1200/7645.pdf>



Adult social work and social care services, including community health are delegated to the Integrated Joint Board (IJB) which spans Clackmannanshire Council, Stirling Council and NHS Forth Valley. Clackmannanshire Adult social work and social care services are delivered and managed by the Health and Social Care Partnership (HSCP). It is a unique partnership in Scotland as it is the only Health and Social Care Partnership that brings together two Councils and a Health Board. The Board, through the Chief Officer, has responsibility for the planning, resourcing and operational oversight of integrated services through the Strategic Commissioning Plan. There are two committees: Audit and Risk and Finance and Performance. The Chief Officer who is the Director of Adult Services reports to the Chief Executives of Clackmannanshire and Stirling Councils and NHS Forth Valley and is responsible for the operational management and performance of integrated services. The Chief Officer is a substantive member of the senior management teams of Clackmannanshire Council, Stirling Council and NHS Forth Valley. The Chief Officer has in place a senior team of direct reports that ensures adequate and effective oversight and assurance to the Integration Joint Board in relation to all HSCP performance, professional and clinical and care governance. The HSCP's main plan is the Strategic Commissioning Plan 2023-2033 and sets out how services will be delivered across Clackmannanshire and Stirling over the next ten years. <https://clacksandstirlinghscp.org/about-us/strategic-plan/>

The CSWO, as a member of the Council's Extended Senior Leadership Team, works in partnership with Elected Members, the Chief Executive, the Chief Officer of the Health and Social Care Partnership, senior officers, managers and practitioners to provide professional advice, governance, leadership and accountability and oversight in regard to assuring the quality of social work practice standards and service delivery. The CSWO also has professional responsibility for ensuring that social work services fulfil their statutory duties and that both staff and the Council work in accordance with the Code of Practice for employees and employers as set out by the Scottish Social Services Council (SSSC).

The CSWO as a member of the Clackmannanshire & Stirling Public Protection Chief Officer Group (PPCOG) provides professional advice on public protection matters. The Chief Officer Group meets quarterly and has responsibility for the strategic leadership and oversight of delivery of services and for improved outcomes for Child Protection, Adult Support and Protection, Violence against Women and Girls and Offender Management - Multi Agency Public Protection Arrangements (MAPPA). The CSWO is a member of these key public protection partnerships and member of the Community Justice Partnership, Alcohol and Drugs Partnership, the Tackling Poverty Partnership and MAPPA Strategic Oversight Group. The CSWO chairs the integrated Children and Young People Strategic Partnership group, our key partnership for children's services planning for delivering on our collective ambition to improve outcomes for children, young people and families.

As a statutory officer of the Council, the CSWO reports directly to the Chief Executive and meets regularly in relation to professional social work matters. The CSWO ensures that Elected Members are provided with reports regarding relevant developments and required decisions relating to social work policy, service priorities, pressures and challenges through a range of forums including The Alliance (Clackmannanshire's Community Planning Partnership), Council and Audit & Scrutiny Committee, Elected Member Boards (Children & Young People Board and Adult Social Care Board), Council Extended Senior Leadership Group, Clackmannanshire and Stirling Integrated Joint Board and the Clinical and Professional Care Governance group. The CSWO is a non-voting member of the Integration Joint Board (IJB) and a member of the Clinical and Professional Care Governance group, which is responsible for supporting and scrutinising the delivery of integrated adult care services delivered and managed by the Health and Social Care Partnership (HSCP). The CSWO is also a member of the Forth Valley Collaborative Care Home Oversight Group consisting of strategic leaders from across the HSCP and NHS who meet monthly to support our local care homes and be assured on the quality and standard of care being provided to older adults.

## 5. Service Quality and Performance

### 5.1 Children and Families

Children's social work services receive a range of referrals from partner agencies including Police, Education, Health, third sector and direct from members of the public. During the reporting period 2023/24, children's services received **1401** referrals (requests for assistance). This is a **16% increase** from 2022/2023 where there were **1180** requests for assistance.

The development of our Early Help team, our front door service for early support, has enabled a preliminary screening of all initial contacts to children's social work for support to children and families, ensuring that only the most appropriate referrals/requests for assistance progress to the locality practice teams for those children and young people who may require statutory or specialised/targeted intervention and support.

#### 5.1.1 Early Help and Family Support

Our Clackmannanshire Early Help team was fully implemented in October 2023, following a redesign of children social work services aimed at improving early access to family support services, ensuring families are provided with the right support, in the right place, at the right time. With a focus on early help and prevention the aim is to reduce the number of children subject to formal statutory measures of care with a focus on keeping more children safely at home. The Early Help Team vision is to provide strengths based, accessible and responsive whole family service at the point of need, focused on building the strengths of each family network to prevent an escalation of need and risk.

In the first 6 months of operation the Early Help team supported 63.5% of all requests for assistance to children's social work. Over 400 participants have accessed the 0- 3 year drop-in sessions.

One of the key innovations of the Early Help model is the strengthened partnership working with universal and third sector services. This is set in the context of the Early Help team becoming more community focussed and embedded within the local community. The team work closely with health, education and local community groups as part of the Clackmannanshire Family Wellbeing Partnership which aims to deliver the commitments of the Christie commission by moving staff and resources closer to communities and developing a network of support accessible locally at point of need. This coordinated and integrated approach is ensuring that children, young people and families access the right services at the right time, in the right place and avoiding unnecessary duplication and ensures that our collective resources are used efficiently and appropriately. An example of this is the team's role within the emerging and innovative Family Support Collaborative which will be delivering family support hubs six times a week in locations across Clackmannanshire.

The second is the embedding of Family Group Decision Making (FGDM) alongside kinship support, within the early intervention service, rather than as a service aligned to alternative care provision. The purpose is to ensure that at the first point of contact with children's services, families have the opportunity to build capacity and be supported to deliver their own solutions to difficulties. FGDM has a focus on the wellbeing of whole families and works with families in a way to enable children, parents/carers and their wider extended families and networks to develop their own family support plan and prevent the need for statutory social work involvement. The FGDM approach is enabling more children to live safely at home or kinship care.

During the period from 1st of April 2023 to 31st of March 2024 the FGDM team delivered:

- 74 Initial Referral Meetings
- 47 Family Meetings

- 6 Emergency Family Meetings
- 11 Reviews

Examples of some of the groups delivered by the Early Help team, delivered in partnership with universal and third sector organisations during 2023/24 are outlined below:

- Stay and Play Groups (Birth - 3 years)
- Baby Bonds – Baby Massage (Joint initiative with Early Help Team and Health)
- Incredible Years Parenting Programme
- Season for Growth programme (partnership with education colleagues)
- Play Together sessions (facilitated by Action for Children practitioners)
- After school group
- THRIVE to Keep Well programme (targeted towards parents, builds participants' confidence, motivation, self esteem; providing opportunities for volunteering, learning and employment)
- Awareness Group - Early help team and Barnardos (12-18 yrs coming into conflict with the law)
- Mellow Caring for Young People (partnership with Action for Children Family Support Service and Early Help team; evidence-based 12 week parenting programme for parents/carers of young people between P7 and S4)
- Monthly group for carers to experience peer support, access to workshops, seek advice and guidance and networking
- Kinship care support to carers.

During 2023/24, third sector providers and children's services partners came together to discuss how a more innovative and progressive way of delivering services to families across Clackmannanshire could be achieved. A Family Support Commissioning Consortium was established to co-produce a new delivery method to support the work of the Children's Services Early Help team and align with the work of the Family Wellbeing Partnership. Five commissioning consortia have been held and around 30 third sector organisations have taken part. These have been complemented with additional input and discussions being held at the Children and Families Third Sector Forum. The Family Support Collaborative will be operationally-led by three organisations, Barnardo's, Action for Children and Homestart Clackmannanshire, supported with funding and financial management by Clackmannanshire Third Sector Interface (CTSI) and informed by our 'Family Voices' group. The proposed model of family support will be a community based Hub model with early intervention and prevention at the core of delivery and self-referral from families encouraged. The aim is to locate community hubs in spaces and places where children, young people and families already attend and align the hubs with our existing One Stop Shop provision. A key objective is that families, through self-referral can access bespoke support tailored to their needs; from employability advice through to parenting and family support.

Our Third Sector partners remain an essential and integral part of our effective early intervention and prevention services. The key focus is on safely maintaining our children and young people at home with their families and within their community. With the support of Whole Family Wellbeing funding, we commissioned additional intensive support to bolster this provision and further reduce the numbers of children being looked after away from home or being placed further from their home outwith Clackmannanshire. Our Participation Development Officer, funded through our Whole Family Wellbeing Fund has been working proactively and directly with families over the past year to identify barriers to accessing services to support the design of services which are accessible across the continuum of need from universal to intensive and targeted support. An online directory, bringing together community based whole family support services in Clackmannanshire, including universal services and more targeted support has been produced to better support families to navigate and access the range of support services available.

The range of well established third sector commissioned family support programmes delivered during 2023/24 includes:

- **Action For Children Functional Family Therapy (FFT)** is our family based intensive intervention programme that builds on the existing strengths within family relationships aimed at improving the outcomes for children and young people aged 8- 18 years. The FFT service supported 33 families, including 63 children and young people.
- **Action For Children Clackmannanshire Family Support Service** provided support to 63 children and their families. Around 67% of these children were protected from harm as a result of the support offered to them; 33% moved on from receiving intensive family support and attending groups to maintain the progress and improvements achieved. Interventions include formal and informal parenting support through groups such as Incredible Years, Wellbeing Support Groups and Parent Interest groups, these are all underpinned by Positive Parenting. The service also provides 1:1 support for parents, carers, children and young people, including support in relation to routines, boundaries, emotions, practical support in the home, support with health and nutrition, support to create a safe and healthy environment.
- **Action for Children Clackmannanshire Additional Support Service (CLASS)** is a partnership with Barnardo's. The CLASS service has a focus on maintaining family relationships and contributing to the success of children being able to remain or return home to live with their family. CLASS provided intensive support to 62 children and their families during 2023/24. A key focus of the CLASS work is supporting families to introduce good, safe and healthy routines working alongside families to model the implementation of these routines.
- **Barnardo's Clackmannanshire Open Door Service** provides a range of services for children, young people and families who are referred for specialist intervention in relation to being in conflict with the law, at risk of exploitation, young people who have substance use issues and young people who are engaging in problematic or harmful sexual behaviours. During 2023/24 the service supported 66 children and young people.
- In October 2023, Whole Family Wellbeing Funding was used to commission **Aberlour Sustain** to avoid children becoming cared for away from their home and family. To date the service has actively supported 16 children/10 families: children on the Child Protection Register and children involved with the children's hearing system.
- **Homestart Clackmannanshire** provides early help to prevent families needing more intensive intervention/statutory measures, providing bespoke package of support based on each family's needs, from parenting groups through to individual support. During 2023/24, 155 families were supported with 77% of parents/carers feeling more confident in their abilities to deal with challenging situations and make positive changes in their lives.
- CORRA Foundation-funded project Circle. The **Family Recovery Outreach Service** commenced service delivery in October 2023 and aims to deliver a whole family outreach service for women, children and their families affected by experiences of domestic abuse, mental health issues, and substance use. The integrated team consists of a senior family outreach worker, therapeutic counsellor and a children's resilience worker. Since October 2023, 16 families, including 32 children have accessed the service.

There are currently 127 children who identify as young carers across Clackmannanshire schools. This number has steadily increased over the last few years due to increased awareness and confidence of children and young people identifying as being a young carer and our work on The Promise to raise awareness of young carers as children and young people who need extra support. During 2023/24, 38 of young carers and young adult carers took part in involvement and engagement opportunities. With support from the Big Lottery, Young Start funded a Young Carers Involvement & Engagement Worker

and Carers Trust funded a Young Adult Carer Development Worker, both of these posts work across Falkirk & Clackmannanshire, supporting young carers to have their voices listened to both on a local and national level and supporting young carers to transition from high school to further education, employment or training and into the Young Adult Carers Project.

### 5.1.2 Child Protection

Our Interagency Referral Discussion (IRD) process is fully operational and embedded across Forth Valley providing police, social work, health and education. This process supports a shared platform for staff to share information and make informed joint decisions about actions necessary if a child or a young person is at risk of significant harm. Information is shared in a timely manner, safety plans implemented and recorded and there is a clear shared record of necessary actions to ensure the right services are engaged. IRD audits are held on a monthly basis and reflect the high quality of decision making and safeguarding that is being implemented in respect of protecting our most vulnerable children. Our multi-agency audit in February 2024 showed our IRD process was very good with only some minor learning points for partners. Plans are ongoing to introduce a standardised assessment tool across Forth Valley to ensure consistency of evaluation and appropriate feedback is provided to participants. During 2023/24, **153** initial referral discussions were undertaken compared to 171 initial referral discussions in 2022/23, a **decrease of 11%**.

On 31 July 2023, Clackmannanshire's rate per 1,000 children (0-15 years) on the Child Protection Register was **1.7**. This is a slight increase as at 31 July 2022 rate of 1.4 and is a notable reduction from 2021 rate (4.6 per 1,000). This compares to the Scottish rate of 2.3 per 1,000 in 2023 and 2.2 per 1,000 children (0-15 years) in 2022. **Appendix 1 contains further child protection performance data.**

The Scottish Child Interview Model (SCIM) approach for joint investigative interviews with our Forth Valley partners came into effect in February 2024. This trauma-informed, best practice model is helping to improve the quality of the investigative process for children and young people who are at risk of harm. The approach ensures that all interviews take place in a safe, child friendly, age appropriate way and that all children and their families receive the practical and emotional support they require to recover. Feedback on SCIM implementation has been very positive, as identified from the 4 weekly multi-agency audits, where the Joint Investigative Interviews completed by the Forth Valley SCIM team were assessed as being trauma informed, child centred and UNCRC compliant.

The Forth Valley Bairns' Hoose Strategic Group (a partnership with Police Scotland, NHS Forth Valley and the three Forth Valley local authorities) is at the early stage of development of creating a Bairns' Hoose model; a transformational, whole-system approach to delivering child protection, justice, and health support and services to child victims and witnesses of abuse and harm that ensures access to holistic, wrap-around, trauma-informed recovery, support and justice. In the absence of a standalone Forth Valley Bairns' Hoose, the Forth Valley SCIM Team are utilising 'The Meadows' in Larbert which brings together a number of services which provide support for people who have experienced trauma and provides children and young people a comfortable, safe and supportive space to carry out joint investigative interviews. A Bairn's Hoose implementation subgroup has been established to progress this project during 2024/25 with oversight by the Forth Valley Bairns' Hoose Strategic Group.

During 2023 a new scheme was introduced by Police Scotland known as the Philomena Protocol aimed at ensuring officers can trace children and young people reported missing in a timelier fashion. The protocol is primarily targeted towards children and young people living in care facilities and with foster carers. It encourages staff, families, and carers to compile a standardised form of useful information which could be used in the event of a young person going missing. Forth Valley wide, this process commenced in January 2024, strengthening an improved collaborative approach to those most vulnerable and in need of support.

During 2023/24 we have been progressing plans to implement the Respect Programme, a partnership approach designed to ensure a more appropriate and trauma-informed approach to children and young people in residential care who go missing and strengthen police, education, social work and care staff interactions with children and young people in these settings, with a view to improving relationships, reducing missing episodes and delivering better outcomes for children. Respect Programme Training on the principles took place in March 2024 with Clacks Community Officers and Woodside children's house staff and was well received. Guidance for Forth Valley has been developed and an agreed implementation date to roll out this transformative work is expected during 2024.

A multi-agency audit was undertaken by partners in police, social work, education and health which provided Clackmannanshire's Child Protection Committee, the Children's Strategic Planning Partnership and Children's social work service with assurance on the quality and effectiveness of key multi-agency processes and practices; aimed at protecting the most vulnerable children and young people in Clackmannanshire. The purpose of this quality assurance review was to demonstrate compliance with recognised national and local child protection standards, including the effectiveness of the Getting it right for every child (GIRFEC) process and to highlight learning and development opportunities for all partners. Key strengths included the quality of the initial multi-agency response to notification of concerns and the IRD process, assessment of needs and risks and multi-agency chronologies. The review also identified further opportunities to improve practice in single agency chronologies and strengthening the voice of children, young people, parents/carers in key processes such as child planning meetings. An action plan is in place to take forward identified improvements.

Supported by the Children and Young People's Centre for Justice (CYCJ), we are progressing the development of a whole system approach for young people who are involved or on the cusp of involvement with youth or adult justice services, aimed at building rights-respecting services that put children and young people at the heart of reimagining justice. This approach reflects the core components of the United Nations Convention on the Rights of the Child (UNCRC) and aligns with the outcomes of The Promise. A focus on the redesign is the importance of shared language and approach. Training on utilising the Outcome Star, an evidence based tool for measuring and supporting change when working with individuals, has been delivered to children's and justice staff.

Our Justice Services continue to take an active role in supporting Children's Services with youth justice activity during this period of transformation and redesign. Co-working and mentoring opportunities are being utilised to support new members of staff and accredited training in approved risk assessment tools has been accessed alongside training in areas such as the Safe and Together model. A further social worker has been recruited within Children's Services to act as lead professional for young people in conflict with the law, building resilience and capacity within the workforce.

The Children's Services Early Help team in collaboration with Barnardos work with young people who come into conflict with the law. This joint alliance has been highly effective in reducing the level of re-offending for young people through the Early and Effective Intervention (EEI) process. The EEI approach fully supports the re-imagining youth justice work we are progressing in partnership with the Children and Young People's Centre for Justice that ensures that children/young people involved in offending receive appropriate and timely support that is trauma informed, UNCRC compliant and rights-based.

### **5.1.3 STRIVE (Safeguarding through rapid intervention) team**

Core to the Early Help service approach is our STRIVE (Safeguarding through rapid intervention) team which delivers a multi-agency response at an early stage to children, families and adults to reduce risk and increase opportunities for prevention and early intervention. This initiative has continued to receive interest from other local authority areas and the Scottish Government.



The STRIVE team has been focussing on a programme of expanding referral opportunities and strengthening links with as many third sector and partner agencies as possible, including; Family Wellbeing Partnership; Family Support Collaborative; Clackmannanshire Positive Moves (pre employability support); Clackmannanshire Works; Change, Grow, Live and Transform (3rd sector agencies supporting people affected by substance use). A Women's Support Worker continues to be assigned to the STRIVE team and is funded in partnership with Police Scotland, as well as a Perpetrator Support Worker and this post is funded in partnership with Clackmannanshire Housing Services. Caledonian Group Workers in Justice Services have been utilised to provide these assessments, supports and interventions. Through the Community Justice Partnership, the Violence Against Women and Girls Partnership and Justice Services, £3000 funding was secured for video door bells to enhance safety concerns for women affected by domestic abuse.

During 2023/24, STRIVE received **147** referrals with 61 individuals receiving direct STRIVE support with issues relating to financial concerns, mental wellbeing, risk of homelessness, drug and/or alcohol use, and domestic abuse.

#### **5.1.4 Children with Disabilities**

During 2023/2024, our Children with Disabilities service received **42** new referrals, an **increase of 29%** compared to **30** referrals the previous year. The team is working with **165** children compared to 139 in 2023. Over the past year, 25 Section **23** assessments<sup>2</sup> were completed and **16** reviews undertaken compared to **23** assessments and **19** reviews the year before. During 2023/24, 23 young people transitioned to adult care services or were supported on to future pathways, including support from Education services. Support has also been provided to adult services in completing referrals and creating future Self-Directed Support (SDS) packages of care. The team continue to make use of the Whole Family Support Screening Group to access support services and in a timely way. A revised assessment framework has been developed to clarify the process for assessment and allocation of a budget. This has been done to provide greater transparency for families.

The recent feedback from the thematic review of social work services to children with disabilities has highlighted several areas for development nationwide – it is reassuring to note that we are progressing many of these areas already. The participation group, review of budget allocation, review of commissioned services and transition policy are a few examples of areas of work over the past year which aligns with the thematic review recommendations.

Work to improve the experience of young people with disabilities and their families as they grow to be young adults continues to be supported via our multi-agency Operational Transitions Group who review and support the transition plans for young people aged 15-18 years. During 2023/24, Children's Services, Education and our Health and Social Care Partnership developed a new Transitions policy which was approved by Council and the IJB that ensures that young people are identified and assessed in time to provide a smooth and seamless transition to adult service provision.

Providers continue to report that they are working to capacity and many report ongoing recruitment issues which impact on their ability to increase service provision. We continue to liaise with providers to support them with these issues and prioritise accordingly.

The team consists of 2 Social Workers, an Occupational Therapist (part time) a Resource Worker and a part time Team Leader however for 6 months of the last financial year the team has run with only 1 social worker and no Occupational Therapist due to staff turnover and recruitment challenges.

---

<sup>2</sup> Under Sections 23 of the Children (Scotland) Act 1995 the Council has a duty, when asked, to assess children/young people affected by disabilities and their carers to determine the needs of the child/young person

### 5.1.5 Kinship, Fostering, Adoption, Residential Care

Our Family Placement Team is comprised of three registered services: Fostering; Adoption; and Adult Placement (Continuing Care). These services were inspected in October 2023 and significant improvement highlighted within the Fostering and Adult Placement Service with key indicators evaluated as good or very good. The completion of the wider Children's Service redesign increased the capacity of the team, with specific roles identified for adoption support. Further improvement work has been undertaken in relation to the Adoption Service, focused on building strong foundations, community and an early intervention approach to support.

Between January 2023 and June 2024 Clackmannanshire's Fostering Panel reviewed 17 fostering households, 1 new carer was registered, and 1 carer deregistered as a result of retirement maintaining the number of fostering households at nineteen. There continues to be a significant need for additional care provision within Clackmannanshire to ensure children can grow up and remain within their local community, foster carer recruitment is a key priority for the team. There were 79 children looked after outside of the Clackmannanshire area as at 31st July 2024 across various placement types. This is a decrease of 9. We have had no children or young people residing in secure care provision.

The inspection of the Fostering and Adoption services that took place in 2023 noted improvements in permanence planning for children. Between January 2023 and June 2024, 18 children were registered for permanence at panel, 11 were matched with permanent foster carers, and 15 matched with adoptive families. Improved planning for children has been achieved as a result of a dedicated team to support parenting capacity assessments and to progress permanence, particularly for our youngest children to secure stable and caring environments, the role of this team was redefined through the Children's Services redesign and renamed as the Infant Assessment Team.

Clackmannanshire Council continues to promote kinship care as the preferred option for children who are unable to stay at home. Children in kinship care with friends and families represent **40%** of the total number of care experienced children, higher than the Scottish figure of 34%. The role of kinship support for families was strengthened through the Children's Services redesign by locating kinship support within our new early help service. This places more emphasis on early intervention, support for kinship carers and fostering greater links with FGDM at the earliest stage.

Woodside Children's House is a five bed children's house which is managed by the local authority. The house continues to be evaluated as good by the Care Inspectorate, and is well established within the local community. Work continues to build on trauma informed therapeutic approaches to caring for young people, working towards all staff being training at a trauma enhanced level. Approaches to care and managing distress continue to have moved away from use of restraint, reflective of a changing ethos and approach to care.

This year we have continued a strong partnership with the Vardy Foundation and planning is underway to explore models to increase our local provision and accommodation to ensure that we can offer more local support to all of our children and young people within Clackmannanshire, preventing children and young people being isolated from their communities.

Support for young people leaving care continues to be a priority area for improvement within the service, and progress has been noted over the reporting period which is attributed to dedicated Reviewing Officer capacity alongside a review of guidance and frameworks for pathways assessments. Numbers of young people in receipt of pathways plans continues to increase ensuring more coordinated support for young people leaving care.

We continue to welcome unaccompanied asylum seeking children and young people to Clackmannanshire. We have six young people looked after or receiving after care support from Clackmannanshire Council via the UK Government mandated National Transfer Scheme. As our numbers increase staff are building knowledge and working in partnership with other agencies to ensure unaccompanied asylum seeking young people are well supported. Examples of good practice include work across CLD, sports and development, and the third sector to build packages of support



and opportunities for education and training. Challenges in relation to identifying suitable local placements or supported accommodation resources have resulted in some unaccompanied young people being placed out with the area.

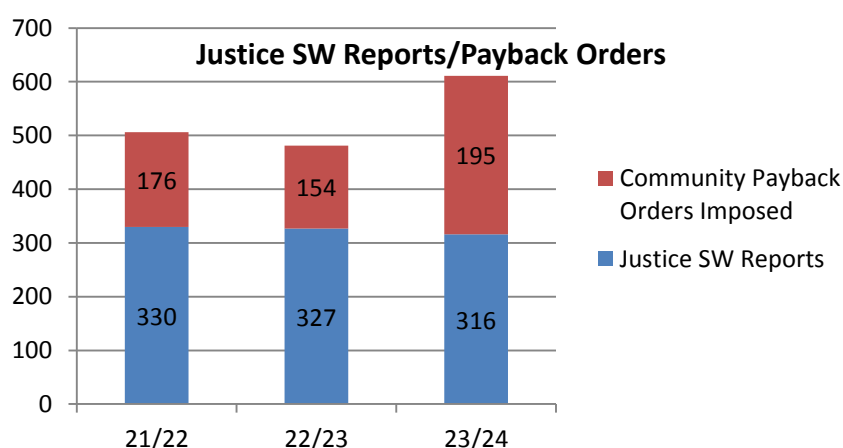
‘Oor Clacks Voices’ is our participatory group for care experienced children and young people 14-26. The group meets monthly and have contributed to the development of the Language Policy, design workshops, review of GIRFEC reports and child’s plans as well as fun activities together building community and belonging.

A strong partnership exists between Who Cares? and Clackmannanshire Council to provide advocacy for children and young people to uphold their rights and ensure that child and young people’s views are central to decision making. Focus over the last year has been to raise awareness of advocacy services for care experienced children and for new staff joining the service. Referral rates have increased year on year since 2022. In addition to advocacy support, Who Cares? are delivering ‘Communities that Care’ approach across schools in Clackmannanshire. This five year project funded by STV aims to ensure that care experienced people are accepted and included and have a sense of belonging within their communities. Training and input has taken place across all three secondary schools in Clackmannanshire, most primary schools and ELCs. This has been in addition to the training undertaken in all schools in relation to The Promise Award accreditation.

## 5.2 Justice Services

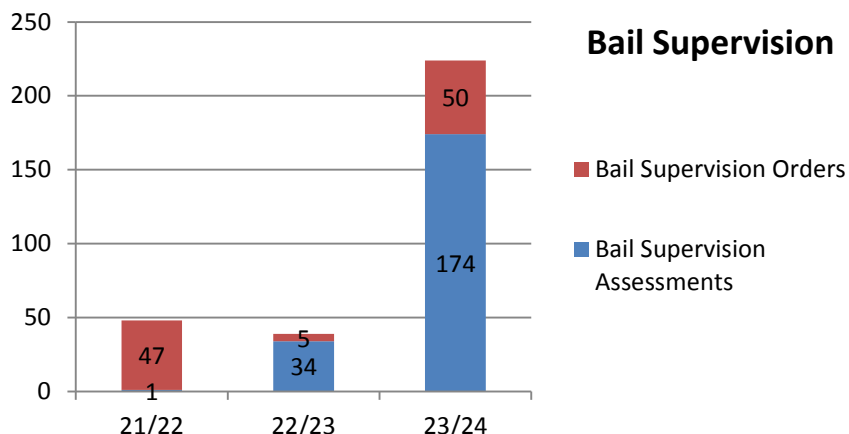
### 5.2.1 Community Justice Team

For the period April 2023 to March 2024 there were **316** Justice Social Work Reports compiled for the Courts and **195** Community Payback Orders imposed. This compares to same reporting in 2022/23 where there were 327 Justice Reports completed for the Courts (3% decrease) with **154** Community Payback Orders imposed, a 21% increase.



With Alloa Sheriff Court returning to full operation following the COVID 19 Pandemic we have continued to develop our strong working relationship with the Court, attending regular Court User Liaison Groups, working closely with Sheriffs to offer comprehensive assessments and reports as well as developing services available as part of community based disposals. In line with Community Justice Scotland’s aims for earlier interventions and greater use of community based disposals, we saw a significant increase in Bail Supervision assessments with **174** assessments requested and **50** Orders imposed. In order to support this increasing demand the Justice Team employed an additional full-time permanent dedicated Justice Officer who attends Court on a daily basis as part of our ongoing commitment to develop our service around local needs and our early intervention agenda. This new

position has led to increased Justice Service presence at the local Court improving services to clients and ensuring quicker turnaround of bail assessments.



Eight Structured Deferred Sentences were imposed during 2023/24 with this pre-sentencing disposal being offered in line with Justice Services nationally in order to provide the Courts with additional options pre-disposal. By offering Structured Deferred Sentences we can potentially reduce the length of Community Pay Back Orders whilst still providing appropriate levels of intervention, supports and access to appropriate agencies.

Whilst Drug Treatment and Testing Orders remain a community based disposal for the Courts, we continue to see a decline in their use and the need for such Orders, only one Order was imposed in 2023/24. Clackmannanshire, in partnership with other local authorities within Forth Valley, are reviewing how these Orders are facilitated and are exploring ways in which a more tailored and cost-effective case management plan can be offered to the courts.

There were **58** Diversion from Prosecution assessments undertaken with **52** commencing and **32** successfully completing. Diversion learning and briefings forums took place with Justice Officers to continue to explore processes, practice and development.

In 2023/24, the electronic version of the Level of Service/Case Management Inventory (LS/CMI) risks/needs assessment relaunched and these assessments have resumed electronic completion. The LS/CMI is a comprehensive general offending assessment and management planning method. It is used by all community and prison based justice social work services to aid decisions on the level and focus of intervention with people (aged 16+) who have been involved in offending.

A second rollout of Outcome Star training (outcomes focused and client led tool) was held in January 2024 involving a range of staff across Justice, Children’s Services and Housing. This tool is used by Justice Officers working alongside people on Diversion, Voluntary Throughcare, Bail Supervision and Structured Deferred Sentence. The Outcome Star is also used by partner agencies and promotes a shared language and focus for intervention that is client centred and transferrable. This shared approach also further supports partnership working and allows those being supported to recognise strengths and developments.

Unpaid Work operated 7 days per week and up to three evenings per week, an increase made possible by recruitment of an additional part time unpaid work supervisor. During this period **15,681** unpaid work hours were imposed by the Court (compared to 11,332 2022/23) and 8090 hours of unpaid work were undertaken.

Our unpaid work team continues to support the local community in multiple areas and has recently taken to social media to promote areas of work that have positively impacted all areas of the community. Examples of work have included:

- maintenance of the pathway network across the County;
- flood prevention; monthly clearing of the “hakes” that carry water from the Ochil hills;
- supporting local community halls; regular “set ups” (preparing the halls for community events);
- repair and renovation of benches across the Local Authority area;
- building and erection of sheds and weather shelters for local nurseries and primary schools;
- Hawkhill Community group – dismantling garden pergolas, raised beds, clear out old earth, dig foundations for Dry Stone Dyke as part of a partnership with Forth Valley College;
- Ochil Youth Community Improvement – Ben Cluech project - recycle Children’s play equipment cleaned and donated to local family centre, dismantle sheds, raised beds, remove unsafe planters, and prepare grounds in preparation for community group redesign.

The Community Justice Team has continued to develop over the past year as a multi disciplinary co-located Justice hub with partner agencies including Health (Community Psychiatric Nurse), Addiction Recovery Worker (ASC), and Change Grow Live (CGL) being co-located at the Justice office on various days. Joint working has ensured that those supported by Justice Services have quicker access to services on site, avoiding additional referral periods and the need to travel to other locations. This integrated approach has allowed timely access to identified services whilst promoting partnership working.

To address Domestic Abuse in Clackmannanshire the Justice Services Team continued to work in partnership with the Scottish Government, key partners and Elected Members to provide supervision, support, guidance and resources to address this significant area of concern. Justice Services has also utilised their specialist training and experience in Domestic Abuse and Gender Based Violence to provide earlier targeted interventions. This was further strengthened by the successful recruitment of a dedicated full-time Violence Against Women and Girls Coordinator.

Whilst continuing to deliver both the Moving Forward: Making Changes (now MF2C) and Caledonian statutory Programmes in partnership with Stirling Justice Services and SACRO, Justice Services continued to provide the Non Court Mandated Caledonian Programme which is in its fourth year of development and delivery. One recipient of the programme said *“Caledonian was good at making me think about my how my own childhood affected my behaviour as an adult and how I choose to be a dad to my girls now”*.

In 2023/2024, **37 couples** who were involved in some kind of incident which attracted the attention of the police (non-criminal) involving conflict or potentially abusive behaviours, were referred by STRIVE (Safeguarding Through Rapid Intervention) with contact made (or attempted) with **74** people. In addition, we have continued to provide a Women’s Worker and perpetrator support to the STRIVE Team co-funded by Police Scotland and Clackmannanshire Housing Services and further added to this by recruitment of an additional Women’s/Tenancy Support Worker. This early, non court mandated intervention is aimed at providing targeted support to prevent escalation and further harm whilst also providing appropriate safety planning. A Men’s Self Referral helpline, offering high quality evidenced based support to men who have concerns regarding their behaviours is operational with information posted through Clackmannanshire’s social media and partner organisations. In 2023/24 Justice Services also ran a weekly Women’s Group (co-facilitated with Women’s Aid, SHINE and Apex) and a Road Traffic Group.

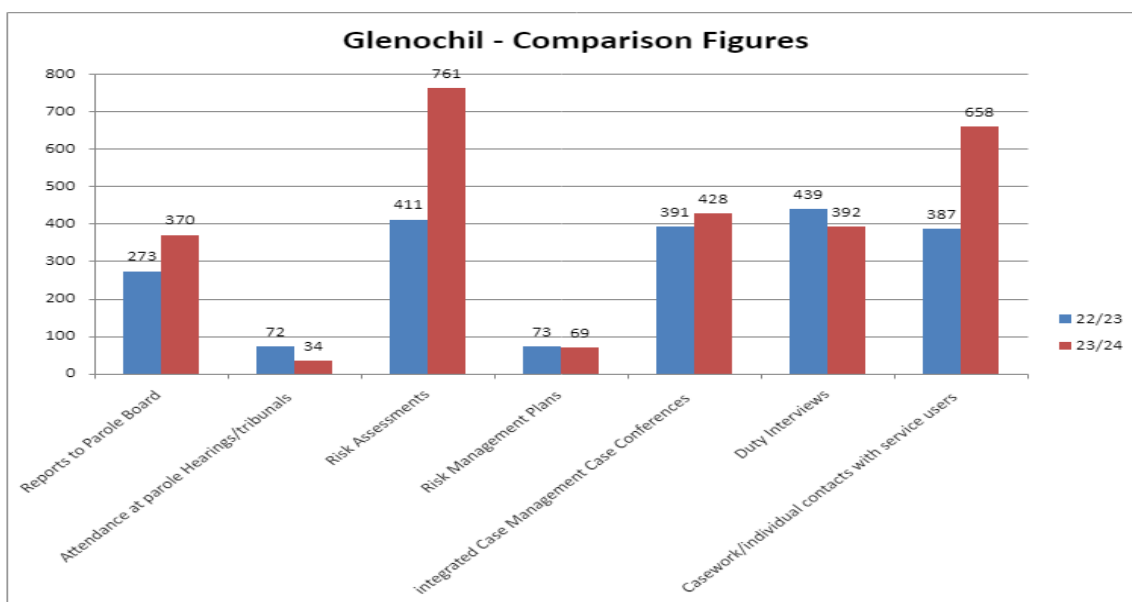
Utilising the skills and training of staff within the Justice Team to provide earlier intervention through additional funding provided by partners such as Housing, Police Scotland and the Community Justice Partnership has been an effective use of shared resources and finances to address the high domestic

abuse rates within Clackmannanshire. Recent published figures have suggested a decrease in reported domestic abuse incidents within the Clackmannanshire area. Between April 2022 to March 2023, there were **656** domestic abuse incidents reported to the Police. This compares to the same reporting period in 2021/22 of 740, which is a reduction of 11.4%. This has resulted in an improved ranking of ninth highest in Scotland, from the previous position of 4<sup>th</sup> highest, demonstrating a considerable shift in the space of one year. Figures for 2023/24 have yet to be published.

### 5.2.2 Glenochil Prison Based Social Work Team (PBSW)

During the period 2023/2024, the Social Work team at HMP Glenochil continued to provide statutory Social Work services to the Scottish Prison Service (SPS), with a focus on risk assessment, risk management and public protection. As HMP Glenochil is a national establishment, the Social Work Team continues to liaise with other prison based social work teams throughout the prison estate as well as Justice Services across all 32 local authorities.

Although the prisoner population in HMP Glenochil fluctuated over the year because of operational requirements across the SPS estate, overall prisoner numbers have increased in line with the national prison population. This presents challenges to the team due to the consequent increase in demand of statutory work including reports to the Parole Board, attendance at Parole Board Oral Hearings, risk assessment and risk management planning, and participation in multi-disciplinary processes focusing on pre-release, case/risk management, progression and intervention assessment.



A successful recruitment drive in 2023 saw the team reach full capacity and a redesign of the service, supported by SPS colleagues, resulted in the appointment of a Senior Social Worker to support the Team Manager. Senior SPS managers in HMP Glenochil, also provided additional office space, fixtures and fittings and IT equipment to accommodate the fully staffed team.

The successful recruitment of experienced staff and the appointment of a Senior Social Worker through 2023 enabled the team to work with our SPS partners on the design and implementation of a recovery plan. This plan focused on addressing the backlog of reports for the Parole Board that had accumulated due to insufficient resources over time, reintroducing Social Work attendance and risk assessment completion for initial Integrated Case Management meetings, as well as resuming attendance at other forums such as the Multi-Disciplinary Mental Health Team meetings, Programme Case Management Board meetings, and Frailty and Palliative Care meetings.

In 2023/24, the Care Inspectorate and HMIPS undertook a thematic review of PBSW with participation from PBSW teams across Scotland. This review focused on governance, leadership and direction; partnership working, including commissioning arrangements and resourcing; policies, procedures and guidance; management and support of staff and, performance management and quality assurance. The outcomes of this review will help to develop and shape service delivery for the SPS, PBSW team and partners going forward. The team continues to work in partnership with SPS colleagues to ensure that resources are directed towards the highest risk prisoners and that the team remains fully resourced to meet the future demands of an increasing prison population and the changing needs of our service users.

### **5.2.3 Community Justice Partnership**

The Community Justice Partnership (CJP) published the new Clackmannanshire Community Justice Outcome Improvement Plan 2023-2028 (CJOIP) in December 2023. The Plan was presented to both Clackmannanshire Council and to the local Community Planning Partnership (The Alliance) and was approved and well received by both. Councillors and community planning partners gave positive feedback on the approach that was used to develop the CJOIP through meaningful lived experience engagement.

The Community Justice Partnership (which the CSWO is a member) continued to operate a co-chairing arrangement that is shared between Clackmannanshire Council Justice Services, Clackmannanshire & Stirling HSCP, Police Scotland and the Resilience Learning Partnership a locally based; lived-experience led social enterprise. This structure supports and develops ownership of CJP priorities across the partner organisations and ensures that lived experience is at the core of the partnership's work. In addition, planning has started to develop a Lived Experience Panel to provide advice and support to the CJP and its working groups. This will be underpinned by a trauma-informed, supportive and adaptive infrastructure.

During the reporting period, the Community Justice Partnership continued to develop a more prevention and early intervention focused approach through a range of initiatives and further co-location of services, including non-court mandated Caledonian and recovery support. The Addiction Recovery Worker, based within Justice Services, provides joined up support to those involved in the justice system with substance use issues.

The CJP has formed 2 short-life working groups to facilitate progression on key priorities within the CJOIP. The Diversion Short Life Working Group has supported 2 small tests of change to maximise use of supportive approaches as early as possible within the justice journey. This aligns with the national priority action to 'support the use of direct measures and diversion from prosecution'. Positive progress has been made in further raising awareness of diversion options and supports available through close partnership working between COPFS, Police, Clackmannanshire & Stirling Alcohol & Drug Partnership and Justice Services.

The Community Justice Partnership are in the process of planning a Public Attitudes to Crime Survey to ascertain views and identify where the CJP could focus efforts to support public understanding and confidence in community justice. A short life working group was formed to develop the survey and focus groups.

In line with the nationally determined outcome, there was an 800% increase in bail supervision cases in Clackmannanshire in 2023/24. This increase is welcome and positive but does have an impact on support services within the community. To support this, Justice Services recruited a new Bail Officer in December 2023 to carry out bail suitability assessments and work with community partners to ensure supports are in place.

The Community Justice Coordinator is an active member of the Violence Against Women and Girls Partnership, Local Employability Partnership, Family Wellbeing Partnership Working Group, Alcohol and Drug Partnership, Children and Young People’s Strategic Partnership and Public Protection Learning and Development Sub-Group. Having developed close working relationships between the CJ and other key statutory and non-statutory partnerships locally, there continues to be greater alignment of strategic and shared priorities. In addition, the coordinator is a member of the national Diversion from Prosecution Working Group who are supporting the review and development of the new Diversion guidelines.

#### 5.2.4 Multi Agency Public Protection Arrangements (MAPPA)

MAPPA administration and process within Clackmannanshire Council forms part of Forth Valley MAPPA along with the other local Responsible Authorities; Falkirk Council, Stirling Council, Police Scotland and NHS Forth Valley. The other national Responsible Authorities who complete the MAPPA partnership are Scottish Prison Service (SPS) and the State Hospital.

MAPPA governance and scrutiny are delivered across a number of different strands within Forth Valley MAPPA. The MAPPA Strategic Oversight Group (which the CSWO is a member) and the MAPPA Operational Group both meet quarterly; the Independent Strategic MAPPA Chair also attends the regular meetings of the joint Clackmannanshire and Stirling Public Protection Chief Officers Group and the National Strategic Oversight Group. In addition, MAPPA case management within Clackmannanshire is also subject to a quarterly case file audit when MAPPA processes and outcomes are reviewed against nationally agreed criteria.

During the year under review 2023/24, MAPPA partners continued to deliver services and work together to identify and minimise risk against a back drop of challenges in the recruitment and retention of suitable experienced staff, in a period where the number of MAPPA cases are increasing. During this period any case review work undertaken clearly identified staff across agencies working together to ensure key assessments and contact with clients were maintained.

The proposed introduction of the Multi Agency Public Protection Service (MAPPS) system, which is designed to replace the current ViSOR system is being progressed, nationally, with an expected implementation date of 2025/26. Forth Valley MAPPA partners are represented and have input at relevant forums in relation to this. MAPPS is a standing item at the Chief Officers Group (COG) and the Forth Valley MAPPA Strategic Oversight Group (SOG) where any developments or updates are shared.

The 4 MAPPA administration/support staff posts are fully funded by the Scottish Government with Clackmannanshire Council employing and providing business support on behalf of Forth Valley MAPPA.

#### Case Numbers by MAPPA Level and Category as at 31/03/24

	RSO – L1		RSO – L2		Cat 3	RP
	JSW-Led	Police-only	JSW-Led	Police-only		
31/03/24	21	33	0	0	1	3
31/03/23	19	39	0	0	0	3

\* RSO and Cat 3 figures are cases being managed by FV MAPPA – both in community and custody

\*\* RP figures are cases living in the community and hospital (both local and national)

All cases of sexual or serious re-offending are subject of review to identify either learning opportunities or areas of good practice. During the period under review two case of sexual re-offending by a MAPPA client was recorded in the Clackmannanshire area. This was reviewed by the Independent Strategic MAPPA Chair, the Chair of the MAPPA Operational Group and the MAPPA Co-

ordinator with no significant learning or need to proceed with any additional MAPPA reviews identified.

Within Clackmannanshire, Level 2 MAPPA meetings are chaired by either the Justice Social Work Service Manager or the Police Scotland Area Commander with Level 1 Meetings being chaired by a JSW Team Manager. Whilst a few meetings have returned to face to face, the majority of meetings continue to be conducted via secure online video conference facilities, due to the efficiencies this has brought, mainly in terms of travel time and costs.

Local MAPPA training/awareness for staff involved in the MAPPA process has continued to be delivered both via MS Teams and “in person”. Recent training has included a refresher session for Social Worker staff, Level 2 meeting reps and new Level 1 chairs.

### Future Developments

A new Forth Valley MAPPA Business Plan and Risk Register 2024-2027 has been developed which sets out the plan for the next three years. This is a change to the previous Business Plan format as it now incorporates a Risk Register directly linked to the Forth Valley MAPPA objectives. This will be a dynamic document, with the risk ratings being updated at each MAPPA Strategic Oversight Group meeting; thus providing a “live” overview of the delivery of all the Forth Valley MAPPA objectives and any areas which require action.

The proposed introduction of Multi Agency Public Protection Service (MAPPS) system will continue to be monitored as this will have potential implications for how MAPPA partners deliver their services and in particular share information.

As stated above the MAPPA admin function is funded directly by the Scottish Government. The budget allocation has now remained static since 2020; given the increasing staff costs and administration fees being applied it has been projected that the current staffing levels may not be capable of being maintained beyond the next financial year. In line with Section 27 award funding, the MAPPA budget has received no uplift for the fourth consecutive year. There have been some changes to the MAPPA staffing arrangements during this year, which has resulted in a small budget saving; actual saving and any future savings will be dependent on the pay award for 2024/25. However, there has been a reduction in overall staffing hours of around 9%. It is anticipated that the staffing costs for 2024/25 may utilise the entirety of this budget and that there may be a projected overspend for the financial year 2025/26 should there again be no increase in funding. This projection does not include other essential costings such as training and development and various practical fees.

### 5.3 Adult Services - Clackmannanshire and Stirling Health and Social Care Partnership

Clackmannanshire and Stirling Health & Social Care Partnership (HSCP) are set out in the map below. The total population is approximately 142,540. The population of Clackmannanshire is 51,540.





Clackmannanshire Council plays an active part in the leadership and management of the Clackmannanshire & Stirling Health & Social Care Partnership (HSCP) through participation in the Integration Joint Board (IJB) and the HSCP Transforming Care Board.

The Integration Joint Board is made up of Elected Members from Clackmannanshire and Stirling council areas, as well as NHS Forth Valley Health Board nonexecutives, Third Sector representatives, service users, unpaid carers alongside professional advisors and people by virtue of their position, including the CSWO. Clackmannanshire Adult social work and social care services are delivered and managed by the Health and Social Care Partnership (HSCP).

The HSCP Transforming Care Board, chaired by the Interim Chief Officer, is delivering a programme of transformational work which supports staff and services to better meet the demands of our changing population and support a 'Needs Led, Resource Bound' approach with clear alignment to the Strategic Commissioning Plan 2023-33 priorities. The programme of work reflects legacy commitments linked to local care home capacity as well as recent activity to further integrate community health and social care services. The focus being on modernisation, redesigning the model of care and support locally, and meeting legislative requirements such as carers and self-directed support. Throughout 2023/24 this programme of transformation continues to be progressed.

#### **Key achievements:**

- Establishing the HSCP Commissioning Consortium.
- Developing the Alcohol and Drug Partnership Commissioning Plan.
- Developing an IJB Self Directed Support policy for all services and implementation plan.
- Strengthened our three Locality Planning Networks.

#### **5.3.1 Care Home Assessment and Review Team (CHART)**

The Care Home Assessment and Review Team (CHART) was first established to support care homes to support people who become unwell in the care home to avoid admissions to hospital and support care home residents, their families and staff throughout the Covid-19 pandemic. The team has subsequently evolved to provide support for care homes whilst in Large Scale Investigations (LSI) and to provide advice to care home staff to help maintain high quality and standards of care for care home residents.

#### **5.3.2 RAPID and Rural Care at Home Assessment teams**

Over the past year, the new Rapid Team has been created, transforming how we support people to avoid being admitted into hospital and making the move from hospital to homely setting quicker and more efficient. The Rapid Team brings together the existing Reablement Team and Crisis Care Team into one multi-disciplinary team. The Rapid Team also includes the Hospital to Home team who support earlier discharges from hospital while people wait for their package of care support to be implemented. Referrals come into the Rapid Team who can quickly identify the best pathway for that individual, for example, if someone needs care support at home, physiotherapy or adaptations to their home. Assessments are carried out with the person in their own home or homely setting, where they are more relaxed and familiar, so the assessment is more accurate. The staff all work closely together and flexibly to support and facilitate both discharges from hospital and preventing admissions to hospital. Recruitment of community-based roles has been successful in Clackmannanshire and Stirling urban areas but more challenging in rural Stirling.



### 5.3.3 Achieving care closer to home

Achieving care closer to home shifts delivery of care and support from institutional, hospital-led services towards services that support people in the community and promote recovery and greater independence where possible. The HSCP has implemented meetings with external providers to develop geographical patch-based working, which provides some efficiency gains and release capacity back into the system.

Our services support people to live full and independent lives in their home or homely setting, by enabling people to live how they want to live confidently. Where someone needs more support, we help recovery and reablement, and reduce or avoid hospital stays where appropriate. This includes finding alternatives to admission to hospital and discharging people from hospital efficiently when they are ready to leave. District nurses provide support to people and their families in the patient's own home. This supports a reduction in hospital admissions. They also bridge packages of care to support the person until a care provider can pick up the package.

The HSCP for 23/24 have provided on average 1,972 packages of care a week and 32,805 hours per week. This has increased since 22/23 for the HSCP by 2416 hours of care and 85 packages of care.

	Clackmannanshire		Stirling		HSCP	
	2022/23	2023/24	2022/23	2023/24	2022/23	2023/24
Average Hours of Care and Support per week (Excl sleepover and waking night)	11,449	12,347	18,941	20,458	30,389	32,805
Average Packages of care per week (Excl sleepover and waking night)	767	785	1,120	1,187	1,887	1,972

Unfortunately, system pressures can cause delays or waiting lists. We work hard to avoid this, however challenges in terms of demand and staff shortages (experienced nationally), is an issue we face.

People receiving help with personal care	1,879
People receiving help with non-personal care	458
People with a community alarm	3,034
People receiving equipment	4,430

### 5.3.4 Reablement

Reablement is an approach within health and social care that helps individuals to learn or re-learn skills necessary to be able to engage in activities that are important to them.

HSCP totals	2022/23	2023/24
Number of people receiving reablement support on 31 <sup>st</sup> March <sup>3</sup>	222	198
Reablement Admissions in year	421	467
Number of people who left reablement in year <sup>4</sup>	363	591
% of people who required no care after reablement	31%	26%
% of people who required reduced care after reablement	33%	31%
% of people who required reduced or no care after reablement	64%	57%

<sup>3</sup> This includes active service users on 31 March

<sup>4</sup> This includes the number fully independent, reduced care, increased care and same care hours.

### 5.3.5 Support for Carers

The valuable and notable work undertaken by carers is recognised and the importance of the need to support carers in order to prevent crisis through breakdown. There have been challenges with delivering short breaks and respite as a result of the pandemic. A Carers' Investment Plan has been developed and agreed by the Carers Planning Group and a new Carers Lead and a Short Breaks Co-ordinator have been recruited who have started to review the current Carers Strategy and the Carers Support Framework. Two Carers centres - Stirling Carers Centre and Central Carers (who cover Clackmannanshire and Falkirk) are funded by the HSCP to support carers in their caring roles and also carry out Adult Carer Assessments. In 2023/24, 530 new adult carers were registered with both carers centres with 496 adult carer support plans were completed by the Carers Centre and Adult Social Care completed 216. In total there are 2686 carers registered at the carers centres.

By listening to carers across the area, digital approaches to compliment the support provided by the Carers Centres were explored and resulted in the introduction of Mobilise digital supports for Carers. This provides access to virtual meetings, telephone support and a wide range of advice and guidance to support them in their caring role and improve their health and wellbeing. <https://support.mobiliseonline.co.uk/clackmannanshire-and-stirling>

### 5.3.6 Self-Directed Support (SDS) Re-design

The HSCP has developed a revised approach to SDS. The Self-directed Support Policy has recently been agreed by the Integrated Joint Board in June 2024 alongside accompanying directions issued to both Councils to implement the policy. The SDS steering group has been established which consists of partners, HSCP staff, children and families staff, commissioners, Third Sector organisations and provides a forum for planning, reviewing, monitoring and reporting.

The HSCP is developing a new assessment tool, equivalency model and support planning documentation which is being developed to align with the spirit of the legislation. Alongside this is development of future performance indicators for Self-directed Support. Whilst data shows the majority of supported people and carers have their care and support delivered through Option 3 this provides limited information. Work is ongoing with staff to promote that there is no default option under Self-directed Support. All of the four options are equally valid. What is important is that each supported person is informed of the four Self-directed Support options and are able to select the option that is right for them. The focus will therefore be on capturing data such as whether individuals have been informed of Self-directed Support, have they been able to access their chosen option and (at point of review) whether their outcomes have been achieved.

Staff briefings have been undertaken with staff across the HSCP to outline the revised approach, with a focus on the values and principles of Self-directed Support. Further training and development opportunities are currently in development.

As of 31 March	19/20	20/21	21/22	22/23	23/24
Option 1	56	59	67	89	97
Option 2	56	60	69	92	93
Option 3	4273	4389	4152	3888	4579
Option 4	133	95	109	130	169
<b>All SDS options</b>	<b>4518</b>	<b>4603</b>	<b>4397</b>	<b>4199</b>	<b>4935</b>

### 5.3.7 Transitions for young people with disability into adulthood

The Transitions for young people with disability into adulthood policy was agreed in January 2024. Young people with additional support needs hope for the same things as other young people; to be

independent, to have a voice and a social life. It is important that the transition from children's services to adulthood is as seamless as possible.

A young person with additional support needs (ASN) may receive support for their needs throughout their time at school. When a young person is due to leave school and children's Social Work Services, it is essential that the transition is well planned and directed around the wishes of the young person. Engagement with young people, their families and staff found that this is an immensely stressful time. As well as planning and multidisciplinary working, access to good information at their fingertips was key to helping young people and families navigate the transition and life change. We are working to develop webpages specifically for young people, their families and carers to support this life stage.

### **5.3.8 Dementia**

We aim to support people living with dementia to live well within their own communities following diagnosis as well as reducing the amount of time people with dementia spend in a hospital environment. Good quality post diagnostic support is a priority of the HSCP in order to achieve good outcomes for people diagnosed with Dementia, their family and carers support. In 2023/24 there were **192** new referrals to the HSCP adult social work for people with a Dementia diagnosis. Some individuals go on to receive one or more services from adult social work services. There a number of third sector organisations commissioned to support people with dementia and their carers in relation to post-diagnostic support with **456** people being supported at the end of March 2024. Town Break is a local charity that supports people living with Dementia and their carers. Trained, supportive and committed staff and volunteers work with other organisations to help support people with dementia.

### **5.3.9 Palliative and end of life care**

Clackmannanshire and Stirling Integration Joint Board, Falkirk Integration Joint Board and NHS Forth Valley agreed a joint approach to develop and produce a Strategic Commissioning Plan to commission community palliative and end of life care across Forth Valley. This is a whole system partnership approach to identify need in particular areas of health and care provision, and agreeing how to provide services to meet that need. A programme of in-person engagement meetings hosted by the Interim Chief Officer and online surveys will inform the strategic commissioning plan which will be presented to the Integration Joint Board in 2024-25.

### **5.3.10 Alcohol and Drugs**

Clackmannanshire and Stirling Alcohol and Drug Partnership (ADP) have continued to work with the Clackmannanshire Social Work services so as to improve outcomes and reduce the risk of substance use harms. The development of a Naloxone policy for Clackmannanshire Council was supported by the ADP and social work colleagues and has provided for more uptake of this potentially life-saving intervention, with increased uptake of training following its introduction in 2023.

Additionally, the ADP has invested in a Substance Use Social Work team as a test of change for 2 years to support people on the threshold of Social Work intervention, alongside the STRIVE model. The team became active in December 2023 and has been contributing to operational delivery and strategic planning as we develop a multidisciplinary, recovery-oriented approach as required under the national Medication Assisted Treatment (MAT) Standards, and other strategic guidelines, that ensures people have immediate access to the treatment they need with a range of options and the right to make informed choices. Progress continues to be made to implementing these new standards for drug and alcohol treatment systems, through collaborative working across the whole system.

The ADP Commissioning Consortium has considered lived and living experience and performance data to develop recommendations for the modernisation of our system of treatment and care. In November 2023 the IJB agreed proposals for future third sector contracted delivery of specialist substance use

treatment aligned to MAT Standards. In addition, the consortium agreed the re-contracting of family support aligned to the Whole Family Approach Framework and whole system strategic drivers including The Promise and Children's Services Plan.

### 5.3.11 Technology Enabled Care (TEC)

Work is progressing well to plan and organise the changeover of all Analogue Telecare Equipment to new digital units and peripherals. This includes the ability to link telecare unit to the new inter-linked smoke and heat alarms already in place in all council houses and some housing associations across both partnerships therefore removing the need to fit additional smoke and heat alarms. This will allow the service to offer smoke and heat alarms to all service users. Service users no longer require having multiple duplicate detectors in their properties avoiding confusion and unnecessary devices.

### 5.3.12 Locality Planning Networks (LPNs)

Three locality planning groups have been established and developed for each of the Clackmannanshire and Stirling Health and Social Care Partnership's three localities: Clackmannanshire, Stirling (Urban) and Stirling (Rural). The groups have been meeting bi-monthly to produce a locality plan for their respective areas. These locality plans were approved at the IJB and are being progressed. The Locality Planning Networks are an opportunity to engage with communities and is open to members of the public, people working in our localities, health and social care professionals and people managing services within the area. Each LPN has an independent Chair responsible for engaging with communities and discussion and providing leadership for local planning of informal service provision.

---

#### Clackmannanshire Locality Planning Network Priorities

Issues of alcohol and drug use across Clackmannanshire.

Supporting and promoting Mental Health and Wellbeing.

Addressing Health Inequalities.

Clear shared communication on roles across community health and care services shared across communities.

---

#### 2024 Programme of Locality Planning Networks

Health Improvement - Alloa

Caring in Clackmannanshire - Alloa

Accessing Service - Bowmar Centre, Alloa

Mental Health - Tillicoultry

Alcohol & Drugs - Sauchie

### 5.3.13 Ethical Commissioning

Clackmannanshire and Stirling HSCP have developed a collaborative approach to understand, plan and commission local services and care and support. There is a focus on ethical commissioning, of choice and control and the principles of Human Rights-Based, to ensure we are future proofing the commissioning model to comply with current and future policy direction.

The Commissioning Consortium is the basis for co-production of service design with meetings involving supported people and their representatives, current third & independent sector providers, future providers and internal services. The aim is to create, develop, maintain and grow high quality service delivery. In the past year, there has been a focus on carers' support, alcohol and drug partnership

funding priorities, dementia support and palliative and end of life care support with a new programme focused on mental health and well-being underway. This approach relies on a partnership with the third and independent sector, people with lived experience, carers and their representatives as key influencers and partners in the planning and commissioning of services, and HSCP delivered services.

There has been interest from Scottish Government colleagues as this approach aligns to current policy directives linked to human rights legislation as well as interest from IJB Chief Officers Network nationally.

#### 5.3.14 Mental Health Officer (MHO) Service

The Mental Health Officer team continues to experience challenges due to the increasing amount of statutory work, which is being experienced nationally. Despite this demand, the MHO service has continued to meet the challenges it experiences to ensure that statutory priorities are met. The service successfully increased the number of MHO qualified staff in the council with two of our Adult Care social workers having achieved the MHO Award this year.

The Mental Health Officers undertake all of the Private and Local Authority applications for the Clackmannanshire Council area. We continue to operate a waiting list for allocation of an MHO to complete suitability reports for private and CSWO guardianship applications. Requests relating to an individual in hospital or on the delayed discharge list or are a renewal, are prioritised. The MHO's also undertake statutory work under the Mental Health (Care and Treatment) (Scotland) Act 2003 and Criminal Procedure (Scotland) Act 1995. For both Short Term Detention Certificates and Compulsory Treatment Orders granted Clackmannanshire continues to sit above the Scottish Local Authority Average per 100,000 of the population. The Mental Welfare Commissions Monitoring report from October 2023 recorded a Scottish Local Authority Average for Short Term Detention Certificates of **84.8 per 100,000** with Clackmannanshire Council reporting **102.8 per 100,000**. For Compulsory Treatment Orders the Local Authority Average was **29.6 per 100,000** with Clackmannanshire Council reporting **36.9 per 100,000**.

The main challenge currently faced is capacity, as there continue to be vacancies across Adult Care Social Work. Vacant posts across Adult Care are being actively recruited to. Increasing the MHO workforce remains a priority; however, we had no applicants for the MHO Award 2024/2025.

Capacity across the workforce is impeding the service's ability to meet statutory supervisory responsibilities. During the period of April 2023 until March 2024, a new procedure for all staff undertaking Adults With Incapacity Act (AWI) work has been developed and implemented across Adult Care Social Work Services. This is to ensure a consistent and Human Rights based approach across Adult Care. This is across Clackmannanshire and Stirling Health and Social Care Partnership. The implementation of the HSCP AWI Act procedure remains under review and ongoing development.

#### MHO service priorities for 2024/25:

- Working group in place reviewing the supervision of CSWO and private guardianships. This has identified training needs and is being actioned by service management and the MHO team leaders. Once the training briefing have been fully developed these will be rolled out, focusing on all adult care teams and the Children with Disabilities team.
- A review of the private and CSWO Guardianships has taken place. The MHO Team business support staff and Mental Health Team Leader have oversight of the Private and CSWO Guardianships in Clackmannanshire Council. Outstanding reviews have been identified and a working group is in place to devise an action plan.
- Increasing our MHO workforce. Nationally there continues to be a shortage of MHO's. A focus on increasing awareness of the MHO Award, ensuring social workers across Adult Care, Justice and Children Services are aware of the development opportunities and the role of an MHO.

### 5.3.15 Inspections of registered adult care services

There were 4 registered service inspections across the Clackmannanshire and Stirling HSCP during the reporting period of 2023/2024. Within Clackmannanshire, this included Menstrie House (inspection completed 25/05/2023) and Clackmannanshire Reablement and Technology Enabled Care Service Housing Support Service (inspection completed 11/01/2024) where both council run services received grades of Good and Very Good.

### 5.3.16 Adult Support and Protection (ASP)

The Adult Support and Protection (Scotland) Act 2007 deals with the support and protection of adults at risk of harm as defined by the three point criteria. In terms of local governance structures the Clackmannanshire & Stirling Adult Support and Protection Committee (ASPC) monitors and reviews what is happening locally to safeguard adults and ensure that services are fulfilling their statutory obligations. The ASPC is made up of senior staff from many of the agencies involved in working with adults at risk of harm and there is shared multi-agency risk register to ensure adequate overview of Adult Support and Protection (ASP) activity and that local practice and risks are managed effectively. The CSWO attends and contributes to the work of the ASPC and the Public Protection Chief Officers Group which also oversees and provides scrutiny in relation to local ASP data and workforce reports. The Council and partners are experiencing volatility across their workforce with recruitment and retention issues and loss of experience. Work to mitigate risks is taking place on a single agency and partnership basis and there is a focus on the issues and actions being taken within the ASPC. All partners agree this is a challenging and ongoing issue as reflected on the risk register and this is an area of business under constant review by the Public Protection Chief Officer Group.

There are a number of ASP sub-groups aligned to the ASPC namely the Performance and Quality Information Group which analyses ASP data across the local area; Participation and Engagement Subgroup which focuses on working with local agencies/organisations and the newly formed Multi-agency Case Review Sub-Group which considers all learning review notifications, makes recommendations whether to proceed to a learning review and provides scrutiny to any commissioned reviews or actions plans. The implementation of this sub-group has been hugely successful with key personnel attending from the Council, Police Scotland, NHS, Scottish Fire and Rescue and is chaired by the ASPC independent chair. The group is able to focus on learning review notifications alongside escalating risk and promote effective multi-agency learning, collaborative practice, communication and cooperation between agencies.

This increased support has been of vital importance in the context of our practitioners continued demand to respond to the sustained increase in referrals experienced following the COVID-19 pandemic in 2021/22 and 2022/23. In terms of annual ASP referrals there were **687 in 2023-24** compared to **768 in 2022-23** which represents a 10.55% decrease in comparative years. However in context, this was preceded by a 66% increase in referrals the previous year **461 in 2021-22**. The referral increase has resulted in additional workload for operational practitioners without a corresponding uplift in staffing ratios which has been a significant challenge and placed further pressure on Council Officers. However we have prioritised supporting the workforce with good quality training, learning, and shared development opportunities. We plan this support by responding to their feedback, our data analysis, and the outcomes of quality assurance activity. This also resulted in a number of bespoke training events being commissioned including:

- **Protection Order Training** – subject matter expert delivered to Council Officers, Police Scotland and Council Solicitors.



- **51 Shades of Capacity** – subject matter expert delivered to HSCP staff including hospital staff and medics.
- **ASP Case Conference Chair Training** – commissioned in response to there being no locality/service managers in post to chair meetings. 100% attendance achieved by all team managers.
- **AWI Training** - lack of knowledge about legal authority to intervene, hospital discharges and fulfilling legislative duties (CSWO guardianships). An identified need following a large scale investigation into an NHS ward.
- **Hoarding Training** – Identified local and national need in response to a high number of significant case and learning reviews (CI report) – **72 attendees at Alloa Town Hall.**

In relation to ASP key processes, there was a targeted piece of work in Clackmannanshire with respect to convening ASP Case Conference when required (an improvement action from the national ASP Inspection). This has resulted in a significant increase in the number of initial Adult Protection Case Conferences (APCCs) and Review APCCs throughout 2023-24. This has been highlighted at the multi-agency IRD review group with a number of good practice examples of the legislation being applied correctly and reflective of risk being managed effectively in a multi-agency forum. **Appendix 2 provides additional adult support & protection performance data.**

In February 2024, it was agreed that Clackmannanshire Council Housing department would fund a hoarding officer post to provide practical support to those experiencing issues with both self-neglect and hoarding. Transform Forth Valley are hosting this post and following a successful recruitment campaign, the hoarding officer is in post. The initial feedback has been very positive, and the next iteration of this report will feature more about the two year pilot and the outcomes achieved.

One of the main challenges facing Clackmannanshire Council is the Social Work database which is outdated and there is a lack of technical support to implement new and required changes. This has resulted in Clackmannanshire being unable to record and provide information to meet the new statutory reporting requirements for the purpose of the Scottish Government - ASP National Minimum Dataset. Options are currently being explored with respect to both short term and long term planning including the procurement of a new social work information management system.

Adult Support and Protection Champions training for Care Homes was launched in November 2023. This was created to build on the work of the Care Home and Review Team (CHART) and the Early Indicator of Concerns framework to support Care Homes to identify ASP concerns timeously and support with training their workforce. An input was also delivered in relation to Large Scale Investigations (LSIs)

In partnership with the Care Inspectorate, we have trained a number of care home practitioners to become Adult Support and Protection Champions in their service. Practitioners were invited to a full day face to face training with quarterly forums subsequently arranged to allow for the sharing of experiences, discussion of practice and to receive new tools and information and advice from the CHART Team Leader, ASP Lead Officer and the Public Protection Training Adviser.

Moving forward we are keen to further develop the ASP Champions training for Care at Home providers and to roll this out across the Council area. In terms of capacity there are a number of competing priorities however this will be developed and implemented to support the agencies with ASP activity. The main focus for the remainder of 2024 will be to undertake a programme of self-evaluation activity.

#### **5.4 Forth Valley Emergency Social Work Service**

The out of hours emergency social work service known as the Emergency Duty Team (EDT) provides all aspects of emergency social work statutory intervention including child protection, adult protection

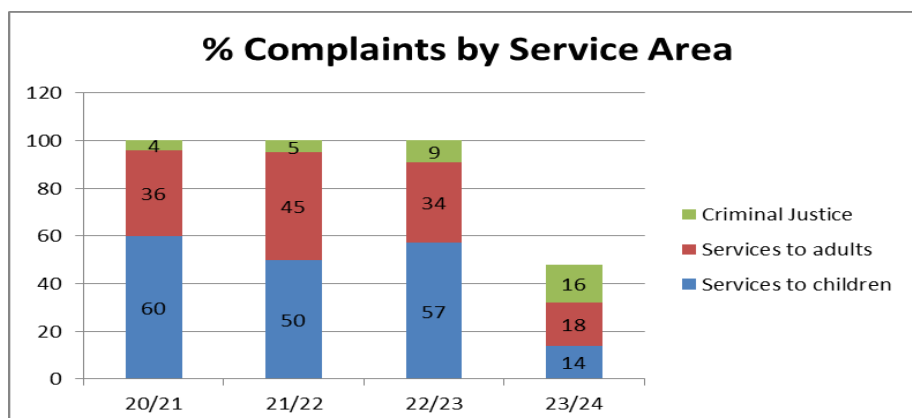
and Mental Health Officer duties for Falkirk, Clackmannanshire and Stirling Councils. This continued to be the case during 2023/24. The staffing level of 4.5 Senior Social Workers and one Manager was maintained with 2 senior social workers working each shift period. A pool of social work colleagues from across the 3 Councils continued to assist the service when necessary. The Service is hosted by Stirling Council and various models of remote and office based working are in place. This is especially important in terms of ensuring and maintaining training and development for the induction of new backup colleagues. This continues to an ongoing initiative for the service.

Clackmannanshire referrals indicated an **8%** increase from 2022/23 in overall referrals across Children’s, Adults and Justice. This was also the case in respect of Stirling and Falkirk Councils.

Clackmannanshire Referrals	2022/2023		2023/2024	
Children	589	46%	617	45%
Adults	665	52%	741	54%
Justice	19	1% (+.5)	22	1% (+.5)
<b>Total</b>	<b>1273</b>		<b>1380</b>	

### 5.5 Social Services Complaints

Between 1st April 2023 and 31 March 2024 there were **48** complaints made to Social Work Services. This is a decrease of **52** (52%) compared to the previous year. These complaints comprised of **32** managed at Stage 1 and **16** managed at Stage 2. During the reporting period there were no complaints escalated to the Scottish Public Service Ombudsman (SPSO).



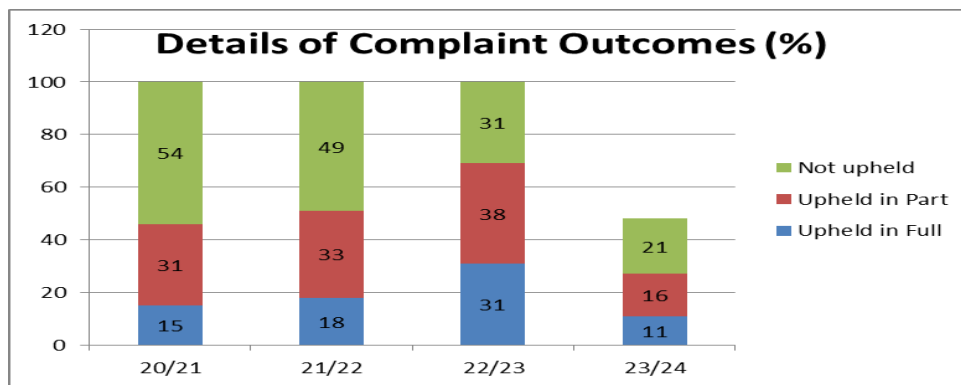
Of the complaints received (Stage 1 and Stage 2) these can be broken down into service sectors which shows the number of complaints in children’s services significantly **decreased by 75%** (43 cases), adult services **decreased by 47%** (16 cases) whilst Justice Service complaints seen a **44% increase** (7 cases) in 2022/23.

Service Area	20/21	21/22	22/23	23/24	% change
Services to children	60	50	57	14	75% decrease
Services to adults	36	45	34	18	47% decrease
Criminal Justice	4	5	9	16	44% increase

Out of the 48 complaints, 34 (**71%**) were responded to within target timescales (5 working days for Stage 1 and 20 working days for Stage 2). The remaining 14 (**29%**) that were out with target timescales related to **10** at Stage 1 and **4** at Stage 2. The reasons for delays in responding to complaints were for

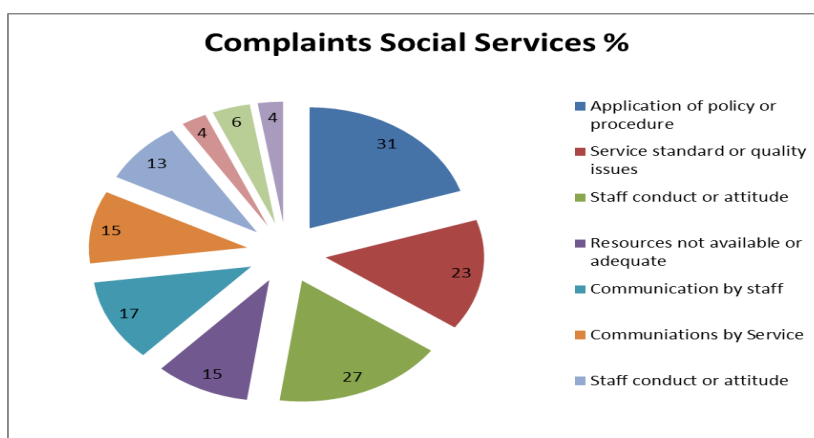


complexities surrounding the case. The outcome of complaints saw 21 not upheld, 16 partially upheld and 11 fully upheld.



The reasons for complaints received across all social service areas are outlined in the table below.

Complaints	%	Number
Application of policy or procedure	31	15
Service standard or quality issues	23	11
Staff conduct or attitude	27	13
Resources not available or adequate	15	7
Communication by staff	17	8
Communications by Service	15	7
Staff conduct or attitude	13	6
Health and safety issues	4	2
Waiting for Service Assessment	6	3
Waiting for Service post assessment	4	2



## 5.6 Compliments

Justice services regularly receive compliments from the community and beneficiaries from the work undertaken by the unpaid work team. Examples include a Letter of Appreciation from National Wildlife Rescue Centre regarding various items constructed for their animals by the Unpaid Work Team and an offer of a tour of the centre to see how they are using the items, restoration of a historical bench on the Path network 76 and building snack benches, planters and boat in the playground of Sauchie nursery.

Adult Care services received a Letter of Appreciation for the Manager at Menstrie House Care Home and staff.

Children’s services received a compliment for a member of staff within Business Support on how well the staff member dealt with their calls; *polite, well mannered and made them feel like someone cared.*

## 5.7 Duty of Candour

All social work and social care services in Scotland have a duty of candour. This is a legal requirement which means that when unintended, or unexpected, events happen that result in death or harm as defined in the Health (Tobacco, Nicotine etc. and Care) (Scotland) Act 2016, the people affected understand what has happened, receive an apology, and that organisations learn from the experience and put in place improvements.

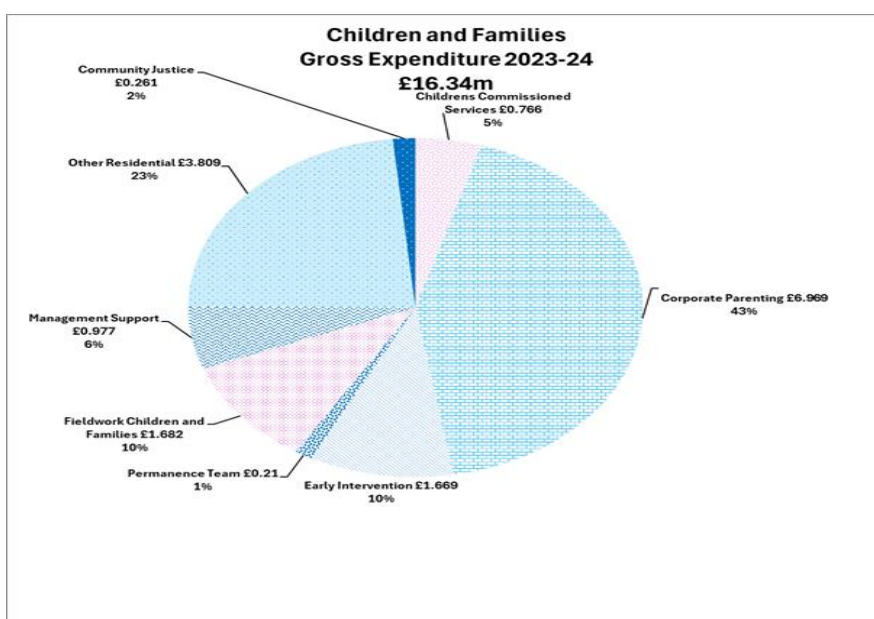
Between 1 April 2023 and 31 March 2024, there were no incidents in Clackmannanshire where the Duty of Candour applied.

## 6.0 Resources

As the smallest mainland local authority, Clackmannanshire is often disadvantaged because of the size of its population, which is disproportionate to the high levels of poverty and associated socio-difficulties experienced within the area. This results in significant shortfalls in budget allocations.

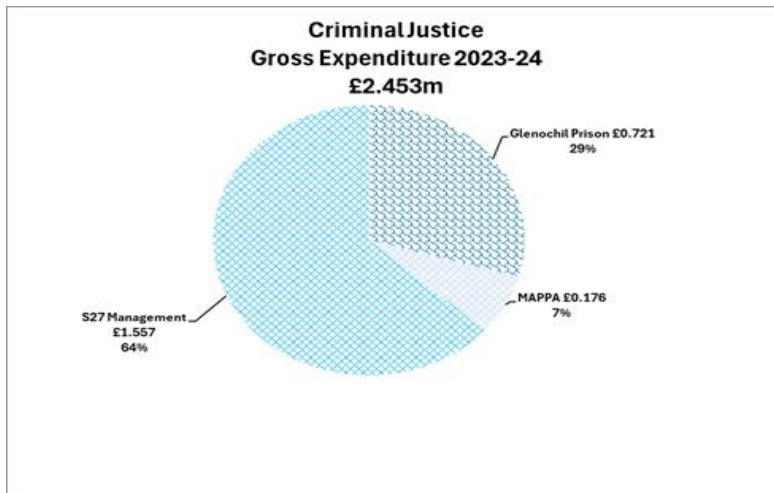
### 6.1 Children’s Services

In 2023/2024 the total net budget for Children’s and Justice Services was £18.659m. There are significant financial pressures and challenges across all parts of the service because of inflationary cost pressures, recruitment, pay awards and temporary/agency workforce costs. Within Children’s Services pressures relate in particular to kinship payments, fostering and residential care expenditure. Despite the significant financial pressures there has been continued progress to reduce the number of external residential placements and developing more local services with an ongoing focus on the development of local care-based provision through the use of Family Group Decision Making, Restorative Practices, targeting of commissioned services combined with increased support to kinship carers and foster carers.



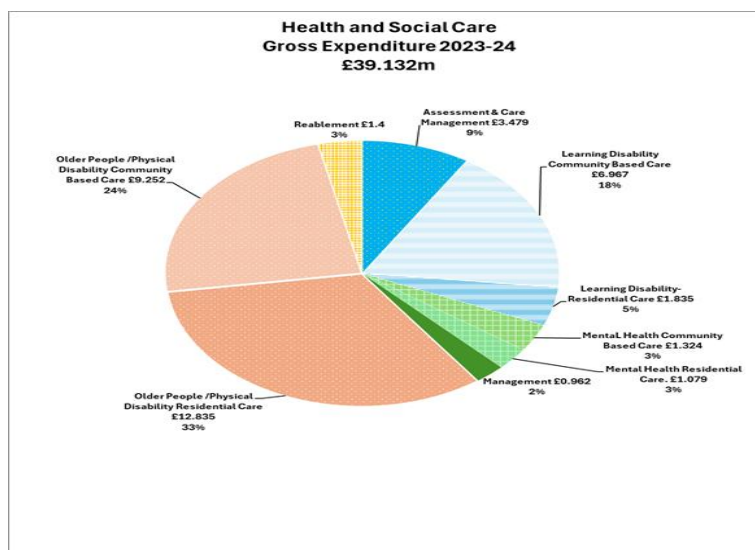
## 6.2 Justice Services

In 2023/2024 expenditure on Justice Services amounted to £2.453m, with £0.720m relating to the provision of a social work service at Glenochil Prison which is recharged in full to the Scottish Prison Service under a service level agreement. Funding from the Scottish Government for the provision of Justice Services amounted to £1.660m against eligible expenditure of 1.871m. Funding remains the significant challenge for Justice Services with no uplift provided for the third consecutive year for the period 2023-24. Taking into consideration inflationary costs, including pay increases, combined with increasing demands being placed on the Justice team through national promotion of community-based disposals, we continue to experience growing pressures to meet our statutory responsibilities.



## 6.3 Health and Social Care Partnership Services

In line with the requirements of the Integration Scheme, Clackmannanshire council provided a funding allocation of £26.209m to the Clackmannanshire and Stirling Integration Joint Board (IJB) who directed the same amount of funding to the council to provide Adult Social Care services. This funding along with associated income, including income from service users in line with the Councils extant charging policy, supported gross expenditure of £39.132m on provision of Adult Social Care Services as illustrated in the graph below. For the financial year ended 31 March 2024 the IJB had an overspend on the Integrated Budget of £2.616m. This was met from the IJBs reserves reducing the financial flexibility to meet unexpected costs in future years.



## 7.0 Workforce

Growing demand and the ongoing national financial, workforce and service challenges continue to place significant pressures for the Council in terms of how our services are delivered to meet the changing needs of our communities, whilst simultaneously transforming these services so that they are agile, adaptable and offer resilient and sustainable models of delivery going forward. In the context of recruitment and retention challenges makes for a difficult and demanding workforce planning environment.

### 7.1 Workforce Planning

Workforce planning is considered key to ensuring that we have a workforce now and in the future who feel supported, understood, respected and engaged in their work. To assist with this, the Council approved its Interim Workforce Strategy in 2023, designed to establish a foundation for workforce development across all Council services ahead of a new Strategic Workforce Plan for 2025-2028.

The Interim Workforce Strategy identifies a range of actions which will be progressed over the period from 2023-25 which are aligned against the Council's organisational redesign framework, and are reflective of the Council's priorities. The strategy is integral to transformation in the Council – not least in supporting new models of working which will be identified as our Target Operating Model (TOM) is defined over the coming months.

At the heart of this strategy is the aim to ensure that all staff who work for the Council are supported, understood, respected, and engaged. That means placing the wellbeing of staff at the forefront of what we do, and that our workforce development, corporate learning and development, and Organisational Development (OD) services are targeted where they can make the most impact. This includes for example, development of a new corporate induction process, a new staff survey now in its second year and managed entirely in house, revised transformational Comms activity, including podcasting and multimedia communication pathways, and an agreed forward plan for our Senior Leaders, and Team Leaders Forums, centring on the CIPFA Local Code of Governance.

Allied to the Interim Workforce Strategy is the HSCP Integrated Workforce Plan 2022-25 which has been developed through collaboration with HSCP staff, Union representatives, partners and unpaid carer representation with needs determined and guided by the HSCP Strategic Commissioning Plan 2023-2033.

Priorities have been identified through analysis of local available intelligence, data and conversations with communities, individuals and partners, including staff. These priorities are aligned with five overarching themes that describe our intentions; these are aligned to the National Health and Wellbeing Outcomes. The HSCP Learning and Development Group, supported by Workforce Leads and partner agencies has been overseeing delivery of the HSCP Workforce Plan; meeting bi-monthly and reporting back to the Senior Leadership Team for the HSCP. Our work aligns to the five pillars of the workforce journey: plan, attract, employ, train and nurture.

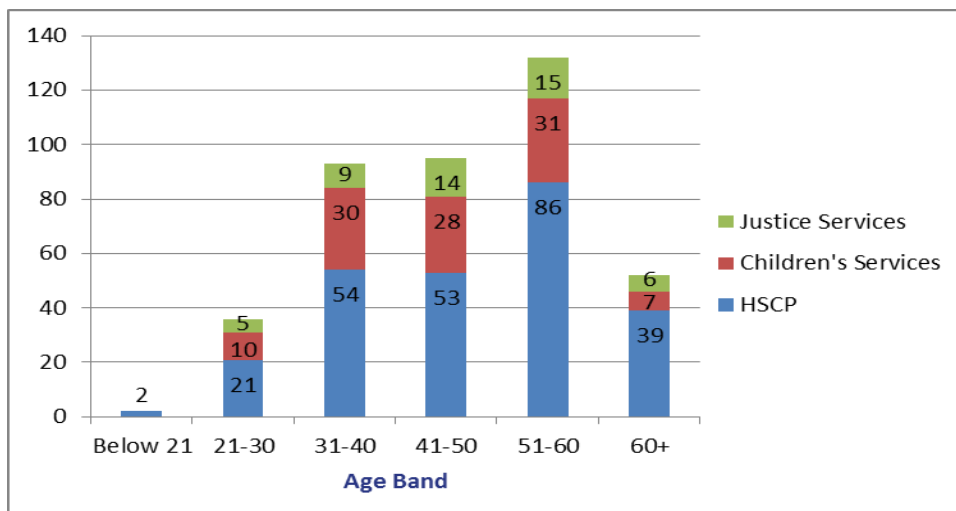
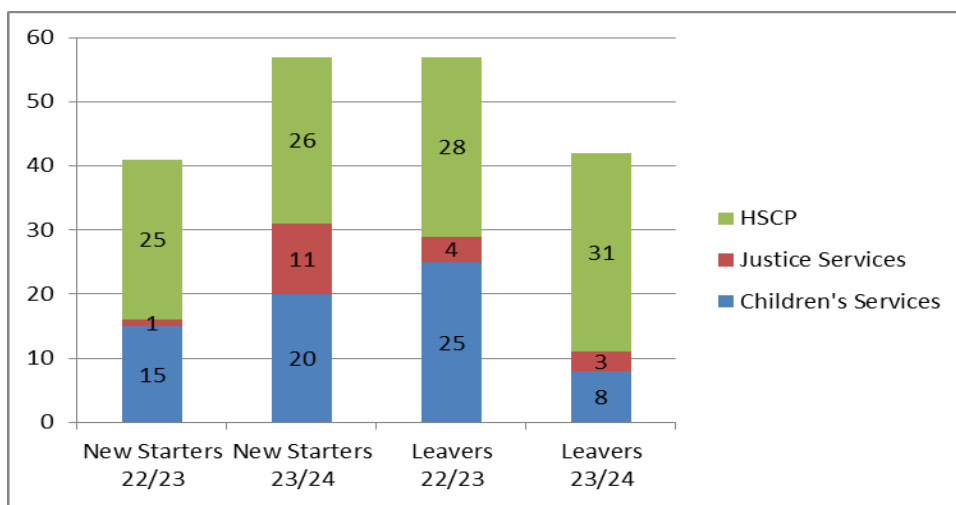
We are building on our collation and analysis of workforce data to even better understand the future needs of our workforce with Human Resource leads working on harmonising and sharing data on the social work and social care workforce. To improve our workforce planning capacity, key workforce planning leads and managers have been undertaking work to progress requirements for the Health and Care (Staffing) (Scotland) Act 2019, which replaced Regulation 15 of the Public Services Reform Act 2010, to prepare for enactment on 1st April 2024. The Act places a statutory duty on regulated care service providers to ensure that suitable qualified and competent individuals are working in such numbers as are appropriate for the health, wellbeing and safety of people using the service, and the provision of safe and high-quality care and staff wellbeing.

## 7.2 Workforce capacity

The national shortages of qualified social workers and recruitment and retention challenges is well evidenced through the annual census of local authority social work services (LASWS) staff data gathered by Scottish Social Services Council (SSSC). In Clackmannanshire, vacancy rates and turnover vary by teams, however across all our social work teams, vacancies for qualified social workers have been difficult to recruit to, with higher vacancy rates in our adults and children’s teams. Agency social workers have been recruited to address workforce gaps however this is not a sustainable option to address the challenges in social work recruitment, both locally and nationally.

Clackmannanshire Council’s qualified workforce within children’s services has 60% newly qualified social workers (NQSW) currently in post. We have an older workforce within adult services, with a higher number of staff in the 51-60 years and 60+ year’s age band.

### Workforce data 2023/24:



## 7.3 Staff recruitment and retention

Various steps designed to support the recruitment and retention of staff continues to be progressed. Locally, newly qualified social workers (NQSW) receive a robust induction process delivered by their line manager/supervisor, inline with the Scottish Social Services Council supported first year for qualifying social workers, which includes mandatory learning requirements. Feedback from staff has advised this has offered them the support, guidance and training during the early stages of their career

that has provided them with confidence and competence as a qualified social worker. Other developments have included looking at career pathways, talent development and succession planning, for example in 2023/24 new Senior Practitioner roles introduced within our children's and justice teams as part of a service redesign has provided progression and development into more senior roles.

The challenges of an ageing workforce, especially in care roles remains and to complement our delivering and support of Foundation Apprenticeships and SCQF qualifications, we introduced Modern Apprenticeships in Health and Social Care. We continue to work with schools and Higher Education Institutes, including Forth Valley College and University of Stirling to engage and support young people into health and social care roles at an early stage.

In 2023/24 a commitment was made to support/sponsor 3 internal members of staff to complete a Social Work qualification with the Open University - one member of staff from Justice and 2 two from Adult Services. All three individuals will be joining in January 2025 for placements, two on placement 1 and one on placement 2. During 2023/24 we employed 2 of the students that had joined on placement during year 2022/23, however one left within the year.

During 2023/2024 we supported the following external accredited learning:

- 3 members of staff completing SVQ2 (SCQF6)
- 1 members of staff completing SVQ3 (SCQF7)
- 2 members of staff competing SVQ4 (SCQF9)

(SVQ qualifications were staff within the HSCP - based in Ludgate or Menstrie House).

#### **POST Graduate study:**

- 2 staff members from Adult Services Team completed their MHO Award
- 1 staff member from Adult Services completed Leadership and Management Award
- 1 staff member from the Prison Based SW team completed their Practice Educator qualification
- 1 staff member from Children's Services completed Child Welfare and Protection qualification

#### **Student Intake:**

During the reporting year 2023/2024 Social Work Services provided four placements for students, predominantly from the University of Stirling. Two students were placed within Children's Services and two within Adult Services.

## **7.4 Training and Development**

Throughout the course of the year we have facilitated both single and multi agency child protection and adult support and protection related training.

### **Multi - Agency Child Protection training**

Training priorities identified by our Child Protection Committee are neglect (Neglect Toolkit), parental substance use (Impact of Parental Substance Use Assessment Framework-IPSU) and domestic abuse (Safe & Together Framework). These remained core strategic priorities throughout the life of the Multi-Agency Public Protection Learning and Practice Development Workforce Strategy 2020-2023. These trainings are facilitated between 3- 4 times a year to capture any new starts.

### **Single Agency training priorities**

During 2023/24, all children and families staff including residential care practitioners enrolled to complete the Return Discussion (Children & Young People) training. They also received training in Viewpoint (an online resource for children and young people to record their views).

The Family Connections Team and all our foster carers have access to CEOP e-modules to support them in their role of helping keep children and young people safe online, enhancing their knowledge and ability to identify potential risks.



### **Multi-agency Adult Support & Protection (ASP) Training**

Over the course of the year we have continued to offer multi-agency Adult Support & Protection for the General Contact Workforce on a monthly basis which is facilitated via MS teams. The same course is offered as an eModule on the Council eLearning platform and also NHS Forth Valley learning platform. Adult Support & Protection is also referenced in the Public Protection is Everyone Responsibility eModule which is a mandatory eModule for all Council employees to complete.

On behalf of Forth Valley we facilitate quarterly multi-agency Adult Support & Protection Key Processes Roles and Responsibilities Training which includes thematic inputs from Health, Police, Scottish Fire & Rescue, Trading Standards and the ASP Lead Officer. Throughout the year we facilitated ASP Investigative Interviewing Skills Based Training for our Council Officers and commissioned Protection Orders training for Council Officers and the Council Legal Services Team. Council Officers have also received commissioned Advanced Adults with Incapacity (AWI) training along with 51 Shades of Capacity to a multi agency audience. Falkirk Council on behalf of Forth Valley continues to offer Council Officer Training and 3 Acts Training. The first of our ASP Champions for Care Homes has been facilitated with follow up ASP Champion sessions throughout the year.

Following on from the recent Adult Support & Protection Inspection we have continued to provide multi-agency Carer Stress training provided by our local carers services. ASP Team Leaders and Managers were part of a pilot training on Chairing ASP Case Conferences.

In partnership with COPFS we have developed and facilitated Forth Valley Court Skills Training for those who may be called to give evidence in Court in regards to ASP.

Throughout the course of year we continue to promote the following eModules to Clackmannanshire practitioners on our own eLearning platform: Making Protection Personal, Person Centred Recording, An introduction to AWI, Financial Harm Awareness, Power of Attorney and Criminal Exploitation across the Lifespan, Public Protection is Everyone's Responsibility, Child Protection and Child Sexual Exploitation Awareness. In addition we continue to promote the following IRISS eModules to a wider audience through our multi agency public protection training calendar; Working Together in Adult Support and Protection, Adult Support and Protection Case Conferences, Adult Support and Protection Large Scale Investigations and Analysis in Social Care.

### **Multi- Agency Public Protection training**

Throughout 2023/24 we have continued to provide a comprehensive multi-agency public protection training calendar which has included the multi agency training priorities outlined in our Multi-agency Public Protection Learning & Practice Development Workforce Strategy 2020-2023. This has included:

- Child Protection for the General Contact Workforce (Monthly)
- Child Protection Key Processes Roles & Responsibilities (3 x yearly)
- Child Protection IRD (3 x yearly)
- Protecting Children with Disabilities (2 x yearly)
- Trigger Trio: Parental Mental Ill Health, Parental Substance use and Domestic Abuse (3 x yearly)
- Identification of Need Risk and Desired outcomes (3 x yearly)
- Harmful Sexual Behaviour (3 x yearly)
- Multi-agency risk assessment conference (MARAC) Training (3 x yearly)
- Responding to impact of trauma children & young people living with domestic abuse (3x yearly)
- Vulnerable Babies (3 x yearly)

The table below provides a breakdown of the Learning & Practice Development stats for 2023/24

	Quarter1	Quarter 2	Quarter 3	Quarter4
No. of courses delivered	27	22	21	24
No. attending	102	81	63	67
No. of e-modules completed	221	109	74	29

*NB. The number of e-modules completed is child protection related e-modules completed by Clackmannanshire Council employees*

On a corporate basis the Council has a number of initiatives which seek a proactive approach in creating a more inclusive and fair culture, reduce inequalities and address issues of discrimination within the workplace, and with our wider communities. All corporate policies and procedures are reviewed and agreed in conjunction with trade union colleagues, a key component of which is to undertake an equalities impact assessment (EQIA). This EQIA process ensures that all of the Council's policies are designed in a way that does not discriminate or affect service users, employees or the wider community in terms equality and inclusivity.

Additionally, and also from the angle of human resources management are the Council's recruitment and selection policies and procedures, which ensures that the Council recruits in a manner which is fair and equitable to allow those who apply to us. This includes the provision of training for recruitment managers, designed to address such issues as unconscious bias which may inadvertently introduce unfair assessments or assumptions into the process.

In terms of the wider workforce, the Council also has an annual mandatory training programme. This includes completion of equality and diversity training on induction to the organisation, and every three years, thereby ensuring that all staff members have grounding and understanding of anti-racist and anti-discriminatory practice.

## 7.5 Staff Wellbeing

Our employees are supported and recognised as our most valuable asset, and their health and wellbeing are considered of utmost importance. The Council ensures the wellbeing of staff through its Wellbeing Strategy, which offers a range of supports for staff, including:

Clacks Academy (e-learning wellbeing supports)	Healthy eating information and supports
Reduce your Cancer Risk information sessions	Your work and cancer toolkit
Occupational health supports	PAM Assist
Stress management classes	Online supports: Burnout Hub, SHOUT, Money Helper, Mental Health Check-Ins
Mental health first aiders	Feeling Good Positive Mindset App
Healthy Working Lives (HWL) Group	

## 8.0 Looking Ahead 2024-2025

Whilst this report provides a look back on service delivery activity across our social work and social care services over the past year, it also identifies the current unprecedented challenges we continue to face going forward to meet the growing and changing level of need in our population and increasing demand on services. The level of support required for people in our Clackmannanshire communities is changing due to an increasing proportion of older adults and increasing numbers of people with more than one long term condition. This is against a backdrop of limited resources, increasing financial pressures and workforce challenges, including an aging workforce.

Whilst the past year has seen a busy legislative and policy implementation landscape for the delivery of social work and social care services, this is set to continue with simultaneous legislative developments related to the National Care Service Bill, a National Social Work Agency and preparation



for the Children (Care and Justice) (Scotland) Act 2024. This year also sees work to implement the United Nations Convention on the Rights of the Child (UNCRC) (Scotland) Act 2024 and this work has continued over the last year to ensure that we are ready in Clackmannanshire for implementation through our established UNCRC Working Group. Our local partnership commitment towards achieving the ambitions of The Promise will continue with pace to drive forward improvements, delivered through our partnership Promise Plan.

We will continue to invest in approaches to keep families together, providing wrap-around whole family support focussed on prevention and early intervention activities that enhance whole family wellbeing. Over the next year we will continue to develop local family based care provision and supported housing options that best support our young people to flourish as they move on from care.

Progress will continue on development of our youth justice service redesign and multi-disciplinary co-located justice hub to further develop prevention and early intervention focused approaches through a range of initiatives and co-location of services, including recovery support.

Our HSCP will continue to deliver on the priorities in the Clackmannanshire & Stirling Integration Joint Board Strategic Commissioning Plan 2023-2033 through its programme of work to modernise and transform services, including implementing the new Self-Directed Support (SDS) support policy. A consultation and engagement programme to inform the development of the Mental Health and Wellbeing Strategic Commissioning Plan will also be progressed.

Inspection and scrutiny activity will continue to shape social work priorities and our work in the year ahead. This includes regulatory inspection of our social work service provision. A Joint Inspection of Adult Services, with a focus on services for people living with mental illness in the Clackmannanshire & Stirling Health and Social Care Partnership, is currently in progress and is due for completion in November 2024. The findings, informed by the voices and views of people who use services, will support continuous improvement activity of adult care services. Other scrutiny work planned is the participation in the Care Inspectorate's Thematic Review of social work governance and assurance arrangements in Scotland that commences July 2024. Likewise, our involvement in the national justice social work self-evaluation with a focus on performance and quality assurance which is due to commence in September 2024. These reviews will inform and strengthen local improvements that ensure that the people receive high quality, person-centred care and support.

Finally, ensuring we have a consistent, competent, trained and skilled workforce to meet rising service demands whilst maintaining high quality services delivery remains a priority. Nationally we are all competing within the social work profession for staff; differentials in pay, terms and conditions across local authorities only impede these challenges. Maintaining a dedicated commitment to invest and develop our social work and social care workforce in the context of the challenges currently being faced within the profession is paramount to ensure that we continue to provide high quality care that supports and protects the people of Clackmannanshire.

**Sharon Robertson**  
**Chief Social Work Officer**

## Appendix 1: Children’s Services performance data 1 April 2023 to 31 March 2024

### New Referrals

There were **1401** requests for assistance (new referrals) during 2023/24. This is a **16% increase** from 2022/2023 where there were 1180 new requests for assistance. (2021/2022 there was 1375)

### Children open to Children’s Social Work Services

There were **716** open cases as at 31<sup>st</sup> March 2024. This was a slight reduction to 22/23 where there were 741 open cases as at 31<sup>st</sup> March 2023 (3% reduction).

### Child Welfare Concerns

There were **204** child welfare concerns in 2023/2024 a **17% reduction** from 247 in 2022/23.

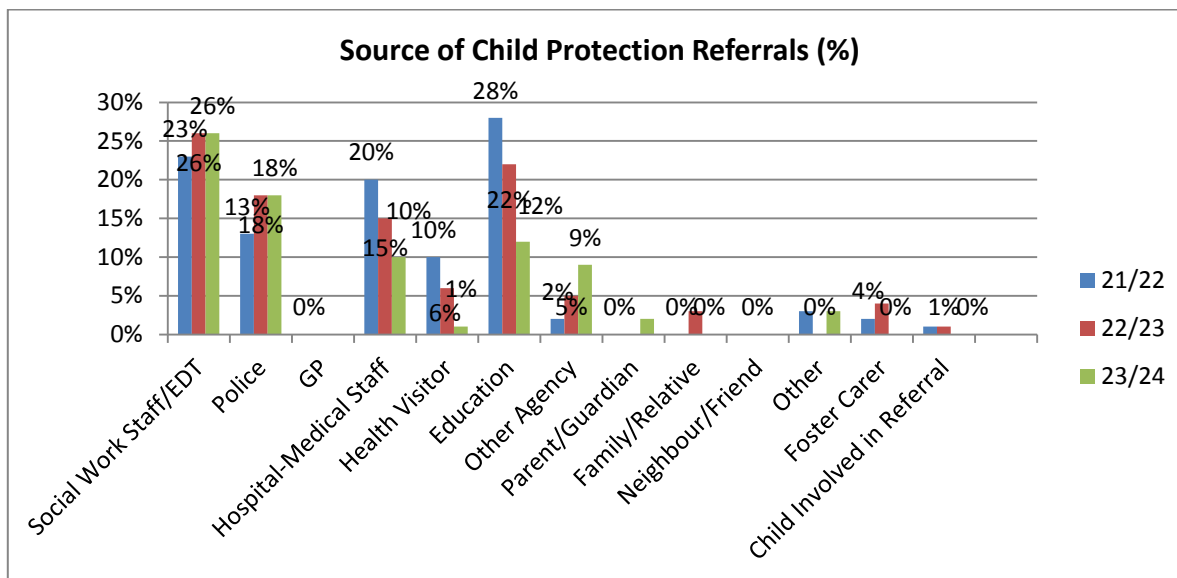
### Initial Referral Discussions (IRDs)

There were **153** initial referral discussions in 2023/24 (rate of 17.6 per 1000 0-15 years). This compares to **171** initial referral discussions in 2022/23 (rate of 19.2 per 1,000 0-15 years); and a decrease of 18% from 21/22 where there were 208.

### Child Protection Investigations

In 23/24 there were **64** child protection investigations involving a total of **110** children. This compares to 22/23 where there were **65** child protection investigations involving **142** children. This is a rate of **12.6** per 1000 0-15 years population compared to last year where the rate was 16.1 in 2022/23. This compares to the 2022/23 Scottish figure of 13.2 per 1,000 0-15 yrs.

The highest number of child protection concerns were from Social Work/EDT (26%), Police (18%) and Education (12%) whereas in 22/23 the highest number of child protection concerns were from EDT (26%), Education (22%) and Police (18%). In 2021/22 Education (28%) was the highest referrer for child protection followed by EDT (23%) then Hospital/medical staff (20%).

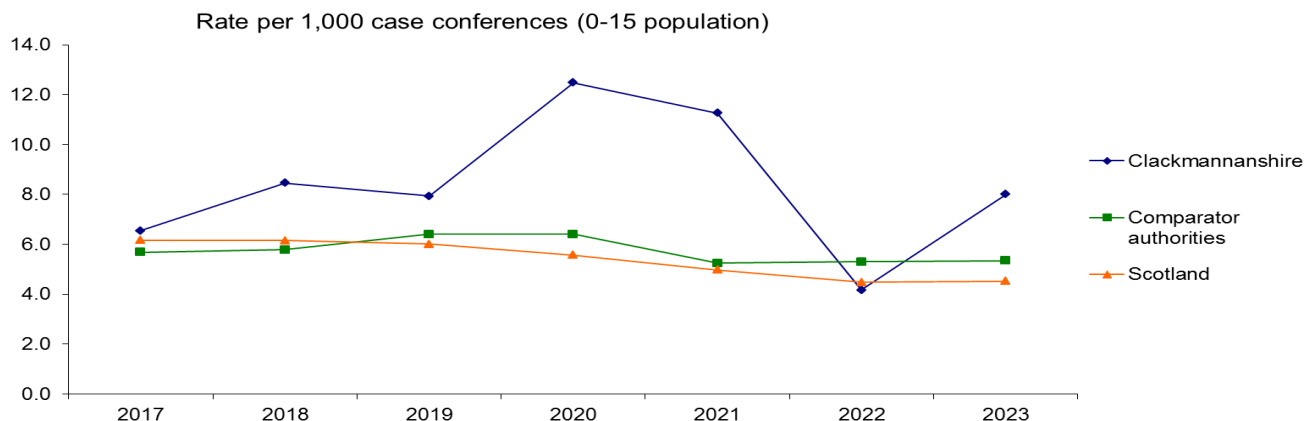


### Child Protection Investigations to Initial Child Protection Planning Meeting (CPPM)

Of the **110** children subject to a child protection investigation, **66%** (73 children) were subject to an Initial CPPM and of those **59%** (43 children) were registered.

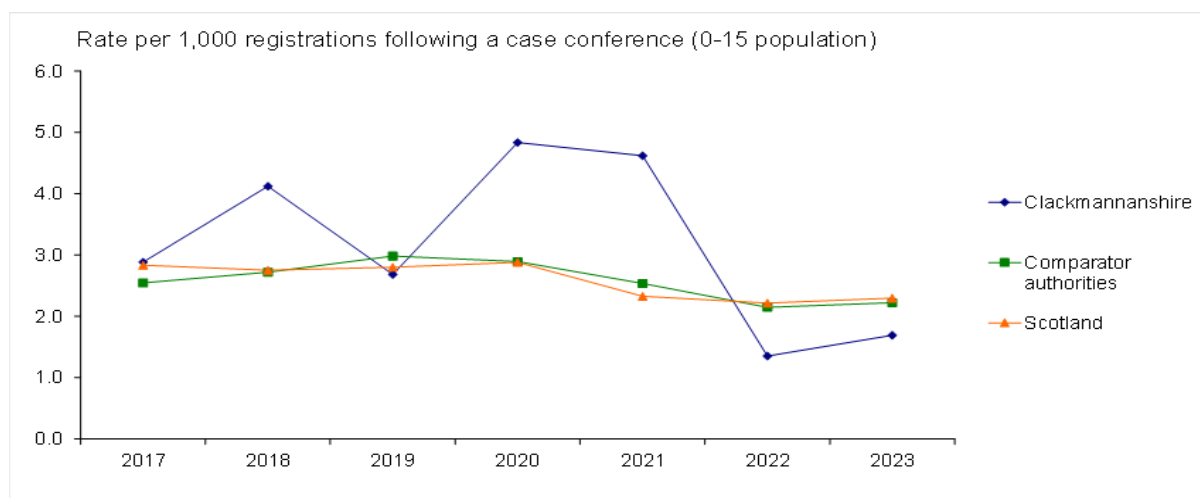
In 22/23, of the **142** children subject to a child protection investigation, 44% (63 children) went to an Initial CPPM and of those 81% (53 children) were registered.

The number of child protection referrals that resulted in a case conference in Clackmannanshire in 2023 was **71** (an increase of 91.9% from 37 in 2022), a rate (per 1,000 pop 0-15) of **8.0**. This is greater than the comparator average rate of 5.3 and greater than the Scotland average rate of 4.5. This shows that more children subject of a child protection investigation progressed to a case conference.



### Child Protection Registrations (CPR)

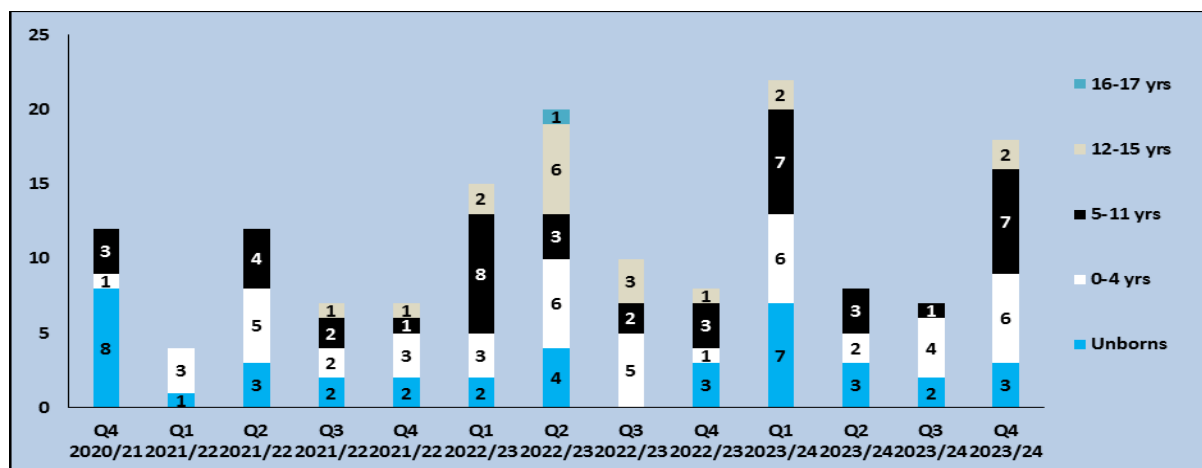
The number of registrations following a case conference in Clackmannanshire **as at 31 July 2023** was **15** (an increase of 25% from 12 in 2022). The rate (per 1,000 pop 0-15) is **1.7**. This is less than the comparator average rate of 2.2 and less than the Scotland average rate of 2.3 as at 31 July 2023. This shows that whilst more children were subject to a child protection planning meeting there is a lower rate of children who were then registered on the child protection register.



The total number of de-registrations in Clackmannanshire during 2023 was **50** (a decrease of 10.7% from 56 in 2022). The rate (per 1,000 pop 0-15) is **5.6**. This is greater than the comparator average rate of 2.1, and greater than the Scotland average rate of 3.5.

During 23/24 there was **2** child re-registered within 6 months and **2** children within 2 years. The previous year in 22/23 there was 1 child re-registered within 6 months and 5 children within 2 years. In 21/22 **3** children were re-registered within 6 months and 1 within 12 months.

## Age of Children at the point of Registration



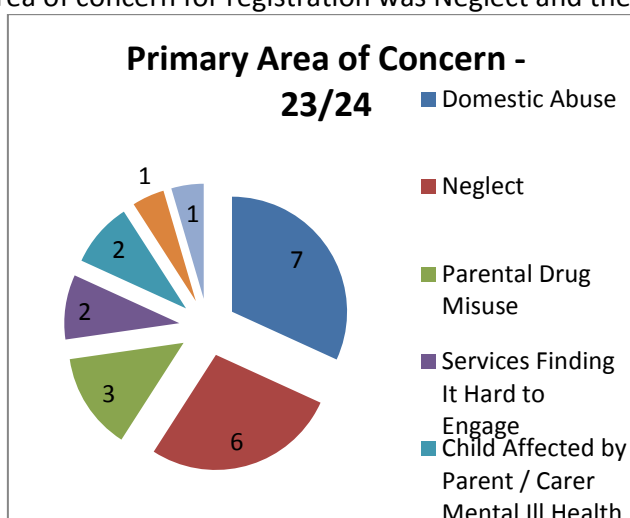
The last 12 months on the chart (4 academic quarters) present a total of **55** new registrations, 33% are aged 0-4 and aged 5-11 years, 27% are unborn babies and 7% are 12 – 15 years. The previous year 2022/23, there were **52** new registrations, 33% aged 0-4, 27% aged 5-11 years with 12 – 15 years accounting for 23% and unborn babies 15% of new registrations. In 2021/22 there were **35** new registrations, 40% unborn babies, 31% 0-4 years and 26% 5-11 years and 2.85% age 12-15 years. (source: CPC Minimum Dataset academic quarters)

The table below shows the number of children on the register and sibling groups that were registered.

As at	NUMBER OF CHILDREN ON REGISTER	TOTAL NUMBER OF FAMILIES	NUMBER OF SIBLING GROUPS
March 2021	44	21	11
March 2022	19	9	5
March 2023	30	13	7
March 2024	22	13	5

### As at 31<sup>st</sup> March 2024 – Primary Concern of those children on the register

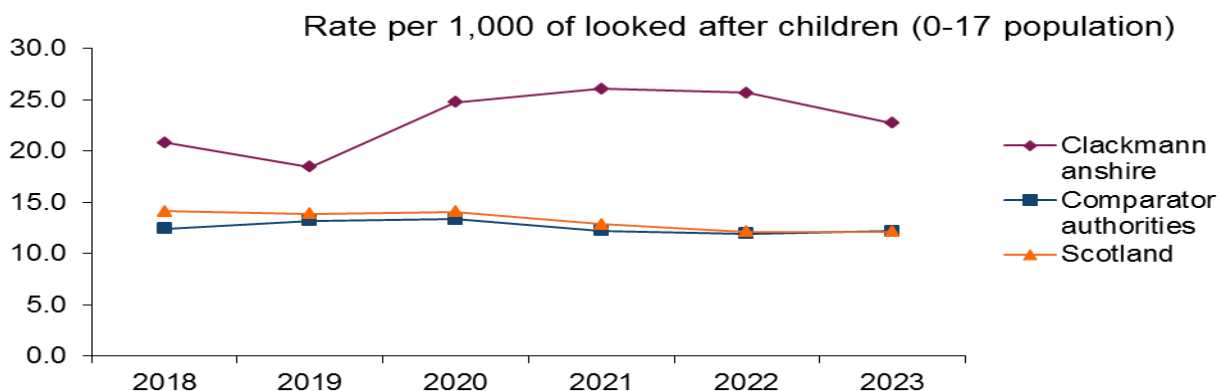
The most common primary area of concern as at March 2024 was Domestic Abuse and then Neglect. In 2022/23 the primary area of concern for registration was Neglect and then Domestic Abuse.



### Care Experienced Children

As at 31 July 2023, the number of care experienced children and young people being looked after in Clackmannanshire was **225** (128 (57%) males and 97 (43%) female) and a **decrease of 12.5%** from 257

in 2022. The rate per 1000 population 0-17yrs is **22.7** and is **greater** than the Scottish average rate of 12.1. 21% of care experienced children were under 5 years old and 15% were over 16 years.



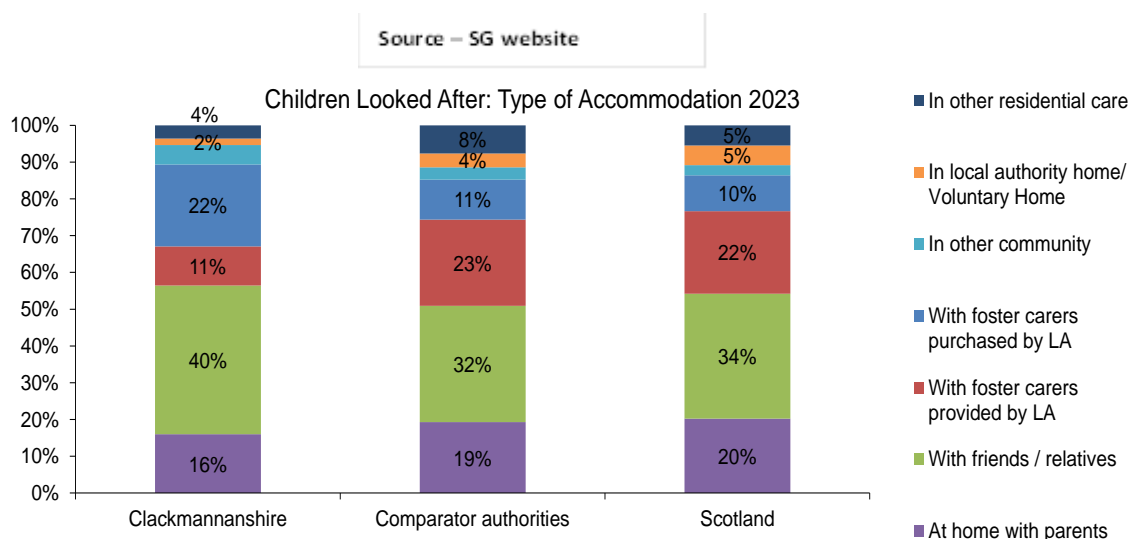
As at 31<sup>st</sup> March 2024 there were **229** care experienced children and young people across Clackmannanshire. **79** children were being looked after out with the Clackmannanshire area. This is a **decrease** of 10% from March 2023 where 88 children were living out with the local authority area.

Children being cared for in kinship arrangements with family/friends represent **40%** of the total number of care experienced children. This is higher than the Scottish figure of 34%.

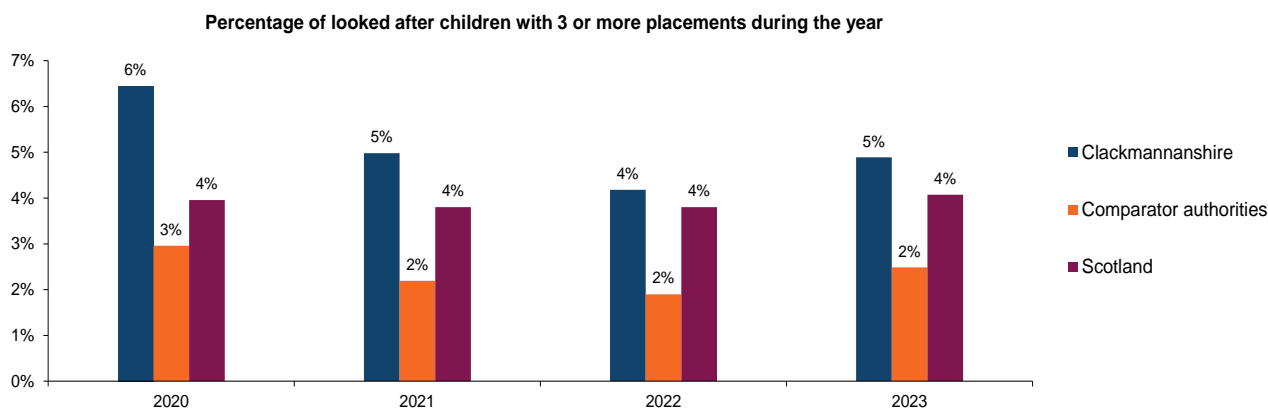
There were **16%** of care experienced children and young people living at home with their parents compared to the Scottish figure of 20%.

**11%** of children were placed in locally provided foster placements, **lower** than the Scottish figure of 22% of children being cared for in locally provided foster placements.

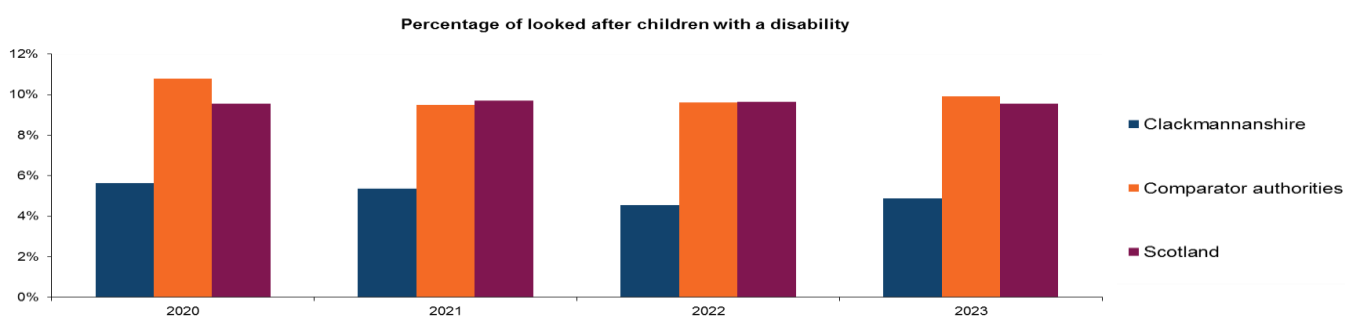
Clackmannanshire has a much **higher** use of external foster care provision with **22%** compared to the Scottish average of 10%.



The percentage of children who have had 3 or more placements during the past year (5%) is similar to the comparator average of 2% and similar to the Scotland average of 4%



In 2023, the percentage of looked after children with a disability in Clackmannanshire was **5% (11 children)**, an increase of 0.3% points over the previous year.



### Aftercare

As at 31<sup>st</sup> July 2023 there were **98** young people eligible for aftercare services. Of these, **53** young people (54%) were receiving aftercare services. This compares to the Scottish figure of 49% receiving aftercare services. Of these young people, **56%** were in employment, education, or training compared to the Scottish figure of 50%. The number of care leavers over 16 years who had a pathway plan was **51%** and **44%** had a pathway co-ordinator. This compares to the Scottish figure where 71% of care leavers over 16 years had a pathway plan and 52% had a pathway co-ordinator.

### Continuing Care

There were **4** young people in continuing care placements as at 31 July 2023 (a rate of **1.3** per 1,000) compared to 2022 where there were 8. The Scottish rate is 2.1

### Referrals to the Scottish Children's Reporter Administration (SCRA)

In 2023/24, **121** children were referred to the Children's reporter, this compares to 2022/23 where 118 children were referred to the Children's reporter (and a 27% reduction from 2021/22). **50%** of referrals came from Police (61). Social work referrals accounted for **28%** (34) and Education **13%** (16) Of the 121 referrals, **44%** was in relation to lack of parental care and **26%** were offence related.

This compares to the national picture for Scotland where 78.5% of referrals were received from Police Nationally, the number of referrals received decreased by 2.2% compared to 2022/23.

## Appendix 2: Adult Support and Protection performance data 2023/24

Total number of referrals between 1 April 2023 and 31 March 2024 was **687** compared to **768** in 2022-23 which represents a **10.55% decrease** in comparative years. However in context, this was preceded by a **66%** increase in referrals the previous year 461 in 2021-22.

Source of referrals	Number of referrals 2022/23	Number of referrals 2023/24
NHS	65	141
GPs	8	17
Scottish Ambulance Service	17	12
Police	52	55
Scottish Fire & Rescue Service	11	20
Office of Public Guardian	1	0
Mental Welfare Commission	0	0
Healthcare Improvement Scotland	0	0
Care Inspectorate	13	1
Other organisation	471	339
Social Work	27	30
Council	61	29
Self (Adult at risk of harm)	0	9
Family	14	0
Friend/Neighbour	3	2
Unpaid carer	0	2
Other member of public	1	1
Anonymous	4	0
Others	20	29
<b>Total</b>	<b>768</b>	<b>687</b>

Total number of investigations commenced under the ASP Act between 1 April 2023 and 31 March 2024 was **30**.

Number of investigations commenced for the following age and gender.							
Age Group	2022/23	2023/24		Number of investigations by age and gender			
				Male	Female	Male	Female
<b>16-18</b>	0	0		0	0	0	0
<b>19-24</b>	2	3		0	2	3	0
<b>25-39</b>	4	4		1	3	2	2
<b>40-64</b>	11	6		4	7	3	3
<b>65-69</b>	0	4		0	0	3	1
<b>70-74</b>	5	1		2	3	0	1
<b>75-79</b>	4	2		3	1	2	0
<b>80-84</b>	3	2		2	1	1	1
<b>85+</b>	5	8		2	3	6	2
<b>Not known</b>	0	0		0	0	0	0
<b>Total</b>	<b>34</b>	<b>30</b>		<b>14</b>	<b>20</b>	<b>20</b>	<b>10</b>

**Number of investigations commenced for clients in the following primary main client group**

Client groups	Number of investigations by client groups 2022/23	Number of investigations by client groups 2023/24
Dementia	5	3
Mental health problem	2	5
Learning disability	5	6
Physical disability	15	12
Infirmity due to Age	3	1
Substance misuse	3	2
Other	1	1
<b>Total</b>	<b>34</b>	<b>30</b>

**Type of principal harm which resulted in an investigation (as defined under the ASP Act)**

Type of principal harm which resulted in an investigation	Number of investigations 2022/23	Number of investigations 2023/24
Financial Harm	7	9
Psychological harm	7	1
Physical harm	9	11
Sexual harm	2	0
Neglect	9	3
Self-harm	0	5
Other	0	1
<b>Total</b>	<b>34</b>	<b>30</b>

**Location the principal harm take place which resulted in an investigation (as defined under the ASP Act)**

Location of principal harm which resulted in an investigation	Number of investigations under the ASP Act 2022/23	Number of investigations under the ASP Act 2023/24
Own home	<b>19</b>	<b>18</b>
Other private address	1	0
Care home	6	3
Sheltered housing or other supported accommodation	0	1
Independent Hospital	0	0
NHS	3	2
Day centre	0	0
Public place	0	0
Online		1
Other		1
Not known	5	4
<b>Total</b>	<b>34</b>	<b>30</b>

**Number of cases were subject to an ASP Case Conference**

Type of ASP Case Conferences	Number of ASP Case Conferences 2022/23	Number of ASP Case Conferences 2023/24
Initial ASP case conference	<b>11</b>	<b>27</b>
Review ASP case conference	<b>9</b>	<b>34</b>
ASP case conference	<b>0</b>	<b>15</b>
<b>Total</b>	<b>20</b>	<b>76</b>



---

**Report to Audit and Scrutiny Committee**

---

**Date of Meeting: 12<sup>th</sup> December 2024**

---

**Subject: HSCP – Clackmannanshire Locality Performance Report  
2024/25 Q1 & Q2 (April to September)**

---

**Report by: Wendy Forrest, Head of Strategic Planning and Health  
Improvement**

---

**1.0 Purpose**

- 1.1. Highlight the work and performance of the Clackmannanshire and Stirling Health and Social Care Partnership in relation to performance for the locality of Clackmannanshire.

**2.0 Recommendations**

- 2.1. Note this paper and the continuing work being undertaken across Clackmannanshire.
- 2.2. Note the performance of Clackmannanshire Locality within the Clackmannanshire & Stirling HSCP.

**3.0 Considerations**

- 3.1. Integration Joint Boards are responsible for effective monitoring and reporting on the delivery of Health & Social Care services, relevant targets and measures aligned to the themes in the [Strategic Plan 2023-2033](#).
- 3.2. The Scottish Government developed National Health and Wellbeing Outcomes to help Health and Social Care Partnerships better understand how well integrated services are meeting the individual outcomes of people as well as the wider community. Appendix 1 details the links between the Strategic Themes and the National Health and Wellbeing Outcomes.
- 3.3. Appendix 2 provides a Clackmannanshire quarterly overview for the period April 2024 – September 2024.

3.4. This report is developed with operational service leads to ensure the information provided is meaningful and supports ongoing service delivery and improvement. The HSCP Performance team will work with Service managers to identify any gaps/targets in information and align with the priorities in the 2023-2033 Strategic Plan for the Clackmannanshire and Stirling HSCP.

#### 4.0 Sustainability Implications

4.1. NA

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

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

#### 8.0 Equalities Impact

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

**9.0 Legality**

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

**10.0 Appendices**

10.1 Appendix 1 - National Health & Wellbeing Outcomes mapped against our 2023-2033 Strategic Plan.

10.2 Appendix 2 - Clackmannanshire locality data 2024/25 Q1 & Q2 (April to September).

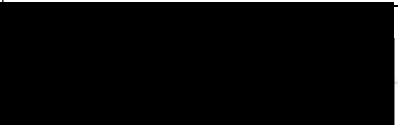
**11.0 Background Papers**

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
Ann Farrell	Principal Information Analyst	

**Approved by**

NAME	DESIGNATION	SIGNATURE
Ewan Murray	Acting Chief Officer	



## Appendix 1 - National Health & Wellbeing Outcomes mapped against our 2023-2033 Strategic Plan.

All themes and priorities are linked to the Health and Wellbeing Outcomes. Each theme will demonstrate improvement for people and communities, how we are embedding a human rights based approach, consideration for equalities and evidencing improvement across the services we deliver.

### Health and Wellbeing Outcomes

1. People are able to look after and improve their own health and wellbeing and live in good health for longer.
2. People, including those with disabilities or long term conditions, or who are frail, are able to live, as far as reasonably practicable, independently and at home or in a homely setting in their community.
3. People who use health and social care services have positive experiences of those services, and have their dignity respected.
4. Health and social care services are centred on helping to maintain or improve the quality of life of people who use those services.
5. Health and social care services contribute to reducing health inequalities.
6. People who provide unpaid care are supported to look after their own health and wellbeing, including to reduce any negative impact on their caring role on their own health and wellbeing.
7. People who use health and social care services are safe from harm.
8. People who work in health and social care services feel engaged with the work they do and are supported to continuously improve the information, support, care and treatment they provide.
9. Resources are used effectively and efficiently in the provision of health and social care services.

	Prevention, early intervention & harm reduction	Independent living through choice and control	Care Closer to Home	Supporting empowered people & communities	Loneliness & isolation
1.	●	●	●	●	●
2.	●	●	●	●	●
3.	●	●	●	●	
4.	●	●	●	●	●
5.	●	●	●	●	●
6.		●	●		
7.	●	●	●		
8.	Enabling Activities				
9.					

Appendix 2 Clackmannanshire locality data 2024/25 Q1 & Q2 (April to September).

**ST1 Prevention, early intervention and harm reduction**

Working with partners to improve overall health and wellbeing and preventing ill health. Promote positive health and wellbeing, prevention, early interventions and harm reduction. Promoting physical activity, reduce exposure to adverse behaviours. Right levels of support and advice at the right time, maintaining independence and improving access to services at times of crisis.



PI Code	Description	Q1 2024/25			Q2 2024/25			2024/25	2023/24	Latest Note
		Value	Target	Status	Value	Target	Status	Value	Value	
ADC MHO 001	Number of Emergency Detention Certificates (Mental Health) Section 36	8			14				23	
ADC MHO 002	Number of Short Term Detention Certificates (Mental Health) Section 44	15			15				45	
ADC MHO 007	Total number of Existing Guardianships (private and local authority)	168			172				158	
ADC MHO 025	Total number of new Private & Local Authority Guardianship Orders									
IJB.02.c lac_AS P1	Number of Adult Support and Protection referrals to Clackmannanshire Adult Social Care	174			Not Available					
ADP.C GL.CLA CK.01	Number of HSCP residents attending Face to Face group sessions with Forth Valley Recovery Community	963			679					
ADP.C GL.CLA CK.02	Number of Clackmannanshire residents individual sessions with Forth Valley Recovery Community	7			7					
ADP.CL ACK	Referral to Treatment Waiting Times for Clacks Substance Misuse Services (excl Prisons) against 3 Week HEAT Target. These data pertain to Experienced Waits where adjustments have been made to account for periods of unavailability	100%	90%		Not Available			100%	89.9%	
DD.09. CLACK	All Forth Valley Delayed Discharges (Code 9) for Clackmannanshire residents at census point.	5			13			7.43	4.67	



Appendix 2 Clackmannanshire locality data 2024/25 Q1 & Q2 (April to September).

**ST2 Independent living through choice and control - Clackmannanshire - QUARTERS 2024-25**

Supporting people and carers to actively participate in making informed decisions about how they will live their lives and meet their agreed outcomes. Helping people identify what is important to them to live full and positive lives, and make decisions that are right for them. Coproduction and design of services with people with lived experience who have the insight to shape services of the future.



PI Code	Description	Q1 2024/25			Q2 2024/25			2024/25	2023/24	Latest Note
		Value	Target	Status	Value	Target	Status	Value	Value	
ADC ADA 011B	Number of Adult Support Plans for carers offered in Clackmannanshire locality HSCP	88			38				364	
ADC ADA 011C	Number of Adult Support Plans for carers accepted in Clackmannanshire locality.	32			12				111	
ADC ADA 011D	Number of eligible Adult Support plans for carers completed.	6			<5				19	
ADC ADA 011	% of Adult Support Plans for carers completed in Adult Social Care	18.8%	39.0%		33.3%	39.0%			17.1%	
ADC ADA 025	Number of SDS Option 1 clients in Adult Social Work in Clackmannanshire	18			16			34		
ADC ADA 026	Number of SDS Option 2 clients in Adult Social Work in Clackmannanshire	9			8			17		
ADC ADA 027	Number of SDS Option 3 clients in Adult Social Work in Clackmannanshire	2,331			2,421			4,752		
ADC ADA 029	Number of SDS Option 4 clients in Adult Social Work in Clackmannanshire	52			57			109		



### ST3 Achieving care closer to home

Shifting delivery of care and support from institutional, hospital-led services towards services that support people in the community and promote recovery and greater independence where possible. Investing in and working in partnership with people, their carers and communities to deliver services. Improving access to care, the way services and agencies work together, working efficiently, improving the customer journey, ensure people are not delayed in hospital unnecessarily, co-design of services, primary care transformation and care closer to home.















PI Code	Description	Q1 2024/25			Q2 2024/25			2024/25	2023/24	Latest Note
		Value	Target	Status	Value	Target	Status	Value	Value	
ADC ADA 01mg	Total number of new clients in the month for local authority reablement service in Clackmannanshire.	79			60				286	
ADC ADA 01md	Number of new local authority reablement clients in the month who have stepped up into the service from their own home. Clackmannanshire	37			28				114	
ADC ADA 01me	Number of new local authority reablement clients in the month who have stepped down into the service from CCHC or FVRH. Clackmannanshire	35			24				137	
ADC ADA 01mf	Number of new reablement clients in the month who have entered service from bed based intermediate care. Clackmannanshire	7			8				35	
ADC ADA 01sc	Average length of wait (days) from community referral date to start of local authority reablement service. Clackmannanshire	14	11		23	11			39.25	
ADC ADA 01sd	Length of wait (days) from hospital referral date to start of local authority reablement services. Clackmannanshire	7	6		<5	6			5.75	
ADC ADA 002q	Average wait in weeks for assessment to be completed in local authority reablement care. Clackmannanshire	5	4		5	4			5	
ADC ADA 002c	Number of clients who went home from bed based intermediate care with a package of care. Clackmannanshire	0			0				8	

Appendix 2 Clackmannanshire locality data 2024/25 Q1 & Q2 (April to September).

PI Code	Description	Q1 2024/25			Q2 2024/25			2024/25	2023/24	Latest Note
		Value	Target	Status	Value	Target	Status	Value	Value	
ADC ADA 002d	Number of clients who went home from bed based intermediate care with no package of care. Clackmannanshire	0			<5				0	
ADC ADA 002r	Average length of wait at end of local authority reablement care in Clackmannanshire for a Framework Provider (weeks).	<5	3		<5	3			4	
ADC ADA 002w	Average total length of stay in local authority reablement for those clients transferring to a care provider. (Average stay for those who are independent is less). Clackmannanshire	8	9		7	9			9	
ADC ADA 01m	Number of hours care at start of local authority reablement for all clients receiving a service in Clackmannanshire - shows demand on service.	948.5			675.25				2,796.75	
ADC ADA 01n	Number of hours care post local authority reablement (after 6 weeks) in Clackmannanshire	703.0			595.5				2415.4	
ADC ADA 01mc	% of local authority reablement double up staff clients who completed the service. Clackmannanshire	17.93%	10%		17.09%	10%			9.79%	A small number of clients required double up care due to controlled medication. Impacts on capacity to pick up new cases.
ADC ADA 01pb	% of clients with increased care hours at end of local authority reablement services. Clackmannanshire	6.5%	10.0%		17.3%	10.0%		13.1%	19.8%	
ADC ADA 01p	% of clients with reduced care hours at the end of local authority reablement period in Clackmannanshire	29%	2%		20%	2%		25%	28%	
ADC ADA 01q	% of clients receiving no care after local authority reablement in Clackmannanshire	24%	30%		31%	30%		25%	25%	
ADC ADA 002a	Total number of intermediate beds occupied by clients in period. Clackmannanshire	6			7				25	

Appendix 2 Clackmannanshire locality data 2024/25 Q1 & Q2 (April to September).

PI Code	Description	Q1 2024/25			Q2 2024/25			2024/25	2023/24	Latest Note
		Value	Target	Status	Value	Target	Status	Value	Value	
ADC ADA 002L	Number of Clackmannanshire clients entering bed based intermediate care from community (home) preventing admission to hospital	<5			<5				14	
ADC ADA 002b	Number of Clackmannanshire clients who moved from bed based intermediate to care home long term care	<5			<5				8	
ADC ADA 002f	Average length of stay (weeks) for service users who were discharged in period who had used bed based intermediate care in Adult Social Care Clackmannanshire.	3.66	8		2.5	8			5.5	
ADC ADA 002N	Number of clients who moved from intermediate care to hospital. Clackmannanshire	<5			<5				2	
ADC ADA 021	% annual reviews completed within timescale in Adult Care Clacks Social Services	26.1%	100.0%		32.3%	100.0%			14.8%	
ADC ADA 035	Number of completed social care assessments in period.	653	672		548	672			2,191	

## ST4 Supporting empowered people and communities

Working with communities to support and empower people to continue to live healthy, meaningful and satisfying lives as active members of their community. Being innovative and creative in how care and support is provided. Support for unpaid carers; helping people live in their local communities, access to local support, dealing with isolation and loneliness. Planning community supports with third sector, independent sector and housing providers. Neighbourhood care, unpaid carers, third sector supports.



PI Code	Description	Q1 2024/25		Q2 2024/25		2022/23	2023/24	Latest Note
		Value	Status	Value	Status	Value	Value	
ADC ADA 011B	Number of Adult Support Plans for carers offered in Clackmannanshire locality HSCP	88		38		386	364	
ADC ADA 011C	Number of Adult Support Plans for carers accepted in Clackmannanshire locality.	32		12		125	111	
ADC ADA 011D	Number of eligible Adult Support plans for carers completed.	6		<5		6	19	
ADC ADA 011	% of Adult Support Plans for carers completed in Adult Social Care	18.8%		33.3%		2.8%	17.1%	

## ST5 Reducing loneliness and isolation

Our society is changing, accelerated by the pandemic and there is increasing risk of social isolation and loneliness, both of which can impact a person's physical and mental wellbeing. We will work with communities to support local communities to build connections. We will build preventions and early interventions around changing the narrative around loneliness and isolation and find new ways for people to ask for help without feeling embarrassed



PI Code	Description	Latest Note
na	We are working to establish performance indicators for this theme.	

## Inspection of Services

Registered services owned by the Partnership are inspected annually by the Care Inspectorate.

There were no registered service inspections during April to September 2024/2025. Additional information and full details on any inspections can be found at the [Care Inspectorate](#) website. Since 1 April 2018, the new [Health and Social Care Standards](#) have been used across Scotland. In response to these new standards, the Care Inspectorate introduced a [new framework for inspections](#) of care homes for older people. Where we have areas for improvement we are required to publish our action plans.

---

**Report to Clackmannanshire Council**

---

**Date of Meeting: 12 December 2024**

---

**Subject: Economic Development Update**

---

**Report by: Strategic Director (Place)**

---

**1. Purpose**

1.1. The purpose of the report is to provide an update to Elected Members on the range of work being undertaken within the Economic Development team and to highlight the collaborative and partnership working across both internal and external services, demonstrating how these activities align with Council priorities and contribute to strategic outcomes. (Team structure, Case studies, employability data (including feedback on Clackmannanshire Works service), UK Shared Prosperity Fund information and an Employability System map are provided in Appendices 1 – 5).

**2. Recommendations**

2.1. It is recommended that Council notes the content of the report and has the opportunity to comment and provide feedback on activity, outcomes and the work being undertaken.

**3. Background**

3.1. The Economic Development team are involved in a wide range of activity, encompassing employability programmes, business support, City Region Deal (CRD) projects, policy and strategy, compliance and reporting, administration and management of UK Shared Prosperity funding (UKSPF), engagement with Family Wellbeing Partnership (FWP) and wider partnership initiatives and collaboration.

3.2. Our aim is to work collectively across services and external partners to design and deliver person centred employability support, encourage business start up and growth, link employability with employer engagement activity, support regeneration and growth projects (including CRD) and maximise community benefit activity – all supporting and delivering outcomes directly

related to the strategic priorities for Clackmannanshire which are listed in Section 9 (1) of this report. Our work, particularly around Parental Employability, supporting childcare projects with FWP, WeAll (employability) action planning, and business support programmes is aimed at supporting tackling child poverty and fair and flexible working practices.

3.3. The team is composed of three elements (Team Structure shown in diagram at Appendix 1):

- Clackmannanshire Works (Employability team)
- Compliance Team
- Economic Development Strategy and Policy

3.4. The team is managed by a Team leader and is located in Kilncraigs, but with elements (primarily the Clackmannanshire Works team) also operating remotely from several locations including a town centre Employability Hub in Primrose Street, the Speirs Centre and at community venues across the County

3.5. Economic Development Team Lead chairs and facilitates both the Business Support Partnership and the Local Employability Partnership, which feed into the wider Clackmannanshire Alliance structure. Economic Development also facilitates the Clackmannanshire Anchor Partnership and has been an integral part of the short life working group working to develop the refreshed Wellbeing Economy Local Outcome Improvement Plan.

## 4. Areas of Work

### 4.1. Family Wellbeing Partnership

4.2. The Economic Development team is now engaged extensively with the Family Wellbeing Partnership (FWP). ED Team Leader sits on the FWP Strategic Group, leading on the Employability strand, and reporting into the Group on employability activity aligned with FWP activity, including progress on the Action Plan developed by Wellbeing Alliance Scotland (WeAll) which focuses on employability support linked to employer engagement. Work on the Action Plan is on-going with support from the Local Employability Partnership (LEP) and the Business Support Partnership to ensure progress is made and actions updated via the FWP working group. Actions to date include an Employer engagement event on the topic of recruitment and skills, supported by both LEP and Business Support partners and attracting over 25 employers, and a focus group attended by 6 employers (including a Council HR representative) and 6 Clackmannanshire Works employability clients from a range of backgrounds, with discussions around challenges faced by both employers in recruiting and unemployed residents seeking employment. The newly appointed ED Partnership Officer/Employability Lead is an integral part of the FWP Operational Group, which has led to vastly increased engagement between Employability and the FWP, alignment of activity and new outcome focused projects around parental employability and childcare.

- 4.3. This has been demonstrated through the joint working on the Childminding recruitment campaign which has aligned funding to not only create jobs for parents (Clackmannanshire Works clients on Parental Employability programme), but also to increase the availability and flexibility of childcare for parents entering employment or training and supporting the wider Child Poverty objectives. A successful pathway into Early Learning Centre posts has been established through our paid and unpaid work placements (funded by Scottish Government No-One Left Behind (NOLB) Employability Funding), upskilling parents to help fill future vacancies expected to be created with the roll out of Child Wellbeing Partnership's all age childcare offer (part of Family Wellbeing Partnership activity).
- 4.4. The Scottish Government provided ring-fenced funding (as part of NOLB grant allocations) during 2023/24 to all Local Authorities to create a Child Poverty Co-ordinator post. This post is funded by Economic Development via NOLB, but the decision was taken to locate this post within the FWP, ensuring strong links are being built and improved between the Employability and FWP teams. Funding for this post for a further 12 months has been confirmed by the Scottish Government and the post has been filled by one of the Clacks Works key worker team. In 2023/24, this post oversaw the delivery of 11 grant funded third sector projects supporting parental employability and funded by No One Left Behind employability funding, and was instrumental in delivery of the projects outlined in 4.3 above.
- 4.5. Community Wealth Building
- 4.6. Community Wealth Building (CWB) forms a central theme of the Scottish Government's Programme for Government and National Performance.
- 4.7. Clackmannanshire was identified as one of five CWB pilot areas by the Scottish Government in 2020. The Council, working with the Centre for Local Economic Strategies, published a CWB Action Plan in December 2021. This Action Plan contains 21 actions, initially Council focussed but through engagement with partners and the setting up of an Anchor Partnership, the intention is to roll out a wider partner Action Plan. A progress report was provided to Council in March 2023, and an updated version will be available later in 2024 (incorporating wider partner activities).
- 4.8. Clackmannanshire's Anchor Partnership was reconvened in April 2023. It is composed of 16 members, from a range of public, private and third sector local, regional and national anchor organisations. There is an opportunity to widen this activity across the Forth Valley, bringing together Anchor organisations from across the region to discuss opportunity to support the CWB agenda regionally.
- 4.9. Funding has been secured from the Council's Transformation Fund to deliver 3 small CWB projects locally. These projects will incorporate CWB training sessions, promotion of credit unions locally and a co-operative and social enterprise fund.

4.10. Regional Collaboration

4.11. Work is ongoing to deliver a Regional Economic Strategy to support economic growth across the region. Key areas to be included in this strategy are Community Wealth Building (CWB), Connectivity and Just transition to net zero. It is a joined-up approach that aims to help secure investment, foster collaboration and a shared identity and enable some of the region's greatest challenges to be tackled.

4.12. City Region Deal

4.13. Programme management for Clackmannanshire is undertaken by an officer within the Economic Development Team, working across services and partner organisations and supporting project leads to ensure that projects are developed, progressed and reported on as required.

4.14. The CRD Flexible Skills Lead, based within Economic Development, operates closely with the Employability team, and work is underway to ensure beneficiaries from CRD flexible skills projects are linked to and referred onto employability programmes in Stirling and Clackmannanshire.

4.15. United Kingdom Shared Prosperity Fund (UKSPF)

4.16. Funding allocation received from UK Government from January 2023 through to March 2025 covers 3 investment areas: Communities and Place; Business Support; and People and Skills. There is also a ring-fenced budget for Multiply, an adult numeracy programme.

4.17. People & Skills

4.18. Positive Moves is an employability programme, delivered jointly by Clackmannanshire Economic Regeneration Trust (CERT) who have a focus on delivering support to the economically inactive group of clients, and Clackmannanshire Works who support unemployed residents who have one or multiple barriers to employment. This is a replacement programme to our European (ESF) funded employability programme which closed in March 2023.

4.19. The Positive Moves programme provides streamlined support, with clients moving between delivery partners, incorporating training provision and person-centred key worker support. The programme includes a barrier free fund to support training, transport, clothes for interview, and any other barriers to progression. From January 2023 to end of March 2024, around 350 residents have been registered on the programme (140 with CERT for pre employability support, and 212 with the in-house Clackmannanshire Works team), with 76 moving into jobs to end of March 2024, and 30 gaining qualifications.



4.20. Business Support

4.21. The Expert Help programme which is a replacement to the previously funded European Regional Development Fund (ERDF) programme delivered through Business Gateway provides businesses and third sector organisations with up to three days of fully funded consultancy support in five different areas: marketing; HR and legal; IT and cyber security; business strategy and finance; and net zero. 45 projects have been completed to end March 2024, all supporting growth and sustainability. Outcomes are being collated and indicate so far that 12 new jobs have been created within supported organisations and 20 jobs safeguarded, with 13 businesses reporting increased business sustainability and 8 introducing new technology or processes to their businesses.

4.22. A programme of Net Zero workshops was commissioned and is being run by Zero Waste Scotland and the University of Stirling over March–Oct 2024. Two workshops have been held to date with 19 delegates (15 organisations) introducing them to carbon measurement, net zero planning and a carbon reduction toolkit, The Scottish Business Climate Collaboration Climate Change Hub. Follow up support for net zero consultancy is offered through our Expert Help programme.

4.23. The Unlocking Potential Growth Programme has delivered four cohorts to date (by our partners Ceteris) attracting 44 delegates (representing 41 organisations). Feedback provided by participants to end of March 2024 indicates 9 new jobs created to date, 18 jobs safeguarded and 8 businesses reporting increased sustainability

4.24. Communities & Place

4.25. A Communities and Place Capital Grant fund programme was launched in 2023/24, with outcomes aligned to UK Shared Prosperity as well as to local priority areas such as improvement of community assets, carbon reduction, improved facilities and increased visitor numbers. Seven organisations were funded in 2023/24 (£86k), with a further funding round opening in August 2024 with a £160k capital and £40k revenue budget. 12 capital projects and 11 revenue projects have now been awarded funding with projects completing by 31 March 2025.

4.26. Multiply

4.27. Multiply is ring-fenced funding for adult numeracy. This is being delivered in Clackmannanshire by Clackmannanshire Economic Regeneration Trust (CERT).

4.28. UKSFP 2024/25

4.29. Clackmannanshire Council UKSPF allocation for 2024/25 is as follows:

Allocated Budget for Year	£1,240,417
Underspend for 2023/24	£101,127
<b>TOTAL BUDGET FOR YEAR</b>	<b>£1,341.544</b>
Split as follows:	
Capital	£210,000
Revenue	£1,131,544

4.30. In line with our original investment plan which was approved at Council in June 2022, projects are underway in all three investment areas with approximate budgets as follows (plus an admin fee of around £40,000):

- Communities and Place : £280,000
- Business Support : £250,000
- People and Skills: £635,000
- Multiply: £135,000

4.31. Appendix 2 contains full detail on projects, outcomes, spend to date and 2024/25 budgets.

4.32. Employability Programmes

4.33. Economic Development delivers and commissions a number of employability programmes, using different funding sources. In 2023/24, almost 700 individuals started on employability programmes which were either commissioned and managed or delivered in-house by Economic Development, with over 200 of those individuals supported into employment, 82 gaining a qualification and 33 going into further or higher education. Further detail on this support (including some client feedback) is provided at Appendix 3 and some case studies showing detail of support can be found at Appendix 4.

4.34. Council in-house employability programmes (Clackmannanshire Works)

4.35. The Clackmannanshire Works team is managed by the Clackmannanshire Works Co-ordinator, with support from a Senior Key Worker. The service provides person centred key worker support to unemployed residents who have a range of barriers to employment. Support includes financial advice via Citizen's Advice Bureau, digital support, barrier free fund to support transport, clothes for interview, and training costs. A weekly Job Club is held at the Speirs Centre every Tuesday generally attracting between 10 and 20 clients each week and a further session runs at

Alloa Hub on a Wednesday. The job brokerage service works with local employers, supporting recruitment processes, coaching clients for interview, putting clients forward for jobs and supporting in work progression. Client interviews and drop-ins take place at the Clackmannanshire Works employability hub on Primrose Street. The Clackmannanshire Works team delivers a range of employability programmes, including:

4.36. Fair Start Scotland

4.37. This is a Scottish Government funded contract which closed to new referrals on 31 March 2024, but which has a residual contract for 2 years to support clients referred during 2023/24. This programme supported clients with long term health issues and who are long term unemployed. Residual funding for 2024/25 is in the region of £50,000, and 1 key worker is supporting the small number of clients still being supported on this programme.

4.38. Positive Moves

4.39. As noted previously, Positive Moves is a replacement European Social Fund funded employability programme, now funded by UK Shared Prosperity Funding until March 2025. 3 key workers are in post supporting clients who have one or more barriers to employment. 98 unemployed residents are currently actively supported through in-house Positive Moves programme, with over 300 registered since it started. The number of referrals, in the main from DWP, is increasing steadily due to the ending of the Fair Start contract in March 2024.

4.40. No-one Left Behind

4.41. Scottish Government annual employability funding incorporates NOLB (employability support for those aged 16–67) and Tackling Child Poverty Funding for Parental Employability support. 2.5 key workers are in post supporting parents with barriers to work onto employability programmes and into work opportunities, plus one key worker who has a caseload of pupils across Clackmannanshire who are within 6 months of leaving school with no positive destination. This programme aligns closely with the aims of Tackling Child Poverty and currently 60 parents are actively supported by key workers, and 22 school leavers are case managed by the School Key worker.

4.42. Local Economic Partnership (LEP) and Regional LEP

4.43. The purpose of the Local Employability Partnership (LEP) is to enable collective leadership and shared commitment across partners to effectively support the policy intent for a more aligned approach to national and local employability support in Scotland, reflecting the need to shape a more coherent employability provision locally in line with the Local Outcome Improvement Plan aligned to the National Performance Framework.

4.44. In line with the Scottish Government framework for LEP's, a delivery plan has been developed, incorporating Scottish Government objectives of using the Scottish Approach to Service Design to co-produce an all-age employability support service that is person-centred, more joined up, flexible and responsive to individual needs, involving service users and co-ordinating information sharing and activity and resources between strategic and delivery partners to improve opportunities and outcomes.

4.45. The LEP is composed of representatives from the following organisations and is chaired and administered by the Council's Economic Development team:

- Ceteris/Business Gateway
- Clackmannanshire Council (Education, Economic Development, Community Justice, CLD and Housing)
- Clackmannanshire Provider Forum
- CTSI
- Department for Work and Pensions
- Developing the Young Workforce
- Forth Valley College
- Forth Valley NHS
- Skills Development Scotland
- University of Stirling

4.46. A recent piece of work which has been undertaken by the LEP following a successful Columba 1400 cohort of LEP partners in November 2022 was to map out the employability landscape in Clackmannanshire, showing the extensive work which is carried out in this area, and mapping the progression of people from pre-employability support (economically inactive), through the stages of employability support and onto employer engagement and positive outcomes. This has helped the LEP identify gaps in provision and reduces the possibility of duplication of support. This mapping work is on-going, and is set out in Appendix 5.

4.47. There is also a regional Forth Valley LEP which combines the 3 Forth Valley LEP members. This forum meets twice each year and provides the opportunity to share best practice and to identify regional issues and opportunities.

4.48. Economic Development Compliance Team

4.49. The Compliance Team oversees the data reporting and financial requirements of all Employability projects (both externally commissioned and in-house). As well as managing data and returns for all Scottish Government funded employability programmes (No One Left Behind, Fair Start Scotland and the Tackling Child Poverty Parental Employability Support programme), the team is also responsible for data collection, reporting and financial management of UKSPF funding (for People and Skills, Communities and Place, Business Support and Multiply).

#### 4.50. Business Support

4.51. The Economic Development team manages and oversees the Business Gateway contract on behalf of the Council. The contract is delivered by Ceteris and is in place for a period of 2.75 years, from July 2023 to March 2026 with the option to extend by 1 plus 1 years to March 2028. From July 2023 to end of March 2024, Ceteris supported 66 new businesses to start up, and provided advice and support (including referrals to the Council 'Expert Help' programme) to over 100 existing businesses (including third sector organisations). Ceteris is a partner on both the LEP and the Clackmannanshire Business Support Partnership and is contributing to the WeAll employability action plan in supporting employer engagement and advice around recruitment, skills, flexible and fair work practices.

4.52. ED Team Lead also chairs and facilitates the Clackmannanshire Business Support Partnership, which is part of the Community Planning Partnership and is made up of organisations who provide support and advice to businesses and social enterprises in Clackmannanshire, and who work together to provide a more coordinated and collaborative approach regarding business support, ensuring our businesses are informed, consulted and have input to key business issues and challenges to ensure support is appropriate and relevant.

4.53. Activity includes regular and co-ordinated communications to our businesses on issues which are relevant, appropriate and informative, working together on potential funding streams or initiatives to maximise benefits to our businesses, jointly organising and promoting networking and other events (across Forth Valley where appropriate) and promotion of each others services and business support initiatives through our communications to businesses and referral systems. Business Support partners have been involved in shaping programmes delivered through UK Shared Prosperity (business support strand). Projects aim to encourage new business and third sector start up, support net zero activity within organisations, support projects leading to business growth, encourage women entrepreneurship, and link employers to employability provision locally.

4.54. The membership of the Business Support partnership is composed of representatives from:

- Alloa First
- Ceteris/Business Gateway
- Clackmannanshire Council
- Clacks First
- CTSI
- Developing the Young Workforce
- Discover Clackmannanshire

- Federation of Small Businesses
- Forth Valley Chamber of Commerce
- Forth Valley College
- FSB Scotland
- University of Stirling
- Visit Scotland

#### 4.55. Partnerships

4.56. Economic Development is engaged in a number of partnerships which ensures that the Council is represented both locally and nationally, helping identify opportunities for collaboration, learning about best practice, gaining awareness of activity at both a local level and wider, providing support and advice to groups locally, identifying gaps and areas of duplication, and raising awareness of Council priorities and activities. ED is represented on each of the following groups:

- Discover Clacks
- Community Led Local Development (CLLD) (previously LEADER)
- Clacks First
- Alloa First
- Tackling Poverty Partnership
- Community Justice Partnership
- Climate Change Working Group
- Family Wellbeing Partnership Strategic Group, Operational Group and Collaboration Group
- Childcare and Childminding Pathways Group
- Supplier Development Programme
- Economic Development Association Scotland (EDAS)
- Scottish Local Authority Economic Development (SLAED)

4.57. Clackmannanshire is fully engaged with SLAED, with the Council represented by Economic Development on each of the following SLAED groups: Business, Employability, Funding, Performance, Rural, Tourism, and Data and Monitoring Groups.

4.58. Economic Development also leads on the collation of data to populate the SLAED annual indicator report, which is published in January each year and provides comparator information across Scotland's 32 local authorities, showing how the Council is performing relative to every other local authority.

## 5. Sustainability Implications

5.1. The Economic Development team is actively involved in assisting local businesses in reducing their carbon footprint as set out in paragraph 4.21 and 4.22 above. Employer engagement events with a focus on net zero have been held and will form part of our planning for this year's business support.

## 6. Resource Implications

### 7. Financial Details

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

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

## 8. Exempt Reports

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

## 9. Declarations

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

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

The activity outlined in this report supports all of our Corporate Priorities as follows:

- 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**

The activity outlined in this report aligns with and supports Be the Future and LOIP priority areas

## 10. Equalities Impact

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

## 11. Legality

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

## 12. Appendices

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

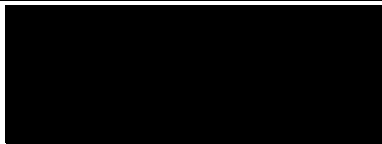
- Appendix 1: Economic Development Team structure
- Appendix 2: UKSPF Information
- Appendix 3: Employability stats and Clacks Works feedback
- Appendix 4: Clackmannanshire Employability Case Studies
- Appendix 5: Mapping the Employability System in Clackmannanshire

## 13. Background Papers

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

Yes  (please list the documents below) No

### Author(s)

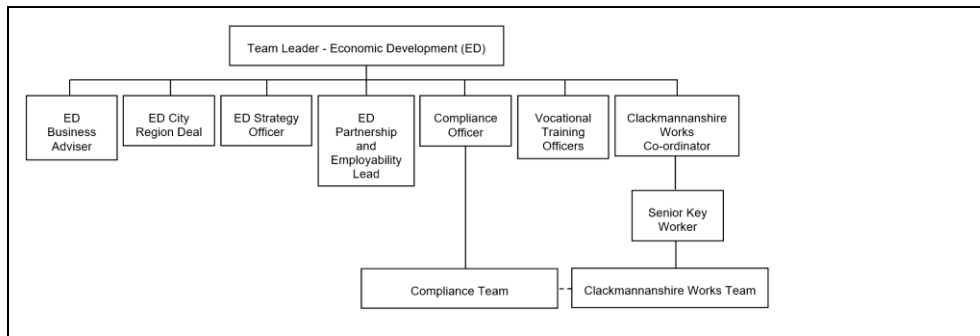
NAME	DESIGNATION	SIGNATURE
Alison Davidson	Economic Development Team Leader	

### Approved by

NAME	DESIGNATION	SIGNATURE
Kevin Wells	Strategic Director Place	



## Appendix 1: Economic Development Team Structure





## Appendix 2

### UK Shared Prosperity Fund

#### 1.0 Budgets, activity and outcomes to date for UKSPF : January 2023 to March 2024 (15 month period)

Total budget for period	£875,088
Split as follows:	
Capital Budget	£87,000
Revenue Budget	£788,088

Individual budgets, activities and outcomes to date for each of the investment areas as follows:

#### 1.1 Communities and Place

Budget	Activity	Detail	Outcomes to Date
£87,000 (capital budget)	Communities and Place capital grant programme	7 projects awarded funding: Resonate Together; Tullibody Community Development Trust; Sauchie Community Group; Menstrie Community Action Group; Clackmannan Bowling Club; Alloa Gymnastics Club; Wimpy Park	Projects just completing end of March 2024. Project Outcomes are currently being collated but from responses so far indicate: Improvements to community buildings Energy savings Increased numbers of visitors

			Improved accessibility
£10,000 (Revenue Budget)	Town Centre Summer Events	Funding towards town centre events (Alloa First)	Increased visitor numbers Increased number of events and participation
£30,000 (Revenue Budget)	RSPB/Inner Forth : Climate Forth Project	Contribution to Climate Forth Project (also being funded by Stirling, Falkirk and Fife Councils)	Project due to complete summer 2025, but outcomes achieved to date include:  Events delivered at Hawkhill on 'Our Heritage and Future' and 'Climate Change and What is at Risk'.  2 events to date attracting 21 attendees.

## 1.2 Business Support

Budget	Activity	Detail	Outcomes
£106,871 (Revenue budget)	Business Adviser Role in Council	Supporting businesses and organisations, and linking to employability and Business Gateway support. Fully funded post to end of March 2025.	79 businesses, third sector organisations and community groups provided with funding and business advice, sign-posting and links to employability services to end March 2024
£133,000 (Revenue budget)	Expert Help Programme	Businesses and Third Sector organisations provided with up to 3 days of fully funded consultancy support in a range of areas: marketing; IT; net zero; HR and legal: strategy and business planning	45 organisations supported to end of March 2024.  Outcomes still being collated but reports from organisations to date indicate:  Jobs created: 12  Jobs safeguarded: 40

			<p>Increased business sustainability: 13</p> <p>Businesses introducing new technology or processes : 8</p> <p>Businesses entering new markets: 8</p>
£60,000 (Revenue budget)	Unlocking Potential Growth Programme	Growth programme delivered by Ceteris. Three cohorts delivered to end March 2024.	<p>33 organisations have taken part, with 36 attendees.</p> <p>Outcomes still being collated but indications so far from businesses who have responded show:</p> <p>New Jobs created: 9</p> <p>Jobs safeguarded: 18</p> <p>Increased business sustainability: 8</p> <p>New technologies or processes introduced: 8</p> <p>Businesses entering new markets: 8</p>

### 1.3 People and Skills

Budget	Activity	Detail	Outcomes to Date
£135,000	Positive Moves (economically inactive)	Commissioned programme of pre-employability support to economically inactive group of clients (delivered by CERT)	<p>No. people into jobs following support: 10</p> <p>No. people with basic skills following support: 34</p> <p>No. economically inactive people supported: 111</p>

£85,000	Positive Moves (unemployed with barriers to employment)	Clacks Works in-house delivery supporting unemployed Clackmannanshire residents with one or more barriers to employment.  Activity includes person centred key worker support, regular Job Club, barrier free fund, financial advice, IT support and bespoke training opportunities. UKSPF also funds a small employability hub in Alloa Town Centre.	No. people receiving support to gain employment: 212 No. people into jobs following support: 54 No. people with qualifications following support: 18
£228,372	Multiply Programme	Ringfenced funding for adult numeracy. Delivered by CERT.	No. unique individuals supported: 212 No. people gaining qualifications following support: 12

## 2.0 UK Shared Prosperity 2024/25

Allocated Budget for Year	£1,240,417
Underspend for 2023/24	£101,127
<b>TOTAL BUDGET FOR YEAR</b>	<b>£1,341.544</b>
Split as follows:	
Capital	£210,000
Revenue	£1,131,544

2.1 Proposed indicative split of budget across interventions:

Intervention	Activities	Capital/Revenue	Total
Communities and Place (C & P)	C & P Grant Fund	£160,000 (Capital)	£280,000
		£54,000 (Revenue)	
	Support for Forthside Project	£50,000 (Capital)	
	Support for Climate Forth Project	£16,000 (Revenue)	
Business Support	Business Adviser role	£60,000 (Revenue)	£250,000
	Expert Help	£100,000 (Revenue)	
	Unlocking Potential Growth Programme	£40,000 (Revenue)	
	Third Sector / Discover Clacks support	£20,000 (Revenue)	
	Encouraging new start up businesses/ Pathways Programmes/Employer engagement events	£30,000 (Revenue)	
People and Skills	Employability support for economically inactive group	£175,000 (Revenue)	£635,000
	In-house person centred key worker support, with access to financial advice and IT advice, as well as discretionary barrier free fund	£360,000 (Revenue)	
	Participant costs, Employer recruitment Incentives, Employability Hub	£100,000 (Revenue)	
Multiply	Adult Numeracy	£135,000 (Revenue)	£135,000
Admin Fee		£40,000 (Revenue)	£40,000

### Appendix 3: Clackmannanshire Employability in Numbers and Clackmannanshire Works client feedback from October 2024

#### Key Performance Indicators, 2023-24

Indicator	Outcome
Number of new starts participating in Council Economic Development funded employability programmes	682
Number of participants in Council Economic Development funded programmes progressing into employment or self-employment.	201
Number of participants in Council Economic Development funded programmes gaining qualifications.	82
Number of active participants in Council Economic Development funded programmes progressing into Further or Higher Education during the current year irrespective of their start date.	33
Number of participants in Council Economic Development funded programmes sustaining employment at 13 weeks during the current year irrespective of their start date.	97
Number of participants in Council Economic Development funded programmes sustaining employment at 26 weeks during the current year irrespective of their start date.	72
Number of participants in Council Economic Development funded programmes sustaining employment at 52 weeks during the current year irrespective of their start date.	70

#### CLACKMANNANSHIRE WORKS CLIENT FEEDBACK SUMMARY OCTOBER 2024

Total number of evaluation forms received: 67

#### Questions and Responses:

How satisfied or dissatisfied were you with your key worker support or the service received?

Very satisfied	91%
Fairly satisfied	9%
Neither satisfied or dissatisfied	
Fairly dissatisfied	
Very dissatisfied	

How easy did you find Clackmannanshire Works key worker support to access (eg. Location, opening hours, etc.)?



Very Easy	85%
Easy	14%
Neither easy or difficult	1%
Difficult	
Very difficult	

How polite and friendly did you find the staff to be?

Extremely	85%
Very	15%
Somewhat	
Not so much	
Not at all	

How satisfied were you with the quality of information received?

Very satisfied	83%
Fairly satisfied	17%
Neither satisfied or dissatisfied	
Fairly dissatisfied	
Very dissatisfied	

How easy to understand was the information provided to you?

Very Easy	71%
Easy	27%
Neither easy or difficult	2%
Difficult	
Very difficult	

I had as much contact with your staff as I needed and I was kept up to date

Strongly Agree	86%
Agree	14%
Neither Agree or Disagree	
Disagree	
Strongly disagree	

I have a better chance of gaining employment through the development of the skills I was able to access on the employability programme

Strongly Agree	59%
Agree	36%
Neither Agree or Disagree	5%
Disagree	
Strongly disagree	

I think any barriers I had into employment have been reduced as a result of the support

Strongly Agree	52%
Agree	32%
Neither Agree or Disagree	9%
Disagree	
Strongly disagree	

I think I have a better understanding of employer expectations in the workplace as a result of support

Strongly Agree	65%
Agree	30%
Neither Agree or Disagree	5%
Disagree	
Strongly disagree	

## COMMENTS MADE ON OCTOBER EVALUATION FORMS

- One to One meetings with my key worker has kept me motivated and focused in my job search, while also helping develop my strengths and make any improvements on what employers are looking for.
- I like that I get a lot of information and support from my key worker. I got support to access child payments that I was not aware of. My key worker was always really helpful and always answered my questions and got back to me.
- I haven't worked for over 20 years with my mental health. My key worker has been very patient and supported me to try new things at my own pace. Im now in college and I can't thank Clacks Works enough for all their support and ongoing check-ins
- Being able to bring my child along with me to appointments. My appointments are very relaxed and many options on where to meet. Helpful to receive training through Clacks Works
- Absolutely loved all the help. Support all the way through from start to finish. I know that I can call my key worker anytime to ask for help and they would

help me. I would not be here starting my own business without their help, will be forever grateful.

- Clacks Works are very quick to respond to any questions I have and that is great as they are easy to contact and always get back to me.
- I was having difficulties with bus vouchers being rejected and it was costing me money- I was in my overdraft- Key worker that was supporting training day then went back to the office/got 2x tickets and refund to training venue- I was so appreciative. I have been family members of the Scottish Child Payment- I was unaware i was eligible for this additional fund- as a lone parent this additional money will help us so much- it was my key worker that informed me and supported me to apply.
- The support I have had with Clacks Works has got me on my feet doing voluntary work at The Gate and have learned a lot there. I have a better understanding of how employability works as my key worker has provided to me over the past few months.
- It's helpful to be able to talk about job listings in more details so I understand what it entails, and if I feel comfortable applying. Locations are accessible for appointments. It is also helpful to be able to text the key worker outside of appointments for any questions
- My key worker helped me get my CSCS card for construction after being let down and has helped me get a better understanding of what an employer expects from an employer.
- I enjoyed filling out job applications with Clacks Works as applying with them I learned key words I can use in future applications which would be useful and how to answer questions better that employers would have. Another thing I found beneficial through Clacks Works was the classes, through them. I joined a class which I achieved a customer service qualification which has been helpful when applying to retail roles.

## Appendix 4: Clackmannanshire Employability Case Studies

- Case Study 1 – Fair Start Scotland
- Case Study 2 – NOLB funded programme: Next Steps Clackmannanshire (delivered by Enable, and supported by Clacks Works school key worker)
- Case Study 3 – Parental Employability Support Fund (PESF)
- Case Study 4 – Positive Moves (UK Shared Prosperity Funding)

### Case Study 1 – Fair Start Scotland

<p>Who – tell us about the participant (age, area, etc. - names can be changed) Line of delivery.</p> <p>Participants employability aim</p>	<p>BM – 38-year-old male, last in employment ten years previous to engaging with the Fair Start programme. BM gave up employment due to health conditions (mental health) and had no work-seeking commitment with DWP due to this.</p> <p>BM is a single parent with sole custody of two children. Recycling Operative – ACE, Alloa.</p>
<p>Barriers Identified</p>	<p>Last in paid employment 10 years ago</p> <p>Single parent with sole custody of two children: Boy 3, Girl 8</p> <p>Mental health difficulties (anxiety/depression)</p> <p>BM identified as having mild learning difficulties (dyslexia, short-term memory retention).</p>
<p>Impact – how has the participant changed or moved forward that would not have been the case without the support.</p> <p>What support has the participant received? (training /learning participation etc.)</p>	<p>BM made known that he was not immediately looking for employment but would like to spend time rebuilding his confidence and gaining some new routines outwith his normal day-to-day care of his children.</p> <p>Given BM's current benefits, it was important to get an accurate picture of how any potential future employment may affect him financially. Barry attended a better off in work calculation appointment with Citizens Advice Bureau which he found very illuminating. BM went on to attend further appointments with a money adviser at CAB which assisted him with legacy energy and rent debts. This help removed a lot of anxiety from BM.</p> <p>Through discussions with key worker, BM came to the decision that a local volunteering opportunity would be a good beginning to his confidence building. BM thought something of a manual/practical nature would work best for him. Key Worker and BM built a CV which highlighted his practical skills.</p> <p>Key Worker and BM looked at the local options which best matched his skillset and wishes and BM decided that The Remakery (a local group run by Alloa Community Enterprise) looked most attractive to him. The group specialised in upcycling old furniture for resale. Key Worker assisted BM in completing and submitting their volunteer application form. BM was successful in the subsequent volunteer interview and began attending one day per week.</p> <p>BM had a minor setback in his mental health when an Uncle he had been particularly close to in his life was diagnosed with a terminal illness and passed away not long after. Key Worker was flexible with rearranging appointments with BM as it was felt important to keep BM engaged and to give him opportunities to talk. BM picked back up in</p>

	<p>a short time and returned to his volunteering.</p> <p>BM proved to be very good in his volunteer role and was well thought of by the staff at Alloa Community Enterprise. BM was encouraged to undertake a suite of online learning opportunities: Manual Handling / Health &amp; Safety / Fire Risk / Chemical Safety, all of which were relevant to the tasks he undertook in the Remakery workshop. Key Worker assisted BM with the practicalities of setting up a learning account, passwords, etc. BM enjoyed these and worked his way through them without difficulty as he could see the relevance to what he did in his volunteering.</p> <p>BM was keen to continue learning relevant skills – following a discussion between key worker and the manager at Alloa Community Enterprise, a course in PAT Testing was identified as being useful to both them and BM as it would allow him to expand what he did. The key worker was able to access funding for the course via the Clacks Works Barrier Free Fund. BM, again, successfully completed the course and exam and became qualified to conduct PAT Testing of electrical items.</p> <p>Alloa Community Enterprise opened a ‘donation station’ at the local recycling centre to allow for repairable furniture items to be donated to ‘The Remakery’ rather than going to landfill. BM volunteered to be present at the donation station as it was only a ten minute walk from his home and he enjoyed interacting with the public and advising on what could be upcycled and what would need to be sent to landfill. Indirectly, this evidenced just how much his confidence had grown.</p> <p>At this time BM also successfully completed a one day Emergency First Aid qualification – again, BM saw the relevance to his volunteering.</p> <p>As his 52 weeks of the FSS programme was drawing to a close, Alloa Community Enterprise, through external funding, had the opportunity to make the position at the donation station a short-term, part-time paid opportunity. BM felt this would be perfect for him. Before putting himself forward, the key worker double-checked with the money adviser at CAB to ensure both himself and BM that he would not be adversely affected financially by taking up the opportunity. The original information at the better off in work calculation proved correct and BM took the opportunity which allowed him to be financially better off and not adversely impacting his benefits.</p> <p>BM is delighted with the role as it fits in well with school times and is only a short distance from his home. BM was fully aware that the paid role was only funded short-term and its continuation will be dependent on additional funding being found – after being out of work for so long BM was content with this.</p>
<p>What outcomes has the participant achieved (including soft skills, any milestones, qualifications etc).</p>	<p>Qualifications in:</p> <ul style="list-style-type: none"> <li>• PAT Testing</li> <li>• Emergency First Aid</li> <li>• Manual Handling</li> <li>• Chemical Safety</li> <li>• Health &amp; Safety in the Workplace</li> </ul> <p>Employment – p/t Recycling Operative</p> <p>Self-Esteem</p>


<p>Has there been any partnership working in order to help the participant e.g. CAB, Business Gateway, health visitors, counselling, external organisations etc</p>	<p>Citizens Advice Bureau (better off in work calculation / advice and help with rent and energy debts)  The Remakery  Alloa Community Enterprise</p>
<p>Quote from participant</p>	<p>BM was appreciative of all the help and assistance he received in his 52 weeks on Fair Start Scotland:  Key Worker – always there to listen and discuss what was on his mind and to help with practical tasks: online courses, funding, etc.  BM felt that the help and activities he undertook happened at the right time and, more importantly, at the right pace for him to participate and gain from his participation.</p>

**Case Study 2 – NOLB Externally funded programme, Next Steps Clackmannanshire, delivered by Enable and supported by Clackmannanshire Works school key worker**

<p>How did the participant find out about the service? How/Why was the participant referred to the service?</p>	<p>Participant was referred to service after having been supported by key worker at Clackmannanshire Works to become more comfortable leaving the house. Referred onto Next Steps programme by Skills Development Scotland working with Clackmannanshire Works key worker.</p>
<p>What barrier(s)/challenge(s) does the participant face that they wish to overcome? At what point was this/were these barrier(s)/challenge(s) addressed?</p>	<p>Participant struggled with anxiety and didn't feel able to leave his house without someone with him.</p> <p>Participant experienced 1:1 support from key worker and throughout the Next Steps programme, which included being supported to travel from home to Alloa Hub and back. Participant was also supported with a plan to build up independency with travelling and leaving home. His action plan was reviewed weekly, and any actions adjusted accordingly.</p>
<p>What does the participant want to achieve from the service? What motivation do they have for joining the service?</p>	<p>Be able to leave his home independently and travel around confidently, as well as have more of an idea of what he would like to do after the programme.</p> <p>Motivated to receive support in relation to building confidence.</p>
<p>What actions did you agree with the participant to help them move closer to the labour market? What support did you provide to the participant during pre-employment? What specialist support did you tailor specifically to the participant to address their barriers/challenges and what organisations did you engage with? How did the support provided make an impact to the participant? What specific support did you provide to the participant prior to them entering employment e.g. mock interview, specific sector routeways etc</p>	<p>Managing anxiety – included in action plan with small steps to take each week to gradually build up confidence and manage anxiety. Participant build up so much confidence that he joined a group session and by the end of it was contributing on his own accord and asking Alloa Hub about volunteering.</p> <p>Travel training – supported to travel independently to and from meetings, as well as eventually volunteering, which he successfully completed and is continuing to do independently.</p> <p>Suitable volunteering – source suitable volunteering to support participant to have more of an idea and understanding of the type of work he's wanting to do. Enable made links with Alloa Hub, and they were able to offer him 1:1 support in volunteering. He has been volunteering every week since and takes on a lot more responsibility, some of which the employer only gives to volunteers or employees they trust. Alloa Hub also asked about the Fair Work Incentive to see if they could hire him as they feel he is reliable and an important part of the Hub. Unfortunately, the funding was closed when they enquired but Clackmannanshire Works job broker will be in touch with them when the funding becomes available again. Participant now confidently speaks to and helps customers and loves volunteering at the Hub. Participant is now keen to find a job in a community hub, if unable to work at Alloa Hub. Participant's increase in confidence has also been noticed by SDS advisors and family members as he now engages a lot more with them, gives eye contact and engages more in conversations.</p> <p>Specific support provided included: 1:1 relationship building, team building in the group towards the end of the program, confidence building, volunteering, financial management workshop, wellbeing workshop, creation of CV.</p>
<p>Has the person achieved a positive destination as a result of the support on offer? for example, have</p>	<p>Yes. Participant has entered and sustained volunteering at Alloa Hub, who are waiting for funding to be available to offer him more hours, all of which would be paid.</p> <p>Participant's anxiety especially around others has decreased and</p>

<p>they entered and sustained employment, education, training, work experience, modern apprenticeship etc? If so, for how long? As a result of reaching this positive destination have any of their responsibilities / hours / salary increased?</p>	<p>confidence has massively increased, which family, advisors and the Hub have noticed. Participant is also planning a lot more for the future and setting goals they want to achieve in the future, which is a massive change from the beginning of the program, when it was challenging to get him to engage.</p>
<p>Quote from participant</p>	<p>“The program helped me a lot and helped me find volunteering at Alloa Hub. I enjoy volunteering here and working with Val and Aileen, who help me with improving my confidence and skills. I would really like to work here one day”.</p>

### Case Study 3 – Parental Employability Support Fund (PESF)

<p>Who – tell us about the participant (age, area, etc. - names can be changed) Line of delivery. Participants employability aim</p> 	<p>Stacy Beresford registered with PESF March of 2022, at point of registration Stacy is a single mother to 3 children, 2 over 18, and a 4-year-old. She had recently ceased a 20-year relationship with her partner whom Stacy described as volatile, and this had had an impact on her Mental Health and Substance Misuse. After deciding to leave the relationship Stacy sought support for her substance misuse and mental health from local NHS, and at point of registration had been 1 year substance free, however continued struggles with Mental Health. S had ceased professional support, and had very limited social capital</p> <p>Stacy has not been in Employment since she was 17 years of age and had become very insular and isolated over the years, with her focus primarily on raising her family. Stacy did engage with starting ECDL (European computer driving license) at local college on a self directed study approach. Although Stacy enjoyed this, she became overwhelmed with anxiety and her attendance had ceased.</p>
<p>Barriers Identified</p>	<ol style="list-style-type: none"> <li>1. Limited Social Capital</li> <li>2. Mental Health</li> <li>3. Substance Misuse</li> <li>4. Lone Parent</li> <li>5. Unstable past relationships/trust</li> <li>6. No knowledge of community support initiatives</li> <li>7. Limited Employment experience</li> </ol>
<p>Impact – how has the participant changed or moved forward that would not have been the case without the support. What support has the participant received? (training /learning participation etc.)</p>	<p>At point of PESF registration Stacy was very isolated and was not engaging with any community initiatives or employment, had very limited social capital, and was very anxious to leave her tenancy.</p> <p>Stacy now has a weekly structure where she accesses recovery support, offers Peer Mentoring, has re-engaged with ECDL at college and engaged in a period of admin voluntary work for Marie Curie, delivered from her home.</p> <p>This has had a great impact on self-esteem, and although can still struggle with Mental Health, finds that the structure in the community, and with other peers is helping</p>



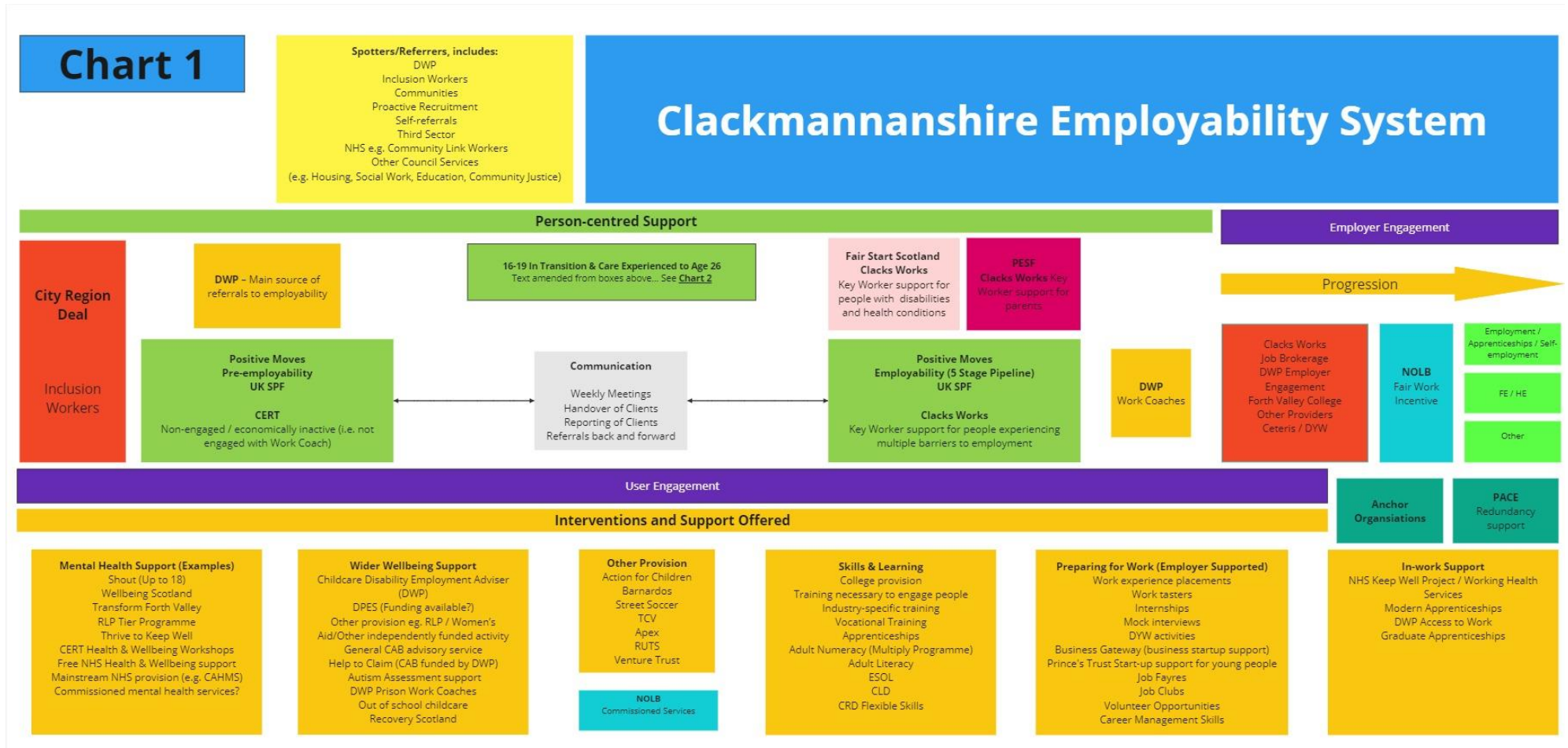
<p>What outcomes has the participant achieved (including soft skills, any milestones, qualifications etc).</p>	<p>One of Stacy’s goals was to develop a structure to her week that would support self-esteem and community engagement.</p> <p>Stacy was introduced to a local recovery community to support sustained recovery, Stacy however did not feel this worked for her and a referral was put in for local Substance misuse service that offers weekly online recovery support meetings, and she has now been engaging weekly with this.</p> <p>Stacy was referred to THRIVE – A 16-week Personal Development course, inclusive of workshops to increase confidence, knowledge and awareness of coping with day-to-day stress as well as advice on how to create a healthier and more positive lifestyle. Stacy graduated this programme and was successful in becoming a Peer Volunteer on the following course. She was then asked if she would like to train for position of Co-facilitator and to date, continues to co-facilitate the programme on a weekly basis.</p> <p>Stacy was keen to engage in Administration employment and her Key Worker suggested that she try some volunteering to support future employment. Stacy volunteered 1 day a week for Marie Curie offering Admin support. This was home based and eliminated her childcare requirements.</p> <p>Although this role introduced Stacy to employment skills, after a period she felt she would like the opportunity to volunteer within the community rather than from home.</p> <p>During this time, we had the opportunity to create 6 month paid work placements through our Tackling Child Poverty funding. Stacy’s Key Worker was able to arrange a paid opportunity for her to carry out administrative duties at a local mental health charity. Stacy was concerned about the impact of earning on her benefits. Her Key Worker referred Stacy to our money advice service with CAB and arranged a benefit check and BOIWC based on the hours and rate of pay she would get on placement. The money adviser was able to confirm that it would not impact her non means tested benefits and confirmed she would be financially better off in work. Stacy engaged with this work placement for 6 months, and identified that her confidence had increased, and the opportunity offered her an insight into the “world of work”, adding invaluable work experience to CV.</p> <p>Stacy completed this placement in March 2024, at this point a job opportunity arose within local Citizens Advice Bureau as an Administrative Assistant.</p> <p>Stacy was supported to complete the application, undertook interview skill training, and researched the ethos of the service.</p> <p>Stacy was successful in her interview and has been offered a 21 hr a week job, the first paid employment for over 20 years.</p>
--	--

<p>Has there been any partnership working in order to help the participant e.g. CAB, Business Gateway, health visitors, counselling, external organisations etc (list is not exhaustive)</p>	<p>THRIVE - The programme was developed to assist individuals to rebuild their lives by increasing their skills, knowledge and awareness of their own personal health and wellbeing and aims to support participants to feel more integrated into their community by helping build positive social networks,</p> <p>Marie Curie – Administrative Volunteering role</p> <p>Change, Grow, Live – a voluntary sector Organisation specialising in substance misuse support.</p> <p>Citizens Advice Bureau – BOIW calculation and benefit check</p> <p>Reachout with arts in mind - 6-month Parental paid administrative work placement (Oct 2023 – April 2024)</p> <p>Job offer Citizens advice April 2024 – Administrative role</p>
<p>Quote from participant</p>	<p>“I feel Katy has helped me get motivated in my life and also helped me get a good structure to my week, she is always there for support if I need it, she has put me in touch with some great groups to help me gain confidence.</p> <p>I went on a work placement doing admin at Reachout. I had never worked for over 20 years. Going on this placement was really good for me it helped me gain confidence and experience as admin work was very different from what I had done previously. It also gave me experience being back in the work environment. I really enjoyed this work placement and getting to know new people both work colleagues and members. My confidence has grown so much and now I have moved on to an admin job elsewhere, I wouldn't have been able to do this without the experience I had gained from this placement.”</p>

### Case Study 4 – Positive Moves

<p>Who – tell us about the participant (age, area, etc. - names can be changed) Line of delivery. Participants employability aim</p>	<p>SD – 18yo, originally from Jamaica. Referred by – Inclusion Support Worker (Stirling Council)</p>
<p>Barriers Identified</p>	<p>New to the country and area, living in single parent household with a single income. Unable to receive any benefits due to VISA restrictions. (VISA restriction also prohibited any work as a professional sports person) Limited work experience.</p>
<p>Impact – how has the participant changed or moved forward that would not have been the case without the support. What support has the participant received? (training /learning participation etc.)</p>	<p>S was supported in creating a relevant CV. S was encouraged to build his knowledge of the local area and employment sectors. S did start an SIA course (with the support of some of his church members) S was supported by his Key Worker to submit several applications and attend interviews in various sectors.</p>
<p>What outcomes has the participant achieved (including soft skills, any milestones, qualifications etc).</p>	<p>In a matter of months with confidence building, cv support, advice and guidance, S was in a position to confidently apply for jobs and other opportunities. S managed to secure a post working for the Scottish Prison Service and is currently going through the training course which is expected to last several weeks.</p>

# Appendix 5: Employability System in Clackmannanshire



---

**Report to Audit and Scrutiny**

---

**Date of Meeting: 12<sup>th</sup> December 2024**

---

**Subject: Community Empowerment Act Annual Report (Participation Requests and Asset Transfer) and Participatory Budgeting Performance Report**

---

**Report by: Strategic Director: Place**

---

**1.0 Purpose**

- 1.1. The Council is required under the terms of the Community Empowerment Act (Scotland) 2015 to produce an annual report on Community Asset Transfer Requests and Participation Requests. Additionally, the report will outline the Council's performance against its Participatory Budgeting ambition. This report details the activities for the Council for the reporting year 1 April 2023 - 31 March 2024.

**2.0 Recommendations**

- 2.1. That Committee notes the report and accompanying appendices.

**3.0 Considerations**

- 3.1. Clackmannanshire Council has a duty to promote, process and report annually on Community Asset Transfer Requests and Participation Requests. This duty is set out in the Community Empowerment (Scotland) Act 2015 which aims to help empower community bodies through the ownership of land and buildings, and by strengthening their voices in the decisions that matter to them.
- 3.2. Participatory budgeting (PB) is a way for people to have a direct say in how local money is spent. The Council has been given a target figure defined as 1% of 'total estimated expenditure for revenue, as per the Local Government finance circular (FC 1/2022), less assumed council tax intake. For 2023-24, this target was £1.19896m.
- 3.3. Community Asset Transfer (CAT) involves the transfer of responsibility for land or buildings from the Council to a community body. Participation Requests (PR) are a mechanism for community bodies to contribute to how local services are planned and delivered.

- 3.4. Clackmannanshire Council submitted its annual reports for the reporting year 2023-24 to Scottish Government by the 30 June 2024 deadline. The Annual Reports (attached in the Appendix) are also published on the Council's website.

#### CAT Request Summary

- 3.5. Clackmannanshire has an impressive breadth of sustained Community Asset Transfers that have developed over the years. This approach has breathed life into some of the community assets once owned and operated by the Council, not providing vital supports and services to communities by communities, supported by an army of volunteers.
- 3.6. During the reporting period, the Council received 1 Community Asset Transfer expression of interest application. Officers undertook an assessment of the application, but unfortunately, the applicant withdrew their expression of interest application prior to the end of the public notification period.
- 3.7. The Council agreed as part of the 2024-25 budget setting process to invest within a resource that would support the development of CAT within the authority. This resource would be funded through the Council's Transformation Fund delegated to the Chief Executive. A full job profile, person specification and job evaluation would be progressed in line with the Council's approved HR Policies.
- 3.8. In the intervening period, the Council continued to promote Community Asset Transfer through the Council's website, with Council Officers offering support to interested parties.
- 3.9. The Council, through the Be the Future Priority in relation to the creation of an Asset Management Strategy will develop further the Council's Community Asset Transfer Policy; however, this work will not be completed until Autumn 2025.

#### Participation Request Summary

- 3.10. The Council received zero participation request within the reporting period. This is similar to the experiences of our neighbours in Stirling and Falkirk over the years, with minimal requests having been made.
- 3.11. The low uptake in Participation Requests, could be down to a number of factors, such as the formal nature of an application, but also, that Services within the Council, actively engage our citizens and communities within a range of service activity.
- 3.12. It is important to highlight to the Committee that the Council currently has a strong track record of involving and working alongside its citizens and local stakeholders. Examples of these include the Family Wellbeing Partnership which has received national recognition. Our Tenant Participation Survey highlights that our tenants feel informed and included, and our work with children and young people report that they feel empowered and engaged.
- 3.13. Work will be undertaken to raise awareness of Participation Requests over the 2024-25 reporting period within the context of the Council wider community empowerment approach.

## Participatory Budgeting

3.14. The Council recorded 6 defined activities / work areas that contributed to our participatory budgeting target:

- ADP Social Work Investment
- Citizens Advice Bureau – Carers Welfare Rights Project
- Carers Centre additional funding
- Whole Family Wellbeing Fund
- The Family Wellbeing Partnership
- Child Wellbeing Partnership

3.15. The Council in 2023-24 narrowly fell short of our target of 1% (£1.19896m) of Council Budget aligned to participatory budgeting, achieving 0.9% (£1.044131m).

3.16. Officers have issued new advice via each of the directorates in support of them delivering their activity, programmes and services with a participatory budgeting lens. It is our desire to improve on 2023-24 activities and realise our 1% target going forward. This is however challenging within the current economic climate.

## **4.0 Sustainability Implications**

4.1. There are no direct sustainability impacts as result of the recommendations in this report.

## **5.0 Resource Implications**

### *Financial Details*

5.1. There are no direct financial impacts arising as a result of this report. This includes a reference to full life cycle costs where appropriate. Yes

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

Yes

### *Staffing*

5.3. There are no direct staffing implications resulting from this 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

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

Complies with relevant Council Policies

## 8.0 Equalities Impact

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

Yes  No

## 9.0 Legality

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

## 10.0 Appendices

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

Appendix 1 - 2023-24 CAT Requests Annual Report

Appendix 2 - 2023-24 Participation Request Annual Report

Appendix 3 – 2023-24 Participatory Budgeting 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  (please list the documents below) No



**Author(s)**

<b>NAME</b>	<b>DESIGNATION</b>	<b>TEL NO / EXTENSION</b>
Lesley Bailie	Strategy & Performance Adviser	Ext 2012

**Approved by**

<b>NAME</b>	<b>DESIGNATION</b>	<b>SIGNATURE</b>
Kevin Wells	Strategic Director: Place	



**Asset Transfer Request**  
**Reporting Template 2023/24 for Relevant Authorities**

Section 95 of the Community Empowerment (Scotland) Act 2015 requires relevant authorities to produce an annual report on Asset Transfer Request activity and publish this no later than 30 June each year.

Following stakeholder feedback and in response to asset transfer evaluations, this template has been created to help gather asset transfer data for the period 1 April 2023 to 31 March 2024. Information provided will help inform policy and practice at local and national level as the data will be collated and shared by the Scottish Government's Community Empowerment Team. However, it will be for each relevant authority to make their own annual report publicly available by 30 June 2024, whether using this template or not.

**Please provide information in sections below and email completed template by 30 June 2024 to [community.empowerment@gov.scot](mailto:community.empowerment@gov.scot) Section**

**One – Relevant Authority Information**

Organisation: Clackmannanshire Council

Address: Kilncraigs, Greenside Street, Alloa

Completed by: Lesley Baillie

Role: Strategy & Performance Adviser Email: [lbaillie@clacks.gov.uk](mailto:lbaillie@clacks.gov.uk)

Telephone: 01259 452012

Date of completion:

Are you the Asset Transfer Lead Contact for the organisation: Yes

If not please provide the name, job title and email address for the lead contact for any queries:

## **Section 2: Asset Transfer Data in 2023/24**

2.1 Please complete the following table for the 2023/24 reporting period :

Total Applications Received	Number of successful applications determined	Number of unsuccessful applications determined	Number received and yet to be determined	Number received prior to 2023/24 and yet to be determined
1	0	0	0	0

2.2 Please provide details of Asset Transfer Requests received which resulted in transfer of ownership, lease, or rights from your relevant authority to a community transfer body in 2023/24:

n/a

2.3 Please provide details of Asset Transfer Requests that went to a relevant authority appeal or review which were concluded in 2023/24:

Name of Community Transfer Body	Was the Asset Transfer Appeal/Review accepted? (Y/N)	Why was the Appeal/Review accepted/refused? <i>Please provide details of the asset transfer request and reasons for your decision.</i>
n/a		

2.4 Please use this space to provide any further comments relating to the above data:

The Community Transfer Body withdrew the 2023-24 Asset Transfer Request before the Request went forward for decision. Therefore, no further detail appears in the report. However, the CAT Request had progressed almost to decision and a considerable amount of time and effort by both the CTB and Council was committed to it.

### **Section Three – Promotion and Equality**

3.1 Please provide information on any action you have taken to promote the benefits of asset transfer or any support provided for communities to engage with the Asset Transfer Request process.

We work in partnership with the Third Sector Interface in order to promote the benefits of asset transfer to local communities. This partnership has promoted ongoing dialogue, initiated during the reporting period, with two potential CTBs regarding the transfer of Council assets.

We have provided management information about the properties and we have discussed the process and the options available to the CTB. We have arranged for site visits for the CTBs to allow them to assess the suitability of the assets

3.2 In particular what action has been taken to support disadvantaged communities to engage with the asset transfer process?

The information we provide on our website encourages dialogue at an early stage the better to provide tailored support to disadvantaged communities and we are available to meet to provide support at a time and place to suit. We signpost potential applicants to their options for other sources of support which may be more appropriate to their needs.

We circulate, both directly and through community networks, the information we receive from Scottish Government and support organisations with opportunities for learning, support and funding to help communities engage with the asset transfer process.

### **Section Four – Additional Information**

4.1 Please use this space to provide any further feedback not covered in the above sections.

Not captured in the reporting template is the routine volume of telephone and email enquiries about the availability of Council land and property for CAT ; and the volume of general enquiries received by phone, email and in person about the CAT process and what is required of Community Transfer Bodies in order to complete a CAT.

**Please email the completed template by 30 June 2024 to [community.empowerment@gov.scot](mailto:community.empowerment@gov.scot)**

If you have any queries please contact Malcolm Cowie, Asset Transfer Policy Manager at [Malcolm.cowie@gov.scot](mailto:Malcolm.cowie@gov.scot)



## Participation Requests Reporting Template 2023/24 for Public Service Authorities

Section 32 of the Community Empowerment (Scotland) Act 2015 requires public service authorities to produce an annual report on Participation Request activity and publish this no later than 30 June each year. This template has been created to gather participation request data for the period 1 April 2023 to 31 March 2024. Information provided will help inform policy and practice at local and national level as the data will be collated and shared by the Scottish

Government's Community Empowerment Team. However, it is for each public service authority to make their own annual report publicly available by 30 June each year, whether using this template or not.

**Please provide information in the sections below and email the completed template by 30 June 2024 to [community.empowerment@gov.scot](mailto:community.empowerment@gov.scot).**

### **Section One – Public Service Authority Information**

Organisation: Clackmannanshire Council

Completed by: Lesley Baillie                      Role: Strategy & Performance Adviser

Email: [lbaille@clacks.gov.uk](mailto:lbaille@clacks.gov.uk)                      Telephone: 01259 452012 Date

of completion:

Are you the Participation Request Lead Contact for the organisation: Yes

If not please provide the name, job title and email address for the lead contact for any queries:

**Section 2: Participation Request Data for 2023/24**

Please complete following overview table:

Total new applications received in 2023/24	Total applications received prior to 1 April 2022 which were still to be determined at 31 March 2024	Number of accepted applications in 2023/24	Number of applications agreed in 2023/24	Number of applications refused in 2023/24
0	0	0	0	0
<p>Where you were unable to accept a participation request, was an alternative process put in place to discuss the group's issue and work with them or support offered to help them consider how to address their identified need? Please provide details:</p> <p>n/a</p>				

2.1 Please provide details of Participation Requests received using the legislation and outwith the legislation in the reporting year which resulted in changes to public services provided by or on behalf of your public service authority and tell us about those changes. Please also include details of requests received prior to 2023/24, which resulted in changes to the way of working being implemented in 2023/24.

Name of Community Participation Body	Was the Participation Request successful? (Y/N)	Previous way of working	Way of working following changes	What difference did those changes make for the users of the service? Did they improve service user experiences or outcomes?	Details of any participation requests considered outwith the formal process e.g. agreements reached that resulted in changes to services.

n/a					
-----	--	--	--	--	--

**2.2 Please use this space to provide any further comments relating to the above data, such as:**

- describing the outcome improvement process (whether or not it resulted from a formal participation request)
- how the community participation body was involved in designing the outcome improvement process
- how the community participation body participated in the outcome improvement process including taking part in decisions and delivering actions
- details of any wider benefits, such as improved community engagement and ongoing participation.

Participation in decisions about how Services are planned and delivered is also being made possible through ongoing Service-led engagement activities built in to Services plans and approaches.

**Section Three – Partnership Working & Promotion of Participation Requests**

**3.1a Please provide details of any engagement with support organisations such as local Third Sector Interfaces and public sector Community Learning and Development staff or national organisations such as the Scottish Community Development Centre.**

*For example has any new practices to support Participation Requests been developed from working with other bodies, or any learning gained?*



We have been actively participating in the Review of Part 3 of the Community Empowerment Act (Participation Requests) and through this have gained a better understanding of how community bodies view the provision.

**3.1b Please tell us about any challenges you have had in accessing support.**

n/a

**3.2 Please provide details of action taken to promote the use of Participation Requests or support Community Participation Bodies in making a Participation Request.**

*For example this could include: Support before making a request, such as to determine whether a participation request is the most appropriate route; Support to make the request such as assist groups to complete forms, or identify appropriate outcomes; and/or Support to take part effectively in outcome improvement processes (whether or not they resulted from a formal participation request).*

We actively encourage potential applicants to have a conversation by phone or in person to support them with a Request and if relevant, signpost them to a more appropriate route for their contribution. We offer to work with them on the wording of their Request to ensure it will be effective. We advise them of the steps their Request will go through in accordance with the statutory guidance.

**3.3 Please let us know what actions you have been taking to ensure that your processes are inclusive.**

*For example, this could include accessible information and other support, which enable wider use of participation requests by all population groups including those with protected characteristics. We are particularly interested in any ways you have targeted those with protected characteristics to raise awareness of the PR process or support request submissions.*

Services have increased participation in outcome improvement processes through initiatives which directly engage with their respective service users, such as commissioning and empowering community groups to deliver community-led services for our communities' most vulnerable people.

We circulate both directly and through community networks the information we receive from Scottish Government and support organisations with opportunities for learning, support and funding to help communities engage with the asset transfer process.

**3.4 Please outline any plans you have to continue involving local people and local groups in outcome improvement processes as a result of your Participation Request policies (and also outwith formal participation requests).**

The work of our Family Wellbeing Partnership, for example, improves outcomes for children and families by working collaboratively with third sector organisations and community groups to re-shape the services that people use.

**3.5 Please provide details about any work undertaken to consider wider reviews of participation practice, and any such methods used to engage with communities.**

Our Be the Future Target Operating Model and Transformation Programme set out how we will support the development of collaborative approaches to improving outcomes in our communities.

**Section Four – Additional Information**

**4.1 Please use this space to provide any further feedback not covered in the above sections.**

*For example, we are interested in your reflections about what has gone well and what has gone less well in relation to Participation Requests over the past year?*

*Is there any aspect of the process that you intend to adapt or change in the year ahead?*

*Have you identified any needs for guidance or support that would support the process?*

*If you have developed any case study material or published new information about Participation Requests please share links to those with us here.*

Promoting PRs continues to present a challenge under the current intent of the provision due to the scope for different interpretations of how they can be used. We look forward to having greater clarity following the conclusion of the Review .

*Any other information:*

Completed by: Lesley Baillie

Role: Strategy & Performance Adviser

Email: [lbaillie@clacks.gov.uk](mailto:lbaillie@clacks.gov.uk)

Telephone: 01259 452012

Date of completion:

**Please email the completed template by 30 June 2024 to [community.empowerment@gov.scot](mailto:community.empowerment@gov.scot)**

If you have any queries please contact Malcolm Cowie, Participation Request Policy Manager at [Malcolm.cowie@gov.scot](mailto:Malcolm.cowie@gov.scot)

Community Empowerment Team, Scottish Government

## PARTICIPATORY BUDGETING ACTIVITY IN 2023/24

1	<b>Local Authority Name</b>	Clackmannanshire Council
2a	<b>LA target figure defined as 1% of 'total estimated expenditure for revenue, as per the Local Government finance circular (<a href="#">FC 1/2022</a>), less assumed council tax intake.</b>	<b>£1.19896m</b>
2b	<b>Total council budget subject to PB in 2023/24 which may be different to the target set above.</b>  This figure should correlate total revenue and capital budgets outlined in section 5.	<b>£1.044131m</b>
3	<b>Please outline your council's corporate approach for PB</b>	Clackmannanshire Council aims to involve the public in participatory activities designed to give service users a role in decision-making on the allocation of budgets for specific Council services and projects. We aim to build participatory democracy through a variety of de-centralised engagement mechanisms which support the delivery of outcomes in the Corporate Plan 'Be the Future' by delivering the following outcomes: <ul style="list-style-type: none"> <li>▪ empowered communities with increased autonomy over local decision making;</li> <li>▪ better satisfied communities;</li> <li>▪ investment in local communities on areas which matter the most to local people;</li> <li>▪ opportunities for meaningful and sustainable community engagement;</li> <li>▪ through PB in schools, confident and active young citizens;</li> <li>▪ increased participation in civic life and local democracy</li> </ul>

<p>4a</p>	<p><b>Please include a high-level summary of your council's key PB activity in 2023/24</b></p> <p><i>Please note this is also an opportunity to demonstrate strategic and operational work, outwith specific budgets, required to progress PB.</i></p>	<p>As part of an ongoing corporate Transformation Programme, our approaches and key activities have broadened out from PB itself to other types of participative mechanisms for involving service users in budget decisions, such as commissioning, user panels and partnership bodies. More effort is being directed towards building working relationships with service users to establish ongoing dialogue by getting relevant people round the decision-making table in question and in ensuring that user feedback is fed into service planning.</p> <p>Our Family Wellbeing Partnership (FWP)</p>
-----------	--	---

		<p>moves budgets and other resources closer to communities, integrating services and key workstreams, involving and empowering individuals in the design of services. Through a capacity-building process involving community leaders, the FWP distributed £75,000 to communities for community-led projects represent the best solutions to some of the challenges that our communities face, including child poverty. It works with third sector organisations and community groups, taking a more joined up approach in order to reshape the services that people want and need. The focus is on services that are designed for people, making it simpler for people to access services and supports and thus making a real difference to their lives.</p> <p>A key activity in the reporting year was the Whole Family Wellbeing Fund by which grants were distributed following a participatory panel decision for projects which (i) would support children with care experience to return to Clackmannanshire; (ii) increase the participation of children and families in the design of family support services; (iii) increase the range of 'earliest point' intervention services.</p>
<p>4b</p>	<p><b>Total number of people participating in your council's PB activity</b></p> <p><i>Please note <b>this is the number of people who participated in decision making</b>, not the number of people who were impacted</i></p>	<p>Approx 12 in HSCP commissioning, user panels and partnerships.</p> <p>165 families participating in the Child Wellbeing Partnership co-design of services and decisions on activity equipment.</p> <p>A further 98 young people, 16 individual adults and 180 families in the Family Wellbeing Partnership.</p>

<b>5</b>	<b>Breakdown of revenue and/or capital subject to participatory budgeting during 23/24</b>		
	<b>Service Area</b>	<b>Revenue (£000,000)</b>	<b>Capital (£000,000)</b>
	ADP Social Work Investment	£ 0.09	£
	Citizens Advice Bureau – Carers Welfare Rights Project	£ 0.010766	£
	Carers Centre additional funding	£ 0.013365	£
	Whole Family Wellbeing Fund	£ 0.069	£
	The Family Wellbeing Partnership	£0.845	£
	Child Wellbeing Partnership	£0.016	£
	<b>TOTAL</b>	<b>£ 1.044131</b>	<b>£</b>
<b>6</b>	<b>If the target (defined at 2a) has not been achieved, please summarise the main challenges</b>	<p>Due to the lead-in time for planning PB activity, a key challenge is to achieve PB targets when Services are bound by the constraints of annual budgeting, annual contracts and expenditure deadlines.</p> <p>In addition, allocating officer time to the extra workload is a challenge while the reduction in Council budgets is forcing Services to manage with fewer and fewer officers.</p>	
<b>7</b>	<b>Evidence:</b> What performance measures and/or quality indicators did you use to assess the impact/success of PB activity?	<p>Whilst quality and impact are assessed through participant feedback as it would be with PB, the participative activities are integrated into a transformation programme that aims to eliminate a silo approach eg recent improvements in measurable performance in respect of the poverty-related attainment gap which bucked the national trend. Individual transformation projects such as the FWP are tracked and benefits measured, however, we are currently developing a consolidated benefits realisation framework.</p>	

Signed ...  .....  
(Chief Executive or equivalent)

Date ...23<sup>rd</sup> August 2024.....

**CLACKMANNANSHIRE COUNCIL**

---

**Report to Audit & Scrutiny Committee**

---

**Date of Meeting: 12<sup>th</sup> December 2024**

---

**Subject: Annual Complaints Report 2023/24**

---

**Report by: Senior Manager, Legal and Governance**

---

## **1.0 Purpose**

- 1.1. This report presents an overview of performance in relation to complaints handling during the year 2023/24.

## **2.0 Recommendations**

- 2.1. It is recommended that Committee note, comment on and challenge the performance of Council services in handling complaints.

## **3.0 Considerations**

- 3.1. Complaints provide a first-hand account of customers' views and experiences and can highlight problems we may otherwise miss. This can help us address a customer's dissatisfaction and prevent the same problem from happening again. Complaints also offer valuable information that can help us to improve services and customer satisfaction and is an important aspect of overall performance management.
- 3.2. Clackmannanshire Council's commitment to customer service is reflected in our values, in particular: Be the **Customer** - Listen to our customers, communicate honestly and with respect and integrity.

## **Complaints Handling Procedure**

- 3.3. A complaint is:

An expression of dissatisfaction by one or more members of the public about our action or lack of action, or about the standard of service provided by us or on our behalf.

- 3.4. Complaints we receive are dealt with according to our Complaints Handling Procedure (CHP), which is in line with guidance produced by the Scottish Public Services Ombudsman (SPSO). The full CHP can be found on the Council website: <https://www.clacks.gov.uk/site/documents/customerfeedback/clackmannanshirecouncilscomplaintshandlingprocedure/>

- 3.5. The CHP follows a 2-stage process:

Stage 1 (frontline response) aims to respond quickly (within five working days) to straightforward complaints that require little or no investigation.

Stage 2 is appropriate where:

- the customer is dissatisfied with the frontline response or refuses to engage at the frontline stage;
- the complaint is not simple and straightforward and therefore requires investigation; or
- the complaint relates to a serious, high-risk or high-profile issue.

- 3.6. If, after the Council has fully investigated the complaint, the customer is still not satisfied with the decision or the way the Council has dealt with the complaint, then they can refer it to the SPSO.
- 3.7. By recording and tracking complaints we can analyse the causes of complaints, identifying any common themes or possible systemic problems, and ensuring that complaints are being dealt with efficiently and appropriately.
- 3.8. Under the Local Authority Model Complaints Handling Procedure (LAMCHP), councils are required to publish annual performance information against a number of indicators, including complaints volumes, outcomes and timeliness of response.
- 3.9. The Complaints Performance Report for 2023/24 is shown in the appendix to this report. A breakdown of complaints by Directorate, service area and classification is also included in the appendix.

#### **4.0 Improvement Actions**

- 4.1. The figures provided in the Complaints Performance Report are unlikely to be a true reflection of the number of complaints received into the Council which is believed to be due to both a lack of awareness and understanding of process and under-reporting of complaints using our online system. This is a recognised issue, and we are in final testing for the implementation of a new online complaints system, which will significantly improve our use of data and monitoring of complaints. A refresh of the Complaints Handling Procedure, with training and support will be rolled out in conjunction with the new complaints system. Lee Robertson, Monitoring Officer and Senior Manager of Legal and Governance, sponsors this and is working closely with Complaints Monitoring Officers from each service.
- 4.2. The data provided in the appendix to this report, shows declining trends when compared with previous years, particularly in terms of complaints handling within the agreed timeframes at both stage 1 and stage 2 levels. Whilst this is a disappointing direction of travel, significant efforts are being made to ensure that management of complaints in a timely manner is a priority for services. Complaints data is reported regularly to Audit and Scrutiny committee for each Directorate through business plans, and Senior Leadership Group and each Senior Management Team regularly monitor complaints and complaints management information. Early indications show an improving trend in response timeframes in 2024/25 as a result of this increased focus.



4.3. The data provided in the appendix to this report also shows cases reviewed by the Scottish Public Services Ombudsman, cases investigated by the Ombudsman over the reporting period and the decision recorded. More information on these cases can be found by visiting the SPSO website which can be found here [We are Scotland's Ombudsman | SPSO](#)

## 5.0 Sustainability Implications

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

## 6.0 Resource Implications

### 6.1. Financial Details

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

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

### 6.4. Staffing

## 7.0 Exempt Reports

7.1. 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)

Customer Charter

## Complaints Handling Procedure

### 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: Annual Complaints Performance Report 2023/24

### 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
Lee Robertson	Senior Manager, Legal and Governance Monitoring Officer	2087

#### Approved by

NAME	DESIGNATION	SIGNATURE
Chris Alliston	Strategic Director, Partnership and Performance	

## APPENDIX - ANNUAL COMPLAINTS PERFORMANCE 2023/24

- 1.1 Clackmannanshire Council aims to provide the highest possible quality of service to our customers, but we recognise that sometimes things can go wrong, and we fail to meet expectations. We value all complaints and use information from them to help us improve our services.
- 1.2 We manage complaints in line with the Scottish Public Services Ombudsman (SPSO) Local Authority Model Complaints Handling Procedure, which consists of 2 stages:  
**Stage 1:** (Frontline response) covers straightforward complaints that require little or no investigation, and should be responded to within 5 working days;  
**Stage 2:** (Investigation) concerns complaints that have not been successfully resolved at Stage 1, or more complex or serious complaints that require investigation. Stage 2 complaints should be answered within 20 working days.
- 1.3 This report presents the Council's performance in relation to complaints handling from 1st April 2023 until 31<sup>st</sup> March 2024, against key performance indicators defined by the SPSO. More information on our complaints handling processes can be found [Comments and Complaints](#)

### SUMMARY OF COMPLAINTS 2023/24

- 1.4 In the reporting period the Council received 263 complaints about the services it provides, which is an increase of 10 complaints compared with the previous year. This included 206 complaints managed at stage 1 of our process and 57 which were managed at stage 2. 57% of all complaints were managed within the timeframes set out in the Council's policy. The majority, of complaints relate to services in the Place Directorate (55.9%) and the People Directorate (32.7%) with smaller proportions relating to services in Partnership and Performance and Health and Social Care Partnership. Table C below shows the breakdown of complaints by service area, with the largest proportion relating to Environment and Waste (32%) and Education and Schools (20.5%). Table D shows a further breakdown of complaints by sub-service with the highest proportion of complaints relating to waste management (23.9%).
- 1.5 In 2023/24 15 complaints were reviewed by the Scottish Public Services Ombudsman (SPSO) and 2 complaints were investigated by the Scottish Public Services Ombudsman (SPSO) with 1 of these upheld and 1 not upheld. More information on these complaints and decisions recorded by the SPSO can be accessed here [We are Scotland's Ombudsman | SPSO](#).
- 1.6 The Council reports on complaints data on an annual basis, although scrutiny of service level complaints data is provided through regular Directorate business plan reporting, and complaints forms part of regular internal monitoring and reporting at service and directorate level. The Council is currently in the process of completing user testing for its new complaints handling system which is due for completion in 2024. This system will help improve the availability of data and performance monitoring practices and will

enable robust reporting of complaints information by the Council and its services.

1.7 The following tables provide detailed performance data relating to the SPSO performance indicators; more information about these indicators can be found here [Performance and reporting | SPSO](#)

1.8 A breakdown of complaints by Council Directorate, service area and classification of complaints is also set out below. This includes complaints considered and investigated by the SPSO.

#### Performance Against Scottish Public Services Ombudsman Measures

		2020/21	2021/22	2022/23	2023/24	
		Clacks	Clacks	Clacks	Clacks	Scotland
<b>1</b>	Number of formal complaints received - Council	246	283	253	263	57,015
<b>1a</b>	Number of complaints received per 1,000 population	4.8	5.5	4.9	5.2	10.5
<b>1b</b>	Number of complaints closed per 1,000 population	3.8	5.5	4.2	5.2	10.2

		2020/21	2021/22	2022/23	2023/24	
		Clacks	Clacks	Clacks	Clacks	Scotland
<b>2(i)</b>	Number of complaints closed at stage 1 within 5 working days as % of total number of stage 1 complaints	78.7%	60.9%	73.1%	55.8%	67.1%
<b>2(ii)</b>	Number of complaints closed at stage 2 within 20 working days as % of total number of stage 2 complaints	80.0%	75.0%	57.9%	61.4%	63.4%
<b>2(iii)</b>	Number of escalated complaints closed within 20 working days as a % of total number of escalated stage 2 complaints	70.0%	66.7%	61.9%	50%	61.6%

		2020/21	2021/22	2022/23	2023/24	
		Clacks	Clacks	Clacks	Clacks	Scotland
<b>3(i)</b>	Average time in working days for a full response to complaints at stage 1	5.8 days	6.1 days	6.8 days	11 days	6.3 days
<b>3(ii)</b>	Average time in working days for a full response to complaints at stage 2	19.6 days	20.4 days	25.5 days	29 days	20.7 days
<b>3(iii)</b>	Average time in working days for a full response to complaints after escalation	26.9 days	17.9 days	24.7 days	31 days	18.6%

		<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>2023/24</b>	
		<b>Clacks</b>	<b>Clacks</b>	<b>Clacks</b>	<b>Clacks</b>	<b>Scotland</b>
<b>4(i)(a)</b>	Number of complaints upheld at stage 1 as % of all complaints closed at stage 1	29.6%	25.9%	25.0%	8.7%	40.7%
<b>4(i)(b)</b>	Number of complaints not upheld at stage 1 as % of all complaints closed at stage 1	53.3%	42.4%	41.7%	25.7%	28%
<b>4(i)(c)</b>	Number of complaints partially upheld at stage 1 as % of all complaints closed at stage 1	17.2%	14.0%	17.3%	16.0%	14.5%
<b>4(i)(d)</b>	Number of complaints resolved at stage 1 as % of all complaints closed at stage 1	n/a	17.7%	16.0%	15.9%	16.8%
<b>4(ii)(a)</b>	Number of complaints upheld at stage 2 as % of all complaints closed at stage 2	0.0%	10.7%	26.3%	12.2%	18.3%
<b>4(ii)(b)</b>	Number of complaints not upheld at stage 2 as % of all complaints closed at stage 2	60.0%	42.9%	31.6%	29.8%	49.7%
<b>4(ii)(c)</b>	Number of complaints partially upheld at stage 2 as % of all complaints closed at stage 2	40.0%	46.4%	42.1%	26.3%	20.7%
<b>4(ii)(d)</b>	Number of complaints resolved at stage 2 as % of all complaints closed at stage 2	n/a	0.0%	0.0%	0%	11.3%
<b>4(iii)(a)</b>	Number of escalated complaints upheld at stage 2 as % of all escalated complaints closed at stage 2	10.0%	6.7%	14.3%	15%	24.6%
<b>4(iii)(b)</b>	Number of escalated complaints not upheld at stage 2 as % of all escalated complaints closed at stage 2	60.0%	46.7%	42.9%	10%	46.7%
<b>4(iii)(c)</b>	Number of escalated complaints partially upheld at stage 2 as % of all escalated complaints closed at stage 2	30.0%	40.0%	42.9%	35%	21.0%
<b>4(iii)(d)</b>	Number of escalated complaints resolved at stage 2 as % of all escalated complaints closed at stage 2	n/a	6.7%	0.0%	30%	7.7%

Note: 9.7% of stage 1 complaints were escalated to stage 2; 24.1% of stage 1 complaints do not have an outcome recorded on the complaints system.

Note: 31.6% of stage 2 complaints do not have an outcome recorded on the complaints system

Note: 10% of escalated complaints do not have an outcome recorded on the complaints system

Note: Scottish benchmark data is the latest available (2021/22).

## Complaints Data 2023/24 Breakdown by Directorate; Service and Classification

Tables A & B: All Complaints by Directorate and Stage 2023/24

<b>All Complaints by Directorate</b>	<b>% of total complaints</b>
People	32.7%
Place	55.9%
Partnerships and Performance	3.8%
Health and Social Care Partnership	7.6%

<b>Complaints by Stage and Directorate (number)</b>	<b>Stage1</b>	<b>Stage 2</b>	<b>Total</b>
People	58	28	86
Place	128	19	147
P&P	9	1	10
HSCP	11	9	20
Totals	206	57	263

Table C: Complaints by Service Area 2023/24

<b>All Complaints by Service Area</b>	<b>% of total complaints</b>
Children's Services	5.7%
Criminal Justice	6.1%
Development/Planning	9.5%
Education/schools	20.5%
Environment/waste	32%
Finance and Revenues	1.5%
Health and Social Care	7.6%
Housing	11.4%
Property	2.7%
Customer Service	1.1%
Legal and Governance	0.8%
Other	1.1%

Table D: Complaints by Sub-Service 2023/24

<b>All Complaints by sub service</b>	<b>% of total complaints</b>	<b>All Complaints by sub service</b>	<b>% of total complaints</b>
Buildings Maintenance	1.5%	Leisure Services	1.5%
Burial Grounds	0.8%	Libraries	0.8%
Child Protection	4.6%	Roads/footways	2.3%

Criminal Justice services	6.1%	Lighting	0.8%
Customer Services	0.8%	Non-elderly provision	3.0%
Early years	0.4%	Workforce/Employees	4.2%
Elderly Provision	3.0%	Planning and Building Standards	1.5%
Environmental Health	1.9%	Primary Schools	7.6%
Equipment and adaptations	0.8%	Public Archives	0.4%
Facilities Management	0.4%	Repairs	6.8%
Fleet	0.4%	Revenues	1.5%
Children's Services (general)	1.1%	Secondary Schools	6.5%
Housing	1.1%	Street Cleaning	0.8%
Lands Maintenance	5.3%	Tenancy and estate mgt	3.4%
Legal Services	0.4%	Travel and transport (education)	1.9%
Other	2.9%	Waste Management	23.9%
Traffic Management	1.5%		

Table E: All Complaints by Classification

<b>All Complaints by Classification</b>	<b>% of total complaints</b>
Communication	6.4%
Education	6.4%
Employees	14.8%
Policy and Procedure	7.2%
Service Provision	60.3%
Other	4.9%

Table F: Complaints by Response

<b>Complaints by Timeframe</b>	<b>% On time</b>	<b>% Out with time</b>
Stage 1 Complaints (managed with 5 day timeframe)	55.8%	44.2%
Stage 2 Complaints (managed within 20 day timeframe)	61.4%	38.6%

Table G: Complaints Investigated by SPSO in 23/24

<b>Complaint Investigated by SPSO 23/24</b>		
Number of Complaints	Upheld	Not Upheld
2	1	1
Classification	Policy/Administration	Handling of application

Table H: Enquiries and Complaints Reviewed by SPSO in 2023/24

<b>Subject</b>	<b>Clackmannanshire Council</b>
Building Control	0
Economic Development	0
<b>Education</b>	<b>2</b>
<b>Environmental Health &amp; Cleansing</b>	<b>2</b>
Finance	0
Fire & Police Boards	0
<b>Housing</b>	<b>2</b>
Land & Property	0
<b>Legal &amp; Admin</b>	<b>1</b>
National Park Authorities	0
<b>Other</b>	<b>1</b>
Personnel	0
<b>Planning</b>	<b>2</b>
Recreation & Leisure	0
<b>Roads &amp; Transport</b>	<b>1</b>
<b>Social Work</b>	<b>3</b>
<b>Subject unknown or Out of Jurisdiction</b>	<b>1</b>
Valuation Joint Boards	0
Welfare Fund - Community Care Grants	0
Welfare Fund - Crisis Grants	0
<b>Total</b>	<b>15</b>

Table I: Enquiries and Complaints Reviewed by SPSO by Outcome Group 23/24

<b>Stage</b>	<b>Outcome Group</b>	<b>Clackmannanshire Council</b>
<b>Advice</b>	A&G - Complaint submissions - mature	0
	<b>A&amp;G - Complaint submissions - premature</b>	<b>4</b>



	<b>A&amp;G - Enquiries</b>	<b>2</b>
	Organisation not in jurisdiction	0
	<b>Total</b>	<b>6</b>
<b>Early Resolution</b>	Cause and impact test not met (s 5 (3))	0
	<b>Discretion – Insufficient benefit would be achieved by investigation</b>	<b>3</b>
	Discretion – Alternative action proposed	0
	Discretion – Alternative route used or available	0
	<b>Discretion – Good complaint handling</b>	<b>2</b>
	<b>Discretion – Referred back</b>	<b>1</b>
	Discretion – Resolved - both parties satisfied with proposed outcome	0
	Member of the public test not met (s 5 (6))	0
	No response to contact	0
	Organisation not in jurisdiction	0
	Premature	0
	<b>Right of appeal to court/tribunal/Scottish ministers (s 7 (8))</b>	<b>1</b>
	Subject matter not in jurisdiction	0
	Time limit (s 10)	0
	Unable to proceed	0
	<b>Total</b>	<b>7</b>
<b>Investigation</b>	<b>Fully upheld</b>	<b>1</b>
	Not duly made or withdrawn	0
	<b>Not upheld</b>	<b>1</b>
	Resolved	0
	Some upheld	0
	<b>Total</b>	<b>2</b>
<b>Total</b>		<b>15</b>



---

**Report to: Audit & Scrutiny Committee**

---

**Date of Meeting: 12 December 2024**

---

**Subject: Interim Workforce Strategy Update**

---

**Report by: Senior Manager – HR & Workforce Development (Acting)**

---

## **1.0 Purpose**

- 1.1. This report provides the Audit & Scrutiny Committee with a progress update on the actions contained within the agreed Interim Workforce Strategy 2023-25.

## **2.0 Recommendations**

Committee is asked to:

- 2.1. **Note, comment, and challenge** as appropriate.

## **3.0 Considerations**

- 3.1. The Interim Workforce Strategy 2023-25 was approved by Council in September 2023, with this report representing the second update on progress with the strategy's action plan.
- 3.2. The Strategy is designed to enhance workforce development supports within the Council, ahead of the development of a full Strategic Workforce plan for 2025-28.
- 3.3. The Strategy focuses on a number of themes which are aligned to the Council's organisational change framework. These being:
- Creating the conditions for change;
  - Developing the team; and
  - Releasing the potential.
- 3.4. A summary of progress with the actions aligned to these themes is provided at **ANNEX A** of this report.

- 3.5. To date, significant progress has been made against the action plan. Of a total of 28 actions identified, 9 remain outstanding and will complete out with their original target.
- 3.6. Actions completed over the period include:
- Agreement of a rolling programme of leadership develop activities including SLF (Senior Leadership Forum) and TLF (Team Leaders Forum) events aligned to CIPFA (Chartered Institute of Public Finance and Accountancy) local Code of Governance themes;
  - Development and roll out of the 2024 Council wide Staff Survey; and
  - Re-establishment of the Council’s Healthy Working Lives Group.
- 3.7. It is considered prudent to note that a number of actions will now complete out with their original timescales. Updates on the reasons for these delays are noted at **ANNEX A** of the report. However, it is anticipated that despite delays all actions will complete within the lifetime of the strategy, and ahead of the development of a new Strategic Workforce Plan.
- 3.8. Outstanding items include:
- Development of a new corporate induction process;
  - Agreement of a new Corporate Communications Strategy;
  - Absence management, and recruitment process reviews;
  - Skills matrix project; and
  - Finalisation of service workforce plans.
- 3.9. In general, delays in progressing these actions can be attributed to operational pressures and lack of capacity to progress bespoke project areas within the HR and workforce development team.
- 3.10. However, members of the Audit and Scrutiny Committee should be re-assured that progress is monitored on a regular basis via the Interim Workforce Strategy Oversight Group, and the 2024/25 HR Operational Plan.

#### **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*

5.5. None.

## 6.0 Exempt Reports

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

## 7.0 Declarations

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

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

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

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

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

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

(2) **Council Policies**

Complies with relevant Council Policies

## 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".

### **ANNEX A: Action Plan Summary**

## 11.0 Background Papers

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

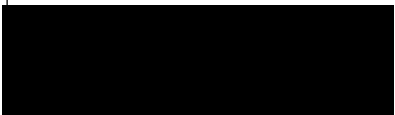
Yes  (please list the documents below) No

Interim Workforce Strategy (2023-25)

### Author(s)

NAME	DESIGNATION	TEL NO / EXTENSION
Alistair Hair	Senior Manager – HR and Workforce Development (Acting)	X2045

### Approved by

NAME	DESIGNATION	SIGNATURE
Chris Alliston	Strategic Director – Partnership and Performance	

## Annex A: Action Plan Summary

### Theme: Creating the Conditions

Action	Timeframe	Status	Narrative	RAG
Conclude work in identifying workstyles as part of the Future Ways of Working Programme	Dec-23	Complete	Workstyles agreed, and Council's policy on hybrid working cascaded throughout the organisation.	Green
Seek to address resourcing gaps as identified in the Trueman Change report (2022)	Mar-24	Complete	Additional resource provided in 23/24 budget for OD (organisational development). Temporary procurement resource also recruited to assist with Be the Future Priorities	Green
Review all absence management processes (Trueman Change 2022)	Apr-24	Ongoing	To complete out with target. <b>Update:</b> New Absence Management Review Group now established with remit to review absence processes on a Council wide basis. Absence Compliance Officer now in post leading work with absence review.	Red
Conduct a recruitment review (Trueman Change 2022)	Nov-24	Ongoing	To complete out with target. <b>Update:</b> Due to long term absence this project will now complete out with original timeframes.	Red

Action	Timeframe	Status	Narrative	RAG
Assess how we engage with 'harder to reach' staff groups (Trueman Change 2022)	Dec-24	Ongoing	Working group with Clyde Valley Consortium exploring this. The group includes at least 10 other Local Authorities, exploring cross-Council approaches to reaching 'hard to reach' staff groups	Green
Develop an internal communications strategy to engage staff in Council priorities (Trueman Change 2022)	Sep-24	Ongoing	To complete out with original target. <b>Update:</b> Draft Communications strategy complete, with paper due to be considered by SLG.	Red
Develop a new Council wide induction process emphasising vision, values, and priorities	Apr-24	Ongoing	To complete out with original target. <b>Update:</b> Work scheduled as part of the HR Operational Plan (24-25) with recommendations being brought forward to SLG for approval.	Red
Undertake an employee mapping and diversity exercise (Community Wealth Building Final Report – CLES 2020)	Mar-25	Complete	Mapping Exercise completed and passed to colleagues in Economic Development. Schools/Job Centres/Community Councils/Job fairs undertaken, also exploration of how to increase Modern apprentice Programme and/or Graduate Programme undertaken with Economic Development team	Green
Undertake a review of progress against the Fairwork Framework principles	Ongoing	Complete	Review undertaken, with additional work to reestablish the Working Together group with refreshed terms of reference agreed.	Green



**Theme: Developing the Team**

Action	Timeframe	Status	Narrative	RAG
Roll out a Leadership Programme which supports the TOM principles	Nov-23	Ongoing	To complete out with original target.  <b>Update:</b> New Senior Leadership Forum / Team Leaders Forum programme agreed and being delivered – centred around the CIPFA Local Code of Governance themes with the aim of upskilling staff, supporting the Council priorities, and contributing to our continual internal corporate self-assessment.	Red
Ensure all staff are engaged in the Constructive Conversations process	Ongoing	Ongoing	Uptake measured via staff survey and Directorate reports. Reporting due through ESLG/SLG on uptake	Green
Continue to develop and roll out wellbeing supports for all staff	Ongoing	Ongoing	Healthy Working Lives group relaunched, support pages on web site are maintained, with ongoing health promotions. Stress Risk Assessment portal in Exotixin place..	Green
Consider remote working for some posts (Trueman Change 2022)	Dec-23	Complete	Hybrid working models now in place, with options for remote working identified and processes in place for consideration of requests	Green
Provide training opportunities on customer / colleague interaction to emphasise our organisational values (Trueman Change 2022)	Sep-23	Ongoing	will complete out with original target.  <b>Update:</b> Framework for training complete, however needs to be reflective of the forthcoming Council Communications Strategy (which is due to be considered by SLG).	Red
Define, communicate and provide training on service, team and line management (Trueman Change 2022)	Aug-24	Complete	New Senior Leadership Forum / Team Leaders Forum agreed on CIPFA Local Code of Governance themes	Green

Explore ways to promote the Council as an employer of choice, particularly around modern apprentice / graduate pathways	Apr-25	Ongoing	Work being progressed with Economic Development to explore feasibility of revised approaches to apprentices / graduates	
Monitor implementation of the Council's Wellbeing & Health and Safety Strategies	Ongoing	Ongoing	Regular reporting established via the Council's A&S Committee	
Address member / officer interactions as noted in the Trueman Change Report (2022)	Apr-24	Ongoing	To complete out with target. <b>Update:</b> Training Needs Analysis to be issued to Elected Members so as to capture skills development requirements. Discussions underway with the Improvement Service to support this work.	
Roll out thematic training on Community Wealth Building & Trauma Informed Approach	Ongoing	Ongoing	Ongoing - training on Community Wealth Building being arranged by colleagues within Economic Development. Training on Trauma Informed Approach rolled out with SLF and staff groups, with ongoing engagement on subject via Educational Psychology colleagues.	

### Releasing the Potential

Action	Timeframe	Status	Update (08/05/24)	RAG
Roll out the Team Leaders Forum	Feb-24	Complete	Group now established across face to face events / online spaces	Green
Finalise Service Workforce Plans in order to support the development of the Strategic Workforce Plan 2025-28	Apr-24	Ongoing	To complete out with original target. <b>Update:</b> Further work being undertaken to align workforce planning with the business planning cycle	Red
Re-assess the allocation of training budgets and in house development to ensure a wider range of learning and development opportunities for staff	Ongoing	Ongoing	Budgets assessed annually via the Training Needs Analysis process	Green
Increase visible leadership across all Council directorates (Trueman Change 2022)	Ongoing	Ongoing	Video messaging now rolled out in addition to podcasting initiatives. Interactive screens being used for key messaging. Council Communications Strategy will define further work moving forward.	Green
Review our use of workforce data (iTrent, leavers data etc) to ensure that we can develop supports for staff and retain talent	Sep-24	Complete	Revised workforce data dashboard now issued to all Directorates for consideration at Senior Management Team / Bipartite meetings.	Green
Undertake a review of the Council's values & core competency framework	Mar-25	Ongoing	Work scheduled as part of HR Operational plan (24-25)	Green
Explore the development of a set of management skills passports – defining skills pathways at each level of Council management.	Jun-24	Ongoing	To complete out with original target. <b>Update:</b> Short Life Working Group established to develop the approach to a Council wide skills analysis. Further detailed proposals to be brought back to the group for approval prior to wider roll out of the project.	Red

Develop and roll out a renewed Council wide Staff Survey, created in conjunction with Trade Unions	Oct-23	Complete	Revised staff survey launched in November 2023, with follow up survey being launched in November 2024.	
Explore methods to promote a 'customer first' culture within the organisation	Apr-24	Complete	Customer Services training framework includes section on 'customer first' approaches	

---

**Report to: Audit & Scrutiny Committee**

---

**Date of Meeting: 12<sup>th</sup> December 2024**

---

**Subject: Redeployment Update**

---

**Report by: Senior Manager – HR & Workforce Development (Acting)**

---

## **1.0 Purpose**

- 1.1. This report provides the Audit & Scrutiny Committee with an update on progress regarding the revised Redeployment process which was agreed by Council in November 2023.

## **2.0 Recommendations**

Committee is asked to:

- 2.1. Note, comment on and challenge the report.

## **3.0 Considerations**

- 3.1. The Redeployment policy/procedure was approved by Council on 30<sup>th</sup> November 2023.
- 3.2. At the Council meeting members asked that a progress report be presented to the Audit and Scrutiny Committee to review the impact of the changes.
- 3.3. Redeployment was amended from a period of indefinite redeployment through the Targeted Voluntary Redundancy process, to a period of up to 6 months.
- 3.4. The changes maintained the clear intent and expectation of redeploying, where possible, all employees in the event that their post had been removed as a result of organisational transformation or change. The process was implemented in conjunction with Trade Unions and management in January 2024. A commitment was made to meet regularly with those on redeployment and support provided from management, HR and also economic development where appropriate.

- 3.5. In the period January to November 2024, 10 employees accepted TVR packages and left the employment of the Council, 6 employees have been successfully redeployed into alternative roles, and 1 employee is currently on redeployment undertaking temporary duties within the 6 month period, while we strive to identify a suitable alternative role.
- 3.6. In the previous 12 month period (January to December 2023), 1 employee was successfully redeployed and 3 left the Council with targeted voluntary redundancy packages, with 4 employees remaining on redeployment throughout this time. This shows the new process on redeployment has been helpful in securing successful redeployment posts for employees.

#### 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*

Trade Unions have been consulted and involved in process

- 5.5. None.

#### 6.0 Exempt Reports

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

#### 7.0 Declarations

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

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

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

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

Women and girls will be confident and aspirational, and achieve

their full potential

Our communities will be resilient and empowered so

that they can thrive and flourish

**8.0 Equalities Impact**

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

**9.0 Legality**

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

**10.0 Appendices**

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

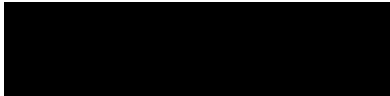
**11.0 Background Papers**

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

**Author(s)**

NAME	DESIGNATION	TEL NO / EXTENSION
Sarah Langsford	Senior Manager – HR and Workforce Development (Acting)	2172

**Approved by**

NAME	DESIGNATION	SIGNATURE
Chris Alliston	Strategic Director – Partnership and Performance	





---

**Report to Audit & Scrutiny Committee**

---

**Date of Meeting: 12 December 2024**

---

**Subject: Audit & Scrutiny Committee Annual Report Follow Up**

---

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

---

**1.0 Purpose**

- 1.1. The purpose of this report is to present to Committee the 2023/2024 Audit and Scrutiny Committee Annual Report.

**2.0 Recommendations**

It is recommended that:

- 2.1. Committee note, challenge and comment on the report.
- 2.2. Agrees to submit its Annual Report 2023/2024 (Appendix A) to the next available Council meeting for comment, challenge and approval.

**3.0 Considerations**

- 3.1. Guidance published by the Chartered Institute of Professional Finance and Accountancy (CIPFA) in 2022 is accepted as best practice for local authority Audit Committees.
- 3.2. The CIPFA guidance recommends that all Audit Committees should “prepare an annual report that provides assurance to all those charged with governance that it fulfils its purpose and can demonstrate its impact” (Audit Committees Practical Guidance for Local Authorities and Police, published by CIPA in 2022)
- 3.3. The annual report (Appendix A) has been prepared to inform Clackmannanshire Council of the work undertaken by the Audit and Scrutiny Committee during 2023/2024.
- 3.4. The report was, as in previous years, informed, in part, by Committee members undertaking a self-assessment, based on the CIPDA Audit Committee Position Statement.

- 3.5. The self-assessment took place on the 17<sup>th</sup> September 2024 during an informal hybrid meeting of the Committee.
- 3.6. The Chair and Vice Chair of the Committee have also been asked for their thoughts in relation to the operation/impact of the Committee. They indicate that the work completed by the Committee in 2023/24 fulfills the agreed remit of the Committee and offers reasonable assurance that the Council's control environment, corporate risk management systems, and overall governance framework operated effectively over this period.
- 3.7. The Chair and Vice Chair did however note that, based on the assignments as directed by Committee and undertaken by internal audit, assurance has fallen from substantial to limited.
- 3.8. Whilst the Chair and Vice Chair are assured Senior Officers are taking steps to address these weaknesses, they have impressed that the Audit and Scrutiny Committee will have a significant role to play to ensure appropriate actions are taken in the 2024/2025 financial year

#### 4.0 Sustainability Implications

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

#### 5.0 Resource Implications

##### 5.1. *Financial Details*

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

##### 5.4. *Staffing – there are no staff implications arising from this report.*

#### 6.0 Exempt Reports

- 6.1. Is this report exempt? No

#### 7.0 Declarations

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

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

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

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

Women and girls will be confident and aspirational, and achieve

their full potential

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

(2) **Council Policies**

Complies with relevant Council Policies

**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?  
An EQIA is not applicable in this context.

**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".

Audit and Scrutiny Committee – Annual Report 2023/2024

**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)

- Chartered Institute of Professional Finance and Accountancy (CIPFA)  
Position Statement: Audit Committees in Local Authorities and Police

**Author(s)**

NAME	DESIGNATION	TEL NO / EXTENSION
Chris Alliston	Strategic Director – Partnership and Performance	2184

**Approved by**

NAME	DESIGNATION	SIGNATURE
Chris Alliston	Strategic Director – Partnership and Performance	



**Clackmannanshire  
Council**

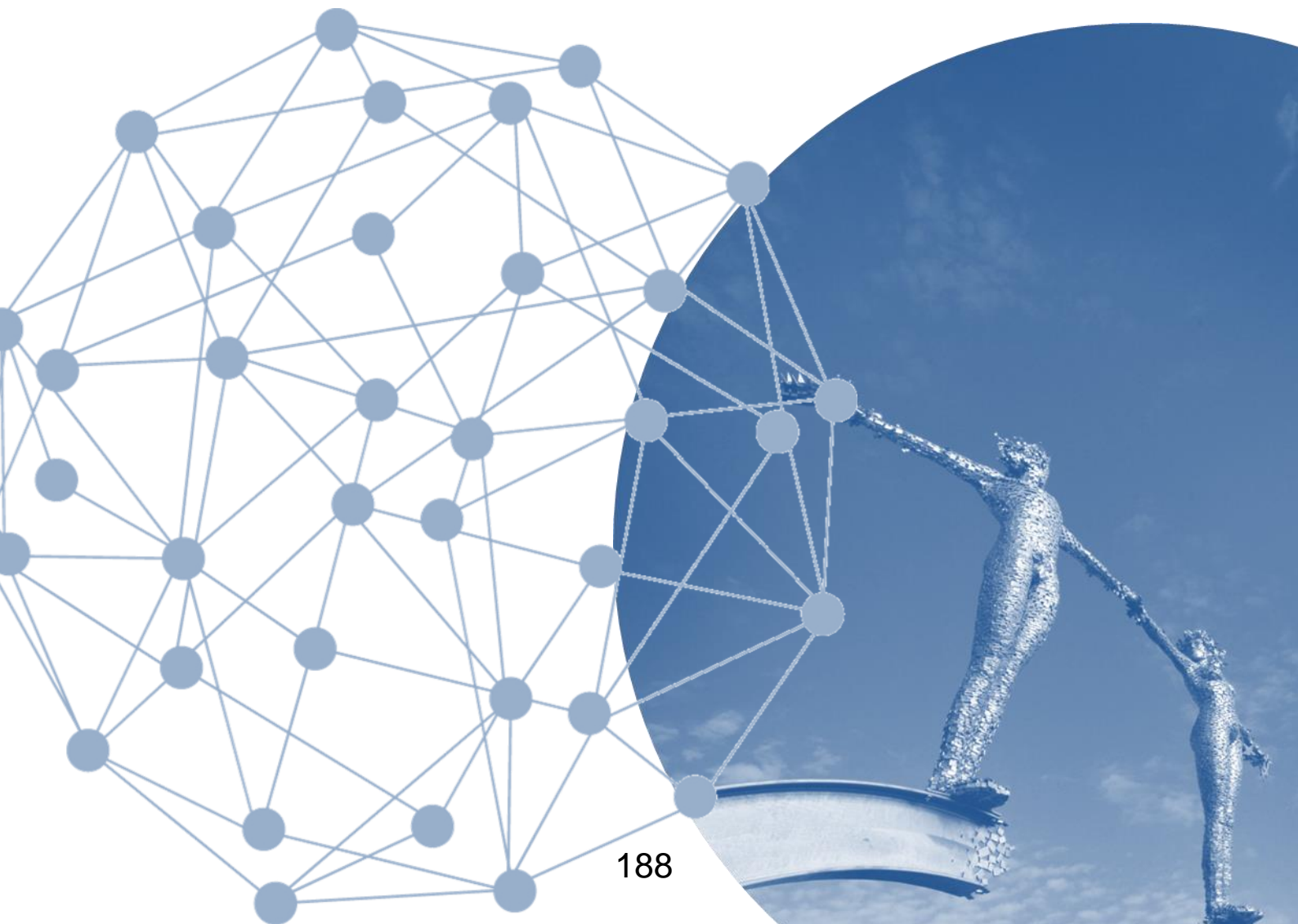
[www.clacks.gov.uk](http://www.clacks.gov.uk)

Comhairle Siorrachd  
Chlach Mhanann

# Audit and Scrutiny Committee

---

**Annual Report 2023/2024**



## **1.0 INTRODUCTION**

- 1.1. CIPFA guidance recommends that all Audit Committees should “prepare an annual report that provides assurance to all those charged with governance that it fulfils its purpose and can demonstrate its impact”.
- 1.2. This report has been prepared to inform Clackmannanshire Council of the work carried out and the impact of the Audit and Scrutiny Committee during the period 2023/2024.
- 1.3. The report also provides details of the Committee’s membership, and training/briefing programme.

## **2.0 AUDIT AND SCRUTINY COMMITTEE REMIT**

- 2.1. The Audit and Scrutiny Committee is an integral component of the Council’s corporate governance framework and provides an independent and high level focus on the audit, assurance and reporting arrangements that underpin good governance and financial standards.
- 2.2. The Audit and Scrutiny Committee provides independent assurance to the full Council of the adequacy of the risk management framework and the internal control environment.
- 2.3. The Committee provides independent review of the Council’s governance, risk management and control frameworks and oversees the financial reporting and annual governance processes.
- 2.4. The Committee oversees internal audit and external audit, helping to ensure effective assurance arrangements are in place.
- 2.5. The remit of the Audit and Scrutiny Committee as agreed by Council is

### **Audit & Finance**

- Receive, review and consider reports on the Council’s finance
- Receive, review and consider reports on value for money and best value
- Consideration and monitoring of the Council’s Annual Governance Statement
- Consider internal audit reports and results of internal audit investigations
- Consider external audit and resultant action plans
- Monitor and review actions taken on internal and external audit recommendations
- Consider the effectiveness of the Council’s risk management procedures and the control environment
- Receive and consider reports on countering fraud and corruption.

### **Scrutiny**

- Monitor council services, including the Health and Social Care Partnership (HSCP) against agreed outcomes, standards and targets
  - Monitor the achievement of organisation-wide agreed outcomes, standards and targets
  - Monitor the achievement of agreed outcomes, standards and targets by the community planning partnership
  - Monitor Police and Fire performance against Plans approved by the Council
  - Scrutiny of Council decision-making, with the ability to call in decisions
  - Initiate or undertake scrutiny reviews
  - Deal with matters referred by the Council for scrutiny purposes.
- 2.6. Committee meetings are hybrid with some members and presenters physically present and other attending using virtual meeting technology.
- 2.7. Recommendations from the Committee are presented to Council for approval.

### **3.0 MEMBERSHIP, ATTENDANCE AND INDEPENDENCE**

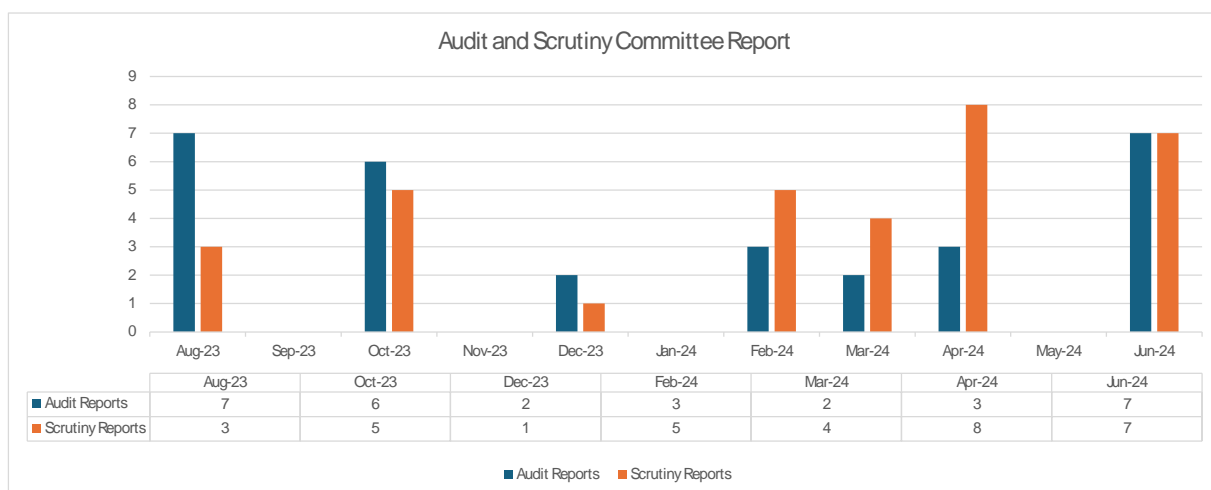
- 3.1. Committee is comprised of 8 elected members with the leader of the opposition, Councillor Janine Rennie, appointed as Chair, and Councillor Denis Coyne, Conservative Group, Vice Chair.
- 3.2. Members of the Committee are as outlined in Appendix 1.
- 3.3. Committee met 7 times during session 2023/2024 with all meetings quorate.
- 3.4. The normal cycle of meeting is 6 however an additional meeting was added in March 2024.
- 3.5. The attendance of members is shown in Appendix 2.
- 3.6. The Strategic Director – Partnership and Performance supports the Committee and Committee is clerked by the Councils Monitoring Officer.
- 3.7. Strategic Directors, Senior Managers and Internal Audit routinely attend Committee. Representatives from external bodies including External Audit, Police Scotland and Scottish Fire and Rescue attend meetings as required.
- 3.8. To assist in preserving Committee's independence, measures are in place including:

- The appointment of an independent Chair and Vice chair from opposition parties
- Non-political approach of the Committee
- The involvement of internal and external audit
- Clear terms of reference
- Annual review

#### 4.0 FORWARD PLAN AND MEETINGS

- 4.1. Committee agreed its forward plan for 2023/2024 in August 2023.
- 4.2. During the Council cycle Committee considered 63 reports, split 30 Audit and 33 Scrutiny (See Chart 1).

**Chart 1 – Audit and Scrutiny Reports 23/24**



#### 5.0 TRAINING

- 5.1. A range of briefings and other training opportunities were offered to elected members during the 2023/2024 cycle (Table 1).
- 5.2. Member services maintain and update member training records.
- 5.3. Whilst Committee agreed to the development of a specific training (Table 2) programme for 2023/2024 due to officer capacity not all elements were delivered and as a result these have been carried into the agreed training programme for 2024/2025.

**Table 1 – Elected Members Training and Briefings 2023/2024**

<b>Subject Matter</b>
All Members' Briefing - RAAC
All Members' Briefing - HRA Budget Paper
Training - Procurement and Governance
Scrutinising Performance & Risk
Data Protection for Councillors
Training with the Standard's Commission for Members
All Members' Briefing - Changes to the waste and recycling collection service
All Members' Briefing - September Council Reports
All Members' Briefing - September Council Reports
Training Session Education Appeals Committee

**Table 2 – Audit and Scrutiny Committee Training Plan 2023/2024**

<b>Subject Matter</b>
Annual Governance Statement/Control Environment
Data Protection
Cyber Security
Procurement Governance
Performance and Risk (Phase 2)
Principles of Best Value and VFM
Fraud and Corruption
Financial Monitoring/Scrutiny



## **6.0 INTERNAL AUDIT**

- 6.1. The Council has a Joint Working Agreement in place with Falkirk Council for the provision of a jointly resourced Internal Audit Service to Clackmannanshire Council and to the Central Scotland Joint Valuation Board.
- 6.2. The budget for internal audit provision is agreed each year but the total cost chargeable by Falkirk Council over the duration of the agreement is capped at £120,000 per annum.
- 6.3. Falkirk Council's Internal Audit, Risk, and Corporate Fraud Manager is responsible for the allocation of Clackmannanshire Council Internal Audit work to the most appropriate member of staff.
- 6.4. Clackmannanshire Council's Internal Audit Officer is solely employed on Clackmannanshire Council, Central Scotland Valuation Joint Board, and Clackmannanshire and Stirling Integration Joint Board Internal Audit work.
- 6.5. The Audit and Scrutiny Committee takes assurance from Internal Audit on a wide range of issues and an update report from the Internal Audit, Risk, and Corporate Fraud Manager is considered at each Committee meeting.
- 6.6. Internal Audit's Plan for 2023/24 was agreed by Audit Committee on 20/04/2023. It set out 16 assignment areas to be completed by the team during the year. Of the 16 assignments, 11 required an audit report to be issued to Clackmannanshire Council.
- 6.7. Seven audit reports (completed to final report stage and issued to Clackmannanshire Council's senior management) have been reported to Committee this year. These included:
  - Climate Change Act Public Body Duties Audit;
  - Purchase Order Arrangements at Clackmannanshire for Adult Social Care;
  - Leisure Income Follow Up Review;
  - Freedom of Information Requests;
  - Care Home Residents Monies;
  - Use of Purchase Cards; and
  - Overtime Arrangements.
- 6.8. At the April 2024 meeting, Committee noted that four audit reviews had not been undertaken and would most likely be deferred into the 2024/25 Internal Audit Plan.

- 6.9. Based on the assignments undertaken by Internal Audit into the areas of operational delivery, as outlined in 6.7, an overall **limited assurance** was given in relation to the Council's arrangements for risk management, governance, and control for the year to 31 March 2024.
- 6.10. The full Internal Audit Annual Assurance Report 2023/24 was presented to Committee in June 2024.
- 6.11. In providing its opinion, Internal Audit operated in compliance with the Public Sector Internal Audit Standards with no impairments or restrictions to scope or independence.
- 6.12. PSIAS require a five yearly independent external quality assessment of compliance. This was undertaken by the Chief Internal Auditor at Argyll and Bute Council, who concluded that Clackmannanshire Council Internal Audit section fully conforms with the Standards and Internal Audit met, and exceeded, each of its Key Performance Indicators.

## **7.0 EXTERNAL AUDIT**

- 7.1. External Audit is another key provider of assurance to the Committee. External Auditors are appointed by the Accounts Commission, who also monitor audit quality.
- 7.2. Deloitte were appointed as the Councils external auditors in 2022/2023.
- 7.3. The External Audit Plan for 2022/23 was submitted and approved by Council in June 2023.
- 7.4. The plan set out the planned audit activity in respect of the audit of the 2022/23 draft annual accounts and wider audit activity including Best Value.
- 7.5. No reports were submitted to Committee for consideration during the 2023/2024 cycle.

## **8.0 CORPORATE RISK AND PERFORMANCE**

- 8.1. The Councils Corporate Risk Register is scrutinised at each Committee.
- 8.2. The 2023/2024 year end update on the Council's Corporate Risk Register was considered by Committee on 13/06/2024. The report outlined the purpose of risk management, the Corporate Risk management process and the current risk profile and development activity; relating to the Councils Risk Strategy approved by Council in October 2023.
- 8.3. The Corporate Performance report was presented to Committee in April 2024. This report presented a summary of key local demographics and Council performance data, up to and including the 2022/23 financial year, aligned to the current Statement of Corporate Priorities (2023/24). Appendix A of the report which forms part of the Council's statutory Public Performance Reporting (PPR) duties summarised relevant statistics and performance levels, including analysis, charts and detailed data tables. Scrutiny and reporting on key performance measures is also completed through regular Directorate Business Plan reports.

## **9.0 EXCEPTIONS FROM CONTRACT STANDING ORDERS**

- 9.1. It is a requirement of Contract Standing Orders that exceptions should be reported to the next available Audit & Scrutiny Committee.
- 9.2. During the reporting period 12 exceptions were noted by Committee which amounted to £2,591,835.

## **10.0 POLICE SCOTLAND/SCOTTISH FIRE AND RESCUE SERVICE**

- 10.1. The Police and Fire Reform (Scotland) Act 2012 outlines the duties of Police Scotland and the Scottish Fire and Rescue Service to work in partnership with local authorities.
- 10.2. Part of this duty is to ensure they regularly report on their activities and outcomes in each local area, relating to statutory local Police and Fire plans prepared by both agencies and approved through Council.
- 10.3. Six monthly reports are produced and presented to allow scrutiny by Clackmannanshire Council Audit and Scrutiny Committee, in line with requirements set out in the Reform act of 2012.

## **11.0 OTHER REPORTS**

- 11.1. Committee also consider a number of other reports through the year including Procurement Annual Report, Health and Safety Annual Report, Chief Social Work Officer Annual Report, Regulation of Investigatory Powers (Scotland) Act 2000, Financial Performance, Treasury Management, Risk Strategy Annual Report, HSCP Locality Performance, progress updates on outstanding Internal Audit Actions, Community Empower Act Annual Report, Portfolio Business Plan updates as well as a number of progress reports on key Council and Partner strategies.

## **12.0 SELF ASSESSMENT**

- 12.1. The Self-Assessment for 2023/2024 was undertaken on the 17/09/2024 during an informal hybrid meeting of the Committee. All Committee members, with the exception of Councillor Fairlie and Councillor Keogh, were in attendance.
- 12.2. Overall Committee agreed with the statements as presented within the self assessment (Appendix 2), noting the following actions: The full evaluation is attached at Appendix
  - 12.2.1. , Whilst the number of members required to be quorate remains at 4, the majority of members should be from opposition groups to ensure robust scrutiny.
  - 12.2.2. Whilst work undertaken by the previous Strategic Director – Partnership and Performance indicated that the size and arrangements of Clackmannanshire Council’s Audit and Scrutiny Committee were broadly similar to other Councils with no requirement to co-opt external members, should there be a future requirement this would be taken forward.
  - 12.2.3. Committee agreed that to help improve scrutiny and review all Committee members would be invited to attend the pre-agenda meetings with officers to discuss papers in advance of the Committee meeting and focus areas of discussion and questioning given the significant number of papers that are often presented.

## **13.0 CHAIR AND VICE CHAIR VIEWS**

- 13.1. As Chair and Vice Chair of the Audit and Scrutiny Committee we are confident that the Committee aligns with the CIPFA Position Statement.
- 13.2. The work completed by the Committee in 2023/24 fulfills the agreed remit and offers reasonable assurance that the Council's control environment, corporate risk management systems, and overall governance framework operated effectively over this period.

13.3. We do however note, based on the assignments as directed by Committee and undertaken by internal audit, assurance has fallen from substantial to limited. Whilst we are assured Senior Officers are taking steps to address these weaknesses the Audit and Scrutiny Committee will have a significant role to play to ensure appropriate actions are taken in the 2024/2025 financial year

13.4.



**Councillor Janine Rennie**  
Chair



**Councillor Denis Coyne**  
Vice Chair



**Councillor Forson**  
Committee Member



**Councillor Fairlie**  
Committee Member



**Councillor Earle**  
Committee Member



**Councillor Keogh**  
Committee Member



**Councillor Benny**  
Committee Member



**Councillor Quinn**  
Committee Member

A

PP  
EN  
DIX  
1 –  
CO  
MM  
ITT  
EE  
ME  
MB  
ER  
S



## APPENDIX 2 - Audit and Scrutiny Committee Development Planning Survey Results

The following survey questions were undertaken with members of the Audit and Scrutiny Committee to assist in development planning for them. The survey was split into two parts which focused on the CIPFA Self Evaluation draft answers and identifying training needs for members.

### CIPFA Self Evaluation

#### Independent and Effective Model

The audit committee should be established so that it is independent of executive decision making and able to provide objective oversight. It is an advisory committee that has sufficient importance in the authority so that its recommendations and opinions carry weight and have influence with the leadership team and those charged with governance.

Do you feel that the Audit and Scrutiny Committee is:

Directly accountable to the authority's governing body
Independent from political influence
Empowered to have rights of access to and constructive engagement with other committees/functions/ strategic groups
Empowered to have rights to request reports and seek assurances from relevant officers
Of an appropriate size to operate as a cadre of experienced, trained committee members (large committees should be avoided)

There was overall consensus that these statements were met however Committee agreed that whilst the number of members required to be quorate remains at 4, the majority of members should be from opposition groups to ensure robust scrutiny.

#### Co-opted Members

Does the Committee include co-opted independent members in accordance with the appropriate legislation (Where there is no legislative direction to include co-opted independent members, CIPFA recommends that each authority audit committee should include at least two co-opted independent members to provide appropriate technical expertise.

Do you feel that the Audit and Scrutiny Committee utilised Co-opted Members

Work undertaken by the previous Strategic Director – Partnership and Performance indicated that the size and arrangements of Clackmannanshire Council’s Audit and Scrutiny Committee were broadly similar to other Councils with no requirement to co-opt external members, During review Committee reaffirmed that should there be a future requirement this would be taken forward.

### **Core Functions**

The core functions of the audit committee are to provide oversight of a range of core governance and accountability arrangements, responses to the recommendations of assurance providers and helping to ensure robust arrangements are maintained. In relation to the maintenance of Governance, Risk and Control arrangements, does the Audit and Scrutiny Committee:

Support a comprehensive understanding of governance across the organisation and among all those charged with governance, fulfilling the principles of good governance
---

Consider the effectiveness of the authority’s risk management arrangements. It should understand the risk profile of the organisation and seek assurances that active arrangements are in place on risk-related issues, for both the body and its collaborative arrangements
--

Monitor the effectiveness of the system of internal control, including arrangements for financial management, ensuring value for money, supporting standards and ethics and managing the authority’s exposure to the risks of fraud and corruption
--

There was overall consensus that these statements were met

The core functions of the audit committee are to provide oversight of a range of core governance and accountability arrangements, responses to the recommendations of assurance providers and helping to ensure robust arrangements are maintained. In relation to Financial and Governance reporting does/Is the Audit and Scrutiny Committee:



Satisfied that the authority's accountability statements, including the annual governance statement, properly reflect the risk environment and any actions required to improve it, and demonstrate how governance supports the achievement of the authority's objectives

Support the maintenance of effective arrangements for financial reporting and review the statutory statements of account and any reports that accompany them

There was overall consensus that these statements were met

The core functions of the audit committee are to provide oversight of a range of core governance and accountability arrangements, responses to the recommendations of assurance providers and helping to ensure robust arrangements are maintained.

In relation to establishing appropriate and effective arrangements for Audit and Assurance, does the Audit and Scrutiny Committee:

Consider the arrangements in place to secure adequate assurance across the body's full range of operations and collaborations with other entities.

Consider the opinion, reports and recommendations of external audit and inspection agencies and their implications for governance, risk management or control, and monitor management action in response to the issues raised by external audit.

Contribute to the operation of efficient and effective external audit arrangements, supporting the independence of auditors and promoting audit quality.

Support effective relationships between all providers of assurance, audits and inspections, and the organisation, encouraging openness to challenge, review and accountability.

There was overall consensus that these statements were met

The core functions of the audit committee are to provide oversight of a range of core governance and accountability arrangements, responses to the recommendations of assurance providers and helping to ensure robust arrangements are maintained.

Does the Audit and Scrutiny Committee consider in relation to the authority's internal audit functions:

Oversee its independence, objectivity, performance and conformance to professional standards
--

Support effective arrangements for internal audit
---

Promote the effective use of internal audit within the assurance framework
--

There was overall consensus that these statements were met

### **Audit and Scrutiny Committee Membership**

To provide the level of expertise and understanding required of the committee, and to have an appropriate level of influence within the authority, the members of the committee will need to be of high calibre. When selecting elected representatives to be on the committee or when co-opting independent members, aptitude should be considered alongside relevant knowledge, skills and experience.

Are the following characteristics of the Audit and Scrutiny Committee membership evident:

A membership that is trained to fulfil their role so that members are objective, have an inquiring and independent approach, and are knowledgeable
--

A membership that promotes good governance principles, identifying ways that better governance arrangement can help achieve the organisations objectives
--

A strong, independently minded chair, displaying a depth of knowledge, skills and interest
--

Members noted that whilst there are highly skilled and experienced long-term Councillors on the Committee they had welcomed the introduction of the 2023/2024 training plan but indicated their disappointed that elements of the plan could not be delivered due to officer capacity. Committee welcomed that the undelivered elements had been carried into the 2024/2025 training plan.

Does the Committee chair:

Promote apolitical open discussion
Manage meetings to cover all business and encouraging a candid approach from all participants
Maintain the focus of the committee on matters of the greatest priority
Show willingness to operate in an apolitical manner
Exhibit unbiased attitudes – treating auditors, the executive and management fairly
Exhibit ability to challenge the executive and senior managers when required
Exhibit knowledge, expertise and interest in the work of the committee

There was overall consensus that these statements were met. Committee did however agree that to help improve scrutiny and review all Committee members would be invited to attend the pre-agenda meetings with officers to discuss papers in advance of the Committee meeting and focus areas of discussion and questioning given the significant number of papers that are often presented.

### **Engagement and Outputs**

The audit committee should be established and supported to enable it to address the full range of responsibilities within its terms of reference and to generate planned outputs.

To discharge its responsibilities effectively, does the Committee:

Meet regularly, at least for times a year, and have a clear policy on those items to be considered in private and those to be considered in public
Have the ability to meet privately and separately with the external auditor and internal audit manager
Include, as regular attendees, the Chief Finance Officer(s), the Chief Executive, the head of internal audit and the appointed external auditors; other attendees may include the monitoring officer and the Strategic Director of Partnership & Performance
Have the right to call on any other officers or agencies of the authority as required; recognise the independence of the chief constable in relation to operational policing matters

Support transparency, reporting regularly on its work to those charged with governance

Report annually on how the Committee has complied with the position statement, discharged its responsibilities and include an assessment on its performance. The report should be available to the public

There was overall consensus that these statements were met

### **Training Needs Analysis**

The following training priorities were identified after last years development session and will be carried forward for the Committee.

- Annual Governance Statement and Control Environment
- Cyber Security
- Performance and Risk (Phase 2)
- Principles of Best Value and Value for Money
- Fraud and Corruption
- Financial Monitoring/Scrutiny

The committee agreed to keep these training priorities, with the addition of a session with Internal Audit to look at previous committee reports where further scrutiny could have been given. This will help to develop members understanding of what areas to look for in scrutinising reports.