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

Audit and Scrutiny Committee

Thursday 17 April 2025 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.
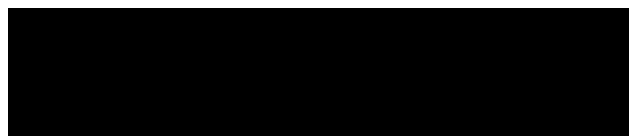
Members of the public are welcome to attend our Council and Committee meetings to see how decisions are made.

Details of all of our Council and Committee dates and agenda items are published on our website at www.clacks.gov.uk

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

9 April 2025

A MEETING of the AUDIT AND SCRUTINY COMMITTEE will be held in the COUNCIL CHAMBERS, KILNCRAIGS, ALLOA on THURSDAY 17 APRIL 2025 at 9.30 am.

Chris Alliston
Strategic Director (Partnership and Performance)

B U S I N E S S

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

February 2025

Clackmannanshire Council | Comhairle Siorrachd Chlach Mhanann
www.clacks.gov.uk

MINUTES OF MEETING of the AUDIT AND SCRUTINY COMMITTEE held in Council Chambers, Kilncraigs, Alloa on THURSDAY 6 FEBRUARY 2025 at 9.30 AM.

PRESENT

Councillor Janine Rennie (Chair)
Councillor Denis Coyne
Councillor Kenneth Earle
Councillor Ellen Forson

IN ATTENDANCE

Chris Alliston, Strategic Director (Partnership & Performance)
Helena Arthur, Solicitor, Legal and Governance (Partnership & Performance) (Depute Clerk to the Committee)
Kevin Wells, Strategic Director (Place)
Lorraine Sanda, Strategic Director (People)
Cherie Jarvie, Senior Manager, Partnership and Transformation (Partnership & Performance)
Lindsay Sim, Chief Finance Officer (Partnership & Performance)
Colin Bruce, Chief Education Officer (People)
Veronica Cully, Senior Manager, Inclusion and Partnership (People)
Adrienne Aitken, Senior Manager, ELC and Early Years (People)
Wendy Forrest, Head of Strategic Planning & Health Improvement
Nicola Mack, Chief Accountant (Partnership & Performance)
Murray Sharp, Senior Manager, Housing (Place)
Robbie Stewart, Senior Manager, Sport and Leisure (People)
Michael Boyle, Improving Outcomes Business Manager (People)
Ali Hair, Senior Manager HR (Partnership & Performance)
Johan Roddie, Senior Manager, Permanence (People)
Gillian Scott, Senior Manager, Early Intervention (People)
Joanna McDonald, Interim Chief Officer for Clackmannanshire and Stirling Health and Social Care Partnership (HSCP)
Euan Murray, Chief Finance Officer, Clackmannanshire & Stirling Health and Social Care Partnership (HSCP)
Lawrence Hunter, Energy and Sustainability Strategy Officer (Place)
Dawn Brisbane, Team Leader, Environmental Health (Place)
Sarah Goldberg, Team Leader, Legal and Governance (Partnership & Performance)
Lesley Taylor, Principal Psychologist (People)
Fiona Grinly, Strategy and Performance Adviser (Partnership & Performance)
Melanie Moore, Committee Services, Legal and Governance (Partnership & Performance) (Minute)
Gillian White, Committee Services, Legal and Governance (Partnership & Performance)

ON TEAMS
Sharon Robertson, Chief Social Work Officer (People)
Margaret Lewis, Senior Manager, Care and Protection (People)
Scott McDonald, Senior Manager, Justice Services (People)
Alison Morrison, Senior Manager, Property (Place)
Iain McDonald, Senior Manager, Environment (Place)
Isabel Wright, Internal Audit Manager, Falkirk Council
Judi Richardson, Performance and Information Adviser (Partnership & Performance)
Reccecca McConnachie, External Auditor, Deloitte

The Chair welcomed Joanna MacDonald, the new Interim Chief Officer for HSCP to her first meeting of the Audit and Scrutiny Committee.

AS(25)01   APOLOGIES

Apologies for absence were received from Councillor Benny, Councillor Phil Fairlie, Councillor William Keogh and Councillor Quinn.

AS(25)02   DECLARATIONS OF INTEREST

None.

AS(25)03   MINUTE OF AUDIT AND SCRUTINY COMMITTEE HELD ON 12 DECEMBER 2024

The minutes of the meeting of the Audit and Scrutiny Committee held on Thursday 12 December 2024 were submitted for approval.

Decision

The minutes of the meeting of the Audit and Scrutiny Committee held on Thursday 12 December 2024 were agreed as a correct record by the Committee.

AS(25)04   CORPORATE RISK REGISTER

The report, submitted by the Senior Manager, Partnership and Transformation, provided Committee with the 2024/25 quarter 3 update on Clackmannanshire Council's Corporate Risk Register (Appendix A).

Motion

That the Committee agrees the recommendation 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(25)05   INTERNAL AUDIT PROGRESS REPORT

The report, submitted by the Internal Audit Manager, provided Committee with 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 Ellen Forson.

Decision

The Committee agreed to note:

1.   The progress being made with completion of the 2024/25 Internal Audit Plan;

2. The additional audit work undertaken in Audit Social Care which may impact on completion of the 2024/25 Internal Audit Plan, and

3. The action taken to kickstart the National Fraud Initiative 2024/25 Exercise, with future updates being provided to this Committee.

AS(25)06   INTERNAL AUDIT ACTIONS – PROGRESS REPORT

The report, submitted by the Strategic Director, Partnership and Performance, provided the Committee with a progress update on actions arising from previous Internal Audit reports.

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(25)07   CLACKMANNANSHIRE AND STIRLING INTEGRATION JOINT BOARD ANNUAL PERFORMANCE REPORT 2023-2024

The Integration Joint Board has a statutory responsibility to ensure effective performance monitoring and reporting of all services delegated in the Health and Social Care Partnership. The Health and Social Care Partnership is the delivery vehicle for the community health and social care work/care services delegated by NHS Forth Valley, Clackmannanshire Council and Stirling Council.

Under the Public Bodies (Joint Working) (Scotland) Act 2014 Section 42 the Integration Authority must produce an Annual Performance Report (APR) for the reporting period, in this case 1 April 2023 to 31 March 2024. The report must be published by 31 July.

This report, submitted by the Head of Strategic Planning and Health Improvement, offered assurance that the Integration Joint Board continues to fulfil its ongoing responsibility to ensure effective monitoring and reporting on the delivery of services and relevant targets and measures included in the delegated functions, and as set out in the current Strategic Commissioning Plan.

Motion

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

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

Decision

The Committee agreed to note the Annual Performance Report 2023-34 and to note that this has been published on the Partnership website as required.

AS(25)08   EXTERNAL AUDIT RECOMMENDATIONS: PROGRESS REPORT

The report, submitted by the Strategy and Performance Adviser, provided the Committee with a six-monthly update on progress of new and ongoing improvement actions against recommendations made by external auditors from their review of Council's Financial Statements up to and including 2022/23 and from a Best Value themed audit 2022/23.

Motion

That the Committee agrees the recommendation 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 the report.

AS(25)09   PARTNERSHIP AND PERFORMANCE : 2024/2025 HALF YEAR BUSINESS PLAN UPDATE

The report, submitted by the Strategic Director, Partnership and Performance, updated the Committee on the half year progress of the 2024/2025 Partnership and Performance Business Plan.

Motion

That the Committee agrees the recommendation 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 the report.

AS(25)10   INTERIM REPORT – PEOPLE COMMUNITY WELLBEING PLAN 2024-25

Lorraine Sanda, Strategic Director, People advised a typographical error on first page of the report. It should recommend that Committee comment and challenge the report rather than approve to Council.

The report, submitted by the Strategic Director, People, updated the Committee on progress with the People Community Wellbeing Plan for 2024-25, which was approved by Clackmannanshire Council on 29 August 2024. This approach is designed to streamline reporting by presenting a single, unified report that reflects the integrated nature of these services and the collaborative work of the respective partnerships. It was agreed and recommended by Council to write to Scottish Government to propose that this approach is adopted. Since then the relevant Directors at Scottish Government have given their approval and agree that this approach could contribute to Public Sector Reform by identifying cross directorate solutions, pooling of resources and improved allocation of funding, alongside better data and evidence gathering.

Motion

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

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

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 11.52 am for a short comfort break. When the meeting resumed at 12.04 pm, 4 members were present.

AS(25)11   PLACE: 2023/24 YEAR END BUSINESS PLAN UPDATE

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

Motion

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

Moved by Councillor Janine Rennie. Seconded by Councillor Coyne.

Decision

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

AS(25)12   REDEPLOYMENT UPDATE

The report, submitted by the Strategic Director, Place, informed Committee of the outcome of an internal audit process recently carried out on the Council's Public Body Climate Change Duties Annual Report 2023/24 and to set out actions that are being taken to address issues raised by the audit process.

Motion

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

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

Decision

The Committee agreed to :

1. Note the contents of the internal audit report on Clackmannanshire Council's progress in delivering its climate change duties (Appendix 1 – Internal Audit report), as delivered to the Scottish Government, and

2. Support the recommendations to improve performance and reporting, including those from Internal Audit as set out in paragraph 4.6 in report.

AS(25)13   ENVIRONMENTAL HEALTH OFFICAL FOOD CONTROL PROGRESS REPORT

This report, submitted by the Strategic Director, Place, presented an overview of the progress the Council's Official Food Control Service Plan, April 2024 to March 2025 (appendix 1), submitted to Food Standards for review in August 2024.

Motion

That the Committee agrees the recommendation 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 performance of the Council's food law regulation service.

Ends 12:56hrs

CLACKMANNANSHIRE COUNCIL

Report to: Audit and Scrutiny Committee

Date of Meeting: 17th April 2025

Subject: Police Performance Report for Clackmannanshire April 2024 to September 2024

Report by: Local Police Commander

1.0   Purpose

1.1.   The purpose of this report is to provide the committee with information on the performance of Police Scotland in the Clackmannanshire local authority area for the period 1st April 2024 to 30th September 2024.

1.2.   The report is 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**).

1.3.   The Clackmannanshire Police Performance Report (Appendix 1) contains the current information on performance against selected performance indicators. This report provides complementary information to that in the table to present a summary of performance of policing in Clackmannanshire Council area and also identifies emerging trends, threats and issues.

1.4.   Data for this 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 are not available for all measures. The information in the table should be regarded as provisional.

2.0   Recommendations

2.1.   It is recommended that committee notes, comments on and will scrutinise the report as appropriate.

3.0   Considerations

3.1.   Attention of members is drawn to the Management Information now published via Police Scotland Website which can be found at the following location - https://www.scotland.police.uk/about-us/what-we-do/how-we-are-performing/

3.2.   Some of the risks and threats which continue to present in Clackmannanshire are:

- Domestic Abuse

- Crimes of Violence

- Possession and Supply of Controlled Drugs

- Anti-Social Behaviour

- Crimes of Dishonesty

3.3. By their nature, these remain longer-term threats and Forth Valley Division continues to focus on intervention and enforcement to address them.

3.4. There were no significant new operational issues emerging during the previous reporting period.

3.5. There were no significant new operational issues emerging during the current reporting period.

4.0   Sustainability Implications

4.1.   None.

5.0   Resource Implications

5.1.   Financial Details

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

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

5.4.   Staffing

6.0   Exempt Reports

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

7.0   Declarations

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

(1)   **Our Priorities**

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

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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".

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
CI Kat Thompson	Local Area Commander, FV	101
PC Laura McNab	Command Support	

Approved by

NAME	DESIGNATION	SIGNATURE
Roddy Irvine	Chief Superintendent	
	Forth Valley Division	

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CLACKMANNANSHIRE COUNCIL

POLICE PERFORMANCE REPORT

APRIL 2024 - SEPTEMBER 2024

RODDY IRVINE

CHIEF SUPERINTENDENT

Contents

BACKGROUND TO THIS REPORT

From April 2013, the Police and Fire Reform (Scotland) Act 2012 has required Police Scotland to produce and publish a Local Policing Plan (LPP) for each local authority area. The LPP clearly sets out the policing priorities for Clackmannanshire.

Performance in relation to the identified policing priorities is monitored on an ongoing basis. Six monthly reports are produced to allow scrutiny by Clackmannanshire Council Audit and Scrutiny Committee. The quantitative information in this report covers the period from 1 April 2024 to 30 September 2024. The supporting qualitative information in this report highlights some of the notable activities undertaken by local and national officers in support of our local policing priorities during the period 1 April 2024 to 30 September 2024 as well as any notable developments at a national level that have an impact on the delivery of local policing services.

To support effective scrutiny and determine whether our preventative approach is having a lasting positive impact, members of the Public Safety Committee will consider information linked to the priorities outlined within this plan which include:

- Responsive to the concerns of our communities
- Protecting people most at risk from harm
- Promoting confidence through our actions
- Enhancing our collective resilience to emerging threats
- Road Safety and Road Crime

This report refers to crime groupings which align with the categories referenced in official crime statistics and now align to the Scottish Government crime data, moving from seven to eight categories. The main changes being Group 6 – Miscellaneous offences has been split into two groups, Group 6 – Antisocial Behaviour and Group 7 – Miscellaneous Offences and Group 8 now contains Road Traffic Offences. The changes will have an impact on the statistics, for example Stalking and Common Assault including Assaults on Emergency Workers as previously categorised in Group 6 and will now be categorised under Group 1.

Group 1 – Non-sexual crimes of violence
Group 2 – Sexual crimes
Group 3 – Crimes of dishonesty
Group 4 – Damage and reckless behaviour (previously Fire-raising, Malicious Mischief etc)
Group 5 – Crimes against society (previously Other (Pro-activity) Crimes)
Group 6 – Antisocial offences (previously Miscellaneous Offences)
Group 7 – Miscellaneous offences, including crimes and offences such as Wildlife, Environmental and Licencing (previously Offences related to road traffic)
Group 8 – Road traffic offences

The performance data referenced within this is sourced from Police Scotland internal systems and is correct on the dates received. All statistical data presented should be treated as management information. Official statistics for recorded crime are published by the Scottish Government and official statistics on road casualties are published by Transport Scotland.

RESPONSIVE TO THE CONCERNS OF OUR COMMUNITIES

Drug Warrants

Intelligence received by our local officers during this reporting period, led to a total of 11 Misuse of Drugs Act 1971 search warrants being executed by the Clackmannanshire Community Policing Team and Clackmannanshire Alcohol and Violence Reduction Unit. A total value of drugs seized being £25,342.00 including cannabis, cocaine, ketamine, diazepam and ecstasy and £1,212.90 cash seized.

Below are some highlights of these proactive drugs warrant operations:

In April 2024, a drugs search warrant was executed at an address in the Clackmannanshire area in conjunction with the Scottish Society for Prevention of Cruelty to Animals (SSPCA). As a result, a quantity of drugs (5000 tablets), two dogs and other equipment linked to wildlife crimes were seized. A report has been submitted to the COPFS in relation to wildlife crimes. Enquiries are ongoing following the analysis of the controlled drugs and a report to COPFS will be submitted following conclusion of enquiries.

In May, a drugs search warrant was executed at an address in Tullibody whereby a quantity of controlled drugs were recovered (37g cannabis) along with further evidence indicative of drug dealing activity. A report has been submitted to COPFS.

In May, officers executed a drugs search warrant in the Alloa area, resulting in a male being apprehended and reported to COPFS after being found in possession of 34g of Cocaine, with an estimated street value of £3,400.

In May, following the apprehension of persons responsible for a disturbance in the Stirling area, local officers linked this disturbance to intelligence regarding the sale and supply of controlled drugs at an address in the Alloa area. Officers secured an out of hours search warrant and executed the search warrant during the night. This resulted in the recovery of 700 controlled drug tablets, along with items indicating the onward sale and supply. A male and female were apprehended, and following the completion of enquiries, a report will be submitted to the COPFS.

In June, four further drug warrants were executed at addresses in Dollar and Alloa which resulted in the recovery of controlled drugs and the discovery of a cannabis cultivation. The associated reports have been submitted to the COPFS.

In July, a drugs search warrant was executed at an address in the Alloa area. During the search a quantity of drugs, cash and other drug related paraphernalia were recovered resulting in the suspect being arrested on suspicion of being concerned in the supply of controlled drugs. Following the completion of enquiries a report will be submitted to the COPFS.

In September, a further two drug search warrants were executed in the Sauchie area, resulting in a quantity of controlled drugs being recovered and two male persons apprehended for same. Following the finalisation of enquiries, a report will be submitted to the COPFS.

Clackmannanshire also received support from the Divisional Priority Crime Team (PCT) who executed the following drug search warrants as a result of intelligence received:

In May, PCT officers executed a drugs search warrant in the Alloa area resulting in a quantity of ecstasy powder with a street value of around £10,500 recovered. One male was charged and reported to the COPFS with being concerned in the supply of controlled drugs.

In July, officers executed a drugs search warrant in the Alloa area resulting in a quantity of cannabis and around £4000 cash recovered. One male was charged and reported to the COPFS with being concerned in the supply of controlled drugs.

In September, a drugs search warrant was executed in the Sauchie area resulting in a quantity of cannabis and suspected diazepam recovered. One male was reported to the COPFS.

Warrants

During this reporting period, an operation was undertaken by the Community Policing Team, targeting persons wanted on warrant following their failure to appear at court. As a result of this operation, 37 apprehension warrants were executed, and all persons were kept to attend court the next lawful day. A further 14 persons wanted on warrant were identified residing at local addresses and later apprehended as a result of this information.

Crime Series Detected – Shoplifting

In April, all Clackmannanshire Police Officers focused on shoplifting offenders, predominantly, those prolific offenders responsible for multiple shopliftings. As a result, 85 cases of shoplifting were detected, seeing 6 prolific offenders apprehended and remanded in custody.

In July, an officer from the Community Policing Team who was aware of a prolific offender residing in the area, carried out numerous enquiries and was able to link the female to a further series of shopliftings in the local area resulting in another five crimes being detected.

Housebreaking

In August, whilst Response Officers were on weekend evening proactive patrols around local licensed premises in the Alloa area they observed that windows of two local shops had been smashed and entry attempted. After confirming no persons were within, they observed blood drops coming from the premises and followed the same to an address. This resulted in the quick apprehension of a male, who was confirmed via CCTV to have attempted to enter both premises. He was arrested, charged and reported to the COPFS.

Robbery

In May, following the report of a robbery, involving three females threatening another female with violence before stealing her mobile phone and cash, local response and community police officers attended and quickly secured essential evidence, resulting in all three female accused being quickly apprehended and held to appear at court.

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Violent Offenders

In May, officers from Response and Community Policing, responded to calls regarding an ongoing disturbance in the Clackmannan area. This resulted in three males being quickly apprehended by Police at the scene who were responsible for an assault to injury, threatening and abusive behaviour, damage to property, assaulting police officers, possessing an offensive weapon (pole) and carrying a knife. All three males were held in police custody and subsequently remanded following their appearance at court.

Youth Disorder / Fire-raising

In May, the Community Policing Officers for Tillicoultry, responded to a malicious fire at a shop in Tillicoultry. The officers quickly identified three known youths, linked to a series of disorder type incidents in the area, as responsible. The officers secured the required evidence and quickly traced the youths, who were thereafter charged with wilful fire-raising.

PROTECTING PEOPLE MOST AT RISK FROM HARM

Sextortion (Sexual Extortion)

Sextortion is a type of Blackmail and is recognised as being committed when threats are made to the victim of having sexual information including photos or videos shared unless a demand is met (usually financial). The crime is perpetrated across the internet using various platforms including social media / Dating Apps / Web Cams.

It is increasing globally and in the first half of 2024 it was recognised there was a 25% increase in reports involving 14–15-year-olds compared to the previous year. We have seen tragic outcomes following Sextortion type offences within the Forth Valley area.

Clackmannanshire School Based Officers regularly discuss Sextortion with young people within the school environment through various mediums to give them support in spotting the signs of this crime whilst giving them practical support should they or someone they know become a victim.

During September Welcome/Freshers week, officers from Forth Valley Community Safety team attended at Forth Valley College, Alloa Campus with pop up stalls and information sessions discussing Sextortion with young people. As well as discussing Sextortion, officers also provided information sessions with young people about the THAT GUY Campaign.

THAT GUY Campaign

Police Scotland's THAT GUY campaign supports men to reflect on their own, their friends and relatives, behaviour towards women.

The target audience is men aged between 18 – 35 years and encourages men to intervene and to stop a friend potentially committing a sexual offence.

These sessions focused on having frank conversations about attitudes and behaviours which put women at risk of sexual violence and men at risk of offending. This is achieved by exploring topics like football, the gym environment, social media and relationships in general.

Further information on this campaign can be found at That-Guy.co.uk

Useful links are as follows:

#THATguy - That Guy
MVP - Mentors in violence prevention (MVP) | Resources | Education Scotland

School Based Officers

School Based Officers have supported initiatives by providing inputs within schools covering topics such as social media, sextortion, vaping, fighting/assault including One Punch and hate crime offences for S1 pupils.

For S2 pupils, inputs covered solvent misuse/abuse, social media including sextortion, vaping, fighting/assaults including One Punch and hate crime offences while S3, S4 and S5 pupils also received inputs on drugs and knife crime on the lead up to the summer holidays.

Teachers within Lornshill and Alva Academy also carry out five-week inputs on Violence Against Women whereby guest speakers from other agencies including Women's Aid attended to speak to pupils.

Public Protection Related Demand

Between 1 April 2024 and 30 September 2024, the Forth Valley Concern Hub processed 1072 concern reports relating to incidents in the Clackmannanshire local authority, of which information from 668 were shared with partners to facilitate discussion and support the identification of the most appropriate response.

98 Inter Referral Discussion (IRDs), consisting of 38 adults and 60 children took place in relation to vulnerable adults and children and 45 Child Protection Case Conferences were held.

47 Adult Support and Protection (ASP) meetings were also requested for adults in Clackmannanshire during the reporting period.

Early and Effective Intervention (EEI)

During this reporting period there were approximately 126 incidents reported to police which resulted in youth offenders being charged. Of these, 12 young people were discussed at multi-agency meetings by partners within the forum. There were a further 23 instances of persons being referred to other agencies through the EEI process, where there were existing statutory or 3rd sector support in place for the child or young person. 43 were given a warning either by way of a Formal Juvenile Warning (FJW) which can be issued to persons under the age of 16, a Restorative Justice Warning (RJW), delivered by specially trained police officers and can be issued to persons under the age of 16 or a Recorded Police Warning (RPW) which can be issued to 16 and 17 year old's who are not subject to a Compulsory Supervision Order.

The remainder of the young offenders (48) were reported to the Scottish Children's Reporter Administration (SCRA) or to the COPFS either directly by the reporting officers prior to EEI Assessment being carried out or after having been assessed as not fitting the remit for EEI.

Disclosure Scheme for Domestic Abuse Scotland

For Clackmannanshire, we received 34 applications during this period and made 19 disclosures during this time to protect vulnerable victims from Domestic Abuse within our communities.

STRIVE

An adult known to Police and other services due to their history of poor mental health was opened to STRIVE in September 2024 when their housing officer reported concerns due to their high rent arrears and likely hood of eviction. STRIVE partners established further concerns regarding the individual's alcohol use and decline in their mental health.

These concerns were shared with mental health services, who thereafter engaged with the individual.

STRIVE's money advice representative was able to contact them and offer appropriate financial advice. It was established they were struggling to manage on benefits and had rent arrears in excess of £3000.

Decree for eviction from the tenancy was sought by housing and granted by the court in February 2025 due to their increasing rent arrears. It was felt this would have a negative impact on the individual who was engaging well with mental health services and as such STRIVE was able to access the council tenant support fund, which cleared the rent arears and allowed them to remain in their tenancy. As a result, the individual's mental health improved with no recent calls to Police.

PROMOTING CONFIDENCE THROUGH OUR ACTIONS

Community Engagement - Whins Road Resource Centre

Whins Road Resource Centre is at the heart of the Alloa Community, offering support and guidance for the most vulnerable members of the Community.

To make best use of their space, the centre staff and people using their services sought support from the community to clear their garden to make a useable space for outdoor education. Our Community Policing Officers gave up their time to clear the garden with the assistance of the staff. This was most welcomed by all who use the centre and has assisted with building relationships.

Events Planning

Between April and September 2024, dedicated police officers were provided at nine events in Clackmannanshire. This included football matches, a VIP visit and the policing operation for the General Election, where officers visited polling stations and assisted at the count centre in Alloa.

Officers also attended several Gala Day events in June, including events in Dollar, Menstrie and Tillicoultry. Police assisted with the traffic management for the processions and enjoyed community engagement at these family friendly events. In addition to the policed events, the Events Planning Team consulted on a variety of other events, such as Tilly in the Park and the Clackmannanshire Fun Day to provide advice and assist event organisers in the planning stages for these events.

Football

After a long season, Alloa qualified for the Championship play-offs in May, where they went up against a strong Hamilton team. Both clubs had experienced issues with disorder throughout the season and as a result police deployed in the town centre and around the stadium before and during the match. Officers also remained in the area post-match until the crowds had dispersed.

This approach ensured there were no issues or disorder, and the supporters of both clubs were able to enjoy the entertainment on the pitch, which finished 2-2. Unfortunately for Alloa supporters, Hamilton won the return match, confining Alloa to another season in League One.

Police continue to work closely with the club to ensure that all matches at Recreation Park are a safe environment for players, supporters and anyone else attending.

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Royal Visit

HRH The Princess Royal visited Solsgirth Farm in Dollar in September, where she met with farm workers and with school children, who were there to learn about food and farming.

Planning meetings with the Royal VIP Planning department ensured that the visit was a success and a fantastic experience for all those in attendance. The visit received positive reactions and was managed with minimal impact on local policing.

Alva Games

In July, the Community Policing Team attended the 2024 Alva Games.

Our dedicated Police presence, not only protected the parade during the route, but also ensured the games were safe and enjoyable for all. Our officers engaged with the public, were visible and approachable, assisting in making the games a success.

Scottish Fire and Rescue Service Open Day

In August, Police Constable Smith, joined partners from the Scottish Fire and Rescue Service, NHS, Search and Rescue Dog Association (SARDA) and Mountain Rescue, at the Scottish Fire and Rescue Service open day at Alloa Fire Station.

We worked with partners to provide valuable information to children and families on personal safety and keeping others safe.

This was a great event with a fantastic turn out from the local community.

Police Scotland Youth Volunteers (PSYV)

Alloa Police Scotland Youth Volunteers are an established group within the Clackmannanshire area and currently have 22 active young volunteers and 5 Adult volunteers. During the reporting period the group achieved their silver award in peer education of "No Knives Better Lives" allowing them to support their peers in educational settings not just on knife related topics but wider violence and associated issues such as alcohol.

Throughout July, Young volunteers visited off-sales licensed premises to talk to staff about the 'It'll Cost You' campaign in relation to proxy sales. This campaign focusses on highlighting to shop staff and customers, the risks associated with buying alcohol on behalf of young people.

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In September, the group joined with their Stirling PSYV colleagues and supported the first ever Stirling Pride event. This was a well-attended event with a variety of performers and artists passed without issue. Organisers and those in attendance reported a positive experience and discussions have already begun regarding a return next year.

ENHANCING OUR COLLECTIVE RESILIENCE TO EMERGING THREATS

Fraudulent Schemes

Police Constable Neil Forsyth, our Forth Valley Crime Prevention Officer, has attended various community groups throughout Clackmannanshire, specifically those who look to accommodate vulnerable demographics often through age or disability.

The discussions are to highlight current trending fraudulent schemes and how people can best protect themselves from such crimes. These inputs are delivered in person as it is recognised that those who are likely to fall victim to these types of scams may not utilise social media channels. This ensures the fraud prevention message is delivered to all members of our communities.

Police Constable Forsyth highlights the national "Take Five" campaign which has been designed and promoted alongside financial institutes including local banks.

The campaign offers straightforward and impartial advice to help everyone protect themselves from financial fraud. This includes email deception and phone-based scams as well as online fraud – particularly where criminals impersonate trusted organisations.

Further information can be found on Take 5 at takefive-stopfraud.org.uk/about/take-five/

Counter Terrorism Liaison Officer

The Forth Valley Counter Terrorism Liaison Officer (CTLO) continues to drive the UK government's counter terrorism strategy (CONTEST).

The strategy aims to reduce the risks from terrorism, so that people can go about their lives freely and with confidence. CONTEST has four strands: Prevent, Pursue, Protect, and Prepare.

We continue to provide support and guidance to our statutory partners, further education establishments and elected members. This can take the form of awareness training sessions or signposting to online E-Learning and guidance.

More information can be found at www.gov.uk/crime-justice-and-law/counter-terrorism.

During the reporting period there were no ongoing Prevent Multi Agency Panels (PMAPs).

The Forth Valley CTLO has carried out a series of inputs over the course of the reporting period with partners in social work, education and housing to highlight PREVENT and how to make referrals. This also included information on what to look out for in people who may be subject to radicalisation.

ROAD SAFETY AND ROAD CRIME

Road Safety and Road Crime

There is one Priority Route for the Clackmannanshire area, namely A91, which remains unchanged. Officers patrol this road on a daily basis to provide a visible presence/deterrent and to detect offences including those comprising the 'fatal 5'.

The 'fatal 5' are as follows:
•   Careless driving
•   Drink and drug driving
•   Not wearing a seatbelt
•   Using a mobile phone
•   Speeding

Static road checks are the most efficient method of stopping vehicles where partners can also attend.

Road Safety – Joint Operation

On 30 August, local officers along with Roads Policing and partners from Driving and Vehicle Standards Agency (DVSA) carried out a road check at the Alloa Town Hall. As a result, a number of vehicles were found to be in a dangerous condition and dealt with by means of prohibition notices. Two were delayed (driver allowed to move the vehicle for repair) and five were immediate, meaning the vehicle cannot be moved from the check site without being repaired or placed on a trailer.

In total, 41 vehicles were stopped (*vans, cars, LGV, motorbikes, etc*)
2 Conditional Offer of Fixed Penalties (COFP) were issued (dangerous condition)
7 VREC's were issued for various offences

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7 Prohibitions (*x2 Delayed / x5 Immediate*)
2 COFP issues for having No MOT
1 warning issues for no seatbelt
1 warning BOP

Roads Policing Unit Patrols

At the beginning of April, officers from Response and the Community Policing Team, deployed on high profile patrols in the Clackmannanshire area, resulting in two drivers being stopped and issued with Fixed Penalty notices for driving with no MOT, another being issued with a HORT for no insurance (A HORT is issued to drivers who are unable to produce their test certificate when stopped). Another person received a Recorded Police Warning for possession of controlled drugs (cannabis).

During the month of September, colleagues from Roads Policing Unit paid particular attention to the Alloa Road Network, this resulted in a number of offences being detected. Two vehicles were found to be driving with illegal window tints (drivers issues fixed penalties and tints removed). Four other drivers were found with no insurance (all no insurance detections had their vehicle seized), one driver found with no driving licence, four speeding detections and several defect related offences detected.

Campaigns

In addition to motorcycle weekends of action which take place (weather dependent) during the reporting period there were also the following campaigns:

April – Fatal 5 campaign
May – Give cycle space
June – Vulnerable Road User – child safety week, national seatbelt campaign
July – Summer Drink Drive Campaign, national mobile phone campaign
August – Vulnerable Road User – return to school, national drug driving week
September – National Speed Campaign, Young Drivers Fatal 5 Campaign

Road Crime

In April, a call was received from a concerned member of the public reporting that a named male was driving a Ford Focus in an erratic manner. The community Police officer for Tillicoultry was patrolling his beat when he observed and stopped the vehicle. The driver was found to be unfit to drive through drugs and was arrested.

In May, a call was received from a member of the public reporting they had observed the driver of an extensively damaged vehicle and advised he appeared intoxicated. On police arrival, it was clear the driver was under the influence and failed a roadside breath test. He was thereafter taken to Falkirk custody for further tests and subsequently charged and reported to the court.

In May, a call was received from a member of the public stating a vehicle had been driving erratically, mounted the pavement and struck a crash barrier next to a bus stop before driving off at speed. A further call was received a short time later with the caller advising the same

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vehicle had reversed and collided with a parked vehicle and the driver had left on foot without providing details. Officers attended quickly and traced the offending vehicle in situ with accident damage, and the driver walking nearby. Enquiries were carried out by officers, resulting in the driver being charged and a report submitted to the COPFS.

In July, response officers at Alloa were conducting proactive night shift road patrols when their attention was drawn to a vehicle driving erratically, resulting in the officers stopping the vehicle and finding the driver under the influence. Roadside and station procedures were conducted which found the driver to be over three times the drink drive level. The vehicle was seized and a report submitted to the COPFS.

In August, response and community police officers responded to reports of a vehicle being driven after the driver was seen to consume drugs. A coordinated approach was undertaken with all likely routes secured and covered by the attending officers, resulting in a containment which saw the driver observed by Police and safely stopped. The driver was arrested and later charged with driving whilst unfit through drugs.

In September, response officers from Alloa were conducting proactive vehicle checks around the Clackmannanshire area. During this time, they observed a male, known to be disqualified, driving his vehicle. The officers stopped the vehicle, confirmed the identity of the driver and his disqualification. The male was also driving with no insurance and was found in possession of a controlled drug. The suspect was arrested and charged with these offences and held in custody to appear at court.

LOCAL AUTHORITY SCRUTINY BOARD - CLACKMANNANSHIRE
April 2024 - September 2024

		Apr 2023 - Sept 2023	Apr 2024 - Sept 2024	Victims	% Change	3-year average
Violence, Disorder & Antisocial Behaviour						
1	Total No Group1: Non-sexual crimes of violence	387	340	47 less	-12.14%	-11.9%
2	Murder (excluding culpable homicide at common law)	-	-	-	-	-
3	Attempted Murder	-	1	1 more	-	1.0%
4	Culpable Homicide (common law)	-	-	-	-	-
5	Culpable Homicide (other)	-	-	-	-	-
6	Serious Assault detection rate	76.5%	100.0%		23.5%	81.0%
Note - now includes FGM, culpable & reckless conduct – causing injury						
7	Serious Assault	17	13	4 less	-23.53%	-31.6%
Note - now includes FGM, culpable & reckless conduct – causing injury						
8	Robbery & assault with intent detection rate	100.0%	91.7%		-8.3%	71.4%
9	Robbery & assault with intent	6	12	6 more	100.0%	28.6%
10	Common assault detection rate	74.4%	78.9%		4.5%	73.0%
11	Common assault	301	261	40 less	-13.29%	-11.6%
12	Number of complaints regarding disorder	1164	1113	51 less	-4.5%	x

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LOCAL AUTHORITY SCRUTINY BOARD - CLACKMANNANSHIRE
April 2024 - September 2024

		Apr 2023 - Sept 2023	Apr 2024 - Sept 2024	Victims	% Change	3-year average
**Violence, Disorder & Antisocial Behaviour (continued)**						
13	Number of Domestic Abuse Incidents Reported to the Police	348	319		-8.3%	-12.5%
14	Total Crimes and offences in domestic abuse incidents	145	125		-13.8%	-15.7%
15	Percentage of Domestic Incidents that result in a crime being recorded	41.7%	39.2%		-2.5%	-1.5%
16	Total crimes and offences in domestic abuse incidents detection rate	66.3%	72.8%		9.8%	6.0%
17	Total Detections for Domestic Bail Offences	12	9		-25.0%	-42.6%
18	Ensure 95% of domestic abuse initial bail checks are conducted within a prescribed timeframe (24hrs)* Compliance Rate	87.9%	92.3%		-5.1%	x
19	Hate Crime and offences detection rate	74.6%	69.6%		-5.1%	75.0%

		Apr 2023 - Sept 2023	Apr 2024 - Sept 2024 (Positive)	Victims	% Change	3year average
**Violence, Disorder & Antisocial Behaviour - Stop and Searches**						
20	Number of stop and searches conducted (total)	56	16			

On the 11 May 2017 Police Scotland adopted a new code of practice on the use of stop and search. At this time the use of non-statutory (Consensual) search ceased. Further information on Police Scotland's use of stop and search and on the code of practice is available on the Police Scotland Website.

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LOCAL AUTHORITY SCRUTINY BOARD - CLACKMANNANSHIRE
April 2024- September 2024

		Apr 2023 - Sept 2023	Apr 2024 – Sept 2024	Victims	% Change	3-year average
**Additional Identified Local Priorities**
21	Number of detections for supply of drugs (incl. possession with intent)	13	15		15.38%	4.3%
22	Number of detections for drugs production, manufacture or drugs cultivation	3	0		-100.0%	-100%
23	Theft by housebreaking (including attempts) – dwelling house (detection rate)	53.3%	27.3%		-26.1%	27.5%
Note - no longer includes non-dwelling and other premises
24	Theft by housebreaking (including attempts) – dwelling house	15	11	4 less	-26.67%	-35.3%
Note - no longer includes non-dwelling and other premises
25	Theft by shoplifting detection rate	60.4%	76.1%		15.7%	66.1%
26	Theft by shoplifting	212	222	10 more	4.72%	55.6%
27	Vandalism & Reckless Damage etc - detection rate	38.2%	35.8%		-2.4%	38.5%
Note – previously reported as Vandalism & Malicious Mischief
28	Vandalism & Reckless Damage etc	220	201	19 less	-8.64%	-4.7%
Note – previously reported as Vandalism & Malicious Mischief
29	Number of detections for Consuming Alcohol in a designated place (where appropriate byelaws exist)	2	3		50.00%	-25%
**Public Protection**
		Apr 2023 - Sept 2023	Apr 2024 – Sept 2024	Victims	% Change	3-year average

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30	Number of Sexual Crimes	50	63	13 more	26.00	-7.8%
31	Sexual Crimes detection rate	46.0%	55.6%		9.6%	50.2%
32	Rape detection rate	50.0%	55.6%		5.6%	39.4%

Road Traffic Casualty Statistics					
	Apr 2023 - Sept 2023	Apr 2024 - Sept 2024	Victims	% Change	3-year average
People Killed	0	1	-	100%	x
People Seriously injured	5	3	-	-40%	x
People Slightly Injured	8	3	-	-62.5%	x
Children (aged<16) Killed	0	0	-	0.0%	x
Children (aged<16) Seriously Injured	0	0	-	0.0%	x

Road Safety & Road Crime - Detected					
		Apr 2023 - Sept 2023	Apr 2024 - Sept 2024	% Change	3-year average
33	Dangerous driving	7	9	28.57%	2.4%
34	Driving carelessly	26	14	-46.15%	-39.1%
35	Speeding	35	12	-65.71%	-61.7%
36	Driving whilst disqualified from holding or obtaining a licence	5	3	-40.0%	x
Note - previously reported as Disqualified Driving					

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37	Driving without a licence, including underage	18	14	-22.22%	x
Note – Previously reported as Driving Licence					
38	Failure to Insure against third party risks	49	48	-2.04	x
Note – Previously reported as Insurance					
39	Seat Belt Offences	4	1	-75.00%	-60%
40	Mobile Phone Offences	8	1	-87.50%	-72.7%
41	Drink, Drugs driving offences inc. failure to provide a specimen	25	34	36%	x

Public Confidence				
		April 2023 - Sept 2023	April 2024 - Sept 2024	% Change
42	Complaints received about the Police	37	23	-37.8%
43	Complaint rates per 10,000 Police Incidents	7.1	4.4	-38%
44	Total Number of Allegations	67	32	-52.2%
45	On Duty Allegations	47	19	-59.6%
46	Off Duty Allegations	-	-	-
47	Quality of Service Allegations	20	13	-35%

Conventions:

– means null or zero
x = not calculated

GLOSSARY

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Initial Referral Discussion (IRD)

An Initial Referral Discussion (IRD) is held between statutory partners in response to child or adult protection referrals to agree a plan for the investigation. These meetings ensure relevant information is shared and risk assessed to determine what course of action should be taken either by a single agency, through a joint investigation or whether a referral to a case conference is required.

Child Protection Case Conference

A child protection case conference is held when partners are concerned that a child or young person is experiencing or at risk of experiencing significant harm and a plan around the care and wellbeing of the child requires to be developed. As an outcome of such meetings, children can be added to or removed from the child protection register.

Adult Support and Protection (ASP)

Adult Support and Protection (ASP) is the overall term that Social Work use in relation to the duties, responsibilities and actions undertaken to ensure that adults who may be more at risk of harm are kept safe. Different types of multi-agency meeting types exist for ASP, including but not limited to: case conferences, core groups, professionals meetings, escalating concern reviews. Discussions consider risks that the vulnerable adult is exposed to and how best they can be protected or enabled to make informed decisions concerning these risks.

EEI Process

Early and Effective Intervention (EEI) is available to deal with offences of a non-serious nature which are committed by young people under the age of 18 who have reached the age of criminal responsibility (12 years). This route offers a means to divert young people from the standard justice route which would normally involve a referral to the Scottish Children's Reporter Administration (SCRA). The EEI process is a multi-agency approach which incorporates the values and principles of Getting it Right for Every Child (GIRFEC).

Warnings

FJW – A Formal Juvenile Warning can be issued to persons under the age of 16.
RJW – Restorative Justice Warnings are delivered by specially trained police officers and can be issued to persons under the age of 16.
RPW – Recorded Police Warnings can be issued to 16 and 17 year old's who are not subject to a Compulsory Supervision Order.

Disclosure Scheme for Domestic Abuse Scotland

The Disclosure Scheme for Domestic Abuse Scotland (DSDAS) gives people the right to ask about the background of their partner and also allows concerned relatives and friend to ask if their loved one's partner has been abusive in the past. This scheme also gives Police Scotland the power to tell people they may be at risk of domestic abuse by their partner, even if this information has not been asked for.

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CLACKMANNANSHIRE COUNCIL

Report to: Audit and Scrutiny Committee

Date of Meeting: 17 April 2025

Subject: Fire Performance Report – Annual (1st Apr – 31st Mar) 2024/25

Report by: Local Senior Officer, Clackmannanshire, Fife and Stirling LSO Area

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1.0   Purpose

1.1.   The purpose of this report is to provide committee with:

1.2.   An overview of the year performance of the Scottish Fire and Rescue Service (SFRS) in Clackmannanshire covering the period 1st April 2024 to 31st March 2025. 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.

1.3.   SFRS are pleased to introduce a new report template which provides the committee with additional information relating to the local area. This report is an interim 12 month report which will be updated and brought back to the committee later in 2025 once the data is ratified (Q4 data).

2.0   Recommendations

2.1.   It is recommended that committee note and scrutinise the report as appropriate.

3.0   Considerations

3.1.   A number of significant trends are worth highlighting.

3.2.   There have been 3 fire related fatalities and 15 fire casualties in the reporting period.

3.3.   Each Fire fatality is fully investigated by dedicated Fire Investigation officers along with police Scotland. Findings from these investigations are used to support future Community Safety initiatives and interventions.

3.4.   The SFRS deliver Seasonal Thematic Action Plans from 1st April 2024 to 31st March 2025. Targets include reducing accidental dwelling fires, reducing fire fatalities and casualties, reducing deliberate fire setting, reducing the number of outdoor fires, and reducing fire related anti-social behaviour.

3.5. There were 37 Accidental Dwelling Fires (ADF), a decrease when compared with the same period the previous year. The cause of these fires has predominantly been cooking related activities which in Scotland is the number one cause of fires in the home. This will continue to be a focus of our on-going prevention work.

3.6. Work continues to identify and support vulnerable people in Clackmannanshire, through the Home Fire Safety Visit (HFSV) Programme and fire safety referrals through multi-agency activity. The quantity and quality of referrals from partners allow the service to target resources within Clackmannanshire, with the aim of reducing the number of accidental dwelling fires and casualties from these fires in the long term.

During the reporting period, local operational crews and the Community Action Team carried out 351 HFSV`s. 113 of these HFSV's were for those deemed as High risk within our communities.

3.7. A Youth Volunteer scheme continues to be a success at Alloa station and will become a pivotal part of youth engagement within the Clackmannanshire area.

3.8. There were 83 deliberate fires recorded during the reporting period. This continues to be an area of focus for the SFRS and partners to reduce instances of fire and anti-social behaviour within the Local Authority area.

3.9. The number of Unwanted Fire Alarm Signals during the reporting period was 70. This is a significant reduction of previous reporting years. We continue to monitor all UFAS activity and have introduced a new approach to responding to UFAS incidents. SFRS continue to work with duty holders to discuss the implications of UFAS and identify where improvements can be made. We are also informing duty holders of the latest fire detection technology available which has a proven record in reducing unwanted signals.

4.0   Sustainability Implications

4.1. None.

5.0   Resource Implications

5.1.   Financial Details

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

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

5.4.   Staffing

6.0   Exempt Reports

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

7.0   Declarations

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

(1)   **Our Priorities**

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 One – Local Authority Scrutiny Report 2024-25

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 ☐

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Author(s)

NAME	DESIGNATION	TEL NO / EXTENSION
Des Donnelly	Group Commander for Stirling-Clackmannanshire-Fife LSO Area	07970 968483

Clackmannanshire

2024-25

Scrutiny Report

SCOTTISH FIRE AND RESCUE SERVICE
Working together for a safer Scotland

Working together for a safer Scotland

Clackmannanshire

2024-25

Scrutiny Report

Contents
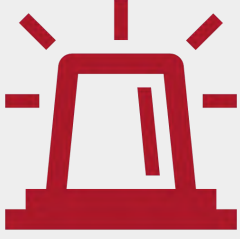
About the statistics within this report

The activity totals and other statistics quoted within this report are published in the interests of transparency and openness. They are provisional in nature and subject to change as a result of ongoing quality assurance and review. Because all statistics quoted are provisional there may be a difference in the period totals quoted in our reports after local publication which result from revisions or additions to the data in our systems. The Scottish Government publishes official statistics each year which allow for comparisons to be made over longer periods of time.

666 Total Incidents (Incl. Incompletes)	**158** Fires	**116** Non-Fire Incidents	**387** False Alarms	**70** UFAS
34 People Rescued by Firefighters	**17** People Receiving First Aid or Hospital Treatment (Fires)	**3** Fire Fatalities	**14** People Receiving First Aid or Hospital Treatment (Non-Fire)	**4** Non-Fire Fatalities
351 Home Fire Safety Visits	**46** Fire Safety Audits			

Top 10 Incident Types

Incident Type	Count
False Alarm (Due to Apparatus)	225
Fire (Outdoor)	89
False Alarm (Good Intent)	84
False Alarm (UFAS)	70
Fire (Building)	59
Inter-Agency	46
Humanitarian	31
Vehicle (Non-fire)	19
Fire (Vehicle)	10
False Alarm (Malicious)	8
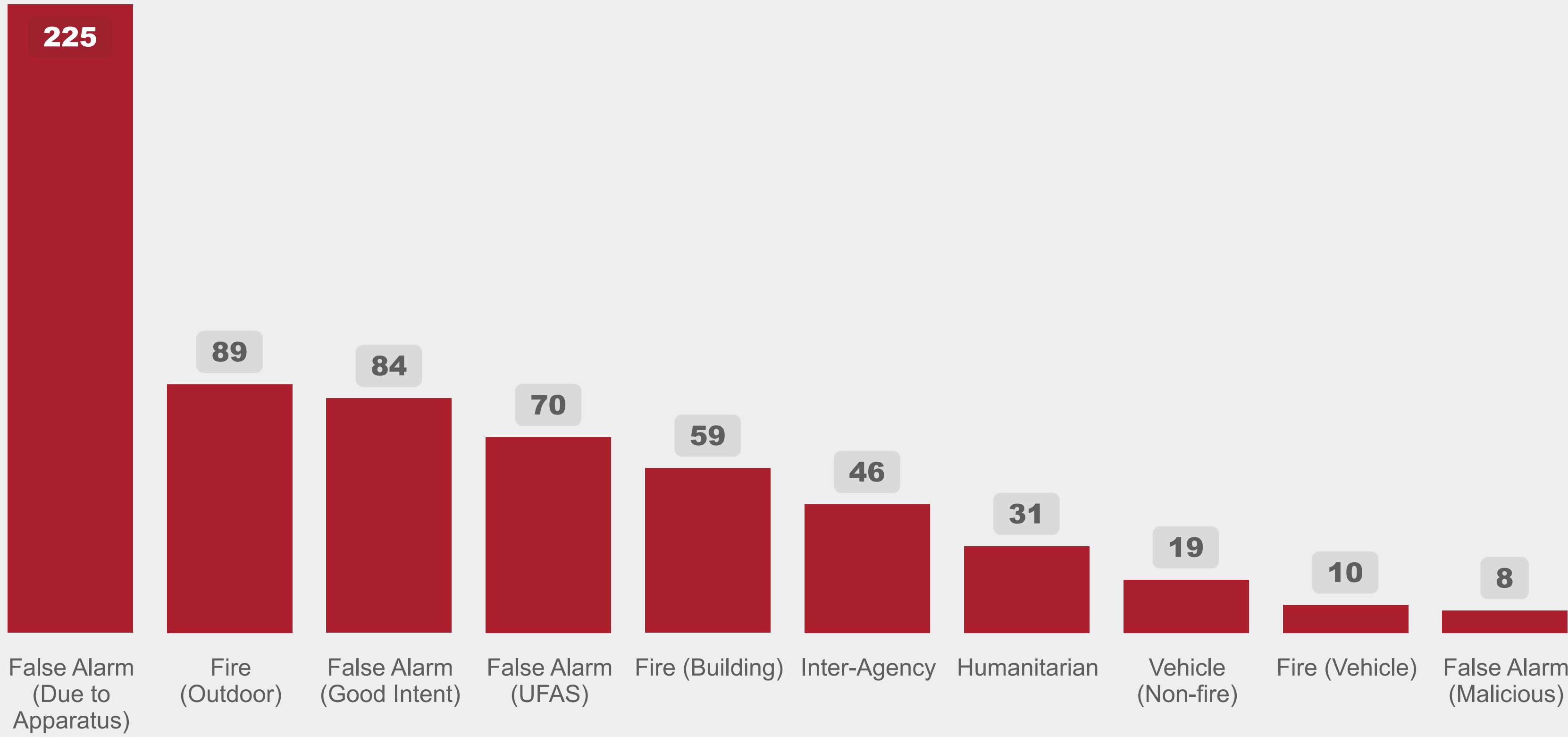
The section above provides a summary of the Annual activity from 1st April 2024 to the 31st March 2025 across the Clackmannanshire Local Authority Area.

Accidental Dwelling Fires

2021-22 Q1	2021-22 Q2	2021-22 Q3	2021-22 Q4	2022-23 Q1	2022-23 Q2	2022-23 Q3	2022-23 Q4	2023-24 Q1	2023-24 Q2	2023-24 Q3	2023-24 Q4	2024-25 Q1	2024-25 Q2	2024-25 Q3	2024-25 Q4
15	9	10	8	6	5	3	8	13	11	3	4	6	9	11	11

Deliberate Fires

2021-22 Q1	2021-22 Q2	2021-22 Q3	2021-22 Q4	2022-23 Q1	2022-23 Q2	2022-23 Q3	2022-23 Q4	2023-24 Q1	2023-24 Q2	2023-24 Q3	2023-24 Q4	2024-25 Q1	2024-25 Q2	2024-25 Q3	2024-25 Q4
40	21	16	20	47	39	6	11	39	29	15	13	9	29	23	22

Non-Domestic Fires

2021-22 Q1	2021-22 Q2	2021-22 Q3	2021-22 Q4	2022-23 Q1	2022-23 Q2	2022-23 Q3	2022-23 Q4	2023-24 Q1	2023-24 Q2	2023-24 Q3	2023-24 Q4	2024-25 Q1	2024-25 Q2	2024-25 Q3	2024-25 Q4
5	7	3	3	4	2	0	6	4	2	2	1	0	1	2	2

Unwanted Fire Alarm Signals

2021-22 Q1	2021-22 Q2	2021-22 Q3	2021-22 Q4	2022-23 Q1	2022-23 Q2	2022-23 Q3	2022-23 Q4	2023-24 Q1	2023-24 Q2	2023-24 Q3	2023-24 Q4	2024-25 Q1	2024-25 Q2	2024-25 Q3	2024-25 Q4
39	53	40	67	58	52	70	60	53	9	13	19	17	34	9	10

Road Traffic Collisions

2021-22 Q1	2021-22 Q2	2021-22 Q3	2021-22 Q4	2022-23 Q1	2022-23 Q2	2022-23 Q3	2022-23 Q4	2023-24 Q1	2023-24 Q2	2023-24 Q3	2023-24 Q4	2024-25 Q1	2024-25 Q2	2024-25 Q3	2024-25 Q4
3	5	4	2	5	2	3	6	2	1	2	0	3	4	5	6

3. Accidental Dwelling Fires

Trend by Quarter (4 years)

Incidents by Ward

Extent of Damage	Incidents
Limited to item 1st ignited	11
Limited to room of origin	11
Not applicable	10
Limited to floor of origin (not whole building)	2
Limited to 2 floors (not whole building)	1
Whole building	1
Whole roof (including roof space)	1

Clackmannanshire South — 14
Clackmannanshire Central — 9
Clackmannanshire North — 7
Clackmannanshire East — 4
Clackmannanshire West — 3
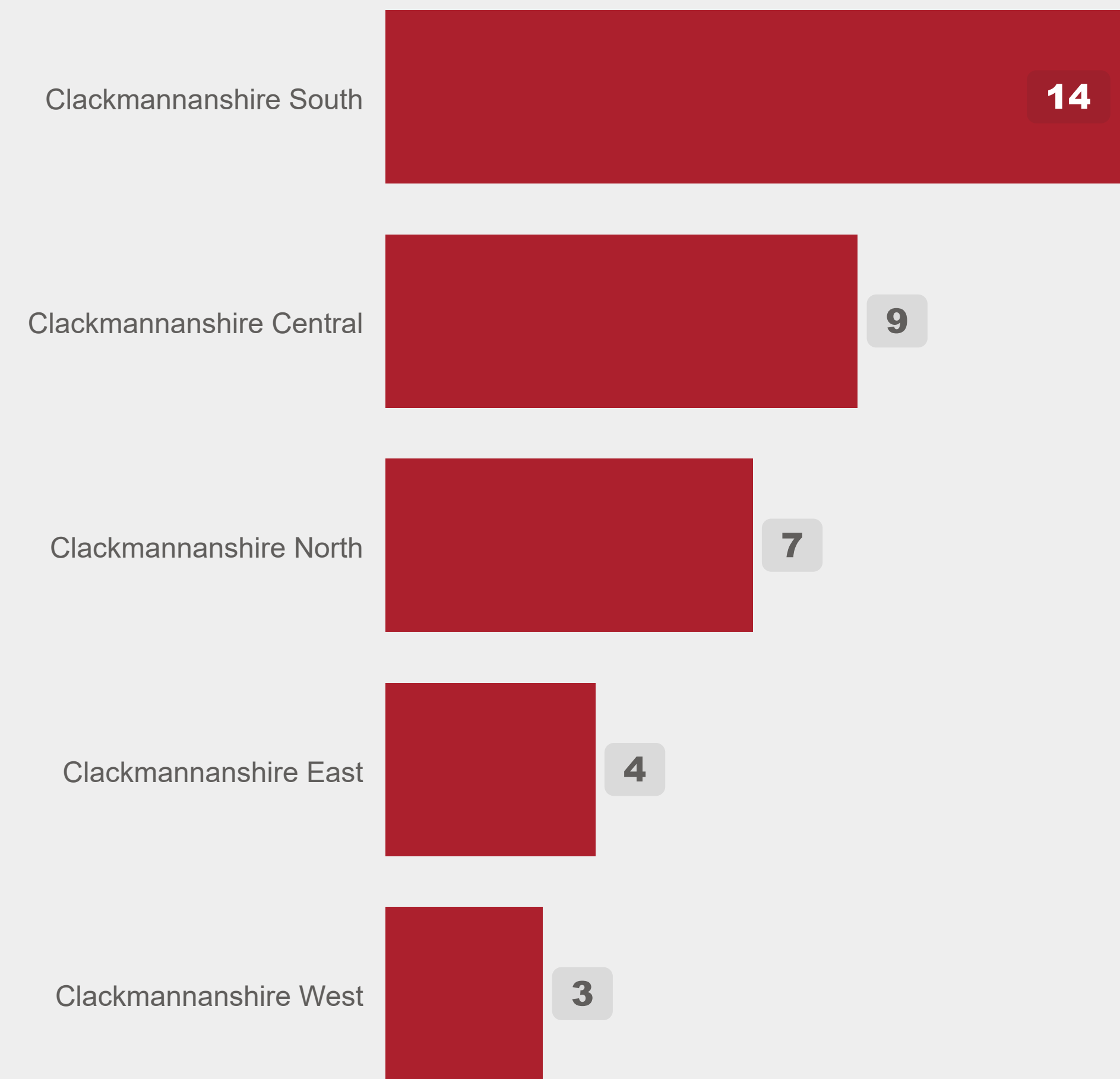
37
Accidental Dwelling Fires in this period

Source of Ignition (Top 10)

	Count
Cooking appliance	21
Other domestic style appliance	4
Heating equipment	3
Matches and candles	3
Smoking Related	3
Not known	2
Other	1
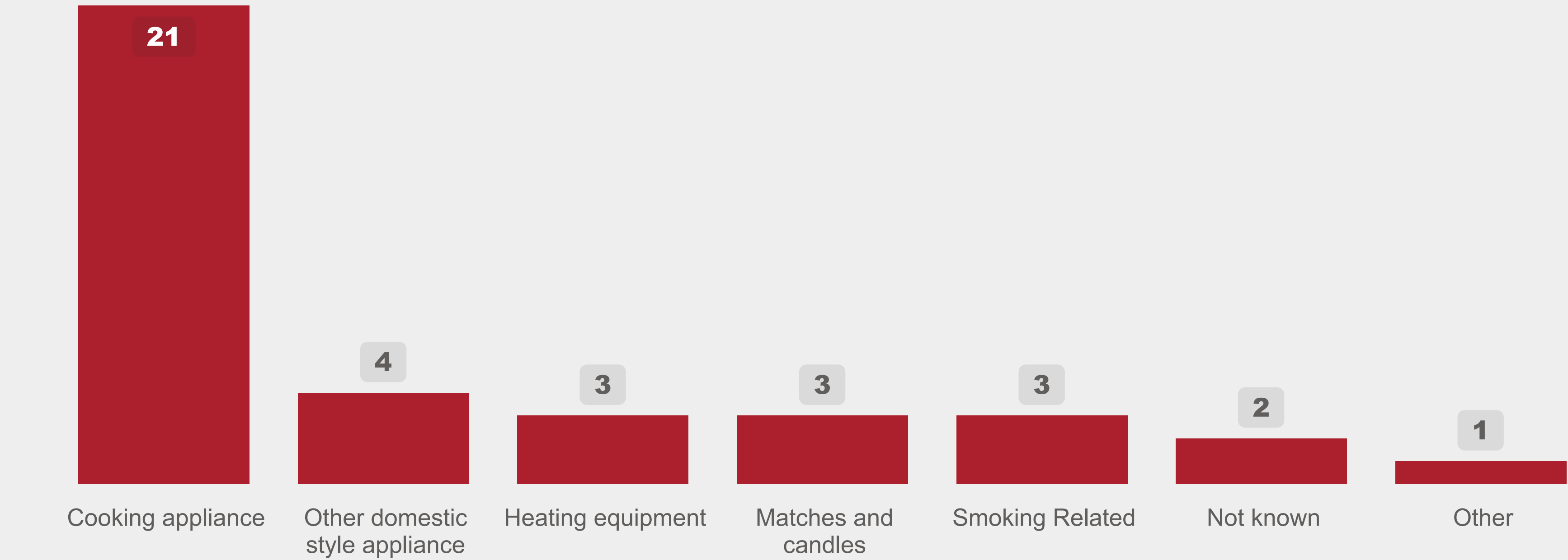
Accidental Dwelling Fires continue to reduce over the longer term as shown in the graph above (top left) albeit with an increase over the last 12 months.

Cooking has been identified as the primary cause of Accidental Dwelling Fires with the local authority area. This is an area of focus for our Community Action Teams, targeting a reduction the number and severity of fires.

Trend by Quarter (4 years)
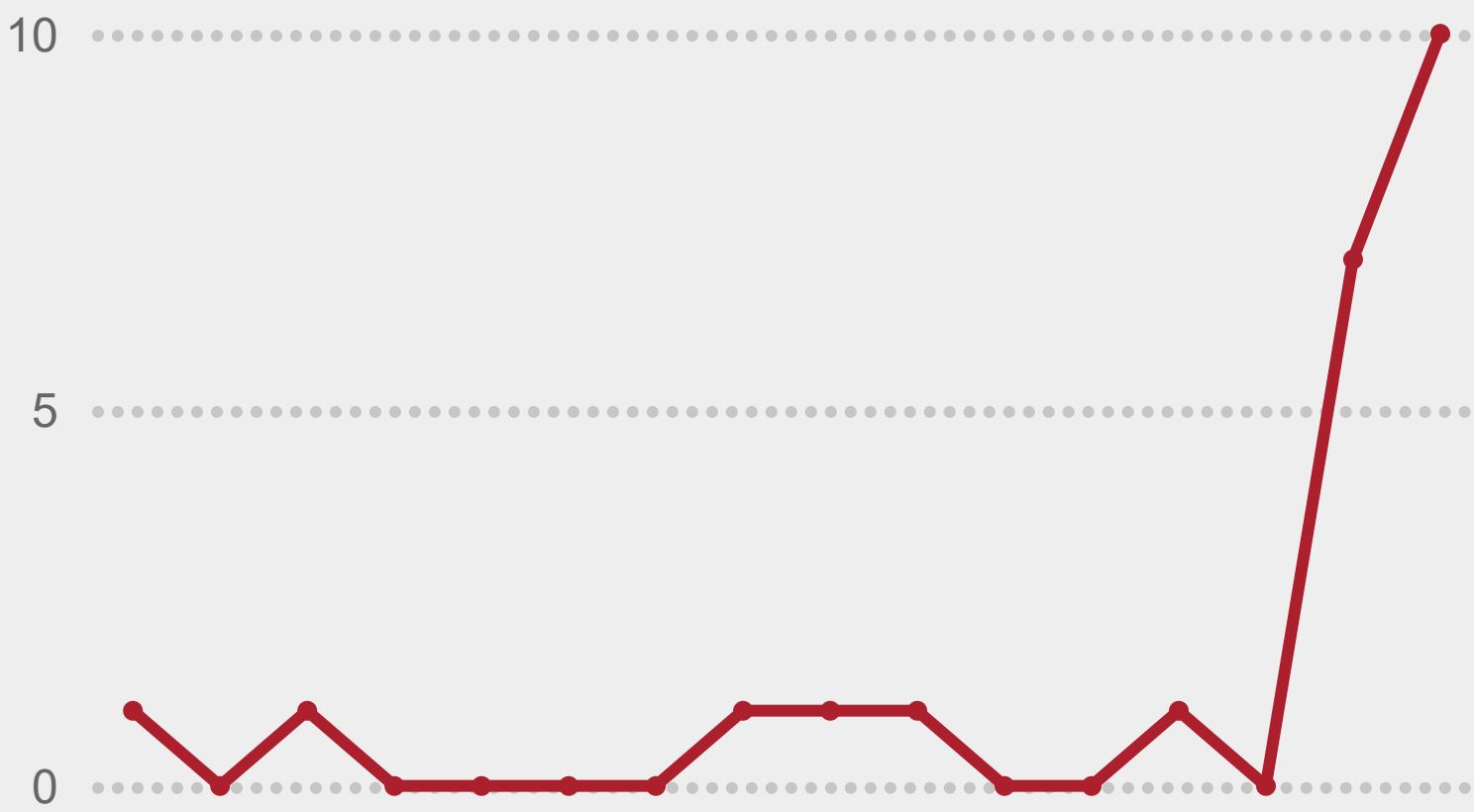
Nature of Injury/Cause of Death	Casualties ▼
Overcome by gas, smoke or toxic fumes; asphyxiation	11
Not known	3
Other	3
Burns - slight	1

Casualties by Ward

Clackmannanshire North — 10

Clackmannanshire South — 7

Clackmannanshire Central — 1
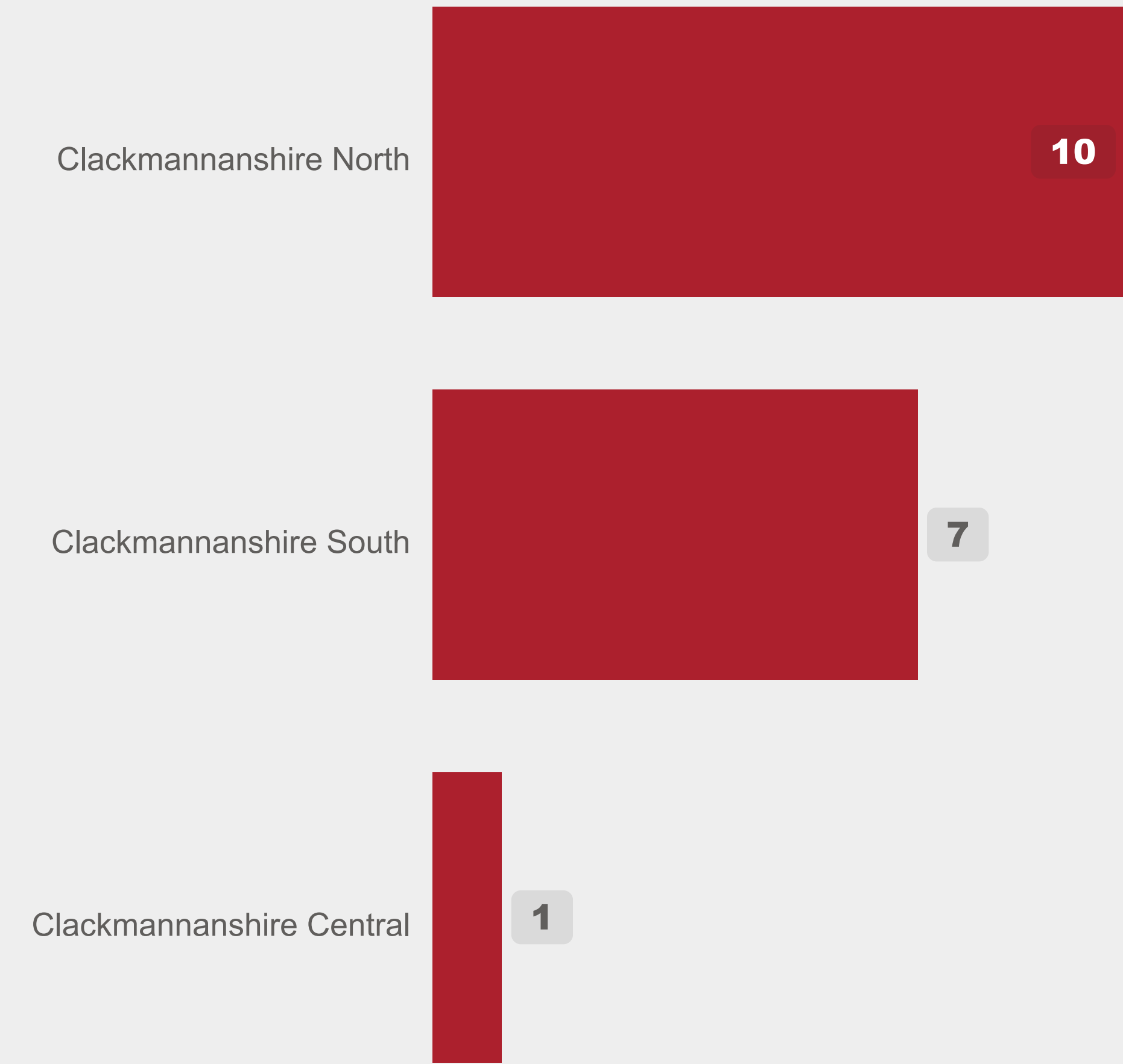
15
Non-Fatal Casualties

3
Fatal Casualties

7
People Rescued by Firefighters

Extent of Harm (Non-Fatal)

10
First Aid Given at Scene

4
Hospital Slight Injuries

1
Hospital Serious Injuries

The Clackmannanshire Local Authority area have seen an increase in fire casualties as a direct consequence of the increased number of Accidental Dwelling Fires. This figure has also increased over the last 12 months due to a change in how we record casualty statistics.

In the last 12 months, Clackmannanshire has unfortunately had 3 recorded fire fatalities. Each incident has been investigated fully and information shared with relevant partners.

Trend by Quarter (4 years)

Nature of Injury/Cause of Death	Casualties
Head injury	3
Not known	3
Chest / Abdominal injury	2
Fracture	2
Other medical condition	2
Other physical injury	2
Back / Neck injury (spinal)	1
Bruising	1
Cuts/Lacerations	1
Other	1

Casualties by Ward

Clackmannanshire South — 8

Clackmannanshire East — 7

Clackmannanshire North — 2

Clackmannanshire West — 1
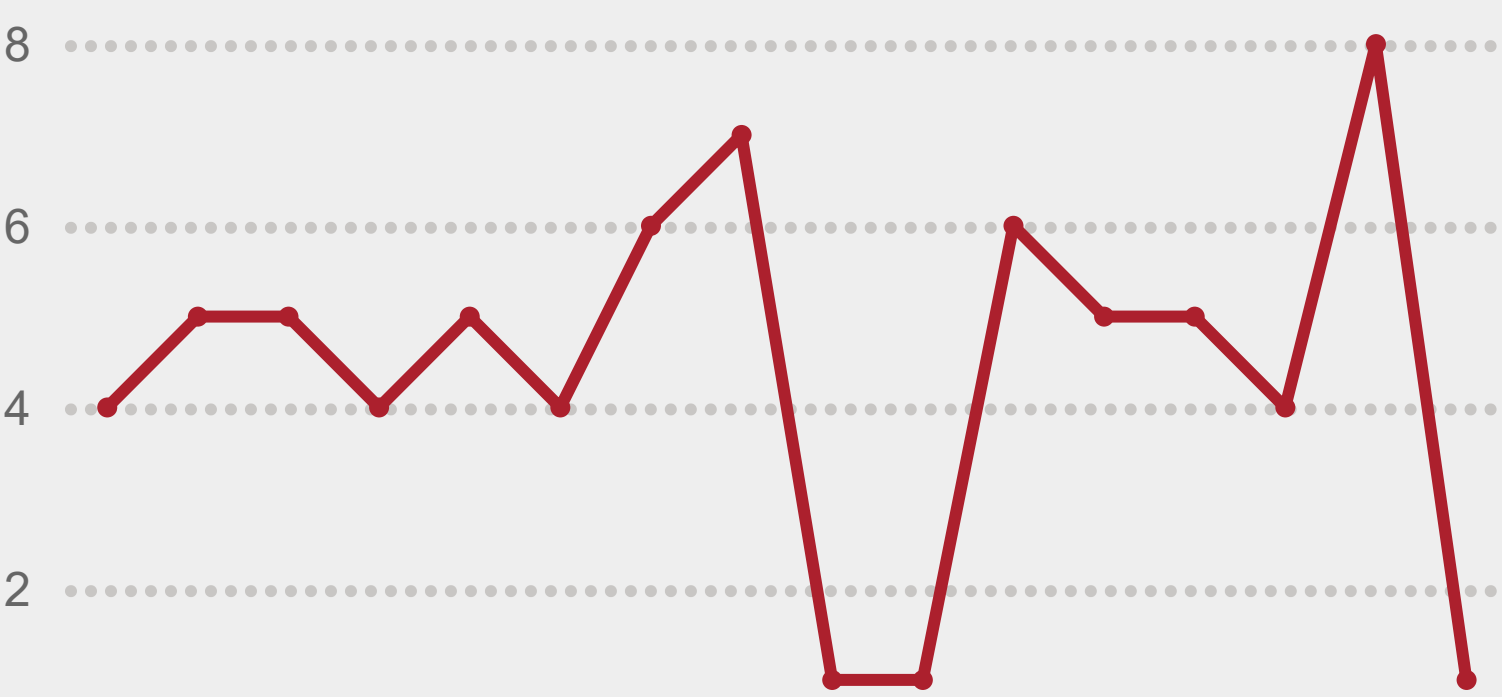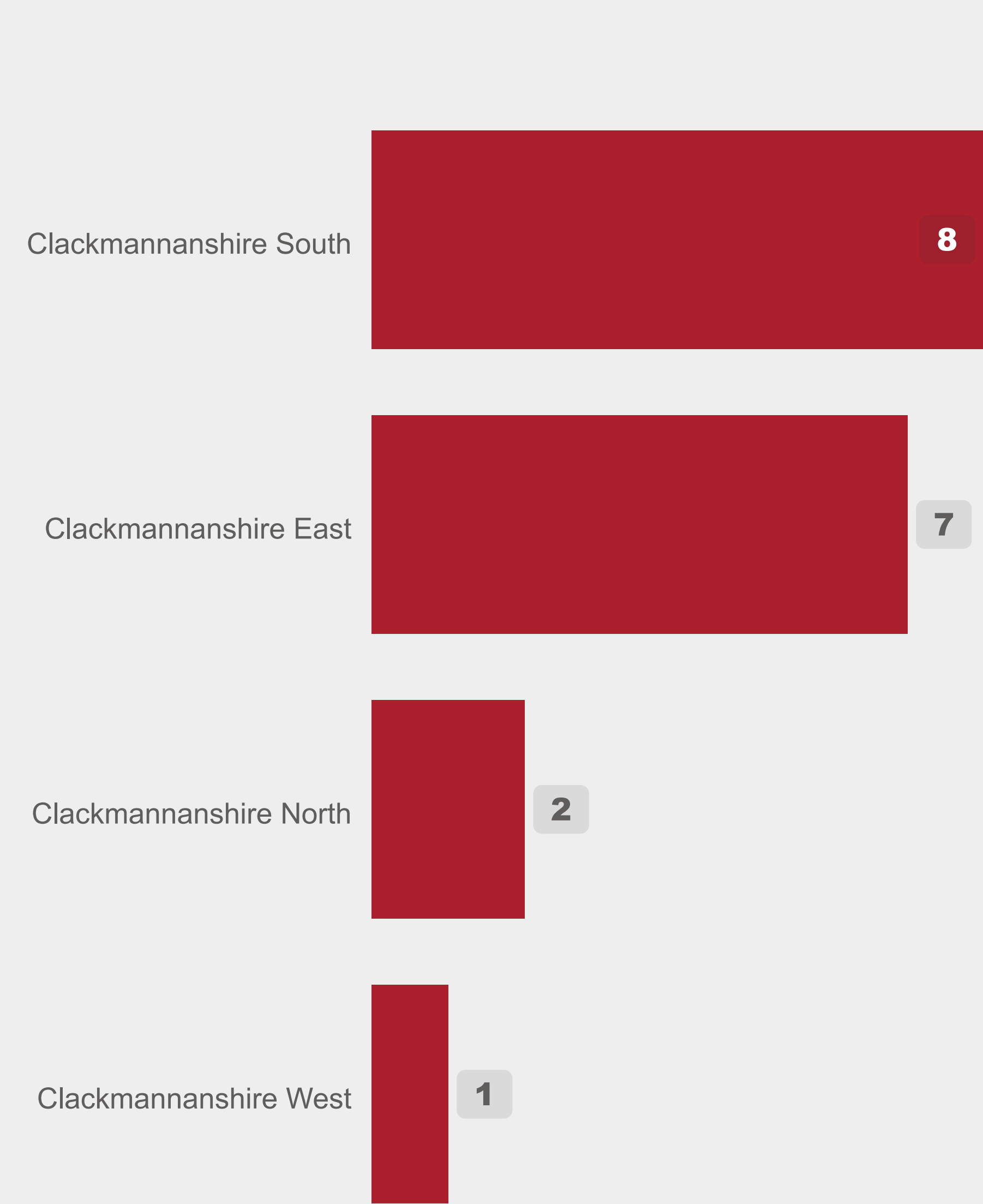
14 Non-Fatal Casualties

4 Fatal Casualties

25 People Rescued by Firefighters

Extent of Harm (Non-Fatal)

1 First Aid Given at Scene

12 Hospital Slight Injuries

1 Hospital Serious Injuries

Non Fire Casualties include rescues from Road Traffic Collisions, Water Rescue and other incidents wher People have been rescued by Firefighters.

The largest majority of Non Fire Casualties have been reported in Clackmannanshire South.

Trend by Quarter (4 years)

Property Type	Incident
Refuse	30
Grassland, woodland and crops	18
Other outdoors (including land)	13
Non Residential	7
Dwelling	6
Outdoor structures	4
Road Vehicle	3
Outdoor equipment and machinery	2

Incidents by Ward

Ward	Incidents
Clackmannanshire North	23
Clackmannanshire South	22
Clackmannanshire West	17
Clackmannanshire Central	15
Clackmannanshire East	6
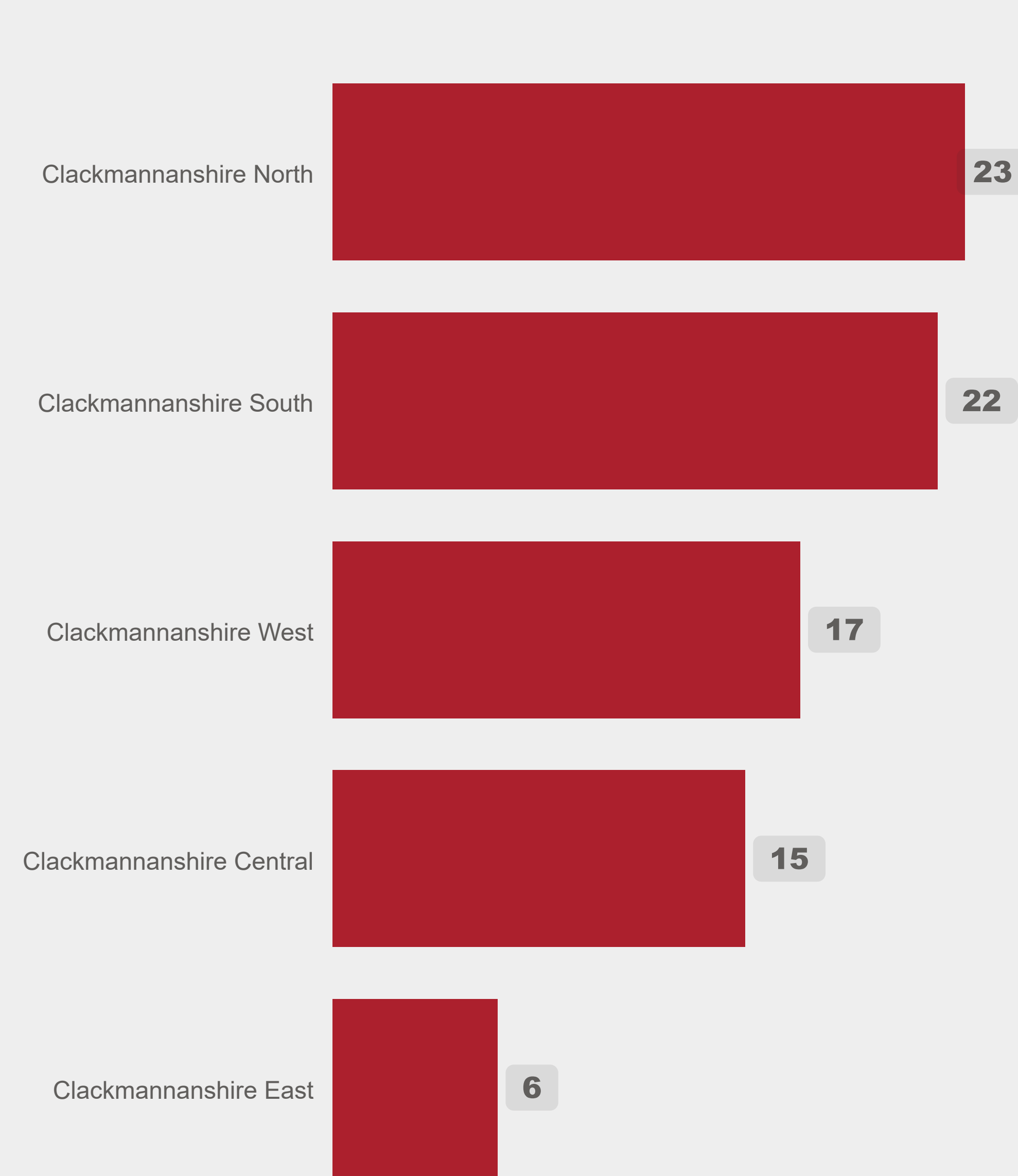
83 Deliberate Fires in this period

Hour of Day
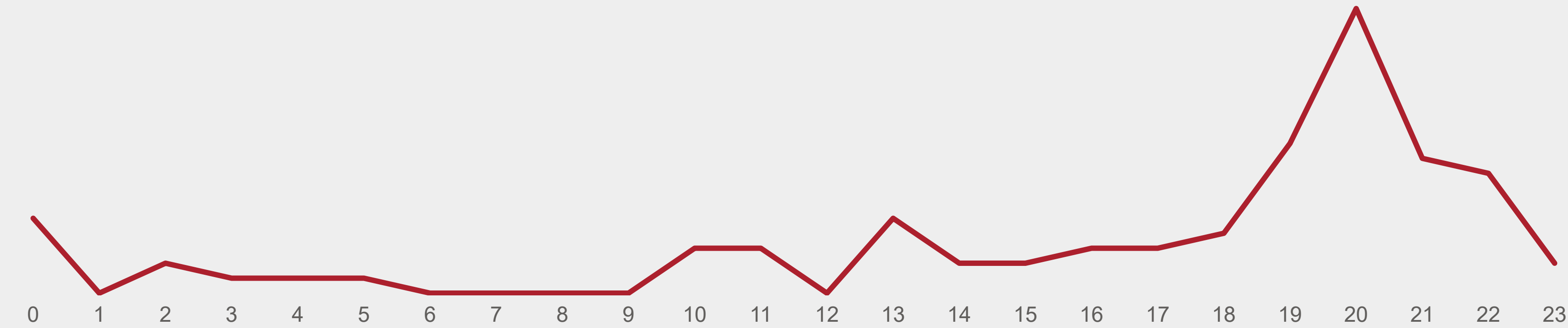
Clackmannanshire recorded 83 Deliberate Fires within the last 12 month period with Clackmannanshire North and South reporting most incidents.

Refuse fires continue to be the main cause of deliberate fire setting and we continue to work with partners on reduction strategies to tackle this problem.

Grassland and outdoor fires continue to rise year on year as the climate changes within Scotland. This is an area of focus for the SFRS with the introduction of our Wildfire Strategy.

7. Non-Domestic Fires

Trend by Quarter (4 years)
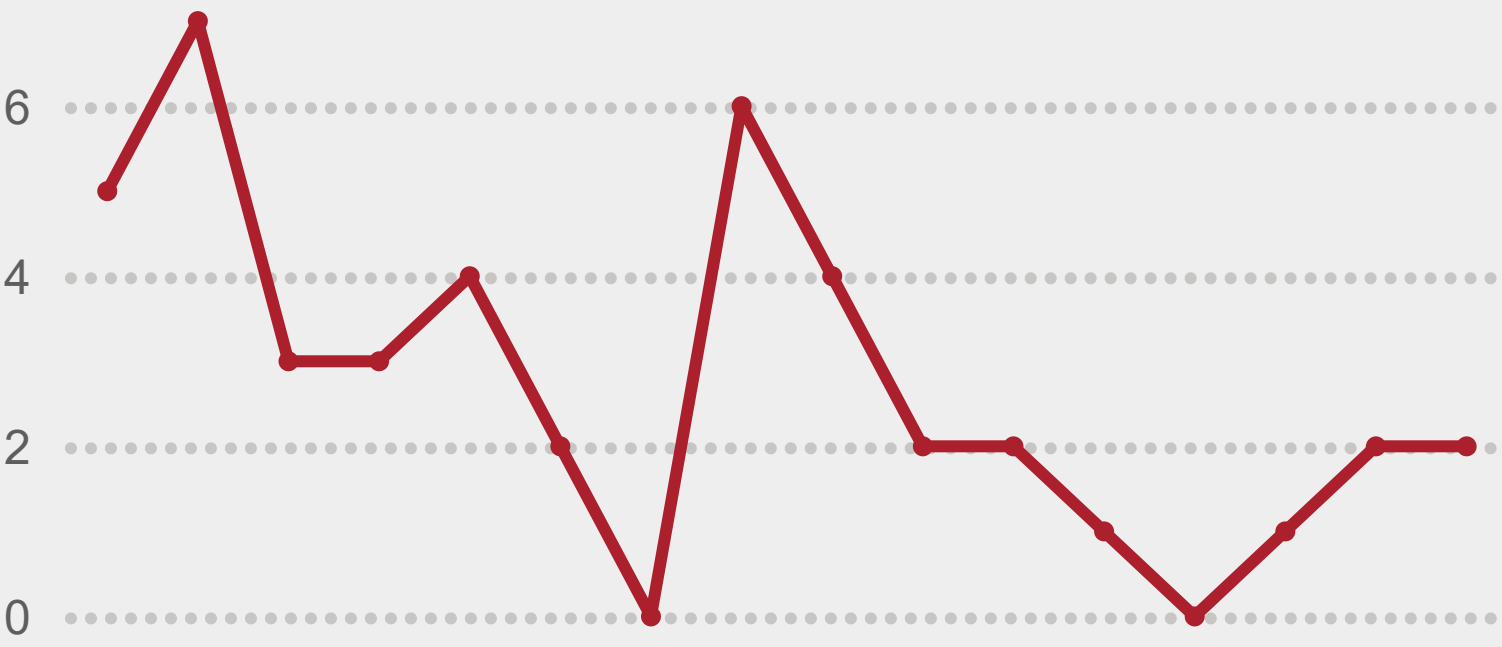
Top 15 Property Types

Property Type	Incidents
Food and Drink	2
Education	1
Industrial Manufacturing	1
Public admin, security and safety	1

Incidents by Ward

Clackmannanshire North — 2
Clackmannanshire South — 2
Clackmannanshire West — 1

1 (20.0%)
4 (80.0%)

● Accidental
● Deliberate
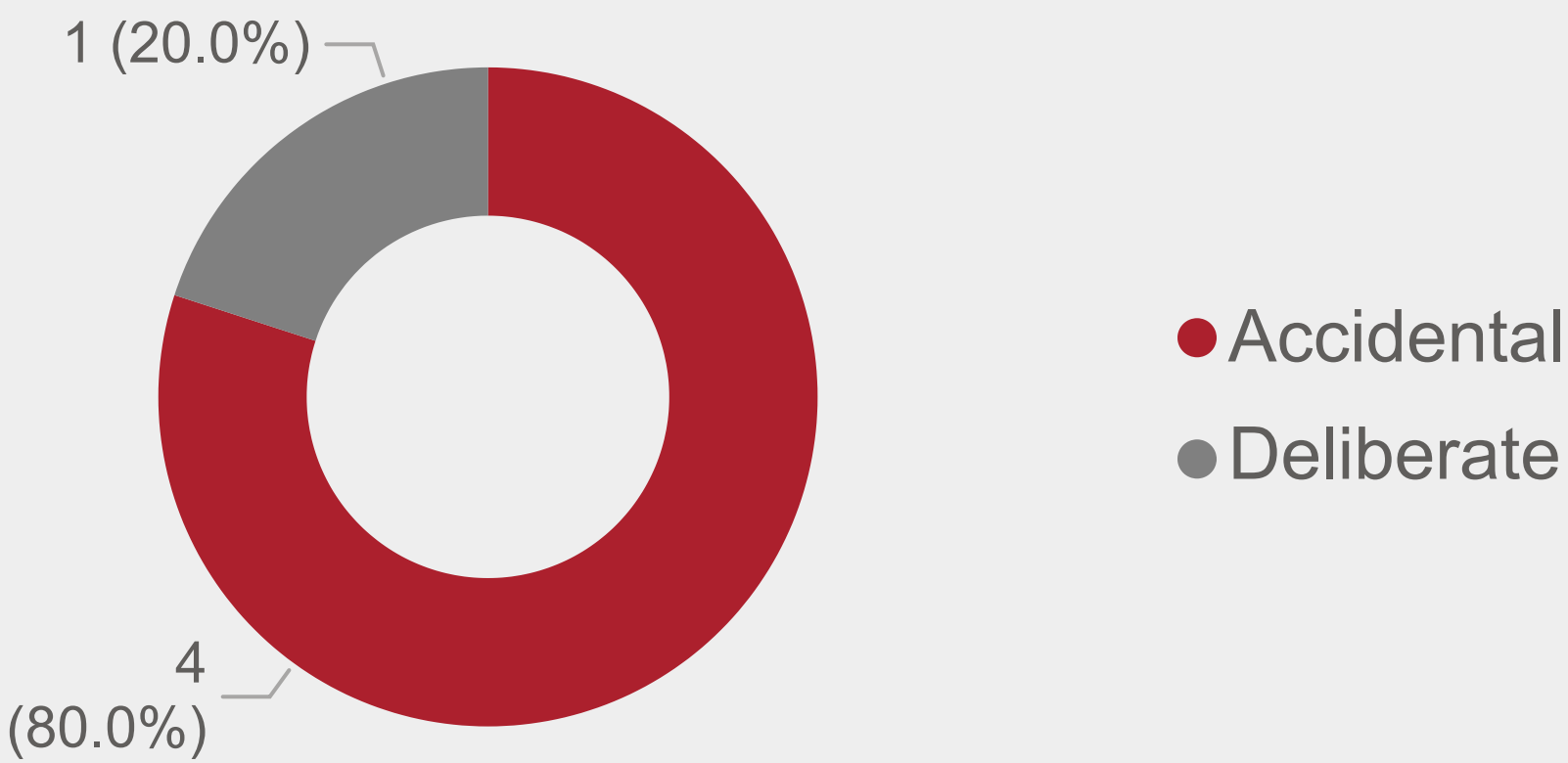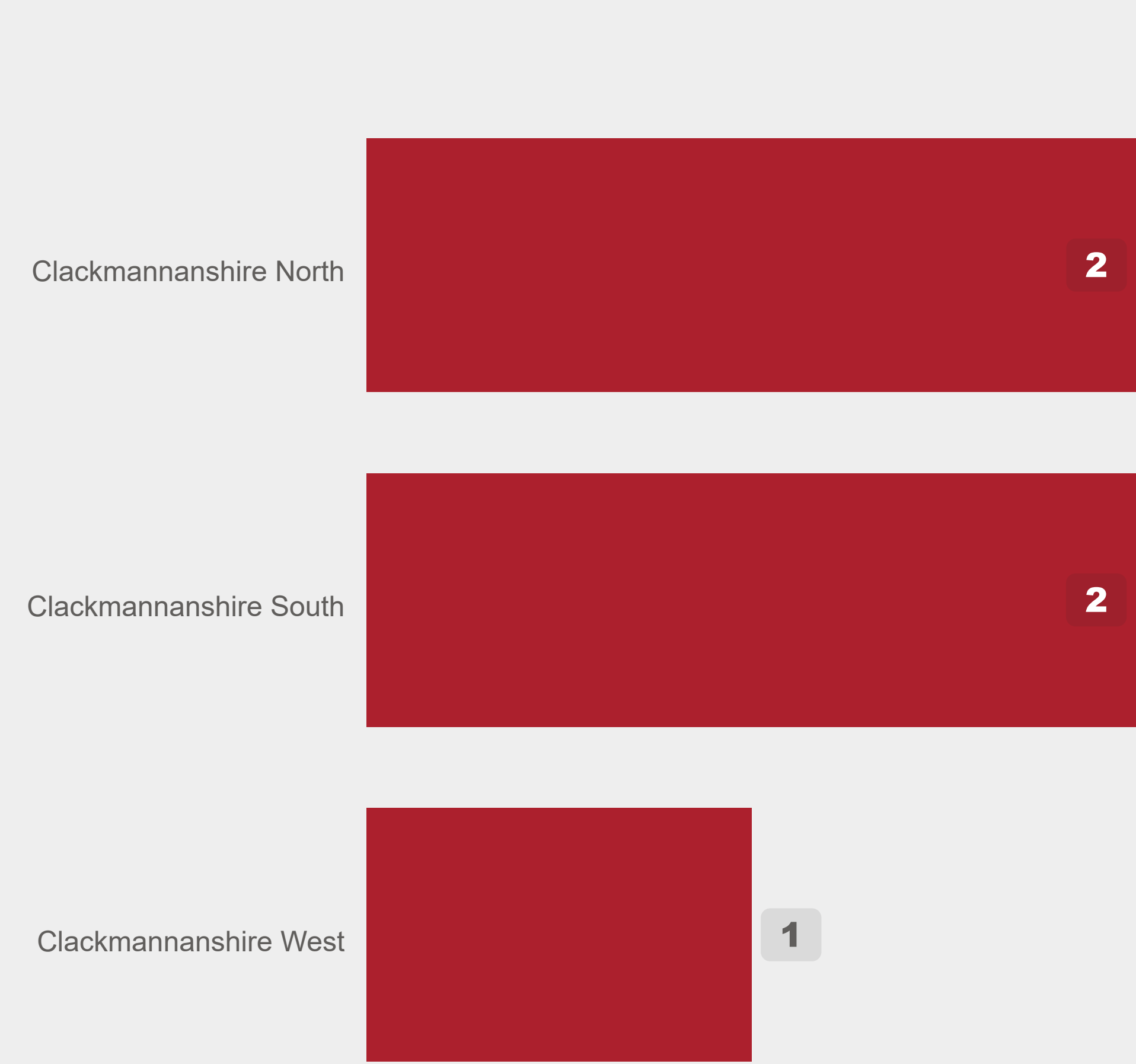
5
Non-Domestic Fires in this period

Extent of Damage

Limited to item 1st ignited — 2
Affecting more than 2 floors (not whole building) — 1
Limited to room of origin — 1
Not applicable — 1
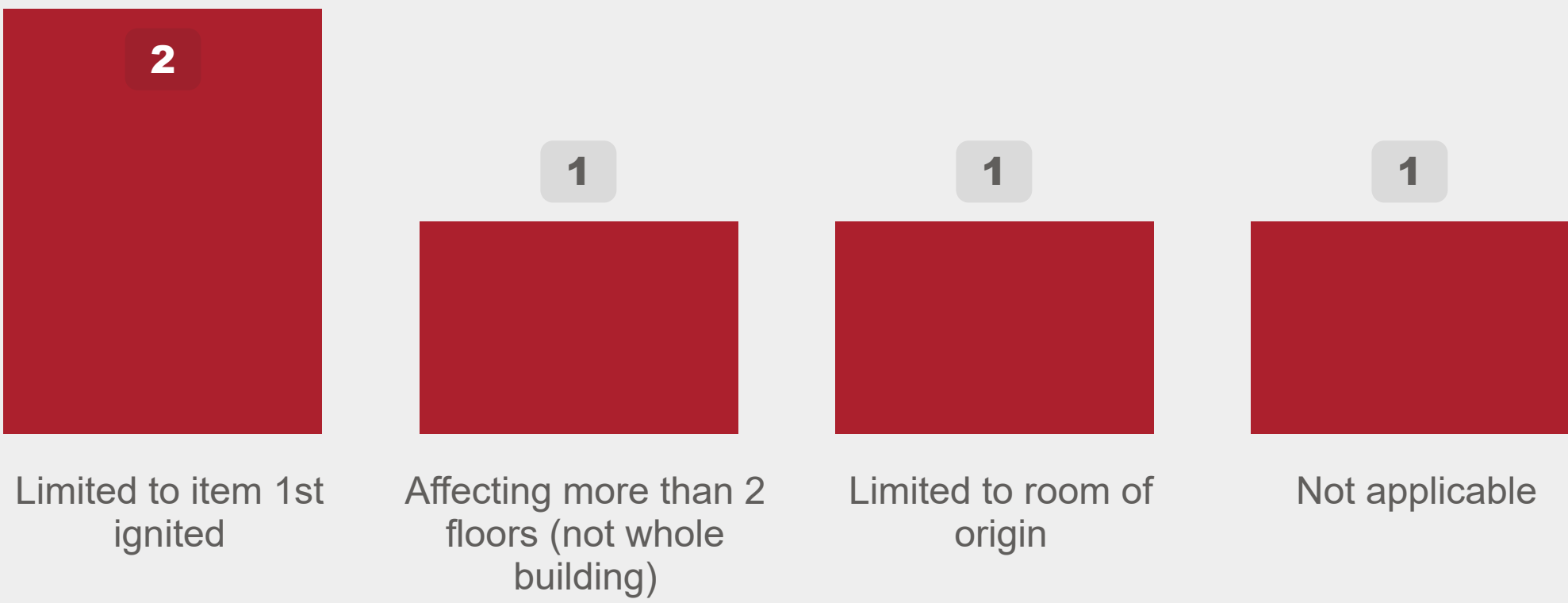
For the 12 month period, Non Domestic Fires remain relatively low and have seen a reduction over the 4 year comparison period.

SFRS are pleased to report no fire related casualties from non domestic fires within Clackmannanshire.

Trend by Quarter (4 years)
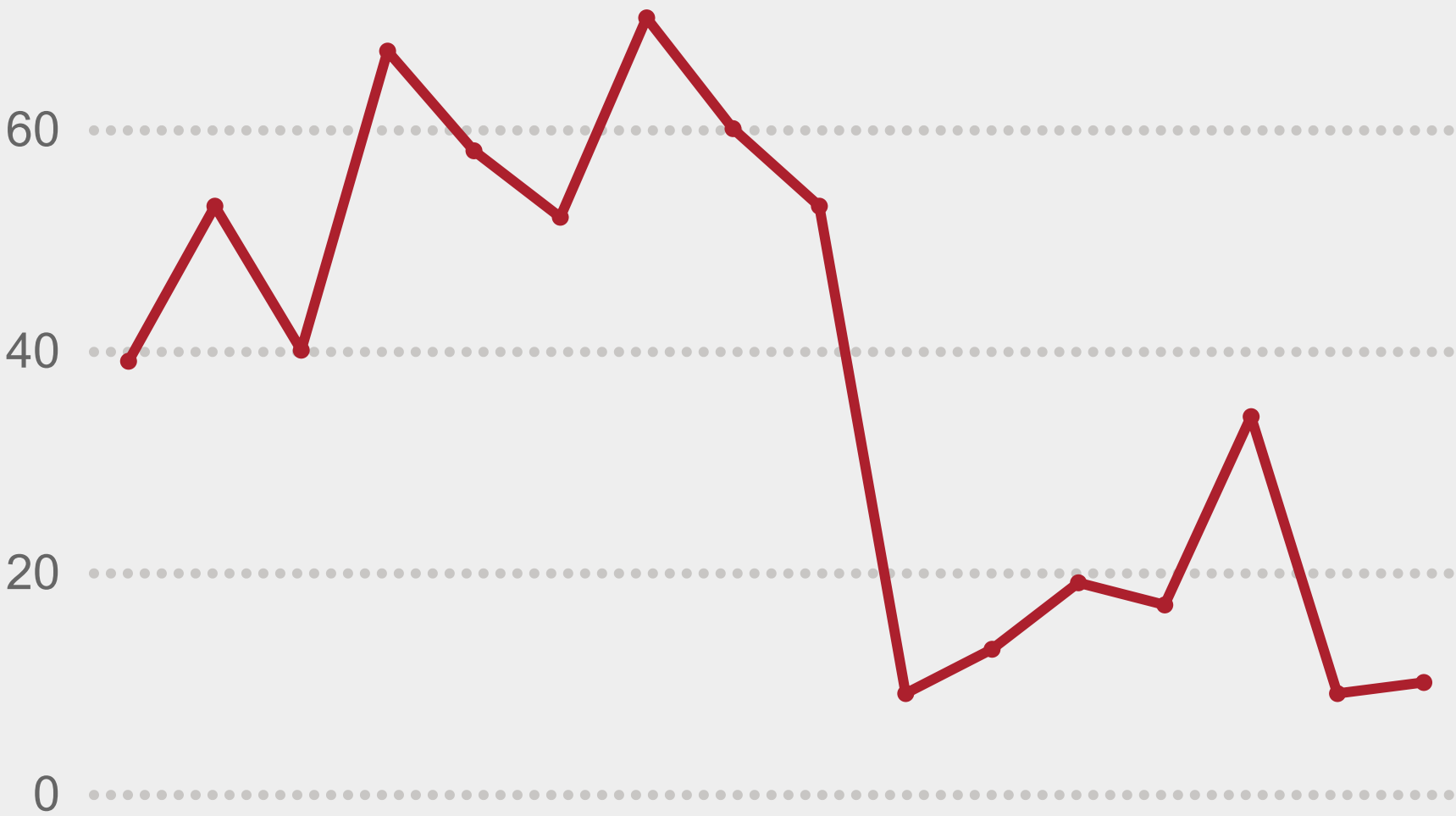
Top 15 Property Types

Property Type	Incidents
Boarding House/B&B for homeless/asylum seekers	17
Residential Home	14
Hostel (e.g. for homeless people)	8
Education	7
Public admin, security and safety	6
Sheltered Housing - not self contained	6
Animal boarding/breeding/kennels (not farm)/animal shelter	4
Other Residential Home	2
Retail	2
Hospitals and medical care	1
Industrial Manufacturing	1
Laboratory/research Establishment	1
Offices and call centres	1

Incidents by Ward

Ward	Incidents
Clackmannanshire Central	34
Clackmannanshire South	12
Clackmannanshire West	12
Clackmannanshire North	7
Clackmannanshire East	5

70

Unwanted Fire Alarm Signals in this period

Following the introduction of our Unwanted Fire Alarm System (UFAS) Reduction Strategy, we continue to see a significant reduction in UFAS incidents.

Clackmannanshire Central remains the highest UFAS offenders and our Fire Safety Enforcement teams work closely with these premises to achieve fire safety compliance and reduce unwanted calls.

We remain committed to supporting Premises Duty Holders achieve high levels of fire safety and the UFAS Champion will continue to engage robustly with Clackmannanshire Council Education and NHS stakeholders in order to address spikes and drive these types of incidents down.

Trend by Quarter (4 years)

Incidents by Ward

Clackmannanshire East	7
Clackmannanshire North	5
Clackmannanshire Central	2
Clackmannanshire South	2
Clackmannanshire West	2

18 Road Traffic Collisions in this period

Property Type	Incidents
Car	16
Other	2

Incident Type	Incidents
Vehicle (Non-fire)	18
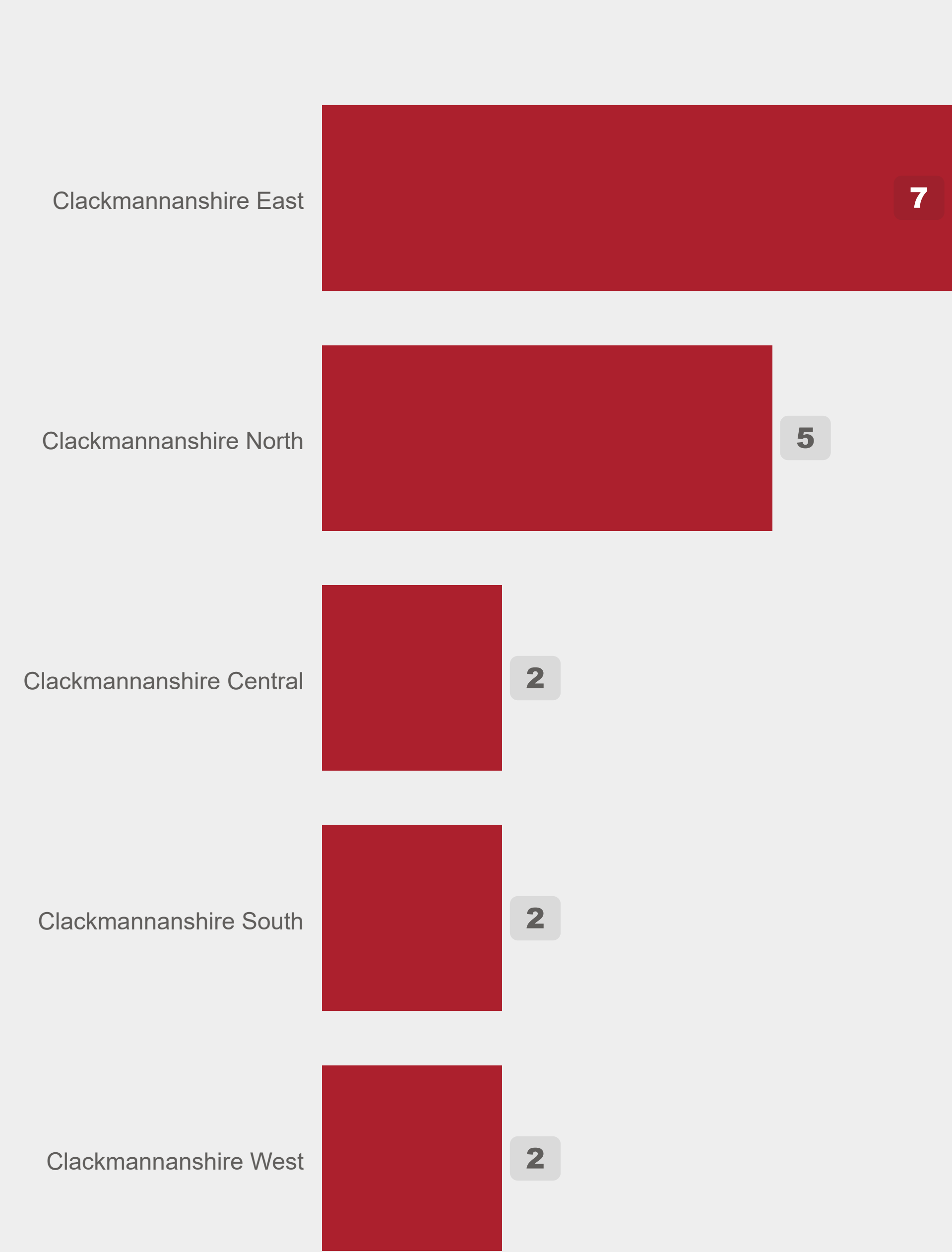
10 Non-Fatal Casualties

0 Fatal Casualties

1 People Rescued by Firefighters

Extent of Harm (Non-Fatal)

1 First Aid Given at Scene

8 Hospital Slight Injuries

1 Hospital Serious Injuries

Road Traffic Collisions have seen an increase over the last 12 months although the number is still relatively small in comparison to other local authority areas. SFRS have carried out a number of Road Safety initiatives over the last year and continue to support partners to educate and inform drivers.

It is pleasing to note that there were no fatalities during the reporting period as a result of Road Traffic Collisions.

HFSVs by Ward

351
Home Fire
Safety Visits

113
High Risk
HFSVs

79
Partner Referral
HFSVs

Ward	Count
Clackmannanshire South	112
Clackmannanshire North	70
Clackmannanshire Central	61
Clackmannanshire West	59
Clackmannanshire East	49
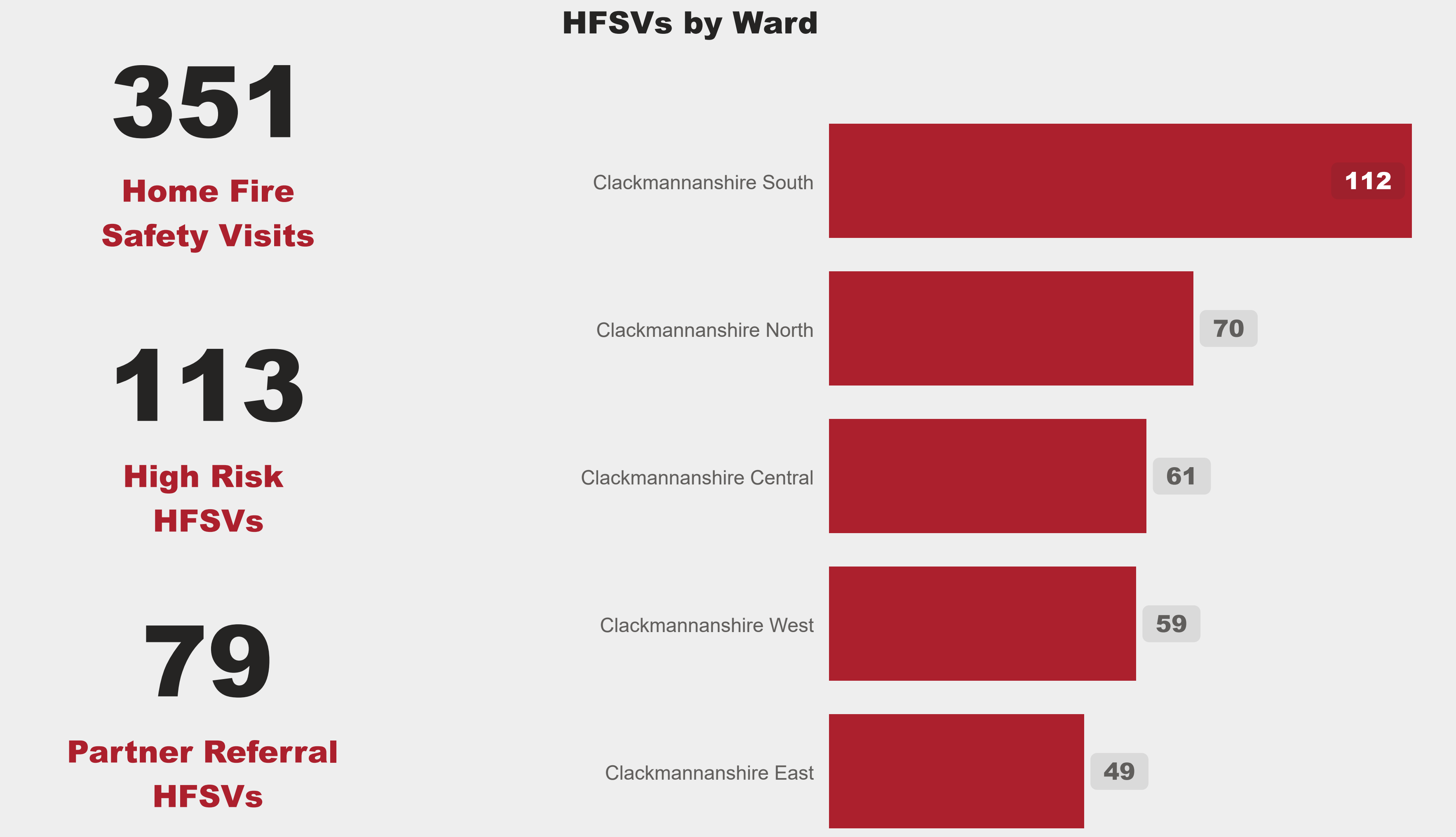
11. Fire Safety Enforcement

Job Type	Count ▾
Audit	46
Consultation	18
Specific Visit	1

Audits by Ward

Ward	Count
Clackmannanshire South	19
Clackmannanshire Central	10
Clackmannanshire West	9
Clackmannanshire East	5
Clackmannanshire North	3
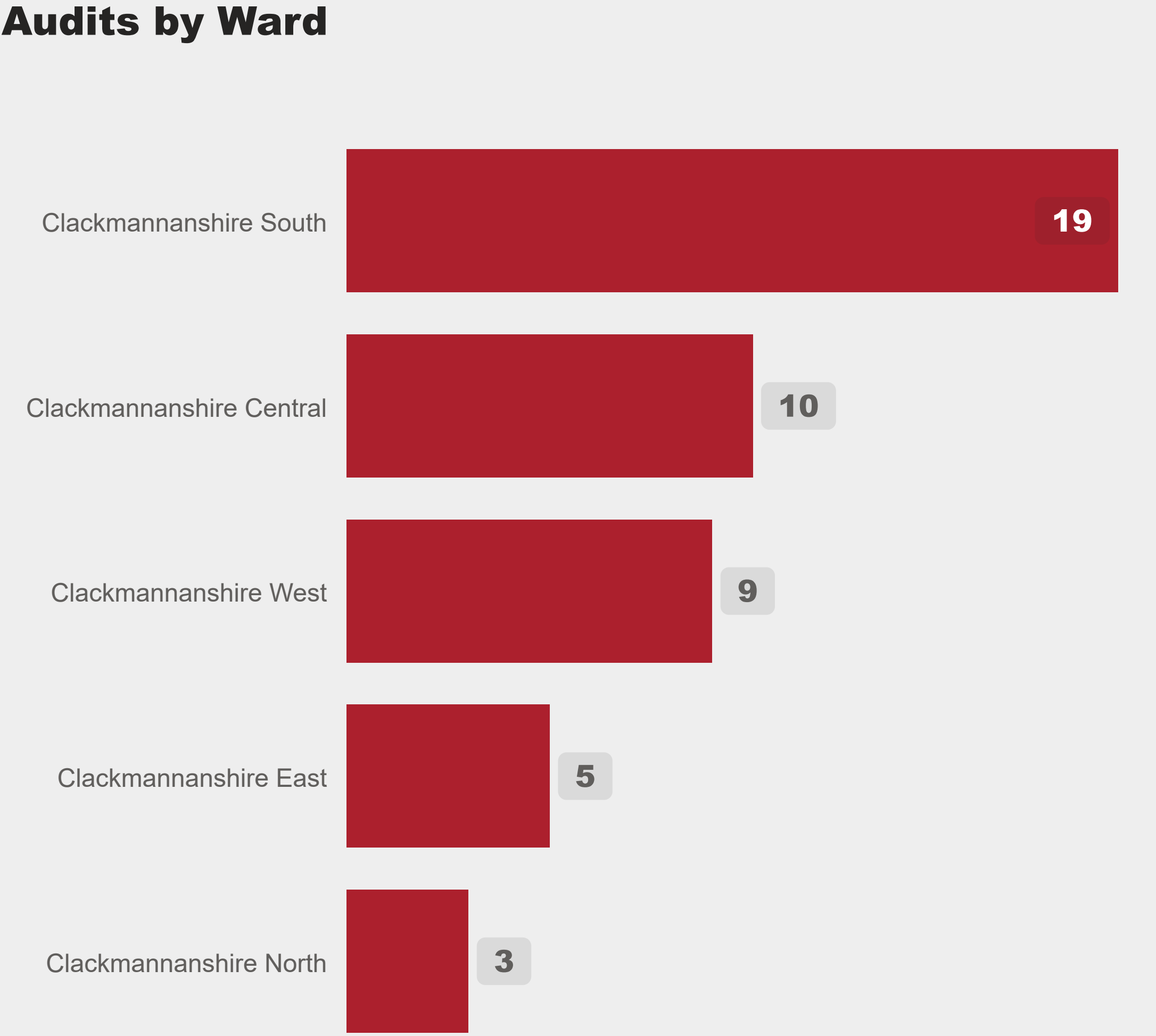
To support Community Safety and ensure people stay safe in their own homes, the SFRS continues to carry out their Home Fire Safety Visit Programme, specifically targetting those deemed as High Risk.

Our Legislative Fire Safety Enforcement Officers carried out 65 Audits within relevant premises within the Clackmannanshire Local Authority Area.

Home Fire Safety Visit Programme

The SFRS carried on with our Home Fire Safety visit programme within the Clackmananshire area, visiting 113 high risk premises. This year also saw the introduction of a new home Fire Safety Visit App that will allow us to target HFSV's to those most at risk and allow us to refer onwards to partner organisations in a more streamlined manner. Numbers include:

Total Completed 351 (113 high risk)
Adult Protection (AP1) Referrals 26

Anti Social Behaviour

ASB and Bonfire Safety – Eighteen talks to over 1200 young people. Some large events and some smaller more targeted events in problem areas across a range of schools and youth groups. Additionally, schools were given information for their digital boards and presentations for their own use to support delivery of ASB information and reduction initiatives.

Glenochil Prison inputs – Four talks, engaging with approx. 22 as part of their Life Skills programme discussing home fire safety, road safety & CPR / Defib use. All have less than 6 months left of sentence.

Partnership Training

Locally we carried out eleven partnership training sessions on risk recognition and referring into SFRS. Groups we worked with included NHS, Social work and education groups. In total 70 people received training.

Youth Volunteer Scheme

This course has continued at Alloa Community Fire Station over the year. As a national course the YVS aims to provide a safe, welcoming and enjoyable environment for young people to learn and work together.

Water Safety and Water Safety School Talks

SFRS attended thirteen events to promote water safety. These included joint patrols with Police Scotland and engaging with the public at problem areas to reassure and educate the public. Also seven talks carried out at Schools in the area to approx. 1385 young people ahead of the summer holidays.

Alloa Community Fire Station open day

Alloa Community Fire Station held a well-attended open day on the 17th of August 2024, assisted by our partners in Police Scotland, Scottish Ambulance Service, Biker Down and Mountain Rescue.

14. Glossary of Terms

Term - What it means

ADF
Accidental Dwelling Fire.

HFSV
Home Fire Safety Visit.

PDIR
Post Domestic Incident Response, a term used to indicate actions taken following attendance at a fire or other incident in the home. PDIRs include amongst things the offer of a free follow up home fire safety visit.

RTC
Road Traffic Collision.

Special Service
Calls to incidents which are not fires or false alarms such as RTCs, rescues, flooding, incidents involving hazardous materials or the provision of assistance to other agencies.

UFAS
Unwanted Fire Alarm Signals. When an automatic fire detection and alarm system is activated as a result of anything other than an actual fire the activation is classed as a false alarm. If an attendance is made to such an event by the Scottish Fire and Rescue Service, then the event is recorded as an UFAS incident.

UFAS Policy Change
In response to COVID, on the 6th May 2020, the SFRS decided to send 1 pump to UFAS premises that did not have their own Predetermined attendance (PDA).

As of 1st July 2023, the COVID interim 1 pump response was ended and a new UFAS policy was implemented.

The new policy is to call challenge all UFAS incidents with the intention of non-attendance. Hospitals, care homes, and sleeping risk premises are all exempt and receive either 2 pumps or their premise specific PDA.
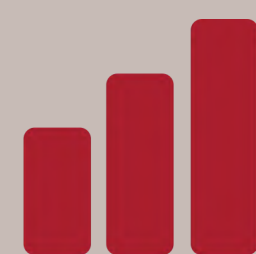
Design, figures and charts by the Business Intelligence team.

CLACKMANNANSHIRE COUNCIL

Report to Audit & Scrutiny Committee

Date of Meeting: 17 April 2025

Subject: HSCP Joint Inspection Improvement Plan

Report by: Joanna MacDonald, Interim Chief Officer

1.0 Purpose

1.1. To present to Council the Improvement Plan following the joint inspection examining the provision of services for and lived experience of adults living with mental illness and their unpaid carers, which took place between April 2024 and September 2024. Stirling Council is responsible for the operational management of all social work and social care services and is directed to do so by Clackmannanshire and Stirling Integration Joint Board ("IJB") who approved the Improvement Plan on 29 January 2025.

1.2. The Improvement Plan is being presented for noting and assurance.

2.0 Recommendations

2.1. Note the content of the Improvement Plan.

2.2. Note and be assured that the inspection process has been completed, and an Improvement Plan has been developed and submitted to the Care Inspectorate, at their request.

2.3. Note that actions are being progressed as per Improvement Plan through the Inspection Steering Group, which is attended from senior managers within the Health and Social Care Partnership (HSCP) as well as Chief Social Work officers from both Councils.

3.0 Background

3.1. The Joint Inspection of Adult Services in the HSCP took place between April 2024 and September 2024. The question was "How effectively is the partnership working together, strategically and operationally, to deliver seamless services that achieve good health and wellbeing outcomes for adults?"

3.2. Elected members across both Councils received a briefing on 29 January 2024 laying out the findings from the Joint Inspection Report, which was published by the Care Inspectorate.

3.3. The inspection examined the provision of adult services by seeking the views of people with a lived experience of living with mental illness alongside their unpaid carers. However, the actions laid out in the Improvement Plan relate to all adult health and social care services across the HSCP area.

3.4. The inspectors engaged with 35 supported people and 6 carers through conversation and focus groups.

3.5. Staff employed from across the services delegated to the Integration Joint Board and delivered by HSCP were asked to complete surveys and be part of local focus groups.

    3.5.1. 175 people completed staff surveys

    3.5.2. 86 members of staff attended focus groups

    3.5.3. 4 professional discussions sessions were held with the leadership team including Chief Executives across NHSFV, Clackmannanshire Council and Stirling Council.

3.6. Inspectors reviewed evidence provided by the HSCP to understand their vision, aims, strategic planning and improvement activities.

3.7. Inspectors also reviewed individual case records, which were collated from social work records and health records. These cases represented details of people living with mental illness who were receiving social work services at the time, a randomised sample was provided to inspectors.

3.8. The final Inspection Report was published on 26 November 2024. The Report acknowledged that the Clackmannanshire and Stirling Health and Social Care Partnership is the only HSCP in Scotland where two local authorities were integrated with an NHS board within the Integration Joint Board. This arrangement presents unique challenges that the inspection team identified as part of their findings, they noted that this can affect the outcomes for people if services are not working together within an integrated arrangement. The local integration of health and social work/social care has not progressed at the same pace as other HSCP's in Scotland and a number of services, as a result, are at the early stages of integration and as such are being delivered on a single agency basis.

3.9. Within the Inspection Report, inspectors noted that some of the challenges highlighted for the HSCP are national issues that are being faced by many other partnerships. For example, systems which support staff to work in a more integrated way is a national challenge which is made more complex as a result of two local authorities and one health board within this particular HSCP, which can impact on the sharing of information across and between agencies.

3.10. The Report notes that health and social work / social care services are at the start of the integration journey, which can lead to inconsistent practice and missed opportunities for patients and supported people across the HSCP area. Specifically, the report has highlighted the lack of support for carers and delivery of Self-directed Support Act, which has not been fully implemented across the HSCP area.

3.11. There are key areas for improvement for the HSCP, and wider constituent organisations, focused on systems and processes which should create consistency across the HSCP area:

3.11.1. The HSCP should develop processes for capturing robust data on outcomes for people using mental health services and their unpaid carers to inform service planning and ongoing improvement.

3.11.2 The HSCP should improve its integrated processes for assessment, care planning and treatment to support more effective collaboration between health and social care staff.

3.11.3 The HSCP should develop a more proactive approach to emergency and future care planning.

3.12. The report noted the positive impact that staff are making on the lives of people and their families:

3.12.1. Staff across the HSCP are working hard to support people living with mental illness in Clackmannanshire and Stirling. Their care and compassion contributed to good outcomes for some people and improved their quality of life.

3.12.2. The introduction of community link workers in some GP practices and primary care mental health nurses has strengthened early intervention and prevention support for people living with a mental illness. People who accessed these services reported positive experiences.

3.12.3. The HSCP is developing an innovative collaborative approach to implementing its commissioning priorities through Commissioning Consortia; these involve supported people, carers and third and independent sector providers in an ethical commissioning, human rights based approach.

3.13. There are key areas for improvement, for the HSCP, and wider constituent organisations, linked to ensuring opportunities for staff to be supported in their learning and development linked to ongoing professional practice and legislative requirements:

3.13.1. The HSCP should support staff across all services to identify and respond to the needs of unpaid carers of people living with mental illness.

3.13.2. The HSCP should provide service users and their unpaid carers meaningful and accessible opportunities to share their views and contribute to plans for the services they use, particularly people living with mental illness.

3.13.3. The HSCP should progress the implementation of the recently agreed Self-directed Support (SDS) Policy and ensure delivery of outcome focused assessments.

3.13.4. The HSCP should review the assessment templates in use across NHS Forth Valley services for people living with mental illness to support a greater focus on outcomes.

3.13.5. The HSCP should strengthen its professional governance of social work functions across adult services.

3.13.6. Senior leaders should continue to develop their approach to managing change across the HSCP. Frontline staff should be involved in designing and implementing improvements identified from self-evaluation activities.

3.13.7. Developing new care pathways and guidelines away from current disease specific models towards a greater focus on the holistic needs of people will be needed.

3.14. The following scores were then published as below.

What key outcomes have integrated services achieved for people who use our services and carers?	What impact have integrated service approaches had on the lives of people who use our services and on other stakeholders?	How far is our delivery of key processes integrated and effective?	How good is our integrated management?	How good is our integrated leadership?
1. Key performance outcomes	2. Experience of people	5. Delivery of key processes	6. Strategic planning, policy, quality and improvement	9. Leadership and direction
Adequate	Adequate	Weak	Adequate	Weak

4.0 Considerations

4.1 The Improvement Plan was developed in partnership with a wide range of stakeholders from across the health and social care system at a facilitated workshop held on 17 December 2024. The output from the workshop is reflected in the Plan presented to the Care Inspectorate and to Committee in appendix 1.

4.2 Clackmannanshire and Stirling Integration Joint Board noted and approved the Improvement Plan on 29 January 2025.

4.3 The Improvement Plan was presented at NHS Forth Valley Board on 28 January 2025.

4.5 Clackmannanshire Council will present the Improvement Plan for noting at a future meeting of the Council.

5.0 Sustainability Implications

5.1 None to note

6.0 Resource Implications

6.1 The Improvement Plan will be required to be implemented by the HSCP across all staff groups and professions in line with the requirements of the scrutiny role of Healthcare Improvement Scotland. The monitoring will be undertaken as part of the role of the IJB.

7.0 Exempt Reports

7.1 Is this report exempt?   No √

8.0 Declarations

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

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

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

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

Complies with relevant Council Policies ☐

9.0 Equalities Impact

9.1 The Improvement Plan was developed in partnership with all people participated in the inspection process.

9.2 The Care Inspection / HIS Team engaged with supported people, services users and carers as part of the inspection process.

External Consultations

9.3 The Improvement Plan was developed in partnership with a wide range of stakeholders from across the health and social care system, including those with lived experience and their care representatives, at a facilitated workshop held on 17 December 2024. The output from the workshop is reflected in the Plan presented to the Care Inspectorate and to Committee in appendix 1.

10.0 Legal & Risk Implications

10.1 Although this is a report for noting, and the power to approve the Improvement Plan sits with the IJB, the development and implementation of the Improvement Plan at the request of the Care Inspectorate is a matter of sufficient importance that it be brought before Council for discussion. In exceptional circumstances, the Clerk to Council may, in consultation with the Lord Provost, agree that a report, which does not fall within the categories of report reserved to Council, be submitted to Council. (Scheme of Delegation (SOD), Page 5, 3 Paragraph, last sentence).

10.2 The Public Bodies (Joint Working) (Scotland) Act 2014 (the "2014 Act") Council.

10.3 The 2014 Act places a duty on the IJB to provide integrated delivery of health and social care services. The 2014 Act also places a duty on the IJB to have regard to the national health and wellbeing outcomes.

10.4 If the Improvement Plan is not delivered there is a risk that the IJB will not deliver on the effective integration of health and social care services as expected by the 2014 Act. This will impact upon the outcomes for individuals and the fulfilment of the social work functions outlined below, which have been delegated to the IJB. This could lead to Stirling Council being in breach of its statutory duties, which could result in a legal challenge.

10.5 There are a number of statutory obligations placed on the Council in the area of adult social care. These include identifying carers' needs; the provision of self-directed support; provision of care for those with mental health conditions; provision of advocacy services; and a requirement to assess eligible needs for those who require assistance.

10.6 Additionally there are overarching obligations under the Human Rights Act 1998 that the Council, as a public body, must comply with. If the Council fails to meet any of its statutory obligations or fails to take into consideration its overarching statutory obligations when making decisions on care or assistance, there is an increased risk of legal challenge, reputational damage, and consequential financial impact through legal costs.

10.7 The Care Inspectorate and Healthcare Improvement Scotland have indicated that there will be a follow up review to examine progress in 2025/26. It is imperative that the Improvement Plan has addressed, or is in the progress of addressing, the issues identified following the inspection. Failure to do so risks reputational damage to the Councils, the HSCP and IJB, and NHS Forth Valley

11.0 Appendices

11.1 Appendix 1 – Improvement Plan

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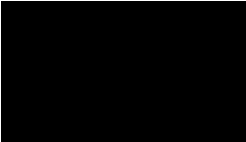
12.1 Have you used other documents to compile your report? (All documents must be kept available by the author for public inspection for four years from the date of meeting at which the report is considered)

Yes ☐ (please list the documents below) No ☐

Author(s)

NAME	DESIGNATION	TEL NO / EXTENSION
Wendy Forrest	Head of Strategic Planning & Health Improvement	forrestw@stirling.gov.uk

Approved by

NAME	DESIGNATION	SIGNATURE
Joanna Macdonald	Interim Chief Officer	

Joint Inspection of Adult Services in the

Clackmannanshire and Stirling Health and Social Care Partnership

Improvement Plan

January 2025

Version	Draft Improvement Plan	
Date	23 January 2025	
Responsible Owner	Joanna Macdonald, Interim Chief Officer	
Author	Wendy Forrest, Head of Strategic Planning and Lesley Fulford, Senior Planning Manager and Inspection Coordinator	
Approved by (Date)	Clackmannanshire Council	TBC
	Stirling Council	TBC
	NHS Forth Valley	28 January 2025
	Clackmannanshire and Stirling IJB	29 January 2025

Inspection Question:
How effectively is the partnership working together, strategically and operationally, to deliver seamless services that achieve good health and well-being outcomes for adults?
Second theme:
People living with mental illness

On 8 April 2024, Clackmannanshire and Stirling IJB received notification from the Care Inspectorate and Health Improvement Scotland that they would be undertaking a joint inspection of Adult Services in the HSCP. There was a focus of the joint inspection on adults living with mental illness (under the age of 65) and their unpaid carers.

The focus of this plan relates to the key findings and areas for improvement identified by the inspection team.

It should be noted the Inspection team noted specific issues for the partnership:
- Unique challenges due to partnership make-up - only partnership in Scotland where there are two local authorities
- Delay in delegating specialist mental health services had an impact on the functioning of the partnership.
- Important weaknesses were identified as part of the inspection process; therefore, inspectors will arrange a follow up review at some point in the next 12 months.

The inspection team utilised their Quality Indicators Framework, see appendix 1.
The reporting arrangements for this process for partnership are laid out in appendix 2.

This plan was developed in partnership with services in mental health across the spectrum, however, applies to all integrated services in the HSCP as principles are the same regardless of condition. An event was held in early December to go through the draft and discuss what needed to change and what could be built upon. This will continue as we progress towards improved integration.

For ease reporting arrangements are detailed below.

GREEN (G)	AMBER (A)	BLUE (B)	RED (R)	WHITE (W)
Successfully achieved	On Target	On hold or awaiting update	Not Met/Outstanding	Task not yet started
	*There are **no** issues and / or risks impacting on the action / task which is progressing according to plan = we are delivering the action / task on time / scope / budget*	*There are **some** issues and / or risks that are impacting on the action / task if not fixed = we are at risk of not delivering the action / task on time / scope / budget*	*There are **significant** issues and / or risks that are impacting on the action / task right now = we are not delivering the action / task on time / scope / budget*	

Areas for improvement	Actions	Executive Lead	Delivery Lead	Completion Date	Measurement of impact & improved outcomes
QI 1 Key performance outcomes **What key outcomes have integrated services achieved for people who use our services and carers?**					
Area for Improvement 1.1 The partnership should develop processes for capturing robust data on outcomes for people using mental health services and their unpaid carers to inform service planning and ongoing improvement.	Implement HSCP Integrated Performance Framework to routinely monitor performance and outcomes of services for mental health services. Taking account of existing performance measures linked to NHS FV escalation and new national policy drivers e.g. Mental Health Standards.	Interim Chief Officer	Director of Psychological Services, Mental Health & Learning Disability, Head of Strategic Planning and Health Improvement	March 2025	Improved performance across services

Areas for improvement	Actions	Executive Lead	Delivery Lead	Completion Date	Measurement of impact & improved outcomes
	Identify key performance measures for mental health for measurement of outcomes for individuals and their carers.	Interim Chief Officer	Head of Strategic Planning and Health Improvement	October 2025	Work is underway
	Implement Self Directed Support outcomes focused assessment across integrated mental health teams.	Interim Chief Officer	Head of Strategic Planning and Health Improvement	October 2025	Work is underway
	Develop Short Breaks / Respite Policy for partnership.	Interim Chief Officer	Head of Strategic Planning and Health Improvement	March 2025	Work is underway
	Deliver learning and development on Carers Act requirements across mental health services including identification of carers, signposting for carers, assessment of carer needs and adult carers support planning.	Interim Chief Officer	Head of Strategic Planning and Health Improvement	May 2025	Work is underway through carers planning group improvement plan.
	Deliver refreshed contract arrangements with Carers Centres focused on once for C&S, focused on carer support as well as increased community awareness of community supports available and carers support linked to Self Directed Support.	Interim Chief Officer	Head of Strategic Planning and Health Improvement	August 2025	TBC

Areas for improvement	Actions	Executive Lead	Delivery Lead	Completion Date	Measurement of impact & improved outcomes
	Deliver robust contract monitoring of carers services across third sector partners including promoting equality of access - geographically and focused on specific areas including mental health.	Interim Chief Officer	Head of Strategic Planning and Health Improvement	October 2025	TBC
QI 2 Experience of people and their carers **What impact have integrated service approaches had on the lives of people who use our services and on other stakeholders?**					
2.1 The partnership should provide people living with mental illness and their unpaid carers meaningful and accessible opportunities to share their views and contribute to plans for the services they use.	Develop Lived Experience Panel for mental health including support for individuals through Resilience Learning Partnership.	Interim Chief Officer	Head of Strategic Planning and Health Improvement	September 2025	
	Deliver new contract for advocacy services to address issue of independent advocacy service were not widely used to provide the appropriate support for some people and their carers.	Interim Chief Officer	Head of Strategic Planning and Health Improvement	March 2026	Improved experience of appropriate support for some people and their carers
	Explore and assess learning needs within the workforce regarding the duty to offer advocacy	Interim Chief Officer	Head of Mental Health and Learning Disabilities	August 2025	Improved awareness of training needs

Areas for improvement	Actions	Executive Lead	Delivery Lead	Completion Date	Measurement of impact & improved outcomes
	Further develop Lived Experience Panel for Self-Directed Support, ensuring that issues of carers of people with mental health issues are included.	Interim Chief Officer	Head of Strategic Planning and Health Improvement	October 2025	Increased participation in SDS group.
	Support participation in partnership's Carers' Planning Group from mental health services. The group consists of supported people, carers, partners, HSCP staff, commissioners, Third Sector organisations and provides a forum for planning, reviewing, monitoring and reporting.	Interim Chief Officer	Head of Strategic Planning and Health Improvement	June 2025	Increased participation in the planning group.
QI 5 Delivery of Key processes **How far is our delivery of key processes integrated and effective?**					
5.1 The partnership should improve its integrated processes for assessment, care planning and treatment to support more effective collaboration between health and social care staff	Processes to be developed to support integrated working across mental health NHS and social work teams. For example, roll out of Self Directed Support outcomes focused assessment across mental health services in line with partnership's SDS Policy.	Interim Chief Officer	Director of Psychological Services Mental Health & Learning Disability / Head of Mental Health and Learning Disabilities / Head of Strategic Planning and	December 2025	Increase in personalised outcomes for people.

Areas for improvement	Actions	Executive Lead	Delivery Lead	Completion Date	Measurement of impact & improved outcomes
			Health Improvement, / Head of Health and Community Care		
5.2 The partnership should develop a more proactive approach to emergency and future care planning	Processes to be developed to support integrated working across mental health NHS and social work teams. For example, integrated risk assessments, Advanced Statements/Future Care Planning and connecting these aims for individuals to wider emergency and future planning of services. Improve business continuity planning for all services.	Interim Chief Officer	Director of Psychological Services, Mental Health & Learning Disability	October 2025	Increase in the number of documents shared appropriately. Reduction in data breaches reported. Improved safety for our supported people.
5.3 The partnership should provide people living with mental illness and their unpaid carers meaningful and accessible opportunities to share their views and contribute to plans for the services they use.	Roll out Community Conversations in 2024 - 2025 focused on available community support focused on SDS, home first and right care, right time.	Interim Chief Officer	Head of Strategic Planning and Health Improvement	September 2025	
5.4 The partnership should progress plans to implement its Self Directed Support (SDS)	Roll out across all services the Assessment/Support Plan re-design based on Self Directed Support in line with SDS Policy.	Interim Chief Officer	Head of Strategic Planning and	September 2025	

Areas for improvement	Actions	Executive Lead	Delivery Lead	Completion Date	Measurement of impact & improved outcomes
Policy and improve outcome focused assessments. All options should be offered to people, with the necessary support systems in place, to allow them to exercise their rights.			Health Improvement		
	Continue to progress modernisation of both SW Recording systems within each local authority area.	Interim Chief Officer	Partner Bodies, Head of Strategic Planning and Health Improvement	February 2026	
	Continue to deliver partnership with SDS Forth Valley on well worthwhile waiting project and right care, right time. Focused on early access for individuals and their carers to information, advice and support on Self Directed Support.	Interim Chief Officer	Director of Psychological Services, Mental Health & Learning Disability, Head of Strategic Planning and Health Improvement	Review April 2025	Increased input by advocacy service. Increased referrals from the workforce to advocacy

Areas for improvement	Actions	Executive Lead	Delivery Lead	Completion Date	Measurement of impact & improved outcomes
	Continue to deliver training, learning and development in partnership with SDSFV, including gap analysis linked to training and development requirements across the HSCP.	Interim Chief Officer	Head of Strategic Planning and Health Improvement	Review April 2025	Increased confidence in SDS and how to deliver it in practice.
	Support participation in partnership's SDS steering group from integrated mental health services. The group consists of supported people, carers, partners, HSCP staff, commissioners, Third Sector organisations and provides a forum for planning, reviewing, monitoring and reporting.	Interim Chief Officer	Head of Strategic Planning and Health Improvement	June 2025	Increased input of supported people in the SDS steering group.
5.5 The partnership should review the assessment templates in use across services for people living with mental illness to support a greater focus on outcomes.	Undertake and implement recommended changes of assessment templates for sharing across organisational boundaries.	Interim Chief Officer	Head of Mental Health and Learning Disabilities	August 2025	Implementation of recommended changes and increased sharing across organisational boundaries.
	Improve service effectiveness and efficiency by mapping the range of services available in the community (statutory or third sector) to support people with lived experience and their carers through prevention activity.	Interim Chief Officer	Head of Mental Health and Learning Disabilities	August 2025	Increase in positive experience for people with lived experience. Reduction in staff levels of frustration. Reduction in waiting times.
QI 6 Strategic planning, policy, quality and improvement.					

Areas for improvement	Actions	Executive Lead	Delivery Lead	Completion Date	Measurement of impact & improved outcomes
How good are commissioning arrangements in the partnership?					
The partnership should review the existing evidence and its wider approach to strategic planning at the earliest opportunity. Leaders should ensure that any initiatives that could rapidly improve outcomes for people living with mental illness and their carers.	Develop Mental Health and Wellbeing Strategic Commissioning Plan (Forth Valley wide) and align to Strategic Commissioning Plans for both IJBs as well as the developing NHSFV Healthcare Strategy. Vision: To promote positive mental health & wellbeing for everyone and to improve outcomes for people with long term mental health conditions enabling every person to live well in Forth Valley.	Interim Chief Officer	Director of Psychological Services, Mental Health & Learning Disability	June 2025	Approval of Mental Health and Wellbeing Strategic Commissioning Plan
	Establish Commissioning Consortium for Mental Health and Wellbeing with clinicians, mental health teams, social care, social work, providers, those with lived experience and their carers	Interim Chief Officer	Director of Psychological Services, Mental Health & Learning Disability, Head of Strategic Planning and Health Improvement	March 2026	Implementation of Mental Health and Wellbeing Strategic Commissioning Plan
	Employ Housing, Health and Social Work Research and Policy Officer	Interim Chief Officer	Head of Strategic Planning and	Complete	

Areas for improvement	Actions	Executive Lead	Delivery Lead	Completion Date	Measurement of impact & improved outcomes
			Health Improvement		
	Undertake best value review of housing in the C&S area.	Interim Chief Officer	Head of Strategic Planning and Health Improvement	August 2025	
QI 9 Leadership and direction **How has integrated leadership in the partnership contributed to good outcomes for people and their unpaid carers?**					
The partnership should strengthen its professional governance of social work functions.	Implement refreshed Clinical and Professional Governance across the partnership ensuring alignment with governance across NHSFV and both Council areas.	Interim Chief Officer	Director of Psychological Services, Mental Health & Learning Disability, Head of Community Health and Care	December 2025	Work is underway and meetings are in the calendar for all relevant invitees.
Senior leaders should continue to develop their approach to managing change across the partnership. Frontline staff should be involved in designing and implementing	Delivery of consistent and integrated support services across each constituent organisation to ensure effective systems and processes for staff.	Interim Chief Officer	Director of Psychological Services, Mental Health & Learning Disability,	December 2025	Increased consistent support for staff.

Areas for improvement	Actions	Executive Lead	Delivery Lead	Completion Date	Measurement of impact & improved outcomes
improvements identified from self -evaluation activities.			Head of Community Health and Care, Head of Strategic Planning and Health Improvement		
	Continue delivery of Transformation programme through appointment of Head of Mental Health and Learning Disabilities post including continued progress to support integrated working across CMHTs, MHOs, social care, social work, day services and perinatal mental health.	Interim Chief Officer	Director of Psychological Services, Mental Health & Learning Disability, Head of Mental Health and Learning Disabilities.	October 2025	Post recruited to.

Implement transformation activity. |

Appendix 1 – QI Framework

Quality Improvement Framework

Key Areas	What key outcomes have integrated services achieved for people who use our services and carers?	What impact have integrated service approaches had on the lives of people who use our services and on other stakeholders?	How far is our delivery of key processes integrated and effective?	How good is our integrated management?	How good is our integrated leadership?
	1. Key performance outcomes	2. Experience of people who use our services	5. Delivery of key processes	6. Strategic planning, policy, quality and improvement	9. Leadership and direction
Quality Indicators	1.2 People and carers have good health and wellbeing outcomes.	2.1 People and carers have good experiences of integrated and person-centred health and social care. 2.2 People's and carers' experience of prevention and early intervention. 2.3 People's and carers' experience of information and decision-making in health and social care services.	5.1 Processes are in place to support early intervention and prevention. 5.2 Processes are in place for integrated assessment, planning and delivering health and care. 5.4 Involvement of people and carers in making decisions about their health and social care support.	6.5 Commissioning arrangements.	9.3 Leadership of people across the partnership. 9.4 Leadership of change and improvement.
		3. Impact on staff		**7. Management and support to staff**	
		Not included		Not included	
		4. Impact on the community		**8. Resources and capacity building**	
		Not included		Not included	
	10. What is our capacity for improvement? Global judgement based on an evaluation of the framework of quality indicators.				

Appendix 2 - Reporting Arrangements

The Clackmannanshire and Stirling Mental Health Inspection Steering Group was established to support the inspection. The Steering Group will retain oversight of this Improvement Plan as part of their function through receiving quarterly reports from action leads.

GREEN (G)	AMBER (A)	BLUE (B)	RED (R)	WHITE (W)
Successfully achieved	**On Target** *There are **no** issues and / or risks impacting on the action / task which is progressing according to plan = we are delivering the action / task on time / scope / budget*	**On hold or awaiting update** *There are **some** issues and / or risks that are impacting on the action / task if not fixed = we are at risk of not delivering the action / task on time / scope / budget*	**Not Met/Outstanding** *There are **significant** issues and / or risks that are impacting on the action / task right now = we are not delivering the action / task on time / scope / budget*	**Task not yet started**

Improvement Plan

The overarching priorities of this plan will evidence highly effective outcomes for adults with a mental illness and their unpaid carers by ensuring:
- The Partnership will evidence highly effective key processes to keep adults safe, protected and supported
- The Partnership will evidence highly effective support to carers
- The Partnership will evidence highly effective strategic leadership
- The Partnership will evidence highly effective approaches to integrated care and performance reporting.

Report to	**Audit & Scrutiny Committee**

Date of Meeting:	**17th April 2025**

Subject:	**2023/24 Corporate Performance**

Report by:	**Senior Manager, Partnership & Transformation**

1.0 Purpose

1.1. This report presents a summary of key local demographics and Council performance data up to the 2023/24 financial year, aligned to the Statement of Corporate Priorities. Appendix A forms part of the Council's statutory duties for Public Performance Reporting (PPR) and, for each priority area, summarises relevant statistics and performance levels, including data tables, analysis and management commentary. Statutory PPR duties are changing from 2025/26 and amendments to reporting processes are currently being planned to ensure adherence and ongoing improvement.

2.0 Recommendations

2.1. That Committee notes the report, commenting and challenging as appropriate.

3.0 Considerations

3.1. 2023/24 Corporate Performance

3.1.1. The report contained in Appendix A summarises many of the challenges, processes and performance results associated with Clackmannanshire Council's Statement of Corporate Priorities 2023/24. The data presented is used in support of the Be the Future Transformation Programme and fulfilment of statutory duties on Public Performance Reporting, Continuous Improvement and Best Value. Further information and a range of supporting strategies and reports can be accessed via our Performance Web Pages.

3.1.2. The report presents summaries for the 5 over-arching priority areas, detailed quantitative analysis, and qualitative commentary on contributary factors and improvement initiatives. The report is required to be web-published by the statutory deadline of 31-Mar-25. While there is always scope for raising reporting standards, it has been produced as far as possible in accordance with good practice and the Accounts Commission's Publication of Information (Standards of Performance) Direction 2021. This is applicable for reporting on 2023/24, required by the end of the following financial year.

3.2. Changes to Statutory Public Performance Reporting (PPR) Duties

3.2.1. The Accounts Commission recently published the [Statutory Performance Information Direction 2024](#) (applicable from 2025/26). Where possible, proactive steps have been taken to incorporate the changes, as noted at the bottom of page 1 in Appendix A. Timeliness, in particular, is a long-standing concern as the availability of data and benchmarks does not currently fully facilitate proactive evidence-based decision-making. 77% of indicators in this report are for 2023/24 but 19% have a 1-year lag, and 4% a 2-year lag. These are key measures, included to improve scope and coverage of corporate priorities. Alternative sources and indicators are being explored, along with a range of other improvements, to ensure adherence to the new Direction, raise standards and maximise the value of performance reporting.

4.0 Sustainability Implications

4.1. No direct sustainability implications arising from this report.

5.0 Resource Implications

5.1. Financial Details – No direct financial implications arising from the report

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 – *No direct staffing implications arising 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 A – 2023/24 Corporate Performance 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 ☐

It is not practical to list all contributary sources as data originates from an extensive selection of internal systems and online public datasets. The corporate performance management system details the source for each indicator (with links, where possible). Data is often uploaded directly and any additional local analysis is held in accordance with this requirement.

Author(s)

NAME	DESIGNATION	TEL NO / EXTENSION
Judi Richardson	Performance & Information Adviser	2105

Approved by

NAME	DESIGNATION	SIGNATURE
Chris Alliston	Strategic Director, Partnership and Performance	███████████

Clackmannanshire Council Corporate Performance Report 2023/24

www.clacks.gov.uk

This report summarises many of the challenges, processes and performance results associated with Clackmannanshire Council's Statement of Corporate Priorities 2023/24. The data presented is used in support of the Be the Future Transformation Programme and fulfilment of statutory duties on Public Performance Reporting, Continuous Improvement and Best Value. Further information and a range of supporting strategies and reports can be accessed via our Performance Web Pages.

While the Council cannot fully control all demographic factors and statistics presented, it aims to be outcome-focussed and aware of cause and effect. This applies both in how we positively influence results, and in how they influence our own policies and resource allocation. There are, however, many areas that we can directly control by adherence to processes and governance mechanisms, and following a robust, evidence-based approach to planning and decision-making.

The Council is not alone in efforts to address these challenges, working closely with communities and a wide range of partners to promote common aims, shaped through effective engagement. While other partners may lead activity in some areas (such as health and crime), as the overall lead for the Clackmannanshire Alliance Community Planning Partnership, the Council must co-ordinate a robust and integrated response to local needs, demands and aspirations. The strength of collaborations, especially with our communities, is vital for delivering meaningful change and positive outcomes for the local area and everyone living in, working in and visiting Clackmannanshire.

This report contains much information on the past, with particular reference to impacts and changing behaviours arising over the last few years. The aim, however, is not to dwell on previous events but to focus on the future, drawing from the experience gained and lessons learned on successful approaches, in order to address areas requiring improvement and drive further activity in support of the defined priorities. The recently approved Wellbeing Economy Local Outcomes Improvement Plan (LOIP) 2024-34 is the vehicle for delivering on these goals.

Accountable and transparent reporting is, in itself, an area where we aim for incremental improvement, guided by good practice outlined by the Accounts Commission and Audit Scotland. This report complies with the 2021 Statutory Direction and changes will be made in light of the newly approved LOIP, and to ensure adherence to the revised 2024 Direction. While this is applicable from 2025/26 and further improvements are planned, proactive steps have already been taken to develop the balance, timeliness and accessibility of reporting, and to focus content around:

- using resources effectively to address strategic priorities;
- working with partners and communities to achieve shared outcomes;
- financial sustainability and budget transparency; and
- use of data and assessments to support improvement and transformation.

Summary of Corporate Priority Areas

1. Population & Physical Health

For this priority, the majority of indicators (70%) were amber overall, with a high proportion (63%) showing little change over 5 years. This is partly due to a very outcome-focussed set of measures, where behaviours can be slow to change, as well as the pandemic having greater impacts on health factors and services than other areas of activity. Many results were better than or close to target (60%), however, a range of local health challenges, often linked to deprivation, meant that nearly a quarter (23%) were significantly outwith target. These challenges are also highlighted by a high proportion (80%) ranked in the bottom 2 quartiles. Health outcomes are now integral to a wide range of internal and public-facing Council strategies, and a core pillar of the Wellbeing Economy LOIP.

2. Community Resilience & Care Experience

Here, overall status was distributed more evenly across green (34%), amber (43%) and red (23%). Trends were slightly more polarised, with nearly a third (30%) of indicators declining over 5 years, however, improvement was seen in nearly half (45%). Slightly fewer targets were met (55% green) though many of these were significant achievements, given some of the long-standing local demographic concerns represented within this priority. This is also a factor in nearly a third of results (32%) being substantially outwith target, and nearly three quarters (73%) ranked in the bottom 2 quartiles, with more in the bottom quartile (45%) than in any other priority. Significant partnership efforts are focussed on this priority, including with Police Scotland, the Health & Social Care Partnership, and a wide range of community groups.

3. Attainment, Jobs & Economy

Similarly to Health, high proportions (68%) in this priority were amber overall. In contrast, however, fewer were amber across the board, with more showing conflicting positives and negatives within individual indicators which 'averaged out' to an amber status. Equal numbers (27%) improved and declined and there were, again, high levels of static results (45%). Where this is the case, other factors are taken into account to determine whether consistent performance is acceptable, and more of these fell within the red grouping. This was primarily due to lower rankings, with over half (55%) in the bottom 2 quartiles and a third (32%) in the lowest quartile. Target achievement was more polarised, with few ambers and

nearly a quarter (23%) red but nearly three quarters (73%) green, the highest proportion of any priority. This is the result of co-ordinated and targeted activity and the Wellbeing Economy LOIP refocuses on this outcome as a key enabler for addressing a range of other issues discussed in this report.

4. Climate & Environment

This priority saw the highest proportion (50%) summarised as green overall. More positive trends were also seen than in any other area, with nearly two thirds green (63%), and half of the priority's indicators showing clear improvement. Slightly fewer indicators were green for target achievement (57%), with a higher proportion amber (27%), however, this priority saw the fewest significantly below target (17%). Over half (53%) were ranked in the top 2 quartiles, which was the joint highest proportion, with over a third (37%) in the top quartile, the highest proportion of any priority. Substantial efforts have been focussed on active travel, core paths and the road network, as well as neighbourhood amenities, housing quality and the Regional Energy Masterplan, with Net Zero aims featuring prominently across a wide range of Council policies and activities.

5. Resources & Assets

Despite increased awareness of several significant and worsening concerns around public sector finances, workforce and supply chains, there were still relatively high proportions of indicators in this priority with an overall green status (38%), though over a fifth (22%) were red. Few indicators showed static trends over 5 years (13%), and a relatively high proportion showed improvement (41%), however, as may be expected, this priority saw the greatest levels of decline (44%). Focus on realistic targets meant that well over half were green (59%) and fewer red than in most other priorities (19%). Along with Climate, this was the was the only other priority to see over half of indicators (53%) ranked in the top 2 quartiles, and had the fewest in the bottom quartile (19%). While some contrasting positive and negatives are evident, ongoing improvements to the annual budget process, and revised workforce and assets strategies are intensifying focus on the efficient use of resources to ensure all priorities can be addressed effectively.

Detailed data, analysis and management commentary is provided for each indicator, with further information available on request.

Guidance & Summary of Performance Results

As well as internal systems, data is sourced primarily from the Local Government Benchmarking Framework (LGBF) & Scottish Public Health Observatory (ScotPHO). Where possible charts use same scale for comparisons across similar indicators. Costs cancel out inflation to compare 'real' spend in previous years against current prices.

Section % is of total on right, may not sum 100% due to rounding

What this represents & why it is included

Overall Summary of Performance

	Green		Amber		Red		Total
1. Population & Physical Health	4	13%	21	70%	5	17%	30
2. Community Resilience & Care Experience	15	34%	19	43%	10	23%	44
3. Attainment, Jobs & Economy	4	18%	15	68%	3	14%	22
4. Climate & Environment	15	50%	11	37%	4	13%	30
5. Resources & Assets	12	38%	13	41%	7	22%	32
Total	**50**	**32%**	**79**	**50%**	**29**	**18%**	**158**

The overall summary for each indicator shows an 'average' of the trend, status & benchmark results (equally weighted, though in certain processes one factor may be more important than others). This highlights whether performance levels are broadly positive (green), where attention or action may be required (amber) and areas of underperformance (red).

5-year Trend

	Improving		Static		Static		Declining		Static		Declining		Total
1. Population & Physical Health	5	17%	1	3%	15	50%	2	7%	3	10%	4	13%	30
2. Community Resilience & Care Experience	20	45%	3	7%	4	9%	2	5%	4	9%	11	25%	44
3. Attainment, Jobs & Economy	6	27%	0	0%	6	27%	0	0%	4	18%	6	27%	22
4. Climate & Environment	15	50%	4	13%	2	7%	3	10%	1	3%	5	17%	30
5. Resources & Assets	13	41%	1	3%	1	3%	1	3%	2	6%	14	44%	32
Sub-total	**59**	**37%**	**9**	**6%**	**28**	**18%**	**8**	**5%**	**14**	**9%**	**40**	**25%**	**158**
Total	**68**	**43%**			**36**	**23%**			**54**	**34%**			**158**

Whether values are better/worse than/similar to 5 years ago. This aims to support assessment of pandemic recovery and energy/cost of living impacts. For most (77%) this compares 23/24 to 19/20 but some are a year behind (19%) or 2 years behind (4%) due to delays in receiving data. Where static (within 5%) other factors are considered to differentiate consistently strong/ acceptable and potential areas of concern. Significant decline (more than 10%) is red.

Target Achievement

	Green		Amber		Red		Total
1. Population & Physical Health	18	60%	5	17%	7	23%	30
2. Community Resilience & Care Experience	24	55%	6	14%	14	32%	44
3. Attainment, Jobs & Economy	16	73%	1	5%	5	23%	22
4. Climate & Environment	17	57%	8	27%	5	17%	30
5. Resources & Assets	19	59%	7	22%	6	19%	32
Total	**94**	**59%**	**27**	**17%**	**37**	**23%**	**158**

Whether we met the target or performed within 5% (green), missed it by 5-15% (amber) or by more than 15% (red). May reflect Scottish or family group results, annual progress or quartile threshold (stay in top/out of bottom). Should be realistic, e.g. costs savings taking into account minimum viable levels for provision. May not aim for exact target but to perform better.

Comparison to Benchmarks (Rank Quartile)

	Top		Second		Third		Bottom		Total
1. Population & Physical Health	1	3%	5	17%	16	53%	8	27%	30
2. Community Resilience & Care Experience	8	18%	4	9%	12	27%	20	45%	44
3. Attainment, Jobs & Economy	4	18%	6	27%	5	23%	7	32%	22
4. Climate & Environment	11	37%	5	17%	7	23%	7	23%	30
5. Resources & Assets	11	34%	6	19%	9	28%	6	19%	32
Total	**35**	**22%**	**26**	**16%**	**49**	**31%**	**48**	**30%**	**158**

Authorities' results are ranked best (1st) to worst (32nd) and grouped into quartiles (top 8, etc.) to support learning from strong performers and assess local, national & Family Group trends. FG available for LGBF – 8 similar authorities in terms of deprivation (Social Work, Education & Housing) or population density/rurality.
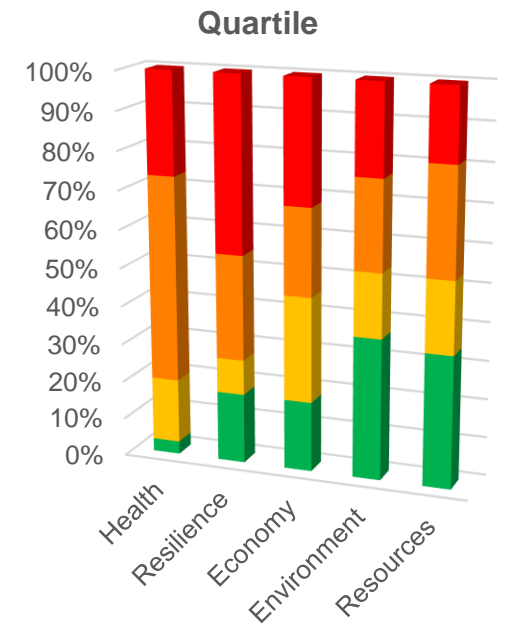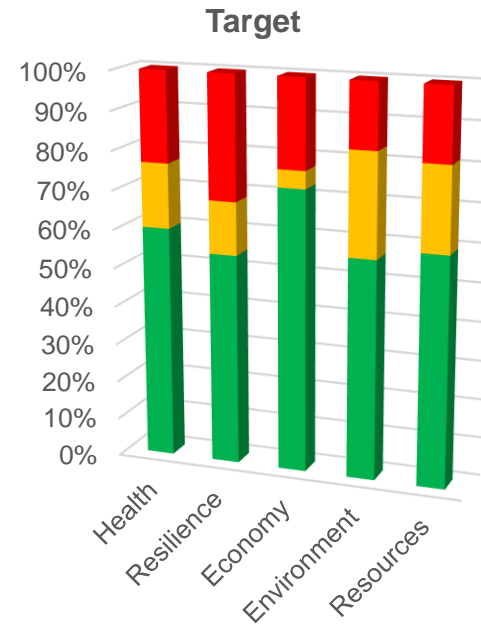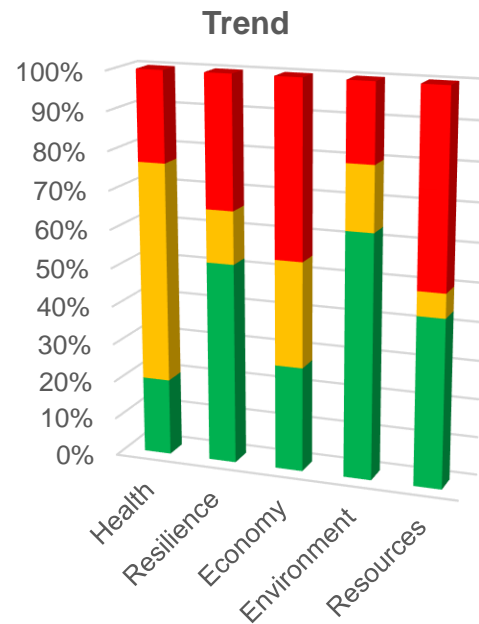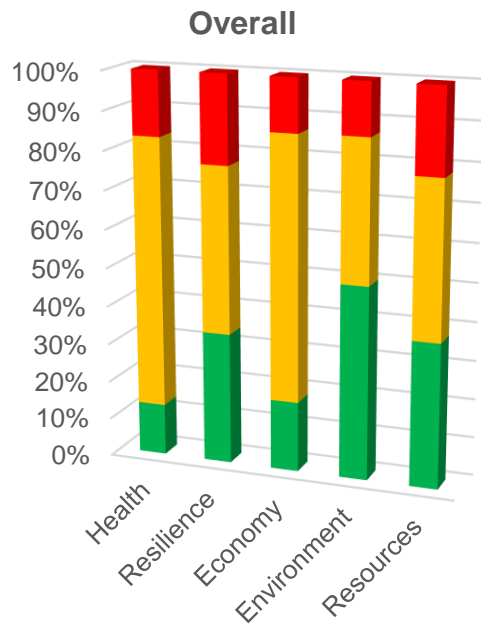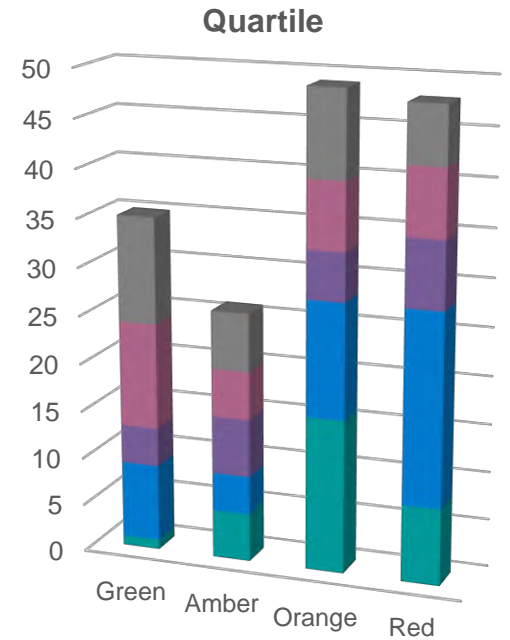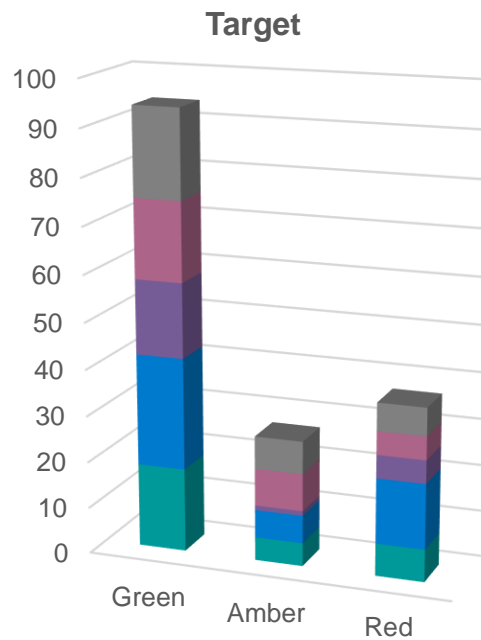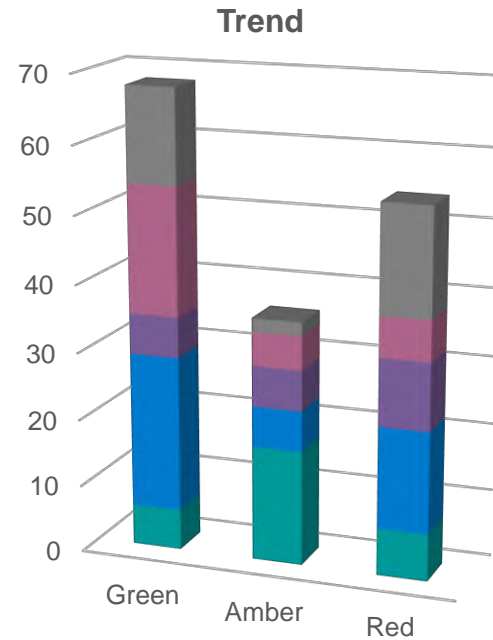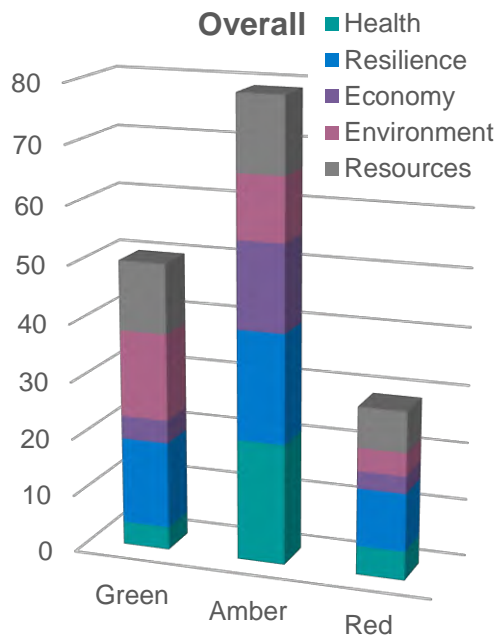
1. Population & Physical Health

1.1 Population Age Groupings

Birth Rate (per 1,000 population)

Overall	Trend	Target	Scottish Average	Rank
23/24	8.4	8.6	8.4	11
22/23	8.6	8.8	8.6	12
21/22	9.6	8.6	8.8	4
20/21	8.6	9.2	8.6	15
19/20	8.0	9.5	9.2	24

Target is previous year's Scottish average

While the local birth rate is variable (the 4th highest in the country in 21/22 but near the bottom quartile 2 years prior to that), it broadly follows the national reducing trend, and has been the same as Scotland as a whole for the last 2 years. This data is used to assess likely intake levels for early learning and childcare establishments and primary schools in the coming years, to ensure there is suitable local provision, and that our workforce and school estate are managed with maximum efficiency.

Birth Rate (per 1k population)
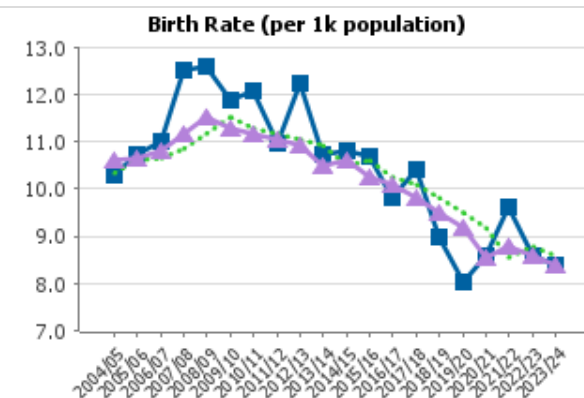
Children - Under 16 (% of total population)
(Target source & note also apply for indicators below)

Overall	Trend	Target	Scottish Average	Rank
23/24	16.8%	16.4%	16.3%	21
22/23	16.8%	16.5%	16.4%	20
21/22	17.0%	16.6%	16.5%	21
20/21	17.2%	16.8%	16.6%	22
19/20	17.2%	16.8%	16.8%	22

Target is Scottish average to highlight deviation given needs of different groups & demands on others/services

Higher than average proportion of children (0-16 & 0-18) and older people (65+ & 75+) means lower proportion of working age (16-64), often supporting others (economically and otherwise). A lower proportion of young people (16-24) means fewer entering working age than retiring*. Lower life expectancy means fewer aged 85+, against the trends for 65+ & 75+, with linked health implications, vulnerability and service demands. (*65 remains the eligibility threshold for some services, so threshold retained for consistency in other calculations, but requires review as retirement age now 67.)

Children in Local Population (% Under 16)
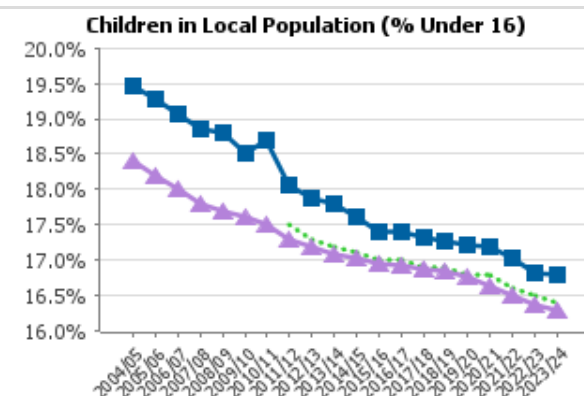
Young People - 16-24 (% of total population)

Overall	Trend	Target	Scottish Average	Rank
23/24	9.3%	10.7%	10.7%	15
22/23	9.1%	10.5%	10.7%	16
21/22	9.2%	10.6%	10.5%	16
20/21	9.3%	10.6%	10.6%	14
19/20	9.5%	10.7%	10.6%	13

All Working Age - 16-64 (% of total population)

Overall	Trend	Target	Scottish Average	Rank
23/24	62.1%	63.5%	63.5%	12
22/23	62.2%	63.5%	63.5%	12
21/22	62.2%	63.8%	63.5%	14
20/21	62.3%	63.9%	63.8%	13
19/20	62.7%	64.1%	63.9%	13

Older People - 65 & Over (% of total population)

Overall	Trend	Target	Scottish Average	Rank
23/24	21.1%	20.1%	20.1%	13
22/23	21.0%	19.9%	20.1%	13
21/22	20.7%	19.6%	19.9%	14
20/21	20.5%	19.4%	19.6%	15
19/20	20.1%	19.1%	19.4%	14

Trend arrows over 5 years. Costs exclude inflation. Most charts magnified for clarity but exaggerates variance. ━■━ Clackmannanshire ╍╍ Target ━▲━ Scotland ━━ Family Group (if available)

Young People in Local Population (% 16-24)

Working Age Population (% 16-64)

Older People in Local Population (% 65+)
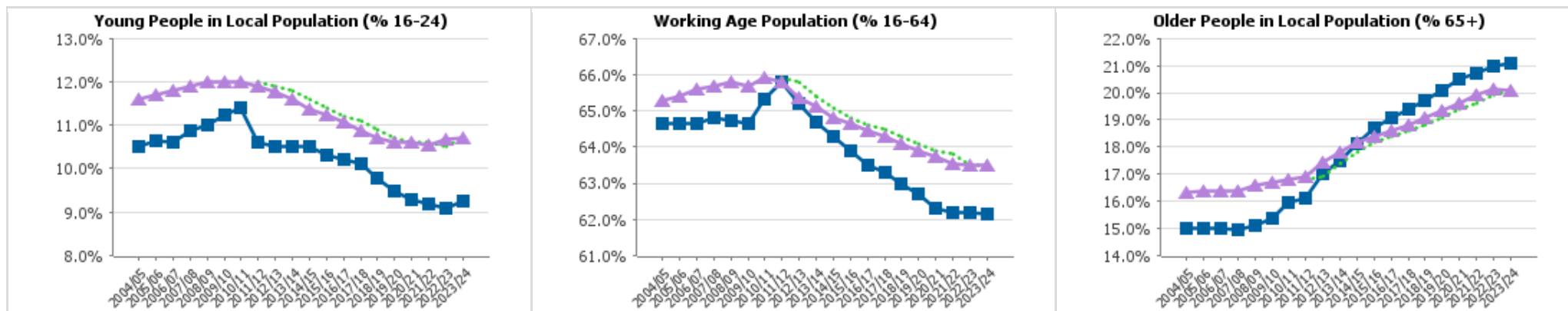
1.2 Pre-birth & Early Years

Teenage Pregnancies - Aged Under 20 Years
(3-year average, per 1,000 females aged 15-19)

Overall	Trend	Target	Scottish Average	Rank
22/23	32.4	23.7	23.6	30
21/22	37.2	25.5	23.7	32
20/21	38.5	27.5	25.5	32
19/20	39.1	29.2	27.5	32
18/19	38.4	30.7	29.2	31

Target is previous year's Scottish average

Ongoing support provided to teen mothers from the Family Nurse Partnership (NHS Forth Valley) provides opportunities into education/employment.

<20 Teenage Pregnancy Rates
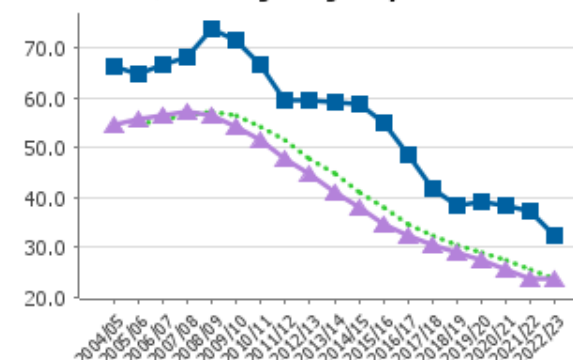
Premature Births (3-year average)

Overall	Trend	Target	Scottish Average	Rank
23/24	9.2%	8.2%	8.3%	23
22/23	9.1%	8.2%	8.2%	27
21/22	9.4%	8.4%	8.2%	28
20/21	9.9%	8.4%	8.4%	29
19/20	11.0%	8.4%	8.4%	31

Target is previous year's Scottish average

Premature births are linked to mothers having chronic health conditions, unhealthy behaviours (e.g. smoking) and infections. Ongoing work within the Family Wellbeing Partnership and NHS Forth Valley's Women & Children's Directorate aims to reduce these risks.

Premature Births

Trend arrows over 5 years. Costs exclude inflation. Most charts magnified for clarity but exaggerates variance. ■— Clackmannanshire --- Target ▲— Scotland —— Family Group (if available)

Maternal Obesity (3-year average)

Overall 👎	Trend ⬆	Target 🛑	Scottish Average	Rank ▮▯▯▯
Overall	Trend	Target	Scottish Average	Rank
23/24	33.8%	27.0%	27.6%	32
22/23	32.7%	26.1%	27.0%	31
21/22	30.1%	25.3%	26.1%	28
20/21	27.7%	24.7%	25.3%	22
19/20	25.3%	24.3%	24.7%	15

Target is previous year's Scottish average

NHS Forth Valley – Preconception Care – information is available relevant to healthy birth weight, premature births and reducing maternal obesity. Peer breastfeeding support groups are currently in place (NHS funded & trained by the National Breastfeeding Network); alongside a new weekly NHS led support group at Clackmannanshire Community Health Centre.

Maternal Obesity

Healthy Birth Weight (3-year average, target source & management comment as above)

Overall 👎	Trend ⬍	Target ✅	Scottish Average	Rank ▮▯▯▯
Overall	Trend	Target	Scottish Average	Rank
23/24	78.8%	80.7%	80.9%	28
22/23	77.5%	80.6%	80.7%	31
21/22	79.5%	80.8%	80.6%	24
20/21	81.0%	80.7%	80.8%	11
19/20	81.2%	80.6%	80.7%	8

Babies Exclusively Breastfed at 6-8 Weeks (3-year average, target source & comment as above)

Overall 👎	Trend ⬍	Target 🛑	Scottish Average	Rank ▮▯▯▯
Overall	Trend	Target	Scottish Average	Rank
22/23	22.0%	31.9%	32.0%	27
21/22	20.6%	31.8%	31.9%	27
20/21	20.9%	31.2%	31.8%	27
19/20	21.6%	30.8%	31.2%	27
18/19	21.3%	29.3%	30.8%	27

Immunisation Uptake at 24 Months – MMR (3-year average, target & comment as below)

Overall 👎	Trend ⬍	Target ✅	Scottish Average	Rank ▮▮▯▯
Overall	Trend	Target	Scottish Average	Rank
23/24	92.9%	94.4%	93.8%	24
22/23	94.5%	94.4%	94.4%	20
21/22	94.8%	94.3%	94.4%	16
20/21	95.2%	94.3%	94.3%	13
19/20	94.9%	94.6%	94.3%	15

Healthy Birth Weight

Babies Exclusively Breastfed at 6-8 Weeks

Immunisation Uptake at 24 Months - MMR

Trend arrows over 5 years. Costs exclude inflation. Most charts magnified for clarity but exaggerates variance. ■— Clackmannanshire --- Target ▲— Scotland —— Family Group (if available)

Immunisation Uptake at 24 Months - 6 in 1
(3-year average)

Overall	Trend	Target	Scottish Average	Rank
23/24	95.9%	97.0%	96.6%	23
22/23	96.7%	97.1%	97.0%	22
21/22	96.9%	97.2%	97.1%	20
20/21	97.3%	97.3%	97.2%	17
19/20	97.6%	97.6%	97.3%	14

Target is previous year's Scottish average

There is a national decline across all vaccinations which has been visible for some time. Discussions continue nationally around the reasons, however it is important to note national childhood vaccination schedule changes which will provide an additional opportunity for vaccination from January 2026. Local focus continues to be on those areas of high deprivation and lower uptake rates to ensure we are engaging children, families and carers along with service partners in community nursing services to support our immunisation efforts.

Immunisation Uptake at 24 Months - 6 in 1
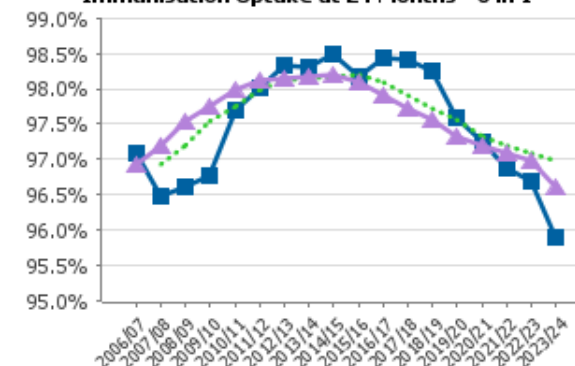
Children with 'No Developmental Concerns'
(at 27-30 month health review)

Overall	Trend	Target	Family Group	Scottish Average	Rank
22/23	82.5%	82.2%	81.5%	82.1%	17
21/22	79.9%	85.1%	80.9%	82.2%	24
20/21	78.7%	85.7%	82.9%	85.1%	30
19/20	86.2%	85.5%	84.6%	85.7%	16
18/19	84.8%	84.6%	84.2%	85.5%	18

Target set to Scottish average

We are developing and enhancing how we track developmental progress of our 2 year old children accessing 1140 hours of early learning and childcare. The tracking is supporting early learning and childcare settings to provide high quality, developmentally appropriate experiences which support children's progress. The detail gathered from this work, is informing our quality assurance processes. In addition, we have set up a multi-agency group with representation from Health Visitors, Speech and Language Therapy, Educational Psychology and Social Work.

No developmental concerns 27-30 months
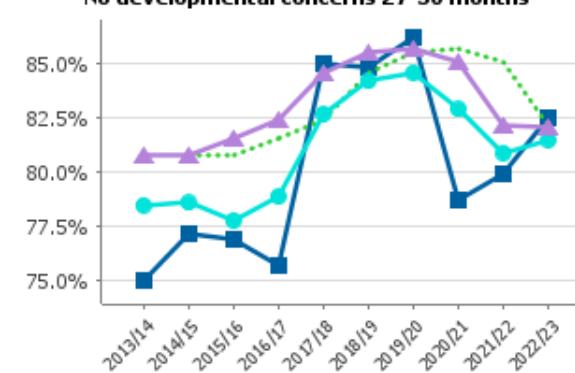
1.3 Conditions, Admissions & Discharge

Chronic Obstructive Pulmonary Disease Incidence
(3-year average, per 100,000 population aged 16+)

Overall	Trend	Target	Scottish Average	Rank
23/24	155	119	137	24
22/23	122	125	119	19
21/22	127	138	125	19
20/21	132	168	138	18
19/20	163	174	168	19
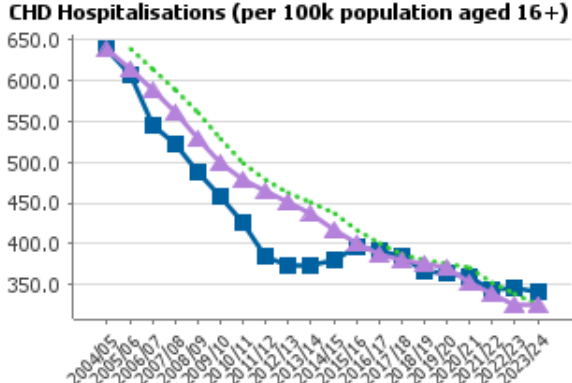
Target is previous year's Scottish average
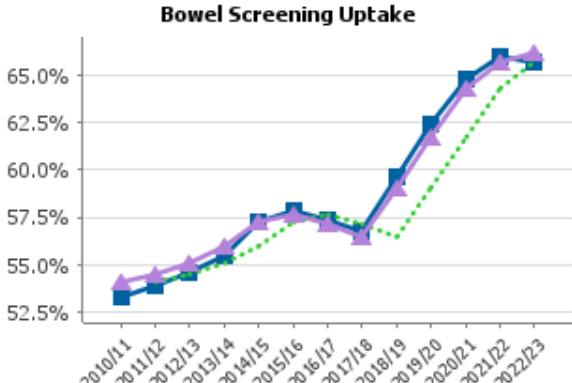
Many of these indicators are particularly relevant to the higher proportion of older people in the area (see section 1.1), who may be managing multiple health conditions that must be taken into account, not only by NHS, residential and home care services, but also by other services where eligibility, subsidies and levels of demand are closely linked to age or health grounds, such as special waste uplifts. Smoking prevalence is also a key factor (see section 2.3)

COPD Incidence (per 100k population aged 16+)

Trend arrows over 5 years. Costs exclude inflation. Most charts magnified for clarity but exaggerates variance. ▬■▬ Clackmannanshire ▬ ▬ ▬ Target ▬▲▬ Scotland ▬●▬ Family Group (if available)

Coronary Heart Disease Hospitalisations
(3-year average, per 100,000 population aged 16+)

👍 Overall	⬇ Trend	✅ Target	Scottish Average	🔶 Rank
23/24	342	327	327	21
22/23	347	340	327	22
21/22	345	353	340	18
20/21	361	372	353	20
19/20	365	377	372	17

Target is previous year's Scottish average

Rate has been falling, typically year on year, now near the Scottish average.

CHD Hospitalisations (per 100k population aged 16+)

Bowel Screening Uptake (3-year average)

👍 Overall	⬆ Trend	✅ Target	Scottish Average	🔶 Rank
22/23	65.7%	65.7%	66.2%	22
21/22	66.0%	64.3%	65.7%	20
20/21	64.8%	61.7%	64.3%	19
19/20	62.4%	59.0%	61.7%	18
18/19	59.6%	56.5%	59.0%	19

Target is previous year's Scottish average

Ongoing NHS Scotland cancer screening programmes are important (e.g. bowel, breast). However, work led by the HSCP to reduce obesity rates, smoking rates and alcohol consumption are equally important as key risk factors in the development of many cancers.

Bowel Screening Uptake

Cancer Registrations (3-year average, per 100,000 population, target source & note as above)

👍 Overall	⬇ Trend	✅ Target	Scottish Average	🔶 Rank
22/23	640	627	630	21
21/22	668	628	627	30
20/21	693	651	628	30
19/20	725	646	651	31
18/19	690	641	646	29

Multiple Emergency Hospitalisations – Older People (65+, 3-year average, per 100,000 population, see target & notes in 2 Emergencies indicators below)

👎 Overall	↔ Trend	⚠ Target	Scottish Average	🔶 Rank
23/24	5,102	4,730	4,807	22
22/23	5,046	4,994	4,730	22
21/22	5,109	5,203	4,994	19
20/21	5,096	5,460	5,203	18
19/20	5,027	5,426	5,460	16

Hospital Re-admissions Within 28 Days
(per 1,000 discharges, target source & note as Delayed Discharge indicator below)

👎 Overall	↔ Trend	⬣ Target	Family Group	Scottish Average	🟥 Rank
23/24	135	102	100	104	29
22/23	140	107	100	102	31
21/22	141	120	110	107	31
20/21	164	105	119	120	32
19/20	142	103	112	105	31

Trend arrows over 5 years. Costs exclude inflation. Most charts magnified for clarity but exaggerates variance. ▬■▬ Clackmannanshire --- Target ▬▲▬ Scotland ▬●▬ Family Group (if available)

Cancer Registrations (per 100k population)

Multiple Emergency Hospitalisations - Aged 65+ (per 100k population)

Hospital Re-admissions (<28 days)

Emergency Hospitalisations
(3-year average, per 100,000 population)

Overall	Trend	Target	Scottish Average	Rank
23/24	8,690	7,034	7,243	28
22/23	8,263	7,273	7,034	27
21/22	8,468	7,393	7,273	26
20/21	7,843	7,663	7,393	21
19/20	7,741	7,615	7,663	19

Target is previous year's Scottish average

The Emergency department at Forth Valley Royal Hospital has been working to reduce 'frequent admissions' by enhancing referral routes into support services e.g. ADP/Mental health/Keep well service

Emergency Hospitalisations (per 100k population)
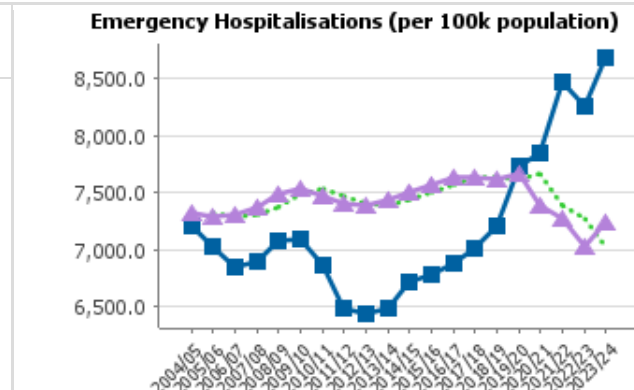
Emergency Hospitalisations – Older People
(aged 65+, 3-year average, per 100,000 population)

Overall	Trend	Target	Scottish Average	Rank
23/24	24,952	23,298	23,999	20
22/23	23,972	24,160	23,299	20
21/22	24,722	24,865	24,160	19
20/21	24,588	26,254	24,865	18
19/20	24,883	26,226	26,254	16

Target is previous year's Scottish average

A complex picture can be seen for older people in relation to health emergencies, with historically high rates of admission reducing substantially in contrast to the increasing rate for the whole population. At the same time, however, greater numbers of older people are experiencing multiple emergencies (2 or more within a single year), with both of these results now above the Scottish average.

Emergency Hospitalisations - Aged 65+ (per 100k population)

Trend arrows over 5 years. Costs exclude inflation. Most charts magnified for clarity but exaggerates variance. ▬■▬ Clackmannanshire ▬ ▬ ▬ Target ▬▲▬ Scotland ▬●▬ Family Group (if available)
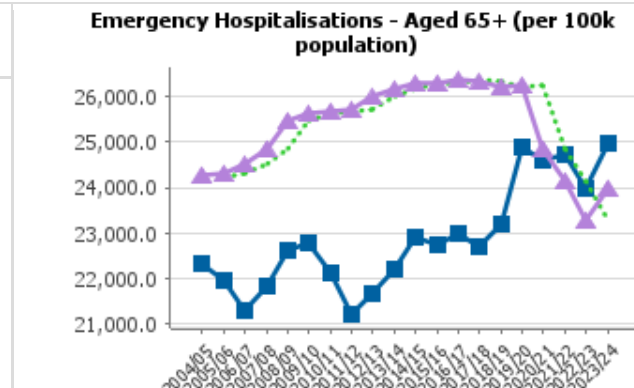
Older People's Delayed Discharge Days
(per 1,000 population, aged 75+)

Target is Scottish average

Overall	Trend	Target	Family Group	Scottish Average	Rank
23/24	679	881	871	841	15
22/23	701	750	891	881	13
21/22	736	485	841	750	16
20/21	602	776	549	485	24
19/20	316	795	874	776	5

While this fluctuates, it has improved for 2 years, now below the Scottish rate. The reasons are complex, appearing more closely aligned to local care service management, with other Forth Valley authorities in lower quartiles. Re-admissions with 28 days, however, shows close correlation with Falkirk, Stirling & Clacks consistently among the worst performers. Given varying deprivation and demographics in these areas, it would appear that this is an area where a strong partnership approach with NHS Forth Valley and both Health & Social Care Partnerships is required to address issues.

Delayed Discharge Rate (75+)
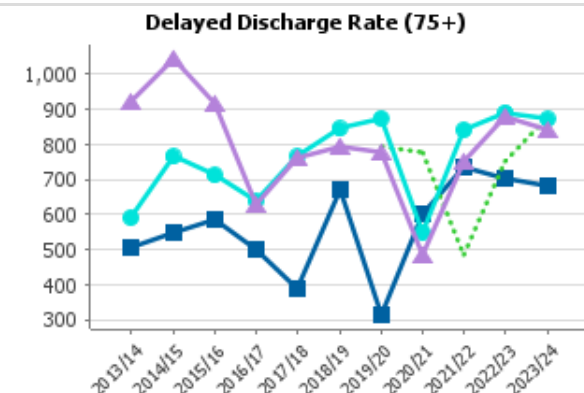
1.4 Life Expectancy & Mortality

Healthy Life Expectancy – Males
(expected years lived in 'good' health, 3-year average)

Target is previous year's Scottish average

Overall	Trend	Target	Scottish Average	Rank
21/22	61.3	60.9	60.4	17
20/21	62.5	61.7	60.9	15
19/20	62.8	61.9	61.7	14
18/19	62.2	62.3	61.9	16
17/18	62.6		62.3	18

Differing trends can be seen in comparison to overall life expectancy, with better rankings for males, who can expect to live around 14 years in less than 'good' health (across data for corresponding years). Rankings are consistently several places lower for females, where the gap has increased from 18 to 21 years in less than 'good' health. This means men are likely to live less than a fifth (18%) of their lives in poorer health, while this figure is over a quarter (26%) of women's lives.

Healthy Life Expectancy - Males
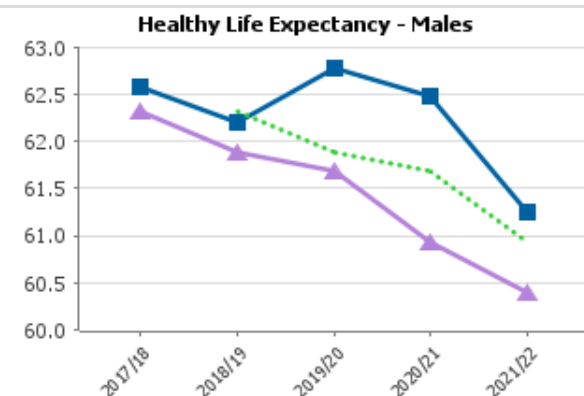
Healthy Life Expectancy – Females
(expected years lived in 'good' health, 3-year average)

Target is previous year's Scottish average

Overall	Trend	Target	Scottish Average	Rank
21/22	59.6	61.8	61.1	21
20/21	62.7	61.9	61.8	14
19/20	62.4	62.2	61.9	19
18/19	61.6	62.6	62.2	22
17/18	60.2		62.6	26

See management comment above
While overall life expectancy is higher for females, healthy life expectancy is lower than males locally (which is not the case nationally). This compounds known financial inequalities, such as women being estimated to have, on average, only around a third of the savings by retirement age as men, suggesting greater vulnerability to poverty, discussed further in the following section.

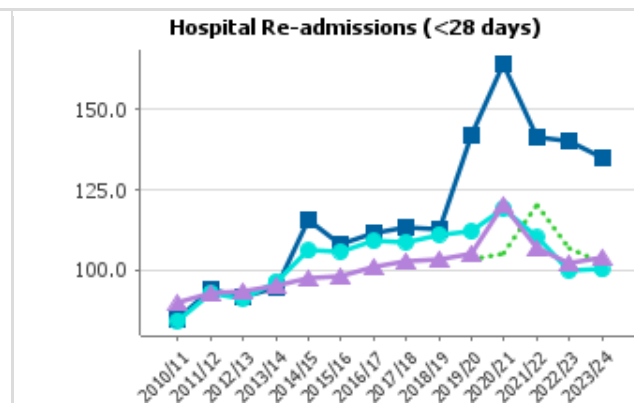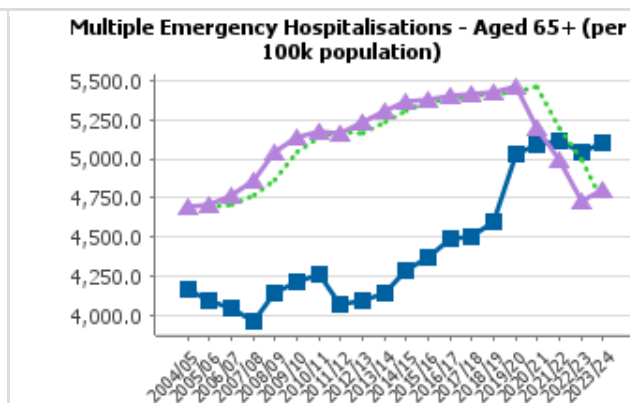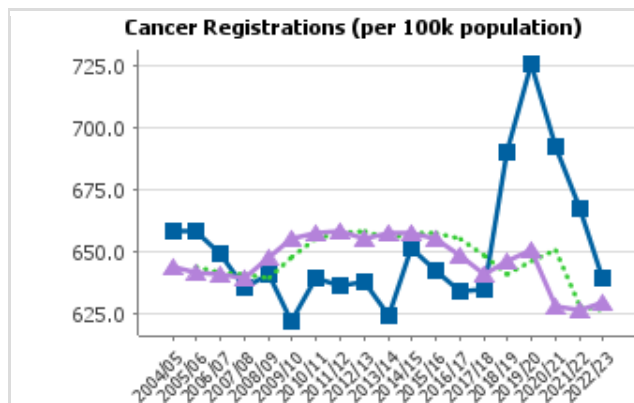Healthy Life Expectancy - Females

Trend arrows over 5 years. Costs exclude inflation. Most charts magnified for clarity but exaggerates variance. ■— Clackmannanshire --- Target ▲— Scotland ●— Family Group (if available)

Life Expectancy Age – Males (3-year average)

Overall	Trend	Target	Scottish Average	Rank
23/24	76.3	76.5	76.8	22
22/23	76.0	76.6	76.5	23
21/22	75.4	76.8	76.6	25
20/21	76.2	77.2	76.8	24
19/20	76.6	77.1	77.2	24

Target is previous year's Scottish average

There are broadly similar trends and ranks for both groups, though females are likely to live around 4 years longer (locally and nationally). As is often the case, Clackmannanshire sees a greater annual variance due to the lower numbers involved but, at a national level, incremental annual improvement can be seen in overall life expectancy up to 14/15. This then plateaued until 20/21 when the tragic loss of life from the Covid pandemic began increasing excess deaths and negatively impacting average life expectancy.

Life Expectancy (Age) - Male (At Birth)

Life Expectancy Age – Females (3-year average, target source & note as above)

Overall	Trend	Target	Scottish Average	Rank
23/24	80.3	80.7	80.8	23
22/23	80.0	80.8	80.7	23
21/22	80.2	81.0	80.8	23
20/21	80.6	81.1	81.0	21
19/20	80.7	81.1	81.1	23

Deaths - Aged 15-44 Years (3-year average, per 100,000 population, target & note in All Ages below)

Overall	Trend	Target	Scottish Average	Rank
23/24	153	116	112	30
22/23	156	121	116	30
21/22	142	120	121	24
20/21	132	115	120	24
19/20	121	112	115	22

Early Deaths (<75 years, 3-year average, per 100,000 population, target & note in All Ages below)

Overall	Trend	Target	Scottish Average	Rank
23/24	469	453	448	24
22/23	496	447	453	25
21/22	504	436	447	25
20/21	473	425	436	25
19/20	433	430	425	22

Life Expectancy (Age) - Female (At Birth)

Deaths - Aged 15-44 Years (per 100k population)

Early Deaths (<75 years, per 100k population)

Trend arrows over 5 years. Costs exclude inflation. Most charts magnified for clarity but exaggerates variance. ▪— Clackmannanshire --- Target ▲— Scotland —•— Family Group (if available)

Deaths in Children - Aged 1-15 Years
(5-year average, per 100,000 population)

			Scottish Average	Rank
Overall	Trend	Target		
23/24	7.2	10.0	10.2	7
22/23	7.2	10.2	10.0	8
21/22	4.7	10.7	10.2	3
20/21	4.7	10.5	10.7	4
19/20	7.1	10.4	10.5	7

Target is previous year's Scottish average

The local infant mortality rate (aged 0-1) has reduced from 29th place to 16th, now below the Scottish average. We also have a low rate of child mortality (aged 1-15), top quartile for the last 9 years. These are the only two groups with no significant increase since the start of the pandemic which is, sadly, evident in most other mortality indicators.

Deaths in Children - Aged 1-15 Years (per 100k population)

Deaths - All Ages
(3-year average, per 100,000 population)

			Scottish Average	Rank
Overall	Trend	Target		
23/24	1,314	1,196	1,172	28
22/23	1,311	1,181	1,196	25
21/22	1,302	1,167	1,181	26
20/21	1,228	1,142	1,167	22
19/20	1,213	1,153	1,142	25

Target is previous year's Scottish average

Several rankings in mortality indicators have moved to the bottom quartile, such as early deaths (under 75, though these have now reduced for 2 consecutive years), and those from cancer and coronary heart disease (where Covid, or the focussing of health services on Covid, may have contributed). Though rates have increased for 15-44 year-olds and overall, rankings remain static, suggesting the severity of local pandemic impact was proportionate to authorities' existing levels. It is likely this relates to known demographic, health and resilience issues in the area.

Deaths - All Ages (per 100k population)

Trend arrows over 5 years. Costs exclude inflation. Most charts magnified for clarity but exaggerates variance. ■ Clackmannanshire --- Target ▲ Scotland ◆ Family Group (if available)

2. Community Resilience & Care Experience

2.1 Poverty

Child Poverty Rate (after Housing costs)

Overall	Trend	Target	Family Group	Scottish Average	Rank
22/23	29.2%	23.9%	25.6%	21.8%	30
21/22	28.3%	22.0%	24.9%	21.5%	30
20/21	23.9%	22.9%	21.3%	19.8%	29
19/20	27.3%		24.8%	21.6%	30
18/19	26.1%		24.2%	20.1%	27

Target is Scottish average

This upward trend positions Clackmannanshire with the third-highest child poverty rate in Scotland. The Scottish Government introduced the Scottish Child Payment towards the costs of supporting a family, but the ongoing increased cost of living crisis is still impacting on families across Clackmannanshire (as well as Scotland). Tackling child poverty remains a priority with support from the Tackling Poverty Partnership together with support from the Family Wellbeing Partnership in tackling the root causes of poverty.

Child Poverty Rate

Young People Living in Most Income Deprived Areas (age 0-25, in 20% most income deprived Scottish zones)

Overall	Trend	Target	Scottish Average	Rank
23/24	27.4%	19.7%	19.6%	26
22/23	27.6%	19.7%	19.7%	26
21/22	28.1%	19.9%	19.7%	26
20/21	28.2%	20.0%	19.9%	26
19/20	28.1%	20.1%	20.0%	26

Target is previous year's Scottish average

In contrast to low levels of 'access' deprivation (top quartile for 7 years, see section 4.4), results for 'income' and 'crime' deprivation (see 2.2) have both been bottom quartile for all 13 years recorded. Clackmannanshire's newly approved Wellbeing Economy Local Outcomes Improvement Plan outlines commitments and actions to address deprivation, a long-standing issue of concern for the area, with key themes focussing on Wellbeing (including poverty) and Economy & Skills (including labour market, fair work and economic opportunities).

Young People in Most Income Deprived Quintile (0-25)

Rent Arrears (as % of rent due in the year)

Overall	Trend	Target	Family Group	Scottish Average	Rank
23/24	11.2%	11.5%	8.3%	9.5%	22
22/23	11.5%	10.7%	8.7%	9.6%	20
21/22	10.7%	9.6%	8.2%	8.7%	19
20/21	9.6%	10.1%	7.8%	8.2%	16
19/20	10.1%	9.0%	7.1%	7.3%	23

Target is to improve on previous year's value

The figure is a combination of former tenant arrears and current rent arrears. A new team and process has now been established for former tenant arrears which firstly carried out a comprehensive review of all debt, which has now significantly altered these results through 2024/25 - the figure at the end of Q3 2024/25 had reduced to 8.16%.

31. Gross rent arrears (all tenants) as a % of gross (Charter 27)

Trend arrows over 5 years. Costs exclude inflation. Most charts magnified for clarity but exaggerates variance. ■— Clackmannanshire --- Target ▲— Scotland ━— Family Group (if available)

Crisis Grant Decisions Within 1 Day

Target is to improve annually (was Family Group/Scotland)

Despite some dips, the Council has improved timeliness for both application types over 6 years. Performance above Scottish average in all years, apart from Crisis Grants in 18/19. Scottish Welfare & Discretionary Housing Payments funding spent more variable, with SWF broadly similar to Scottish averages. DHP below average, though both are dependent on the volume of eligible applications received. Many authorities are spending more than 100% and topping up from other sources, plus the wide range of results, particularly for SWF (25% to 215%) strongly suggests that national budget allocation requires review.

Overall	Trend	Target	Family Group	Scottish Average	Rank
23/24	98.5%	99.5%	97.0%	93.9%	13
22/23	99.3%	92.3%	89.6%	91.4%	7
21/22	96.7%	93.5%	92.3%	92.7%	18
20/21	97.8%		97.2%	93.5%	16
19/20	96.6%		97.4%	95.1%	23

Crisis Grant Timeliness

Community Care Grant Decisions Within 15 Days
(target now to improve annually, see note above)

Overall	Trend	Target	Family Group	Scottish Average	Rank
23/24	99.5%	99.0%	90.0%	83.6%	7
22/23	98.7%	87.3%	85.0%	87.0%	10
21/22	95.8%	84.1%	87.3%	85.6%	13
20/21	99.5%		94.5%	84.1%	4
19/20	99.6%		90.4%	82.3%	6

Scottish Welfare Fund Budget Spent (target to spend full budget & top up if necessary, note above)

Overall	Trend	Target	Family Group	Scottish Average	Rank
23/24	117.0%	100.0%	126.4%	128.9%	20
22/23	126.8%	100.0%	149.4%	131.7%	18
21/22	108.4%	100.0%	116.3%	115.2%	14
20/21	94.8%		90.0%	83.2%	7
19/20	114.2%		111.1%	107.8%	8

Discretionary Housing Payments Funding Spent (target to spend full budget from 24/25, note above)

Overall	Trend	Target	Family Group	Scottish Average	Rank
23/24	84.0%	94.4%	105.4%	101.4%	27
22/23	89.4%	96.0%	100.5%	94.4%	16
21/22	87.5%	97.2%	98.2%	96.0%	20
20/21	80.8%		105.0%	97.2%	29
19/20	106.5%		108.0%	104.5%	9

Community Care Grant Timeliness
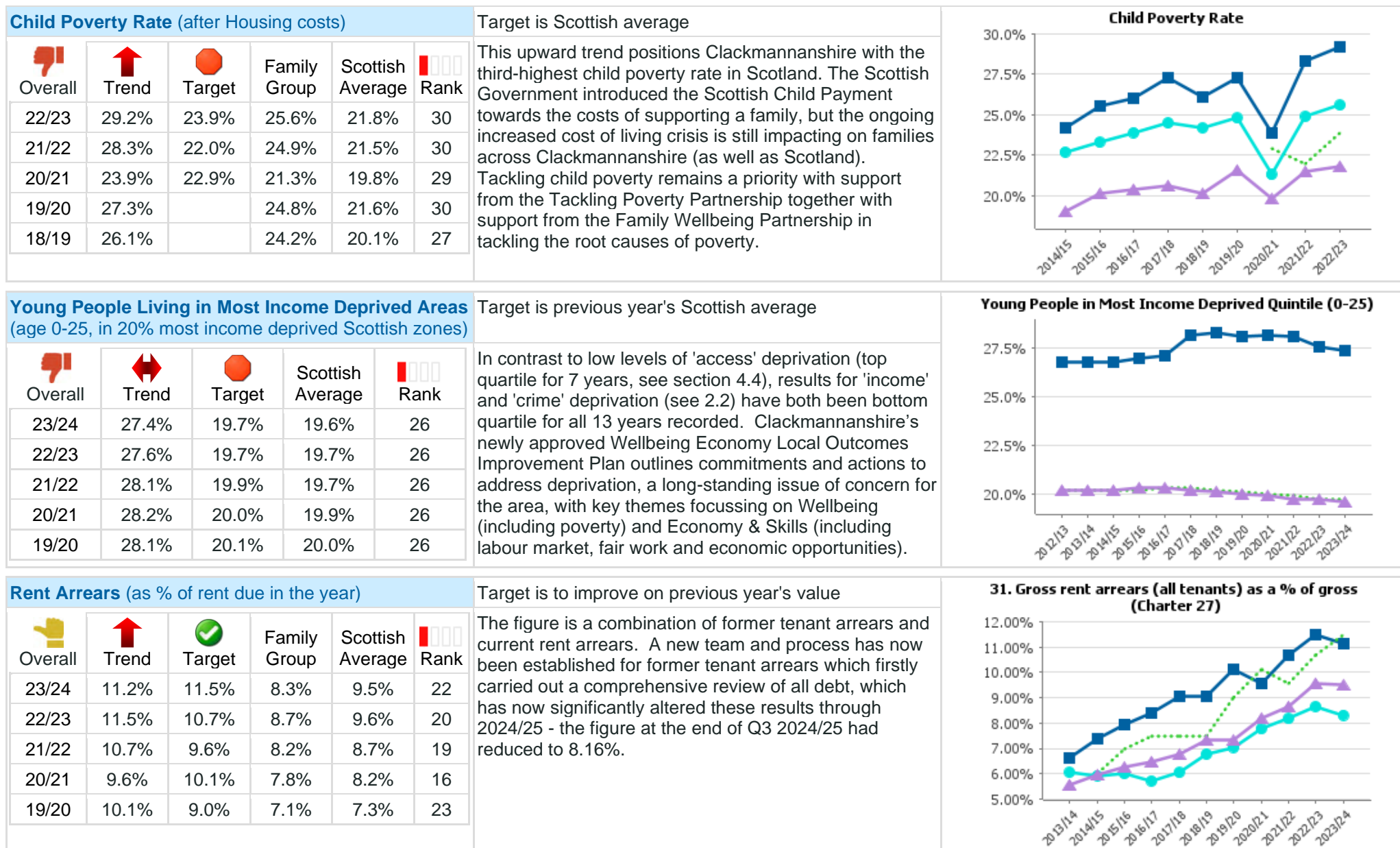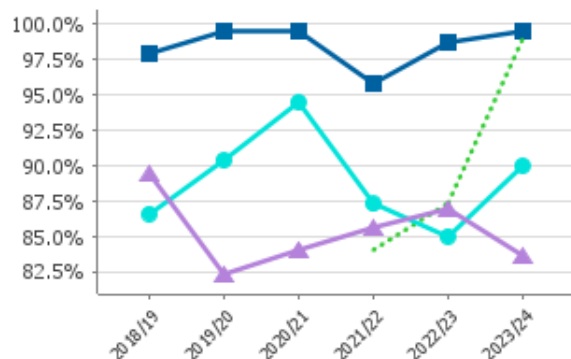

SWF Budget Spent
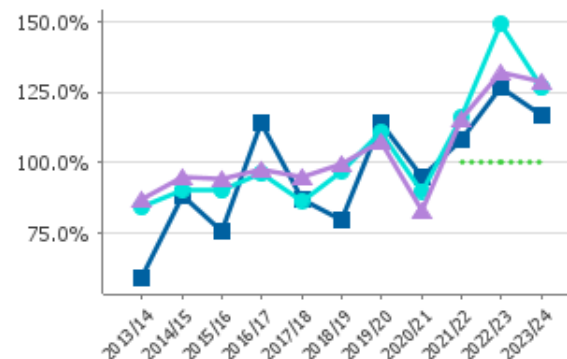
DHP Funding Spent
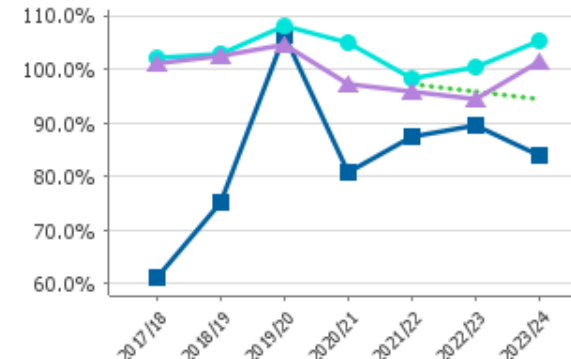
Trend arrows over 5 years. Costs exclude inflation. Most charts magnified for clarity but exaggerates variance. ■— Clackmannanshire --- Target —▲— Scotland —●— Family Group (if available)
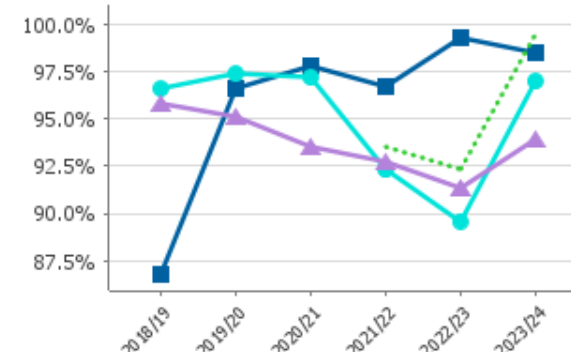
2.2 Crime

Drug Crimes (per 10,000 population)

Target is previous year's Scottish average

	Overall	Trend	Target	Scottish Average	Rank
23/24	42	49	47	20
22/23	48	51	49	19
21/22	55	65	51	22
20/21	61	65	65	18
19/20	63	64	65	22

Drug crimes are at a lower rate in Clackmannanshire than for Scotland as a whole, approximately in line with national trends since the early 2010s. The Alcohol & Drug Partnership is working with partners including Police Scotland, the Community Justice Partnership and Social Work teams to develop alternatives to sentencing which can divert people from the justice system into treatment and support programmes, as appropriate.

Drug Crimes (per 10k population)
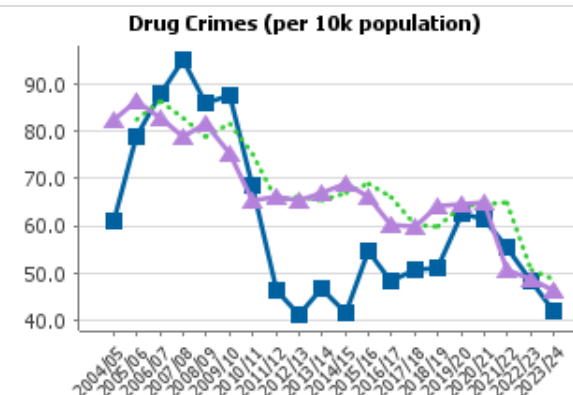
Vandalism (per 10,000 population)

Target is previous year's Scottish average

	Overall	Trend	Target	Scottish Average	Rank
23/24	80	68	65	30
22/23	75	70	68	22
21/22	83	68	70	28
20/21	98	78	68	31
19/20	101	79	78	30

Rates of vandalism locally have increased when compared with the previous year, although the longer term shows favourable movement. Local rates remain significantly higher national averages and the agreed target. As with other crime indicators, this work remains a key area of focus of local partnership working with implementation of new strategy to manage anti-social behaviour key to this work.

Vandalism (per 10k population)
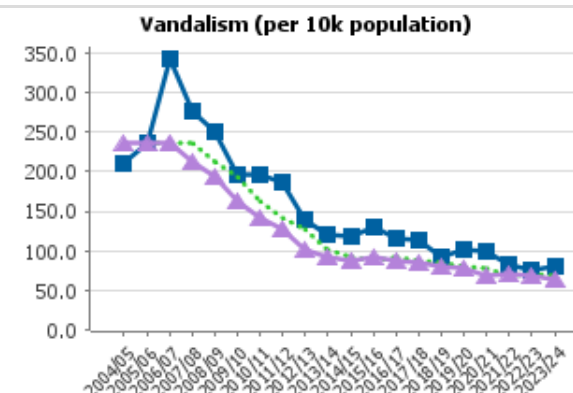
Common Assault (per 10,000 population)

Target is previous year's Scottish average

	Overall	Trend	Target	Scottish Average	Rank
23/24	109	106	109	21
22/23	110	106	106	24
21/22	115	95	106	24
20/21	111	106	95	30
19/20	130	107	106	30

Rates of common assault have reduced steadily, with relative performance and ranking reflecting favourable movement out of the bottom quartile for the first time in at least a decade. From review of recent performance data the number of common assault crimes are relatively low.

Common Assault (per 10k population)

Trend arrows over 5 years. Costs exclude inflation. Most charts magnified for clarity but exaggerates variance. ■— Clackmannanshire --- Target ▲— Scotland —— Family Group (if available)

Domestic Abuse Incidents (per 10,000 population)

Target is previous year's Scottish average

Overall	Trend	Target	Scottish Average	Rank
23/24	141	114	116	29
22/23	127	120	114	24
21/22	146	121	120	29
20/21	157	116	121	30
19/20	151	112	116	30

Local rates of domestic abuse incidents remain significantly higher than the national average and performance has declined when compared with the previous year's performance. As in other crime indicators, domestic abuse and violence against women and girls is a significant focus of local partnership working.

Domestic Abuse Incidents (per 10k population)

Attempted Murder & Serious Assault (per 10,000 population)

Target is previous year's Scottish average

Overall	Trend	Target	Scottish Average	Rank
23/24	5.8	6.4	6.3	20
22/23	8.5	7.0	6.4	29
21/22	8.0	6.4	7.0	27
20/21	12.1	7.5	6.4	31
19/20	11.1	8.0	7.5	31

Long term trends of attempted murder and serious assaults are positive, with the 23/24 rate less than half of the peak 4 years previously. The value of incidents is now also more favourable than the national average and the target agreed for 23/24 has been achieved.

Attempted Murder & Serious Assault (per 10k population)

Young People Hospitalised Due to Assault (age 15-25, 3-year average, per 100,000 population)

Target is previous year's Scottish average

Overall	Trend	Target	Scottish Average	Rank
22/23	50	80	69	10
21/22	50	94	80	5
20/21	78	107	94	15
19/20	120	113	107	26
18/19	122	117	113	23

The impacts of crime on children and young people are often extensive and long-lasting, not least when this poses a direct threat to their physical health and safety. The significant reduction in young people (aged 15-25) hospitalised due to assault is another very welcome result. While there was a slight increase in 22/23, the steep local reducing trend since 19/20 means this remains below average.

Young People Hospitalised Due to Assault (aged 15-25, per 100k population)

Trend arrows over 5 years. Costs exclude inflation. Most charts magnified for clarity but exaggerates variance. ■— Clackmannanshire --- Target ▲— Scotland —— Family Group (if available)

Young People Living in Most Crime Deprived Areas
(aged 0-25, in 20% most crime deprived Scottish zones)

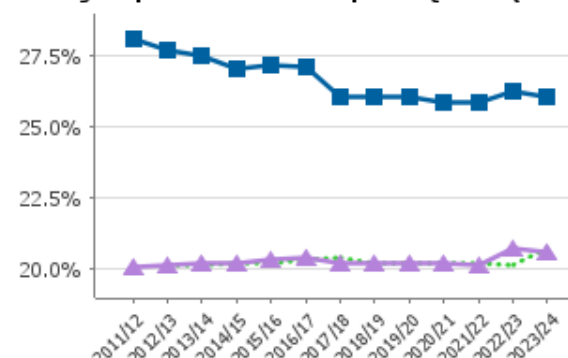| Overall	Trend	Target	Scottish Average	Rank
23/24	26.1%	20.7%	20.6%	29
22/23	26.3%	20.1%	20.7%	29
21/22	25.9%	20.2%	20.1%	30
20/21	25.9%	20.2%	20.2%	30
19/20	26.1%	20.2%	20.2%	30

Target is previous year's Scottish average

Over a quarter of local young people aged up to 25 years live in the 20% most crime deprived areas in Scotland, with the value and national averages remaining fairly static over the past 5 years. Crime and community safety remains a focus of partnership working locally which is based on shared understanding of performance and insight as well as local particular risks and issues.

Young People in Most Crime Deprived Quintile (0-25)
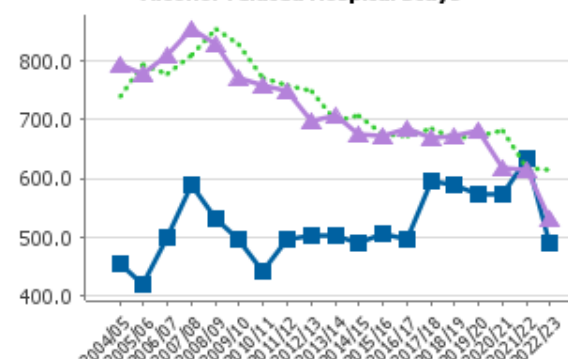

2.3 Alcohol & Substance Misuse

Alcohol-related Hospitalisations
(per 100,000 population)

Overall	Trend	Target	Scottish Average	Rank
22/23	491	615	532	15
21/22	634	617	615	19
20/21	574	683	617	13
19/20	573	671	683	13
18/19	588	670	671	14

Target is previous year's Scottish average

Alcohol-related hospital stays continue to be lower in Clackmannanshire than for Scotland as a whole, on average. The absence of Local Authority-level data across Scotland on alcohol sales and consumption makes interpretation of this data difficult with reference to people's outcomes. We intend to consider the role of hospitalisation as part of the alcohol learning work outlined above and so this will also contribute to improved outcomes for people at risk.

Alcohol-related Hospital Stays

Alcohol-related Hospitalisations - Young People
(11-25 years, 3-year average, per 100,000 population)

Overall	Trend	Target	Scottish Average	Rank
22/23	120	256	212	2
21/22	153	272	256	2
20/21	171	277	272	3
19/20	217	267	277	9
18/19	197	260	267	10

Target is previous year's Scottish average

The rate continues to reduce amongst 11-25 year old alcohol related hospital admissions and is significantly lower than the Scottish average. This has been a steady decrease in Clackmannanshire from 20/21.

Alcohol-related Hospital Admissions (11-25 year olds)

Trend arrows over 5 years. Costs exclude inflation. Most charts magnified for clarity but exaggerates variance. ■— Clackmannanshire --- Target ▲— Scotland —— Family Group (if available)

Alcohol-related Deaths
(5-year average, per 100,000 population)

Overall	Trend	Target	Scottish Average	Rank
22/23	19.8	21.0	21.4	17
21/22	17.5	20.7	21.0	13
20/21	18.4	20.3	20.7	14
19/20	19.2	20.5	20.3	20
18/19	16.0	20.1	20.5	12

Target is previous year's Scottish average

Alcohol-specific deaths are those exclusively caused by alcohol, usually from Alcoholic Liver Disease or Alcohol Use Disorder. Rates of alcohol-specific deaths have trended upwards in Clackmannanshire, and across Scotland, since the mid-2010s. ADP is coordinating a review of alcohol specific deaths to collect file data and lived experience reflection to inform the future design of our care and support system for alcohol. We continue to work with partners to support restrictions to the Price, Availability and Marketing of alcohol in line with best evidence practice advocated by World Health Organization.

Alcohol-related Mortality

Drug-related Hospitalisations
(3-year average, per 100,000 population)

Overall	Trend	Target	Scottish Average	Rank
22/23	283	233	202	28
21/22	331	238	233	28
20/21	305	225	238	26
19/20	265	202	225	24
18/19	204	182	202	22

Target is previous year's Scottish average

Drug-related hospital admissions in Clackmannanshire have exceeded the Scottish average since 2018 and remain at elevated levels, though with a welcome decrease since 2021. We continue to work through our Commissioning Consortium approach to design a system of care which can reach people ahead of crises developing, which should reduce the need for hospitalisation. This is an active aspect of our Commissioning Plan for 2025.
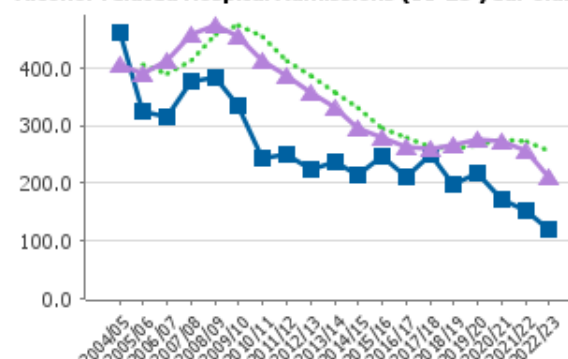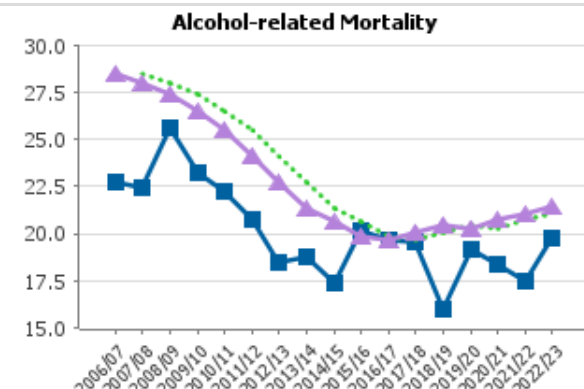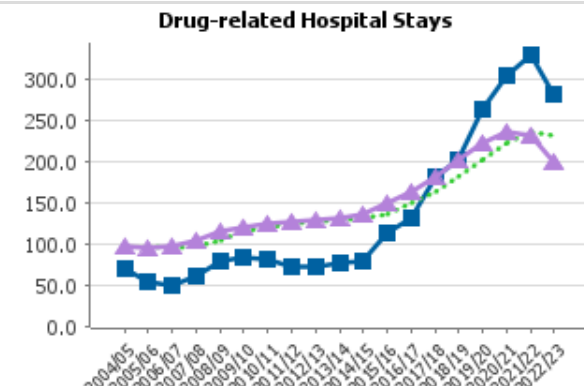

Drug-related Hospital Stays

Drug-related Hospital Admissions - Young People
(11-25 years, 3-year average, per 100,000 population)

Overall	Trend	Target	Scottish Average	Rank
22/23	134	170	140	11
21/22	150	177	170	8
20/21	165	166	177	13
19/20	205	147	166	23
18/19	193	136	147	25

Target is previous year's Scottish average

Since 19/20 we are seeing a steady and positive reduction in drug related hospital admissions for age 11-25 year olds.   For the last 3 years Clackmannanshire have been below the Scottish average.

Drug-related Hospital Admissions (11-25 year olds)

Trend arrows over 5 years. Costs exclude inflation. Most charts magnified for clarity but exaggerates variance. ■— Clackmannanshire --- Target ▲— Scotland —— Family Group (if available)

Drug-related Deaths (per 100,000 population)

Target is previous year's Scottish average

Overall	Trend	Target	Scottish Average	Rank
22/23	22.0	25.8	20.2	22
21/22	32.4	25.9	25.8	26
20/21	20.7	24.9	25.9	17
19/20	31.8	23.0	24.9	26
18/19	21.4	18.0	23.0	21

Drug related deaths have continued to trend upwards in Scotland since 2013, and this pattern is evident in Clackmannanshire also, albeit with significant on-year variation. The redesign and modernisation of the ADP-funded system of substance use care is predicated on making treatment and support more available to people for a wider range of drug use behaviours. Overall supply of drugs and the patterns of use and harm are subject to international factors which, combined with the effects of social and economic inequality, has created an elevated risk of harm here and across Scotland.

Drug-related Mortality

Maternities with Drug Use
(3-year average, per 1,000 maternities)

Target is previous year's Scottish average

Overall	Trend	Target	Scottish Average	Rank
22/23	14.5	16.5	17.2	18
21/22	18.4	16.7	16.5	24
20/21	22.3	16.5	16.7	27
19/20	20.5	15.4	16.5	27
18/19	12.3	14.1	15.4	13

Patterns of drug use during pregnancy in Clackmannanshire have broadly followed the same fluctuating trends here as across Scotland. There has been a welcome reduction since the record high rate of 2021, and the rate now sits below the Scottish average. ADP is working with commissioned partners to amplify the voices of women within our strategic planning so that services are better designed to proactively meet their health and social care needs.

Maternities with Drug Use (per 1k maternities)

Smoking-attributable Hospitalisations
(aged 35+, 2-year average, per 100,000 population)

Target is previous year's Scottish average

Overall	Trend	Target	Scottish Average	Rank
21/22	937	1,490	1,264	8
20/21	1,147	1,690	1,490	10
19/20	1,232	1,736	1,690	7
18/19	1,249	1,771	1,736	8
17/18	1,339	1,780	1,771	13

Tobacco is a significant public health issue and is a leading cause of preventable ill health, and premature death. In 2022, an estimated 18% of adults in Clackmannanshire currently smoke, this is higher than the Scottish average of 15%. Hospitalisations (aged 35+) are higher than both alcohol- and drug-related. While we now have the 8th lowest rate in the country, sadly, the transfer of health service focus to Covid in the most recent 2 years may have contributed to fewer admissions for treatment of other conditions, and also to the increase in smoking-attributable mortality.

Smoking-attributable Hospitalisations (aged 35+, per 100k population)

Trend arrows over 5 years. Costs exclude inflation. Most charts magnified for clarity but exaggerates variance. ▬■▬ Clackmannanshire ---- Target ▬▲▬ Scotland ▬●▬ Family Group (if available)

Smoking-attributable Deaths
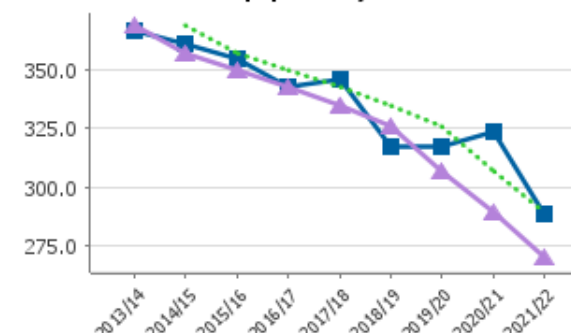(aged 35+, 2-year average, per 100,000 population)

Overall	Trend	Target	Scottish Average	Rank
21/22	289	289	270	24
20/21	324	307	289	24
19/20	317	326	307	21
18/19	317	335	326	21
17/18	346	343	335	21

Target is previous year's Scottish average

See management comment above

Smoking-attributable Deaths (aged 35+, per 100k population)

Smoking During Pregnancy
(3-year average, % of those with known smoking status)

Overall	Trend	Target	Scottish Average	Rank
23/24	18.0%	11.6%	10.7%	32
22/23	20.2%	12.9%	11.6%	32
21/22	18.8%	13.9%	12.9%	29
20/21	21.4%	14.6%	13.9%	30
19/20	22.9%	14.9%	14.6%	31

Target is previous year's Scottish average

Deprivation is a key risk factor for smoking. In 2023, women residing in the most deprived areas, reported being a current smoker in 20.4%, of pregnancies, compared to 2.4% in the least deprived areas. We also have the 2nd highest post-partum smoking rates in the country (at health visitor First Visit review) of 18.9%, where the Scottish figure is 14.3%.

Smoking During Pregnancy
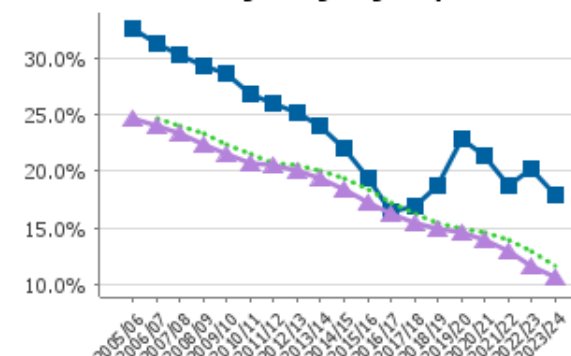
2.4 Mental Health

Mental Wellbeing Score – Overall (4-year average)

Overall	Trend	Target	Scottish Average	Rank
23/24	48.1	48.9	48.7	25
22/23	48.5	49.5	48.9	25
21/22	49.8	49.7	49.5	17
20/21	N/A	49.7		
19/20	49.5	49.7	49.7	21

Target is previous year's Scottish average
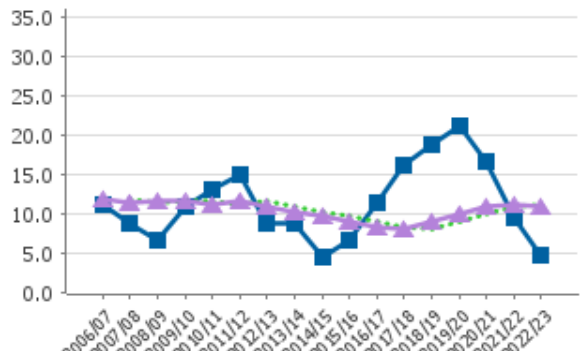
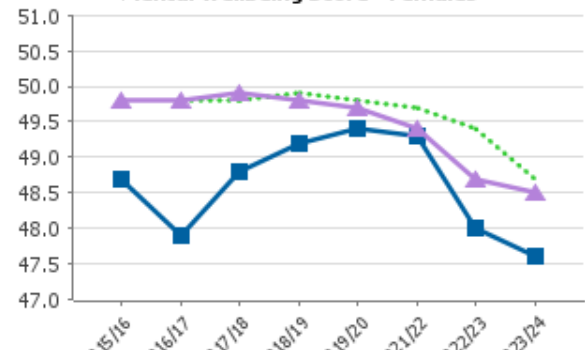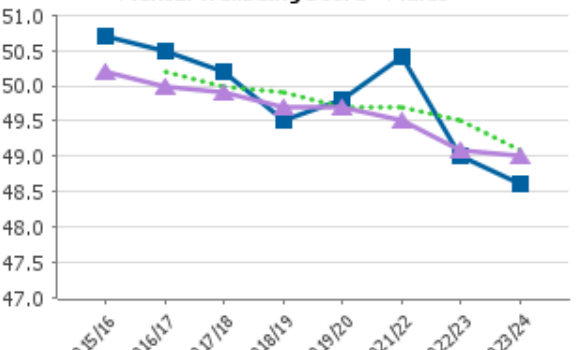Work currently underway across the Community Planning Partnership to improve the signposting and awareness for the population of mental wellbeing supports. These will support people with mild-moderate mental health challenges. Additionally, NHS Forth Valley is leading development of a Mental health & Wellbeing strategy across all ages (aligned to the national Mental Health and Wellbeing strategy, 2023).

Mental Wellbeing Score

Trend arrows over 5 years. Costs exclude inflation. Most charts magnified for clarity but exaggerates variance. ▬■▬ Clackmannanshire ▬ ▬ ▬ Target ▬▲▬ Scotland ▬●▬ Family Group (if available)
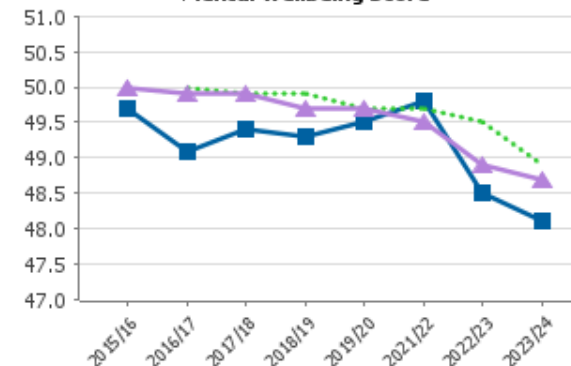
Mental Wellbeing Score – Females
(4-year average, target & note as above)

Overall	Trend	Target	Scottish Average	Rank
23/24	47.6	48.7	48.5	25
22/23	48.0	49.4	48.7	25
21/22	49.3	49.7	49.4	22
20/21	N/A	49.7		
19/20	49.4	49.8	49.7	22

Mental Wellbeing Score - Females

Mental Wellbeing Score – Males
(4-year average, target & note as above)

Overall	Trend	Target	Scottish Average	Rank
23/24	48.6	49.1	49.0	23
22/23	49.0	49.5	49.1	22
21/22	50.4	49.7	49.5	8
20/21	N/A	49.7		
19/20	49.8	49.7	49.7	21

Mental Wellbeing Score - Males

Suicide Rate – All (5-year average, per 100,000 population, target & note as 3 indicators below)

Overall	Trend	Target	Scottish Average	Rank
22/23	20.6	17.1	17.5	25
21/22	19.8	17.0	17.1	25
20/21	22.3	16.4	17.0	28
19/20	21.1	15.9	16.4	28
18/19	23.1	16.0	15.9	29

Suicide Rate

Deaths from Suicide - Young People
(11-25 years, 5-year average, per 100,000 population)

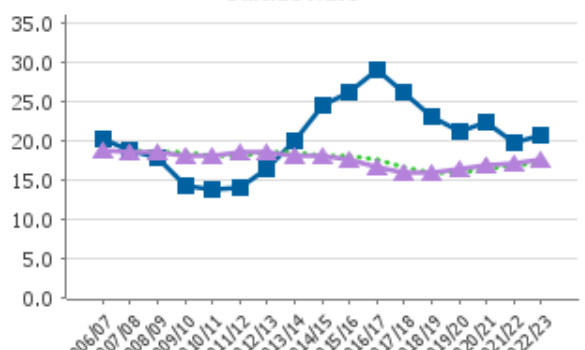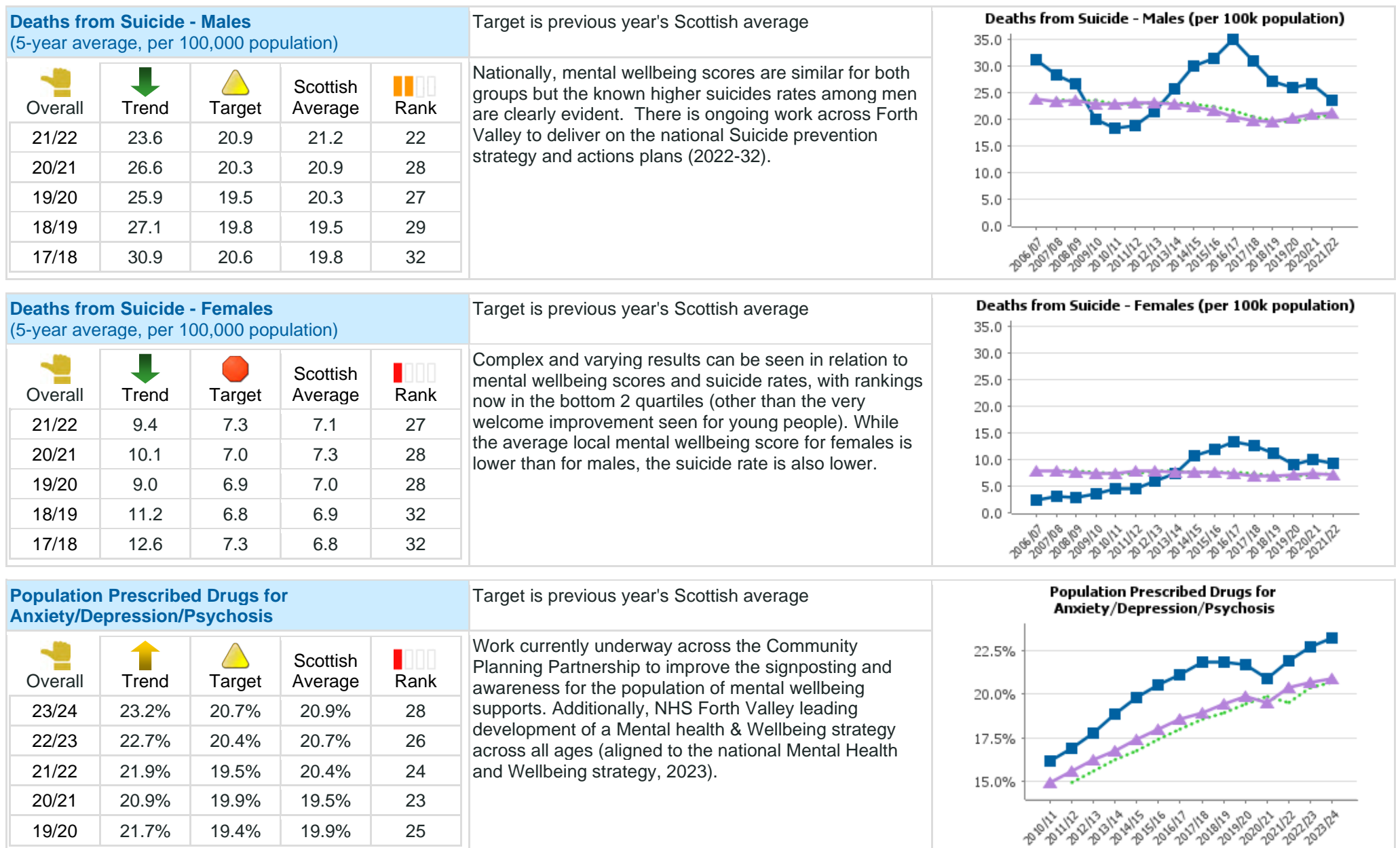| Overall	Trend	Target	Scottish Average	Rank
22/23	4.8	11.1	10.9	1
21/22	9.5	10.9	11.1	10
20/21	16.6	10.0	10.9	30
19/20	21.2	9.0	10.0	31
18/19	18.7	8.1	9.0	31

Target is previous year's Scottish average

Rates have reduced in recent years, though they remain above average, except in young people (now significantly below, with rank improving from 2nd worst to best in Scotland). We continue to embed evidence-based trauma-informed services for children and young people at risk of suicide. Our digital crisis intervention service and targeted communication and marketing activities is ensuring awareness of supports available and helping children, young people and their families to receive in-the-moment support when it is needed to prevent risk of harms escalating. The 'Text Clacks' service delivered in partnership with Shout has been available since 1st April 2021. Usage of this service continues to increase.

Deaths from Suicide (11-25 year olds)

Trend arrows over 5 years. Costs exclude inflation. Most charts magnified for clarity but exaggerates variance. —■— Clackmannanshire - - - Target —▲— Scotland —●— Family Group (if available)

Deaths from Suicide - Males
(5-year average, per 100,000 population)

Overall	Trend	Target	Scottish Average	Rank
21/22	23.6	20.9	21.2	22
20/21	26.6	20.3	20.9	28
19/20	25.9	19.5	20.3	27
18/19	27.1	19.8	19.5	29
17/18	30.9	20.6	19.8	32

Target is previous year's Scottish average

Nationally, mental wellbeing scores are similar for both groups but the known higher suicides rates among men are clearly evident. There is ongoing work across Forth Valley to deliver on the national Suicide prevention strategy and actions plans (2022-32).

Deaths from Suicide – Males (per 100k population)

Deaths from Suicide - Females
(5-year average, per 100,000 population)

Overall	Trend	Target	Scottish Average	Rank
21/22	9.4	7.3	7.1	27
20/21	10.1	7.0	7.3	28
19/20	9.0	6.9	7.0	28
18/19	11.2	6.8	6.9	32
17/18	12.6	7.3	6.8	32

Target is previous year's Scottish average

Complex and varying results can be seen in relation to mental wellbeing scores and suicide rates, with rankings now in the bottom 2 quartiles (other than the very welcome improvement seen for young people). While the average local mental wellbeing score for females is lower than for males, the suicide rate is also lower.

Deaths from Suicide – Females (per 100k population)

Population Prescribed Drugs for Anxiety/Depression/Psychosis

Overall	Trend	Target	Scottish Average	Rank
23/24	23.2%	20.7%	20.9%	28
22/23	22.7%	20.4%	20.7%	26
21/22	21.9%	19.5%	20.4%	24
20/21	20.9%	19.9%	19.5%	23
19/20	21.7%	19.4%	19.9%	25

Target is previous year's Scottish average

Work currently underway across the Community Planning Partnership to improve the signposting and awareness for the population of mental wellbeing supports. Additionally, NHS Forth Valley leading development of a Mental health & Wellbeing strategy across all ages (aligned to the national Mental Health and Wellbeing strategy, 2023).

Population Prescribed Drugs for Anxiety/Depression/Psychosis

Trend arrows over 5 years. Costs exclude inflation. Most charts magnified for clarity but exaggerates variance. ■ Clackmannanshire ─ ─ ─ Target ─▲─ Scotland ─ Family Group (if available)

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Psychiatric Patient Hospitalisations
(3-year average, per 100,000 population)

Overall	Trend	Target	Scottish Average	Rank
23/24	241	221	216	23
22/23	253	234	221	23
21/22	264	245	234	22
20/21	290	257	245	28
19/20	303	260	257	28

Target is previous year's Scottish average

An improving trend and, while mental health-related prescriptions are above average and increasing, it may be that wider uptake with more people acknowledging issues and seeking help is contributing to a reduction in hospitalisations.

Psychiatric Patient Hospitalisations (per 100k population)
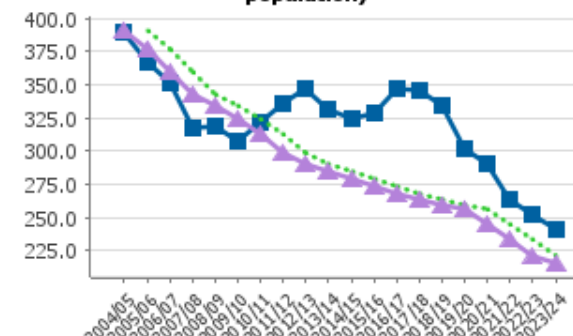

2.5 Children & Young People's Care

Children on the Child Protection Register
(per 1,000 children under 16)

Overall	Trend	Target	Scottish Average	Rank
23/24	1.7	2.2	2.3	7
22/23	1.4	2.3	2.2	6
21/22	4.6	2.9	2.3	31
20/21	4.8	2.8	2.9	29
19/20	2.7	2.8	2.8	15

Target is previous year's Scottish average

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.

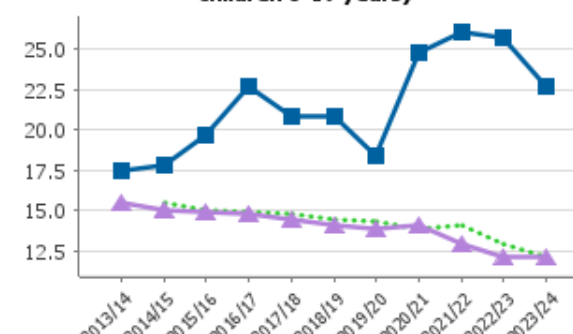Children on the CP Register (per 1k children under 16)
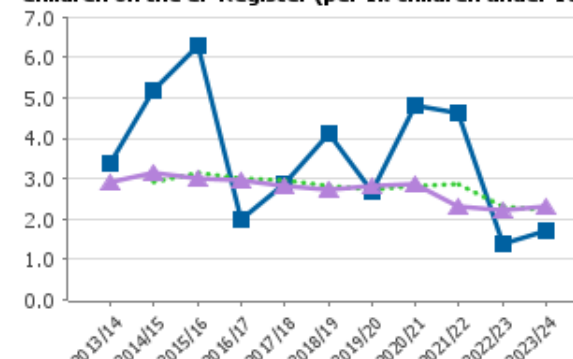
Children Looked After by Local Authority
(per 1,000 children 0-17 years)

Overall	Trend	Target	Scottish Average	Rank
23/24	22.7	12.1	12.1	31
22/23	25.7	12.9	12.1	31
21/22	26.1	14.1	12.9	31
20/21	24.8	13.9	14.1	31
19/20	18.4	14.3	13.9	28

Target is previous year's Scottish average

The rate per 1000 population 0-17yrs 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 31st 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 Looked After by Local Authority (per 1k children 0-17 years)

Trend arrows over 5 years. Costs exclude inflation. Most charts magnified for clarity but exaggerates variance. ■— Clackmannanshire --- Target —▲— Scotland —●— Family Group (if available)

Care-experienced Children Looked After in the Community

Overall	Trend	Target	Family Group	Scottish Average	Rank
👍	↔	✅			▮▮▮▮
22/23	94.7%	92.6%	91.0%	89.2%	2
21/22	94.9%	92.5%	90.9%	89.9%	1
20/21	93.5%	91.4%	92.4%	90.4%	4
19/20	93.1%	89.9%	90.9%	90.1%	6
18/19	93.0%	89.6%	89.9%	89.8%	6

Target was Scottish average, now to remain in top quartile

Rates of children looked after by the authority are high and we have a continuing focus on ensuring children remain within their local communities, as evidenced by top quartile rankings for the last 5 years, and currently the 2nd highest proportion in the country.


% Children Looked After in Community
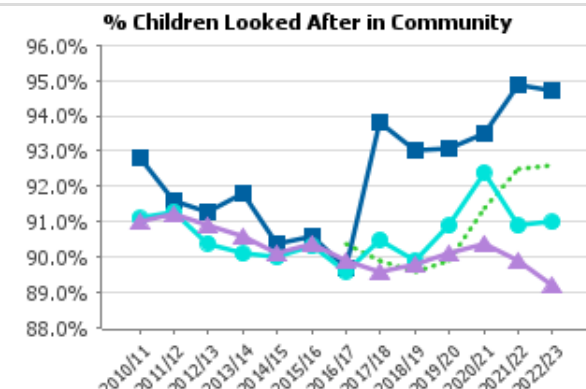
Care-experienced Children with More than 1 Placement in the Last Year

Overall	Trend	Target	Family Group	Scottish Average	Rank
👎	⬇	⚠			▮▮▯▯
22/23	16.9%	16.0%	17.1%	17.2%	17
21/22	14.8%	16.8%	18.3%	16.0%	12
20/21	16.9%	16.7%	18.4%	16.8%	12
19/20	23.8%	19.5%	19.3%	16.7%	27
18/19	22.2%	20.1%	20.5%	19.5%	19

Target is Scottish average

We have substantially reduced the rate, with a corresponding ranking improvement from 27th (19/20) to 12th (20/21 & 21/22). Though the result increased slightly in 22/23, we remain below average.
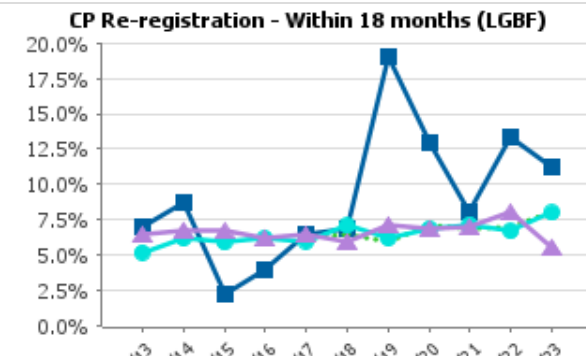

Looked After Children >1 Placement in Last Year
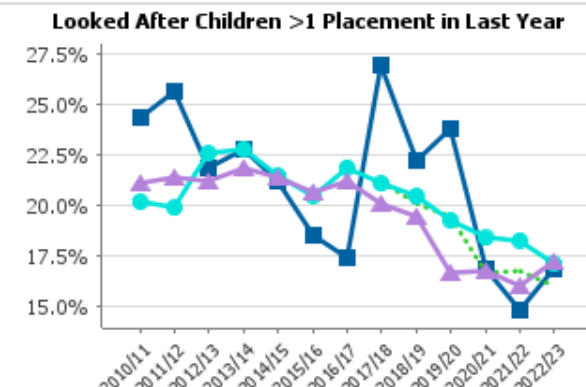
Child Protection Re-registrations Within 18 Months

Overall	Trend	Target	Family Group	Scottish Average	Rank
👎	⬇	🛑			▮▯▯▯
22/23	11.3%	8.0%	8.0%	5.6%	30
21/22	13.3%	7.0%	6.7%	8.0%	27
20/21	8.1%	6.9%	7.2%	7.0%	19
19/20	12.9%	7.2%	6.9%	6.9%	28
18/19	19.0%	6.0%	6.2%	7.2%	32

Target set as previous year's Scottish average

We have higher than average rates of children being re-registered, whose removal from the register may have been premature but we continue to review each case with a clear focus on the best interests of the individuals involved.


CP Re-registration - Within 18 months (LGBF)

Trend arrows over 5 years. Costs exclude inflation. Most charts magnified for clarity but exaggerates variance. ▬■▬ Clackmannanshire ╌╌ Target ▬▲▬ Scotland ▬●▬ Family Group (if available)

2.6 Adult & Older People's Care

Older People with Long-term Needs Receiving Care at Home (aged 65+)

Overall	Trend	Target	Family Group	Scottish Average	Rank
👍	↔	✅			▌▌▌▌
23/24	70.5%	65.0%	63.2%	62.6%	4
22/23	71.1%	67.3%	62.1%	61.5%	4
21/22	72.3%	67.3%	62.4%	61.9%	3
20/21	76.1%	66.4%	63.3%	61.7%	1
19/20	73.8%	65.7%	62.4%	60.7%	1

Target is to remain in the top quartile

Our Chief Social Work Officer has oversight of both child and adult care services (provided via the health & social care partnership), ensuring best practice is applied across all areas. Our strong commitment to ensuring older people are supported to remain in their communities is demonstrated through consistently strong performance in the proportion of those aged 65+ with long-term needs receiving homecare, with rankings within the top 4 authorities in all years for which data is held.


65+ Long-term Needs Receiving Homecare
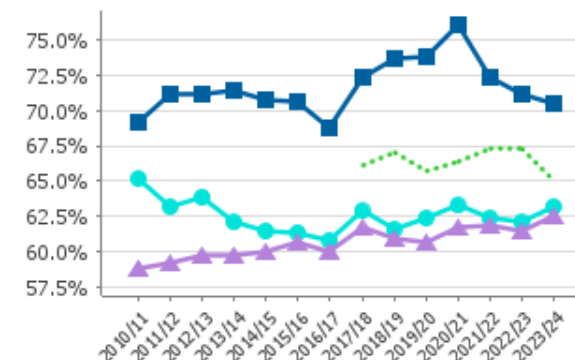
Adult Care Inspection Gradings (% 'good' or better)

Overall	Trend	Target	Family Group	Scottish Average	Rank
👍	⬇	✅			▌▌▌▌
23/24	87.7%	82.0%	77.7%	77.0%	4
22/23	82.0%	81.3%	77.0%	75.0%	6
21/22	91.7%	89.6%	80.5%	75.8%	1
20/21	97.4%	85.6%	84.6%	82.5%	1
19/20	97.1%	84.9%	81.8%	81.8%	1

Target now to remain in top quartile (pandemic-related methodological change, 20/21 not directly comparable)

Top quartile rankings for 10 years, despite a slight dip to 6th place in 22/23. Strong performance considering local health demographics and an ageing population (faster than Scotland as a whole), as well as recruitment and retention difficulties in the care sector meaning services are struggling to manage increasing demand. Improvement efforts continue, and it does appear that inspection regimes may not reflect factors important to clients and carers, given the continued national decline in the experience of those receiving care (see below).
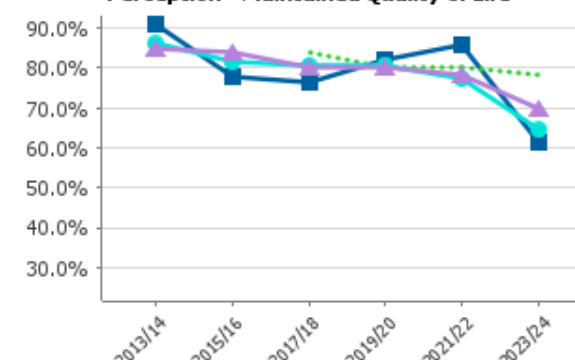

Adult Care Inspections
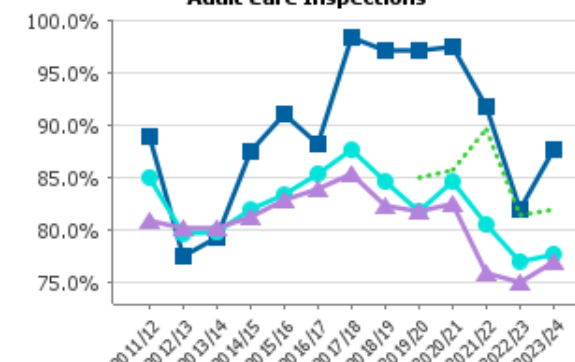
Adults Agreeing 'Support Improved or Maintained Quality of Life' (biennial)

Overall	Trend	Target	Family Group	Scottish Average	Rank
👎	⬇	🛑			▌▢▢▢
23/24	61.5%	78.1%	64.5%	69.8%	31
22/23					
21/22	85.7%	80.0%	77.4%	78.1%	3
20/21					
19/20	82.3%	80.0%	80.9%	80.0%	11

Target is to perform above the Scottish average

Reflecting the challenges above, results for all 4 perception measures are among the bottom 3 Councils. We saw the lowest result for independence despite increases in care and support at home. For unpaid carers in particular, key resilience risks are evident with less than a third across Scotland feeling supported to continue in their role, reducing to just over a quarter in Clackmannanshire. While this has improved, we remain amongst the bottom rankings. Engagement continues through Carers' Planning Group & carers' centres, as well as targeted support for young carers.


Perception - Maintained Quality of Life

Trend arrows over 5 years. Costs exclude inflation. Most charts magnified for clarity but exaggerates variance. ▬■▬ Clackmannanshire ▬ ▬ Target ▬▲▬ Scotland ▬●▬ Family Group (if available)

Adults Agreeing they are 'Supported to Live as Independently as Possible' (biennial, target source and management comment as above)

	Overall	Trend	Target	Family Group	Scottish Average	Rank
	23/24	60.1%	78.8%	68.7%	72.4%	32
	22/23					
	21/22	72.1%	80.8%	75.8%	78.8%	30
	20/21					
	19/20	85.1%	81.1%	80.3%	80.8%	6

Perception – Supported to be Independent
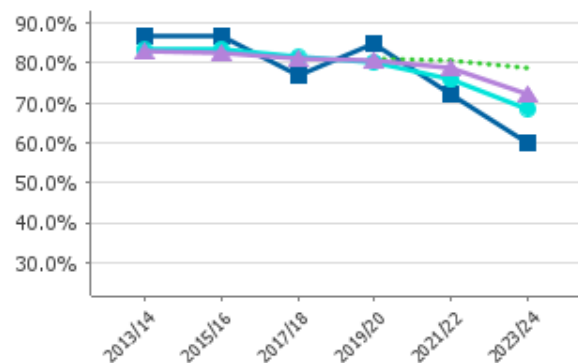
Adults Agreeing they 'Had a Say in How Support was Provided' (biennial, target source and management comment as above)

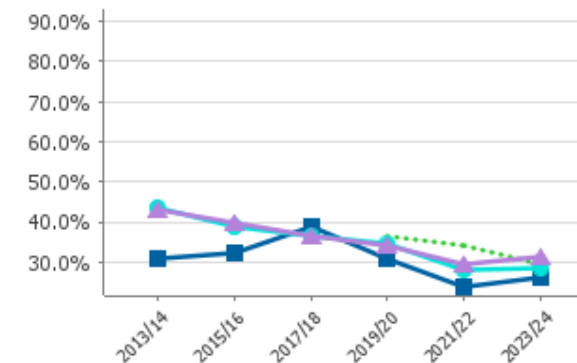|	Overall	Trend	Target	Family Group	Scottish Average	Rank
	23/24	52.1%	70.6%	54.9%	59.6%	30
	22/23					
	21/22	72.1%	75.4%	72.6%	70.6%	16
	20/21					
	19/20	75.4%	75.6%	75.1%	75.4%	17

Perception – Had a Say in Provision
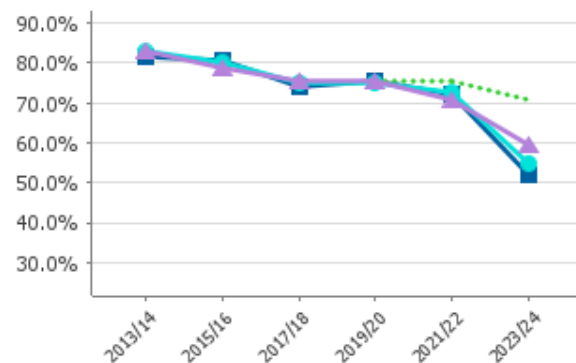
Unpaid Carers who 'Feel Supported to Continue in their Caring Role' (biennial, target source and management comment as above)

	Overall	Trend	Target	Family Group	Scottish Average	Rank
	23/24	26.2%	29.7%	28.6%	31.2%	30
	22/23					
	21/22	23.8%	34.3%	28.1%	29.7%	32
	20/21					
	19/20	30.9%	36.6%	34.5%	34.3%	29

Perception – Carer Support

Trend arrows over 5 years. Costs exclude inflation. Most charts magnified for clarity but exaggerates variance. —■— Clackmannanshire --- Target —▲— Scotland —●— Family Group (if available)

3.1 Education & Attainment

Early Years Inspection Gradings
(% 'good' or better, funded provision)

Overall	Trend	Target	Family Group	Scottish Average	Rank
23/24	89.5%	90.1%	92.0%	89.8%	21
22/23	84.2%	89.4%	92.8%	90.1%	31
21/22	88.9%	95.1%	90.1%	89.4%	18
20/21	94.7%	96.1%	94.4%	90.9%	10
19/20	100.0%	95.9%	94.4%	90.2%	1

Target previously to remain in top quartile, now Scottish average

Following a drop in 22/23, we have moved up 10 places to 21st place in 23/24 and are just below the Scottish average (0.3 percentage points) for good or better funded provision. The improvement is a result of enhanced, systematic and robust quality assurance, which supports the allocation of proportionate needs based support where improvement is required. In addition, we have developed an implemented an increased offer of professional learning and enhanced tracking and monitoring of children's progress.


Early Years Inspection Grading
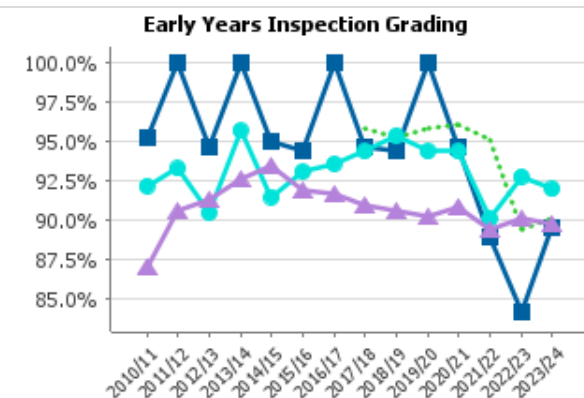
School Attendance - All Pupils (annual from 22/23)

Overall	Trend	Target	Family Group	Scottish Average	Rank
23/24	91.1%	90.2%	90.3%	90.3%	10
22/23	90.7%	92.0%	90.2%	90.2%	12
21/22					
20/21	92.9%	93.0%	92.0%	92.0%	13
19/20					

Target is previous year's Scottish average

Local 0.4% improvement, nationally up 0.1%. Remains an issue, with partner support continuing for families towards pre-pandemic levels. Care-experienced pupils remain above average, latest 90.2% due to sharp focus on current target of 92%. Poverty-related attendance gap of 5.9% surpassing 6.7% target. Care Experience Team interrogating pathways (S3-S6 bi-monthly), with 77% sustained positive destinations, above Clacks and 12% above national (highest in Scotland). Virtual headteachers & befriending/volunteering opportunities support young people furthest from the labour market.

Attendance - All Pupils (LGBF)
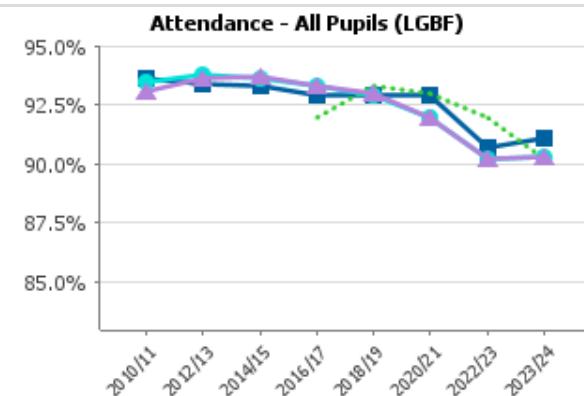
School Attendance - Care-experienced Pupils (biennial, target & management comment as above)

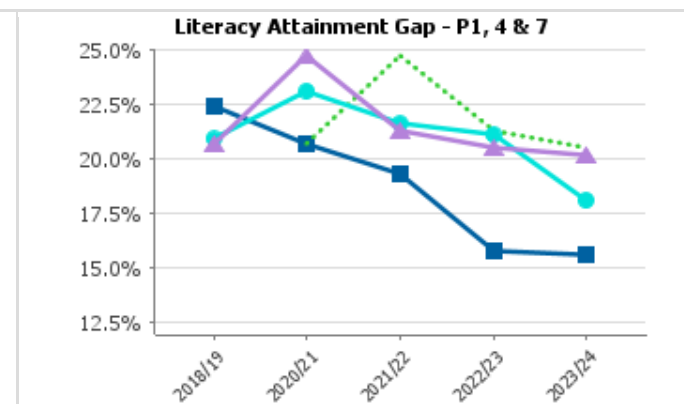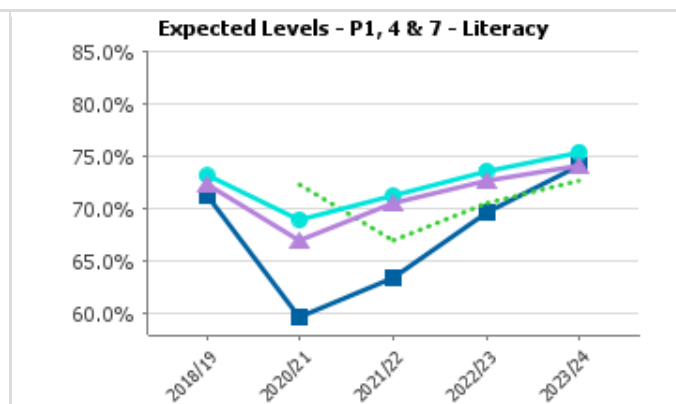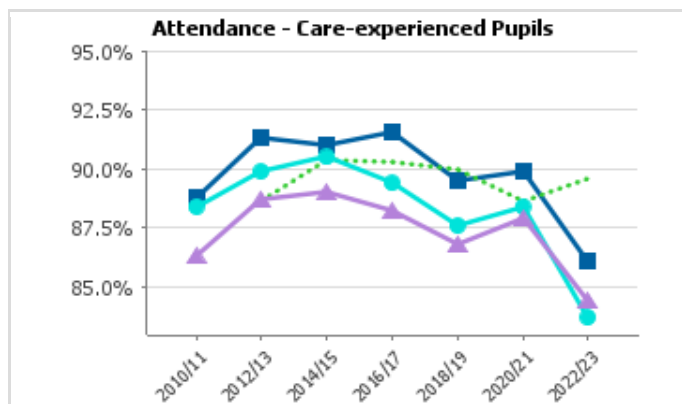| Overall	Trend	Target	Family Group	Scottish Average	Rank
22/23	86.1%	89.6%	83.7%	84.4%	9
21/22					
20/21	89.9%	88.6%	88.4%	87.9%	5
19/20					
18/19	89.5%	90.0%	87.6%	86.8%	6

Pupils Achieving Expected Curriculum for Excellence Level - Literacy (target & note below)

Overall	Trend	Target	Family Group	Scottish Average	Rank
23/24	74.0%	72.7%	75.4%	74.0%	15
22/23	69.6%	70.5%	73.6%	72.7%	22
21/22	63.3%	66.9%	71.2%	70.5%	28
20/21	59.6%	72.3%	68.9%	66.9%	26
19/20	N/A	72.3%			

Literacy Attainment Gap (primary pupils in least & most deprived areas, target & note in Numeracy Gap)

Overall	Trend	Target	Family Group	Scottish Average	Rank
23/24	15.6%	20.5%	18.1%	20.2%	5
22/23	15.8%	21.3%	21.1%	20.5%	4
21/22	19.3%	24.7%	21.6%	21.3%	6
20/21	20.7%	20.7%	23.1%	24.7%	6
19/20	N/A	20.7%			

Trend arrows over 5 years. Costs exclude inflation. Most charts magnified for clarity but exaggerates variance. ■— Clackmannanshire --- Target ▲— Scotland ●— Family Group (if available)

Attendance - Care-experienced Pupils

Expected Levels - P1, 4 & 7 - Literacy

Literacy Attainment Gap - P1, 4 & 7

Pupils Achieving Expected Curriculum for Excellence Level - Numeracy (primary 1, 4 & 7)

Overall	Trend	Target	Family Group	Scottish Average	Rank
23/24	77.3%	79.6%	82.0%	80.3%	24
22/23	72.4%	77.9%	82.1%	79.6%	30
21/22	71.7%	74.7%	79.7%	77.9%	31
20/21	68.6%	79.1%	77.4%	74.7%	28
19/20	N/A	79.1%			

Target is Scottish average (trend assessed using 18/19 value as reporting was paused nationally in 19/20)

Annual improvement clearly evident since 20/21 in both literacy & numeracy with substantial progress since the Covid-related dip 4 years ago. In 23/24 literacy attainment was in line with the Scottish average, just below our family group. Our improvement saw rankings move from the 3rd quartile to the 2nd, exceeding our target by 1.3%. In numeracy, the improvement moved our ranking from the 4th quartile to the 3rd, with results just below the Scottish average. A continued focus on improving Numeracy is required to continue this improving trend.
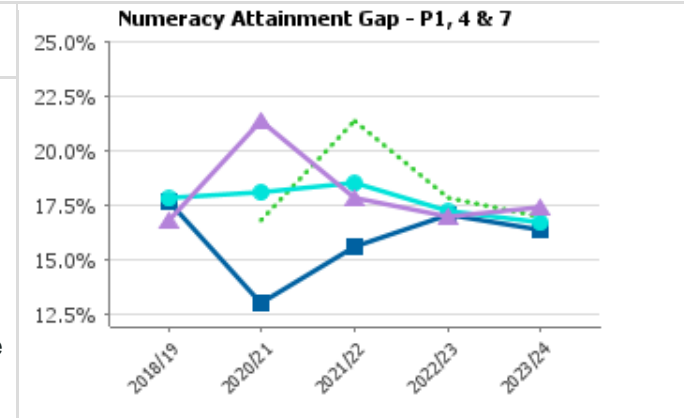

Expected Levels - P1, 4 & 7 - Numeracy
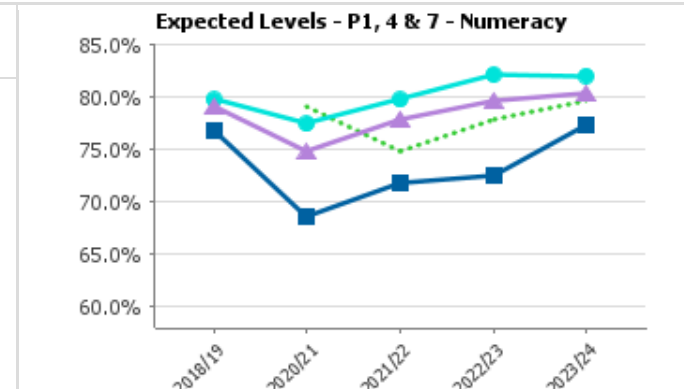
Numeracy Attainment Gap (between primary 1, 4 & 7 pupils from least & most deprived areas)

Overall	Trend	Target	Family Group	Scottish Average	Rank
23/24	16.4%	17.0%	16.7%	17.4%	11
22/23	17.1%	17.8%	17.2%	17.0%	14
21/22	15.6%	21.4%	18.5%	17.8%	6
20/21	13.0%	16.8%	18.1%	21.4%	1
19/20	N/A	16.8%			

Target is Scottish average (trend assessed using 18/19 value as reporting was paused nationally in 19/20)

Poverty-related attainment gap is the difference (at primary 1, 4 & 7) between children living in most and least deprived postcode areas. The local numeracy gap reduced slightly last year, improving our ranking from 14th to 11th, remaining below the Scottish average and family group. In Literacy (see above), the gap continues to reduce with a further slight decrease, 0.2 percentage points, since 22/23. This moves our ranking from 4th to 5th remaining below the Scottish average and below the family group median. Ranking has been maintained within the top 6 ranks from 22/23 to 23/24.


Numeracy Attainment Gap - P1, 4 & 7

Trend arrows over 5 years. Costs exclude inflation. Most charts magnified for clarity but exaggerates variance. ■— Clackmannanshire --- Target —▲— Scotland —●— Family Group (if available)

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Pupil Attainment - Deprivation Quintile 1
(average tariff score, pupils from most deprived areas)

	Overall	Trend	Target	Family Group	Scottish Average	Rank
23/24	594	661	632	658	16
22/23	522	691	671	661	24
21/22	607	679	662	691	21
20/21	544	645	673	679	26
19/20	522	627	638	645	25

Targets are previous year's Scottish average

Secondary school attainment is a major area of focus, with contrasting results for pupils in different deprivation quintiles where rankings are widely distributed. The results outline the significant impact poverty can have on academic achievement. There has been significant improvement in this area within Clackmannanshire in 23/24 which is reflected in a move from 24th to 16th in the local authority rankings, demonstrating the approaches to closing the poverty related attainment gap are making a difference to many young people.


Average Total Tariff SIMD Quintile 1
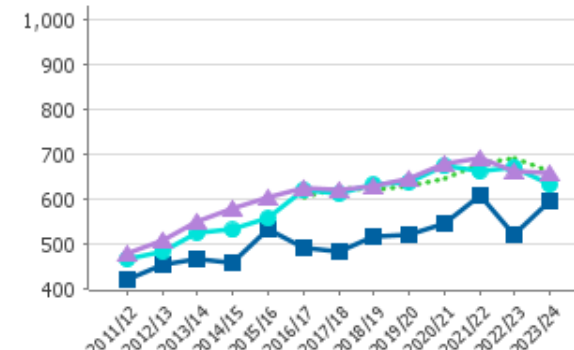
Pupil Attainment - Overall
(average tariff score, all pupils)

	Overall	Trend	Target	Family Group	Scottish Average	Rank
23/24	763	925	934	918	31
22/23	794	970	980	925	31
21/22	860	955	1,006	970	30
20/21	824	925	1,008	955	31
19/20	744	895	946	925	32

Targets are previous year's Scottish average

Many of our Clackmannanshire young people, in particular those requiring support, have found the return to full SQA courses and the high stakes exams a challenge. Under like for like qualifications experiences (19/20), our learners have outperformed pre covid performance. However there is still a drive to ensure our approaches build upon he current attainment, in particular Level 6. The secondary curriculum has been adapted to address this.

Overall Average Total Tariff
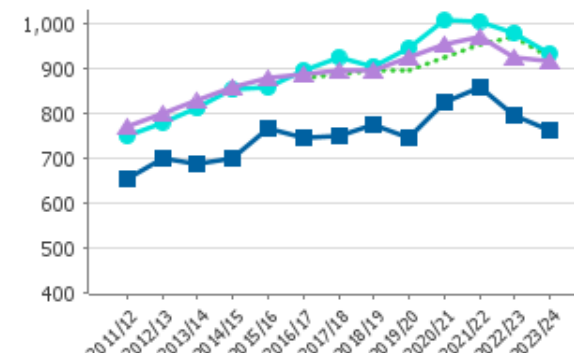
3.2 Employability & Labour Market

School Leavers Entering Positive Destinations

	Overall	Trend	Target	Family Group	Scottish Average	Rank
22/23	94.9%	95.7%	95.7%	95.9%	26
21/22	96.5%	95.5%	96.0%	95.7%	10
20/21	95.9%	93.3%	95.7%	95.5%	13
19/20	96.5%	95.0%	93.5%	93.3%	4
18/19	94.2%	94.6%	94.7%	95.0%	26

Targets set as previous year's Scottish average

Significant improvement from 30th place in 16/17 (86.9%). The most recent 23/24 value is 95.9%, matching our best result for initial positive destinations, above the national average of 95.7%. The participation rate is maintained above 90%, though all authorities perform within tight margins in these indicators. Our family group dropped by 0.5%, only 0.1% locally, showing some progress. Looking closer at the background, and to sustained destinations, there has been an increase in those entering volunteering and personal development options that are helping targeted young people prepare for the world of work.


Initial Leaver Destinations (LGBF)
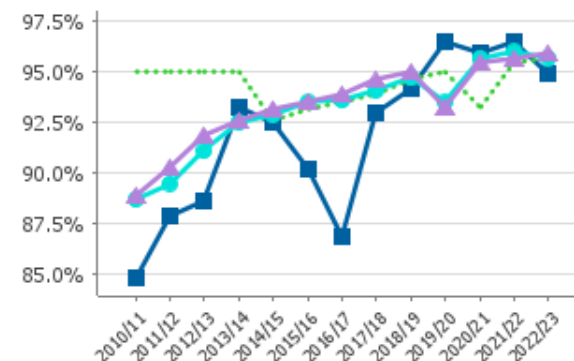
Trend arrows over 5 years. Costs exclude inflation. Most charts magnified for clarity but exaggerates variance. ──■── Clackmannanshire ─ ─ ─ Target ──▲── Scotland ──●── Family Group (if available)

16-19 Year-old Participation Rate (education, training or employment, see target source and comment above)

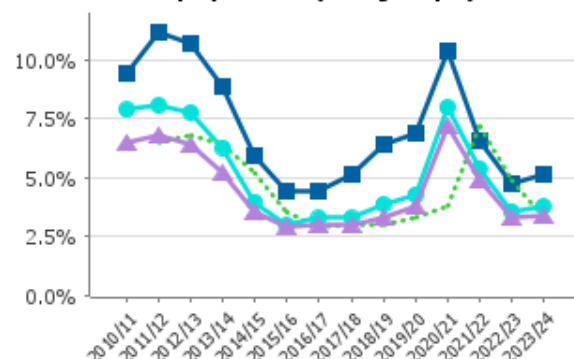|	Overall	Trend	Target	Family Group	Scottish Average	Rank
23/24	90.3%	92.6%	92.6%	92.7%	31	
22/23	90.4%	92.4%	93.1%	92.6%	30	
21/22	90.7%	92.2%	92.8%	92.4%	29	
20/21	90.0%	92.1%	91.8%	92.2%	30	
19/20	89.3%	91.0%	91.9%	92.1%	32	

Participation Rate
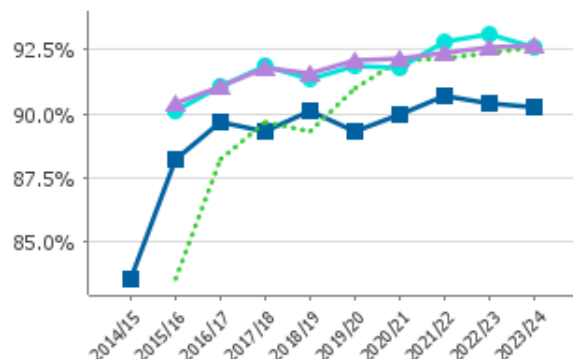
Unemployment Rate - Young People (aged 16-24 years, see target source and comment below)

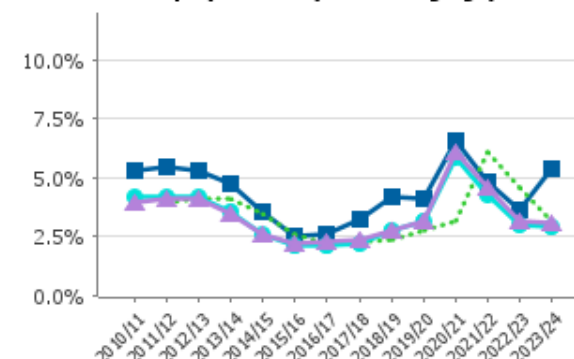|	Overall	Trend	Target	Family Group	Scottish Average	Rank
23/24	5.1%	3.3%	3.8%	3.4%	29	
22/23	4.8%	4.9%	3.6%	3.3%	28	
21/22	6.6%	7.2%	5.4%	4.9%	28	
20/21	10.4%	3.8%	8.0%	7.2%	29	
19/20	6.9%	3.3%	4.3%	3.8%	31	

Unemployment % (Young People)

Unemployment Rate - All Working Age (16-64 years, see target source and comment below)

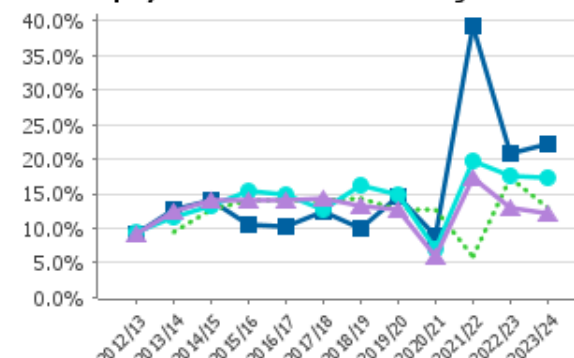|	Overall	Trend	Target	Family Group	Scottish Average	Rank
23/24	5.4%	3.2%	2.9%	3.1%	32	
22/23	3.7%	4.6%	3.0%	3.2%	25	
21/22	4.9%	6.1%	4.3%	4.6%	22	
20/21	6.6%	3.2%	5.9%	6.1%	25	
19/20	4.1%	2.8%	3.2%	3.2%	26	

Unemployment % (All Working Age)

Unemployed People Assisted into Work via Council Employability Programmes

	Overall	Trend	Target	Family Group	Scottish Average	Rank
23/24	22.1%	12.9%	17.4%	12.1%	8	
22/23	21.0%	17.4%	17.7%	12.9%	9	
21/22	39.3%	6.0%	19.8%	17.4%	4	
20/21	9.0%	12.7%	7.1%	6.0%	9	
19/20	14.6%	12.6%	14.9%	12.7%	13	

Target set in-line with previous year's Scottish average

The proportion assisted into work has increased, above target, and in contrast to related Councils and Scotland, where rates have fallen. Local unemployment in 16-24 year-olds is lower than for the overall working age population. Though both cohorts have seen an increase, both also remain above target the Scottish average. The Clackmannanshire Works programme has succeeded in reducing the impact of unemployment locally, supporting 773 working age clients to move closer to the labour market in 23/24. In the same period, 199 clients progressed into sustained employment.

Unemployed into Work via Council Programmes

Trend arrows over 5 years. Costs exclude inflation. Most charts magnified for clarity but exaggerates variance. ■— Clackmannanshire --- Target ▲— Scotland ●— Family Group (if available)

Economic Inactivity Due to Long-term Ill Health
(as % of total economically inactive)

Overall	Trend	Target	Scottish Average	Rank
23/24	39.2%	29.7%	31.1%	25
22/23	25.4%	29.3%	29.7%	4
21/22	29.1%	28.5%	29.3%	18
20/21	28.0%	27.7%	28.5%	13
19/20	31.6%	26.8%	27.7%	19

Target is previous year's Scottish average

This is a new indicator. The data shows that Clackmannanshire's cohort of residents who are economically inactive due to ill health is 39.2%, almost 10% above target. The target is the previous year's national level for the indicator. The data is collected as part of the Annual Population Survey: as Clackmannanshire is a small local authority, sampling may result in significant changes in the result because of small sample sizes for the area in a national survey.

Economic Inactivity - Long-term Ill Health
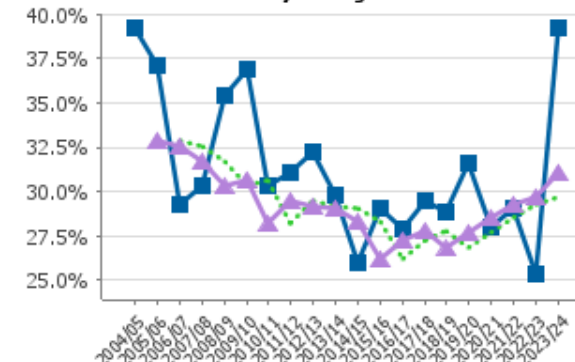
3.3 Business & Economy

Business Gateway Startups (per 10,000 population)

Overall	Trend	Target	Family Group	Scottish Average	Rank
23/24	16.6	14.3	16.4	13.6	12
22/23	17.2	14.4	16.2	14.4	14
21/22	15.7	11.2	16.8	14.5	17
20/21	17.9	23.0	16.3	11.3	11
19/20	20.3	23.0	16.6	16.6	10

Target was to improve annually, now Scottish average

Clackmannanshire continues to be a positive location for business startup and survival. Business Gateway supports both startup and expanding businesses. For these indicators, our family group is based on population density/rurality, and we have also surpassed the above average levels seen in this group in all years but 21/22.

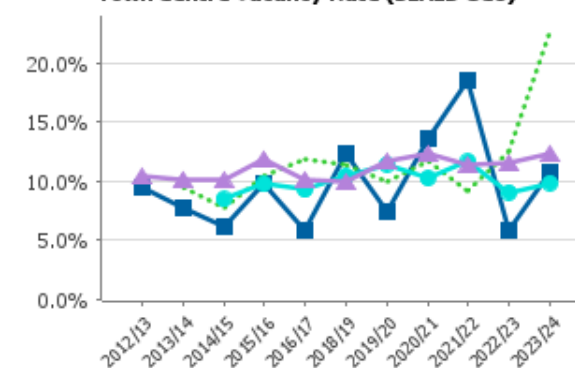Business Gateway Startups per 10,000 Pop
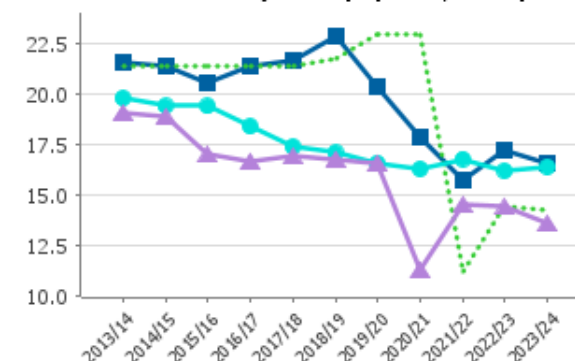
Town Vacancy Rate
(vacant retail units as % of total - Alloa town centre only)

Overall	Trend	Target	Family Group	Scottish Average	Rank
23/24	10.8%	22.7%	9.9%	12.3%	12
22/23	5.8%	12.5%	9.1%	11.6%	5
21/22	18.6%	9.2%	11.7%	11.4%	30
20/21	13.6%	11.7%	10.3%	12.4%	23
19/20	7.5%	10.0%	11.5%	11.7%	9

Target set as previous year's Scottish average

Town centre vacancies have declined in the most recent year, due to a full review of the defined area of Alloa town centre. Properties previously included, but outside the defined boundary of the town centre have not been included in the 23/24 data. This provides a much more accurate figure for the rate of vacant units in Alloa town centre.


Town Centre Vacancy Rate (SLAED OC8)

Trend arrows over 5 years. Costs exclude inflation. Most charts magnified for clarity but exaggerates variance. ■ Clackmannanshire --- Target ▲ Scotland ● Family Group (if available)

Average Time to Process Commercial Planning Applications (weeks)

Target is previous year's Scottish average

Overall	Trend	Target	Family Group	Scottish Average	Rank
23/24	7.7	12.0	10.3	10.7	6
22/23	9.3	11.7	13.4	12.0	6
21/22	7.2	11.1	10.3	11.7	4
20/21	6.5	10.5	9.2	11.1	2
19/20	6.3	9.1	7.8	10.5	2

Average processing time has decreased broadly following national trend and continuing top quartile rankings for a 6th consecutive year. This was within the context of a trend of increased complexity of applications being dealt with by officers.


Avg. Weeks Commercial Planning Apps
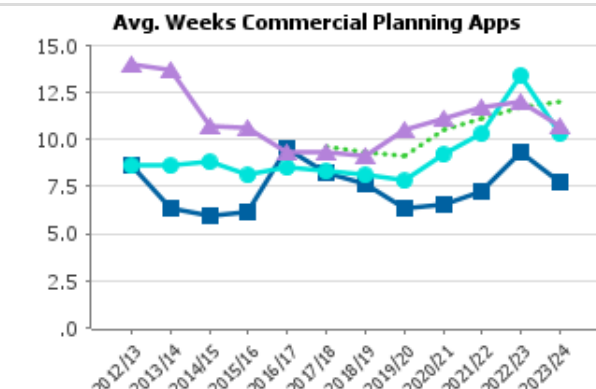
Immediately Available Employment Land (% of land allocated for employment in Local Development Plan)

Target set in-line with previous year's Scottish average

Overall	Trend	Target	Family Group	Scottish Average	Rank
23/24	73.9%	22.8%	40.3%	24.5%	6
22/23	26.1%	27.2%	26.6%	22.8%	16
21/22	68.0%	38.9%	49.6%	27.2%	9
20/21	68.5%	36.2%	74.3%	38.9%	11
19/20	68.5%	37.4%	55.2%	36.2%	9

The figure reflects the amount of land allocated for employment purposes in the adopted Local Development Plan. The figure is significantly above the Scottish average and the Family Group Median.
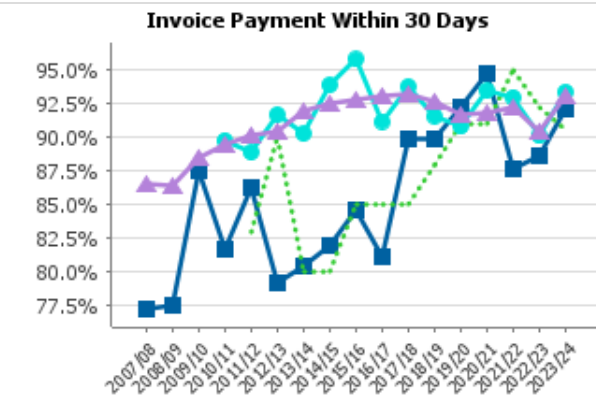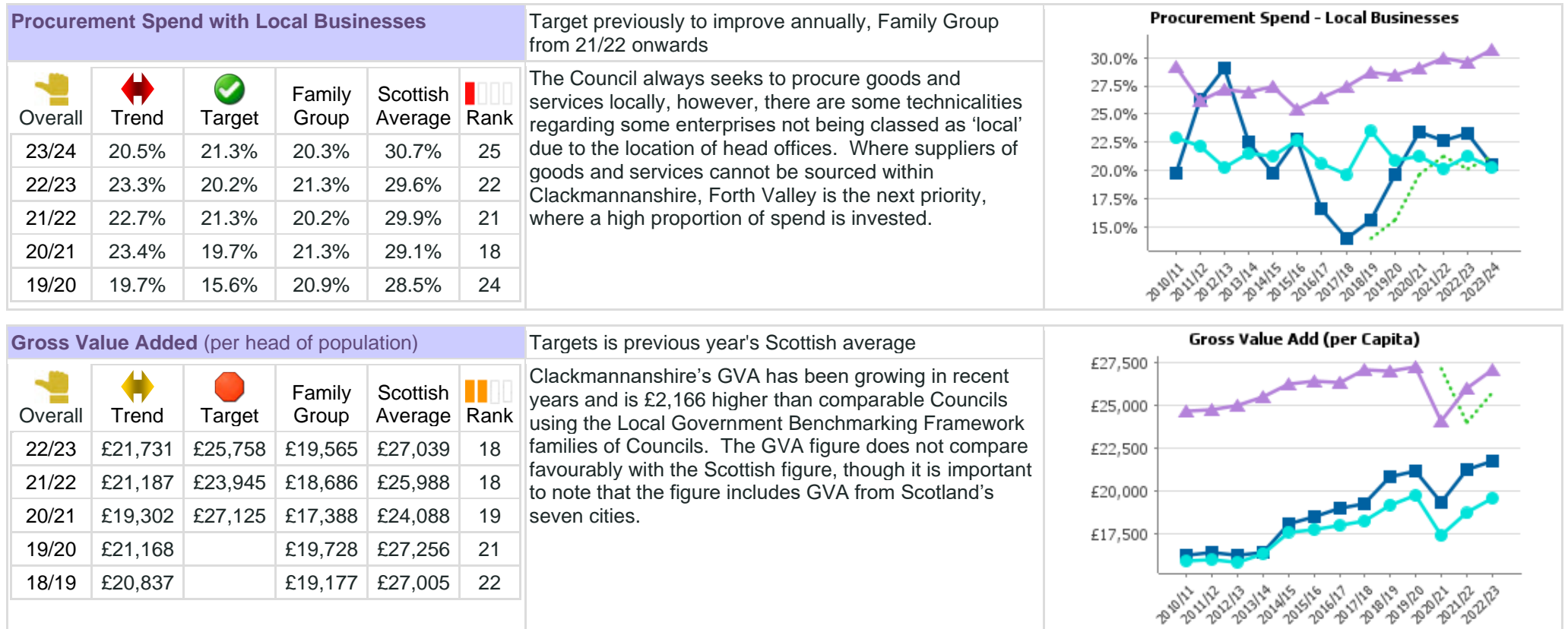

Immediately Available Employment Land (OP5)
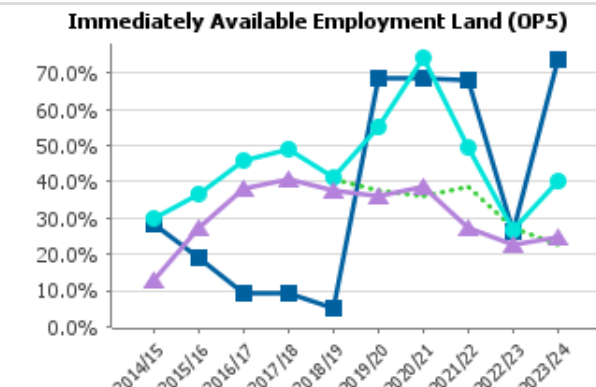
Invoices Paid Within 30 Days

Targets aligned to Scottish average from 22/23 onwards

Overall	Trend	Target	Family Group	Scottish Average	Rank
23/24	92.2%	90.6%	93.4%	93.1%	18
22/23	88.6%	92.2%	90.1%	90.5%	25
21/22	87.7%	95.0%	93.0%	92.2%	24
20/21	94.8%	91.0%	93.5%	91.8%	10
19/20	92.2%	91.0%	90.8%	91.7%	17

The Creditors Team had a full complement of staff during 23/24 which enabled invoices to be input into the AP system in a timely manner. This ensured prompt matching of PO/GRN to invoice, where information was available, or workflow of invoices to services for completion of their tasks within the Procure to Pay process.
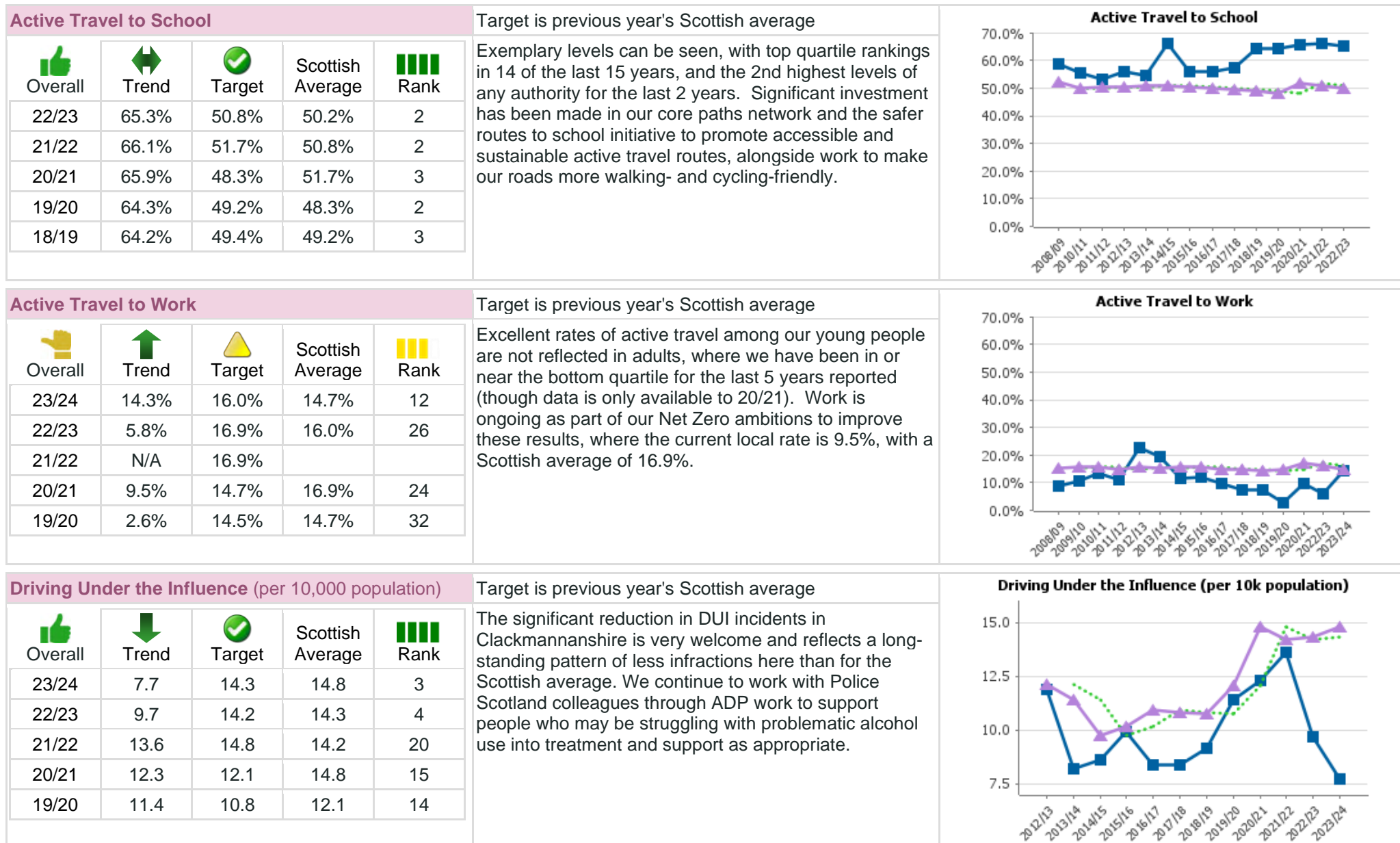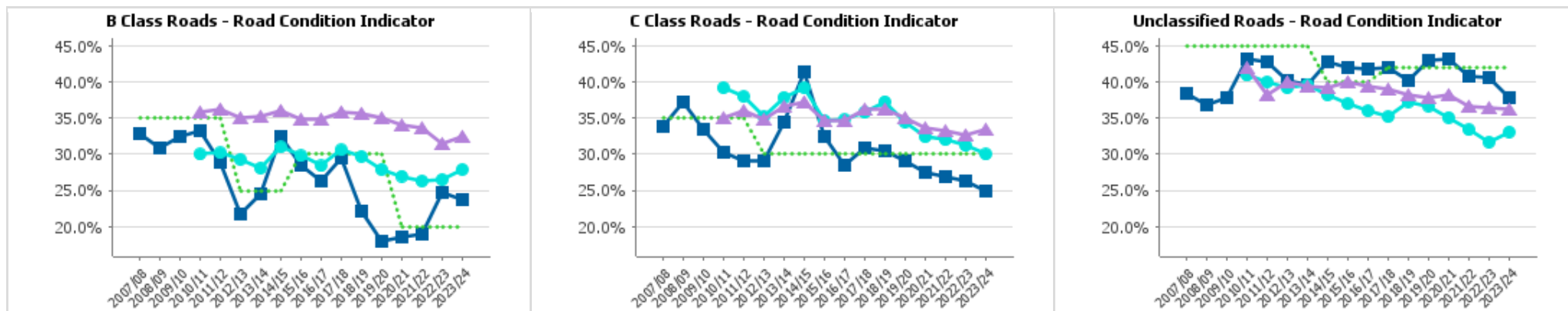

Invoice Payment Within 30 Days

Trend arrows over 5 years. Costs exclude inflation. Most charts magnified for clarity but exaggerates variance. ■— Clackmannanshire - - - Target ▲— Scotland ●— Family Group (if available)

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Procurement Spend with Local Businesses

Overall	Trend	Target	Family Group	Scottish Average	Rank
23/24	20.5%	21.3%	20.3%	30.7%	25
22/23	23.3%	20.2%	21.3%	29.6%	22
21/22	22.7%	21.3%	20.2%	29.9%	21
20/21	23.4%	19.7%	21.3%	29.1%	18
19/20	19.7%	15.6%	20.9%	28.5%	24

Target previously to improve annually, Family Group from 21/22 onwards

The Council always seeks to procure goods and services locally, however, there are some technicalities regarding some enterprises not being classed as 'local' due to the location of head offices. Where suppliers of goods and services cannot be sourced within Clackmannanshire, Forth Valley is the next priority, where a high proportion of spend is invested.

Procurement Spend - Local Businesses

Gross Value Added (per head of population)

Overall	Trend	Target	Family Group	Scottish Average	Rank
22/23	£21,731	£25,758	£19,565	£27,039	18
21/22	£21,187	£23,945	£18,686	£25,988	18
20/21	£19,302	£27,125	£17,388	£24,088	19
19/20	£21,168		£19,728	£27,256	21
18/19	£20,837		£19,177	£27,005	22

Targets is previous year's Scottish average

Clackmannanshire's GVA has been growing in recent years and is £2,166 higher than comparable Councils using the Local Government Benchmarking Framework families of Councils. The GVA figure does not compare favourably with the Scottish figure, though it is important to note that the figure includes GVA from Scotland's seven cities.

Gross Value Add (per Capita)

Trend arrows over 5 years. Costs exclude inflation. Most charts magnified for clarity but exaggerates variance. ■— Clackmannanshire --- Target ▲— Scotland ●— Family Group (if available)

4. Climate & Environment

4.1 Active Travel & Road Safety

Active Travel to School

	Overall	Trend	Target	Scottish Average	Rank
22/23	65.3%	50.8%	50.2%	2
21/22	66.1%	51.7%	50.8%	2
20/21	65.9%	48.3%	51.7%	3
19/20	64.3%	49.2%	48.3%	2
18/19	64.2%	49.4%	49.2%	3

Target is previous year's Scottish average

Exemplary levels can be seen, with top quartile rankings in 14 of the last 15 years, and the 2nd highest levels of any authority for the last 2 years. Significant investment has been made in our core paths network and the safer routes to school initiative to promote accessible and sustainable active travel routes, alongside work to make our roads more walking- and cycling-friendly.

Active Travel to School

Active Travel to Work

	Overall	Trend	Target	Scottish Average	Rank
23/24	14.3%	16.0%	14.7%	12
22/23	5.8%	16.9%	16.0%	26
21/22	N/A	16.9%		
20/21	9.5%	14.7%	16.9%	24
19/20	2.6%	14.5%	14.7%	32

Target is previous year's Scottish average

Excellent rates of active travel among our young people are not reflected in adults, where we have been in or near the bottom quartile for the last 5 years reported (though data is only available to 20/21). Work is ongoing as part of our Net Zero ambitions to improve these results, where the current local rate is 9.5%, with a Scottish average of 16.9%.

Active Travel to Work

Driving Under the Influence (per 10,000 population)

	Overall	Trend	Target	Scottish Average	Rank
23/24	7.7	14.3	14.8	3
22/23	9.7	14.2	14.3	4
21/22	13.6	14.8	14.2	20
20/21	12.3	12.1	14.8	15
19/20	11.4	10.8	12.1	14

Target is previous year's Scottish average

The significant reduction in DUI incidents in Clackmannanshire is very welcome and reflects a long-standing pattern of less infractions here than for the Scottish average. We continue to work with Police Scotland colleagues through ADP work to support people who may be struggling with problematic alcohol use into treatment and support as appropriate.

Driving Under the Influence (per 10k population)

Trend arrows over 5 years. Costs exclude inflation. Most charts magnified for clarity but exaggerates variance. —■— Clackmannanshire - - - Target —▲— Scotland —— Family Group (if available)

Road Traffic Accident Casualties
(3-year average, per 100,000 population)

	Overall	Trend	Target	Scottish Average	Rank
23/24	52.4	50.9	51.0		17
22/23	44.7	55.3	50.9		10
21/22	55.4	57.9	55.3		15
20/21	56.6	59.8	57.9		17
19/20	60.0	59.4	59.8		13

Target is previous year's Scottish average

Though we are now slightly above average for road traffic accident casualties, this has seen a substantial reduction.

Road Traffic Accident Casualties (per 100k population)

A Class Roads to be Considered for Treatment
(3-year average)

	Overall	Trend	Target	Family Group	Scottish Average	Rank
23/24	27.9%	25.0%	26.2%	28.9%		15
22/23	27.1%	25.0%	23.2%	27.4%		18
21/22	26.9%	25.0%	24.1%	27.6%		19
20/21	26.5%	25.0%	23.0%	29.8%		16
19/20	24.8%	25.0%	21.9%	30.6%		12

No target source provided

Percentage of roads requiring treatment has increased but is still less than the Scottish Average. Roads and winter service delivery continues to be a high priority and must be managed within the context of reducing budgets, increased costs across many environmental services.

A Class Roads – Road Condition Indicator

B Class Roads to be Considered for Treatment
(3-year average, see target & note above)

	Overall	Trend	Target	Family Group	Scottish Average	Rank
23/24	23.7%	20.0%	27.9%	32.5%		8
22/23	24.7%	20.0%	26.5%	31.5%		12
21/22	19.0%	20.0%	26.3%	33.6%		4
20/21	18.5%	20.0%	27.0%	34.0%		1
19/20	18.0%	30.0%	27.9%	35.0%		1

C Class Roads to be Considered for Treatment
(3-year average, see target & note above)

	Overall	Trend	Target	Family Group	Scottish Average	Rank
23/24	25.0%	30.0%	30.0%	33.4%		8
22/23	26.3%	30.0%	31.2%	32.7%		8
21/22	27.0%	30.0%	32.0%	33.2%		9
20/21	27.4%	30.0%	32.4%	33.6%		9
19/20	29.0%	30.0%	34.5%	35.1%		9

Unclassified Roads to be Considered for Treatment
(4-year average, see target & note above)

	Overall	Trend	Target	Family Group	Scottish Average	Rank
23/24	37.9%	42.0%	33.1%	36.2%		21
22/23	40.6%	42.0%	31.7%	36.4%		22
21/22	40.8%	42.0%	33.4%	36.7%		21
20/21	43.2%	42.0%	35.1%	38.3%		24
19/20	43.0%	42.0%	36.7%	37.8%		26

Trend arrows over 5 years. Costs exclude inflation. Most charts magnified for clarity but exaggerates variance. ■ Clackmannanshire --- Target ▲ Scotland ● Family Group (if available)

B Class Roads - Road Condition Indicator

C Class Roads - Road Condition Indicator

Unclassified Roads - Road Condition Indicator

4.2 Energy Efficiency & Emissions

Council Dwellings Meeting the Energy Efficiency Standard for Social Housing (EESSH)

Overall	Trend	Target	Family Group	Scottish Average	Rank
21/22	62.3%	100.0%	93.6%	82.8%	24
20/21	85.3%	100.0%	91.4%	86.4%	21
19/20	84.2%	100.0%	89.6%	84.1%	14
18/19	72.8%	100.0%	87.8%	80.9%	20
17/18	71.4%	100.0%	76.4%	75.3%	17

Target set as previous year's Scottish average

Recording of EESSH has been temporarily paused nationally due to regulatory changes. The Council's Sustainability & Climate Change strategy includes a framework for action and achieving targets of reaching net zero emissions by 2040 for the Council's own operation, and 2045 for the Clackmannanshire area. NHS Forth Valley also has a Climate Emergency response & strategy. Likely correlation between reducing emissions and asthma hospitalisations, with charts below using the same scale to outline children's greater vulnerability, though greater reduction also seen.

C33. % Properties meeting the EESSH (Charter C10)
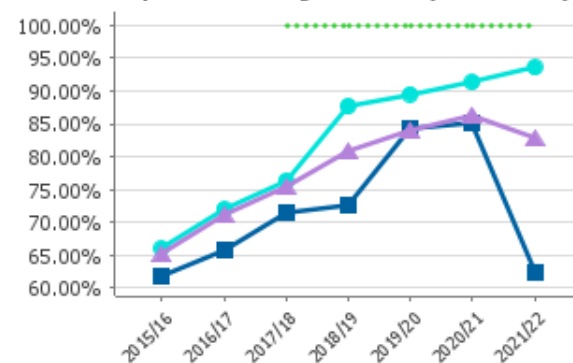
Asthma Hospitalisations (3-year average, per 100,000 population, see target source & note above)

Overall	Trend	Target	Scottish Average	Rank
23/24	70	65	76	17
22/23	65	69	65	21
21/22	71	77	69	19
20/21	74	90	77	17
19/20	94	91	90	20

Child Asthma Hospitalisations (0-15 years, 3-year average, per 100,000 population, target & note above)

Overall	Trend	Target	Scottish Average	Rank
23/24	115	115	145	11
22/23	106	114	115	19
21/22	106	120	114	18
20/21	82	145	120	7
19/20	118	154	145	13

Carbon Dioxide Emissions - All (tonnes per head of population, see target source & note below)

Overall	Trend	Target	Family Group	Scottish Average	Rank
22/23	9.1	6.1	4.2	4.8	28
21/22	9.2	5.8	4.5	5.0	28
20/21	9.5	9.0	4.1	4.6	28
19/20	10.4	9.0	4.7	5.3	28
18/19	10.6	9.0	4.8	5.5	28

Trend arrows over 5 years. Costs exclude inflation. Most charts magnified for clarity but exaggerates variance. —■— Clackmannanshire - - - Target —▲— Scotland —●— Family Group (if available)

Asthma Hospitalisations (per 100k population)

Child Asthma Hospitalisations (0-15, per 100k pop)

CO2 Emissions per Capita (LGBF)
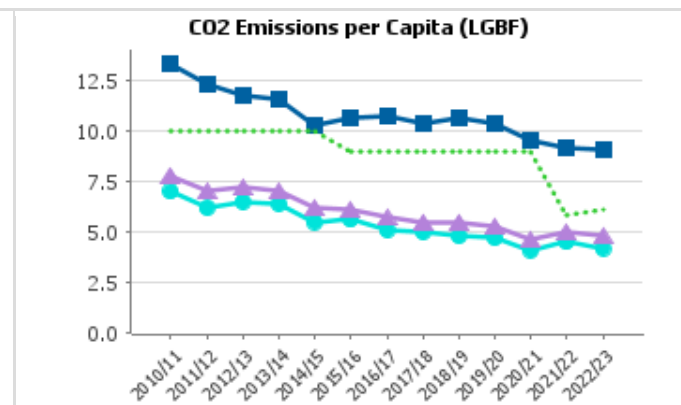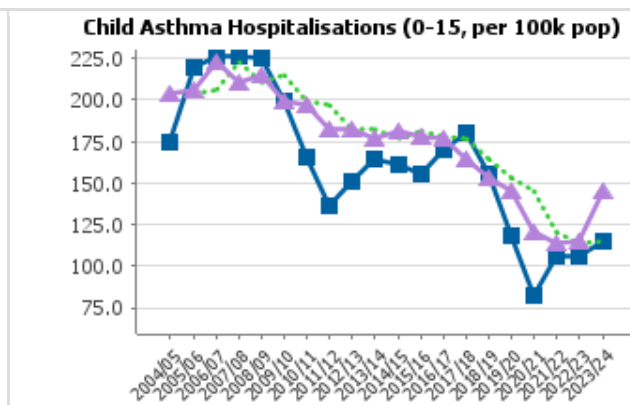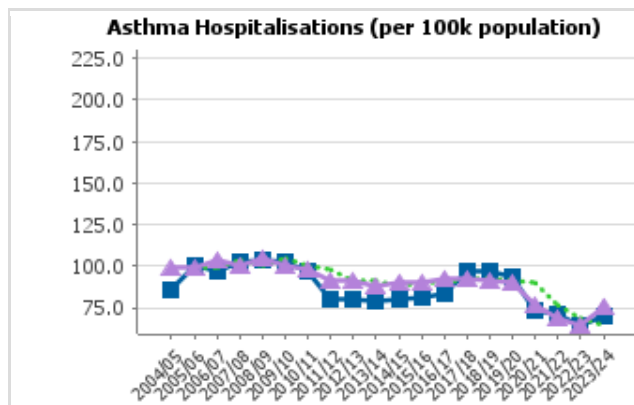
Carbon Dioxide Emissions - Within Local Authority Scope (tonnes per head of population)

	Overall	Trend	Target	Family Group	Scottish Average	Rank
	👎	⬇	✅			🟥⬜⬜⬜
22/23	6.1	5.9	3.8	4.3		31
21/22	6.5	5.4	4.1	4.5		31
20/21	6.3	6.0	3.7	4.1		31
19/20	7.0	6.0	4.1	4.6		31
18/19	7.4	6.0	4.2	4.9		31

Target is to get out of bottom quartile since 21/22

The area's industrial heritage means we have some of the highest levels of CO_2 emissions in the country (in contrast to our family group's better than average results), for overall emissions (above right) and those 'within local authority scope'. Reductions have, however, been made at a slightly faster rate than nationally. While overall and 'in scope' measures reflect high emissions from industry and waste, those on transport, electricity & gas (below) show lower results than Scotland and our family group. In these 3 cases, results are in or near top quartile in all 6 years available.

CO2 Emissions per Capita - Within Scope (LGBF)
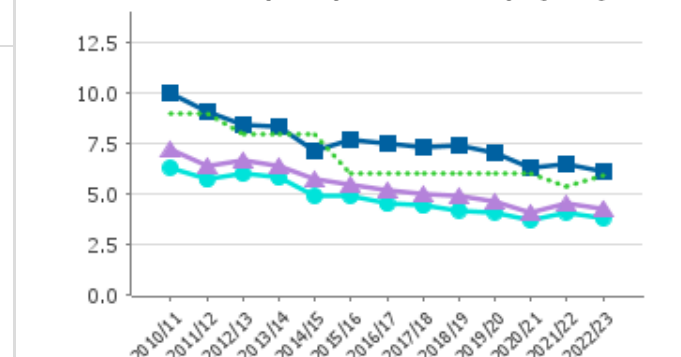
Carbon Dioxide Emissions - Transport (tonnes per 1,000 population, note above, target Scottish average)

	Overall	Trend	Target	Family Group	Scottish Average	Rank
	👍	⬇	✅			🟨🟨⬜⬜
22/23	18.6	27.3	20.4	27.8		11
21/22	18.3	21.6	18.5	27.3		8
20/21	16.6	29.4	17.0	21.6		11
19/20	19.9	30.6	20.3	29.4		10
18/19	20.2	26.7	21.8	30.6		9

Carbon Dioxide Emissions – Electricity (tonnes per 1,000 population, note above, target Scottish average)

	Overall	Trend	Target	Family Group	Scottish Average	Rank
	👍	⬇	✅			🟩🟩🟩🟩
22/23	34.7	46.6	39.3	43.7		7
21/22	36.6	42.7	44.0	46.6		4
20/21	41.0	56.0	43.1	42.7		14
19/20	44.9	70.7	50.9	56.0		6
18/19	50.9	91.5	62.0	70.7		3

Carbon Dioxide Emissions - Natural Gas (tonnes per 1,000 population note above, target Scottish average)

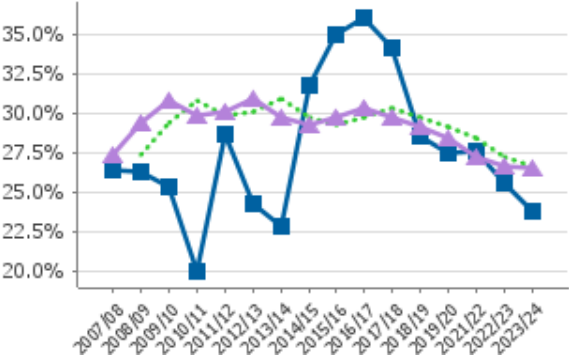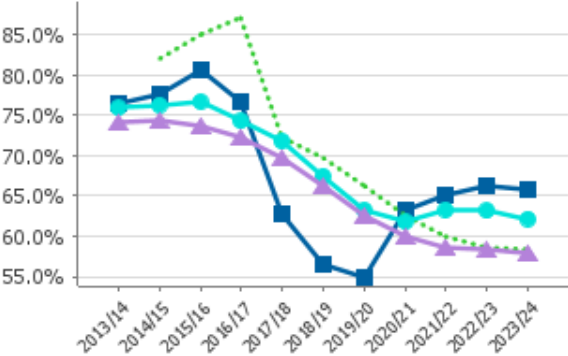|	Overall	Trend	Target	Family Group	Scottish Average	Rank
	👍	⬇	✅			🟩🟩🟩🟩
22/23	41.0	61.6	61.7	57.6		3
21/22	41.4	57.3	66.9	61.6		3
20/21	48.0	56.4	64.7	57.3		10
19/20	48.1	60.8	63.8	56.4		8
18/19	48.0	64.9	62.7	60.8		9

Trend arrows over 5 years. Costs exclude inflation. Most charts magnified for clarity but exaggerates variance. ▬■▬ Clackmannanshire ▬ ▬ Target ▬▲▬ Scotland ▬●▬ Family Group (if available)

CO2 Emissions per 1k Population - Transport (LGBF)

CO2 Emissions per 1k Population - Electricity (LGBF)

CO2 Emissions per 1k Population - Gas (LGBF)
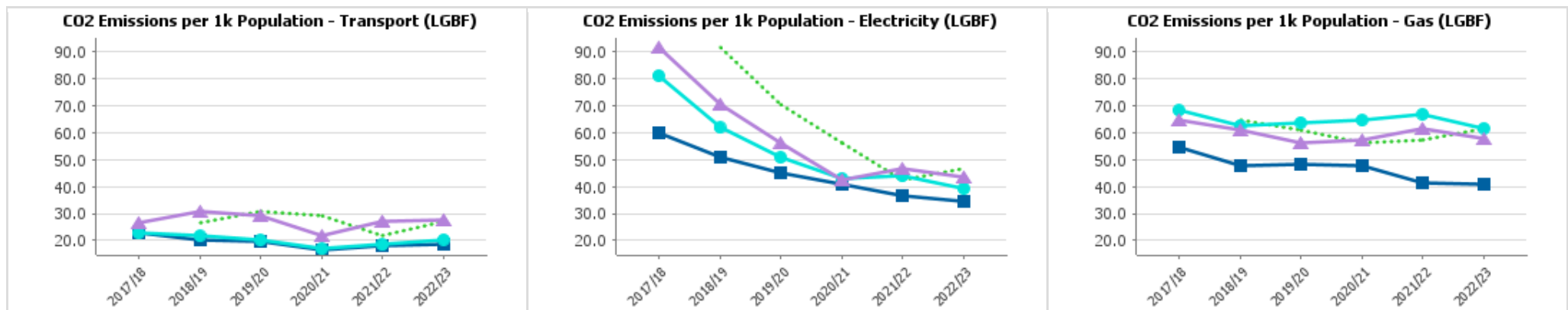
4.3 Recycling & Outdoor Spaces

Household Waste Composted or Recycled

Overall	Trend	Target	Family Group	Scottish Average	Rank
23/24	52.0%	51.2%	48.9%	43.5%	8
22/23	51.2%	50.0%	49.2%	43.3%	11
21/22	50.0%	48.6%	49.3%	42.7%	11
20/21	48.6%	55.4%	48.0%	42.0%	12
19/20	55.4%	60.0%	54.7%	44.9%	7

Target is to improve on previous year's value

Returning to top quartile, results are consistent with a service change and marketing campaign during the year aimed at increasing the amount of waste separated and level of non-recyclable waste produced by households.

% Household Waste Recycled/Composted
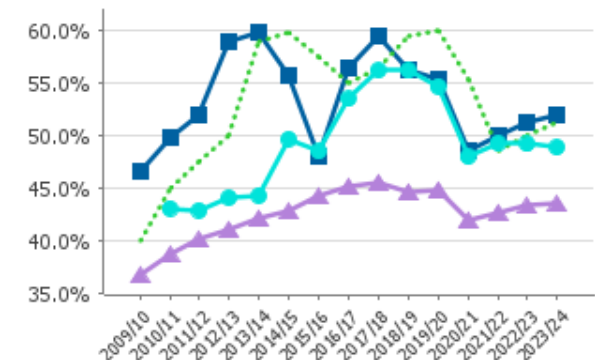
Street Cleanliness Score (% 'acceptable')

Overall	Trend	Target	Family Group	Scottish Average	Rank
23/24	90.8%	90.6%	92.2%	92.1%	21
22/23	96.5%	89.7%	92.7%	90.6%	3
21/22	90.4%	90.1%	90.1%	89.7%	14
20/21	89.6%	92.2%	91.8%	90.1%	24
19/20	95.1%	92.8%	93.6%	92.2%	9

Target to improve on previous year's Scottish average

Dip in performance due to resourcing issues and productivity identified and corrected through re-design for 2024/25. The proportion of the local population who live within 500 metres of a derelict site (below) has reduced, at a faster rate than both the Scottish result and our family group (of authorities with similar population density/rurality). This shows corresponding ranking improvement and recovery from high levels seen between 14/15 and 17/18 when we were in the bottom quartile for several consecutive years.

Street Cleanliness Score
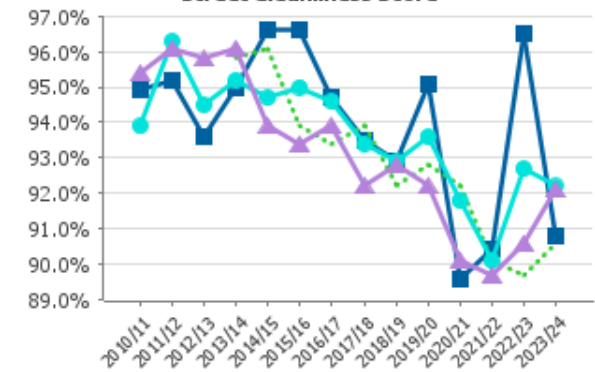
Trend arrows over 5 years. Costs exclude inflation. Most charts magnified for clarity but exaggerates variance. ■— Clackmannanshire --- Target ▲— Scotland —— Family Group (if available)

Population Living Within 500 Metres of Derelict Site
(see target source and comment above)

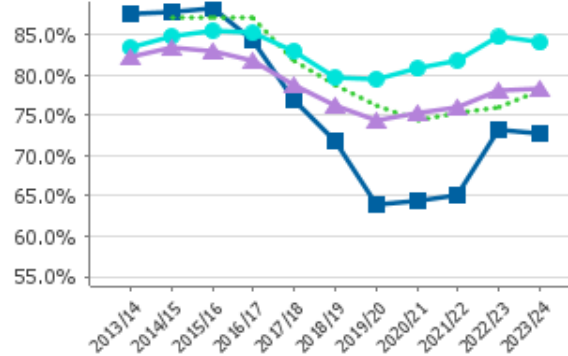|	Overall	Trend	Target	Scottish Average	Rank
23/24	23.8%		26.6%	26.5%	20
22/23	25.5%		27.2%	26.6%	20
21/22	27.5%		28.4%	27.2%	22
20/21	N/A		28.4%		
19/20	27.5%		29.1%	28.4%	23

Population Within 500 Metres of Derelict Site

Satisfaction with Street Cleaning (3-year average, see target source and comment below)

	Overall	Trend	Target	Family Group	Scottish Average	Rank
23/24	65.7%		58.3%	62.2%	58.0%	9
22/23	66.3%		58.7%	63.2%	58.3%	9
21/22	65.0%		60.0%	63.3%	58.7%	13
20/21	63.3%		62.6%	61.8%	60.0%	17
19/20	55.0%		66.3%	63.3%	62.6%	29

Satisfaction with Street Cleaning

Satisfaction with Refuse Collection (3-year average, see target source and comment below)

	Overall	Trend	Target	Family Group	Scottish Average	Rank
23/24	72.7%		78.0%	84.0%	78.3%	28
22/23	73.3%		76.0%	84.7%	78.0%	25
21/22	65.0%		75.3%	81.8%	76.0%	31
20/21	64.3%		74.3%	80.8%	75.3%	30
19/20	64.0%		76.3%	79.5%	74.3%	29

Satisfaction with Refuse Collection

Satisfaction with Parks & Open Spaces
(3-year average)

	Overall	Trend	Target	Family Group	Scottish Average	Rank
23/24	81.3%		87.3%	86.7%	85.0%	26
22/23	85.0%		87.3%	86.9%	87.3%	24
21/22	88.0%		85.5%	87.4%	87.3%	14
20/21	87.4%		83.5%	86.7%	85.5%	15
19/20	84.0%		84.8%	83.9%	83.5%	16

Target is previous year's Scottish average

Whilst there has been increase in Capital Government funding for Play Parks, reduced revenue budgets appear to be affecting overall satisfaction. Reliability of Scottish Household Survey still questionable, and results for refuse collection are at odds with overall reduction in customer complaints. Results and rankings for satisfaction with street cleaning are more positive, particularly over this 5-year period, with further opportunities identified for 2024/25.

Satisfaction with Parks & Open Spaces

Trend arrows over 5 years. Costs exclude inflation. Most charts magnified for clarity but exaggerates variance. ■ Clackmannanshire --- Target ▲ Scotland ● Family Group (if available)

4.4 Neighbourhoods & Amenities

Neighbourhood Rating as 'Very Good Place to Live'

Overall	Trend	Target	Scottish Average	Rank
23/24	51.2%	57.4%	54.8%	22
22/23	54.3%	59.1%	57.4%	26
21/22	N/A	59.1%		
20/21	60.1%	57.0%	59.1%	20
19/20	55.7%	57.4%	57.0%	22

Target is previous year's Scottish average (21/22 results not comparable due to methodological changes)

With improvement seen in all but 2 years up to 20/21, both locally and nationally, results have declined for the last 2 years. As is often the case, Clackmannanshire's results represent an exaggerated form of national trends. Relevant factors may include pandemic impacts, cost of living & energy crises, funding cuts, wider political & global events, and the local health, wellbeing & economic issues discussed elsewhere, all taking a toll on general mental wellbeing, and contributing to a less optimistic outlook being reflected in perceptions.

Neighbourhood as 'Very Good Place to Live'
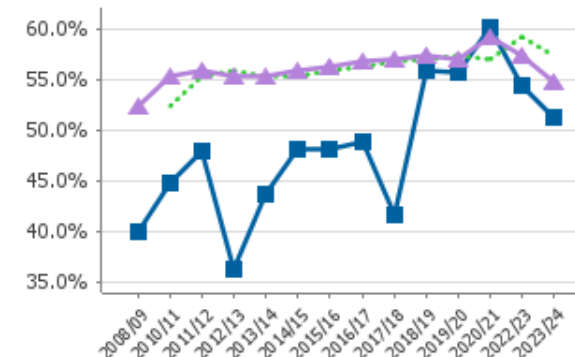
Young People Living in Most Access Deprived Areas
(aged 0-25, in 20% most access deprived Scottish zones)

Overall	Trend	Target	Scottish Average	Rank
23/24	14.8%	21.1%	20.9%	6
22/23	14.9%	21.3%	21.1%	6
21/22	15.4%	20.9%	21.3%	6
20/21	14.7%	20.7%	20.9%	6
19/20	14.6%	20.5%	20.7%	6

Target is previous year's Scottish average

Clackmannanshire's central location and compact nature (covering the 2nd smallest area of any Scottish authority), as well as the support provided by public services and partnerships to ensure that a wide range of facilities and services are available within local communities, means this result is substantially lower than average and has been the 6th best in the country for 7 consecutive years.

Young People in Most Access Deprived Quintile (0-25)
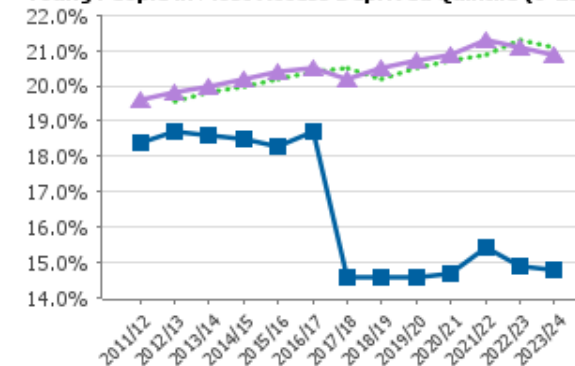
Satisfaction with Sports Facilities (3-year average)

Overall	Trend	Target	Family Group	Scottish Average	Rank
23/24	30.0%	71.0%	64.9%	67.0%	32
22/23	36.7%	72.3%	68.5%	71.0%	32
21/22	50.3%	71.8%	71.2%	72.3%	32
20/21	57.7%	70.1%	71.4%	71.8%	31
19/20	66.3%	71.4%	71.4%	70.1%	27

Target is previous year's Scottish average

Rates of satisfaction with local sports facilities & libraries continues to decline, primarily due to removal of Council services from a further two community facilities (Sauchie Hall and Ben Cleuch). We aim to address the lack of Council operated facilities by investing in development of a state-of-the art Wellbeing Hub (targeted for completion in summer 2027), including co-location with a new Lochies School for children with complex additional support needs. The project has recently received planning permission and Council approval to proceed with enabling works on the site in Alloa West.


Satisfaction with Sports Facilities
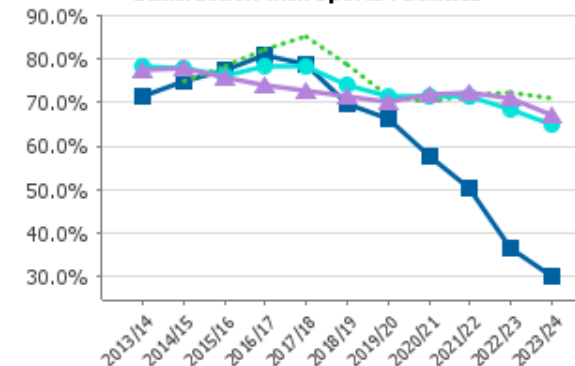
Trend arrows over 5 years. Costs exclude inflation. Most charts magnified for clarity but exaggerates variance. ▬■▬ Clackmannanshire ▬ ▬ ▬ Target ▬▲▬ Scotland ▬▬ Family Group (if available)

Satisfaction with Libraries (3-year average)

Overall	Trend	Target	Family Group	Scottish Average	Rank
23/24	62.0%	71.0%	61.4%	67.0%	24
22/23	63.0%	74.0%	63.9%	71.0%	26
21/22	65.0%	74.4%	66.8%	74.0%	29
20/21	65.6%	72.4%	69.2%	74.4%	27
19/20	69.2%	72.4%	71.8%	72.4%	24

Target is previous year's Scottish average

Since 20/21 we have seen an annual decline in rates of satisfaction for Library services. Our ranking was lowest in 21/22 at 29th, however this has improved to 24th in 23/24 with our 23/24 rate of satisfaction just above the median of our family group and 5 percentage points below the Scottish average. Declining rates of satisfaction can be linked to reduction in service through closure of venues and on-going concerns related to the financial sustainability of the current service delivery model.

Satisfaction with Libraries
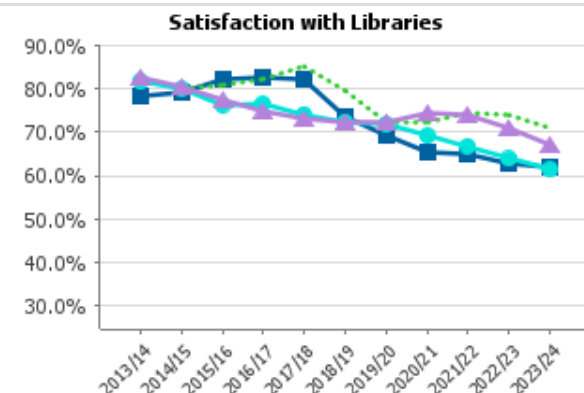
Properties with Superfast Broadband

Overall	Trend	Target	Family Group	Scottish Average	Rank
23/24	98.7%	95.5%	98.3%	95.9%	4
22/23	98.7%	94.1%	98.1%	95.5%	5
21/22	98.2%	93.8%	97.1%	94.1%	5
20/21	95.8%	95.0%	96.2%	93.8%	15
19/20	94.8%	92.0%	95.8%	93.3%	14

Target set in-line with previous year's Scottish average

Clackmannanshire effectively has complete geographical access to Superfast broadband. This allows for initiatives to reduce all forms of exclusion and poverty, while also facilitating improved productivity at home and in the workplace
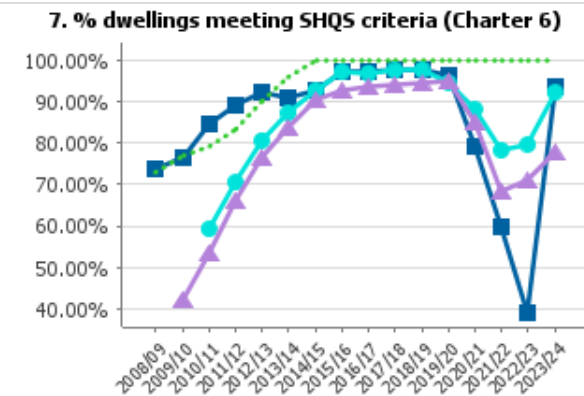
Properties with Superfast Broadband
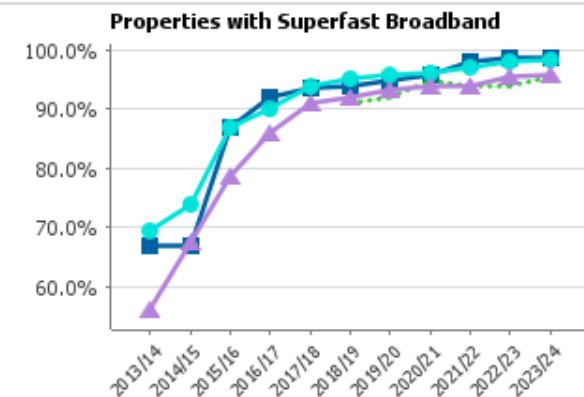
Council Dwellings Meeting the Scottish Housing Quality Standard (SHQS)

Overall	Trend	Target	Family Group	Scottish Average	Rank
23/24	93.5%	100.0%	92.2%	77.8%	3
22/23	39.3%	100.0%	79.7%	70.9%	23
21/22	59.9%	100.0%	78.3%	68.5%	17
20/21	79.2%	100.0%	88.1%	85.2%	20
19/20	96.1%	100.0%	94.6%	94.9%	10

Aim is for all stock to meet quality standards

We have seen significant progress in the post Covid catch up works required to meet SHQS in areas of safe electrical testing and energy efficiency EPC survey works. These have enabled a vastly improved compliance rate of 93.54%.

7. % dwellings meeting SHQS criteria (Charter 6)

Trend arrows over 5 years. Costs exclude inflation. Most charts magnified for clarity but exaggerates variance. ▬■▬ Clackmannanshire ---- Target ▬▲▬ Scotland ▬●▬ Family Group (if available)

Average Time to Complete Non-emergency Repairs (working days)

	Overall	Trend	Target	Family Group	Scottish Average	Rank
23/24	5.1	7.1	7.9	10.0	1	
22/23	5.4	7.7	7.1	9.7	1	
21/22	4.9	7.3	9.2	9.2	1	
20/21	4.2	7.3	7.7	7.3	2	
19/20	7.2	7.8	7.2	7.3	13	

Target was Scottish average, now to remain in top quartile

We have seen positive movement in this area with reduction in time taken to complete non-emergency repairs, our response time is almost half that of the Scottish Average.

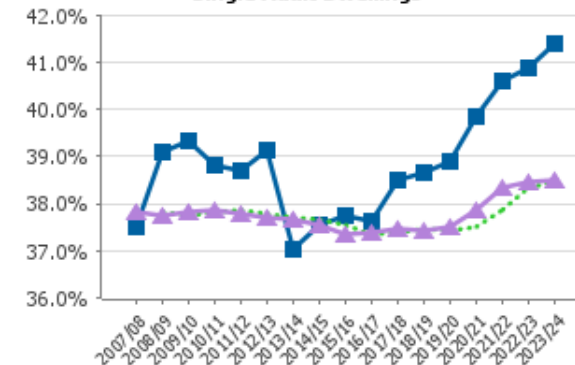12. Average Time Taken to Complete Non-Emergency Repairs (Charter 9)
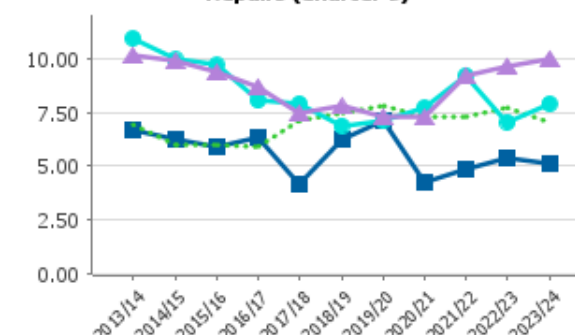
Single Adult Dwellings

	Overall	Trend	Target	Scottish Average	Rank
23/24	41.4%	38.5%	38.5%	29	
22/23	40.9%	38.3%	38.5%	29	
21/22	40.6%	37.9%	38.3%	28	
20/21	39.9%	37.5%	37.9%	27	
19/20	38.9%	37.4%	37.5%	25	

Target is previous year's Scottish average

One possible concern for community resilience could lie in high proportions of single adult dwellings (4th highest in Scotland), particularly around the impact of loneliness on mental health, which services must consider in ensuring communities are fully inclusive, with safeguarding for potentially vulnerable groups. Figures based on Council Tax discount uptake, so may not reveal full extent of issue, and further insight would be beneficial on where households include children & young people, or other adults 'disregarded' for Council Tax purposes, since dependence on a single earner or carer could indicate wider vulnerability risks.

Single Adult Dwellings

Trend arrows over 5 years. Costs exclude inflation. Most charts magnified for clarity but exaggerates variance. ■— Clackmannanshire --- Target ▲— Scotland ●— Family Group (if available)

5. Resources & Assets

5.1 Workforce

Sickness Absence per Teacher (average working days)

Overall	Trend	Target	Family Group	Scottish Average	Rank
👎	⬆️	🛑			▮▯▯▯
23/24	13.2	7.6	7.1	7.6	32
22/23	7.6	7.9	6.2	6.8	28
21/22	8.7	7.9	5.1	5.8	32
20/21	7.1	7.9	4.1	4.1	32
19/20	10.0	7.9	6.5	6.3	32

Targets remained static during covid years, now aim is to improve on previous year's value (22/23)

As per national guidance, figures for 23/24 include COVID absences. These were not included for previous 3 years, and it should be noted that this has a significant adverse impact on results (for both teachers and other employees). Excluding COVID levels and the impact it has on the Clackmannanshire figures, absence levels have risen by a figure of 2.4 to 9.9. Recruitment of an Absence Management Officer will support management in reviewing absences, and taking appropriate supportive action to ensure staff return to work.

Avg. FTE Days Sickness Absence (EDU - teachers)
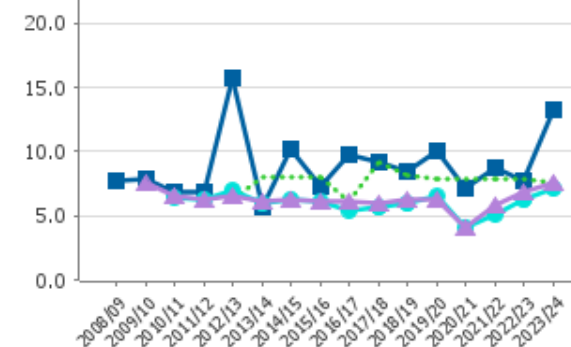
Sickness Absence per Local Government Employee (average working days, excluding Teachers)

Overall	Trend	Target	Family Group	Scottish Average	Rank
👎	⬆️	🛑			▮▯▯▯
23/24	19.6	13.2	14.2	13.9	32
22/23	16.7	12.2	14.1	13.3	31
21/22	14.9	12.0	12.1	12.2	30
20/21	10.1	11.9	10.2	9.6	21
19/20	13.5	13.0	12.9	11.9	29

Targets based on Scottish average from 22/23 onwards, previously based on 5% annual reduction

See management comment above (teachers' absence is recorded separately due to differing terms & conditions). Longer term absences continue to account for the majority of time lost, with figures consistent with the previous year. This is being supported through the recruitment of an Absence Management Officer, who will support management in reviewing absences, and taking appropriate supportive action to ensure staff return to work.

Avg. FTE Days Sickness Absence (Other LG)
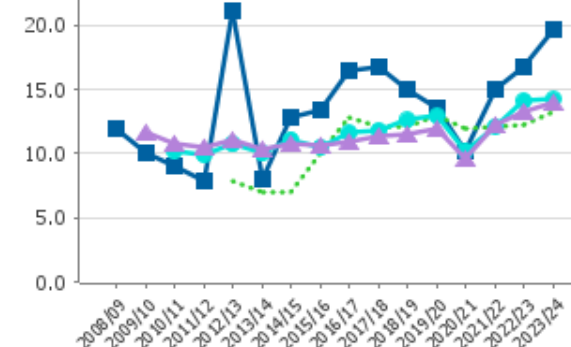
Gender Pay Gap (Council employees)

Overall	Trend	Target	Family Group	Scottish Average	Rank
👍	⬇️	✅			▮▮▮▮
23/24	0.2%	0.0%	1.7%	1.8%	4
22/23	1.0%	0.0%	2.1%	2.5%	8
21/22	2.1%	0.0%	2.4%	3.5%	9
20/21	0.9%	0.0%	3.2%	3.6%	3
19/20	1.3%	0.0%	3.7%	3.3%	7

Target is set to 0% (i.e. no gap between the average pay of male and female employees)

Gender pay gap has further reduced since 22/23 value, which can be partly contributed to work we are implementing through our workforce strategy, the real living wage and positive performance with women in the top 5% earners.

Gender Pay Gap (Council Employees)
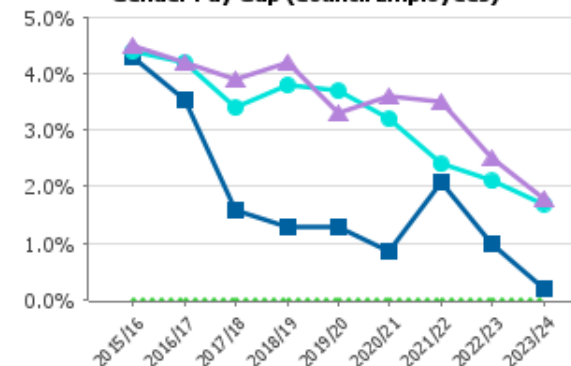
Trend arrows over 5 years. Costs exclude inflation. Most charts magnified for clarity but exaggerates variance. ▬■▬ Clackmannanshire ---- Target ▬▲▬ Scotland ▬●▬ Family Group (if available)

5.2 Physical Assets & Revenues

Operational Buildings Suitable for Current Use
(as % of buildings)

Overall	Trend	Target	Family Group	Scottish Average	Rank
23/24	91.4%	85.0%	90.6%	85.5%	12
22/23	91.4%	85.0%	88.3%	86.1%	9
21/22	91.4%	85.0%	90.2%	85.3%	10
20/21	80.0%	85.0%	86.2%	82.3%	23
19/20	80.0%	85.0%	89.4%	82.5%	23

No target source provided

The Council manages a portfolio of 81 public buildings, including the school estate. Suitability is assessed annually against the 'core facts criteria', with 91.4% graded good or satisfactory.

Buildings Suitable for Current Use
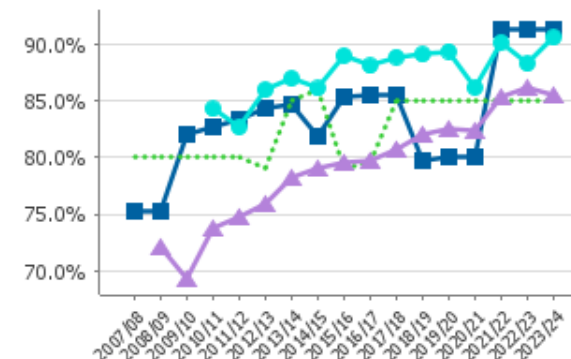
Council Buildings in Satisfactory Condition
(as % of floor area)

Overall	Trend	Target	Family Group	Scottish Average	Rank
23/24	97.5%	95.0%	90.7%	89.8%	4
22/23	97.5%	95.0%	91.6%	89.7%	3
21/22	97.5%	95.0%	92.0%	90.1%	3
20/21	97.7%	95.0%	89.7%	89.2%	4
19/20	97.7%	97.0%	90.1%	88.6%	4

No target source provided

Building condition is assessed annually with 97.5% considered to remain as satisfactory.
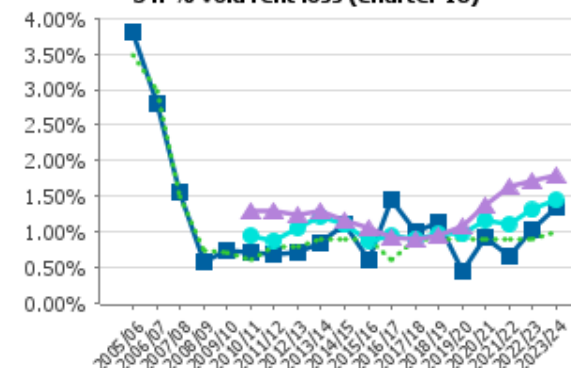
Floor Area Satisfactory Condition
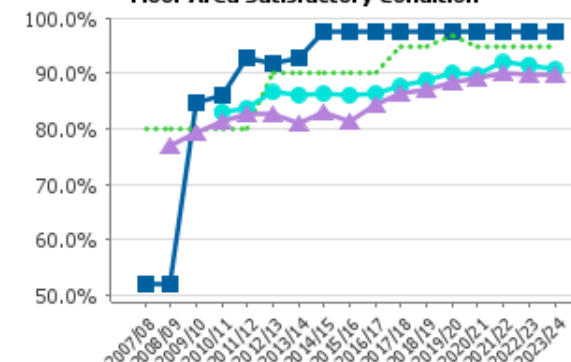
Rent Loss due to Void (empty) Properties

Overall	Trend	Target	Family Group	Scottish Average	Rank
23/24	1.34%	1.00%	1.45%	1.79%	12
22/23	1.02%	0.90%	1.31%	1.71%	9
21/22	0.66%	0.90%	1.11%	1.63%	3
20/21	0.94%	0.90%	1.17%	1.38%	10
19/20	0.45%	0.90%	0.98%	1.07%	1

No target source provided

The service continues to perform below the Scottish Average. However, Council agreed an action plan for Voids in June 2023 which has now been worked through. The impact of this will be seen in 2024/25 returns.

34. % Void rent loss (Charter 18)

Trend arrows over 5 years. Costs exclude inflation. Most charts magnified for clarity but exaggerates variance. ■ Clackmannanshire --- Target ▲ Scotland ● Family Group (if available)

Council Tax Collected Within Year (% of income due)

Overall	Trend	Target	Family Group	Scottish Average	Rank
23/24	95.9%	97.0%	96.1%	95.5%	19
22/23	96.9%	96.2%	97.0%	96.2%	15
21/22	96.2%	95.3%	96.2%	95.7%	16
20/21	94.8%	95.9%	95.3%	94.8%	21
19/20	95.7%	96.1%	95.9%	95.8%	21

Target is Family Group median

It is recognised that all authorities perform within very tight thresholds in Council tax collection. For 23/24 previous high collection rates have been impacted at a local level due to the ongoing cost of living crisis along with operational challenges in undertaking recovery action during part of the year.

Council Tax Collected Within Year (%)
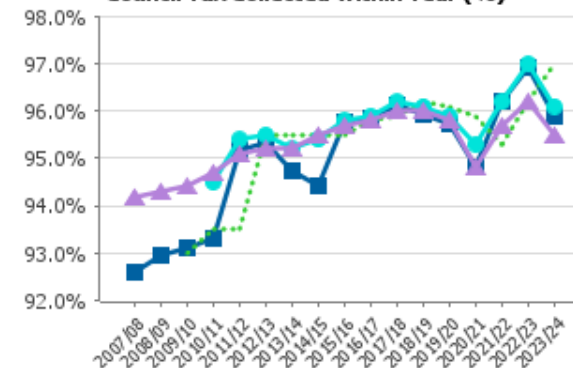
5.3 Financial Sustainability

Useable Reserves (as % of budgeted net revenue)

Overall	Trend	Target	Family Group	Scottish Average	Rank
23/24	22.4%	24.5%	21.3%	23.9%	16
22/23	22.5%	24.4%	22.4%	24.5%	19
21/22	27.0%	23.7%	23.3%	24.4%	11
20/21	24.8%	17.0%	24.1%	23.7%	12
19/20	17.5%		19.5%	17.0%	14

Target is Scottish average (some values & benchmarks modelled due to non-submission by 3 authorities)

Results are mixed for Reserves, Uncommitted Balance & Outturn, all of which aim for values to increase. For the former, this is the case over 5 years despite 22/23 decline, with performance close to national and better than family group. Continued decline in Uncommitted Balance has moved from top quartile to near bottom quartile over 2 years. In the same period, a substantial improvement in Outturn brings levels close to Scotland. In light of increasing pressures, the budget process now runs throughout the year, with significant emphasis on consultation & engagement with communities.

Useable Reserves (% of Budget)
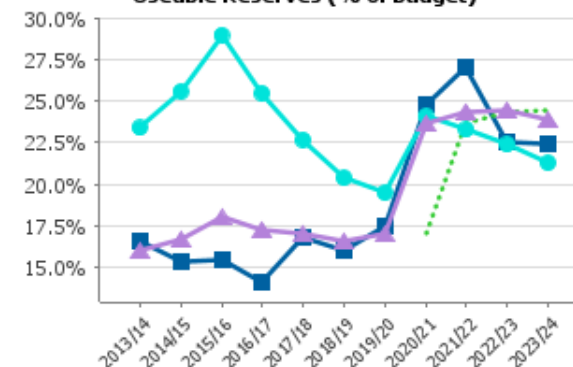
Uncommitted General Fund Balance (as % of budgeted net revenue, see target source & note above)

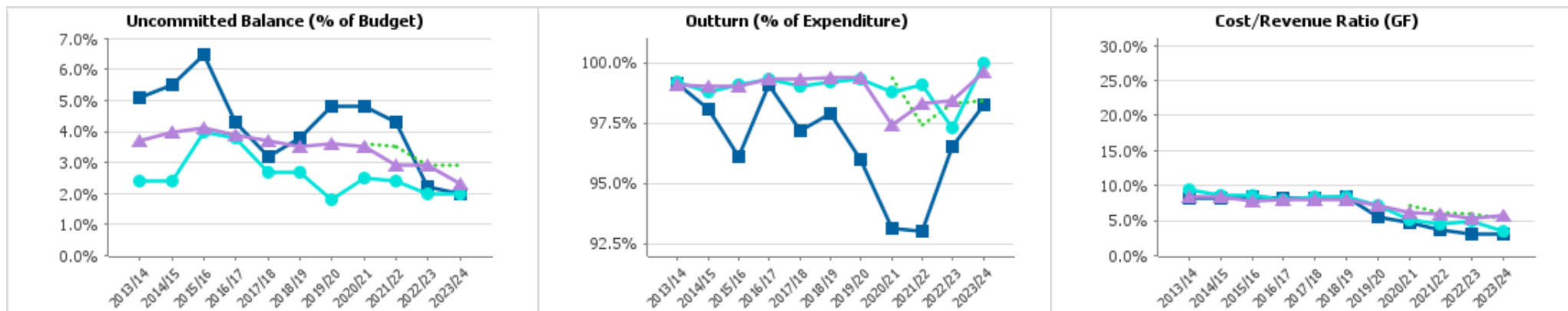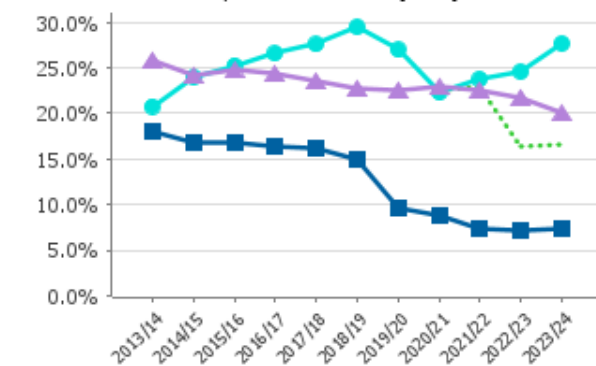| Overall	Trend	Target	Family Group	Scottish Average	Rank
23/24	2.0%	2.9%	2.0%	2.3%	24
22/23	2.2%	2.9%	2.0%	2.9%	20
21/22	4.3%	3.5%	2.4%	2.9%	6
20/21	4.8%	3.6%	2.5%	3.5%	7
19/20	4.8%		1.8%	3.6%	4

Outturn Expenditure (actual as % of budgeted, see target source & note above)

Overall	Trend	Target	Family Group	Scottish Average	Rank
23/24	98.3%	98.4%	100%	99.6%	25
22/23	96.5%	98.3%	97.3%	98.4%	22
21/22	93.0%	97.4%	99.1%	98.3%	30
20/21	93.1%	99.4%	98.8%	97.4%	25
19/20	96.0%		99.3%	99.4%	29

Cost/Revenue Ratio - General Fund (financing costs to net revenue stream, note below, target Scottish avg.)

Overall	Trend	Target	Family Group	Scottish Average	Rank
23/24	3.1%	5.4%	3.4%	5.8%	6
22/23	3.0%	5.9%	5.0%	5.4%	7
21/22	3.7%	6.2%	4.5%	5.9%	8
20/21	4.7%	7.2%	5.1%	6.2%	8
19/20	5.5%		7.1%	7.2%	8

Trend arrows over 5 years. Costs exclude inflation. Most charts magnified for clarity but exaggerates variance. ▬■▬ Clackmannanshire ‑ ‑ ‑ Target ▬▲▬ Scotland ▬●▬ Family Group (if available)

Uncommitted Balance (% of Budget)

Outturn (% of Expenditure)

Cost/Revenue Ratio (GF)

Cost/Revenue Ratio - Housing Revenue Account
(financing costs to net revenue stream)

Target previously Scottish average but changed to aim of remaining in top quartile from 22/23 onwards

Overall	Trend	Target	Family Group	Scottish Average	Rank
23/24	7.3%	16.7%	27.7%	20.0%	1
22/23	7.2%	16.4%	24.6%	21.8%	1
21/22	7.3%	22.9%	23.8%	22.6%	2
20/21	8.8%	22.6%	22.3%	22.9%	2
19/20	9.7%		27.0%	22.6%	3

For Cost/Revenue Ratio (including General Fund, above) the aim is to reduce, and a substantially more positive position is evident in both indicators. We have maintained top quartile performance for 5 years in General Fund (improving from 19th place in 18/19). For the Housing Revenue Account, we have ranked in the top quartile for 8 of the last 9 years, with the best result in Scotland for the last 2 years. The ratio chart above uses the same scale to demonstrate the notable point that our HRA ratio has been closer to the GF average than that for HRA for the last 5 years.

Cost/Revenue Ratio (HRA)

5.4 Service Costs & Efficiency

Cost of Refuse Collection (per premise)

Target to improve on previous year's value

Overall	Trend	Target	Family Group	Scottish Average	Rank
23/24	£58	£61	£79	£78	5
22/23	£61	£57	£77	£80	6
21/22	£57	£51	£82	£80	3
20/21	£51	£71	£80	£82	2
19/20	£71	£73	£86	£82	16

Collection cost continues to be significantly below national average, and rank comfortably in upper quartile. New structure established and reductions in areas such as agency costs. Disposal costs have reduced as a result of service change in Oct-2022, whereby income is now being received for recyclable material, started to take effect. In Street Cleaning, overtime reduced as part of redesign and will see efficiency benefits within 24/25 with full savings 25/26. For Parks & Open Spaces, we continue to invest using Scottish Government funding to 2025/26, results in line with cost expectations.

**Real Net Cost of Refuse Collection per Premise**
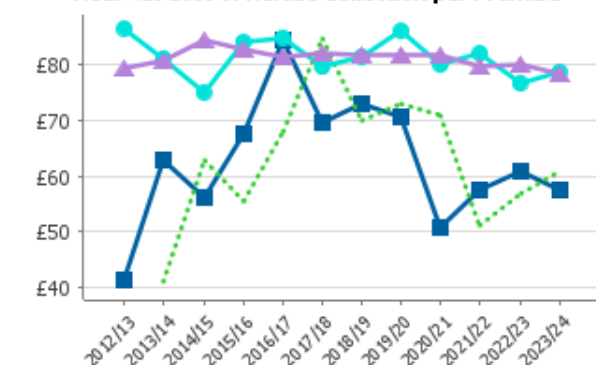
Trend arrows over 5 years. Costs exclude inflation. Most charts magnified for clarity but exaggerates variance. ■— Clackmannanshire - - - Target ▲— Scotland ●— Family Group (if available)

Cost of Refuse Disposal (per premise, see target source & management comment above)

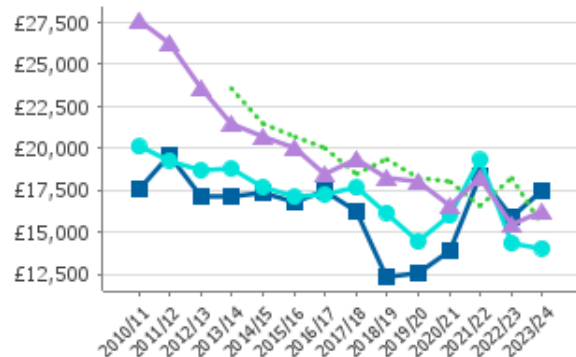| Overall	Trend	Target	Family Group	Scottish Average	Rank
23/24	£107	£114	£104	£104	17
22/23	£114	£127	£107	£101	20
21/22	£127	£124	£115	£114	22
20/21	£124	£125	£121	£120	19
19/20	£125	£122	£117	£118	21

Real Net Cost of Refuse Disposal per Premise
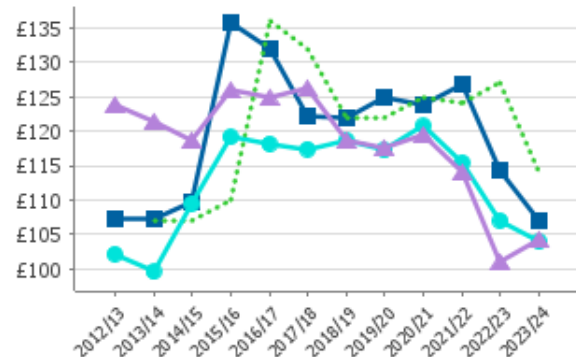
Cost of Street Cleaning (per 1,000 population, see comment above, target is Scottish average)

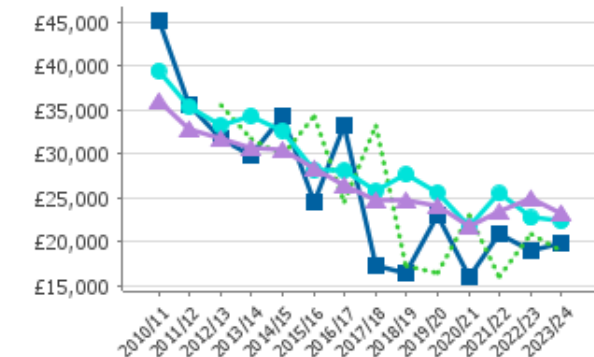| Overall	Trend	Target	Family Group	Scottish Average	Rank
23/24	£17,501	£15,414	£14,045	£16,192	21
22/23	£15,933	£18,238	£14,369	£15,414	17
21/22	£18,367	£16,545	£19,293	£18,238	21
20/21	£13,847	£18,008	£15,989	£16,545	18
19/20	£12,604	£18,238	£14,441	£18,008	13

Real Net Cost of Street Cleaning per 1,000 Population

Cost of Parks & Open Spaces (per 1,000 population, see target source & comment above)

Overall	Trend	Target	Family Group	Scottish Average	Rank
23/24	£19,811	£19,091	£22,373	£23,362	11
22/23	£19,091	£20,855	£22,742	£25,000	10
21/22	£20,855	£16,089	£25,508	£23,396	15
20/21	£16,089	£22,950	£21,681	£21,819	9
19/20	£22,950	£16,455	£25,606	£24,171	17

Real Cost of Parks & Open Spaces per 1,000 Population
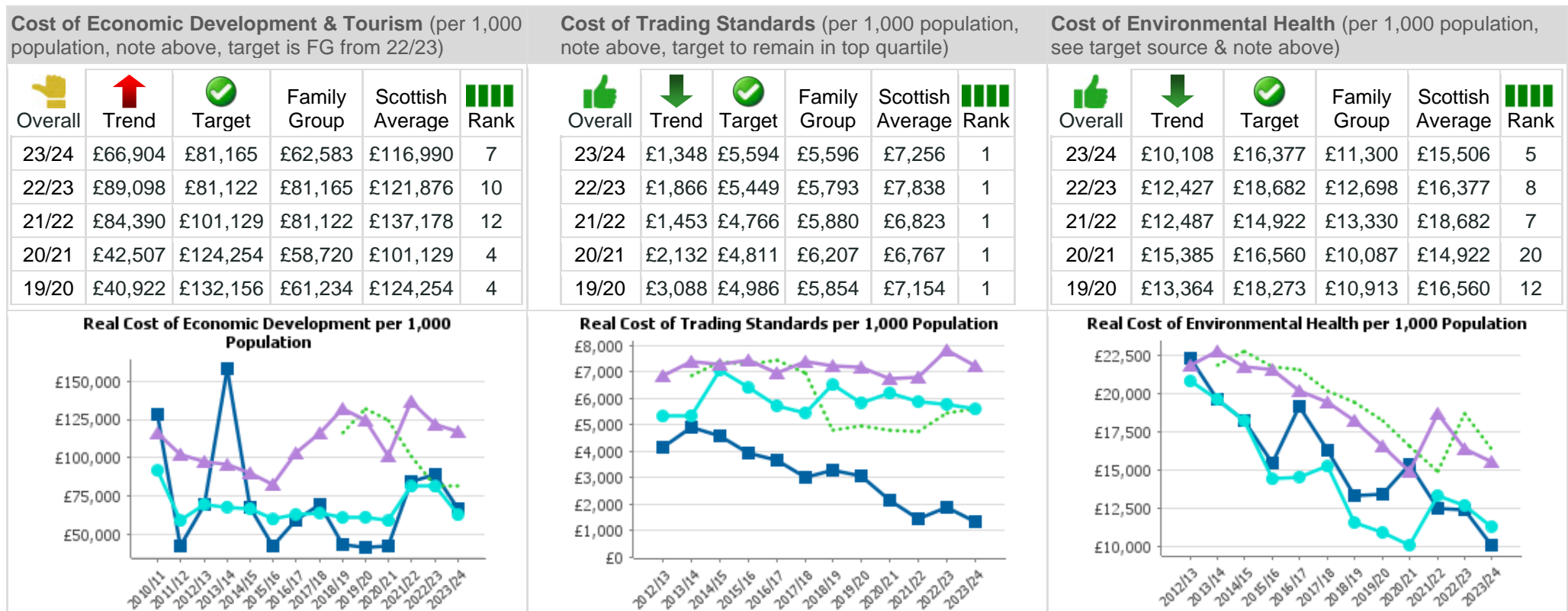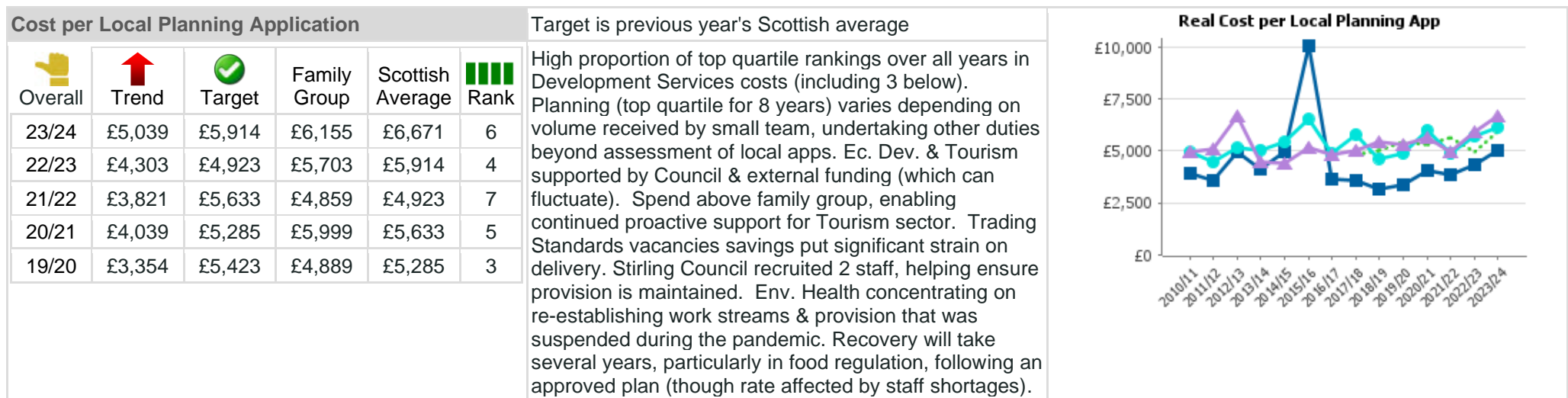
Cost of Road Maintenance (per kilometre)

Overall	Trend	Target	Family Group	Scottish Average	Rank
23/24	£18,856	£13,732	£17,145	£13,769	23
22/23	£15,620	£12,599	£16,740	£13,732	19
21/22	£10,879	£10,595	£17,454	£12,599	13
20/21	£14,650	£11,620	£16,164	£10,595	22
19/20	£20,314	£12,087	£19,972	£11,620	25

Target is Scottish average

Percentage of roads requiring treatment has increased but is still less than the Scottish Average. Roads and winter service delivery continues to be a high priority and must be managed within the context of reducing budgets, increased costs across many environmental services.

Real Cost of Maintenance per km of Road

Trend arrows over 5 years. Costs exclude inflation. Most charts magnified for clarity but exaggerates variance. ■ Clackmannanshire — — Target ▲ Scotland ● Family Group (if available)

Cost per Local Planning Application

Overall	Trend	Target	Family Group	Scottish Average	Rank
23/24	£5,039	£5,914	£6,155	£6,671	6
22/23	£4,303	£4,923	£5,703	£5,914	4
21/22	£3,821	£5,633	£4,859	£4,923	7
20/21	£4,039	£5,285	£5,999	£5,633	5
19/20	£3,354	£5,423	£4,889	£5,285	3

Target is previous year's Scottish average

High proportion of top quartile rankings over all years in Development Services costs (including 3 below). Planning (top quartile for 8 years) varies depending on volume received by small team, undertaking other duties beyond assessment of local apps. Ec. Dev. & Tourism supported by Council & external funding (which can fluctuate). Spend above family group, enabling continued proactive support for Tourism sector. Trading Standards vacancies savings put significant strain on delivery. Stirling Council recruited 2 staff, helping ensure provision is maintained. Env. Health concentrating on re-establishing work streams & provision that was suspended during the pandemic. Recovery will take several years, particularly in food regulation, following an approved plan (though rate affected by staff shortages).

Real Cost per Local Planning App

Cost of Economic Development & Tourism (per 1,000 population, note above, target is FG from 22/23)

Overall	Trend	Target	Family Group	Scottish Average	Rank
23/24	£66,904	£81,165	£62,583	£116,990	7
22/23	£89,098	£81,122	£81,165	£121,876	10
21/22	£84,390	£101,129	£81,122	£137,178	12
20/21	£42,507	£124,254	£58,720	£101,129	4
19/20	£40,922	£132,156	£61,234	£124,254	4

Real Cost of Economic Development per 1,000 Population

Cost of Trading Standards (per 1,000 population, note above, target to remain in top quartile)

Overall	Trend	Target	Family Group	Scottish Average	Rank
23/24	£1,348	£5,594	£5,596	£7,256	1
22/23	£1,866	£5,449	£5,793	£7,838	1
21/22	£1,453	£4,766	£5,880	£6,823	1
20/21	£2,132	£4,811	£6,207	£6,767	1
19/20	£3,088	£4,986	£5,854	£7,154	1

Real Cost of Trading Standards per 1,000 Population

Cost of Environmental Health (per 1,000 population, see target source & note above)

Overall	Trend	Target	Family Group	Scottish Average	Rank
23/24	£10,108	£16,377	£11,300	£15,506	5
22/23	£12,427	£18,682	£12,698	£16,377	8
21/22	£12,487	£14,922	£13,330	£18,682	7
20/21	£15,385	£16,560	£10,087	£14,922	20
19/20	£13,364	£18,273	£10,913	£16,560	12

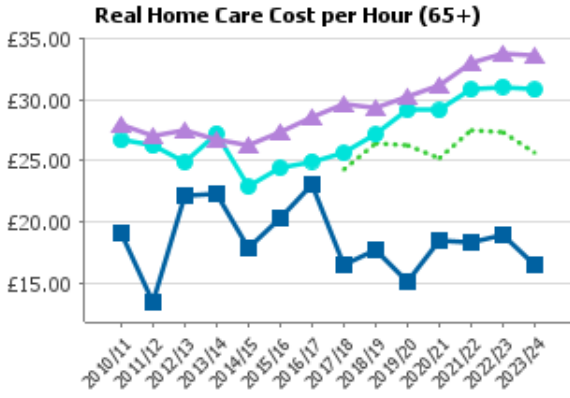Real Cost of Environmental Health per 1,000 Population

Trend arrows over 5 years. Costs exclude inflation. Most charts magnified for clarity but exaggerates variance. — Clackmannanshire --- Target — Scotland — Family Group (if available)

Cost of Older People's Home Care
(expenditure per hour, aged 65+)

Overall	Trend	Target	Family Group	Scottish Average	Rank
23/24	£16.53	£25.75	£30.81	£33.57	1
22/23	£19.05	£27.29	£31.07	£33.80	2
21/22	£18.38	£27.49	£30.84	£33.04	1
20/21	£18.60	£25.22	£29.13	£31.21	2
19/20	£15.12	£26.32	£29.16	£30.23	1

Target is to remain in top quartile

Costs of Care at Home are determined by local commissioning and procurement arrangements and a significant element is driven by the Scottish Living Wage. We continue to get comparatively good value through our arrangements.

Real Home Care Cost per Hour (65+)

Cost of Older People's Residential Care
(expenditure per resident per week, aged 65+)

Overall	Trend	Target	Family Group	Scottish Average	Rank
23/24	£716	£725	£713	£724	18
22/23	£607	£737	£673	£725	8
21/22	£853	£720	£753	£737	27
20/21	£1,012	£545	£695	£720	27
19/20	£765	£522	£632	£642	25

Target was to remain in top quartile, now Scottish average

We pay the National Care Home Contract rate, which is negotiated annually on a national basis.

Real Residential Care Costs per Older Person per Week

Cost of Services for Care-experienced Children in Residential Settings (per child per week)

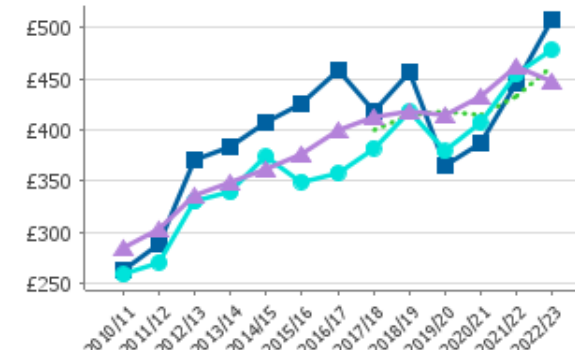| Overall	Trend	Target	Family Group	Scottish Average	Rank
22/23	£5,500	£4,689	£5,076	£5,098	22
21/22	£5,380	£4,093	£5,571	£5,436	18
20/21	£3,195	£3,818	£5,000	£5,022	3
19/20	£2,472	£3,791	£4,791	£4,577	1
18/19	£3,014	£3,570	£4,752	£4,668	3

Target is to return to top quartile

The number of children in residential care remained consistent and cost increases reflect the Scottish trend as they are dependent on national framework variations. Reducing external placements remains a key aim of The Promise, keeping children & young people in their local community. No children placed in secure accommodation for several years.

Real Cost of LAC Residential per Child per Week

Trend arrows over 5 years. Costs exclude inflation. Most charts magnified for clarity but exaggerates variance. ——■—— Clackmannanshire - - - Target ——▲—— Scotland ——●—— Family Group (if available)

Cost of Services for Care-experienced Children in Community Settings (per child per week)

Overall	Trend	Target	Family Group	Scottish Average	Rank
22/23	£508	£463	£479	£448	22
21/22	£445	£433	£454	£463	14
20/21	£387	£414	£408	£433	12
19/20	£366	£418	£379	£414	13
18/19	£457	£414	£418	£418	23

Target is Scottish average

There has continued to be a higher number of children & young people in family based provision placements, particularly kinship care (friends/relatives). Reducing external foster care and increasing local based placements continues to be a key priority. Clackmannanshire has a higher use of externally provided foster care provision, 22% compared to the Scottish average of 10%. However children being cared for in kinship placements with family and friends represent 40% higher than the Scottish figure of 34%.

Real Cost of LAC Community per Child per Week

Cost per Pre-school Education Registration

Overall	Trend	Target	Family Group	Scottish Average	Rank
23/24	£13,039	£11,675	£11,549	£11,627	23
22/23	£13,697	£11,713	£10,825	£11,675	26
21/22	£12,554	£10,476	£11,095	£11,713	22
20/21	£11,132	£8,034	£9,239	£10,476	20
19/20	£9,090	£6,115	£7,760	£8,034	24

Target is Scottish average

Clackmannanshire's cost per pre-school education registration has fallen since 22/23 however remains higher than the Scottish average and higher than our family group median. Our ranking over 5 years has remained in the lower 2 quartiles (20-26). The review of the ELC service delivery model agreed in October 2023 has achieved efficiencies. Changes to contracts for new start employees and our centralised admissions process will continue to support efficiencies.
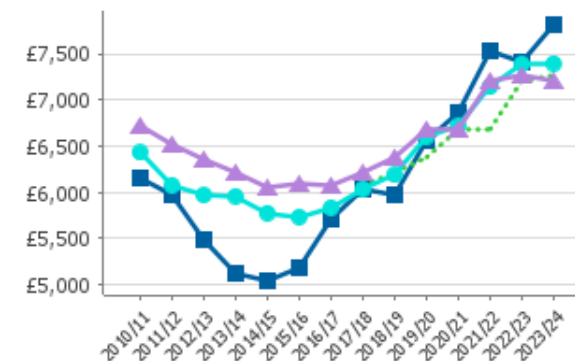
Real Cost per Pre-school Registration
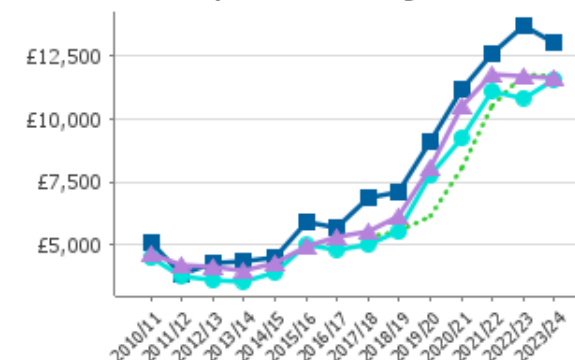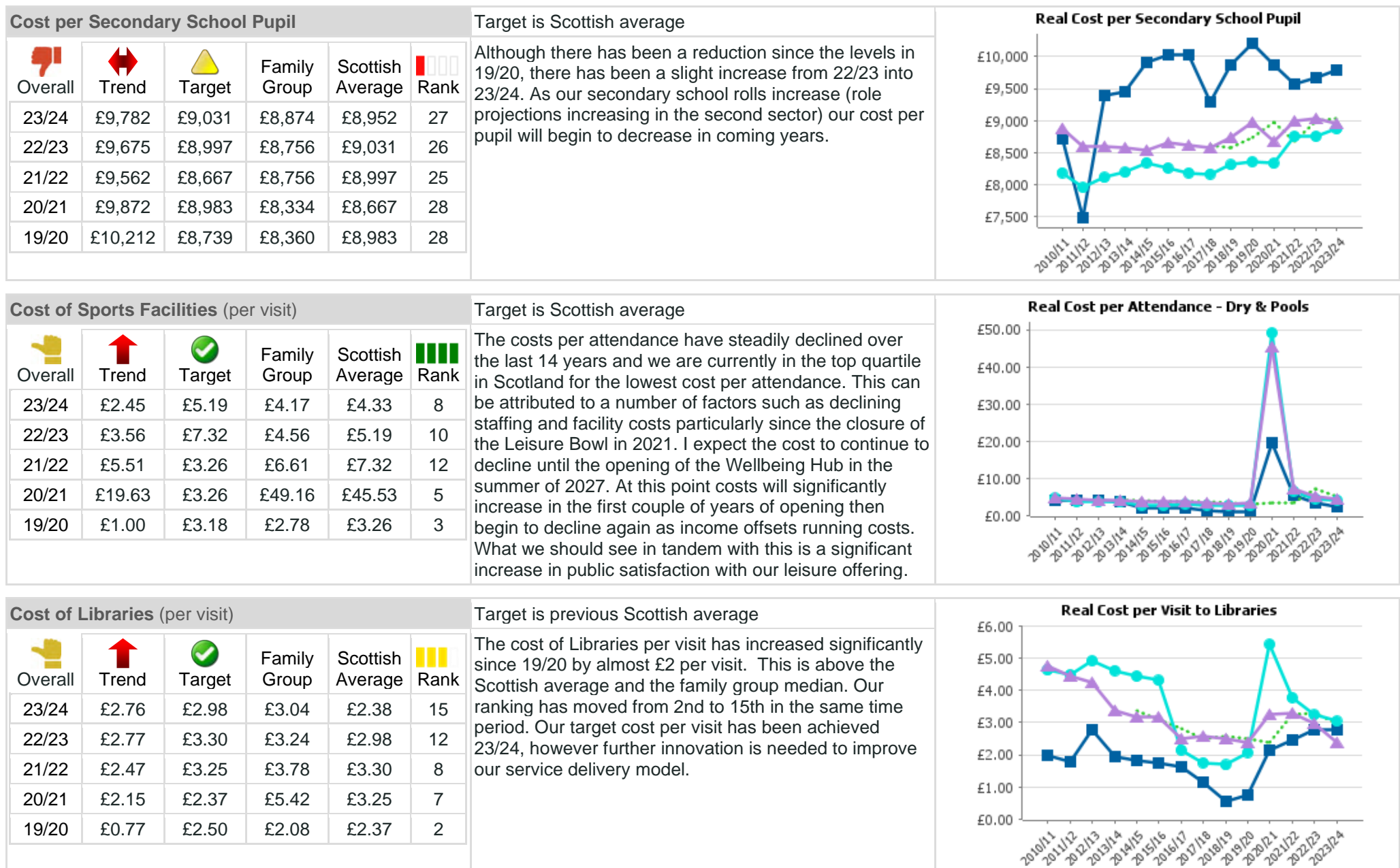

Cost per Primary School Pupil

Overall	Trend	Target	Family Group	Scottish Average	Rank
23/24	£7,824	£7,268	£7,401	£7,200	25
22/23	£7,417	£7,209	£7,388	£7,268	20
21/22	£7,541	£6,691	£7,146	£7,209	25
20/21	£6,870	£6,685	£6,716	£6,691	22
19/20	£6,566	£6,381	£6,610	£6,685	14

Target is Scottish average

Clackmannanshire has continued to maintain a low pupil teacher ratio. As a result our costs per primary school pupil in 23/24 rank us in the lowest quartile. Maintaining teacher numbers combined with falling birth rates impacts directly on our costs per primary pupil. Low pupil teacher ratio has resulted in smaller primary class sizes.

Real Cost per Primary School Pupil

Trend arrows over 5 years. Costs exclude inflation. Most charts magnified for clarity but exaggerates variance. ■— Clackmannanshire --- Target ▲— Scotland ●— Family Group (if available)

Cost per Secondary School Pupil

Target is Scottish average

	Overall	Trend	Target	Family Group	Scottish Average	Rank
23/24	£9,782	£9,031	£8,874	£8,952	27
22/23	£9,675	£8,997	£8,756	£9,031	26
21/22	£9,562	£8,667	£8,756	£8,997	25
20/21	£9,872	£8,983	£8,334	£8,667	28
19/20	£10,212	£8,739	£8,360	£8,983	28

Although there has been a reduction since the levels in 19/20, there has been a slight increase from 22/23 into 23/24. As our secondary school rolls increase (role projections increasing in the second sector) our cost per pupil will begin to decrease in coming years.

Real Cost per Secondary School Pupil

Cost of Sports Facilities (per visit)

Target is Scottish average

	Overall	Trend	Target	Family Group	Scottish Average	Rank
23/24	£2.45	£5.19	£4.17	£4.33	8
22/23	£3.56	£7.32	£4.56	£5.19	10
21/22	£5.51	£3.26	£6.61	£7.32	12
20/21	£19.63	£3.26	£49.16	£45.53	5
19/20	£1.00	£3.18	£2.78	£3.26	3

The costs per attendance have steadily declined over the last 14 years and we are currently in the top quartile in Scotland for the lowest cost per attendance. This can be attributed to a number of factors such as declining staffing and facility costs particularly since the closure of the Leisure Bowl in 2021. I expect the cost to continue to decline until the opening of the Wellbeing Hub in the summer of 2027. At this point costs will significantly increase in the first couple of years of opening then begin to decline again as income offsets running costs. What we should see in tandem with this is a significant increase in public satisfaction with our leisure offering.

Real Cost per Attendance - Dry & Pools

Cost of Libraries (per visit)

Target is previous Scottish average

	Overall	Trend	Target	Family Group	Scottish Average	Rank
23/24	£2.76	£2.98	£3.04	£2.38	15
22/23	£2.77	£3.30	£3.24	£2.98	12
21/22	£2.47	£3.25	£3.78	£3.30	8
20/21	£2.15	£2.37	£5.42	£3.25	7
19/20	£0.77	£2.50	£2.08	£2.37	2

The cost of Libraries per visit has increased significantly since 19/20 by almost £2 per visit. This is above the Scottish average and the family group median. Our ranking has moved from 2nd to 15th in the same time period. Our target cost per visit has been achieved 23/24, however further innovation is needed to improve our service delivery model.

Real Cost per Visit to Libraries

Trend arrows over 5 years. Costs exclude inflation. Most charts magnified for clarity but exaggerates variance. ■— Clackmannanshire --- Target ▲— Scotland ●— Family Group (if available)

Cost of Support Services
(as % of total General Fund expenditure)

	Overall	Trend	Target	Family Group	Scottish Average	Rank
23/24	5.3%	4.7%	4.2%	4.1%	26	
22/23	5.2%	4.5%	4.1%	4.0%	29	
21/22	5.8%	4.0%	3.8%	4.1%	30	
20/21	5.7%	6.5%	3.8%	4.0%	31	
19/20	6.1%	6.5%	4.0%	4.0%	30	

Target previously Scottish average, now aim is to get out of bottom quartile

Over 12 years, general fund increased by 4% and support services reduced by 21% (both 'real' terms). We will always have low rankings here as central duties are not proportional to budget – we must produce/support the same strategies/policies, financial/legal/HR processes, IT systems, web pages, etc. as any other authority.

Support Services as % of Total Expenditure
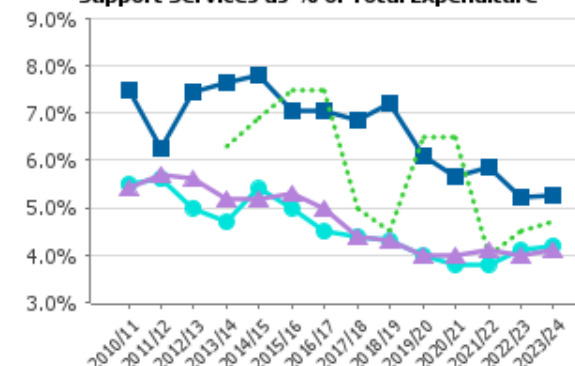
Cost of Council Tax Collection (per dwelling)

	Overall	Trend	Target	Family Group	Scottish Average	Rank
23/24	£5.52	£7.26	£7.17	£5.89	11	
22/23	£5.59	£7.51	£7.61	£7.26	9	
21/22	£4.21	£7.50	£8.49	£7.51	5	
20/21	£4.76	£7.86	£7.11	£7.50	5	
19/20	£4.19	£8.43	£7.49	£7.86	3	

Target is Scottish average.

It is a relatively small increase in money terms but as the majority of the costs are around staffing the increase will be mainly due to the pay award for 23/24 which was an average of around 5.5%. It would be expected for this trend to be reflected elsewhere as all Councils will have had the same impact on pay, however we may show a larger % variance due to the smaller numbers involved locally.

Real Cost of Council Tax Collection per Dwelling

Trend arrows over 5 years. Costs exclude inflation. Most charts magnified for clarity but exaggerates variance. ■ Clackmannanshire - - - Target ▲ Scotland ● Family Group (if available)

CLACKMANNANSHIRE COUNCIL
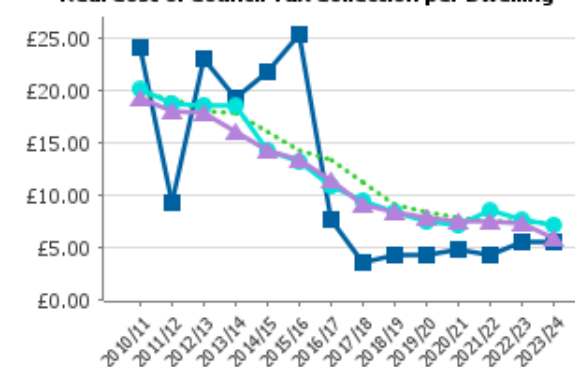
Report to: Audit and Scrutiny Committee

Date of Meeting: 17th April 2025

Subject: Staff Survey 2024

Report by: Acting Senior Manager – HR & Workforce Development

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1.0 Purpose

1.1. This report provides the Audit & Scrutiny Committee with details of the 2024 Council-wide Staff Survey, and gives further information as to how results will be communicated, and used to inform future work.

2.0 Recommendations

Members of the Audit & Scrutiny Committee are asked to:

2.1. **Note** the results of the survey attached at **ANNEX A**.

2.2. **Agree** the move to a bi-annual survey process.

3.0 Considerations

3.1. Clackmannanshire Council undertook its most recent staff survey in October to December 2024.

3.2. Over this period, 340 responses were received, giving a council wide response rate of 13%. This is the lowest uptake for a Council-wide staff survey since 2018.

3.3. Whilst results are statistically valid (with a minimum response rate of 336 required, and 340 received) the results are still low, and as a result of the respondent make up, markedly skewed to the People Directorate (which accounts for 52% of total responses).

3.4. As such, responses cannot be said to be representative of the Council as a whole, however are still useful as a snapshot of employee feelings at the time the survey was undertaken.

Why was response so low?

3.5. Ahead of the survey a robust communication campaign was undertaken, with reminder being issued across a range of channels both in print and digital, in addition to managers at all levels being provided with a management toolkit

consisting of frequently asked questions, toolbox talk scripts, and a promotional materials pack for their individual areas.

3.6.   Despite this, a record low for engagement with the survey was recorded. Whilst reasoning for this dis-engagement is entirely anecdotal, some discussions with staff and managers undertaken by the HR and Workforce Development suggest reasons to include:

- Lack of engagement due to the perception of nothing changing as a result of annual surveys;

- Survey fatigue – too many surveys on different topics being issues in quick succession; and

- On going challenges with budget resulting in a dis-engagement with corporate processes such as the staff survey.

3.7.   As such, the 2024 survey will be the last annual survey the Council will undertake, with future surveys being undertaken on a bi—annual basis, the first of which will be undertaken in autumn 2026.

3.8.   In doing so, it is intended to create space between surveys, and provide Officers sufficient time to both feedback results, take appropriate action on results, and embed changes which can then be reported on prior to the next survey round.

Survey findings

3.9.   The survey report (attached at **Annex A**), provides detail on the engagement levels of our employees, both at an organisational and directorate level. Additional analysis is provided for each survey question asked, with comparative data provided from the 2018 - 2021 survey results where available and relevant.

3.10.   For 2024, the overall staff engagement level for the organisation is 69%, which is a 2 percentage point increase from the 2023 survey level of 67%.

3.11.   Feedback from staff is most positive with regards to having a sense of achievement for the work they undertake, being treated with dignity and respect (at a Council wide level), and feeling confidence in reporting issues or dangers where staff see them.

3.12.   However, views become more mixed with consideration to themes such as feeling valued and supported, having appropriate tools to undertake roles, working flexibly, and having time to access learning and development.

3.13.   The full range of feedback is included within the Staff Survey report, which is attached at **ANNEX A**.

4.0   Next Steps

4.1.   The results outlined at **Annex A** of this report will be pivotal in supporting the development of the Council's new Strategic Workforce Plan for 2025-28.

4.2. However, we also recognise the importance of feedback to staff and trade unions on these results. As such, a range of work will be undertaken in the coming months to ensure that the Council recognises the input of staff, and makes use of the valuable feedback provided. This will include:

- Staff / Trade Union discussions on results

- SLF & TLF sessions to feedback results and seek management input

- Internal communications thanking staff for their input, trailing results, and outlining the way forward.

5.0   Sustainability Implications

5.1. None.

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**

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".

2024 Staff Survey 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)

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Approved by

NAME	DESIGNATION	SIGNATURE
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Staff Survey Report

2024

1.0   Introduction

Our Survey Approach

1.1   This survey presents the results of the 2024 Council-wide staff survey.

1.2   The survey includes several questions which have been maintained from previous surveys (2018-2023)[1]. Specifically, 5 questions are asked to allow us to create a staff engagement index, which provides a useful insight into the overall engagement of Council staff (from the year 2018 to date). In addition, the survey asked employees to provide their views on a number of themes; their work, their health and wellbeing, and communication.

1.3   In administering the survey, a combined web-based and postal survey were used. The survey was issued on 28 October 2024 and closed on 6 December 2024. The survey was managed entirely by the Council's Workforce Development & Learning team, and was anonymous and confidential. All survey communications made it clear that responses could not be attributed to any specific staff member.

1.4   Paper surveys were returned via sealed ballot boxes at various Council locations, or through secure internal mail. Web responses were collated through a secure online survey platform (Google Forms), accessible only to members of the Workforce Development & Learning team.

1.5   Communication undertaken both prior to, and during the survey period was robust (so as to promote the survey as widely as possible). This included the creation and distribution of posters, QR codes, toolbox talk scripts, regular articles for the online CONNECT and GLOW intranets, and MS Teams Channel messages. In addition, all managers were provided with a communications toolkit including a range of assets for use.

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[1] A full set of tabular results is included within this report at **ANNEX A**

Survey Responses

1.6   From 2,683 surveys issued to Council employees, a total of 340 responses were received –
       equivalent to an overall response rate of 13%. This response rate is less favourable when
       compared to the last staff survey undertaken (32% in 2023) and is the lowest recorded
       response rate since 2018.

Can we rely on these results?

1.7   The Service area breakdowns for the 2024 survey are outlined at **figure 2** of this report.

1.8   With consideration to our organisation size (2,683), a *minimum* statistically significant
       sample size[2] would be considered as 336 responses. As such, whilst results can be said to be
       statistically valid (by some 4 responses), the breakdown and spread of respondent profiles
       (see fig 2) is not enough to be able to fully rely on the survey as an indicator of 'council wide'
       engagement and perceptions. This is compounded by 52% of results coming from one
       directorate area (People Directorate).

1.9   That being said, the results are still useful in providing a snapshot of workforce views at the
       time the survey was undertaken, and could be considered useful as an indicator of themes
       for future development.

Figure 1: Survey Response
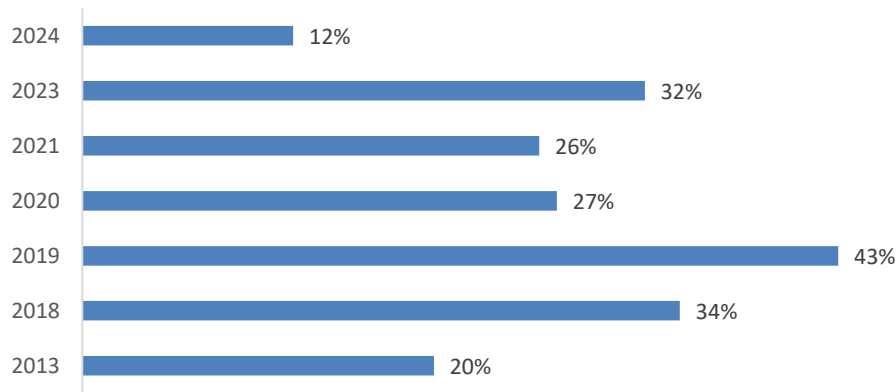
Figure 2: Profile of survey respondents (n=340)

Directorate	Number	%
HSCP	34	10%
P&P	74	22%
People	176	52%
Place	39	11%
Prefer not to say	17	5%

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[2] https://www.qualtrics.com/blog/calculating-sample-size/

3

This report

1.10   The remainder of this report sets out key findings across the main survey themes, including comparisons with previous surveys where relevant and available. All figures are rounded up or down to the nearest whole number. Similarly, aggregated figures presented in the report text (such as the combined percentage of 'strongly agree' and 'agree' responses) may not sum to results presented in figures and tables due to rounding.

1.11   Following consideration of this report, work will continue to analyse results in conjunction with staff and Trade Unions, so as to make use of the limited but valuable feedback which has been provided (see S2.2 of this report for further information). Additionally, a full communication campaign will be undertaken to promote the results with staff and ensure that they are thanked for their input and feedback.

1.12   Any actions identified as a result of this survey, and through the work noted above, will be integrated where appropriate into the Strategic Workforce Plan 2025-28.

1.13   This approach mirrors the action taken by Officers to form the foundation for the Council's Interim Workforce Strategy (2023-25). For further context, the outputs of work were directly influential in the development of:

- A refresh of the Council's induction programme (ongoing);
- The creation and delivery of a new staff performance management system; and
- Development of further staff wellbeing initiatives and resources.

Survey Themes

1.14   The 2024 survey asked for employee's views on a range of themes relating to their work and workplace: The survey themes included:

- My work;
- My health and wellbeing; and
- Communication.

Employee Engagement

1.15   The 2024 survey asked employees to consider a series of five statements, that when combined are designed to provide an aggregated 'employee engagement' score for the organisation. They are as follows:

- I am given the opportunity to make decisions relating to my role;
- I feel valued for the work I do;
- I feel a sense of achievement for the work I do;
- I feel that I am treated with dignity and respect within my team; and
- I am clear about how I contribute towards the organisations goals.

1.16   These statements mirror the question set from the 2018-2021 surveys, providing a useful benchmark of overall engagement with the organisation.

Figure 3: Overall Staff Engagement (aggregated)
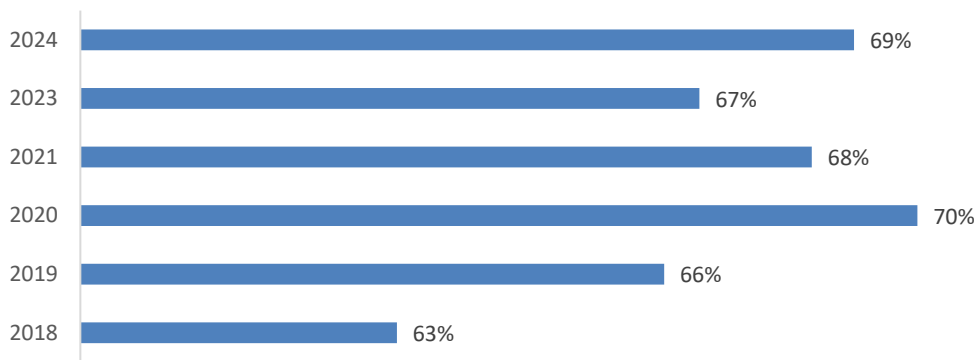
Figure 4: Overall Engagement by Directorate (2020 – 2024)

5
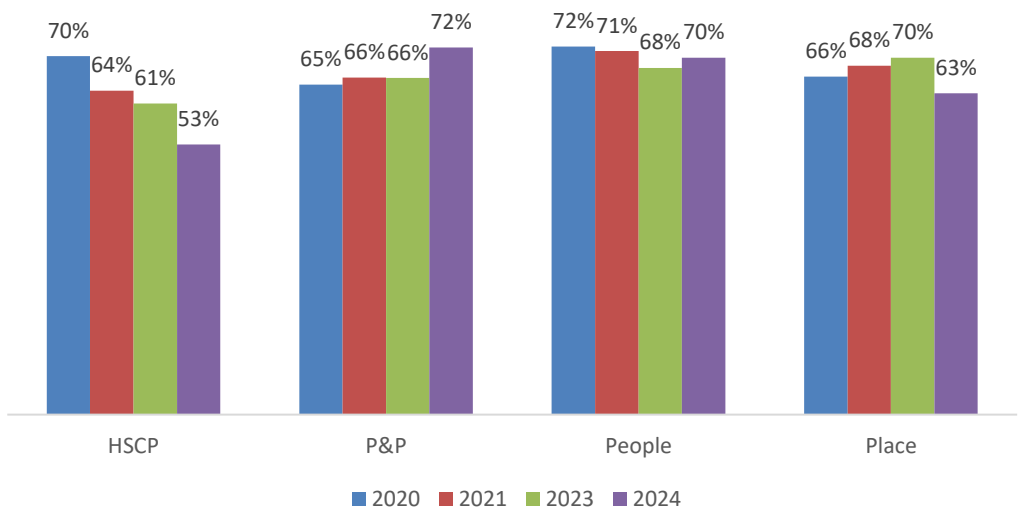
1.17   Overall, views from the engagement questions are most positive in relation to employees being treated with dignity and respect, and for feeling a sense of achievement in the work they undertake, mirroring results from the 2023 survey:

- I feel that I am treated with dignity and respect in my team – 76%
- I feel a sense of achievement for the work I do – 71%

1.18   Views are less favourable when considering the other engagement indicators, including feeling valued for the work they undertake, and being given the opportunity to make decisions relating their role.

- I am given the opportunity to makes decisions relating to my role – 66%
- I feel valued for the work I do – 59%

Figure 5: Employee Engagement Scores – 2018 to 2023

Figure 6: 2024 Employee engagement by directorate (agreement with statements)

Directorate	I am clear about how I contribute to the Organisation's goals	I feel that I am treated with dignity and respect within my team	I feel a sense of achievement for the work I do	I feel valued for the work I do	I am given the opportunity to make decisions relating to my role
HSCP	44%	65%	74%	44%	38%
P&P	73%	70%	69%	66%	80%
People	74%	77%	76%	59%	65%
Place	67%	72%	54%	51%	72%

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My Work

1.19   The survey asked employees a range of questions relating to 'my work', which provided information on statements relating to aspects of their working life including learning and development, health and safety, and having the tools needed to undertake one's job effectively.

Figure 7: I have all the tools I need to do my job effectively

Year	Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
2020	14%	36%	23%	17%	10%
2021	16%	40%	21%	16%	8%
2023	33%	10%	18%	25%	14%
2024	9%	37%	16%	26%	13%
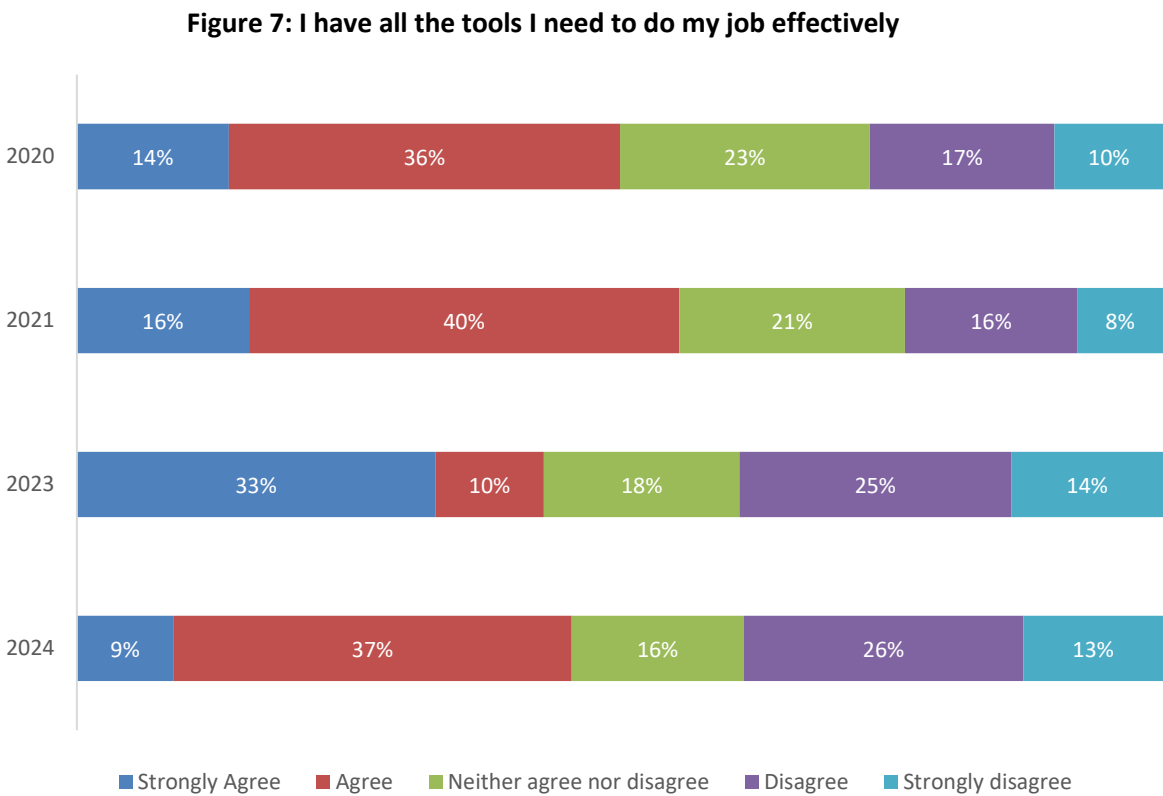
1.20   In terms of having the right tools to undertake their roles, employees are somewhat mixed in their responses (see **figure 7**). Whilst 46% of employees responded positively (either strongly agree or agree) to this question, 39% of respondents responded negatively (either disagree, or strongly disagree).

1.21   Of note here is that whilst in the 2023 survey 33% of respondents strongly agreed to the question of having the right tools, only 9% agreed this year. We do however, need to take cognisance of both the low level of response, and the skew in figures to the People Directorate.

1.22   Overall, the score of 46% represents an 3-percentage point increase from the 2023 survey (43%). Feedback on the reasoning for these low levels can be gained when looking at thematic analysis of survey free text responses (included in this report at page 23)

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Figure 8: I am given access to (and time to access) learning & development opportunities

■ Strongly Agree ■ Agree ■ Neither agree no disagree ■ Disagree ■ Strongly disagree

■ Strongly Agree ■ Agree ■ Neither agree nor disagree ■ Disagree ■ Strongly disagree
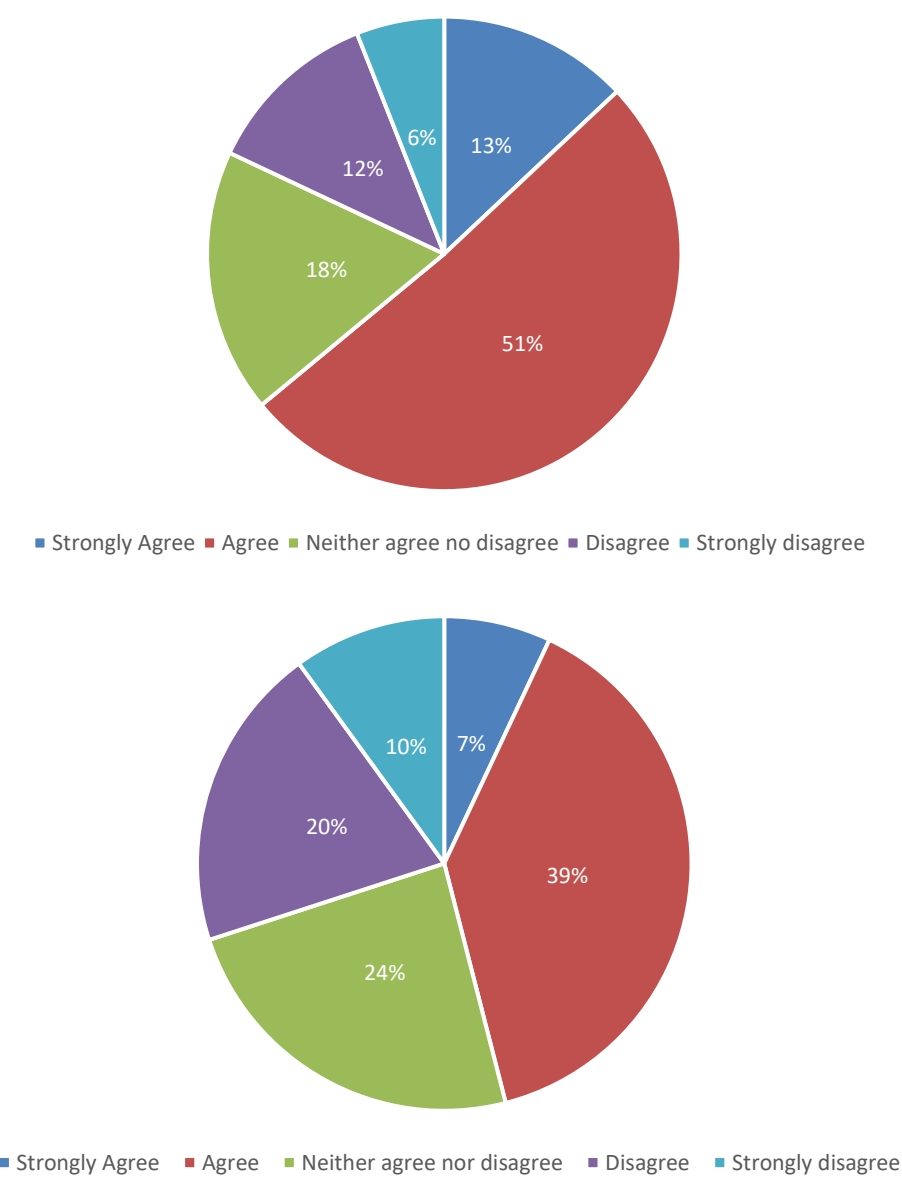
1.23   Survey findings at **figure 8** indicate that 64% of employees are given access to learning and development opportunities (which is similar to last years result of 63%), however having time to access these opportunities remains challenging, with 46% of employees responding positively (which is the same figure as 2023).

8

Figure 9: I feel confident in raising issues or dangers where I see them

	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
Prefer not to say	24%	65%	0%	6%	6%
HSCP	26%	62%		6%	6%
Place	28%	44%	15%	8%	5%
P&P	35%	46%	8%	5%	5%
People	28%	47%	9%	9%	7%
All	29%	49%	11%	9%	6%
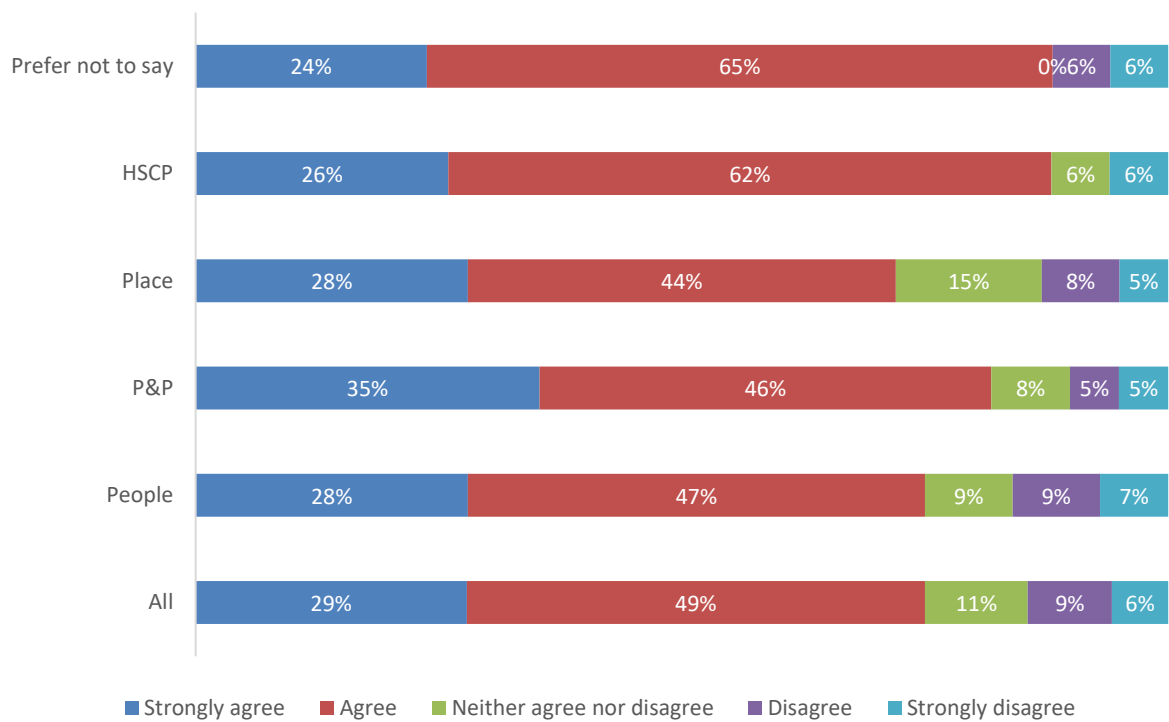
1.24 Employees, in the majority, are confident in raising issues or dangers where they see them (78%). This question was included to provide a baseline quantitative figure which will be used to support developments in health and safety culture within the organisation.

1.25 In terms of directorate responses, the HSCP are most positive in their response to this question (88%), with Place being less confident (although still in the majority) with a positive response level of 72%.

1.26 Overall, results with regards to this question represent a 25 percentage point increase in positive return from the 2023 survey (53%). Despite low response levels to the survet, this mayhis reflect positively on the work undertaken to date within the Council's health and safety team in support of a more generative H&S culture across the organisation, including:

- Revised suite of health and safety policies, including a H&S Strategy, and Health and Wellbeing Strategy;
- Risk profiling meetings undertaken with all managers across the organisation;
- A significant increase in the number and scope of risk assessments across all directorates;
- Significant investment in training for all managers including IOSH Managing Safely;
- Development of the online Evotix Portal for reporting and recording incidents; and
- Thematic site visits being undertaken by the team to identify risks

9

Figure 10: I feel safe to voice ideas, or suggest new ways of working

	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
Prefer not to say	18%	47%	18%	6%	12%
HSCP	21%	38%	29%	9%	3%
Place	18%	51%	18%	5%	8%
P&P	30%	49%	14%	4%	4%
People	19%	49%	10%	13%	9%
All	21%	48%	14%	10%	7%
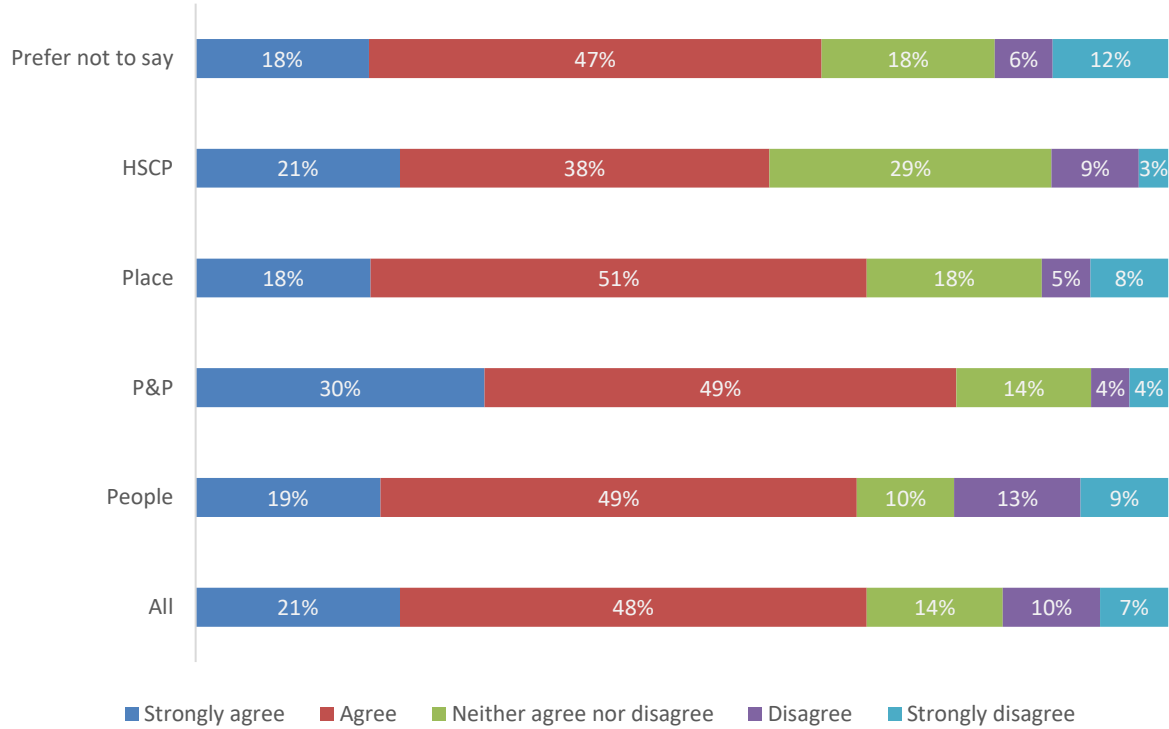
1.27   In the majority, employees responded positively to the question of whether they feel safe to voice ideas, or suggest new ways of working (69%).

Figure 11: I receive feedback or acknowledgement on issues raised or highlighted

	Strongly agree	Agree	Neither agree nor disagree	Strongly disagree	Disagree
Prefer not to say	18%	41%	24%	12%	6%
HSCP	12%	26%	21%	6%	35%
Place	13%	38%	31%	3%	15%
P&P	12%	50%	15%	11%	12%
People	14%	43%	21%	7%	15%
All	14%	42%	21%	8%	16%

10
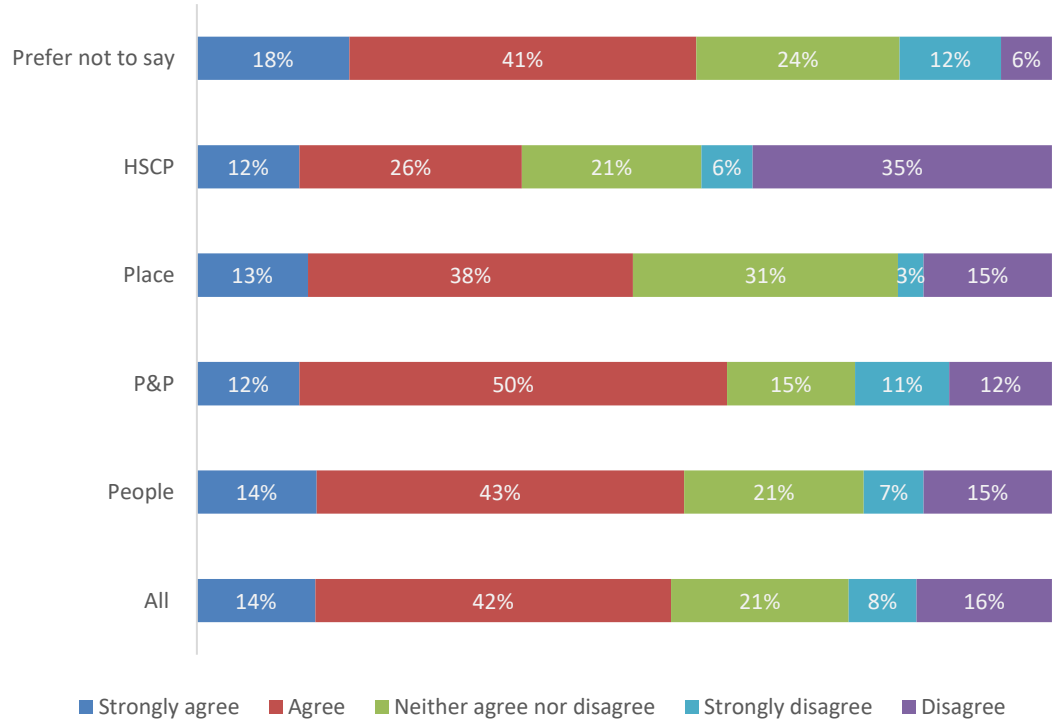
1.28   Just over half of employees (56%) responded positively when asked if they received feedback or acknowledgement on issues raised. In terms of directorate feedback, there are statistical variations, with health and Social Care Partnership staff being less confident in their response when compared to other areas (38% positive response level).

1.29   Where there is general confidence in raising issues (see **figure 9**), combined with less positive responses to receiving feedback, this may point to a need for managers to 'close the loop' on any feedback or issues which staff raise. This is also reflected in the thematic free text summary, where a lack of communication with staff is also highlighted (see page 23).

Bullying & Harassment

1.30   In a similar manner to the 2023 survey, this years iteration asked the same question in relation to bullying and harassment in three different variations covering staff, managers, and Elected Members. The following feedback was received.

Figure 12: I have experienced bullying & harassment from a colleague, manager, or Elected Member
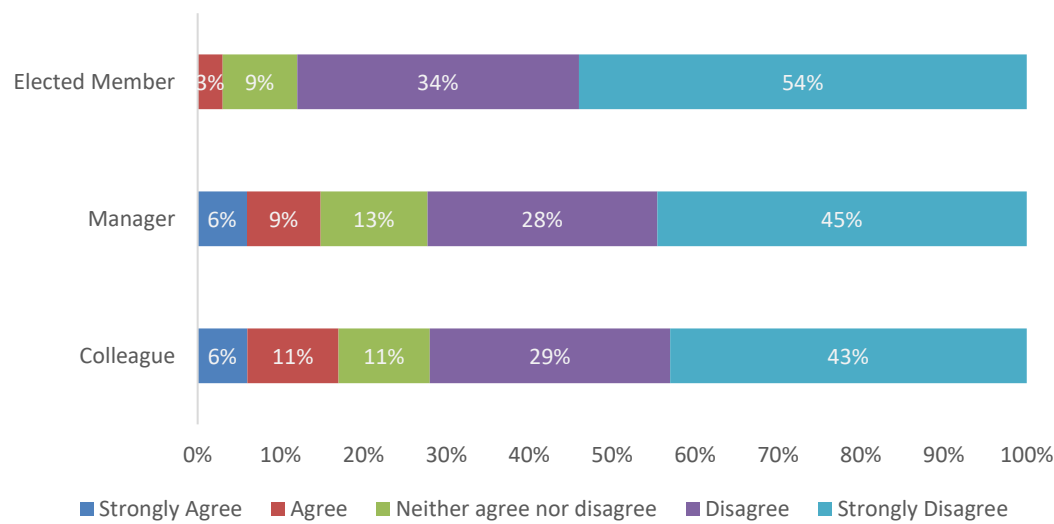
1.31   From the feedback received across these questions, a total of 59 respondents had experienced bullying & harassment from a colleague, 48 from a manager, and 12 from an Elected Member (see **figure 13**).

Figure 13: Bullying & harassment as a % of Council Population

Aspect	No.	% of headcount
Colleagues	59	2%
Managers	48	2%
Elected Members	12	<1%

1.32   Overall 119 respondents to the survey have experienced bullying and harassment from either a colleague, manager of Elected Member (or a combination of either), with the highest proportion experiencing bullying and harassment from a colleague.

1.33   It should be noted however that this does not give an accurate figure of *all employees* who have experienced bullying and harassment, and is only indicative of those who have responded to the survey. Regardless, the findings here do emphasis the importance of the Council's work to date with regards to dignity and at work, and the robust policy and procedure base which is now in place.

Flexible Working

1.34   As with the previous years survey, the Council has worked in conjunction with the Scottish social organisation Flexibility Works to ask several questions in relation to flexible working across directorates. The aim being to provide useful feedback both against last years results, and looking forward to the ongoing work with engaging staff and managers on working flexibly within the Council, and the policies and processes which are in place to support this.

1.35   This work is being undertaken in recognition of the benefits which flexible working can have not only on the culture of an organisation, but on wider areas such as:

- Employee engagement;
- Productivity;
- Reduced sickness absence;
- Improved mental health and wellbeing; and
- Attraction of quality candidates to the Council.

Figure 14: Do you work flexibly at the moment?

- Yes   ■ No   ■ I'm not sure
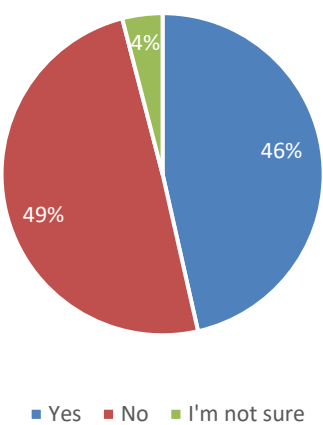
Figure 15: How happy are you with your work life balance?

■ Very Happy   ■ Happy   ■ Neither happy nor unhappy   ■ Unhappy   ■ Very unhappy

13
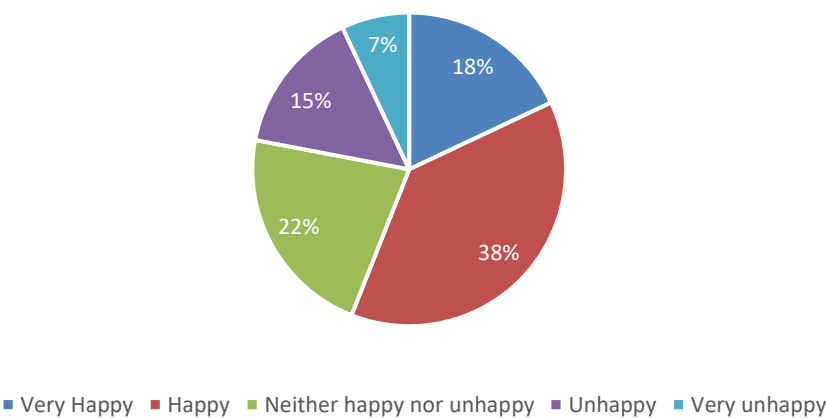
1.36   The majority of staff (or 56%) are either very happy, or happy with their current work life balance, with 46% of respondents working flexibly at the moment.

1.37   It should be acknowledged however that the demographics of the limited respondent set for this years survey may impact on the validity of these results, with a significant proportion of respondents coming from education where true flexible working can be challenging due to classroom arrangements.

Communication

1.38   The 2024 Council-wide survey asked employees for their views on communication, covering both team-based and Council-wide communication, visibility of leaders and utilisation of the Constructive Conversations process.

Figure 16: I am kept up to date about what is happening in my team, and round the organisation
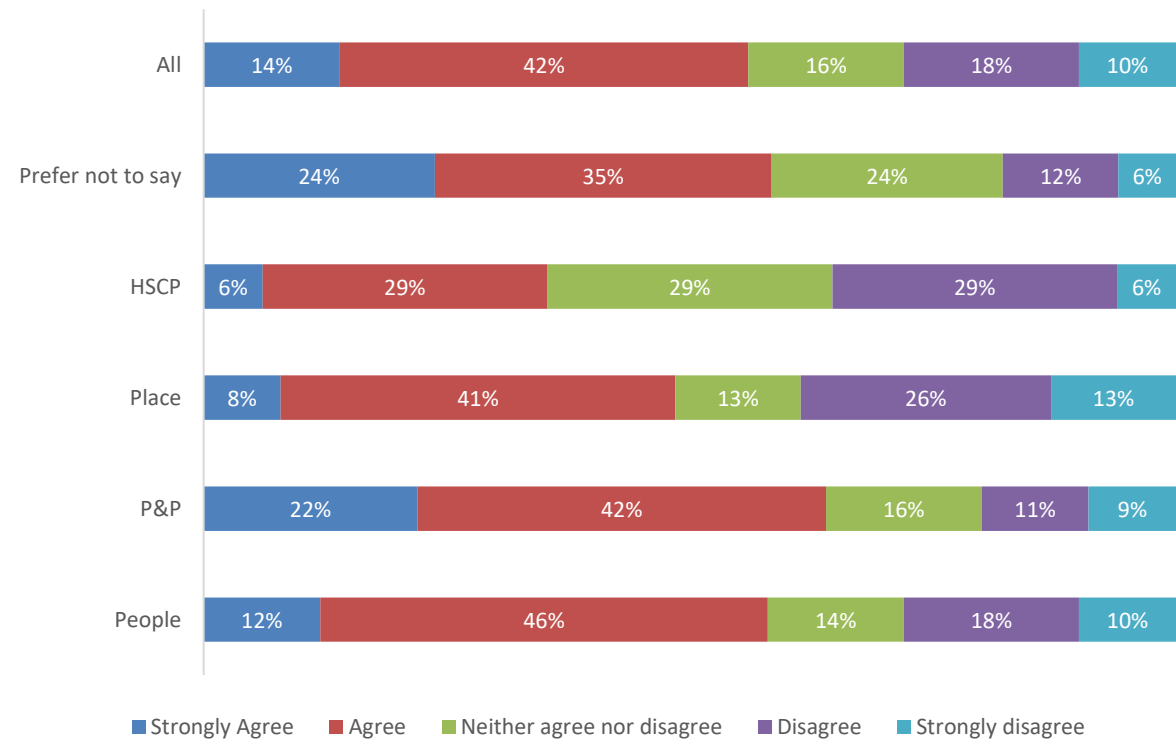
1.39   In terms of general communication, 56% of all staff responded positively. There are also variations across directorates with regards to this question, with the HSCP scoring lowest (35% positive response rate), and the P&P Directorate scoring the highest (64%).

14

1.40   Overall, responses to this question as with the previous years survey, highlight the need for exploration of how the Council communicates with its staff members, particularly on a Council-wide basis, and in a way that is appropriate for the diverse range of staff we have.

1.41   This is compounded by the findings with regards to staff having contact with their manager (see **figure 17**). With the majority of staff (70%) responding positively, this may mean that team contact and communication is viewed more favourably to Council-wide communication across directorates.

1.42   It should however be noted that when compared to historical data such as the COVID-19 survey, staff perceptions on having sufficient contact with their manager have dropped from a 80% positive return, to the 70% figure of 2024.

Figure 17: I feel I have enough contact with my manager / supervisor / chargehand
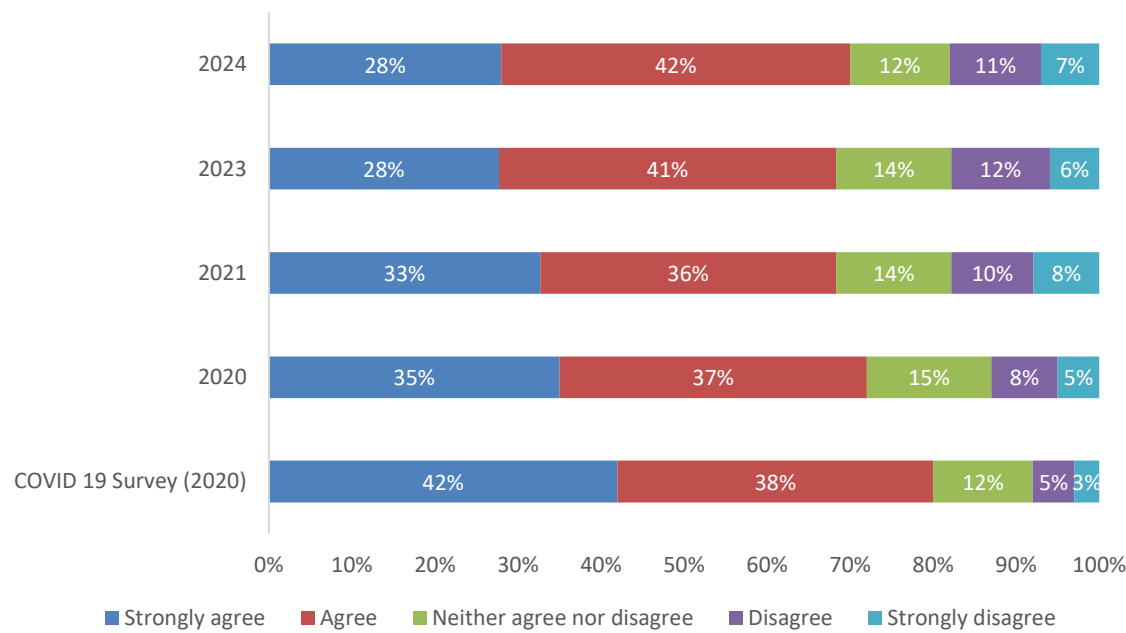
Figure 18: My team communicate well together

● Strongly agree ● Agree ● Neither agree nor disagree ● Disagree ● Strongly disagree
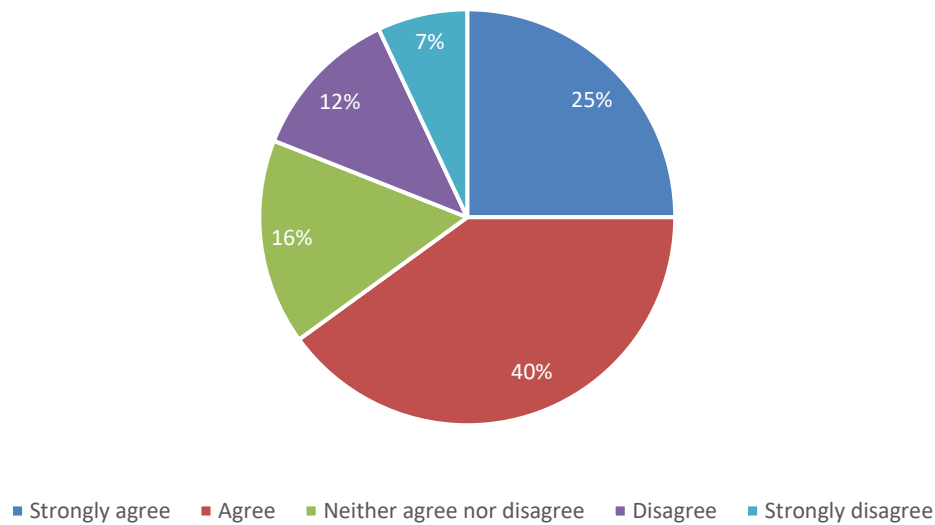
1.43   Aligned to the question focusing on contact with managers, was whether teams communicate well together (**see figure 18**). Findings show that the majority of staff (65%) agree that their team communicate well together, which sits as complimentary to most staff indicating that they have enough contact with their manager.

1.44   However, cognisance need to be taken with regards to the 35% of respondents who responded either apathetically, or negatively to this question, due to the importance of good communication at all levels of the organisation. Further information on communication is provided in the free text response summary of this report, provided at page 23.

16

Figure 19: Leaders in my area are visible, and I know who they are
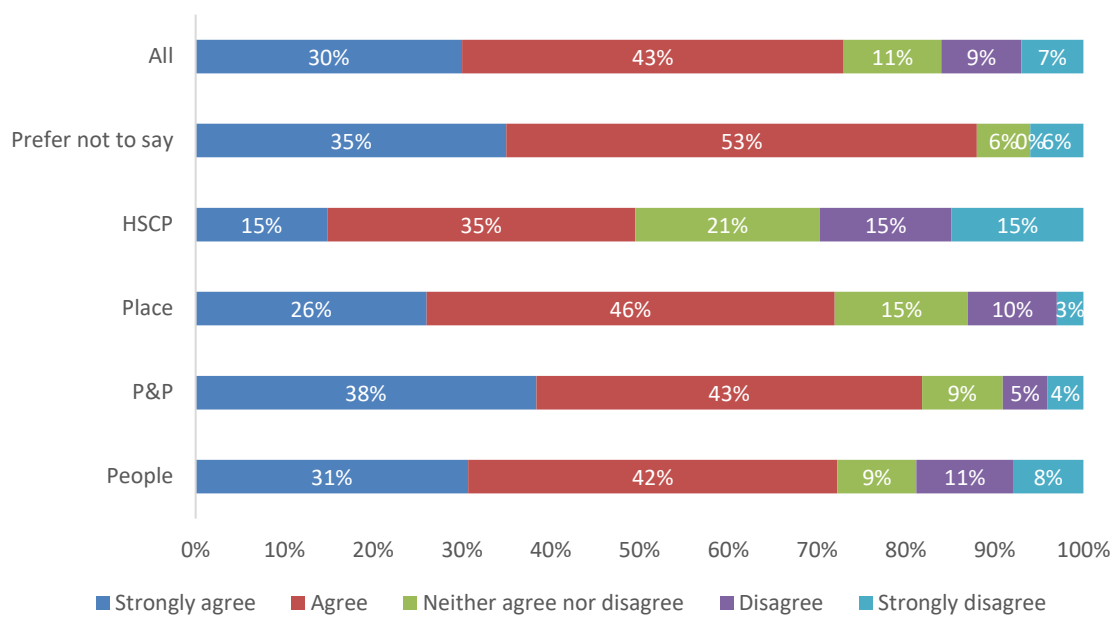
1.45   Overall, 73% of respondents feel that leaders in their area are visible, and they know who they are. There are however variations across Directorates, with the HSCP responding lower on for this question (50%), which is similar to the results from 2023.

Figure 20: I have access to information about what's happening around the Council at my place of work
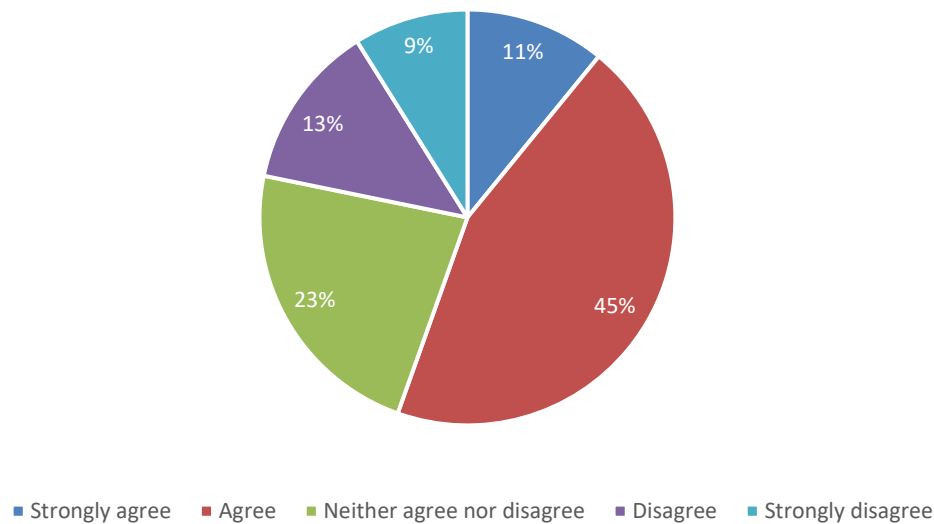
1.46   The question of having access to information (at **figure 20**), sits as complimentary to the question outlined at **figure 16** concerning being kept up to date about what is happening in the organisation. Overall, 56% of respondents feel they can access information about what's happening within the organisation (the intention of this question being to highlight how easy, or otherwise, information is to access across all Council workplaces).

17

Figure 21: My manager has had a Constructive Conversations meeting with me (or my team)

	Yes	No
All	71%	29%
Prefer not to say	76%	24%
HSCP	71%	29%
Place	67%	33%
P&P	73%	27%
People	70%	30%
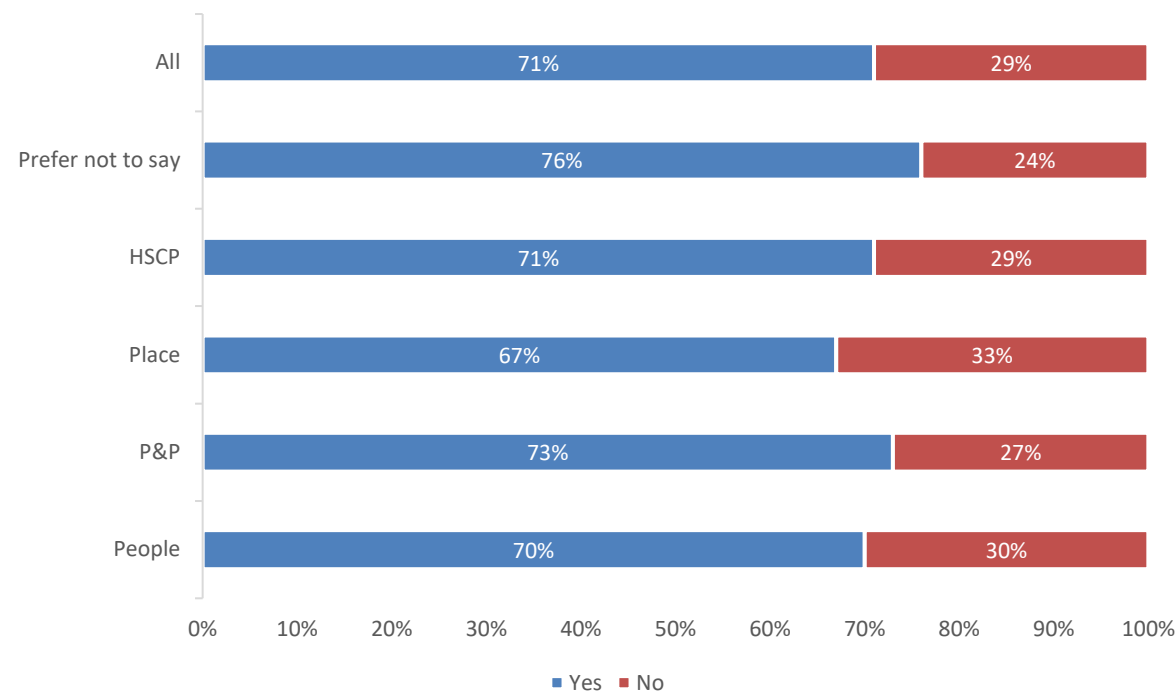
1.47   The Constructive Conversations process is the Council's method of managing staff performance. Launched in 2023, this process places an emphasis on the regularity and quality of conversations between staff and managers (rather than following a snapshot process at a fixed point in time).

1.48   Results from the question presented at **figure 21** show that Council-wide, 71% of respondents have had a Constructive Conversations meeting with their manager which is a drop of 3 percentage points from last year. As with other results though, feedback to this question is only representative of respondents to the survey, rather than the staff population as a whole, and as such should be viewed as a useful indicator, rather than accurate to actual uptake.

Health & Wellbeing

1.49   The survey asked a range of questions with regards to health and wellbeing, recognising the importance of having staff who are physically and mentally well as being a core indicator of having a positive organisational culture, and the Council being a good place to work. The results are presented below.

Figure 22: I know where to find support for my health, safety and wellbeing

■ Strongly agree   ■ Agree   ■ Neither agree nor disagree   ■ Disagree   ■ Strongly disagree
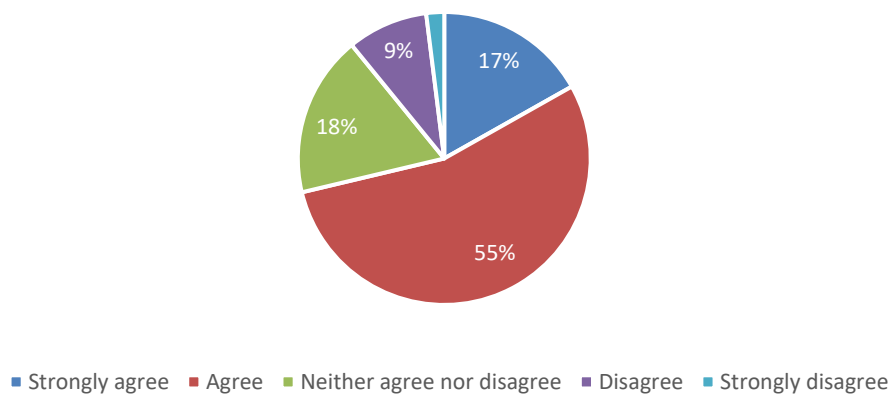
1.50   Survey findings indicate that the majority of employees responding to the survey (72%) know where to find support for their health, safety and wellbeing. 10% of respondents indicated that they did not know where to find supports, which is similar to last years results.

Figure 23: I am able to easily access wellbeing supports once I have found them

■ Strongly agree   ■ Agree   ■ Neither agree nor disagree   ■ Disagree   ■ Strongly disagree
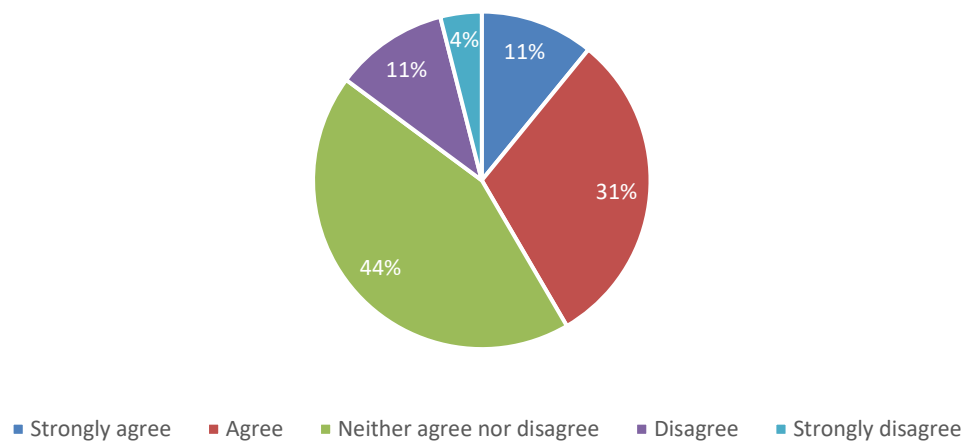
1.51   Survey findings indicate that 44% of respondents have been easily able to access wellbeing supports once they have found them. This may indicate difficulties with either accessing systems, information, or raising referrals via line management, and is a 4 percentage point decrease from last year (48%).

19

Figure 24: The wellbeing supports I have accessed have been useful

- Strongly agree
- Agree
- Neither agree nor disagree
- Disagree
- Strongly disagree
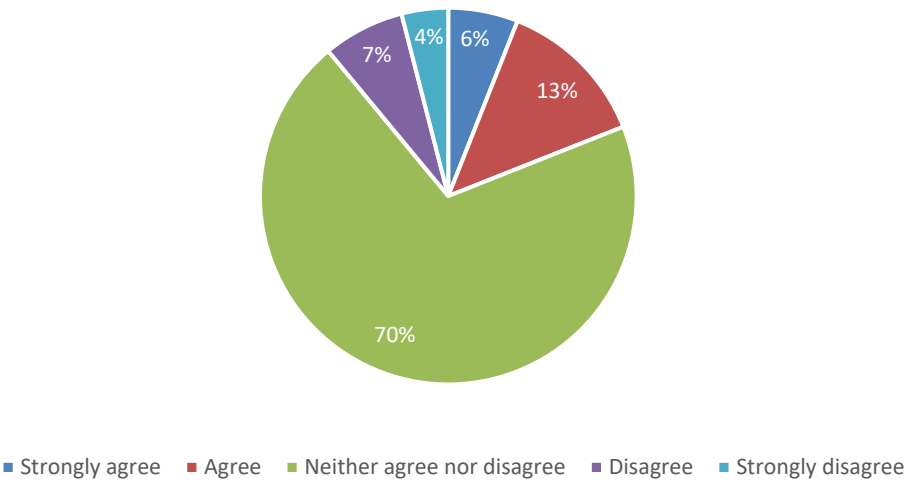
1.52 Unlike other survey questions, when asked whether wellbeing supports have been useful, a majority portion of respondents (70%) were apathetic in their response. In a similar manner to last year, this may indicate that a significant proportion of respondents have not had cause to access the variety of wellbeing supports currently offered by the Council, or that further work is required to promote what is currently available.

Figure 25: How would you rate you mental wellbeing right now?

- Excellent
- Good
- Fair
- Poor
- Very poor

20
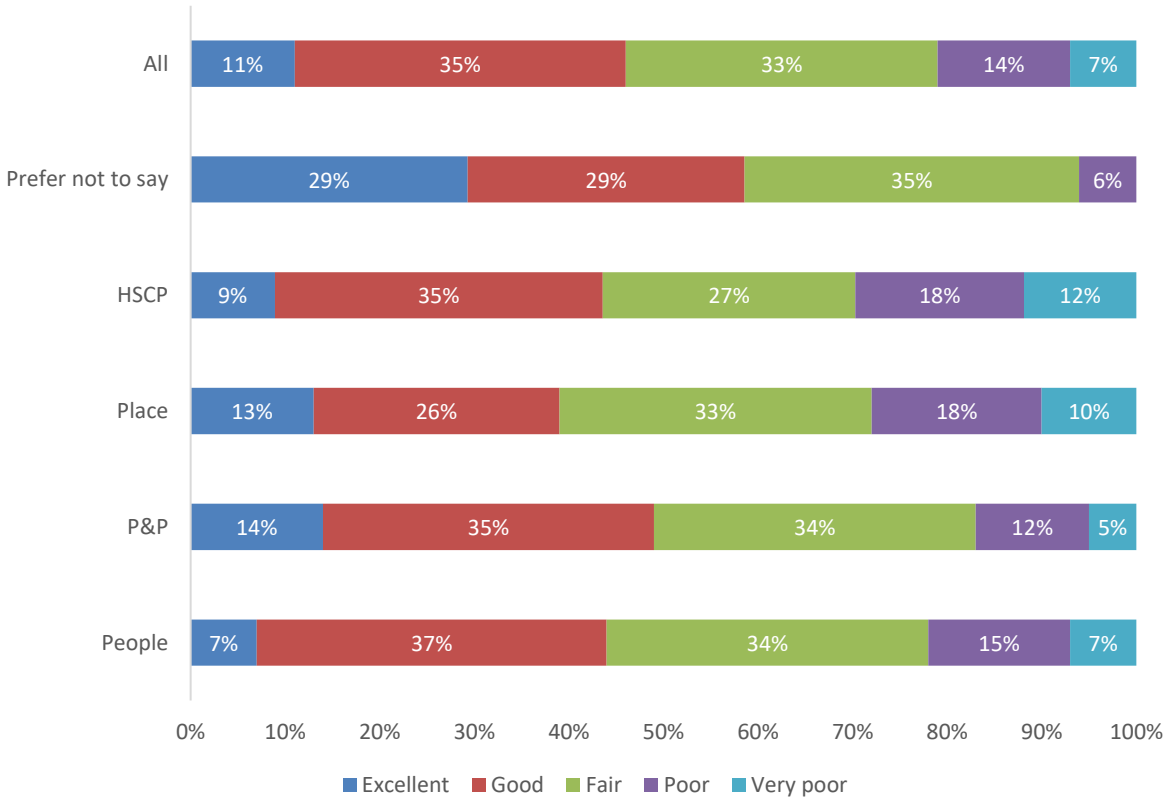
Figure 26: Rating of mental health (year on year trends)

Year	Excellent	Good	Fair	Poor	Very poor
2024	11%	35%	33%	14%	7%
2023	12%	31%	37%	16%	5%
2021	10%	35%	37%	15%	4%
2020	9%	41%	34%	11%	4%
COVID-19 Survey	10%	44%	36%	8%	2%
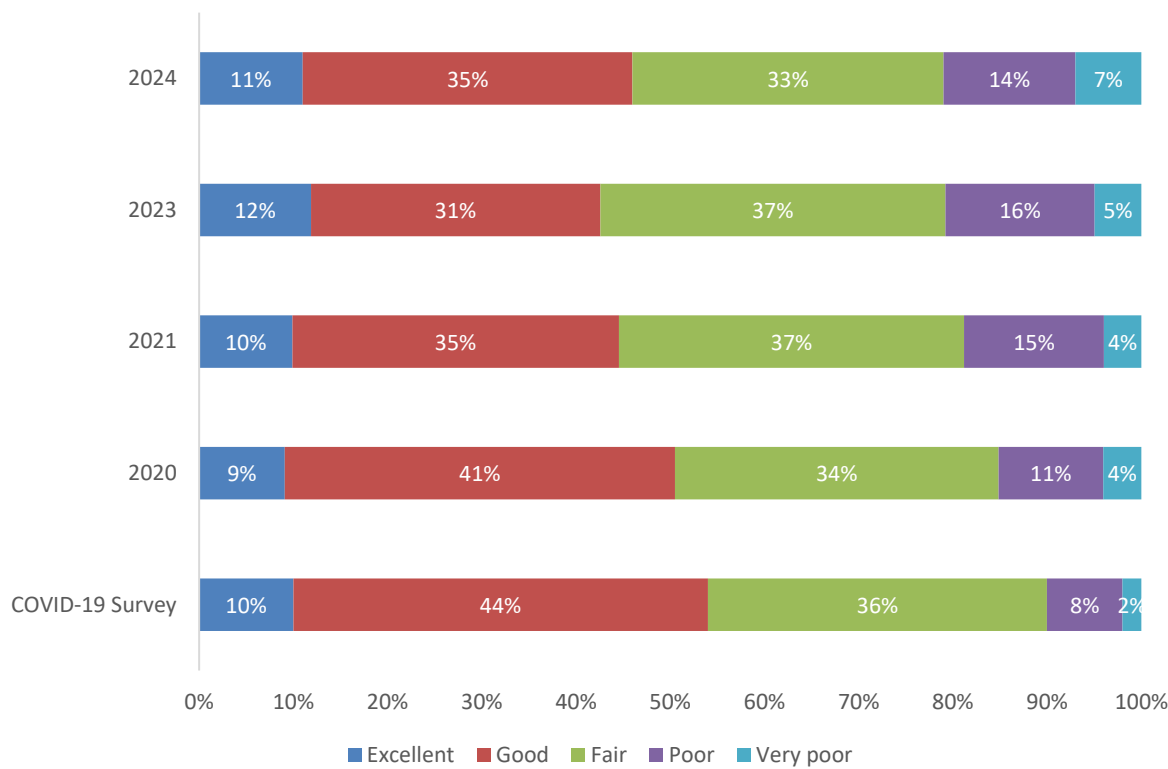
1.53 Overall, 21% of employees who responded to the survey rated their mental health as from 'poor' to 'very poor'. (**see figure 25**). There are statistical variations across Directorates, which should be noted, however the low response rate (with a significant skew in result to the People Directorate) may result in a less accurate picture of staff mental health when compared to last year.

1.54 When reviewing the mental health of employees on an annual basis, as per **figure 26**, there has been a 3 percentage point increase in employees rating their mental health as either 'excellent' or 'good'. However, as with all questions within the data set, the low response levels may create a less accurate picture of mental health across the Council.

21

Figure 27: How would you rate your physical wellbeing right now?

	Excellent	Good	Fair	Poor	Very poor
All	6%	43%	36%	11%	4%
Prefer not to say	24%	35%	35%	6%	0%
HSCP	6%	32%	41%	9%	12%
Place	3%	46%	33%	15%	3%
P&P	8%	41%	43%	7%	1%
People	5%	46%	32%	13%	4%
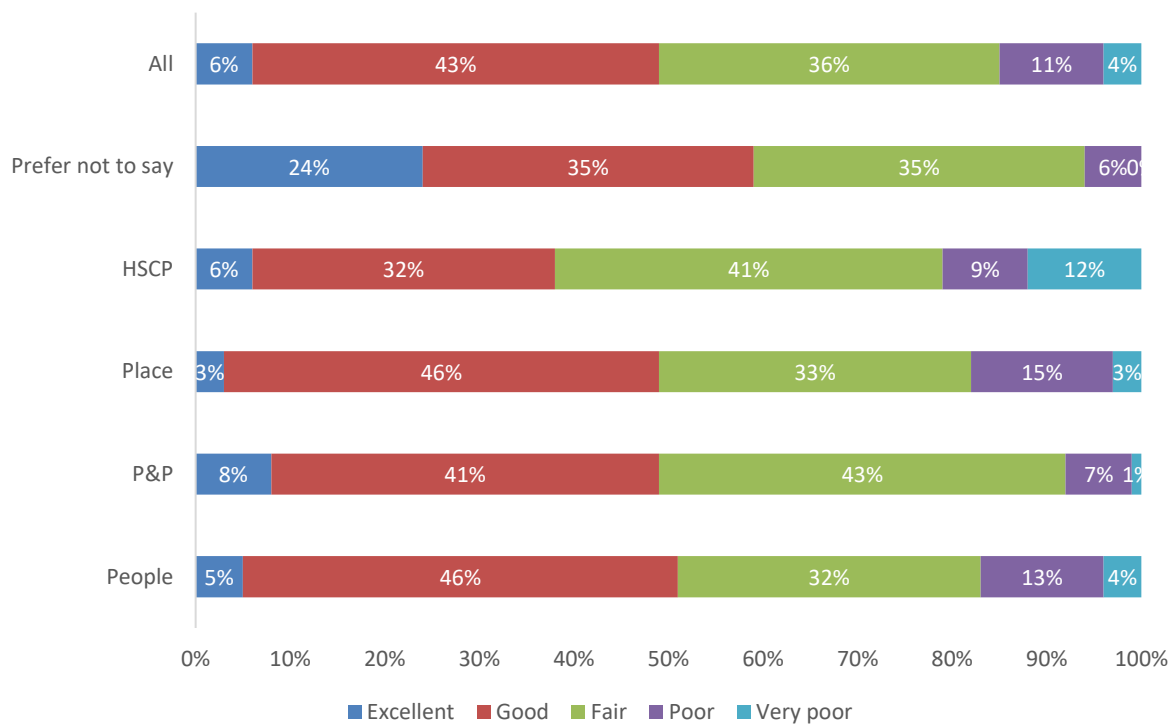
1.55   85% of respondents have rated their physical wellbeing as being 'excellent', 'good', or 'fair' (see **figure 27**). As with other questions there remains statistical variations in Directorate responses, with P&P having the highest level of positive response (51%), or 92% if including the 'fair' indicator.

1.56   Overall, responses to survey questions around both mental and physical wellbeing show the importance of both continuing, and developing wellbeing supports for staff. The re-establishment of the Healthy Working Lives group has been critical in this regard, with the group identifying key themes and promotional areas which not only seek to address issues where they become apparent but take a preventative approach which will ensure the positive physical and mental wellbeing of staff across all directorates.

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Other Comments

1.57   The survey also gave employees the opportunity to add any further written comments regarding their wellbeing, their work, or communication. These were collected over two questions, namely 'Do you have any suggestions which would improve working in your team or the wider Council', and 'Do you have any further comments'.

1.58   All free text responses to the questions were read, in full, and themed accordingly. A total of 255 valid free comments were received across all Directorate areas[3]. It should be noted that free text responses are non-attributable to service areas, or individual responses.

1.59   Many responses highlighted issues with **communication** within the Council. Respondents fed back on a perceived lack of transparency and timely information sharing, leading to confusion and frustration across some directorates. Allied to this was a feeling that better communication could help with concerns around **job security** and organisational changes, where a lack of information was creating uncertainty in teams.

1.60   Feedback from free text responses also saw respondents note concerns around lack of adequate **resources or equipment**, with some noting the perceived use of out-dated hardware. In addition, there were concerns noted around issues with accessing timely IT support, having insufficient laptops, and obsolete devices which hindered productivity.

1.61   There were numerous mentions across free text responses in relation to **staffing levels** and the impact it has on workload and staff morale. Staff also commented on a lack of **work-life balance** due to this issue, resulting in feelings of stress, burnout, and a negative impact on overall mental wellbeing.

1.62   In terms of **leadership & development,** comments reflected a perceived disconnect between senior management and frontline employees. There were also comments around a lack of trust, and micro-managing from some leaders. Feedback also talked of the need for more visible and supportive leadership with the Council, as well as better decision making which sought the input of staff (although this does sit at odds with general survey feedback where 73% of respondents found their leaders to be visible).

1.63   Many staff reflected on the desire for more **training and development**, and that current training programmes were inadequate, and therefore did not address their professional growth requirements. Allied to this, staff also commented on the want for more **collaboration and teamwork** opportunities, citing siloed working as a barrier to achieving better outcomes.

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[3] Comments were deemed 'invalid' where they included no substantive content, e.g. 'n/a', 'No', or 'no comment'.

What Next?

2.0   Whilst there is some variation in employment engagement across directorates, survey data indicates that overall engagement is more likely to be linked to an employee's views on specific aspects of their work (e.g. equipment, communication or training), rather than the directorate or team they work in, their current working environment or their length of employment with the Council.

2.1   Specifically, survey analysis has identified the following key drivers of engagement, and as such provides an insight into possible areas where performance should be maintained, with areas where potential performance improvement should be considered.

Figure 29: Drivers of engagement

Areas correlating with positive employee engagement (potential areas to maintain performance)
I feel that I am treated with dignity and respect within my team
I feel as sense of achievement for the work I do
I feel confident in raising issues or dangers where I see them
Areas correlating to less positive engagement (potential improvement areas)
I feel valued for the work I do
I have the tools I need to do my job effectively
I am given time to access learning and development opportunities
I am able to work flexibly

2.2   Moving forward it is essential that these results are discussed and communicated across a range of channels, both to address perceived challenges and acknowledge the input and time which staff have given to creating this important feedback.

2.3   As such, a series of events and forums will be taken forward including:

- Staff / Trade Union Staff Survey Forum (to analyse and make recommendations for development
- SLF / TLF[4] sessions to feedback results and seek input from management
- Internal communication of results across various channels including but not limited to Intranet and CONNECTED magazine articles, toolbox talk feedback, and video based feedback.

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[4] SLF – Senior Leadership Forum / TLF – Team Leaders Forum

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ANNEX A: FULL TABULAR RESULTS

MY WORK

	AGREE	DISAGREE	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
I am given the opportunity to make decisions relating to my role	66%	20%	21%	45%	14%	13%	7%
I feel valued for the work I do	58%	28%	16%	42%	14%	19%	9%
I feel a sense of achievement for the work I do	71%	13%	23%	48%	16%	7%	6%
I feel that I am treated with dignity and respect within my team	76%	14%	34%	42%	11%	9%	5%
I am clear about how I contribute to the organisation's goals	71%	12%	23%	48%	17%	7%	5%
I have all the tools I need to do my job effectively	46%	39%	9%	37%	16%	26%	13%
I am given access to learning and development opportunities within my role	64%	18%	13%	51%	18%	12%	6%
I am given the time to access learning and development opportunities	46%	30%	7%	39%	24%	20%	10%
I feel confident in raising issues or dangers where I see them	78%	15%	29%	49%	11%	9%	6%
I feel safe to voice ideas, or suggest new ways of working	69%	17%	21%	48%	14%	10%	7%
I receive feedback or acknowledgement on issues raised or highlighted	56%	24%	14%	42%	21%	8%	16%
I have experienced bullying and harassment from a colleague	17%	72%	6%	11%	11%	29%	43%
I have experienced bullying and harassment from a manager	15%	73%	6%	9%	13%	28%	45%
I have experienced bullying and harassment from an Elected Member	3%	88%	0%	3%	9%	34%	54%

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FLEXIBLE WORKING

Flexible working is when you have some choice and control over when, where and how much you work, to help you balance your work and home life. There are lots of different types of flexible working e.g. hybrid working, part time hours and being able to change your start and finish times. For frontline workers, flexible working also includes things like being able to swap shifts and having an input to rotas

	YES	NO	Not sure
Based on this description, do you work flexibly at the moment?	46%	49%	4%

	Very happy	Happy	Neither happy nor unhappy	Unhappy	Very unhappy
How happy are you with your current work life balance?	18%	38%	22%	15%	7%

COMMUNICATION

	AGREE	DISAGREE	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
I am kept up to date with what is happening in my team, and around the organisation	56%	28%	14%	42%	16%	18%	10%
I have enough contact with my manager / supervisor / chargehand	70%	18%	28%	42%	12%	11%	7%
My team communicate well together	65%	19%	25%	40%	16%	12%	7%
Leaders in my area are visible, and I know who they are	73%	16%	30%	43%	11%	9%	7%
I have access to information about what's happening around the Council at my place of work	56%	22%	11%	45%	23%	13%	9%

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COMMUNICATION (CONT)

	Yes	No
My manager has had a Constructive Conversation meeting with me (or my team)	71%	29%

	Yes	No
Are you familiar with the Council's vision and values?	75%	25%

HEALTH & WELLBEING

	AGREE	DISAGREE	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
I know where to find support for my health, safety, and wellbeing	70%	15%	19%	51%	14%	11%	4%
I am able to easily access wellbeing supports once I have found them	44%	15%	11%	31%	44%	11%	4%
The wellbeing support I have accessed have been useful	19%	11%	6%	13%	70%	7%	4%

	Excellent	Good	Fair	Poor	Very poor
How would you rate your mental health right now?	11%	35%	33%	14%	7%
How would you rate your physical wellbeing right now?	6%	43%	36%	11%	4%

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CLACKMANNANSHIRE COUNCIL

Report to: Audit & Scrutiny Committee

Date of Meeting: 17 April 2025

Subject: Council Financial Performance 2024/25 as at December 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 December 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 underspend of £(2.431)m for the year to 31 March 2025, including £(0.945)m to be earmarked and carried forward to 2025/26;

2.1.2 the Clackmannanshire element of the Health and Social Care Partnership (H&SCP) forecasted overspend of £5.686m, 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 £(10.020)m, with proposed carryforward of £8.906m

2.1.5 progress to date in delivering the £5.383m approved savings programme, currently forecast to achieve £4.896m, 90.9%, 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 31 December 2024 the General Fund is forecasting an underspend for the year of £(2.431)m, this is a favourable movement of £(2.485)m from the £0.054m overspend reported as at September. The forecast underspend includes £(0.945)m in respect of ringfenced funds and underspends on specific projects that require to be earmarked for future years. After accounting for these earmarked funds, there is a projected year end contribution to reserves of £(1.486)m.

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 underspend is made up as follows:

- People Directorate - £(0.410)m underspend, movement £(0.295)m. The underspend includes £0.601m in relation to DSm to be earmarked for 2025/26. Management action continues to be taken to maintain the downward spend trend.

- Place Directorate - £(1.224)m underspend, movement £(0.651)m. Management action has been taken to maintain the downward spend trend.

- Partnership & Performance Directorate - £(0.809)m underspend, movement £(0.982)m. Underspend includes £(0.390)m for staffing after offset of £0.350m attributable to VS savings that are not able to be achieved, and Management action has been taken to maintain the downward spend trend.

- Chief Executive and Corporate Services - £0.013m overspend, movement £(0.556)m with favourable movement in capital financing of £(0.320)m due to less borrowing and favourable interest rates. The overspend within Corporate services includes centrally held savings to be achieved within the individual services and the favourable movement reflects late additional funding of £(0.203)m for pay which will be distributed at year end.

4.3   The above forecast position includes the Single Status pay award for 2024/25 which has now been paid to staff.

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. The positive reduction in forecasted spend and the resulting forecasted underspend reflects the management action taken as result of these measures.

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 December 2024, £8.285m has been allocated to spend for 2024/25 leaving a balance of £14.957m as set out in the table below:

Earmarked Reserve	Balance at 1 April 2024	Allocated spend as at December	Remaining balance
	£'000	£'000	£'000
Devolved School Management	(505)	400	(105)
Pupil Equity Funding	(560)	560	-
Ringfenced Housing Grants	(1,181)	100	(1,081)
Organisational Change fund	(198)	77	(121)
Other Miscellaneous Commitments	(1,891)	98	(1,793)
Employment fund	(515)	-	(515)
Transformation fund	(1,928)	215	(1,713)
COVID - General funding	(288)	288	-
COVID - Specific Funding	(251)	19	(232)
Specific Employability Funding	(523)	170	(353)
Developer Contributions	(816)	-	(816)
Ukranian refugee support	(599)	-	(599)
Homeless Accommodation	(1,950)	174	(1,776)
Service Concessions	(5,958)	-	(5,958)
Support 2024/25 budget	(6,079)	6,079	-
TOTAL	**(23,242)**	**8,285**	**(14,957)**

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 £5.686m based on the most recent financial information. This is a favourable movement of £(0.407)m from £6.093m overspend reported as at September. Details of the forecast variances that make up this overspend are shown in **Appendix 7.**

5.2 A report presented to the Integrated Joint Board (IJB) 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 was developed and areas identified as part of this plan were presented to the Integrated Joint Board (IJB) for consideration. Not all the options were agreed by the IJB and those that were agreed were estimated to reduce the forecasted overspend down to £11.456m. The need to continue to pursue all available efforts to reduce the level of overspend as far as possible was strongly emphasised to the Board.

5.4 The latest report to the IJB in March 205, estimated the overspend on the Integrated Budget of £10.406m which is an improvement of £1.050m on the previous projected overspend of £11.456m as a result of agreeing the recovery options.

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. The Chief Officer and the Chief Finance Officer for the IJB presented a request to fund the projected overspend to the Council's Chief Executive who subsequently presented a report to Council. After considering the various options set out in the Chief Executives report, Council agreed at its meeting on 20 March to make an additional contribution of £1.327m on the basis of a share of the projected overspend proportionate to the contribution made to the Integrated Budget, equivalent to 12% of the then reported overspend of £11.029m.

5.6 At the time of writing this report discussions are ongoing with the other two partners with regard to any contribution they are willing to make towards the 2024/25 overspend.

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 £1.605m 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 £23.767m.

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 December, spend is estimated to be £13.747m for the year resulting in an underspend of £(10.020)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 £(8.906)m.

6.3 The underspend of £(10.020)m has increased by £(4.508)m since that reported as at September. The main reason for this movement is the forecast underspend on the Wellbeing Hub project of £1.776m, which has been carried forward to 2025/26 **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	
Community Investment Strategy	12.742	5.911	(6.831)	Underspends on: - Clackmannan Regeneration £(0.890)m -project being reviewed - City Region Deal £(2.970)m due to delays in programme and associated City Region Deal resourcing £(0.208)m - Wellbeing Hub-Permanent £(1.776)m -and Wellbeing Resourcing £(0.208m) to be carried /forward to 2025/26 in line with more accurate phasing of requirements - Free School Meals equipment £(0.257)m additional grant from SG, to be carried forward if allowable.
Property	2.282	0.807	(1.475)	Underspends on: - Learning Estate option appraisals £(0.582)m to be carried forward - Kilncraigs roof £(0.202)m project complete. - Clackmannan Town hall £(0.151)m project complete under budget - Cemetery wall upgrade - projected carried forward of £(0.262)m

Roads	3.931	3.899	(0.032)	Underspends on: - Community Bus Fund project £(0.037)m to be carried forward to 2025/26
Land	0.877	0.612	(0.265)	Underspends on: - Kilncraigs stone preservation £(0.120)m to be carried forward - Renewable energy projects £(0.050)m to be carried forward to 2025/26 - Polmaise Transfer Station – work to be carried out by Stirling council in 2025/26
Fleet	0.578	0.425	(0.153)	Underspend on: - Vehicle Replacement £(0.153)m spend committed but may not take delivery until following year – carryforward to 2025/26
IT	3.091	1.902	(1.189)	Underspend on: - Digital Transformation and resourcing £(0.464)m - IT Network Switching £(0.300)m to be carried forward in line with revised approved plan for this project. - Social Care system £(0.080)m to be carried forward to 2025/26 - Tech Analogue to Digital £(0.054)m, implementation extended, carry forward to 2025/26 - M365 Resourcing Implementation £(0.028)m carry forward to 2025/26
Place Based Investment	0.266	0.191	(0.075)	Funding to be allocated.
Gross Capital Expenditure	**23.767**	**13.747**	**(10.020)**	
Allocation of Capital Funding	**(9.514)**	**(6.151)**	**3.363**	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. • City Region Deal £2.970 - Grant not being drawndown due to delayed spend. Carried forward to 2025/26 • Nature Restoration Fund £0.100m – grant withdrawn by Scottish Government • FSM £0.257m late allocation • Community Bus Fund £0.035m to be carried forward
Net Capital Programme	**14.253**	**7.596**	**(6.657)**	

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	1,731	1,517	-	214
Place	1,337	1083	114	140
Partnership & Performance	2,315	2296	12	7
Total Approved Savings	**5,383**	**4,896**	**126**	**361**
		90.9%	2.3%	6.7%

7.2   Saving P&PMGT06 of £107k for reduction in overtime has been reallocated across all directorates since last reported in September. This equates to an increase in People savings of £18k and Place savings of £107k.

7.3   The above table indicates that 90.9% of savings are likely to be achieved, with 2.3% forecast to be at risk and 6.7% 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 underspend of £(2.431)m for the year to 31 March 2025;

8.2   The Clackmannanshire element of the H&SCP is forecasting to overspend £5.686m for the year to 31 March 2025.

8.3   The General Fund Capital programme is forecast to underspend by £(10.020)m.

8.4   Of the £5.383m approved savings programme, £4.896m (90.9%) 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

Complies with relevant Council Policies. ☑

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 December 2024

Appendix 2 – Summary Savings by Directorate at December 2024

Appendix 3 – People Variances at December 2024

Appendix 4 – Place Variances at December 2024

Appendix 5 – P&P Variances at December 2024

Appendix 6 – Corporate Variances at December 2024

Appendix 7 – HSCP Variances at December 2024

Appendix 8 – General Fund Capital Forecast as at December 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　X (please list the documents below)　No

- General Fund Revenue & Capital Budget 2024/25

Author(s)

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Lindsay Sim	Chief Finance Officer	2022

Approved by

NAME	DESIGNATION	SIGNATURE
Chris Alliston	Strategic Director of Partnership & Performance	▆▆▆▆▆▆▆

Council Summary 2024/25

As at December 2024

	Annual Budget 2024/25 £'000	Forecast to March 2025 £'000	Variance Forecast to Budget £'000	Previous reported Variance At Sept £'000	Variance Movement Sept to Dec £'000
Directorate					
People	85,320	84,910	(410)	(115)	(295)
Place	35,327	34,103	(1,224)	(574)	(651)
Partnership & Performance	13,140	12,331	(809)	173	(982)
Directorate Expenditure	133,787	131,344	(2,444)	(515)	(1,928)
Corporate					
Corporate Centrally Held & Chief Executive	327	316	(11)	(10)	(1)
Corporate Services	(755)	(411)	344	579	(235)
Misc Services - Non Distributed Costs	1,100	1,100	0	0	(0)
	672	1,005	333	569	(236)
	134,459	132,349	(2,111)	54	(2,165)
less allocated to non general fund	(1,315)	(1,315)	(0)	0	(0)
	133,144	131,034	(2,111)	54	(2,165)
Add Requisitions from Joint Boards					
Central Scotland Valuation Joint Board	490	490	0	0	0
Corporate Expenditure	133,634	131,523	(2,111)	54	(2,165)
Add/Deduct					
Interest on Revenue Balances	(205)	(250)	(45)	0	(45)
Loans Fund Contribution	6,233	5,958	(275)	0	(275)
Contribution to Bad Debt Provision	100	100	0	0	0
General Fund Projected over/(under)spend	**139,762**	**137,331**	**(2,431)**	**54**	**(2,485)**
Health & Social Care Partnership	28,853	34,539	5,686	6,093	(407)
	168,615	**171,870**	**3,255**	**6,147**	**(2,892)**
Sources of Funding					
General Revenue Funding/Non-Domestic Rates	(133,252)	(133,252)	0	0	0
Council Tax	(25,547)	(25,547)	0	0	0
Contribution from Reserves	(1,531)	(1,531)	0	0	0
Contribution from Earmarked Reserves	(2,206)	(2,206)	0	0	0
Contribution from Commited Reserves	(6,079)	(6,079)	0	0	0
Total Funding	**(168,615)**	**(168,615)**	**0**	**0**	**0**

	Annual Budget 2024/25 £'000	Forecast to March 2025 £'000	Variance Forecast to Budget £'000	Previous reported Variance At Sept £'000	Variance Movement Sept to Dec £'000

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 £	Comments
P&PMGT03	P&P	HR & WFD	Chris Alliston	New Corporate Training Funding Model	Cash	86,000	86,000			86,000	On Track - Corporate Training Budget will be managed to existing budget
P&PMGT06	P&P	Multiple	Chris Alliston	Managed reduction of overtime budgets	Cash	4,170	4,170			4,170	On track, overtime being funded from vacancies
P&PMGT06	PEOPLE	Multiple	Lorraine Sanda	Managed reduction of overtime budgets	Cash	18,330			18,330	18,330	
P&PMGT06	Place	Multiple	Kevin Wells	Managed reduction of overtime budgets	Cash	84,476	84,476			84,476	On track, overtime being funded from vacancies
P&PMGT07	P&P	HR & WFD	Chris Alliston	Budget realignment	Permanent	950	950			950	Achieved - Budget re-aligned
P&PMGT12	P&P	Legal & Governance	Lee Robertson	Centralisation of Service Legal Budgets	Permanent	7,000		7,000		7,000	Will be monitored throughout year
P&PMGT14	P&P	Corporate	Lindsay Sim	Reduction in Pension Contribution following triennial valuation	Permanent	1,327,000	1,327,000			1,327,000	Achieved, pension contribution reduced
P&PMGT15	P&P	Partnerships &Transformation	Cherie Jarvie	Budget Realignment - safe drive stay alive	Permanent	3,000	3,000			3,000	Fully achieved costs being met by Education
P&PMGT19	P&P	Finance & Revenues	Lindsay Sim	Reduce SWF resource - vacant post	Permanent	33,000	33,000			33,000	Achieved, post will not be recruited to.
P&PMGT23	P&P	Finance & Revenues	Lindsay Sim	Review VJB SLA - inflationary uplift	Permanent	10,000	10,000			10,000	Achieved, SLA agreed for 2024/25
P&PMGT24	P&P	Partnerships &Transformation	Cherie Jarvie	Capitalisation of ICT posts supporting capital plan implementation	Permanent	62,500	62,500			62,500	Timesheets to be completed to recharge to capital
P&PMGT25	P&P	Corporate	Lindsay Sim	Reduction in Loans Fund interest charges	Cash	609,000	609,000			609,000	Q3 outturn showing achieved, will confirm at year end
PEMGT01	PEOPLE	Education	Adrienne Aitken	Change in contracted hours new ELC appointments	Permanent	52,843	52,843			52,843	On Track To Achieve
PEMGT02	PEOPLE	Education	Catriona Scott	Review of secondary education supply teaching staff budget	Permanent	100,000	100,000			100,000	On Track To Achieve
PEMGT03	PEOPLE	Education	Michael Boyle	Review of Devolved School Management	Cash	400,000	400,000			400,000	Achieved
PEMGT04	PEOPLE	Educational Psychology	Veronica Cully	Review of Education Psychology Management Structure	Permanent	20,000	20,000			20,000	On Track To Achieve
PEMGT05	PEOPLE	Education	Colin Bruce	Capitalisation of Project Manager for Digital Technology for Digital Rollout	Permanent	50,155	50,155			50,155	On Track To Achieve - post being charged to capital
PEMGT06	PEOPLE	CLD	Catriona Scott	Subscriptions budget for CLD	Permanent	2,000	2,000			2,000	Achieved
PEMGT07	PEOPLE	Sports and Leisure	Robbie Stewart	Review of Leisure Bowl budget	Cash	200,000	200,000			200,000	Achieved
PEMGT08A	PEOPLE	Sports and Leisure	Robbie Stewart	Review of Sports Development Service	Permanent	62,789	62,789			62,789	On Track To Achieve
PEMGT15	PEOPLE	Education	Michael Boyle	Delivering ASN School Transport - Budget realignment	Permanent	34,000	34,000			34,000	On Track To Achieve
PEMGT18	PEOPLE	Education	Lorraine Sanda	Alternative funding for SLA for Play Alloa	Permanent	15,685	15,685			15,685	Achieved
PEMGT19	PEOPLE	Education	Adrienne Aitken	Centralised ELC admissions	Permanent	228,505	228,505			228,505	On Track To Achieve
PLMGT02	Place	Trading Standards	Emma Fyvie	Trading Standards SLA Rebate	Cash	70,000	35,000		35,000	70,000	Unachievable as service provided by Stirling is now fully staffed
PLMGT06	Place	Development	Emma Fyvie	Building Standards Agency	Permanent	12,710	12,710			12,710	Achieved
PLMGT07	Place	Environment-Land	Iain McDonald	Land income - budget realignment	Cash	80,000	80,000			80,000	Achieved
PLMGT09	Place	Environment-Waste	Iain McDonald	Increased income from Recycling Paper/Card	Permanent	180,050	180,050			180,050	Achieved
PLMGT10	Place	Property	Alison Morrison	New target operating model for public buildings R&M	Permanent	109,800		109,800		109,800	To be monitored throughout the year
PLMGT11	Place	Development	Emma Fyvie	Redesign vacant Environmental Health Officer post to Technical Officer	Permanent	4,500	4,500			4,500	Achieved
PLMGT12	Place	Property	Alison Morrison	Rent Review/Service Charge Review	Permanent	19,612			19,612	19,612	Rental income not being achieved - £64k shortfall
PLMGT13	Place	Property	Alison Morrison	Revenue savings from Asset Disposal (Phase 1)	Permanent	12,600			12,600	12,600	Saving split across rates, insurance and energy. Not achieved as assets not yet disposed of
PLMGT14	Place	Property	Alison Morrison	Insurance Premium recharge to Commercial Tenants	Permanent	41,312			41,312	41,312	This has not yet been implemented. Lee Robertson has agreed to pay overtime for 2 officers to go through the leases, raise invoices and issue to tenants.
PLMGT15	Place	Environment - Land	Iain McDonald	Land Re-Design - Staff	Permanent	14,450			14,450	14,450	Restructure is complete. Staff member on redeployment, therefore still incurring cost.
Total Management Efficiency Savings 2024/25						**4,335,247**	**3,698,333**	**116,800**	**141,304**	**3,956,437**	

Policy 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	On track to be achieved
P&PPOL05	P&P	Legal & Governance	Lee Robertson	Income & Charging - Legal Admin Charge	Perm	2,000	2,000			2,000	On Track to achieve additional Income
P&PPOL07	P&P	Finance & Revenues	Lindsay Sim	Council Tax - Premium on 2nd Homes	Perm	55,000	48,000		7,000	55,000	£48k forecast to be achieved based on current numbers at March. A small number of properties have been sold.
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	Will be realised by the end of the year. No payments being made per process established in HR team
P&PPOL23	P&P	Legal & Governance	Lee Robertson	Income & Charging - Licensing	Perm	2,500	2,500			2,500	On Track to achieve additional Income
PEPOL06	People	Care & Protection	Sharon Robertson	Review of third sector funding for children's services	Perm	44,760	44,760			44,760	To be monitored throughout the year
PEPOL07	People	Care & Protection	Sharon Robertson	Introduce multiagency equipment storage and recycling facility	Cash	20,000	20,000			20,000	To be monitored throughout the year
PEPOL10	People	Support & Wellbeing	Robbie Stewart	Review of Leisure Services charges	Perm	40,000	40,000			40,000	On Track - Charges Increased 24-25
PEPOL15	People	Support & Wellbeing	Catriona Scott	Reduce CLD service	Perm	71,804	71,804			71,804	On Track to achieve
PEPOL09A	People	Support & Wellbeing	Robbie Stewart	Review of Leisure Services - Option A	Perm	127,899	127,899			127,899	On Track to achieve
PEPOL18A	People	Education & Learning	Veronical Cully	Option A - Reduction 1fte in Psychological Service	Perm	46,741	46,741			46,741	Achieved
PEPOL21	People	Education & Learning	Michael Boyle	Review of Primary Class Sizes	Perm	195,450	0		195,450	195,450	Unachieved - Management action taken to reduce number of classes across primary schools, however, due to the number of long term absences the saving has not yet been achieved, The service is committed to deliver the same level of saving elsewhere within its budget
PLPOL02B	Place	Property	Alison Morrison	Janitorial Service Redesign	Perm	33,500	33,500			33,500	Achieved
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	Achieved
PLPOL09	Place	Environment - Waste	Iain McDonald	Garden waste collection charge - increase from £45 to £48 (6.7%)	Perm	20,000	20,000			20,000	Achieved
PLPOL18	Place	Property	Alison Morrison	Property - Service Redesign	Perm	109,603	109,603			109,603	Restructure complete
PLPOL03C	Place	Property	Alison Morrison	School Meals income - 25p increase	Cash	46,689	42,689	4,000		46,689	To be monitored throughout the year
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	On track to achieve
PLPOL23D	Place	Environment	Iain McDonald	Reduce Forestry by one FTE	Perm	17,522			17,522	17,522	Service has started process, however postholder still in post. Compensatory savings being found within the service.
Total Policy Savings 2024-25						**1,047,668**	**818,696**	**9,000**	**219,972**	**1,047,668**	

People	1,730,961	1,517,181	-	213,780	1,730,961
Place	1,336,634	1,082,338	113,800	140,496	1,336,634
P&P	2,315,320	2,296,320	12,000	7,000	2,315,320
Total	**5,382,915**	**4,895,839**	**125,800**	**361,276**	**5,382,915**
	-	90.95%	2.34%	6.71%	-

People	Annual Budget 2024/25	Forecast to March 2025 as at Dec 2024	Variance Forecast to Budget at Dec 2024	Previous variance at Sept 2024	Variance movement Sept to Dec 2024	Narrative
	£000's	£000's	£000's	£000's	£000's	
Strategic Director	36	118	83	82	1	Forecast **overspend of £0.083m** reflects historic restructure saving not achieved £0.084m and staffing underspend (£0.001m) due to SD post 50% recharged to RIC April - May. The **movement of £0.001m** relates to Insurance now forecast on Actual
Support & Wellbeing						
Customer Services	632	575	(57)	(35)	(22)	Libraries & Customer services: - **£(0.057)m underspend** due to staffing vacancies and staff turnover £(0.073)m, Supplies & Services £(0.006)m partly offset by forecast overspend of £0.022m in service charges for card machine terminals. The **movement of (£0.022m)** relates to further staff turnover (£0.012m), additional budget for 2024/25 Pay award £(0.006)m and reduction in forecast spend on Supplies & Services £(0.004)m.
Leisure & Sports Development	956	678	(278)	(202)	(76)	Sports Development: **£(0.110)m forecast underspend** - £(0.071)m Swimming (excess Budget), Discontinued Programs £(0.044)m, Ski Centre £0.020m additional maintenance and various other variances across Sports Programs of £(0.015)m Leisure: **£(0.168)m forecast underspend** - £(0.156)m underspend in Wellbeing Hub operating costs/Subsidy not required at this time and non staffing underspends £(0.012)m. The **movement of £(0.076)m** is mainly Swimming Programs additional income £(0.010)m, Additional Budget 2024/25 pay award £(0.025)m, Increase In forecast Leisure Income £(0.050)m which is partially offset by Sking income reduction due to closure £0.008m & various minor variances totalling £0.001m.
Total Support & Wellbeing	**1,589**	**1,253**	**(335)**	**(237)**	**(98)**	
Education & Learning						
Devolved Schools	38,896	38,296	(601)	(661)	60	Devolved Schools are reporting an **underspend of £(0.601)m.** This consists of £(0.796)m forecast underspend within Primary schools - staffing turnover and vacant posts. A underspend of £(0.032)m within Secondary schools consists of staffing £(0.192)m underspend vacant posts & turnover and per capita £0.160m overspend. ASN is forecasting **an overspend of £0.226m** - consisting of an overspend in staffing £0.069m, per capita of £0.056m and external placement income shortfall £0.101m. Early Years per capita is currently forecasting a minor **overspend of £0.001m.** The **movement of £0.060m** mainly relates to Secondary schools staffing previously assumed funded within Family Wellbeing Partnership . 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.
Early Years	10,452	10,581	129	138	(9)	Early Years are forecasting an **overspend of £0.129m.** Kidzone out of school care £0.018m overspend due to shortfall in income and additional staffing costs (Janitors overtime), there is a review of fees ongoing to rectify shortfall. Mainstream Nursery provision is currently **forecasting an overspend of £0.111m.** Additional income for Out Of Hours Care £(0.049)m and EAC funded provision £(0.135)m, supply costs £0.022m overspend, staff turnover £(0.034)m underspend, Partner Nursery providers are forecast to overspend by £0.199m, there is a shortfall in "review of operating models "23-24/24-25" saving of £0.108m. The **movement** of £(0.009)m is due payments to Partner Nurseries £0.032m, Nursery meals increase in numbers £0.019m, Supply Costs £(0.016)m additional EAC funding £(0.035)m additional Income £(0.009)m
ASN Non Devolved	7,367	7,519	153	114	39	ASN Non Devolved is forecasting an **overspend of £0.153m**. Accessibility Strategy £0.006m overspend (demand led expenditure), Learning Assistants have a forecast overspend of £0.050m (£0.123m, staffing part offset by drawdown of covid consequential funding £(0.073)m), overspend of £0.084m in other ASN staffing and various non staffing variances totalling £0.013m. Overall overspend position reflects trends in previous years of increasing pressures on ASN budgets in both Devolved & Non Devolved areas. The **movement** of £0.039m is additional staffing Learning Assistants £0.026m, Travel escorts £0.014m, other ASN teams £0.007m part offset by reduction in forecast expenditure in Accessibility Strategy £(0.008)m
Primary Non Devolved	2,415	2,803	388	493	(105)	Primary Non Devolved is reporting an **overspend of £0.388m** due to; staff turnover / vacancies £(0.058)m, Teachers Supply costs overspend £0.172m (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 part mitigated by drawdown of remaining DSM earmarked reserves £(0.105)m, additional AY teaching requirement for Primary Classes £0.057m and various other minor £0.009m **The movement** of £(0.105)m is drawdown of remaining DSM earmarked reserves to partially offset unachieved Primary staffing saving.

People	Annual Budget 2024/25	Forecast to March 2025 as at Dec 2024	Variance Forecast to Budget at Dec 2024	Previous variance at Sept 2024	Variance movement Sept to Dec 2024	Narrative
	£000's	£000's	£000's	£000's	£000's	
Secondary Non Devolved	2,051	2,033	(19)	(27)	8	Secondary Non Devolved is reporting an **underspend of £(0.019)m**. Gaelic (Pupil Transport) £0.011m overspend, Teachers Supply costs underspend £(0.057)m, Music Instructors £0.032m overspend in staffing, various other minor variances totaling £(0.005)m. **The movement** of £0.008m relates to an increased forecast for Teachers Supply costs
Pupil Equity Funding	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.
Business Management	803	810	6	11	(5)	Business Management is forecasting **an overspend of £0.006m**, historic saving Head Of Education post re-instated £0.052m, partially offset by vacant post, staff turnover & funded posts (£0.046)m. **The movement** of £(0.005)m relates to staffing (additional budget for Chief Officers Pay Award)
Other Areas	850	746	(105)	(99)	(6)	In other areas, Psychology Service £0.000m, School Crossing Patrols Officers £(0.012m) and CLD £(0.093)m combine **to an underspend of £(0.105)m** being, Crossing Patrol Staffing (£0.012)m, CLD staffing £(0.085)m and Holiday Programs £(0.010)m . **The movement of** £(0.006)m relates to Holiday Programs with no further spend £(0.010)m and additional staff costs of £0.004m
Education & Learning Total	**65,058**	**65,010**	**(48)**	**(31)**	**(17)**	
Care & Protection						
Children's Commissioned Services	750	750	0	(42)	42	Spend in line with budget and spending plan, movement due to updated forecast.
Corporate Parenting	7,344	6,812	(532)	(154)	(378)	Corporate Parenting is forecasting **an underspend of £(0.532)m** which is **a movement of £(0.378)m**: **Family Placement Team**: Adoption Payments overspend of £0.150m - more placements than budgeted, backlog of care planning due to Covid; Respite Care overspend of £0.039m - due to use of respite care as alternative not in place for foster place break downs and increase in emergency respite, Professional Fees overspend of £0.020m, Staffing costs underspend of £(0.060)m due to delays in recruitment, Legal fees underspend of £(0.056)m- Originally 4 placement Fees but reduced to 3, Fostering & Kinship Payments underspend of £(0.032)m - internal fostering provision, Other Local Authorities fostering payments underspend of £(0.032)m - Children placed out with the Authority. Movement of £(0.054)m relates to a reduction in expected legal adoption fees. **Kinship**: Kinship payments overspend of £0.125m - relating to residency orders, due to an increase in kinship placements Various small overspends £0.008m including pupil transport, professional fees and legal fees. Kinship payments underspend of £(0.338)m relating to overspend above in residency payments. Increase in Resident orders equates to a decrease in Kinship Payments. Movement of £(0.063)m relates to reduced kinship payments and other small variances. **External Foster Care:** Underspend: £(0.047)m External Fostering Costs Only - Forecast based on 50 Placements . Movement of £(0.208)m due to additional staffing funding **Throughcare/Aftercare:** Other Agencies Payments overspend of £0.030m - flat rented in Clacks, partly offset by Home Office funding Payments to Individuals overspend of £0.025m - Payments to Young People Payments to Other Local Authorities overspend of £0.019m - Rent for an Individual outwith the area Other Council Accounts overspend of £0.012m- Young People with their own tenancies being supported by tcac service Staffing costs underspend of £(0.058)m - due to maternity leave. Movement of £0.014m relates to other agencies payments £0.029m offset by £(0.015)m payments to individuals. **Childrens Unit:** Staffing overspend of £0.101m; due to additional absence cover and changes in contractual provisions during the year such as sleepover payments, post regrading not previously budgeted. Other costs overspend of £0.014m, Pupil and Transport overspend of £0.005m Movement of £0.033m relates to increased agency and miscellaneous small variances. **Other:** Unaccompanied Young Asylum Seekers Other Income of £(0.250)m - used to offset against the budgets where unaccompanied young people staying at Woodside Childrens unit, this is a movement of £(0.100)m on previously reported income. £(0.208)m increase in Budget for childrens pay -added to Budget for uplift in Providers Rates - to be vired as follows: £(0.164)m Other Residential - Private Residential Homes, £(0.028)m Disabilities - Home Care, £(0.010)m Disability SDS, £(0.006)m Other Agency Payments

People	Annual Budget 2024/25	Forecast to March 2025 as at Dec 2024	Variance Forecast to Budget at Dec 2024	Previous variance at Sept 2024	Variance movement Sept to Dec 2024	Narrative
	£000's	£000's	£000's	£000's	£000's	
Fieldwork Children And Families						Fieldwork Childrens and Families **overspend of £0.122m and movement of £0.038m:** **Initital Assessment Team:** Staffing costs are overspent by £0.035m due to use of agency staff to fill vacancies, also linked to SCIM - deliver new model with no additional funding Payments to Other Local Authorities are overspent by £0.026m relating to SCIM costs payable to Falkirk Council and overspend of £0.004m for staff travel. Movement of £0.026m for above payment for SCIM. **Long Term Team:** Overspends relating to Pupil and Client Transport £0.026m, legal fees £0.015m, ASP Co-ordinator Professional Fees - cost of Independent Chair, Clacks and Stirling Adult Support and Protection Committee £0.015m and section 22 payments £0.004m These are partially offset by underspends in staffing costs £(0.018)m with vacancies and absence being filled by agency staff. Movement of £0.025m relates to agency costs, transport and proefessional fees. **Training:**£0.014m on unachieved income, movement of £(0.010)m due to recharge of staffing costs Other small movement £(0.002)m
	1,732	1,854	122	84	38	
Residential Placements						Residential Placements **overspend of £0.348m, movement of £0.135m:** **Residential Placements:** Payments to Educational Establishments overspent by £0.442m and movement of £0.026m - Forecast based on 4 current 39 week education only placements plus 4 current 52 week combined care and education placements, an assumption of 5% uplift has been applied to each placement not yet confirmed by placement providers. Payments to Other Local Authorities educational needs are overspent by £0.032m and movement of £0.015m - 1 additional care package and classroom support and travel Payments to Private Residential Homes are underspent by £(0.121)m and movement of £0.086m- Based on 5 current placements **Continuing Care:** Payments for Continuing Care Supported Accommodation are underspent by £(0.006)m - Step Up, Residential, External Fostering - note demand linked to repurposing of budget to support vardy developments. Movement of £0.028m relates to reduced other income and £(0.021)m amended to incorporate 7 step up placements. Other small variance £0.001m
	3,791	4,139	348	213	135	
Management and Support						Management and Support **underspend £(0.056)m and movement of £(0.047)m:** due to underspends in staff costs of £(0.078)m, professional fees £(0.008)m, additional income £(0.020)m and small variances of £(0.004)m, offset partially by overspends in agency £0.008m and payments to other Local Authorities £0.046m Movement:£(0.047)m relates to additional pay funding £(0.053)m and other small overspends totalling £0.006m
	1,040	984	(56)	(9)	(47)	
Permanence Team						Permanence Team **overspend £0.098m and movement of £(0.052)m:** Staff costs are showing as overspent by £0.081m, this is a misscoding and will be corrected for next report, should be Disability Team in Early Intervention, Legal expenses are overspent by £0.013m and have moved by £0.012m and staff travel by £0.003m, there is also a small variance movement of £0.001m. Agency costs have had a favourable movement of £(0.065)m.
	202	300	98	150	(52)	
Early Interventions						Early Intervention **underspend £(0.071)m and movement of £0.101m:** **Whole Family Wellbeing Fund:** Staffing overspend of £0.054m - this post is covered from WFWF funding for 1 year with a 3 month extension covered from underspend in CWD Staffing, movement of £0.053m in payments to voluntary organisations **Disability Team:** Unrealised income of £0.033m Income from NHS due to delay in processing from NHS and a slight reduction in packages Staffing costs are underspent by £(0.073)m due to staff member being costed in Permanence Team, movement £0.034m, CWD Payments across Respite, Payments to Other Agencies and Payments to NHSFV (Complex Care) underspent by £(0.064)m, Equipment underspend across CWD £(0.020)m and Self directed support underspend by £0.012m and movement of 0.035m in payments to individuals. Movement of £0.010m due to unrealised income, reduction in payments to third parties £(0.019)m **Planning & Commissioning:** Overspend and movement in payments to other organisations £0.009m Health Authorities Central Carers Association 2024/25 HSCP - would have been Childrens Commissioned Services before - shared contract with HSCP Other small variance movements £(0.001)m
	1,855	1,784	(71)	(172)	101	

People	Annual Budget 2024/25	Forecast to March 2025 as at Dec 2024	Variance Forecast to Budget at Dec 2024	Previous variance at Sept 2024	Variance movement Sept to Dec 2024	Narrative
	£000's	£000's	£000's	£000's	£000's	
Community Justice						Community Justice **underspend £(0.027)m and movement of £(0.027)m:** **Social Services Community Justice:** Staffing underspend of £(0.013)m, payments to voluntary organisations overspent by £0.007m and movement of £(0.027)m offset by additional funding for shared costs with Housing £(0.028)m and other small overspends of £0.002m. **Violence Against Women & Girls:** Staffing overspend of £0.016m, Staff training overspend of £0.002m, partially offset by other Local Authority income received £(0.013)m.
	327	300	(27)	0	(27)	
Criminal Justice Service						Criminal Justice Service **overspend £0.008m and movement of £0.007m:** Majority of spend is grant funded, minor overspend and movement across various cost centres
	1,597	1,605	8	1	7	
Total Care & Protection	18,638	18,528	(110)	71	(181)	
Directorate Total	85,320	84,910	(410)	(115)	(295)	

Place	Annual Budget 2024/25	Forecast to March 2025 as at Dec 2024	Variance Forecast to Budget at Dec 2024	Previous variance at Sep 2024	Variance movement Sep to Dec 2024	Narrative
	£'000	£'000	£'000	£'000	£'000	
Strategic Director	226	200	(26)	(58)	32	Directorate 2023/24 VS saving forecast to be partly achieved
Development	2,078	1,568	(511)	(50)	(460)	**Planning and Building standards:** £(0.087)m underspend and movement£(0.074)m in staffing costs due to delays in recruitment. **Economic Development:** £(0.332)m underspend and movement of £(0.285)m due to external funding (UKSPF)of salary costs and an underspend in client amenities. Movement due to updated forecasts **Environmental Health:** £(0.071)m underspend and movement of £(0.023)m due to staffing vacancies. **Trading Standards:** £0.037m overspend, no movement due to higher than budgeted costs from Stirling Council, previously the team was running with vacancies but these have all been filled resulting in a higher charge. **Energy and Sustainability:** £(0.013)m underspend and movement of £(0.034)m £(0.026)m underspend, £(0.011)m movement in Countryside rangers due to staffing; £0.013m overspend and movement due to RSPB spend for agreement between Stirling and Falkirk for Climate Forth and Inner Forth Future Partnership and gatekeeper costs for Gartmorn Dam; £(0.036)m movement due to budget realignment for LHAEES and climate change. **Implementation:** £(0.044)m underspend and movement due to staffing vacancies.
						Fleet: £(0.123)m underspend and movement of £(0.004)m £(0.028)m underspend on tyres due to less wear and tear; £0.015m overspend, £0.001m movement in insurance due to increased costs £(0.100)m underspend, £(0.005)m movement due to increased income from avoidable repairs and recharges to HRA, Criminal Justice & Education £(0.007)m underspend in Computer Software Maintenance £(0.003)m various small underspends. **Land:** £0.074m overspend and movement of £(0.075)m: £(0.149)m underspend, £(0.128) movement due to staffing; £(0.080)m underspend, £0.050m movement due to increased income for internal work carried out. This offsets £0.062m unachieved income for factoring work no longer carried out; £0.253m overspend and movement of £0.035m in contractor costs as a result of high vacancies and increase in work undertaken by external providers; £0.051m overspend and movement of £(0.032)m on materials, short term vehicle hire and equipment due to increase in work carried out.

Place	Annual Budget 2024/25	Forecast to March 2025 as at Dec 2024	Variance Forecast to Budget at Dec 2024	Previous variance at Sep 2024	Variance movement Sep to Dec 2024	Narrative
	£'000	£'000	£'000	£'000	£'000	
						Roads: £0.043m overspend, and movement of £(0.009)m:
						£(0.042)m underspend and movement in footways and paths due to a reduced level of work carried out
						£0.067m overspend in Street Lighting Power Electricity due to increased prices
						£0.011m overspend and movement on Winter Maintenance as a consequence of adverse weather
						£0.007m overspend and movement on wall repairs
						£0.015m movement budget realignment.
						Transportation: £(0.182)m underspend, and movement of £(0.121)m:
						£(0.126)m underspend and movement of £(0.062)m in staffing costs as a result of a delayed recruitment to vacancies;
						£(0.056)m underspend and movement due to additional income from electrical vehicle charging points.
						Waste: £(0.101)m underspend and movement of £0.134m:
						£(0.377)m underspend and movement of £(0.005)m due to increased waste income (92% additional income is internal)
						£(0.048)m underspend and movement of £0,045m in staffing costs due to vacancies
						£(0.045)m underspend and movement of £(0.040)m on waste treatment routes
						£(0.021)m underspend and movement of £(0.001)m on equipment purchases
						£(0.006)m underspend and movement of £0.054m on various expenditure areas
						£0.260m overspend and movement of £0.059m on contractor spend as a result of work being carried out on the building at HWRC Forthbank and the gas explosion earlier in the year;
						£0.115m overspend, no movement on Transfer Loading Station at Polmaise;
						£0.020m overspend and movement of £0.015m due to legal fees for Bioban invitation to tender;
						£0.001m overspend and movement of £0.007m on various small spend.
Environment	9,747	9,458	(290)	(232)	(57)	
						ASBO/CSP: £(0.081m) underspend and movement of £0.017m
						£(0.129)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 Registeration income higher than original budget assumption
						£(0.003)m Computer software
						£(0.002)m mileage
						£0.052m Housing support team income from other council accounts lower than originally anticipated
						£0.017m severance payment previously forecast at £0.033m - to be recharged centrally
						Homeless & Specialised Accom: £(0.143)m underspend, no movement:
						£(0.138)m Homeless prevention fund
						£(0.234)m net surplus homelessness position between rents and B&B supported accomodation 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
						£(0.015)m additional funding for temporary accomodation received in settlement funding
						Housing and Community Safety: £(0.011)m underspend, movement £(0.005)m
						£(0.012)m Employee Management Costs budget will not be utilised before year end
						£0.001m other small variances
						Resettlement Programmes: £(0.062)m underspend, movement £0.000m due to timing of Earmarked Reserves drawdown and spending Ukranian grant fund, additional in year funding of £(0.053)m received as part of local goverment settlement, will be earmarked for 2025/26
						Strategic Housing Authority: £(0.008)m, no movement
						£(0.005)m Other income in affordable housing received, not previously budgeted;
						£(0.002)m Printing budget expected not to be utilised.
Housing	426	120	(305)	(216)	(90)	

Place	Annual Budget 2024/25	Forecast to March 2025 as at Dec 2024	Variance Forecast to Budget at Dec 2024	Previous variance at Sep 2024	Variance movement Sep to Dec 2024	Narrative
	£'000	£'000	£'000	£'000	£'000	
Property	22,850	22,757	(93)	(17)	(76)	**Catering:** £(0.034)m underspend and movement of £(0.002)m due to staffing. **Building Operations:** £0.021m overspend and movement of £(0.011)m: £(0.384)m underspend, no movement on repairs and maintenance; £(0.019)m underspend and movement within office moves; £0.258m overspend no movement on utilitites due to increase in cost; £0.166m overspend and movement of £0.008m within other council accounts property admin. **Facilities:** £(0.183)m underspend and movement of £(0.124)m due to staffing. **Rental Income**: £0.103m overspend and movement of £0.061m due to decrease in rental income and unachieved saving for recharge of insurance premiums.
Directorate Total	35,327	34,103	(1,224)	(574)	(651)	

Partnership & Performance	Annual Budget 2024/25	Forecast to March 2025 as at Dec 2024	Variance Forecast to Budget at Dec 2024	Previous variance at Sep 2024	Variance movement Sep to Dec 2024	Narrative
	£'000	£'000	£'000	£'000	£'000	
Strategic Director - P&P	(199)	165	364	365	(1)	**Strategic Director:** Overspend £0.364m - £0.350m relates to historic VS saving and unrealised VS savings in year, £0.014m to be offset with HR Senior Manager Saving below.
Finance & Revenues	5,122	4,449	(673)	74	(747)	**Finance:** Underspend £(0.196)m: £(0.159)m Underspend on staffing due to vacancies £(0.080)m additional income relating to Procurement Rebates, earmarked for use in 2025/26 £0.043m higher than budgeted Professional fees and other smaller variances, mainly relating to £0.028m Revaluation of Sample of Non-Current Assets and £0.006m Audit Scotland **Revenues:** Underspend £(0.477)m: £(0.346)m Less NDR and Empty Property Relief awarded than funding provision £(0.211)m Scottish Welfare Fund Crisis & Community Grants - additional grant funding to be carried forward for 2025/26 £(0.127)m Underspend on staffing due to vacancies and time taken to recruit following restructure £0.200m Rent Allowances and Rebates partly due to increased homelessness and use of Bed & Breakfast accommodation £0.007m Various items including Mail costs and Professional Fees. **Movement relates to:** £(0.283)m Housing Benefit rent rebates and allowances re-assessment of pressure £(0.243)m NDR and Empty Property Relief Mid Year forecast update £(0.174)m Scottish Welfare Fund Crisis & Community Grants - additional grant and forecast update in line with latest reporting £(0.047)m Other smaller variance movements
HR & Workforce Development	1,943	1,893	(50)	(32)	(18)	**HR & Workforce Development:** £(0.058)m Staffing underspend mainly due to in year saving on HR Service Manager post less costs of acting up arrangements and other staff vacancies £(0.029)m Corporate training underspends due to non-delivery of some training areas £0.036m Overspend on Occupational Health contract with supplier due to volume of demand led occupational health referrals £0.001m Other small variance.
Legal & Governance	1,797	1,661	(136)	(43)	(92)	**Legal and Democracy:** £(0.090)m underspend due to Staffing £(0.160)m vacancies offset by projected £0.070m overspend on external legal provision **Elections:** £(0.089)m Underspend due to no Local Elections - General Election fully funded **Registrars:** £(0.032)m Underspend on staffing due to vacancies **Audit & Fraud:** £0.041m Internal Audit Fees relating to 2023/24 **Scottish Certificates:** £0.035m overspend in staffing due to unrealised income not offsetting cost.
Partnership & Transformation	4,352	4,039	(314)	(191)	(123)	**IT:** Underspend £(0.198)m: £(0.148)m Underspend on staffing due to vacancies £(0.041)m 3% Underspend on Software maintenance Budget £(0.020)m Hardware & Peripherals underspend due to use of Capital Budget and non-renewal of Park Place technologies £0.011m Telephony overspend due to delay in Openreach connection installation as part of new Telephone System implementation **Strategy & Performance:** Underspend £(0.116)m: £(0.215)m Underspend on staffing due to vacancies £(0.009)m Other small variances £0.100m Income budget which was created alongside the funding officer post, but income has never been achieved. Offset with vacancies in 2024/25, will require a Budget pressure or other savings to resolve going forward. £0.008m Other historic savings unachieved **Movement relates to:** £(0.048)m Software & Hardware forecast updates and utilisation of capital budget £(0.075)m Salaries, Postage costs & Voluntary organisations forecast updates
Working Smarter	124	124	(0)	0	(0)	**Spend in line with budget**
Directorate Total	**13,139**	**12,331**	**(808)**	**174**	**(982)**	

Corporate Budgets & Sources of Funding
Variances as at December 2024   **Appendix 6**

Corporate	Annual Budget 2024/25	Forecast to March 2025	Forecast to Budget at March 2025	Previous variance at Sep 2024	Variance movement Sep to Dec 2024	Narrative
	£'000	£'000	£'000	£'000	£'000	
Chief Executive	327	316	(11)	(10)	(1)	£(0.010)m underspend on staffing vacancies
Corporate Services	(755)	(411)	344	579	(235)	Overspend relates to: £0.344m Corporate savings centrally held to be achieved within services - family friendly, turnover and mileage. Achievement monitored throughout year. £0.203m of the movement relates to additional pay funding held centrally at this time.
Misc Services - Non Distributed Costs	1,100	1,100	0	0	0	Spend expected in line with budget, confirmed at year end
Central Support	(1,315)	(1,315)	0	0	0	Spend expected in line with budget, confirmed at year end
Central Scotland Valuation Joint Board	490	490	0	0	0	On budget in line with requisition
Interest on Revenue Balances	(205)	(250)	(45)	0	(45)	Income from short term cash deposits higher than budget due to more favourable interest rates
Loans Fund Contribution	6,233	5,958	(275)	0	(275)	Borrowing for capital programme less than budgeted
Contribution to Bad Debt Provision	100	100	0	0	0	Calculated at the end of the year based on age of debt
Total expenditure	**5,975**	**5,988**	**13**	**569**	**(556)**	
Sources of Funding	(168,615)	(168,615)	0	0	0	Funding expected in line with budget
Total	**(162,640)**	**(162,627)**	**13**	**569**	**(556)**	

Health & Social Care Partnership

Forecast Variances as at December 2024   **Appendix 7**

	Annual Budget 2024/25	Forecast to March 2025 as at Dec 2024	Variance Forecast to Budget Dec 2024	Previous Variance at Sept 2024	Variance movement Sept to Dec 2024	Narrative
Employees						
Employee Expenditure	10,107	9,747	(360)	(291)	(69)	Partnership continues to underspend due to vacancies & delays/postponements in planned recruitment.
Employees Total	**10,107**	**9,747**	**(360)**	**(291)**	**(69)**	
Long Term Care						
Nursing Homes	10,956	13,013	2,057	2,133	(76)	The budget provides for approx. 208 places compared to the current number of 343, the movement is due to a slight reduction in users based on data available.
Residential Homes	3,202	3,456	254	426	(172)	The budget provides for approximately 40 places and there are currently 58 service users in residential homes. Movement £(0.172)m- £(0.044)m Budget increase transfer from Voluntary Organisations & £(0.128)m reduction in forecast based on data available
Long Term Care Total	**14,157**	**16,469**	**2,312**	**2,559**	**(247)**	
Community Based Care						
Care at Home	14,365	17,591	3,226	3,229	(3)	The budget provides for approximately 12,800 hours of care per week - 1080 patients currently operating at 15,718 hours of care per week Movement based on most up to date data available
Day Care	209	527	318	318	()	Demand for daycare exceeds the budget, currently operating at 31 service users with top seven service users accounting for £312k
Direct Payments	1,239	1,557	317	297	20	The demand for Self-Directed Support continues to grow with numbers standing at 91 Movement based on the most up to date CCIS data
Housing Aids and Adaptations	159	162	3		3	Slight overspend projected Movement based on the most up to date CCIS Data
Housing with Care	62	74	12	12		Demand led support package in excess of budget

	Annual Budget 2024/25	Forecast to March 2025 as at Dec 2024	Variance Forecast to Budget Dec 2024	Previous Variance at Sept 2024	Variance movement Sept to Dec 2024	Narrative
Respite	65	331	267	331	(64)	Respite for Clients 156 clients and carers. The movement follows the re-location of costs to long term care.
Community Based Care Total	**16,100**	**20,243**	**4,143**	**4,187**	**(44)**	
Misc Third Party Payments						
Voluntary Organisations	248	124	(124)	(170)	46	Underspend forecast as final allocation of funding still to be agreed in line with Strategic Commissioning Plan. Movement - £(0.044)m Budget decrease transfer to Residential Homes
Misc Third Party Payments	739	684	(55)	35	(90)	This budget covers payments to other Local Authorities and NHS. Movement: Budget Increase £0.091m - additional funding relating to LG Pay not previously forecast
Misc Third Party Payments Total	**987**	**808**	**(179)**	**(135)**	**(44)**	
General Supplies						
Supplies	405	447	43	44	(1)	This budget covers a range of equipment and operational materials.
Transport Expenditure	48	54	6	6		Staff travel costs have increased following the expansion of the Rapid/Reablement service.
Premises Expenditure	12	39	27	27		Increasing expenditure on cleaning materials due to maintaining additional control measures and rent.
Supplies and Services Total	**465**	**541**	**76**	**77**	**(1)**	
Income						
Client Contributions and other income	(5,168)	(5,528)	(359)	(357)	(2)	Client income from non personal care, MECS, residents contributions at Menstrie House and Ludgate.
Resource Transfer (Health)	(7,794)	(7,741)	53	53		Resource transfer income from NHS This position has been updated with confirmation of transfer amounts.
Income Total	**(12,962)**	**(13,268)**	**(306)**	**(304)**	**(2)**	
Total	**28,853**	**34,539**	**5,686**	**6,093**	**(407)**	

Expenditure as at 16-01-25

Project ID	Project Manager	Project ID Description	Amended Budget £	Expenditure As at 31 December 24 £	Projected Out-turn to Q3 £	Projected (Under)/ Overspend £	Anticipated C/fwd to 2025/26 Budget	Comment for Audit &Scrutiny Committee V3
x								
Community Investment Strategy								
10307	KWELLS/A Davidson	UK GOV Shared Prosperity Fund UKPF	176,000	182,412	176,000	0		All committed to grants for community groups expected to be fully spent. Budget increased by £16k agreed by UKSPF Programme Board to increase capital allocation and reduce revenue allocation. £50k virement to 10334 Forthbank Renewable Energy and Food project
10334	Lawrence Hunter	Forthbank Renewable Energy and Food Growing	50,000	0	0	-50,000		UK SPF Programme Board agreed an allocation of £50k from the UKSPF capital budget towards this project.
10272	N HERKES/MBOYLE	Free School Meals Equipment	257,000	0	0	-257,000		Additional £256k SG allocation notified in the October Payments Profile
10305	MBOYLE	ISACS Lochies School	6,014	9,485	9,485	3,471		Full spend anticipated
10174	AMACKIE	Fitness Suite Replacement	6,000	4,305	4,305	-1,695	1,695	Carry forward anticipated
10149	Andrew Buchannan	Clackmannan Regeneration	1,487,860	150,155	597,860	-890,000	890,000	Majority of project works were undertaken during 2023/24. Works in 2024/25 is mainly on affordable housing and commercial units in Main Street.
10164	CJARVIE	Clackmannan CAP	93,000	0	0	-93,000	93,000	Not progressed during 2024/25. Carry forward £93k included in 2025/26 approved budget
10125	AMORRISON2	Banchory Primary School - School Development	16,000	0	0	-16,000		Not required 2024/25
10209	KWELLS/Jane Burridge	City Deal RPMO	100,000	0	81,776	-18,224		Spend based on projection from RPMO - vacancies in RPMO during the year
10213	KWELLS/Jane Burridge	Innovation Hub Delivery	330,000	0	180,000	-150,000	150,000	Anticipated expenditure of £180k in 2024/25 with carry forward of £150k included in 2025/26 approved budget
10283	KWELLS/Jane Burridge	City Region Deal	2,970,000	0	0	-2,970,000	2,970,000	100% Grant funded. Projects delayed. Carry forward of £2,970k included in 2025/26 approved budget
10191	KWELLS	Town Centre Regeneration Fund	245,480	0	50,000	-195,480	195,000	Carry forward of £195k included in 2025/26 approved budget
10290	KWELLS	City Region Deal - Resourcing	403,717	75,344	195,717	-208,000	208,000	Carry forward £208k included in 2025/26 approved budget
10251	Ross McGuire	Wellbeing Hub - Permanent	5,704,653	2,357,372	3,929,066	-1,775,587	1,776,000	Underspend anticipated as phasing of expenditure updated due to delay in commencement of groundworks. Enabling works to March 2025 are reflected in the forecast and a carry forward £1,776k included in 2025/26 approved budget
10254	LROBERTSON	Capital Program Legal Resource	61,928	4,113	57,928	-4,000	4,000	
10292	Ross McGuire	Wellbeing Hub & Lochies - Resourcing	424,907	111,175	219,278	-205,629	205,629	Underspend anticipated due to rephasing of expenditure to reflect new Project Management contract over the length of the project. Under spend of £187k included in 2025/26 approved budget. Additional carry forward anticipated.
10027	IMCDONALD	Allotment Extension	40,000	0	40,000	0		
10323	kphilliben	Above Ground Fuel Storage Tank Replacement at Kelliet	100,000	97,103	100,000	0		
10324	kphilliben	Vehicle Lift Replacement at Kelliebank Depot	60,000	57,660	60,000	0		
10325	kphilliben	Vehicle drive through wash bay upgrade at Kelliebank De	80,000	0	80,000	0		
10320	KWELLS/Chris Hargrove	Alva Cemetery Extension	130,000	0	130,000	0		
x			12,742,559	3,049,125	5,911,415	-6,831,144	6,493,324	
Fleet Asset Management Strategy								
10062	kphilliben	Vehicle Replacement	552,675	277,505	400,000	-152,675	152,675	Budget has been fully committed but delivery for some vehicles may not occur until new financial year. Carry forward anticipated
10322	CHARGROVE	New Amazone Grass Cutter & Collector	25,000	24,950	25,000	0		Budget fully spent
x			577,675	302,455	425,000	-152,675	152,675	
IT Asset Management Strategy								
10041	JALLAN	Schools ICT Replacement - All Primaries	226,020	39,874	90,000	-136,020		Some carry forward anticipated, to be confirmed at year end
10031	JALLAN	Schools ICT Replacement - Alva Academy	42,000	17,564	31,526	-10,474		
10011	JALLAN	Schools ICT Replacement - Lornshill Academy	41,000	15,649	33,908	-7,092		
10000	JALLAN	Schools ICT Replacement - Alloa Academy	42,000	14,528	28,394	-13,606		
10230	JALLAN	ICT Replacement (Secondary Schools)	0	12,885	0	0		Expenditure to be spread across Alloa, Alva and Lornshill Academies
10064	JALLAN	IT Infrastructure	90,000	134,273	85,000	-5,000		
10187	JALLAN	Digital Infrastructure	15,000	1,050	4,000	-11,000	10,000	Fibre ducts completed. Carry forward anticipated
10202	JALLAN	Digital Learning Strategy	250,000	249,965	249,965	-35		
10210	JALLAN	Homeworking	153,881	26,150	82,055	-71,826	71,826	Budget has been fully committed but delivery of some equipment may not occur until new financial year. Carry forward anticipated
10255	ABONNER	Digital Transformation - Work Smarter	892,474	218,297	467,474	-425,000	425,000	Carry forward of £335k included in 2025/26 approved budget for 10255/10294 combined
10256	CJARVIE	IT Resourcing - Corporate	124,000	0	124,000	0		Full spend anticipated
10257	CJARVIE	IT Resourcing - Digital Rollout	51,000	0	51,000	0		Full spend anticipated
10282	CJARVIE	Social Care System MVP	160,000	80,000	80,000	-80,000	80,000	Carry forward of £80k included in 2025/26 approved budget
10294	ABONNER	Working Smarter (IOT, RPA) - Resourcing	0	68,330	90,000	90,000	-90,000	Carry forward of £335k included in 2025/26 approved budget for 10255/10294 combined
10295	CJARVIE	Future Ways of Working - Resourcing	94,000	87,953	94,000	0		Full spend anticipated
10231	AMORRISON2	Building Energy Management System	40,000	13,090	40,000	0		Full spend anticipated
10065	lbarker	Social services adaptations	75,000	1,849	75,000	0		Full spend anticipated
10253	lbarker	Tech Analogue to Digital Trans	204,567	104,780	150,567	-54,000	54,000	Carry forward of £145k included in 2025/26 approved budget. Likely to reduce following finalisation of 2024/25 expenditure.
10317	LROBERTSON	Case Management System	8,000	0	0	-8,000	8,000	Carry forward of £8k included in 2025/26 approved budget
10318	JALLAN	M365 Resourcing Implementation	153,000	125,246	125,246	-27,754	27,500	Carry forward anticipated
10326	CJARVIE	Digital and IT PMRO Resourcing	129,000	0	0	-129,000	129,000	Carry forward anticipated
10327	CJARVIE	IT Network Switching	300,000	0	0	-300,000	300,000	Carry forward of £300k included in 2025/26 approved budget
x			3,090,942	1,211,482	1,902,135	-1,188,808	1,015,326	
Land Asset Management Strategy								
10284	IMCDONALD	National play park and open space improvements	170,799	161,848	161,848	-8,951		
10005	IMCDONALD	Park, Play Area & Open Space Improvements - Alloa	25,000	0	25,000	0		
10061	kphilliben	Wheeled Bins	30,000	27,871	30,000	0		
10289	kphilliben	Polmaise Waste Transfer Station	77,000	0	0	-77,000	77,000	No capital works have been or will be undertaken this financial year by Stirling Council. Carry forward of £77k included in 2025/26 approved budget
10258	AMORRISON2/Francois Gows	Kilncraigs - Stone Preservation	150,000	0	30,000	-120,000	120,000	Capacity has delayed works until 2025/26. Carry forward of £120k included in 2025/26 approved budget
10096	Lawrence Hunter	Gartmorn Dam Country Park	55,000	0	55,000	0	0	Full spend anticipated

Project ID	Project Manager	Project ID Description	Amended Budget	Expenditure As at 31 December 24	Projected Out-turn to Q3	Projected (Under)/ Overspend	Anticipated C/fwd to 2025/26 Budget	Comment for Audit &Scrutiny Committee V3
x			£	£	£	£		
10279	Stuart Graham	Clackmannan Tolbooth	269,690	295,548	260,550	-9,140		Full spend anticipated
10086	Lawrence Hunter	Renewable Energy Projects	100,000	0	50,000	-50,000	50,000	Carry forward of £50k included in 2025/26 approved budget.
x			877,489	485,267	612,398	-265,091	247,000	
Place Based Investment Fund								
10300	KWELLS/Neil Ramsay	Tullibody Civic Centre - Outdoor Playing Surface	604	0	0	-604		
10301	KWELLS/Neil Ramsay	Hawkhill Community Centre - Outdoor Playing Surface	9,529	19,680	19,680	10,151		Payment is final grant to Hawkhill Comm to be funded from PBIF budget
10302	KWELLS/Neil Ramsay	New Cycle Facilities	124,557	115,055	135,200	10,643		Projects has suffered delay due to asbestos found on site.
10308	KWELLS/Neil Ramsay	Place based Investment	130,998	3,167	35,808	-95,190		
x			265,688	137,902	190,688	-75,000	0	
Property Asset Management Strategy								
10226	AMORRISON2	Wellbeing Hub - Demolition of ALB-Review PO committm	2,000	0	2,000	0		Project completed - budget is in respect of retention anticipated to be spent in 2024/25
10268	KWELLS	Nature Restoration Fund	110,720	11,176	100,000	-10,720		Carry forward anticipated. Requirement for Scottish Government to approve carry forward of grant to 2025/26
10303	LHUNTER	Vacant & Derelict Land IP	15,443	17,725	0	-15,443		Project on going. Carry forward anticipated
10214	AMORRISON2	Kilncraigs - Roof	314,052	114,940	111,940	-202,112		Project complete
10045	Stuart Graham	Statutory Compliance DDA Schools	20,000	13,315	20,000	0		Full spend anticipated
10046	Stuart Graham	Compliance - Asbestos Removal (Schools)	12,000	3,995	12,000	0		Full spend anticipated
10221	Stuart Graham	Cemetery Walls Upgrade	371,685	109,177	109,277	-262,408	260,000	Procurement issues have delayed expenditure in 2024/25. Carry forward anticipated
10224	AMORRISON2	Learning Estate Cleaning Equipment	10,000	0	10,000	0		Full spend anticipated
10286	IMCDONALD	Alva Primary School Bridge	35,000	0	0	-35,000	-35,000	Carry forward anticipated
10287	CHARGROVE	Land Welfare Facilities - Replacement	46,000	45,986	45,986	-14		Project completed July 2024
10288	LSANDA	Local Care Provision (Woodside)	40,000	3,699	4,000	-36,000	36,000	Carry forward of £36k included in 2025/26 approved budget
10293	AMORRISON2	Property - Resourcing	93,000	0	56,000	-37,000		
10298	KWELLS	Capital Programme Support - Resourcing	324,000	51,391	284,000	-40,000	40,000	Staff costs to be transferred from revenue
10220	AMORRISON2	Clackmannan Town Hall Roof and Wall Upgrade	165,000	13,960	14,000	-151,000		Project complete
10260	AMorrison2/Francois Gouws	Learning Estates - Option Appraisals	620,000	21,004	38,000	-582,000	582,000	Carry forward of £582k included in 2025/26 approved budget to address schools marked as category C.
10321	Stuart Graham	Remedial works at The Whins and Ludgate House	78,000	0	0	-78,000	78,000	Carry forward anticipated
10328	CHARGROVE	Dollar Changing Facilities	26,000	0	0	-26,000		No expenditure anticipated in 2024/25.
x			2,282,900	406,367	807,203	-1,475,697	961,000	
Roads Asset Management Strategy								
10051	GMACLACHLAN	Carriageways - Roads	1,800,000	1,510,655	1,800,000	0		Full spend anticipated
10054	SCULLEN	Bridge Improvements	75,000	26,456	75,000	0		Full spend anticipated
10056	GMACLACHLAN	Lighting Replacement	160,000	106,597	160,000	0		Full spend anticipated
10222	SCULLEN	Active Travel Route - Alloa-Alva-Menstrie	0	-44,000	0	0		Project complete - Expenditure is accrual for retention payment.
10309	SCULLEN	SG Road Safety Improvement Fund	82,145	8,800	82,145	0		Project is 100% funded by Transport Scotland. Full spend anticipated
10049	SCULLEN	Flood Prevention	116,000	41,477	116,000	0		Full spend anticipated
10050	SCULLEN	Cycle Routes	100,000	34,006	100,000	0		Full spend anticipated
10311	SCULLEN	Community Bus Fund	71,787	28,595	35,000	-36,787	37,000	Carry forward of £37k included in 2025/26 approved budget
10310	SCULLEN	National Cycle Network Accessibility Improvements	0	4,855	4,900	4,900		
10312	SCULLEN	Cycling, Walking and Safer Routes 2023/24	359,039	0	359,039	0		Project is 100% funded by Transport Scotland. Full spend anticipated.
10319	SCULLEN	Active Travel Route - Fishcross to Alva	400,000	0	400,000	0		Full spend anticipated
10329	SCULLEN	People and Place Project	175,200	14,382	175,200	0		Full spend anticipated
10335	SCULLEN	Encouraging Safe Active Travel - Alva to Tillicoultry	570,000	37,951	570,000	0		Project is 100% funded by Transport Scotland. Full spend anticipated.
10337	SCULLEN/S Paterson	Local Authority Direct Award	21,331	0	21,331	0		Full spend anticipated
x	#		3,930,502	1,769,774	3,898,615	-31,887	37,000	
Total Capital Programme			23,767,756	7,362,373	13,747,454	-10,020,302	8,906,325	

CLACKMANNANSHIRE COUNCIL

Report to: Audit and Scrutiny Committee

Date of Meeting: 17th April 2025

Subject: HRA Financial Performance 2024/25 as at December 2024

Report by: Chief Finance Officer

1.0   Purpose

1.1.   This paper provides an update on the financial performance, as at December 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:

2.1.1. the HRA revenue forecasted surplus of £(4.195)m which is £(1.258)m greater than budgeted for the year to 31 March 2025, and

2.1.2. the HRA Capital programme forecasted underspend of £(5.741)m.

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 is £(2.937)m and the forecast as at December 2024 is £(4.195)m, which is £(1.258)m greater than budgeted. This is an adverse movement of £0.0.89m since reported at September 2024.

4.2.   The main variances contributing to the surplus are within:

- Employee costs £(0.904)m mainly due to vacancies in Housing Tenancy, continued support to the General fund and timing of filling vacancies, and

- Additional income £(1.308)m which is significantly offset by charges to subcontractors through third party payments £0.970m.

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 carryforwards from 2023/24. The forecast net expenditure at the year-end is £12.340m resulting in an underspend of £(5.741)m. Of this underspend, £5.476m is proposed to be carried forward into 2025/26. **Appendix 2** provides the detail for all projects along with comments on their progress.

5.2. The underspend of £(5.741)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 £(1.870)m, and

- Westhaugh which was delayed due to contractual issues but is now expected to recommence in 2025/26 £(4.982)m. This is a significant movement since last reported and details of progress on this project were reported to Council at its meeting on 20th March 2024.

There are also forecasted underspends on; the budget for Demolitions £(0.223)m based on current 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 progressed in the current financial year.

6.0 Conclusions

6.1. The HRA revenue is forecast to achieve a surplus of £(1.258)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 £(5.741)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 have been consulted and have 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 ☒

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 – HRA Revenue Forecast Variances as at December 2024

Appendix 2 – HRA Capital Forecast Variances as at December 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) No ☐

HRA Financial Performance 2024/25 as at September 2024

Housing Revenue Account Budget 2024/25 and Capital Programme 2024/25

Author(s)

NAME	DESIGNATION	TEL NO / EXTENSION
Elizabeth Hutcheon	Management Accountancy Team Leader	6214

Approved by

NAME	DESIGNATION	SIGNATURE
Nicola Mack	Chief Accountant	
Lindsay Sim	Chief Finance Officer	
Chris Alliston	Strategic Director of Partnership & Performance	

Place Directorate
HRA Forecast Variances as at December 2024   **Appendix 1**

Housing Revenue Account	Annual Budget 2024/25	Forecast to March 2025 as at Dec 2024	Variance Forecast to Budget at Dec 2024	Previous variance at Sept 2024	Variance movement Sept to Dec 2024	Narrative
	£'000	£'000	£'000	£'000	£'000	
Employee related expenditure	10,148	9,243	(904)	(970)	66	**Underspend £(0.904)m, movement £0.066m driven by:** £(0.190)m continued support to the General Fund by Property; £(0.714)m underspend on staffing costs due to vacancies in Housing Tenancy.
Premises related expenditure	2,150	2,233	83	61	22	**£0.083m overspend, movement £0.022m** Overspend and movement relates to void rent loss, the run rate implies we'll come in over budget for the year.
Transport related expenditure	449	482	33	33	(0)	**£0.033m overspend, movement £0.000m** £(0.005)m underspend on staff mileage; £0.038m 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	4,077	3,946	(131)	(138)	7	**£(0.131)m underspend, movement £0.007m:** £(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; £0.010m small overspends in other areas.
Third Party Payments	1,881	2,850	970	938	32	**£0.970m overspend, movement £(0.032)m:** £0.885m, no movement: relating to payments to subcontractors, these payments are offset by an increase in income; £0.123m, movement £0.023m: overspend in other council accounts based upon the run rate of current costs e.g. land services, waste, pest control £(0.026)m, no movement: budget not utilised for contractor spend in community engagement; £(0.013)m underspend on payments to voluntary organisations -Tenant Federation, budget increased to take account of need to commission - tenant satisfaction survey, HRA BP Review
Support Services	1,204	1,204	0	(0)	0	On budget
Capital financing costs	1,793	1,793	0	0	0	On budget
Total Gross Expenditure	**21,701**	**21,751**	**50**	**(76)**	**126**	
Income	(24,638)	(25,946)	(1,308)	(1,271)	(37)	**£(1.308)m underspend, movement £(0.037m):** £(0.162)m, movement £(0.037)m: increase of property rentals due to off the shelf purchase scheme and properties now being available; £(1.186m), no movement: increased income from the servitor WIP estimate which is partially offset by 3rd party payments to subcontractors. £0.040m unachieved income due to the Westhaugh accommodation not being available for rental this financial year.
Total Net Expenditure	**(2,937)**	**(4,195)**	**(1,258)**	**(1,347)**	**(89)**	

Place Directorate
HRA Capital Forecast Variances at December 2024   **Appendix 2**

Housing Revenue Account	Annual Budget 2024/25	Actual Spend to date (at today)	Forecast March 2025 at December 2024	Variance Forecast to Budget at Dec 2024	Estimated Carry Forward	Previous Variance at September 2024	Variance Sep to Dec 2024	Narrative
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	
Village Town Centre Initiative	0	2,500	0	0		0	0	Transferred to demolitions
IT Infrastructure - HRA	37,000	0	0	(37,000)	37,000	(37,000)	0	Expected to be next year before we spend this in relation to the new sytstem being installed
Roads & Footpath Improvements	50,000	0	0	(50,000)		(50,000)	0	Expected to be used to support the forecast overspend on MCB Tenant Community Improvements Fund (1010001)
Bathroom Replacement 2016-20	3,382	3,382	3,382	(0)		(0)	0	On budget
Construction Design Management	50,000	0	0	(50,000)		(50,000)	0	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	On Budget
New Build	90,000	0	0	(90,000)	90,000	(90,000)	0	Request to carryforward to 2025/26
Lock-up Strategy	98,000	3,600	3,600	(94,400)	94,400	2,000	(96,400)	Request to carryforward to 2025/26
Structural Upgrades	388,000	388,828	388,828	828		0	828	In line with budget
Landscaping and Communal Environment	150,000	0	150,000	0		0	0	Expected to spend on budget
Damp Rot Works 19-23	571,670	247,479	571,670	0		0	0	Currently assessing the level of cases that can be completed, we're assuming a full budget spend currently but there is a possibility of an underspend and carry forward to next year.
Renewable Central Heating Systems - HRA	225,000	0	0	(225,000)		(225,000)	0	No programme currently running for this
MCB Tenant Community Imp Fund	150,000	198,115	229,000	79,000		79,000	(0)	Expected to overspend - proposed virement from Roads and Footpaths above - paperwork to follow.
Fencing, Gates & Paths	240,000	117,294	245,000	5,000		5,000	0	Spend slightly over budget
CCTV Security	275,000	222,838	275,000	0		0	0	Expected to spend on budget
Aids & Adaptations 2017-20	391,618	337,394	391,618	0		0	0	Expected to spend on budget
Demolitions	445,000	2,500	222,500	(222,500)	222,500	(222,500)	0	Expected to spend 50% of allocated budget
Central Heating Design & Installation 2022-26	750,000	404,505	744,870	(5,130)		(5,130)	(0)	Expected to spend close to budget
Safe Electrical Installations 2022-26	1,300,000	880,062	1,000,000	(300,000)	300,000	(300,000)	0	Proposed carryforward of underspend
Roof & Render Upgrading 2023-27	1,500,000	1,340,529	1,500,000	0		0	0	Expected to spend on budget
Kitchen Replacement 2017/20	1,295,570	624,234	1,295,570	(0)		21,000	(21,000)	Expected to spend on revised budget while supporting the virements to other programmes
Window Replacement 2022-26	2,000,000	1,807,493	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	(1,870,000)	0	This project will not progress until 2025/26. Current forecast spend is for Feasibility studies on the site with proposed carryforward of underspend
Westhaugh Travelling Site	5,151,000	168,867	168,867	(4,982,133)	4,982,133	(1,573,000)	(3,409,133)	Project delayed into 2025/26
Off the Shelf Purchase	4,013,760	4,156,952	4,258,760	245,000		277,000	(32,000)	Purchase and refurbishment of 23 properties
Total Gross Expenditure	**21,170,000**	**11,020,823**	**13,573,666**	**(7,596,334)**	**7,596,033**	**(4,038,630)**	**(3,557,705)**	
Off the Shelf Purchase	(800,000)	(900,000)	(1,045,000)	(245,000)		(250,000)	5,000	Income from SG relating to project above 21 properties at £45k and 2 properties at £50K
Westhaugh Travelling Site	(1,669,224)	0	(168,867)	1,500,357	(1,500,357)	(1)	1,500,357	Project stalled and agreed with Scot Gov to cfwd grant income into 2025/26 Budgeted £1.7m but only £0.495m available 2024/25, of which we received £0.169m
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.
CCTV Security		(19,964)	0	0		0	0	
Total Income	**(3,089,224)**	**(939,964)**	**(1,233,867)**	**1,855,357**	**(2,120,357)**	**350,000**	**1,505,357**	
Total Net Expenditure	**18,080,777**	**10,080,859**	**12,339,799**	**(5,740,978)**	**5,475,676**	**(3,688,630)**	**(2,052,348)**	

CLACKMANNANSHIRE COUNCIL

Report to: Audit & Scrutiny Committee

Date: 17th April 2025

Subject: Treasury Management Quarterly Update to 31st December 2024

Report by: Chief Finance Officer

1.0   Purpose

1.1   The purpose of this report is to present an update of Treasury Management activity for the first 3 quarters of the 2024/25 financial year - 1st April to 31st December 2024.

2.0   Recommendations

2.1   It is recommended that the Committee note, comment and challenge as appropriate on the review of the Council's Treasury Management activities.

3.0   Considerations

3.1   The Treasury Management Strategy Statement (TMSS) for 2024/25 and the Prudential Indicators for 2024/25 to 2026/27 were approved by the Council on 29 February 2024. No changes to the TMSS are proposed in this report.

3.2   The CIPFA (Chartered Institute of Public Finance and Accountancy) Code of Practice for Treasury Management recommends that the Council be updated on treasury management activities regularly (Treasury Management Strategy Statement, annual and quarterly reports). This quarterly report therefore ensures the Council is implementing best practice in accordance with the Code.

3.2   The report covers the following:

  ➢ The Economy and Interest Rates;

  ➢ Interest Rate Forecast;

  ➢ Investment Outturn for 2024/25;

  ➢ Borrowing Requirement and Debt;

  ➢ Borrowing Outturn for 2024/25, and

  ➢ Compliance with Treasury and Prudential Limits.

The Economy and Interest Rates

3.3   The continuing war in Ukraine, the Israel-Gaza war and the US foreign and trade policies including import tariffs continue to increase uncertainty for the global economy. In the UK, CPI inflation fell from 2.3% in April 2024 to a low of 1.7% in September, increasing to 3.0% in January 2025 and decreasing slightly to 2.8% in February 2025.

3.4   The Bank of England's Monetary Policy Committee (MPC) sets its monetary policy in line with its 2% inflation target with the aim of sustaining growth and employment. As inflation was above the 2% target, the MPC reduced the base rate three times this financial year, decreasing it from 5.25% to 5.00% in August, to 4.75% in November and further to 4.50% in February 2025. The MPC maintained the rate at 4.5% at its meeting on 19th March 2025. The forecast is for Bank Rate to reduce steadily over the next few years as the MPC continues to take action to combat on-going inflationary and economic uncertainty.

Interest Rate Forecast

3.5   The Council's treasury advisors, MUFG Corporate Markets, provided the following interest rate forecast as at March 2025 for Bank Rates and Public Works Loan Board (PWLB) borrowing rates.

Table 1: MUFG Corporate Markets Investment Forecast as at 6th March 2025

	Mar 2025	Jun 2025	Sep 2025	Dec 2025	Mar 2026	Jun 2026	Sep 2026	Dec 2026
Bank Rate	4.50	4.25	4.25	4.00	3.75	3.75	3.75	3.50
5yr PWLB Rate	5.00	4.90	4.90	4.70	4.60	4.50	4.40	4.40
10yr PWLB Rate	5.30	5.20	5.10	5.00	4.90	4.80	4.70	4.60
25yr PWLB Rate	5.80	5.70	5.60	5.50	5.40	5.30	5.20	5.10
50yr PWLB Rate	5.50	5.40	5.30	5.20	5.10	5.00	4.90	4.80

3.6   As outlined in paragraphs 3.3 and 3.4 above, inflation is above target however it has fallen from its peak in October 2022 and as a result the UK Base Rate has reduced throughout 2024/25. The rate is now expected to continue to steadily reduce to 3.5% by December 2026. However, there remains uncertainty due to geopolitical and global trade which could lead to the forecast being changed within a short timeframe.

3.7   Similar to bank rates, PWLB borrowing rates are expected gradually reduce over the next two years as shown in the interest forecast table above.

Investment Outturn for 2024/25

3.8 The Treasury Management Strategy Statement (TMSS) for 2024/25 includes the Annual Investment Strategy, which sets out the approved upper limits of investments with fixed and variable interest rates. It can be confirmed that these limits were not breached during the period from 1st April 2024 to 31 December 2024.

3.9 In order to maintain the availability of cash to meet daily cash flow payments, cash is held in easily accessible current accounts, call accounts, Money Market Funds (MMFs) and Short Duration Bond Funds (SDBFs).

3.10 Current accounts generally have low interest rates; therefore cash is invested in MMFs and SDBFs on a short term basis to achieve a higher return. MMFs and SDBFs are mutual funds that invest in a range of short-term and medium-term money market instruments such as cash deposits (e.g. with banks), short term fixed and variable income securities (such as bonds) and, for SDBFs, mortgage and asset backed securities. These funds allow investors to participate in a more diverse and high-quality portfolio holdings than if they were to invest independently. Their primary aims are the preservation of capital and the provision of liquidity whilst offering a level of return consistent with money market investment. This aim is consistent with the Council's investment priorities of security first, liquidity second and then returns.

3.11 The Council also has an account with the UK Treasury Debt Management Office (DMO) to place deposits for fixed periods up to six months at rates close to the Bank of England Base rate.

3.11 As at 31 December 2024, the Council held cash balances of £12.7m, of which £4.7m was immediately available in the Council's bank accounts and a further £8.0m immediately available from holdings in MMFs and SDBFs.

3.12 The average level of funds available for investment during the nine months to 31 December 2025 was £12.9m. These funds were available on a temporary basis with the amount available varying at any one time depending on a number of factors including cash flow and the borrowing strategy.

3.13 The benchmark investment returns over the 9 months ended 31 December 2024 are illustrated in the undernoted table:

Table 3: Benchmark Investment Returns 2024/25

Benchmark Period	Benchmark Return as at 31 Dec 2024
7 Days	5.02%
1 Month	5.05%
3 Months	5.12%
6 Months	5.20%
12 Months	5.25%

*The rates shown above are based on the backward looking Sterling Overnight Index Average (SONIA).

3.14 The Council's budgeted cash investment return for 2024/25 is 2.25%. This is a composite rate of all investments which is a mixture of instant access

balances and short term investments with maturity dates up to 100 days. The budgeted rate was based on an expected average bank rate of 3.75% for 2024/25.

3.15 For the nine months ended 31 December 2024 the Council achieved an actual investment return of 4.70% (£0.611m) which is higher than budgeted due to the increases in interest rates above the budgeted level. The majority of this return was from investments in MMF and USDBF which achieved rates of between 5.47% and 4.79% for the nine months to 31 December 2024.

3.16 An average return of 3.14% was achieved on everyday cash balances held with the Royal Bank of Scotland (RBS). The cash balances in RBS accounts achieve a return of between 2.75% and 3.41% and are held as working balances (£41k for the nine months to 31st December 2024). The DMO account was used deposits for less than 7 days when temporary excesses of working funds were identified, achieving returns of between 4.45% and 5.19% (£29k for the nine months to 31st December 2024). Balances held with the Bank of Scotland achieved a return of 5.14% for the nine months to 31st December 2024 (£17k for the nine months to 31st December 2024).

3.17 The bank rate has reduced during 2024/25 to 4.5% in February 2025. It is expected that there will be two further reductions in 2025, reaching 4.00% by December 2025, as shown in Table 1 above. Investment rates generally follow the bank rate and as the bank rate is forecast to be higher than previously expected for the remainder of 2024/25, it is anticipated that actual investment returns will also continue be higher than budgeted.

Borrowing Requirement and Debt

3.18 The Council's underlying need to borrow to finance capital expenditure, termed the Capital Financing Requirement (CFR) is shown below. The 2023/24 Actual CFR increased by £15.666m mainly due to the adoption of the revised accounting arrangements for Service Concessions as set out in the TMSS 2023/24. The projected CFR shows a decrease from budgeted, due to the net effect of:

- the General Fund capital expenditure for 2023/24 being less than anticipated;

- the forecast General Fund capital expenditure for 2024/25 being less than anticipated (with proposed re-phasing of spend into future years).

Overall this results in a net decrease from the budgeted CFR.

Table 4: Borrowing Requirement (CFR) 2024/25

	31 March 2024 Actual £000	31 March 2025 Budget Estimate £000	31 March 2025 Projected as at Dec 2024 £000
CFR General Fund	139,596	152,441	146,818
CFR HRA	22,058	34,957	30,396
Total CFR	**161,654**	**187,398**	**177,214**

Borrowing Outturn for 2024/25

3.19 The approved Capital programmes for both the General Fund and the HRA for 2024/25 indicated that additional external borrowing would need to be undertaken to finance capital expenditure within the year.

3.20 During the period to 31 December 2024, the Council undertook borrowing from the PWLB of £5m for 1 year in May 2025 and £10m for 3.5 years in November 2025. MUFG Corporate Markets, the Council's treasury management advisers, provided information on the economic outlook and interest rate forecast to enable the Council to make an informed decision on borrowing. The duration of the loans was varied between short and medium terms on the expectation of a forecast reduction in the bank rate. It is anticipated that the Council will refinance the debt as it falls due at a lower interest rate. Following the additional borrowing being undertaken, the Council remains in an under borrowed position.

3.21 In the same period, the Council made repayments of £1.671m against its external borrowing. This included repayments of £0.412m towards PWLB debt, repayments of £0.031m towards the Salix interest free loan and repayments of £1.228m towards the Council's PFI arrangement.

3.22 Capital spend in 2024/25 has been funded from £15m new external PWLB borrowing and internal borrowing (cash balances). At the time of writing this report, there is no additional external borrowing forecasted to be undertaken by 31 March 2025 but this will be subject to review of progress on the approved capital programme and the level of cash balances held.

3.23 The Council's external borrowing position as at 31 December 2024 and expected year end position is illustrated in the undernoted table:

Table 5: External borrowing at 2024/25

	Actual March 2024 £000	Actual Dec 2024 £000	Projected March 2025 £000
Public Works Loan Board	73,710	88,297	88,297
Market Loans	18,946	18,939	18,937
LOBO Loans	5,000	5,000	5,000
Other long term liabilities	63	31	0
Long term Liabilities - PFI	33,995	32,767	32,358
Total	**131,714**	**145,034**	**144,592**

3.24   The level of borrowing is forecast to marginally reduce by the end of 2024/25. This is on the basis that no new external borrowing is undertaken during the remaining 3 months of the year.

3.25   The following chart shows the actual and forecast level of debt up to the end of 2024/25. In addition to programmed capital spend, repayment profiles of debt maturity mean there are variations in annual change in debt year on year.

Chart 1:   External debt and Capital Financing Requirement (actual and forecast)
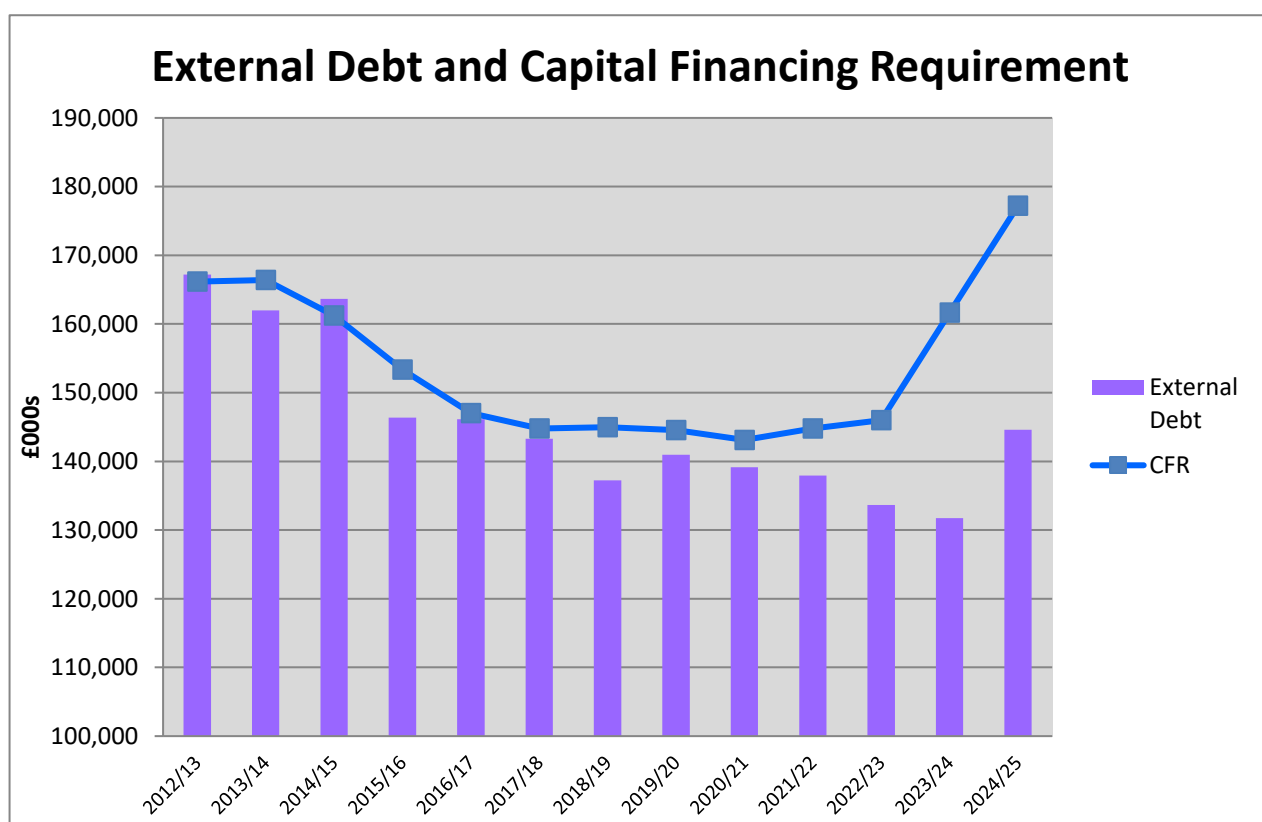
3.26 Overall there is a forecasted reduction in cumulative external debt of £28m (17%) since 2012, showing that over the longer term the Council has not increased its level of debt to finance its capital programme. However the rolling 20 year capital programme for 2024/25 to 2043/44, approved by Council at its meeting in February 2024, included a significant increase in capital investment with the expectation that new external borrowing would need to be undertaken over this period to ensure sufficient cash is available to meet the capital investment. External debt has increased in 2024/25 and is forecast to increase in the medium term before falling again towards the end of the 20 year programme. Repayments towards PFI also continue to reduce the Council's overall level of external debt on an annual basis.

3.27 In line with the 2024/25 TMSS and Prudential Indicators, total external debt of £144.6m is forecast at end of the year which remains below the Operational Boundary for External Debt (£155m) and the Authorised Limit for External Debt (£167m).

Liability Benchmark

3.28 The Liability Benchmark was a new prudential indicator introduced in the 2021 Code and is included in the TMSS. As a minimum, the Council is required to estimate and measure the Liability Benchmark for the forthcoming financial year and the following two financial years. The chart below estimates the Liability Benchmark to 2043/44 in line with the approved GF and HRA Capital Programme. The liability benchmark itself represents an estimate of the cumulative amount of external borrowing the Council must hold to fund its current capital and revenue plans while keeping treasury investments at the minimum level required to manage day-to-day cash flow.

There are four components to the Liability Benchmark are:

a) **Existing loan debt outstanding**: the Council's existing loans that are outstanding at the end of each financial year.

b) **Loans CFR**: this is calculated in accordance with the loans CFR definition in the Prudential Code and projected into the future based on approved prudential borrowing, and planned Loans Fund advances and Loans Fund principal repayments.

c) **Net loans requirement**: this shows the Council's gross loan debt less treasury management investments at the last financial year-end, projected into the future and based on its approved prudential borrowing, planned Loans Fund principal repayments and any other major cash flows forecast.

d) **Liability Benchmark** (or gross loans requirement): this equals net loans requirement plus short-term liquidity allowance.

Chart 2: Liability Benchmark

Liability Benchmark GF and HRA
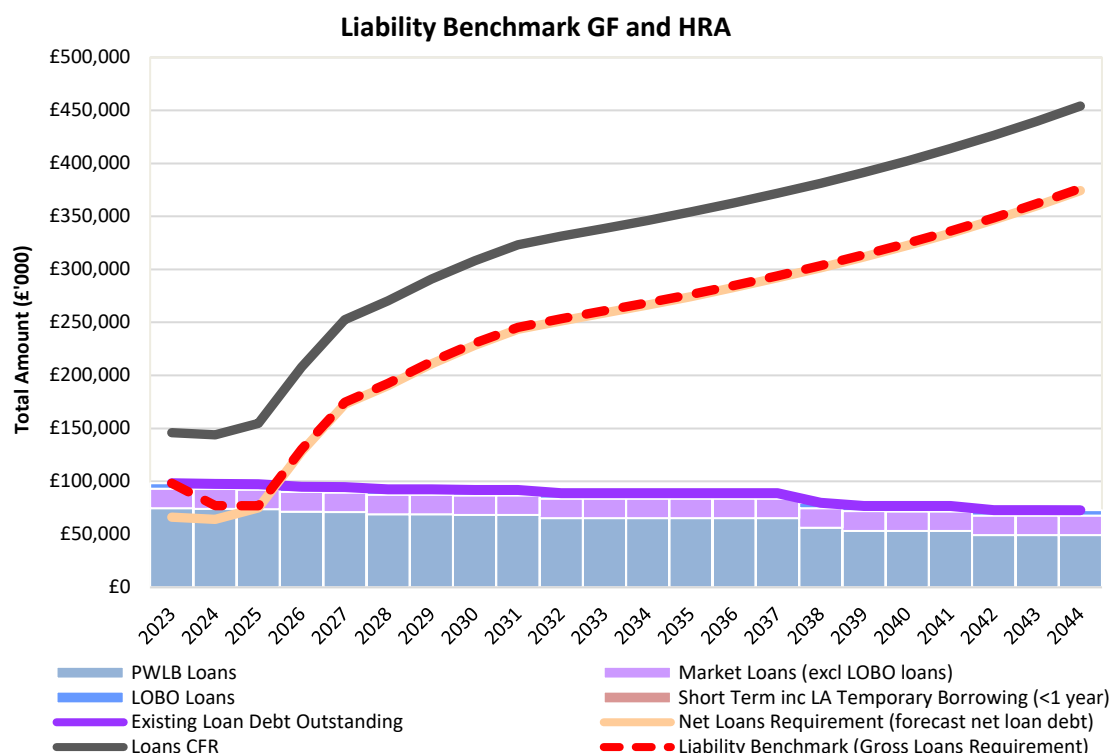
3.29 The combined Liability Benchmark across the GF and HRA above, shows that it is anticipated that the Council will need to borrow in order to ensure it holds sufficient funds to finance its capital spending plans.

The Liability Benchmarks for the GF and HRA were reported separately in the TMSS. In line with the borrowing strategy for the GF, the borrowing requirement increases then falls towards the end of the programme. The borrowing requirement for the HRA increases year on year and the revenue cost of borrowing will need to be contained within affordable revenue budgets.

Borrowing in Advance of Need

3.30 The Council has not borrowed in advance of need in the nine months ended 31 December and has no intention to borrow in advance during the remainder of 2024/25.

Debt Rescheduling

3.31 Debt rescheduling opportunities have been very limited in the current economic climate, given the consequent structure of interest rates, which has impacted on PWLB new borrowing rates since October 2010. Consequently no debt rescheduling has been undertaken to date in the current financial year.

Compliance with Treasury and Prudential Limits

3.32 It is a statutory duty for the Council to determine and keep under review the affordable capital expenditure limits. The Council's Treasury and Prudential Indicators (affordability limits) are included in the approved TMSS.

3.33 All treasury and prudential indicators set out in the Council's TMSS have been complied with in the financial period to 31 December 2024. These prudential and treasury Indicators are shown in Appendix 2.

4.0 Conclusions

4.1 Cash balances were £12.7m as at 31 December 2024 which contributes to supporting the Council's capital financing requirement internally.

4.2 The Council's return on investments was higher than the budgeted return and lower than the SONIA benchmark rates for the first nine months of the financial year.

4.3 The Council has repaid £1.228m towards PFI arrangements and £0.443m towards other external debt.

4.4. During the period to 31 December 2024, the Council undertook borrowing from the PWLB of £15m. No new external borrowing is expected to be undertaken during the remainder of the financial year.

4.5 Immediate cash balances have increased by £0.236m over the first nine months of the year. A total of £8.016m is held in two MMFs and two SDBFs. It is anticipated that the balances in the MMFs and SDBFs will reduce during the remainder of the financial year as funds are transferred to fulfil revenue and capital commitments.

5.0 Sustainability Implications

5.1 None

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

6.5 None

7.0 Exempt Reports

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

8.0   Declarations

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

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

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.   ☑

9.0   Equalities Impact

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

N/A Yes ☐   No ☐

10.0 Legality

10.1 In adopting the recommendations contained in this report,   Yes ☑
the Council is acting within its legal powers.

11.0 Appendices

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

Appendix 1 – Investment Portfolio as at 31 December 2024

Appendix 2 - Prudential and Treasury Indicators as at 30th June, 30th September and 31st December 2024

12.0 Background Papers

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

Yes ☑ (please list the documents below)   No ☐

Treasury Management Strategy Statement 2024/25 - report to Council February 2024

Author

NAME	DESIGNATION	TEL NO / EXTENSION
Helen Coleman	Team Leader - Corporate Accountancy	

Approved by

NAME	DESIGNATION	SIGNATURE
Lindsay Sim	Chief Finance Officer	
Chris Alliston	Director of Partnership & Performance	███████

APPENDIX 1: Investment Portfolio as at 31 December 2024

Short Term Investments – Counterparty	Principal as at 31 Dec 2024 £000	Interest Rate	Type
Aberdeen Standard Money Market Fund	3,250	Average Yield: Oct - Dec 4.96%	Instant access
Aberdeen Standard Ultra Short Dated Bond Fund	1,000	Average Yield: Oct – Dec 5.03%	Instant access
Blackrock Money Market Fund	1,750	Average Yield: Oct - Dec 4.83%	Instant access
Blackrock Ultra Short Dated Bond Fund	2,016	Average Yield: Oct - Dec 4.79% (Accumulating interest)	Instant access
CSBP Clackmannanshire Investments Ltd	1		
Total Short Term Investments	**8,017**		

Cash and Cash Equivalents – Counterparty	Principal as at 31Dec 2024 £000	Interest Rate
Royal Bank of Scotland plc	4,524	3.00% from 1st Sep 2024 2.75% from 1st Dec 2024
Bank of Scotland plc	80	4.62% as at 31st Dec 2024
Other Accounts	76	-
Total Cash and Cash Equivalents	**4,680**	

TOTAL INVESTMENTS	**12,697**

APPENDIX 2: Prudential and Treasury Indicators

Treasury Indicators	2024/25 Budgeted Estimate £'000	Actual as at 30 June 2024 £'000	Actual as at 30 Sept 2024 £'000	Actual as at 31 Dec 2024 £'000	Projected 31 March 2025 £'000
Authorised limit for external debt	167,000	167,000	167,000	167,000	167,000
Operational boundary for external debt	155,000	155,000	155,000	155,000	155,000
Gross external debt	142,513	136,303	135,860	* 145,034	144,592
Investments	** 12,461	10,635	16,048	12,697	10,795
Net borrowing	130,052	125,668	119,812	132,337	133.797

*As at 31 December 2024, Gross external debt consisted of £112.267m fixed rate borrowing and £32.767m liabilities in relation to PFI
**Actual as at 31 March 2024

Maturity structure of fixed rate borrowing - upper and lower limits (excluding PFI)	Upper and Lower Limits	Fixed Rate Borrowing as at 30 June 2024 £'000	Fixed Rate Borrowing as at 30 Sept 2024 £'000	Fixed Rate Borrowing as at 31 Dec 2024 £'000	% of Total Fixed Rate Borrowing as at 31 Dec 2024
Under 12 months	25% - 0%	475	443	31	0.03%
12 months to 2 years	25% - 0%	7,308	7,308	7,308	6.51%
2 years to 5 years	50% - 0%	2,512	2,512	12,512	11.14%
5 years to 10 years	75% - 0%	3,499	3,499	3,499	3.12%
10 years and above	100% - 0%	88,922	88,920	88,917	79.20%
		102,716	102,682	112,267	100.00%

Prudential and Treasury Indicators

2024/25	As at 31 December 2024		
Prudential Indicators	**Budgeted Estimate** **£'000**	**Projected Outturn** **£'000**	**Variance** **£'000**
Capital expenditure: General Fund Services	20,011	13,747	(6,264)
Capital expenditure: Housing Revenue Account	14,650	16,573	(1,077)
Capital Financing Requirement (CFR): General Fund	152,441	146,818	(5,623)
Capital Financing Requirement (CFR): HRA	34,957	30,396	(4,561)
In year borrowing requirement	44,885	32,622	(12,263)
Ratio of financing costs to net revenue stream - General Fund	3.99%	3.64%	(0.35%)
Ratio of financing costs to net revenue stream - HRA	6.93%	7.61%	(0.68%)

	THIS PAPER RELATES TO ITEM 12 ON THE AGENDA
CLACKMANNANSHIRE COUNCIL	

Report to: Audit and Scrutiny Committee

Date of Meeting: 17 April 2025

Subject: Annual Fraud Risk Assessment and Assurance Report

Report by: Lee Robertson, Senior Manager of Legal and Governance

1.0   Purpose

1.1.   Clackmannanshire Council recognises its responsibility to ensure the public finances it administers are used efficiently, effectively and for the purposes they were intended. The Council recognises that it is vulnerable to fraud and corruption and, in the current economic climate, acknowledges the increased risk posed by such illegal activities against valuable public funds.

2.0   Recommendations

2.1.   Committee is asked to **note**, **comment** on and **challenge** the report.

3.0   Considerations

3.1.   Clackmannanshire Council acknowledges its responsibility for ensuring the risks and negative impacts associated with fraud are managed effectively and any allegations of fraud and corruption are investigated appropriately.

3.2.   The size and nature of the Council's services, as with other large organisations, puts the Council at risk of loss due to fraud, theft, corruption and crime.

3.3.   By law the Council is required to protect the public funds it administers.

3.4.   The impact of financial crime on the public sector is enormous. As stewards of public money, it is the responsibility of each and every public sector organisation to take an active role in the fight against corruption, bribery and fraud.

3.5.   We recognise that with reduced resources there are elements of our approach to anti-fraud and corruption that require to be reviewed and strengthened, further we recognise that limited progress has been made in relation to "reviewing and updating our anti-fraud arrangements and policies and to ensure these are clearly communicated to staff", a recommendation which arose from the 2021/22 audit undertaken by Audit Scotland.

3.6. As part of the Budget for 2025/26 additional resource was approved to recruit a Fraud Officer. It is proposed to recruit to this role as quickly as possible. Provided for in paragraph 13 are some of the key priorities of the Fraud Officer.

3.7. The efficacy of the Council's arrangements for the prevention, detection and investigation of fraud and corruption is predicated on the ongoing awareness of and compliance with the approved policies, procedures and guidelines by staff when carrying out their duties, and on the vigilance of staff in identifying and reporting any irregularities. An e-learning course on money laundering is available to access via Clacks Academy however a suite of on-line training modules covering Fraud Awareness will be developed and made available for staff to utilise.

3.8. There is regular and evolving IT security awareness training for staff/users across all levels of the Council, furthermore, continued employee cascades are distributed regularly reminding staff of their responsibilities and guidance on what to do if a phishing email is received. Information on cyber awareness for employees in published on Clacks Academy and on our internal communication channels. Relevant policies and procedures for employees is also being refreshed to improve the Councils IT security and internal controls.

3.9. Where there are cases of suspected fraud the Council will investigate, detect and pursue recovery of amounts fraudulently obtained and:

3.9.1 where appropriate report the crime to Police Scotland for investigation;

3.9.2 in all cases where it is shown that fraud has been committed, the Council will consider sanctioning those who commit fraud.

3.10. The Council has in place a number of measures to combat fraud and corruption which are outlined below.

4.0 Whistle Blowing

4.1. The Council's Whistleblowing Policy was approved by Council in October 2023.

The Whistleblowing Policy serves as a vital mechanism for promoting transparency, accountability, and ethical conduct within the Council. The Policy covers wrongdoing under the Public Interest Disclosure Act 1998 (the 'Act') and provides a structured framework for employees, contractors, and stakeholders to report concerns about illegal, unethical, or improper activities without fear of retaliation. By encouraging the reporting of such issues, the Council aims to foster a culture of openness and integrity, ensuring that any potential misconduct is promptly addressed and rectified. The Whistleblowing Policy underscores the Council's commitment to maintaining high standards of governance and safeguarding the public interest.

5.0 Gifts, Hospitality and Rewards

5.1. The Council has in place a code on gifts, hospitality and rewards.

5.2. The purpose of the code is to provide guidance to staff when offered gifts or hospitality from individuals or organisations. This is a sensitive area in the public sector, where it is of great importance that individuals and Council reputations for impartiality are maintained at all times.

5.3. It is not possible in any code to provide a fully comprehensive "list" of actions which are acceptable and those which are not, rather the code is written to help officers adopt a questioning attitude towards the acceptance of gifts and hospitality, to ensure inappropriate offers are recognised and declined.

5.4. The National Code of Local Government Conduct to which Councillors (elected Members) are obliged by law to have regard gives advice to them on the acceptance of gifts and hospitality in paragraphs 27 to 29. Whilst applying specifically to elected Members these particular paragraphs are also relevant to paid officials within Local Government.

6.0 National Code of Local Government Conduct

6.1. The Council's recognises and adopts the code of conduct for local Government employees in Scotland.

6.2. The National Code sets out the minimum standards of conduct that are expected of Council employees and are incorporated into the Council's Employee Handbook.

6.3. The Code incorporates 'The Seven Principles of Public Life' identified by the Nolan Committee on Standards in Public Life i.e. selflessness, integrity, objectivity, accountability, openness, honesty and leadership.

7.0 Register of Interests

7.1. After election Councillors are required by law to declare certain individual interests. The information includes the name of their employer, ownership or interest in land, houses or buildings, details of partnerships or directorships in companies.

7.2. The Council maintain its register of interests in relation to elected members and is a matter of public record via the Council's website.

7.3. The Register of Interests is reviewed annually with elected members by the Council's Monitoring Officer.

7.4. Detailed guidance on the information required is specified within the Councillors' Code of Conduct www.gov.scot/publications/code-conduct-councillors-9781787810778/

8.0 National Fraud Initiative (NFI)

8.1. The National Fraud Initiative (NFI) is a significant part of the Public Sector Fraud Authority's data and analytics service, matching data to help in the prevention and detection of fraud. The NFI provides multiple solutions, ranging from real time point-of-application fraud prevention checks, through to the national batch data matching exercise which helps those that take part detect active fraud cases within systems.

8.2. Audit Scotland carry out the NFI under powers introduced by the Criminal Justice and Licensing (Scotland) Act 2010 and incorporated in Part 2A of the Public Finance and Accountability (Scotland) Act 2000

8.3. The main data match areas for the 2022/23 NFI exercise were:

- Payroll

- Creditor payments

- Council Tax (Single Person Discounts and Reduction Scheme reliefs) •

- Pensions

- Housing Benefit

- Housing Tenancy and waiting lists

- Blue Badges (disabled parking)

- Adult concessionary bus travel (new in 2022/23 exercise))

8.4. The proactive detection and prevention of fraud using the National Fraud Initiative (NFI) remains vitally important to public sector financial management as public bodies continue to recover from the Covid-19 pandemic and to deal with the impact of the cost-of-living crisis.

8.5. The exercise operates across the UK public sector and in 2022/23, there were 132 participating public sector bodies in Scotland. The NFI shares and matches data held by public bodies and helps confirm that services and payments are provided.

8.6. Participation in the NFI is mandatory for the Council and is an established part of the corporate approach to the prevention and detection of fraud and error. Once NFI matches are received they are reviewed and investigated where required.

8.7. The NFI in Scotland 2024 report highlights significant outcomes ([The National Fraud Initiative in Scotland 2024](#)):

- £21.5 million in fraud and payment errors across the Scottish public sector

- £4.6 million was saved through Council tax discounts by removing ineligible claims

- £1.2 million in housing benefit overpayments were identified and stopped

- £1.5 million was preserved in occupational pensions by discontinuing payments to individuals who had passed away

8.8. As is previous years a number of cases of potential fraud relating to Blue Badges were identified, however officers advise that of the 31 cases it is more likely that it is generally a lack of the Council not having being notified of a blue badge holder being deceased. This is often due to family members not being aware the deceased had a blue badge. The vast majority are picked up through the TELL US ONCE system.

8.9. From 193 Matches identified in relation to Council Tax Reduction Scheme no evidence of fraud was detected although 8 errors were found which amounted to £12,173.81.

8.10. Internal Audit Service during the course of 2023/24 undertook training with Managers and officers who complete the NFI work to understand the need for compliance, ensure timely responses and compliance with Internal Audit requirements for this work.

9.0   Council Tax and Housing Benefit

9.1. In addition to The National Fraud Initiative, there are various measures taken by the Revenues Team to identify and prevent fraudulent activity across Council Tax and Housing Benefits

9.2. Annual reviews are carried out on selected dwellings exempt from paying Council Tax or those who are in receipt of Council Tax discounts. The most common of has historically been the Single Person Discount review, which is now predominantly covered by NFI who provide annual data of dwellings in receipt of 25% discount who may be claiming incorrectly. The Team use this data and carry out internal investigations using various person tracing software to ensure accurate liability and charges

9.3. The Benefits team also work closely with the Department of Work and Pensions (DWP) and HMRC to identify, reduce and prevent Housing Benefit Fraud. Where Housing Benefit has been paid, where there has been no entitlement, this is recoverable as a Housing Benefit overpayment. The most effective tools used are:

- Real Time Information (RTI) – real time information that is provided Local Authorities with claimants Pay As You Earn (PAYE) and Pension data which allows Local Authorities to update claims quickly with accurate information.

- Verify Earnings and Pension (VEP) - The VEP service allows benefit officers to utilise RTI data to verify the earnings and pension information of claimants, as well as their partners when applicable. Regular VEP notifications are sent from the DWP relating to potential changes to circumstances which may impact on the claimant's entitlement, which allows the team to investigate.

- Automated Transfer to Local Authority Systems (ATLAS) – The primary function of ATLAS is to streamline the transfer of information regarding changes in citizens' circumstances to ensure that benefits and local services are administered accurately and efficiently reducing error and the likelihood of fraudulent claims. ATLAS sends information to all Councils daily providing information on welfare benefits such as PIP, ADP, Carer Support Payment, ESA, Savings Credit, New State Pension and provides details on address changes.

9.4. Any fraud investigation in relation to claimants who receive Universal Credit will be undertaken by the DWP.

10.0 Serious Organised Crime

10.1. The Councils Corporate Risk register highlights failure to address serious organised crime as a key corporate risk, and the Council recognises that more work is required with partners around serious organised crime. In previous years, the Council has, working with partners including Police Scotland, sought to raise awareness of risks through employee training and through data sharing with Police Scotland. Similar to arrangements in place around CONTEST, national work is underway to develop a serious organised crime Local Authority network which will seek to share information and good practice. The Council is involved with this emerging work with Scottish Government which aims to improve networking and sharing of good practice. Through this work we aim to refresh our approaches to:

10.1.1. Complete a self-assessment on serious organised crime threats using nationally developed tools and develop and implement an action plan for Clackmannanshire.

10.1.2. Refresh local partnership working, information sharing and data on serious organised crimes and threats.

10.1.3. Raise awareness of serious organised crime threats across the Councils workforce.

11.0 Fraud Indicators

11.1. It is essential that the Council is alert to the signs of potential fraud in order that this can be identified and tackled quickly. Examples include:

- Inconsistent financial records
- Unusual financial transactions
- Duplicate payments
- Missing documents
- Lack of transparency in terms of financial transactions and decision making
- Significant behavioural changes
- One employee taking control of a process from beginning to end with little to no involvement from colleagues

11.2 As part of the work of the Fraud Officer will be to review and where necessary revised and improve on the fraud indicators working along side the Council's Internal Audit service.

12.0 Fraud Referrals

12.1. There was one suspected case of fraud which has been referred to Police Scotland for investigation. Committee members have been updated on this and further updates will be provided once Police Scotland complete their investigation.

12.2 There has been no dedicated Fraud resource within the Council for a number of years . This may have had an impact on the Council's referrals in respect of fraud as the lack of a dedicated resource/team can potentially lead to a lack of awareness and a lack of referrals.

12.3 Council Officers works closely with the Internal Auditors and their investigations/reporting in respect of any detection of fraud.

13.0 Forward Planning

13.1. We are aware of the previous fraud incident at Aberdeen City Council in which an employee managed to embezzle £1.1million over the course of seventeen years through council tax refunds. The impact of this fraudulent activity will require to be reviewed by this Council in greater depth and a plan implemented to ensure prevention and/or early detection

13.2. The Council has used all reasonable endeavours to discharge its responsibilities in relation to preventing, detecting and recovering public funds lost through fraud, however with no dedicated resource focused on fraud there has been a significant risk that fraud may go undetected, and we are more reactive than proactive.

13.3. Recruitment processes including the development of Job profiles are being developed for the Fraud Officer.

13.4. In the interim period we are currently developing a training programme for staff to assist prevention/early detection.

13.5 Key priorities for the new Fraud Officer include:

13.5.1 carry out a self assessment on the Council's counter fraud arrangements using the Scottish Government's Counter Fraud Model and identify what actions are required to improve the Council's resilience to fraud and corruption;

13.5.2 develop an Anti-Fraud and Corruption Strategy (which should include fraud risk assessment, measurement, prevention, intelligence and investigation) which may sit alongside the Whistleblowing Policy for the Council;

13.5.2 creation of a Register of Interests for Senior Managers;

13.5.3 creation and sourcing training for a fraud investigation team;

14.0 Sustainability Implications

14.1. None

15.0 Resource Implications

15.1 Financial Details

15.2 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 ☒

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

15.4 Staffing

There are no staffing implications arising from this report.

16.0 Exempt Reports

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

17.0 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 ☒

18.0 Equalities Impact

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

19.0 Legality

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

20.0 Appendices

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

None.

21.0 Background Papers

21.1 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	

Approved by

NAME	DESIGNATION	SIGNATURE
Chris Alliston	Strategic Director	███████████

CLACKMANNANSHIRE COUNCIL

Report to	**Audit & Scrutiny Committee**
Date of Meeting:	**17th April 2025**
Subject:	**Corporate Risk Register**
Report by:	**Senior Manager, Partnership & Transformation**

1.0 Purpose

1.1. This report provides Committee with the 2024/25 year end update on Clackmannanshire Council's Corporate Risk Register (Appendix A).

2.0 Recommendations

2.1. That Committee notes the report, commenting and challenging as appropriate.

3.0 Considerations

3.1. Purpose of Risk Management

3.1.1. The Council has set out key priorities in the Local Outcomes Improvement Plan (LOIP) and Be the Future programme. To effectively plan how goals will be achieved, we must also consider the internal and external challenges with the potential to prevent or hinder their achievement. An effective risk approach ensures we are aware of such factors and, where appropriate, take action to mitigate risks to ensure the success of its initiatives.

3.1.2. The purpose of risk management is not to prevent activities from taking place, but to ensure all relevant factors are taken into account in planning and implementation so the best possible outcomes are realised. On a daily basis, Council officers and services deal with a wide variety of operational risks to individuals, communities and internal processes. However, the corporate risk approach must take a more strategic view and consider short-, medium- and long-term implications, as well as (often complex) interdependencies.

3.1.3. The impact of the pandemic, energy and cost of living crises, and other global events on Council services and the local community has been significant, and risk management remains critical to ongoing response and recovery planning. The hierarchy of registers from team, service, directorate and partnership up to the corporate register should ensure holistic oversight of significant issues that must be managed at each level. In addition, in relation to Civil Contingencies and Incident Management, risk assessment has been critical in supporting the Council to respond and manage service provision safely.

3.2. Corporate Risk Management Process

3.2.1. The corporate risk register is owned by the Senior Leadership Group, and the Strategic Director – Partnership & Performance is responsible for the corporate risk approach. All employees have responsibilities in managing risks, as do Elected Members in their remit of strategic planning, decision-making, resource allocation, scrutiny and challenge. The Council follows a systematic process, reporting corporate and service risks to Committee on a regular basis. The process is assessed via internal and external governance mechanisms, and peer-reviewed by other authorities and partners.

3.2.2. Each quarterly review involves 'environmental scanning' of information from internal and external sources to inform discussions with a range of individuals and groups. Issues are considered by the Corporate Risk & Integrity Forum (including risk owners and/or delegated officers) to:

- Review changes and developments in existing corporate and service risks;
- Assess emerging externally-identified risks for potential local relevance;
- Evaluate emerging internally-identified risks (Int. Audit/self-assessed); and
- Consider significant risks, or those with cross-service implications, for escalation to the corporate level, or demotion if severity has reduced.

3.2.3. It is impossible to remove all risk from our operations as most functions have inherent risks, as do most changes. Moreover, not changing would expose us to other risks, such as failing to comply with new legislation, develop our workforce/practices, or take advantage of new opportunities, collaborations and innovations. The aim, therefore, is not to be 'risk averse' but 'risk aware'.

3.2.4. We identify our approach to managing each risk as:

Treat: we will take action to reduce the risk;
Tolerate: actions within our control are complete and plans in place;
Transfer: the risk will be passed to another party, such as insurers; or
Terminate: the activity that is causing the risk will be ceased.

3.3. Current Risk Profile & Development Activity

3.3.1. Mitigation efforts continue across the range of risks, either to reduce the likelihood of them materialising, or responding to reduce the impacts, often related to worsening external factors. In this review, positive progress can be seen in relation to: compliance with the United Nations Convention on the Rights of the Child (UNCRC); condition of the school estate; pace and scale of organisational transformation; and Child Protection. Reasons and information on remedial actions taken are provided in the detailed updates.

3.3.2. The Risk Management Strategy delivery plan (presented to Committee in August) continues to be rolled out to enhance the organisation's governance assurance and risk maturity. This includes actions around training and engagement on risk and the Pentana performance management system. Work is also ongoing to improve integration with other risk handling and governance mechanisms, including Internal Audit, the Annual Governance Statement, and Best Value audits. The 2024/25 Risk Strategy annual report will be presented to committee in June.

4.0   Sustainability Implications

4.1.   No direct sustainability implications arising from this report.

5.0   Resource Implications

5.1.   Financial Details – No direct financial implications arising from the report

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 – No direct staffing implications arising 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 A – Corporate Risk Register

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
Judi Richardson	Performance & Information Adviser	2105

Approved by

NAME	DESIGNATION	SIGNATURE
Chris Alliston	Strategic Director, Partnership and Performance	███████████

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Summary of Changes	Distribution of Scores
At the 2024/25 financial year end (out of a total of 18 risks): **Status** • 8 risks are red (same as previous report - 2024/25 quarter 3) • 6 risks are amber (decrease from 8) • 4 risks are green (increase from 2 – green risks are often demoted to other registers unless ongoing scrutiny is appropriate) **Approach** • 13 risks are being **Treated** (same as previous) • 5 risks must be **Tolerated** (same as previous) **Change in Scores Since Last Review** • 4 risks have reduced (see below) • 14 risks remain the same • No risks have increased or been added to/removed from the register	
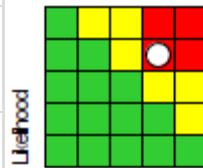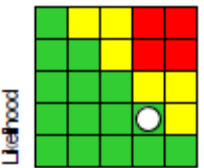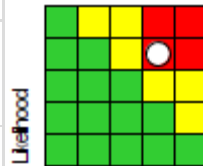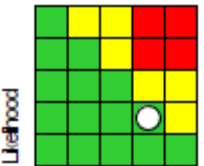
Code	Title (see risk details for expanded abbreviations)	Score	Status	Approach	Change
COU CRR 008	Insufficient Financial Resilience	20	🔴	Treat	▬
COU CRR 005	Impact of Poverty, Inequality & Changing Demographics	20	🔴	Treat	▬
COU CRR 046	IT System Failure	20	🔴	Treat	▬
COU CRR 050	Supply Chain & Labour Market Disruption	20	🔴	Tolerate	▬
COU CRR 012	Health & Safety Breach	20	🔴	Treat	▬
COU CRR 047	Inadequate Workforce Planning	16	🔴	Treat	▬
COU CRR 033	Major Governance Failure	16	🔴	Treat	▬
COU CRR 009	Information Not Managed Effectively	16	🔴	Treat	▬
COU CRR 049	Continued Contribution to Climate Change	15	🔺	Treat	▬
COU CRR 040	Failure of Public Utility Supply	15	🔺	Tolerate	▬
COU CRR 054	Conflicting Needs Around Management of RAAC	12	🔺	Treat	▬
COU CRR 052	Failure to Comply with UNCRC	12	🔺	Treat	⬇
COU CRR 031	Failure to Prepare for Severe Weather Events	12	🔺	Tolerate	▬
COU CRR 022	Public Health Emergency	12	🔺	Tolerate	▬
COU CRR 053	School Estate Condition Disrupts Education Provision	9	🟢	Treat	⬇
COU CRR 023	Industrial Unrest	9	🟢	Tolerate	▬
COU CRR 034	Insufficient Pace & Scale of Organisational Transformation	8	🟢	Treat	⬇
COU CRR 011	Harm to Child(ren)	6	🟢	Treat	⬇
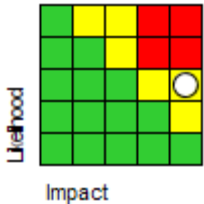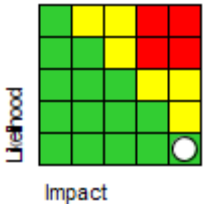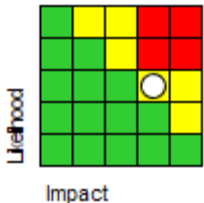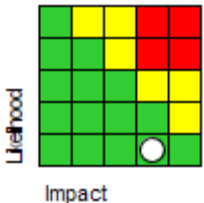
Approach Treat
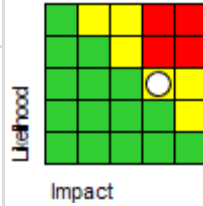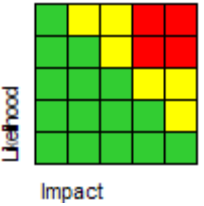
🛑 ➖ **Insufficient Financial Resilience**	Senior Manager Finance & Revenues	Current Score	20	Target Score	5

Risk	The Council does not have a balanced budget to meet essential service demands, customer needs, or external agendas.
Potential Impact	Reputational and legal implications and severe, extended loss of service provision. Possibility of Alliance, Health & Social Care and other partners also experiencing budget pressures contributes to potential impact, given the interdependencies.
Note	The budget for 2024/25 was approved in March reflecting a balanced position and including savings to be achieved during the year. Due to the use of reserves and cash savings to balance the 24/25 budget, the budget gap for 25/26 has been estimated at £13m. This year's budget process is already progressing to take forward savings through transformation and other areas previously identified. The budget gap is also subject to the settlement funding from Scottish Government which will be known towards the end of the year. The reduction in score does not represent a material change in the projected budget gap but alignment with the revised risk guidance in reflecting that the balanced 24/25 budget means the risk will not materialise within this financial year.

Related Actions	Audit of 2022/23 Accounts by Audit Scotland	COU EXA 223	Existing Controls	Budget Strategy & Monitoring
	Use the agreed strategic change framework and organisational design principles to implement a whole organisation redesign	EXA BVA 1A0		Contract Standing Orders
	Balance the drive for savings with the need for sufficient officer time and skills to support change and consider how to make more use of external assistance to support improvement	EXA BVA 4F0		Financial Regulations
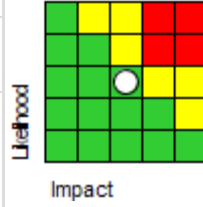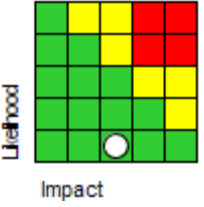
🛑 ➖ **Impact of Poverty, Inequality & Changing Demographics**	Chief Executive	Current Score	20	Target Score	5

Risk	Services are not appropriately redesigned based on changing needs in relation to the ageing population, health, complexity of care or socio-economic factors, specifically poor outcomes associated with welfare reform, poverty and/or inequality and wider impacts associated with the cost of living crisis.
Potential Impact	Inappropriate allocation of resources & assets, misalignment of corporate objectives to need, inability to demonstrate Best Value, and possible financial and reputational consequences of responding to unplanned situations.
Note	The LOIP and Health & Care Strategic Plan set out partnership outcomes to strengthen community & place-based services. Key priorities are to reduce children living in poverty, develop inclusive growth and empower families & communities. Relevant actions include City Region Deal, Community Wellbeing & Community Wealth Building, as well as data analysis to inform decision-making and Poverty Impact Assessments. The risk score takes into account EU withdrawal, pandemic impacts, recent Child Poverty statistics and the cost of living crisis.

Related Actions	Clackmannanshire Alliance Local Outcomes Improvement Plan 2017-27	CPP LOI	Existing Controls	Customer Consultation & Engagement
	Implement Health & Care Partnership Strategic Delivery Plan	CRR HSC SDP		Budget Strategy & Monitoring
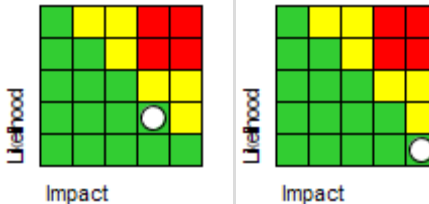
	IT System Failure	Senior Manager Partnership & Transformation	Current Score	20	Target Score	9

Risk	Full or partial loss of network/hardware/software/telecoms technologies (temporary or prolonged) due to cyber attack/other emergency, failure to manage maintenance/backups/suppliers/contracts, or lack of investment in systems/staff/training (i.e. failure of IT services to uphold priorities of Confidentiality, Integrity and Availability).
Potential Impact	Financial impact from lost productivity, service disruption (inc. statutory/vulnerable groups), inability to communicate, harm to staff/customers (access to records/Potentially Violent Persons register) & legal/regulatory/reputational implications.
Note	A number of recent global issues and cyber incidents means this remains a high risk. Work is ongoing to raise awareness across the workforce of cyber risks and mitigations. The Council is also investing in ICT infrastructure and security as part of its Digital Transformation Strategy & roadmap. This will introduce security policies and tools, cloud hosted services, retire/replace legacy systems, invest in modern technology to support delivery, future ways of working & Digital Transformation ambitions. Implementation of MS365 has begun and will improve the stability and security of systems.

Related Actions	Develop & deliver the Council's Digital Transformation Strategy	CRR P&P IT1	Existing Controls	Business Continuity Plans
	Complete actions from IT Asset Management Plan	CRR P&P IT2		Service Level Agreements & Contracts

	Health & Safety Breach	Chief Executive	Current Score	20	Target Score	8

Risk	Incident or statutory breach results in injury or death of staff member or customer due to lack of awareness or non-compliance with policies and procedures. Incidents may also arise from third parties actions, outwith Council control.
Potential Impact	The effects on individuals and their families, financial penalties (including Health & Safety Executive intervention fees), criminal proceedings, adverse publicity, increased insurance or damage to Council assets.
Note	Progress is being made on ensuring that the basic foundations are in place, but we are still experiencing pockets where there is a fundamental lack of understanding of manager responsibilities which leaves the risk as high.

Related Actions	Revised Health & Safety Strategy & Actions Plan	CRR P&P HR1	Existing Controls	Health & Safety Management System
	Governance improvement actions across all services	CRR P&P LG1		H&S Corporate Training Programme

	Inadequate Workforce Planning	Strategic Director - Partnership & Performance	Current Score	16	Target Score	3

Risk	Due to lack of workforce planning the Council fails to ensure sufficient capacity/resource to deliver key Council service or fails to adequately develop its workforce to ensure that skills, knowledge and structures are appropriate, sustainable financially viable and compatible with our corporate vision.
Potential Impact	Loss of key staff from posts identified as single points of failure, including statutory officers, leading to inability to delivery key functions and lack of adequate professional advice to Council Officers/Elected Members.
Note	Failure to implement sufficient or proper workforce planning controls (at both service and strategic level) risks loss of key staff from posts identified as single points of dependency, failure to address the challenges of an ageing workforce, and failure to upskill current staff to meet current / future demands. This may lead to an inability to deliver key / statutory functions or provide adequate professional advice to Officers / Elected members.

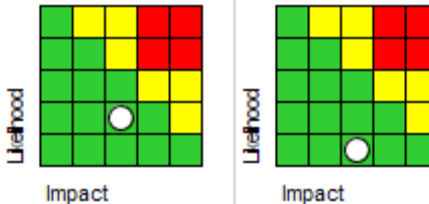| Actions	Develop & implement the strategic workforce plan 2022-25	CRR P&P HR4	Controls	Strategic Workforce Plan

🛑 ▬ **Major Governance Failure**		Strategic Director - Partnership & Performance	Current Score	16	Target Score	8

Risk	A significant failure of compliance with statutory duties through non-adherence to and/or lack of awareness or understanding of law, contract standing orders, scheme of delegation or financial regulations.
Potential Impact	Significant reputational damage, injury or loss of life, legal action, financial loss or disruption to service delivery and challenge by third parties. Staffing changes and re-design reaffirm need to closely monitor & manage compliance with statutory requirements & good practice.
Note	The Corporate Risk & Integrity Forum discuss governance & compliance on a quarterly basis. Mandatory training to officers to be carried out over the next few months. Scrutiny training was provided to Audit & Scrutiny Committee in Jun-23 and other Elected Members in Nov-23. Additional Governance training is currently in development and will shortly be added to the mandatory training suite for completion by all staff on an annual basis as concerns remain regarding breach of governance and the law.

Related Actions	Annual Internal Audit & Fraud Programme	COU IAF	Existing Controls	Scheme of Delegation
	Governance improvement actions across all services	CRR P&P LG1		Governance & Audit Processes
	Addition of Governance to annual mandatory training suite	CRR P&P LG3		Committee Structures & Remits

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🛑 ▬ **Information Not Managed Effectively**		Senior Manager - Legal & Governance	Current Score	16	Target Score	8

Risk	Information is not protected, managed or used effectively due to lack of compliance with information sharing, data protection, records management or IT principles/protocols, potentially leading to data breaches, inefficiency/duplication and strategic/performance management decisions based on poor quality/inaccurate business intelligence.
Potential Impact	Legal/reputational/financial implications from breaches (regulators being the ICO and SIC can impose monetary penalties and enforcement notices), inefficiencies costing time/money, non-completion of (possibly statutory) duties. Loss of productivity, impacting morale, or misinformed decision-making if information not available/used.
Note	Review of records / retention plans is well underway and will be sent to the Keeper of Records for Scotland by 30/4/25. Work continues around opportunities from MS365. The review of Data Protection policies and partnership sharing agreements are well underway with the Council's data protection solicitor. Issues around FOI handling is starting to improve but will continue to require significant work by all directorates and we have now submitted our improvement plan to the Scottish Information Commissioner. FOI training will be mandatory from 01/04/25.

Related Actions	Develop & deliver the Council's Digital Transformation Strategy	CRR P&P IT1	Existing Controls	Data Sharing Agreements
	Actions from Scottish Information Commissioner in Dec-24 regarding Freedom of Information	P&P L&G SIC		GDPR Guidance & Training

Continued Contribution to Climate Change		Strategic Director - Place	Current Score	15	Target Score	5

Risk	The Council fails to play its part in addressing the climate emergency, such as by not adapting to climate change, reducing waste and travel, making available resources, using/promoting sustainable practices, materials & technologies or failing to act as an ambassador for national & international good practice as it emerges.
Potential Impact	Worsening environmental impacts including flooding (see Severe Weather risk), impact on health/social well being, increased fuel poverty, missed efficiency savings/economic opportunities and poorer air quality. Reputational impacts of not supporting national/international policy, and legal implications of not meeting targets or demonstrating progress.
Note	An internal Strategic Energy Management Group has been established to assist in the delivery of the Council's Local Heat and Energy Efficiency Strategy , strategic environmental assessments of our Climate Change and Pollinator strategies have been completed and it is planned to present both strategies to Council for approval in Spring 2025. Interim carbon reduction targets leading up to net zero emissions by 2040 have been established. The Climate Emergency Board (CEB) continues to meet quarterly and the Climate Emergency Action Plan (CEAP) continues to be developed and updated by members of the Climate Emergency Group.

Related Actions	Climate Change Strategy and Climate Emergency Action Plan	PLC 213 101	Existing Controls	Local Biodiversity Action Plan
	Develop routemap to compliance with EESSH2 for all Council Housing stock.	PLC 213 104		Regional Energy Masterplan
	Deliver CRD programme in line with delivery plan/financial profile	PLC 213 111		Sustainable Food Growing Strategy

Conflicting Needs Around Management of RAAC		Strategic Director - Place	Current Score	12	Target Score	4

Risk	Potential deterioration of buildings with RAAC (Reinforced Autoclaved Aerated Concrete) into unsafe structures, requiring options appraisal that addresses both strategic implications (financial, assets and duty of care for residents), and the needs of individuals directly affected by uncertainty and other personal impacts, including financial
Potential Impact	Domestic properties become uninhabitable, increasing voids & pressure demand on housing/homelessness services, with affordable housing already in high demand & short supply. Unbudgeted financial cost to housing services, community impacts and reputational damage through activism & negative media publicity.
Note	We have a 'maintain and monitor regime' in place and the Structural Engineer continues to carry out 6 monthly surveys of the closes in occupied blocks. Staff are also in these blocks on a week to 10 day basis and perimeters of the vacant blocks are also being monitored at the same time. The options appraisal has been discussed with the administration group and further discussions are required with owners. We are currently awaiting guidance in order to progress more extensive assessments in the tenanted blocks.

Related Actions	Housing service leads part of Scottish Government RAAC Cross Sector Working Group	PLC DRR 004	Existing Controls	RAAC Survey Programme
				Housing Need & Demand Assessment
	Focused resource to manage the RAAC survey programme, communications and resident support actions	PLC DRR 003		Scottish Government RAAC Cross-sector Working Group

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Failure to Comply with UNCRC

⚠️ ⬇️ **Failure to Comply with UNCRC**	Chief Executive	Current Score **12** Target Score

Risk	Lack of cross-service action to implement requirements of the UN Convention on the Rights of the Child results in poor staff awareness and/or lack of process review to ensure children's rights are upheld across all aspects of service delivery
Potential Impact	Failure to act in a child's best interests, possibly exacerbating inequalities for vulnerable individuals/groups, or failure to demonstrate corporate commitment, with associated legal, financial & reputational implications of a regulatory breach
Note	The UNCRC (United Nations Convention on the Rights of the Child) (Incorporation) (Scotland) Act 2024 became law on the 16th of July. The Act expects that Scottish public bodies act in a child's best interests in all matters that affect them, ensuring their voices are heard, and that upholding children's rights is evident across all public service delivery. A short life working group has been established to look at key work strands, including staff development/awareness, Youth Voice / accreditation, child-friendly complaints and information, policy development and compatibility assessments. Guidance from the Scottish Government, SPSO (Scottish Public Services Ombudsman) and the Improvement Service is being followed, and the Council will be required to document and evidence steps towards implementation in a report to the Scottish Government in March 2026.

Related Actions			Existing Controls	
Carry out 'How Ready are You?" audit to check compliance & identify priority actions	CRR COU CR1			Equalities Impact Assessment
Implement Child Friendly Complaints process (no later than 31-Mar-25)	CRR COU CR2			Team Leader/Senior Manager Forum
Communicate UNCRC duties to staff, customers & partners to raise awareness of implications	CRR PPL ED1			Youth Voice Forum

School Estate Condition Disrupts Education Provision
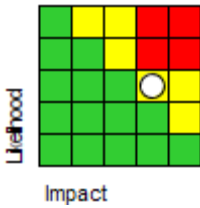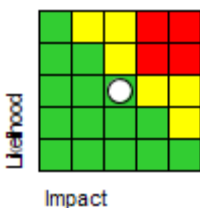
✅ ⬇️ **School Estate Condition Disrupts Education Provision**	Senior Manager - Property	Current Score **9** Target Score **3**

Risk	Failure to adequately invest in the school estate results in degradation in the condition of establishments below acceptable standards for continuation of service delivery, requiring displacement into alternative accommodation
Potential Impact	Health & Safety implications, unusable assets, disruption to learning & attainment, workforce & financial capacity to manage transport & temporary accommodation, reputational & legal implications relating to provision of statutory function
Note	Five priority primary schools to be refurbished. To minimise disruption works have been programmed to commence during the 6-week school summer holidays from the 26th of June 2025 and expected to be completed by end November 2025. The scope of work is extensive and includes major roof replacement, exterior render and cladding upgrades as well as wholesale window replacement to improve thermal efficiency and move the Learning Estate forward with its aspirations on decarbonisation and net zero. Five further primary schools identified for works in 2026.

Related Actions			Existing Controls	
Seek Council approval to focus investment on the identified schools (graded as "Poor")	CRR PLC PT1			Property Asset Management Strategy
Carry out options appraisal on the full learning estate	CRR PLC PT2			Condition Surveys (Hollis Report)

Insufficient Pace & Scale of Organisational Transformation	Chief Executive	Current Score	8	Target Score	5

Risk	The Council fails to proactively drive the fundamental redesign of services and organisational planning/development with the speed required to address the funding gap due to ineffective change management.
Potential Impact	Failure to maintain the required level of provision for statutory services. The corporate business improvement programme does not establish sustainable service delivery and a sustainable cost base for the future.
Note	The governance and reporting of the Be the Future programme is well established, with a forward plan to Council detailing a different priority theme each cycle. SLG and Members are pleased with progress.

Work is underway for the procurement of a new Social Work Case Management System, which will produce a detailed statement of requirements. The introduction of this new system will transform the way services operate. |

Related Actions	Be the Future Transformation Programme	COU TRN	Existing Controls	Be the Future Board

Harm to Child(ren)	Strategic Director - People	Current Score	6	Target Score	3

Risk	A lack of capacity, stability or skillset in key roles reduces the Council's ability to fulfil statutory requirements and intervene to prevent the serious harm to a child/children.
Potential Impact	Effects of injury or death on individual, family, friends & staff members, reputational & legal implications, with associated costs, as well as impact of reputational damage & negative publicity on morale, workforce development and sustainability.
Note	Robust controls ensure appropriate staffing, leadership & assurance, including quarterly reports to governance groups, regular risk review and prioritisation of child protection work. Robust annual council-specific/multi-agency staff training ensures confidence/competence to fulfil duties, and access to support/development opportunities consolidating professional identity and social work practice/education. We have recruited team leaders & senior practitioners to build resilience and skills, filling vacancies in a timely manner. The e-IRD system enables real-time response to children at risk of harm for assessments and interventions. The Scottish Child Interview Model team is fully embedded, undertaking 100% of joint interviews. While this risk continues reducing, its significance means it is appropriate for constant review this register.

Related Actions	Children's Services Plan 2021-24	PPL CHC CSP	Existing Controls	Child Protection Procedures
	Clackmannanshire's Promise Plan 2023-26	PPL CHC PRO		Public Protection Chief Officers Group
				Child Protection Committee

Approach Tolerate

🛑 ➖ **Supply Chain & Labour Market Disruption**	Chief Executive	Current Score	20	Existing Controls

Risk	Disruption to UK supply chains & labour markets as a result of EU withdrawal, increasing costs & delays in sourcing goods (particularly in construction), already materialising and could continue for an extended period or escalate		Service Level Agreements & Contracts
Potential Effect	The Council could fail to recruit or retain staff with the required knowledge & experience, and/or be subject to direct or third-party impacts if suppliers are unable to source goods/materials or staff to fulfil contractual obligations		Recruitment & Retention Policy
Note	Impact and Likelihood remain unchanged. Ongoing pressures on supply chain impacted by Supply issues due to overseas conflicts affecting in particularly food inflation also availability of Skilled staff with key suppliers. Brexit still impacting plus recruitment difficulties particularly for key roles internally and the availability of skilled staff internally. • The increase in National Insurance Contributions for employers and the increase in National Living Wage, announced in the UK budget, will increase employment costs for suppliers delivering public services, creating financial sustainability concerns and supplier failure		Procurement Processes & Procedures

⚠️ ➖ **Failure of Public Utility Supply**	Strategic Director - Partnership & Performance	Current Score	15	Existing Controls

Risk	Sustained loss of gas, electricity, water and communications over a significant area due to failure of a provider's infrastructure as a result of a local or national event.		Business Continuity Plans
Potential Effect	Fatality, injury or health risk, requirement to evacuate & find alternative accommodation, including for vulnerable people. Disruption to businesses, with potentially large costs, and impact on contact with health, care and emergency services.		Major Incident Procedures
Note	Ongoing monitoring and liaison with utility companies over the risks. National power outage plans have been developed at local, regional and national level. Community plans are in place and there is ongoing communication with our vulnerable customers on being included on the Priority Risk Register for all utility providers. We have direct Input into the UK NPO working group		Emergency Response Plan

⚠️ ➖ **Failure to Prepare for Severe Weather Events**	Strategic Director - Place	Current Score	12	Existing Controls

Risk	Inability to respond to severe weather events due to lack of appropriate planning & equipment (e.g. 4x4 vehicles). Most likely flooding from rain/coastal surge, winter weather or heatwave (increasing frequency & severity due to climate change).		Business Continuity Plans
Potential Effect	Widespread community dislocation (including possible risk to life), damage to property, businesses, roads & utility infrastructure (inc. telecoms & power), or inability of staff to get to workplace. Impact on delivery, reputation & finances, and increased workload in numerous services to support communities, including clearing roads and core paths (e.g. from fallen trees & other debris).		Winter & Flood Management Plan
Note	Controls are in place for monitoring and action as required. A new severe weather framework has been developed. Community Resilience teams in place in areas of high risk. Ongoing liaison and discussion with Met Office and SEPA, looking at the long term impacts of climate change. Robust internal and external networks in place		Forth Valley Local Resilience Partnership

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⚠ ▬ **Public Health Emergency**	Chief Executive	Current Score	12	Existing Controls
Risk	Significant numbers of Council staff and customers become ill due to the occurrence of a public health emergency, such as a flu pandemic, with spread potentially exacerbated through failure to vaccinate or follow hygiene protocols.			Business Continuity Plans
Potential Effect	Short- & long-term health implications for public & staff (inc. absence if ill or caring for others). Disruption to support & front-line services, inc. to already vulnerable groups. Consideration required of minimal service provision requirements.			Pandemic Flu Plan
Note	Continue to work at local, regional and national level on developing plans. Procedures and plans in place for dealing with those most affected including identified vulnerable residents. While pandemic impacts are still being felt and a number of issues require ongoing monitoring and management, the revised risk guidance means the likelihood/proximity of this risk can now be downgraded.			Major Incident Procedures

✅ ▬ **Industrial Unrest**	Chief Executive	Current Score	9	Existing Controls
Risk	Industrial action by Council staff, partners or suppliers arises, normally in relation to local or national budget-related changes to terms and conditions, or restructuring.			Business Continuity Plans
Potential Effect	Immediate effects on service delivery & those dependent on services, with financial and reputational damage, and residual impact on staff morale & productivity. In case of partners/suppliers may have to support or reduce activity/service delivery.			Trade Union Comms Protocol
Note	Negotiations are ongoing at national level for 24/25 however no settled position has been reached and there is the potential for increased industrial unrest. UNISON have a mandate for industrial action for waste although fell short for staff supporting schools. Strike action was suspended whilst members are balloted on updated pay offer although we understand that UNISON are recommending the offer is rejected, AN offer fro 24/25 is to be made to SNCT and Chief Officer groups.			Forth Valley Local Resilience Partnership

CLACKMANNANSHIRE COUNCIL

Report to: Audit and Scrutiny Committee

Date of Meeting: 17th April 2025

Subject: Exceptions from the Application of Contract Standing Orders

Report by Strategic Director Partnership & Performance

1.0 Purpose

1.1 It is a requirement of Contract Standing Orders that exceptions should be reported to the next available Audit & Scrutiny Committee. The purpose of this paper therefore is to provide detail on any Exceptions to Contract Standing Orders submitted in the previous quarter.

2.0 Recommendations

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

3.0 Considerations

3.1 Contract Standing Orders (CSO's) apply to all contracts entered into by Council officers. In some circumstances however, exceptions may be granted.

3.2 The appropriate senior manager must record their reasons in writing in the form of an exception report for a decision, which must be submitted to the Strategic Director, Partnership and Performance, for consideration.

The Strategic Director is required to consult with the Chief Finance Officer (S95) and Procurement Manager before taking any action that binds the Council. It is a requirement that any such exception shall be reported retrospectively in full to the next Audit & Scrutiny Committee, including the reasons that fully justify the exception. A summary of CSO exemptions will also be provided as part of the Annual Procurement report to the Audit & Scrutiny Committee.

3.3 **Seven (7)** exceptions have been considered since the last report in October 2024:

3.3.1 To permit the Exception to request the appointment of Netcall UK Ltd to Supply Professional Services over the period 06/01/2025 – 05/01/2026 to the value of £20,000.00.

The basis of the exception request is that, in terms of Contract Standing Orders section 6 (8) The purchase of goods or materials, the execution of works or supply of services for which the procurement officer considers that no genuine competition can be obtained

Reference 2/6/2058

Granted

Based on the information provided the recommendation to approve the request for an exception to Council would provide professional services to support the ongoing development of the Customer Service Hub and Automation projects using Netcall UK Ltd

Netcall UK Ltd are the only provider who can offer these professional services due to their highly specific nature. As the vendor, they have no adopted partner network and no other third-party associates who would be permitted to perform these services due the sensitivities of the council data being used and the highly specific, tailored approach to the development of the Customer Service Hub and Automation workstreams.

Conditions

An authorised Procurement form 2 should be completed
A Purchase order should be raised to cover value requested for £20,000
A Direct award notice should be published in Public Contracts Scotland

3.3.2 To permit the upgrade of the following existing IT systems:

- Upgrade of the Housing Management System, Northgate OHMS, to the current offering (NEC Housing) by the provider NEC Software Solutions UK Ltd.   The cost of this upgrade is £486,000.
- Upgrade of the repairs and asset management system, Servitor, to the current offering (Cx Contractor & Asset Management) by the provider, Civica UK. The cost of this upgrade is £223,138.

The total upgrade cost is £709,138.

The basis of the exception request is that, in terms of Contract Standing Orders section 6 (7) There is a genuinely justifiable case to use an existing contractor/supplier to maintain continuity of supply or site experience

Reference 2/6/2091

Granted

Based on the information provided and due to the age of both systems, there is very limited expertise available in the marketplace to provide technical support. These are proprietary systems owned and operated by the company that supplied then and cannot readily be maintained by any other provider.

We have been formally notified that support for the current OHMS system will cease on 31st March 2026

Neither system is currently Public Sector Network (PSN) compliant. Both upgraded systems will be PSN compliant, cloud based, supplier supported and fit for purpose. They will deliver enhanced functionality for staff and tenants by making best use of existing technology

Conditions

A Procurement Form 2 should be completed and authorised for this requirement to cover the three plus two years potential extension period This should include all costs associated with the products including support costs

Purchase orders should be raised to cover the period requested to account for all costs

Contract Award notices without competition should be published in Public Contracts Scotland

The service will provide an options appraisal before any extension period is taken up to determine if the requirement for a fully integrated single system exists

3.3.3 To allow the Council to request permission to extend contracts for consultants carrying out site investigations at Forthbank.

Reference 2/6/2207

Not Granted

Based on the information provided the proposed extensions were noted as being retrospective as the investigations have been continuing after the contracts had expired as the approved contract values had been reached. Assurance of Financial Governance was sought and was at the Services risk in terms of procurement legislation.

3.3.4 To permit the appointment of Arcthink to Supply critical ICT support over a three-month period to the value of £37,500

Referenced 2/6/2212

Granted

Based on the information provided the Council was progressing significant IT transformation efforts, including Microsoft 365 implementation, compliance improvements, and infrastructure upgrades. These efforts were disrupted when Emposo, a key supplier engaged through the G-Cloud framework, ceased its UK operations, terminating all staff and creating a critical resource gap.

To mitigate immediate risks, including the successful submission of the Public Services Network (PSN) application on 20th December 2024, a short-term emergency direct award contract was made with Arcthink.co.uk, valued at

£9,960. This emergency contract ensured continuity of critical expertise during this transitional period and allowed the PSN submission to proceed as planned.

However, it has become clear that further support is now required to maintain momentum and address follow-up queries from the Cabinet Office and prepare for the forthcoming IT Health Check in March/April 2025. This request builds upon the initial emergency arrangement to extend the engagement for an additional three months to secure the Council's ongoing IT compliance and security objectives.

Conditions

An award of a contract without prior publication of a call for competition notice is required to be published in Public Contracts Scotland
An authorised Procurement form 2 should be completed
A Purchase order should be raised to cover the value requested

3.3.5   To permit the appointment of Clackmannanshire Citizens Advice Bureau Ltd to Supply a Money Advice Service (including debt management and better off in work calculations) to Clacks Works employability clients over a 1 year period with potential to extend for a further 1 year (depending on availability of external funding from Scottish and UK Gov. Value of £42,500 in year 1 (2025/26) and £44,500 in Year 2 (2026/27)

Referenced 2/6/2218

Granted

Based on the information provided the Council have identified the lack of alternative suppliers with required specialist skills, knowledge and experience to provide this requirement.

Having access to a dedicated Money Advice service is a fundamental part of the employability support offered to participants on the Council's employability programmes which are delivered through Clackmannanshire Works. These employability programmes include Positive Moves (funded by the UK Shared Prosperity Fund), the residual Fair Start Scotland Service (closed to new referrals in March 2024 but with on-going responsibility for up to 24 months to a small number of clients) and Parental Employability Support (funded by Scottish Government No One Left Behind and Tackling Child Poverty employability funding

Conditions

Governance arrangements should be in place via an authorised Procurement Form 2
This should be estimated for four years with a potential extension of a further four years subject to satisfactory funding being in place
Purchase orders should be raised annually to cover the period subject to there being satisfactory funding in place
An award notice published in Public Contracts Scotland should be published for the four-year period

A review should take place in four years and if there are still no known alternative suppliers a further four-year term should be awarded. This will also be subject to satisfactory funding being in place

3.3.6 To permit the appointment of Ceteris Ceteris (Scotland) Ltd. to set up and administer an Expert Help consultancy framework, providing up to 3 days expert help support in a number of areas for around 50 Clackmannanshire businesses and Third Sector Organisations, delivery of a bespoke Pathways start up programme and 2 employer engagement events. Funded through UKSPF for the extension year of 2025/26, and with a total value of £70,000.

Referenced 2/6/2222

Granted

Based on the information provided the Council Officers have identified the lack of alternative suppliers with required specialist skills, knowledge and experience

The Expert Help programme is very much aligned to the Business Gateway service, providing an additional useful and well received support to businesses and third sector organisations engaging with Business Gateway.

Ceteris have been awarded the Business Gateway contract which will run until 2027 (with option to extend for a further year), it made sense to award the funding to Ceteris for them to set up the expert help framework and contract with consultants directly. This will allow them more flexibility on the areas of support and more control over selection of consultants, engagement with consultants and payment of consultants.

Through the Business Gateway contract, Ceteris are the local organisation with most contact with a large number of local businesses and third sector organisations and have the premises and resources to host and organise larger employer engagement events.

Conditions

A Procurement Form 2 should be completed and authorised for this requirement this should cover up to 31st March 2028

The Exception should cover the potential contractual period of the supply of Business Gateway Services in Clackmannanshire. The initial period should be to 31 March 2026.
There should be an option of extending the contract, by mutual agreement, for a further period of one (1) year plus one (1) year to 31 March 2028, such extension will be based on funding availability and the satisfactory performance of the contractor.

A Purchase order should be raised to cover the initial period up to 31 March 2026 and subject to above further purchase orders issued on an annual basis

The day rates for consultants should be firmed up and confirmed for each financial year before a purchase order is issued

A Contract Award notice should be published in Public Contracts Scotland to include the potential extensions

3.3.7 To permit the appointment of Austin Smith Lord to Supply specialist survey and consultancy services over a 12 month period to the value of £19 800.00

Referenced 2/6/2193

Granted

In 2021 Concerns where raised regarding the condition and deterioration of the North facing façade of the Kilncraigs building. With the building being Grade A listed and subject to Historic Scotland preservation order a specialist preservation architect was commissioned to conduct a survey and provide detailed recommendation report.

Austin Smith Lord was appointed and completed the survey on the 19 October 2021. Significant repair and conservation works were highlighted in the report.

Due to the specialist nature of the works, being a Grade A listed building, a preservation architect is required to liase with Historic Scotland and council planning department to develop and provide:

- Full development of the scope of works and subsequent tender pack for main works contract.

- Development of the planning application pack.

- Project management services for the construction phase.

As Austin Smith Lord conducted the initial survey and are familiar with the project and currently have capacity to provide the required services, the Service sought a direct award based on continuity of services and potential additional costs to the Council.

The council needs to rely on the survey conducted in 2021. The original survey was conducted utilising existing high-level scaffolding which was erected for the roof replacement works. Should another vendor be appointed a new site survey will be required. To provide the high-level access would add additional expenses in the region of £30 000 to the project.

The project is also time sensitive with works only able to progress during summer months. Any delays in the tender process or capacity of subcontractors could delay mobilisation and push the start date out to 2026

Conditions

An award of a contract without prior publication of a call for competition notice is required to be published in Public Contracts Scotland
An authorised Procurement form 2 should be completed
A Purchase order should be raised to cover the value requested

4.0 Sustainability Implications

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

5.0 Resource Implications

5.1 Financial Details - there are no direct implications for the Council's budget arising from this report

5.2 Staffing - there are no direct implications for the Council's establishment arising 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**   (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 & 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?

N/A

9.0 Legality

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

10.0 Appendices

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

None

11.0 Background Papers

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

No ☑ (please list the documents below)

Author(s)

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Approved by

NAME	DESIGNATION	SIGNATURE
Chris Alliston	Strategic Director Partnership & Performance	███████████