

Update Report December 2023  
Keeping The Promise: Plan 2023 – 2026

Action Code	Outcome	Promise Pillar	Promise Foundation	Actions	Target and Timescales	Responsible	Progress Update
GC 1	No Care Experienced Children or Young People excluded in Clackmannanshire	A Good Childhood	5	<ol style="list-style-type: none"> <li>1. Ensure there are no formal or informal education exclusions of Care Experienced Children and Young People.</li> <li>2. HTs to liaise with Virtual HT if there is a significant concern regarding safety of a CECYP where exclusion would previously have been considered.</li> </ol>	<ol style="list-style-type: none"> <li>1. 0% care experienced Children and Young People excluded, formally or informally in 2023 – 2024</li> <li>2. Where previously an exclusion would be considered, VHT/Senior Manager to be involved, to ensure appropriate education is maintained</li> <li>3. To maintain no formal exclusions within Clackmannanshire.</li> </ol>	Headteachers	<p>Head Teachers have been reminded of this by Senior Manager (Secondaries) and this remains an existing policy in Clackmannanshire.</p> <p>No children/young people excluded which remains in line with both national and local policy.</p>
GC 2	Young people have access to the appropriate support they need to thrive at school	A Good Childhood	1, 4, 5	<ol style="list-style-type: none"> <li>1. All CECYP to have appropriate educational planning built into statutory Child's Plans.</li> <li>2. Quality Assurance process to be strengthened around Child's Plans to ensure adherence to Clackmannanshire Education Service, Additional Support for Learning - Staged Intervention Guidance</li> <li>3. The Educational Psychology Service</li> </ol>	<ol style="list-style-type: none"> <li>1. Audit of CECYP's GIRFEC paperwork including Child's Plans to be completed by December 2023. .</li> </ol>	<p>Senior Manager: Inclusion and Partnerships</p> <p>Virtual Headteacher</p>	<p>Audit of CECYPs GIRFEC paperwork has not been undertaken due to an ongoing staff absence.</p> <p>This will take place Early 2024.</p> <p>The Educational Psychology Service currently provides an enhanced level of support to 27 children and young people who access education placements outwith Clackmannanshire. This currently equates to 1.5 days per week.</p>

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				will continue to provide an enhanced level of support to care experienced children and young people educated outwith Clackmannanshire			
GC 3	<p>Clearer understanding of the impact of Care Experience on Children’s development aged 2-8</p> <p>Appropriate and timely interventions aged 2-8 to ensure children meet developmental outcomes.</p>	A Good Childhood	1, 4 ,5	<ol style="list-style-type: none"> <li>1. Creation of a Data Gathering tool from age 2+ with colleagues in ELCs</li> <li>2. Creation of an Observation tool from age 2+ with colleagues in ELCs</li> <li>3. Support ELCs and Schools to provide developmentally appropriate experiences through the curriculum.</li> <li>4. Developmental Milestones to be tracked from age 2</li> <li>5. Working with all ELCs and Primary Schools to ensure consistency of data gathered</li> </ol>	<ol style="list-style-type: none"> <li>1. Data Gathering Tool to be created 2023 – 2024</li> <li>2. Data Gathering Tool to be implemented by 2024</li> <li>3. Observational Tool to be implemented for 2+ and record from 2 years old to 8 years old – annual implementation</li> </ol>	<p>Senior Manager: ELC, Primary &amp; Libraries</p> <p>Virtual Headteacher (Primary)</p> <p>ELC and Primary Leadership Teams</p>	<p>A data gathering tool has been created and to date two data uploads have been collected. A further four are planned by the end of March 2024.</p> <p>An observation tool has been developed in collaboration with Educational Psychology . There are six sections or domains within the observation tool. These are in a neuro-sequential order.</p> <p>Currently 65 children across our local authority ELCs are involved within cohort 1. Cohort 2 will be included from February 2024 and cohort 3 from May 2024.</p> <p>The tools developed allow vulnerable individuals and groups to be tracked and supports to be offered appropriately.</p>
GC 4	Improved educational outcomes (SCQF) and improved SLDR statistics for Care Experienced Children and Young	A Good Childhood	1, 4 ,5	<ol style="list-style-type: none"> <li>1. Tracking discussions with a key focus on care experienced group</li> <li>2. Creation of Care Experienced Bespoke Local Authority</li> </ol>	<ol style="list-style-type: none"> <li>1. Termly discussions with DHTs Support/CECYP lead via existing forum</li> <li>2. Bespoke Tracker has been implemented ahead of schedule (June 2023)</li> </ol>	<p>Senior Manager: Secondary and Communities</p> <p>Virtual Headteacher</p>	<p>QA meetings regarding tracking of outcomes for Care Experienced Young People has been led by Senior Manager (Secondary and Communities) and is being taken over by Virtual Headteacher Jan-May whilst CS on Secondment</p>

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	People			<p>Tracker by October 2023</p> <p>3. Quality assurance of Care Experienced data termly (VHT + DHTs)</p> <p>4. Embedding of Good Practice group to identify emerging good practice</p> <p>5. Work with Scottish Government INSIGHT advisor to support proactive planning around enhanced SCQF outcomes for young people</p>	<p>3. Senior Manager Secondary and VHT to meet with Scottish Gov by Aug 2023 to discuss SCQF for CECYP</p> <p>4. Skills Development Scotland meeting (termly) with Senior Manager and Virtual HT</p>	Improvement Analyst	<p>Tracker implemented and refined throughout Term. Quality Assurance processes in place. Attendance updates include tabular and visual data sent to Secondaries regularly to support internal Quality Assurance</p> <p>Identified contacts in each of the four secondary establishments are monitoring the CECYP data which is being provided by Virtual Headteacher. This is being used in preparation for external scrutiny.</p> <p>Virtual Headteacher has held two “good practice” sessions bringing together PTs Care Experience/Guidance across Alloa, Alva, CSSS and Lornshill – this has led to information sharing across campuses</p> <p>Work ongoing to implement SCQF Level 5 and SCQF Level 6 to identified cohorts in session 2024 – 2025</p> <p>Virtual Headteacher has an identified contact at Skills Development Scotland – weekly communication and monthly meetings now starting to have real impact. Tracking is in place now. SDS workers now have access to those not attending school through Virtual Headteacher. Impact of this is young people who have not attended school for an extended period of time have been supported to access positive destinations through education, training and employment.</p>

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GC 5	Care Experienced Young People to have access to wide ranging opportunities	A Good Childhood	1, 4,5	<ol style="list-style-type: none"> <li>1. Creation of Clackmannanshire Virtual Academy of partnerships</li> <li>2. Bespoke curriculum making process for young people – removing barriers to education</li> <li>3. Training opportunities for all CE leads in all establishments around bespoke curriculum making and partnerships</li> </ol>	<ol style="list-style-type: none"> <li>1. Virtual Headteacher to forge 15 additional partnership opportunities for young people by June 2024</li> <li>2. Virtual Headteacher to create access to 50 individual work experience opportunities for young people by Dec 2024</li> <li>3. Virtual Headteacher to facilitate Leadership Programmes with CMS</li> </ol>	Virtual Headteacher  Headteachers Depute Headteacher	<p>Increased partnerships have been created by Virtual Headteacher to support YP to have broader experiences outwith school. There is a broad range of opportunities for young people to have additional experiences linked to Virtual Headteacher</p> <p>GC5 (2) As above, a wide range of options available including; Open University Coach My Sport Leadership Academy Active Sports Volunteering Placement ELC Volunteering Opportunities Primary Volunteering Opportunities Connect Alloa OYCI Tillicoultry Links to bespoke packages VHT/SDS Volunteering Opportunities Outdoor education VHT/CLD Community Café Volunteering</p> <p>GC5 (3) Virtual Headteacher running best practice sessions around partnership working across the 4 secondary establishments</p>
GC 6	Children are supported to have safe, quality time with people they care about	A Good Childhood	4,5	<ol style="list-style-type: none"> <li>1. Collaborate with families to develop flexible, friendly and welcoming spaces that enable families who are separated to spend time together</li> <li>2. Develop programmes that support children</li> </ol>	<ol style="list-style-type: none"> <li>1. Families will be able to access a range of ways to remain connected including use of technology.</li> <li>2. Evidence that significant relationships are central to planning for children.</li> </ol>	Senior Manager: Permanence	<p>Currently families predominantly use the Family Centre. Participation Officer now in post, and opportunity to gain more feedback from families regarding their experience of family time to identify areas for development.</p> <p>Implementation of AFKA staying connected toolkit is in early stages. Two Team Leaders</p>

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				<p>and young people to keep in touch with people that matter to them</p> <p>3. Implementation of AFKA Staying Connected Toolkit</p>	<p>3. Evidence of creative approaches to family time which are not stigmatising and trauma informed.</p> <p>4. These will be measured through planned quality assurance activity including survey and consultation to determine families' experiences of contact and areas for improvement.</p>		<p>have attended briefings in relation to the Toolkit. The first stage of implementation is to ensure that the theme of staying connected and significant relationships is embedded within key procedures and paperwork. Review is ongoing and due to be complete by end of January 2024. This will provide foundation for training to be rolled out and creative approaches/good practice examples to be shared and promoted during the year ahead.</p>
GC 7	Brothers and sisters live together when safe to do so	A Good Childhood	4,5	<p>1. Brothers and sisters to be supported to stay together, unless for reasons of safety. No brothers or sisters should be separated</p> <p>2. Sibling relationships to be cherished and protected across decision making around placements</p> <p>3. Local drive to recruit more foster carers and adoptive parents to look after larger sibling groups</p> <p>4. Increase availability of placements in the local area to support young people staying together</p>	<p>1. Bespoke tracker implemented that monitors whether brothers and sisters are living together – develop baseline July 2023</p> <p>2. Development and Implementation of a brothers and sisters policy. December 2023</p> <p>3. Evidence that assessment of significant relationships to the child is considered in all planning forums. - planned Quality Assurance activity.</p> <p>4. Implementation of AFKA Staying Connected Toolkit by January 2024</p>	Senior Manager: Permanence	<p>Brothers and Sisters tracker has been supplemented by changes to recording to support greater data gathering in this area and aligned to national reporting requirements.</p> <p>Brothers and sisters policy delayed until February 2024 to reflect Staying Connected principles.</p> <p>Recruitment activity is a priority for the Family Placement Team – now in a stronger position with a more positive evaluation from the Care Inspectorate and an improved reputation locally. Local events will take place throughout the year ahead to try and recruit more carers locally.</p>

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GC 8	Transformation in youth justice reduces the criminalisation of care experienced young people	A Good Childhood	1, 2, 3, 4,5	<ol style="list-style-type: none"> <li>1. Review approaches to how CECYP access Youth Justice</li> <li>2. Second multi-agency event for the youth justice re-design led by the Children's and Young People's Centre for Justice. Ensuring alignment of The Promise and UNCRC to develop a rights upholding approach to practice.</li> <li>3. Ensuing there is a seamless transition between Children's Services and Justice Services for care experienced young people.</li> </ol>	<ol style="list-style-type: none"> <li>1. Children referred to the Children's Reporter on Offence Grounds will reduce to 4% by 2026 below national average.</li> <li>2. Clackmannanshire will continue to have no children placed in Secure Accommodation</li> <li>3. Numbers of care experienced young people referred to adult justice will reduce.</li> </ol>	Senior Manager: Justice	<p>Secondment opportunity to increase youth justice posts, to provide a proportionate and timely response for young people in conflict with the law.</p> <p>Early and effective interventions for young people provided jointly by Early Help team and Barnardos.</p>
GC 9	Children and young people in care are receiving trauma-informed, safe care without physical intervention	A Good Childhood	4,5	<ol style="list-style-type: none"> <li>1. All appropriate staff to be trauma-informed Those young people who need to have their liberty restricted will be cared for in small, secure, safe and trauma-informed environments that uphold their rights</li> <li>2. Processes implement to record and gather information on use of physical intervention</li> </ol>	<ol style="list-style-type: none"> <li>1. Whole workforce engaging with care experienced children is trauma informed by 2026.</li> <li>2. Establish baseline data and mechanisms to track.</li> <li>3. Demonstrate continued trend of no admissions to secure care, and no use of restraint within Clackmannanshire Council Residential Establishments</li> </ol>	Senior Manager: Permanence	<p>Suite of trauma informed training for workforce to be mapped out. Initial focus has been in relation to residential house at Woodside. Staff at Woodside have completed PACE training and some have undertaken DDP training at different levels, this training requires to be implemented and consolidated within the house environment.</p> <p>Recording and reporting mechanisms to be explored for children subject to restraint out with the local authority or within health and education settings. This is a next step to be completed by end of 2024.</p>

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				for children placed out with authority or in health and educational settings.			
GC 10	CECYP and families have access to independent advocacy and legal advice	A Good Childhood		<ol style="list-style-type: none"> <li>All CECYP to be made aware that they have access to independent advocacy through Who Cares? Scotland</li> <li>All CECYP attending a Children's Hearing to have access to independent advocacy</li> <li>Improved awareness across educational establishments around advocacy services for young people</li> </ol>	<ol style="list-style-type: none"> <li>Increased numbers of children and young people receiving advocacy support</li> <li>All Care Experience Young People will be offered advocacy support via Who Cares?</li> <li>Implementation of Communities that Care will strengthen advocacy and participatory opportunities through increased awareness.</li> </ol>	Senior Manager: Permanence	<p>Whole Service briefing took place in October 2023 to ensure that Social Workers within the service had opportunity to meet Who Cares Workers, and were informed about advocacy opportunities in Clackmannanshire as well as Communities that Care Programme in Schools.</p> <p>Implementation of Communities that Care across schools in Clackmannanshire promotes the role of advocacy services for young people. This will be further strengthened on role out across primary schools in year ahead.</p>
GC 11	Clackmannanshire Care Leavers' Guaranteed Interview Scheme is extended to lead to more employment opportunities for care experienced young people	A Good Childhood	4, 5	<ol style="list-style-type: none"> <li>Care Leavers' Guaranteed Interview Scheme to be extended to include care experienced young people via My Job Scotland regardless of where they have been in care.</li> <li>Pre-interview coaching to be developed in partnership with Skills Development Scotland and Virtual</li> </ol>	<ol style="list-style-type: none"> <li>100% of Care Experienced Leavers/families to be aware of scheme. Signposting/promotion to be started August 2023 and re-publicised termly</li> <li>Continue to increase number interviewed under guaranteed scheme</li> <li>To increase the number of Care Experienced people working within the organisation.</li> </ol>	<p>Senior Manager (HR)</p> <p>Senior Manager: Secondary and Communities</p> <p>Virtual Headteacher</p>	<p>My Job Scotland has been updated with new broader criteria for Guaranteed Interview Scheme to extend scheme to include care experienced people who have been cared for by other local authorities.</p> <p>Information sharing with all PTs Guidance, DHTs and HTs in Secondaries has been done</p> <p>Information shared with all S1-S6 at School Assemblies – those who did not attend have had presentation shared with them</p> <p>Next steps are to develop pre interview coaching supports and update information for candidates on how to access this.</p>

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				Headteacher to support those on Care Leavers' Guaranteed Interview Scheme as a scaffolded support			Assembly programme has empowered more YP to identify as CE (non statutory) under the CECYP banner – allowing access to additional support

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WFS 1	High quality family support for Care Experienced Children and Young People	Whole Family Support	1,4,5	<ol style="list-style-type: none"> <li>1. Clackmannanshire Alliance to continue to forge new partnerships</li> <li>2. Clackmannanshire Alliance of statutory, third sector and community services continue to meet to support and challenge authority support for CECYP</li> <li>3. Looking outwards at best practice, nationally, around CECYP</li> <li>4. Bespoke curriculum making</li> <li>5. New Intensive Support for children on the edge of care has been commissioned and will reduce the number of children becoming care experienced</li> </ol>	<ol style="list-style-type: none"> <li>1. Commissioning Consortium to be developed in partnership with families</li> <li>2. Reduction in children that are looked after to be in line with Scottish average 12.9% BY 2026</li> </ol>	<p>Senior Manager Secondary &amp; Communities</p> <p>Virtual Headteacher</p> <p>Senior Manager: Early Intervention</p>	<p>Since August 2023, there has been extensive activity to develop a commissioning consortium for family support across Clackmannanshire. This consortium will align various funding streams and develop the foundation for the commissioning of a broad range of family support across the county. Importantly, the consortium has the involvement of people with lived experience at its centre, in order to facilitate coproduction wherever possible. The first few meetings of the consortium have taken place and the model of care has been developed.</p> <p>The next steps are for the consortium to be finalized and multi year contracts to be confirmed. The anticipated end date for this activity is 31.3.24, but it may be extended if necessary to ensure meaningful participation and co production.</p> <p>Numbers of care experienced children and young people remain fairly static, although there is a reduction in children in fostering and residential care, and an increase in children looked after at home or placed in</p>



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							<p>adoptive placements. As the development of services progresses the overall number is expected to reduce.</p> <p>Senior Management Team continue to links with national networks and communities of interest to ensure actions are aligned with best practice e.g Promise, UCAS, Celcis, Social Work Scotland, Education Scotland.</p> <p>For all YP working with VHT, bespoke curriculum making part of core process</p> <p>'Sustain'- a new intensive support service has been commissioned from Aberlour. This came into affect in October 2023</p>
WFS 2	Support to families and communities will be non-stigmatising	Whole Family Support	1,4,5	<ol style="list-style-type: none"> <li>1. Communities that Care will work to break down stigma within schools and communities.</li> <li>2. Current Whole Family Support Provision will develop clearer community links through engagement in the communities model and earl intervention team</li> <li>3. Approaches within the Family Wellbeing Partnership will be aligned.</li> </ol>	<ol style="list-style-type: none"> <li>1. Development and Implementation of new communication strategies around Care Experienced Young People</li> <li>2. Measure through service evaluation to ascertain people's lived experience and areas of improvement.</li> </ol>	<p>Virtual Headteacher</p> <p>Senior Manager Early Intervention</p>	<p>Communities that Care have delivered training in all Secondary schools.</p> <p>Primary school delivery is the next phase for role out.</p> <p>In addition, through the Whole Family Wellbeing fund, a Participation Development officer has been appointed who is working to ensure that the voices of children, young people and families who have accessed family support in the past are able to influence the development and provision of future family supports. This includes care experienced young people.</p>
WFS 3	Care Community will experience high quality support –	Whole Family Support	1,4,5	<ol style="list-style-type: none"> <li>1. Language of Care Policy to be implemented – test of</li> </ol>	<ol style="list-style-type: none"> <li>1. Evidence of increased support to care giving families through</li> </ol>	Senior Manager Permanence	Language of Care Policy is being implemented through tests of change across the directorate. Within Children's

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	with measurable improvement			<p>change for Reviewing Service and Community Teams.</p> <p>2. Investment in Family Placement Team and Social Work Redesign will increase support available to care giving families</p> <p>3. Clackmannanshire Care Experienced Event to be arranged – all support organisations to be invited – “Care Fest” with Columba 1400</p>	<p>increase in care givers accessing training and support.</p> <p>2. Reduction in unplanned endings of placements</p> <p>3. Reduction in children who have had one or more placements within twelve months – target 10% by 2026</p> <p>4. Reduction in children who have had three or more placement moves – target 3.8% by 2026</p> <p>5. Increase in local care provision, measured through % of children cared for within the Local Authority – Target 20% by 2026</p> <p>6. Clackmannanshire People Directorate to host a Care Event for all CECYP and families, support agencies and partners during 2023 - 2024</p>	Virtual Headteacher	<p>Services the new team of Independent Reviewing Officers are leading on change in relation to planning meetings and written reports. This will be supported by training across the service in first quarter of 2024.</p> <p>Increased support to care giving families has been achieved through the redesign which increased the size of the Family Placement Team. This was recognised in recent inspection by Care Inspectorate in October 2023. Changes in this team and increased support will support aims of reduced unplanned endings, and reduction in numbers of placements. Early indicators of progress are being noted in this area.</p> <p>Work will commence to develop a Care Experienced event in 2024. This will be done in partnership across the directorate and ensure an inclusive non stigmatising approach to celebrating care experienced young people and those supporting.</p>
WFS 4	Improved support for young people leaving care	Whole Family Support	1, 3, 4 , 5	<p>1. Invest in home and community opportunities for Care Experienced young people in partnership with the Vardy Foundation</p> <p>2. Dedicated Independent</p>	<p>1. 100% young people transitioning out of care will access supportive, caring services for as long as they require them OR</p> <p>2. 100% young people supported through the transition into</p>	Senior Managers  Virtual Headteacher	<p>Scoping and development of proposals to increase support for young people leaving care in Clackmannanshire is underway. Paper to be presented at Council in 2024 with view to progressing this work further.</p> <p>Dedicated IRO (0.2 FTE) in place providing oversight and quality assurance of pathway planning for care experienced young</p>

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				Reviewing Officer resource to support quality pathway planning and reviews for young people	adulthood and independent living have active pathway plans 3. 100% of care leavers will have an allocated pathway coordinator		people. This has been a priority area of improvement and the number of young people with pathway plans is increasing.
WFS 5	School leaders to be aware of attendance concerns, to proactively support families	Whole Family Support	1, 2, 5	<ol style="list-style-type: none"> <li>1. Monthly attendance tracking of CECYP to be implemented</li> <li>2. Monthly information sharing with each Secondary establishment around attendance to provide support and challenge</li> <li>3. Monthly information sharing with each Secondary establishment around attendance to provide support and challenge</li> <li>4. Tracking, monitoring and interventions around attendance in liaison with young people and families to improve outcomes</li> </ol>	<ol style="list-style-type: none"> <li>1. Monthly attendance tracking to be implemented by VHT &amp; Improvement Analyst by Aug 2023</li> <li>2. 100% of CECYP with attendance below 80% to be highlighted monthly to schools by VHTs</li> <li>3. 100% of CECYP who are not attending school to be referred to Virtual HT for discussion</li> <li>4. Improvement in attendance percentage for Care Experienced Children and Young People from 2022 – 2023 into 2023 - 2024</li> </ol>	Virtual Headteacher Improvement Analyst	<p>WFS 5 (1) Monthly attendance tracking implemented August 2023. This has allowed monthly attendance tracking by Secondary Establishment, and by category of statutory (LAC – Home, LAC – Away, LAC – Previously) and non-statutory (CECYP –Informal) as part of reporting processes. This is allowing high quality Quality Assurance between Virtual Headteacher and Secondary Schools to take place.</p> <p>WFS 5 (2) Monthly updates are provided regarding attendance as well as young people on packages with Virtual Headteacher including the 3 leadership academies that have operated. All 3 schools have an increase on attendance with YP working with VHT</p> <p>WFS 5 (3) Implemented September 23. As per WFS5 (2) above – support and challenge provided as when Virtual Headteacher sends attendance updates – those young people with higher than average (100%) or lower than median average (lowest percentages) highlighted and those with a significant change identified to ensure coding issues</p>

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							are picked up or any short-term issues are challenged. This has resulted in enhanced support and educational package adjustments to be made by school staff

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STW 1	Enhanced Support for Foster carers, adopters and kinship carers	Supporting the workforce	1,2	1. Develop and deliver trauma informed training 'Readiness for Caring' for foster carers, adopters and kinship carers	<ol style="list-style-type: none"> <li>All foster carers to complete this suite of training by end of 2024.</li> <li>Training to be offered to all new and existing kinship carers and adopters by end of 2024</li> <li>Reduction in unplanned endings</li> <li>Increase in care givers reporting feeling supported and well trained through annual evaluation.</li> <li>Reduction in children who have had three or more placement moves – target 3.8% by 2026</li> </ol>	Senior Manager Permanence	<p>Bid to Corra Foundation for Promise Funding was unsuccessful. Requires alternative funding or innovative means to progress.</p> <p>Route map required to scope out key elements of Readiness for Practice and Readiness for Caring in order to identify what can be delivered in house and what gaps exist in relation to funding for external training. This requires to be completed by end of February to allow a programme for implementation to be developed and alternative funding streams to be explored.</p> <p>PACE training planned for foster carer group in first quarter of 2024.</p>
STW 2	Enhanced knowledge and skills of staff in trauma informed practice	Supporting the workforce	4, 5	1. Develop and deliver a trauma informed suite of staff training 'Readiness for Practice' within	1. To be developed in partnership with Psychological Services building on R4L approach.	Senior Manager Permanence  Principle Educational	<p>Bid to Corra Foundation for Promise Funding was unsuccessful. Requires alternative funding or innovative means to progress.</p> <p>Route map required to scope out key</p>

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				Children's Services. 2. Continue to implement Readiness for Learning (R4L) across educational establishments. 3. Programme of training, development and support for all council employees delivered in collaboration with the Resilience Learning Partnership	2. All Children's Services staff to completed Readiness for Practice (R4P) by December 2024. Increased number of education establishments achieving R4L accreditation status as a result of at least 95% of staff completing the R4L Level One modules 3. Increased number of education establishments implementing an R4L approach through school improvement planning cycles 4. All managers to take part in half day in-person trauma-informed training by December 2023	Psychologist.	elements of Readiness for Practice and Readiness for Caring in order to identify what can be delivered in house and what gaps exist in relation to funding for external training. This requires to be completed by end of February to allow a programme for implementation to be developed and alternative funding streams to be explored.
STW 3	Improved support for practitioners	Supporting the workforce	4, 5	1. Identify Trauma Champions to develop and facilitate a support network for practitioners 2. To be developed in partnership with Psychological Services and RLP	1. Increased reporting of practitioners feeling supported when dealing with trauma.	Senior Manager Permanence	This is a strategic area that has not been progressed yet. Learning from supporting practitioners requires to be considered to scope out the best way to improve support to practitioners.
STW 4	Improved policy and guidance to support staff in effective	Supporting the workforce	1,2,4,5	1. Develop and Implement a 'Language of Care	1. Policy to be implemented through communication	Senior Manager Permanence	See also WFS 3. Language of Care Policy was passed at Council in August 2023. The new team of Independent Reviewing Officers is

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	practice and engagement with children/young people.			<p>Policy' to support the changes in practice and language used to ensure the children and young people are included in decisions involving them, their views are sought and taken account of</p> <p>2. Review of electronic mechanisms to support young people to share their views and participate in planning.</p>	<p>strategy and tests of change across services.</p> <p>2. Increase in number of children and young people attending and or participating in planning processes</p> <p>3. Increased evidence year on year of the voice of children being evidence in planning processes.</p> <p>4. Increased evidence year on year of children and young people participating in their meetings.</p> <p>5. All care experienced children will have permanent plans within six months of becoming looked after. – by December 2025</p>		<p>leading in implementing this policy within Children's Services through small tests of change, the first being in relation to meetings and reports. The team will support practice development and change across the service in relation to the use of language.</p> <p>Relaunch of View Point and training to support this to ensure that young people have the opportunity to contribute to planning and to share their views through this mechanism.</p> <p>Review of view point questionnaire's has increased functionality to support broader areas such as fostering reviews, pathway planning and youth justice. Also launch of 'My Story' an electronic means to document a young person's experience in care.</p> <p>Permanence Tracker operational, however further analysis required to provided a greater overview of progress in this area.</p>
STW 5	Increased staff awareness of their responsibilities under The Promise	Supporting the workforce	4, 5	<p>1. Develop and deliver training on The Promise across all areas of Clackmannanshire Council – three key directorates</p> <p>2. Who Cares? will deliver training on Corporate Parenting and the legislative responsibilities around the promise</p> <p>3. Provide training to all</p>	<p>1. Virtual Headteacher to present to all People Directorate staff in September 2023 on Promise</p> <p>2. Who Cares will deliver Corporate Parenting Training by March 2024</p> <p>3. Through evaluation all staff within the Directorate will report increased understanding of The Promise and Corporate</p>	<p>Virtual Headteacher</p> <p>Senior Manager (Permanence)</p>	<p>Promise training underway in conjunction with Communities that Care (Who Cares?) and Education Scotland. Broader role out planned across services.</p> <p>Keeping The Promise Award training for People Directorate SMT and Children's Alliance has been agreed by People Directorate Director which Virtual Headteacher will arrange and deliver</p> <p>Dates to be Identified for Corporate Parenting Training which will be delivered by Who Cares? Scotland. This will likely be first</p>

Action Code	Outcome	Promise Pillar	Promise Foundation	Actions	Target and Timescales	Responsible	Progress Update
				People Directorate staff around 'The Promise' – national context and Clackmannanshire's plan/commitment	Parenting Responsibilities.		quarter of 2024.
STW 6	Clackmannanshire Council to be the first local authority in Scotland to be part of Education Scotland's Keeping The Promise Award (KTPA).  Improving life chances for CECYP through a highly-skilled workforce	Supporting the workforce	5	<ol style="list-style-type: none"> <li>Clackmannanshire Council to sign up to Education Scotland "Keeping The Promise Award" (KTPA) as an early adopter of programme</li> <li>Virtual Headteacher to work with Senior Manager (Secondaries) and Senior Manager (Primaries) on KTPA implementation plan</li> <li>Self-evaluation processes and quality assurance to be co-developed by Virtual Headteacher and Education Scotland</li> <li>Virtual Headteacher to keep Senior Managers appraised on progress</li> </ol>	<ol style="list-style-type: none"> <li>KTPA to be launched to all HTs Aug 2023</li> <li>Identified ELCs, Primaries and Secondaries to begin programme by October 2023</li> <li>KTPA Phase 1 to be completed by identified establishments by December 2023</li> <li>KTPA Phase 2 to be completed by identified establishments by April 2024</li> <li>KTPA Evidence (MS Forms) to Education Scotland by June 2024 for individual school awards</li> </ol>	Virtual Headteacher  Senior Manager Secondary & Communities	<p>There are only two local authorities in Scotland currently undertaking and Clackmannanshire was first in Scotland to sign up to a co-delivery pilot model with Education Scotland in August 23.</p> <p>Implementation plan is in place. Clackmannanshire Council currently first local authority in Scotland to train ELCs, Primaries and Secondaries on the Keeping The Promise Award and on track to be second in Scotland to have a Directorate training model. The impact of this will be rigorous self evaluation and quality assurance around CE and a focus in all establishments</p> <p>Clackmannanshire part of national monitoring pilot as of Dec 23. Clackmannanshire is confirmed as one of a group of 5 local authorities who will be working with Education Scotland on a quality assurance model around Keeping The Promise Award</p>
STW 7	All establishments provide excellent support to CECYP	Supporting the workforce	4, 5	<ol style="list-style-type: none"> <li>Who Cares? Scotland training to all Primaries (Term 3)</li> <li>Who Cares? Scotland training to all</li> </ol>	<ol style="list-style-type: none"> <li>KTPA Self Evaluation throughout 2023 – 2024</li> <li>Cluster support from Virtual HTs termly –</li> </ol>	Virtual Headteacher  Senior Manager (ELC, Primary,	<p>Training for primary schools due to take place by end of 2024, training in secondary schools now complete.</p> <p>Keeping the Promise Award Launch took</p>

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				<p>Secondaries (Term 1)</p> <ol style="list-style-type: none"> <li>3. Keeping The Promise Award launched with ELCs to support data exercise</li> <li>4. Cluster support (for each Secondary) from Who Cares?/VHT</li> <li>5. GIRFEC Resilience Matrix tool to be used for all CECYP in schools</li> <li>6. Training opportunities for CECYP leads to be created</li> <li>7. Virtual HT to attend CELCIS to identify best practice – monthly</li> <li>8. Virtual HT to facilitate best practice groups and opportunities for collaboration</li> </ol>	<p>enhanced support for CECYP with signposted opportunities</p> <ol style="list-style-type: none"> <li>3. Virtual HT to embed good practice network – termly</li> <li>4. CELSIS termly meetings to be attended with feedback to Education Directorate and HTs/DHTs in each establishment</li> </ol>	<p>Libraries)</p> <p>Senior Manager (Secondary &amp; Communities)</p>	<p>place in August 2023, well received by Head Teachers.</p> <p>STW 7 (5) Paused currently due to absence</p> <p>STW 7 (6) In progress. This is allowing Clackmannanshire to be represented at this national forum and link with other Virtual HTs across Scotland/University of Strathclyde. Currently working on attendance coding and a “learners who move” policy nationally, which Clackmannanshire will be able to implement via Virtual Headteacher</p> <p>STW 7 (7) Joined Aug 23 In progress. Virtual Headteacher currently working to support capacity building – CSSS and PTG at Alloa Academy keen to be more involved in delivery of the KTPA</p> <p>STW 7 (8) Aug and Nov with Secondaries. Next one will be Feb/Mar 2024- this will be to evaluate/discuss the enhanced supporting/mentoring programme that we have implemented at Alva Academy - to look at expanding to a 2<sup>nd</sup> secondary in early 2024</p>

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P 1	Improved delivery of relationship based services to families	Planning	4,5	1. Undertake redesign exercise of People Service	1. Increased numbers of children and families will be supported on a voluntary basis 2. Fewer children and young people will be care experienced	Senior Manager Early Intervention	<p>Childcare social work has been redesigned in order to align the teams with high school localities. The intention being to develop relationship based practice models, both in support for families and in relationships with colleagues supporting children. In addition extensive investment has been made in the provision of early intervention through the development of an early help team, which will work closely alongside colleagues in the family wellbeing partnership and STRIVE.</p> <p>This team is working with all families who do not meet the threshold for statutory support - at the time of writing this constitutes 63% of all referrals to children's social work. This is voluntary support.</p> <p>At the time of writing the number of children who are care experienced has remained static since August 2023.</p>
P 2	Improved policies which positively reflect on children/young people who are care experienced and their families	Planning	2,5	1. Review of housing and recruitment policies to ensure care experienced children/young people and their families are positively represented 2. Creation of Youth Voice	1. Audit of existing housing/recruitment policies to ensure support for Care Experience Young People and support to Kinship Carers by December 2023 2. Audit of existing Pupil Voice structures by end Term 2 (Apr 23) to inform positive representation strategy	Senior Manager Permanence  Virtual Headteacher	<p>Recruitment policies updated to extend guaranteed scheme to care experienced young people who have been looked after by other local authorities. My job Scotland has been updated to reflect this change.</p> <p>As part of the Housing Redesign, it was agreed that the new Service Planning &amp; Participation Coordinator would be 'The Promise' Champion for the Housing Service. This will ensure that the Promise is embedded across housing work streams and future policy considerations - Housing</p>

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				(ASN Inc. CECYP) strategy to be created			<p>allocations policy remains a key opportunity for change, the timescale for this review is not yet identified.</p> <p>Evidence: See Job Profile – <a href="https://admin.myjobscotland.gov.uk/sites/default/files/job-attachments/2023/12/359365/0%20-%20Application%20Pack.pdf?_gl=1*15zuig_g*_ga*MTQ2MDkwNDU3Mi4xNjk0Nzc0NDMy*_ga_JDRQF5ZSBE*MTcwMjU2OTQxOC40NC4wLjE3MDI1Njk0MTguMC4wLjA">https://admin.myjobscotland.gov.uk/sites/default/files/job-attachments/2023/12/359365/0%20-%20Application%20Pack.pdf?_gl=1*15zuig_g*_ga*MTQ2MDkwNDU3Mi4xNjk0Nzc0NDMy*_ga_JDRQF5ZSBE*MTcwMjU2OTQxOC40NC4wLjE3MDI1Njk0MTguMC4wLjA</a>.</p> <p>See Report to November Council (30/11/2023) - <a href="https://www.clacks.gov.uk/document/meeting/1/1202/7741.pdf">https://www.clacks.gov.uk/document/meeting/1/1202/7741.pdf</a></p> <p>Youth Voice Strategy still to be developed, requires to take into account various groups that exist either including care experienced young people or specifically for care experienced young people e.g OCV.</p>
P 3	Improved service delivery incorporating the principles of Scottish Service Design	Planning	5	<ol style="list-style-type: none"> <li>Expand the work of the participation network</li> <li>All Education Staff to be trained in The Promise by 2024 (phase 1)</li> <li>Development of</li> </ol>	<ol style="list-style-type: none"> <li>Who Cares?/Virtual HT to train 100% of Secondary establishments by October 2023</li> <li>Who Cares?/Virtual HT to train 100% of Primary Establishments by April 2024</li> <li>Implementation of</li> </ol>	<p>Senior Manager Permanence</p> <p>Senior Manager Secondary &amp; Communities</p> <p>Virtual Headteacher</p>	<p>Role of Participation Network to be redefined in line with Promise Implementation Group and future priorities identified by the network.</p> <p>Promise training in progress across 12 schools.</p> <p>Virtual Headteacher meeting with CELSIS and will work in 2024 on this in</p>

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				<p>Clacks Learners Who Move Policy</p> <p>4. All Education Directorate policies to be linked to The Promise by 2024</p> <p>5. Training e-module to be created in Clacks Academy</p> <p>6. Probationer Teacher and new employee training to be created</p> <p>7. All Directorates to be trained in The Promise by Who Cares by 2028</p> <p>8. All Council policies and procedures designed to be cognisant of The Promise by 2028</p>	<p>Learners Who Move Policy 2023 - 2024</p> <p>4. E-Module to be created in conjunction with Education Scotland/ HR – by Dec 2024</p> <p>5. E-Module to be in use by all Directorates by August 2026</p> <p>6. Virtual HTs to work with all new Education (Teaching) staff as part of induction in session 2023 – 2024</p> <p>7. Full policy review/policy mapping linked to Phase 2 + Phase 3 of Change Programme One by 2028</p>		<p>consultation with Permanence Manager/Secondary Manager</p> <p>P3 (4) Directorate plan – all areas of Clackmannanshire Council will focus on The Promise with Education leading by end 2024.</p> <p>P3 (5) 2024 – 2025</p> <p>P3 (6) Probationer training to take place April 2024 being led by Virtual Headteacher – Promise Training for all probationers and NQTs will be led by Virtual Headteacher</p> <p>P4 (7) In progress – People Directorate SMT will be trained Feb 2024 on Keeping The Promise Award</p> <p>P4 (8) Directorate plan Promise Plan identifies that all areas of business by 2026 to have greater awareness and all policies updated 26 - 28</p>
P 4	Improved understanding of UNCRC and the implications for practice, processes and systems	Planning	2, 5	1. Ensure implementation of UNCRC takes account of The Promise and aligns with this plan.	1. Timeline to be reviewed and refreshed as legislation progresses.	Senior Manager Secondary & Communities	Work continues to ensure that we are fully appraised in Clackmannanshire of next steps for when legislation is passed. The Improvement Service is working with local authorities across Scotland to support them to be ready for UNCRC Incorporation and to embed children's rights approaches to their work. The Peer Support Network

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							holds an online meeting every 6 weeks for local officers in local authorities working on children's rights to come together to share practice, ask questions or find out about national developments. Most recently, East Lothian Council shared their progress with implementation of the UNCRC, which informed discussions. The RIC UNCRC Network Group also continues to meet regularly, with opportunities to share good practice and raise any issues or concerns regarding the implementation of UNCRC.

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BC 1	Improved local care provision and housing options for children and young people who are care experienced.	Building Capacity	5	<ol style="list-style-type: none"> <li>1. Work to develop a portfolio of accommodation and supports for care experienced young people in partnership with the Vardy Foundation.</li> <li>2. Recruitment of Foster carers and Supported Lodgings Carers.</li> <li>3. Review of local housing policy and protocols that ensure all young people</li> </ol>	<ol style="list-style-type: none"> <li>1. Decrease in number of external placements from 2022 – 2023 level.</li> <li>2. By December 2024 demonstrate year on year increase to meet demand.</li> <li>3. Demonstrate a year on year Increase in number of young people able to access housing in the area they consider home.</li> </ol>	Senior Manager Permanence	<p>Work is ongoing to complete scoping and proposals for development of increased support and accommodation for care experienced young people within Clackmannanshire. It is intended that a paper will be provided to Council during 2024 in order to take this work to the next stage.</p> <p>Focus on recruitment of foster carers and supported lodgings carers in 2024 now that improvements have been made within the service, and local reputation has improved. Supported Lodgings Service to be registered by February 2024 following delays.</p> <p>The housing service has determined that</p>

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				with care experience in the area are given priority access to housing			<p>a review of its allocations policy will be prioritised by the Policy Officer, this will ensure that the councils housing policy and protocols ensure all young people with care experience in the area are given priority access to housing.</p> <p>Evidence: See Report to November Council (30/11/2023) - <a href="https://www.clacks.gov.uk/document/meeting/1/1202/7741.pdf">https://www.clacks.gov.uk/document/meeting/1/1202/7741.pdf</a></p>
BC 2	<p>Integrated support from Skills Development Scotland with Senior Manager and Virtual Headteacher.</p> <p>Wide range of bespoke opportunities for young people including work experience in the locale.</p>	Building Capacity	5	<ol style="list-style-type: none"> <li>1. Strengthening Pathway Planning for Care Experienced Young People in a collaborative way with partners</li> </ol>	<ol style="list-style-type: none"> <li>1. 100% of young people in Virtual Headteacher caseload to be offered bespoke support from Skills Development Scotland by December 2023</li> <li>2. 100% of disengaged young people in Virtual Headteacher caseload to be offered bespoke curriculum making by December 2023.</li> <li>3. 100% of young people on Virtual Headteacher caseload to be offered additional opportunities including work experience and extra curricular offers – from August 2023 ongoing.</li> <li>4. Monthly review of targets to be completed</li> </ol>	<p>Senior Manager Secondary and Communities</p> <p>Virtual Headteacher</p>	<p>BC 2 (1)</p> <p>In place – dedicated SDS worker from October 2023 which is allowing 1:1 support and relationships to be built where previously there was limited contact with those who, for a variety of reasons, were unable to attend school</p> <p>Monthly meetings from Sep 23 between Virtual Headteacher and SDS to identify support needs – this has resulted in positive destinations for young people. 3 young people in December 2023 have achieved positive destinations having not attended school for 2+, 3+ years but attended CMS Leadership Academies and been supported by Virtual Headteacher ahead of interviews (one to befriending, one to Stirling Community Enterprise and one to college)</p> <p>Weekly calls from Nov 23 ensures consistent dialogue</p>

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					by Virtual Headteacher and recorded on bespoke tracker.		BC 2 (2-4) Ongoing for all young people. Aiming to create bespoke packages for each young person in consultation with PTs Guidance
BC 3	Robust tracking, monitoring and intervention in place to support young people	Building Capacity	4, 5	1. Develop a robust tracking mechanism to track attainment and sustained positive destination outcomes for all care experienced children and young people, strengthening oversight of children placed out with Clackmannanshire	1. All young people on bespoke packages to be tracked on VHT bespoke authority tracker by September 2023. 2. All CECYP to be tracked and monitored by July 2023. 3. Quality Assurance with each establishment to be completed by Term 1	Senior Manager Secondary & Communities  Virtual Headteacher	Tracker implemented and refined throughout Term. Quality Assurance processes in place. Attendance updates incl/ tabular and visual data sent to Secondaries regularly to support internal Quality Assurance  BC & GC 4 (3) Completed. Virtual HT and Senior Manager (Secondary and Communities) to further discuss on CS return from Secondment
BC 4	Improved data collection and analysis to demonstrate impact of actions	Building Capacity		1. Develop a data map to inform how indicators of success can be further developed and analysed to measure impact on children and young people.	1. Data Map to be developed by December 2023 2. All People Directorate staff to have draft Data Map by December 2023	Programme Manager Family Wellbeing Partnership	Draft data map developed for review by People SMT.