Clackmannanshire Council | Comhairle Siorrachd Chlach Mhanann

www.clacks.gov.uk

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

Audit and Scrutiny Committee

Thursday 8 February 2023 at 9.30 am

The meeting will be held by
Video Conference (MS Teams)

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
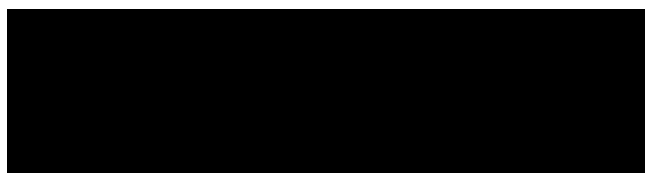g) Deal with matters referred by the Council for scrutiny purposes.

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.

31 January 2024

A MEETING of the AUDIT AND SCRUTINY COMMITTEE will be held on MS Teams on THURSDAY 8 FEBRUARY 2024 at 9.30 am.

Stuart Crickmar
Strategic Director (Partnership and Performance)

B U S I N E S S

EXEMPT INFORMATION

It is anticipated (although this is not certain) that the Committee will resolve to exclude the press and public during consideration of this item.

It is considered that the undernoted item is treated as exempt from the Committee's general policy of disclosure of all papers by virtue of Schedule 7A, Part 1, Paragraph 12 of the Local Government (Scotland) Act 1973.

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

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

**MINUTES OF MEETING of the AUDIT AND SCRUTINY COMMITTEE held via MS TEAMS,
On THURSDAY 14 DECEMBER 2023 at 9.30 AM.**

PRESENT

Councillor Janine Rennie (Chair)
Councillor Denis Coyne (Vice Chair)
Councillor Martha Benny
Councillor Kenneth Earle
Councillor William Keogh
Councillor Phil Fairlie
Councillor Fiona Law (S)

IN ATTENDANCE

Stuart Crickmar, Strategic Director (Partnership & Performance)
Lorraine Sanda, Strategic Director (People)
Chris Alliston, Senior Manager, HR & Workforce Development (Partnership & Performance)
Lindsay Sim, Chief Finance Officer (Partnership & Performance)
Elizabeth Hutcheon, Management Accountancy Team Leader (Partnership & Performance)
Lee Robertson, Senior Manager, Legal and Governance (Partnership & Performance) (Clerk to the Committee)
Melanie Moore, Committee Services, Legal and Governance (Partnership & Performance)
Gillian White, Committee Services, Legal and Governance (Partnership & Performance)
Pete Leonard, Strategic Director (Place)
Derek Barr, Procurement Manager (Performance & Partnership)
Judi Richardson, Performance & Information Adviser (Partnership & Performance)
Sarah McPhee, Senior Internal Auditor, Falkirk Council
David Williams, Interim Chief Officer, Clackmannanshire & Stirling Health and Social Care Partnership
Ewan Murray, Chief Finance Officer, Clackmannanshire & Stirling Health and Social Care Partnership

AS(23)55   APOLOGIES

Apologies for absence were received from Councillor Ellen Forson and Councillor Bryan Quinn. Councillor Fiona Law was in attendance as substitute for Councillor Forson.

AS(23)56   DECLARATIONS OF INTEREST

None.

AS(23)57   MINUTE OF AUDIT AND SCRUTINY COMMITTEE HELD ON 26 OCTOBER 2023

The minutes of the meeting of the Audit and Scrutiny Committee held on Thursday 26 October 2023 were submitted for approval.

Decision

The minutes of the meeting of the Audit and Scrutiny Committee held on Thursday 26 October 2023 were agreed as a correct record by the Committee and signed off by the Chair.

7

AS(23)58   COUNCIL FINANCIAL PERFORMANCE 2023/24 AS AT SEPTEMBER 2023

The report, submitted by the Chief Finance Officer, provided an update on the financial performance for the Council as at September 2023, in respect of the General Fund (GF) revenue and capital spend and the achievement of savings, for the current financial year 2023/24, the Clackmannanshire element of the Stirling & Clackmannanshire Health and Social Care Partnership (H&SCP) revenue spend and the Housing Revenue Account (HRA) revenue and capital spend, for the financial year, 2023/24. David Williams the new Interim Chief Officer, Clackmannanshire & Stirling Health and Social Care Partnership and Ewan Murray, Chief Finance Officer, Clackmannanshire & Stirling Health and Social Care were both in attendance to answer questions from members.

Motion

That Committee agrees the recommendations set out in the report.

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

Decision

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

1. The General Fund revenue forecasted overspend of £0.014m for the year to 31 March 2024;

2. The use of £1.8m COVID earmarked reserve in 2023/24 to support ongoing costs of COVID recovery;

3. The Clackmannanshire element of the Health and Social Care Partnership (H&SCP) forecasted overspend of £3.835m as at September 2023, for the year to 31 March 2024;

4. The HRA revenue forecasted deficit of £0.517m less than the budgeted surplus for the year to 31 March 2024;

5. The HRA Capital programme forecasted underspend of £(4.444)m, of which £4.104m is proposed to be carried forward;

6. The General Fund Capital Programme forecasted underspend of £(8.232)m, and proposed carry forward of £6.813m and

7. Progress to date in delivering the £3.814m approved savings programme, currently forecast to achieve £2.423m, 64%, as at 31 March 2024.

AS(23)59   PROCUREMENT ANNUAL REPORT

The Procurement Reform (Scotland) Act 2014 Section 18 states that the Council must prepare an annual procurement report on its regulated procurement activities as soon as reasonably practicable after the end of the financial year. The report, submitted by the Strategic Director, Partnership and Performance, also updated the committee on key procurement activity and statistical performance during the Financial Year 2022-23 and provided an overview of the resources that are available to deliver effective procurement.

Motion

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

Moved by Councillor Janine Rennie. Seconded by Councillor Phil Fairlie.

Decision

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

AS(23)60   AUDIT AND SCRUTINY COMMITTEE ANNUAL REPORT FOLLOW UP

The report, submitted by the Strategic Director, Partnership and Performance, is to follow up on a number of actions that arose from the Committee's Annual Report which was considered on 26 October, and subsequently approved by Council on 30 November 2023.

Motion

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

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

Decision

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

Ends 1101hrs

CLACKMANNANSHIRE COUNCIL

Report to: Audit and Scrutiny Committee

Date of Meeting: 8 February 2024

Subject: People Business Plan – Interim Update December 2023

Report by: Chief Education Officer

1.0   Purpose

1.1   The purpose of this report is to provide an interim update on the progress across the 2023-2024 People Business Plan.

2.0   Recommendations

2.1.   It is recommended that the Audit and Scrutiny Committee note and provide challenge and comment on the contents of this report.

3.0   Background

3.1.   In the period from September 2023 - December 2023, the People Directorate continued with an extensive plan of improvement activity set out within the Business Plan 2023-2024, to improve outcomes for children, families and communities, with a particular focus on the most vulnerable.

3.2.   This Plan, previously approved by Council in August 2023, contributes to the delivery of key strategic objectives as set out within:

- Be the Future Programme
- Local Outcomes Improvement Plan 2017-27 (Refresh)
- Health and Social Care Partnership Transformation Plan

3.3.   The detailed Pentana Progress Report at Appendix 1 highlights improvement activity underway so far. A full report on the progress against the Key Performance Indicators will be included in the final end of year report which will be presented to Audit and Scrutiny Committee. Progress on all actions is on track for completion but should be noted that some have a longer timeframe than the period of the report which explains where less progress is indicated.

3.4.   This report focuses on collaboration across services within the People Directorate, with other Directorates and partners, and draws on intelligence gathered from across the system – in particular stakeholders' needs.

4.0   Considerations

4.1.   **Overview**

4.2.   Progress has been made in a number of key areas (refer to Pentana report at Appendix 1 for more detail):

- Through our Family Wellbeing Partnership (FWP) work, we are seeing an increased understanding of how to design and deliver improved services in partnership and focused on the needs of the communities.   The Wellbeing Economy Alliance Scotland Employability Action Plan has been completed and with support from Columba 1400 will develop targeted Employability approaches which are integrated with Family Wellbeing Partnership interventions. The Pilot funded ChildCare Project is creating opportunities for parents and carers to gain qualifications and obtain paid work experience including in our Early Years settings, and plans for expansion for 24/25 are well underway.

- The Family Wellbeing Partnership continues to develop partnership links with local and national partners to tackle poverty; most recently we have seen significant progress with our partner Street Soccer.

- In October 2023 our Children's Services redesign was implemented. . This has more than doubled the early help social work resource and provided an opportunity for locality working with schools and health visitors.

- A Support for Learning (ASL) working group has been established to develop a draft ASL Strategy, which will cover the period 2024-2027. Parent/carer, staff and learner voice has been central to the development of the plan.

- Our Regional Improvement Collaborative has led local, regional and national approaches to supporting School Attendance. This has seen 83% of our educational settings making positive progress.

- Through our Iceland Prevention Model approaches of using data to target areas for development, we have competed a survey with young people in S3 and S4 in the three secondary schools; the data has been collated in Iceland and we now have this feedback to prioritise our partnership approaches to supporting young people with health and wellbeing.

- The development of a bespoke tracker for Care Experienced Young People has ensured a more robust approach to identifying and tracking young people in this cohort, with appropriate interventions being implemented earlier to improve their life chances.

- School improvement meetings have taken place across all establishments alongside validated Self Evaluation visits to Early Learning Centres, which have enabled opportunities to discuss and share good practice, including peer evaluations. For the establishments involved, this has already lead to enhanced approaches to Literacy that have improved attainment.

- Significant progress is being made to Keep the Promise in Clackmannanshire, with the voice of the care community being fundamental to planning, along with training for staff. A five year programme of work, 'Communities that Care' is underway supported by Who Cares? and funded by the STV Appeal. A draft remuneration policy has been developed which will ensure that care experienced individuals and their families are remunerated for their time/input.

- A new Violence Against Women and Girls Strategy has been appoved by Council and is now being implemented alongside other early interventions and supports including through STRIVE.
- Next Steps
  Based on this interim report, evaluation and feedback, the Directorate will continue to respond to the ongoing needs, as well as drive forward continuous improvement activity.

5.0 Sustainability Implications

5.1 None

6.0 Resource Implications

6.1 None

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.

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)

None

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?
Yes ☑   No ☐

10.0   Legality

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

11.0   Appendices

11.1   Please list any appendices attached to this report.
Appendix 1: Interim Report December 2023

12.0   Background Papers

    1 Children's Services Plan 2021/24
    2 People Directorate Business Plan 2023/24
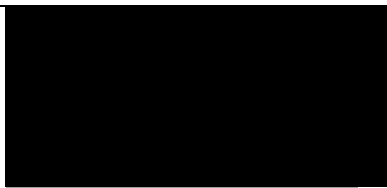
12.1   Have you used other documents to compile your report? (All documents must be kept available by the author for public inspection for four years from the date of meeting at which the report is considered)

    Yes ☑   (please list the documents below)

    People Directorate Business Plan 2022-23

NAME	DESIGNATION	TEL NO / EXTENSION
Colin Bruce	Chief Education Officer	2462

Approved by

NAME	DESIGNATION	SIGNATURE
Lorraine Sanda	Strategic Director (People)	███████████

Empowering Families and Communities

Covalent Code	By When	Priority Action	Progress	Expected Outcome	Latest Note	Lead
PPL 23 12	31-Aug-24	Continue work with Regional Improvement Collaborative on implementation of UNCRC Incorporation (Scotland) Bill, further to the announcement from Scottish Parliament in June 2023 that changes will be brought forward to the Bill. Develop a timeline to refresh professional learning of staff and to engage with the Improvement Service (IS) which is actively supporting local authorities across Scotland to prepare for the incorporation of the UNCRC and take forward a children's rights approach to policy and practice.	20%	✔	A motion inviting Parliament to agree to **reconsider the UNCRC Bill** was passed on Thursday 14 September 2023. The amendments to the Bill were formally lodged with Parliament on Monday 18 September 2023. Work continues, to ensure that we are fully appraised in Clackmannanshire of next steps. 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 RIC UNCRC Network Group has continued to meet regularly, to support the implementation of UNCRC.	Education Senior Manager (Secondary)
PPL 23 13	31-Aug-24	Youth Charter Guidance Framework to be launched in August 2023 to support practitioners and leaders. Establishment of cross sector youth voice networks within each authority in the RIC.	50%	✔	A meeting with Education Scotland and Deputes with UNCRC on their remits from each Academy and young people from schools was held to get feedback on the Empowering Youth Voice resource, which helped to shape the Empowering Youth Voices toolkit. Colleagues have been asked to: • *Read the Guidance Framework, share and recommend it to others as emerging practice in youth voice.* • *Share the Charter and support it to be upheld in every school and educational setting, council department, third sector organisation and community group.* • *Connect Education Scotland to practitioners who would support the implementation of the Empowering Youth Voices Resource.* • *Support the development of youth voice networks in each local authority, identifying practitioners who should be included.*	Education Senior Manager (Secondary)
PPL 23 18	31-Aug-24	Families and vulnerable people get the help and support they need as early as possible,	50%	✔	In order to reduce the numbers of children subject to statutory measures of care, it is necessary to ensure that Families and	Chief Social Work Officer

Covalent Code	By When	Priority Action	Progress	Expected Outcome	Latest Note	Lead
		from agencies working together. The range of family support provision within communities is enhanced and includes the redesign of and investment in early help and intensive family support services.			vulnerable people get the help and support they need as early as possible. This should be delivered by agencies working together and the range of family support provision within communities will be enhanced. In Clackmannanshire this activity has included the redesign of Children's services to extend the range of early help provision available: from place based group work provision to intensive family support services. In October 2023, Children's Services redesign became operational. This has more than doubled the early help social work resource and provided an opportunity for locality working with schools and health visitors. Several new services have been commissioned to deliver intensive family support for children at the edge of care, or moving on from care. Desired Outcomes: A. Increase number in families who have received an intensive family support service.: Action for Children and Barnardo's have continued to deliver intensive Family Support services. Since August this has increased due to the introduction of Aberlour Sustain. In November 2023 5 families are in receipt of support from Sustain. Increased Functional Family Therapy provision will further increase these numbers in the next quarter. Additional provision has also been arranged via Barnardos to support young people leaving care. B. Increased number of families supported in the Early Intervention Team. In November the early help team dealt with 63% of referrals to the childcare social work service. C. Decreased numbers of children becoming care experienced. By August 2024, we would expect to see a reduction in the number of Care experienced children within Clackmannanshire. In august 2023, this number was 222. Next steps are to consolidate the Early Help team and build on working relationships with other early help services such as STRIVE, NHS, CLD and Community Groups.	
PPL 23 19	31-Aug-24	Support practitioners to have the appropriate	50% ✔		Support meetings have been held with many office bearers, most of	Education

Covalent Code	By When	Priority Action	Progress	Expected Outcome	Latest Note	Lead
		knowledge, skills, tools and good practice exemplars to work with families to deliver Family Learning as outlined in School Improvement Plans. Ensure Parent/Carer Councils are supported to fulfil their legally prescribed and constituted role, offering individual support as identified and required.			whom are new to their Parent Council post. Connect, have developed a 'Parent Council re-boot' session after feedback from Clacks Parent Councils. This will be piloted and offered to all Parent Councils in Scotland. Ongoing CLPL for Clackmannanshire probationer and newly-qualified staff on Parental Involvement and Engagement is scheduled. Officers have actively engaged with school and ELC practitioners to increase participation of parents and carers in Family Learning. Our second Family Practitioners Network session was organised around encouraging fathers' involvement and to highlight the importance of their active engagement in their children's learning. Many settings are planning events to involve more dads. The next Family Practitioners Network will be around Partnerships.	Senior Manager (Secondary) Senior Manager Inclusion & Partnerships
PPL 23 21	31-Aug-24	Implement a fair and transparent policy for remunerating care experienced individuals involved in co-designing and co-producing aspects of service design in order that they receive fair remuneration for their time/input.	40%	✔	A draft remuneration policy is now in the final stages of amendments before a request will be made to take it to Council for approval and a date for an agreed launch sought.	Principal Educational Psychologist
PPL 23 23		Increase support available to care experienced young people. Development of Supported Lodgings Service for young people aged 16-25. Development of supported accommodation for young people leaving care in Clackmannanshire. Development of a multidisciplinary model of working to support care experienced young people with the aims of reducing isolation, creating community, and creating accessible pathways of support based on learning from Aberlour/Vardy work with young people and partners.	40%	✔	Considerable strengths in the working relationships and existing care experience protocols that exist between housing and children's services, however there remains a risk of homelessness for young people who leave care in an unplanned way, particularly if living out with the area. Work is ongoing to develop a range of services to support young people to live independently within Clackmannanshire. It is anticipated that a supported lodgings service will be registered by February 2024, and options to develop a housing support service are currently being explored for development over the next twelve months. Training on outcomes star and view point offer different mechanisms to be able to measure change and outcomes for care experienced young people. Training has been delivered across the service, and procedures reviewed to ensure implementation. This will support planning for young people on an individual level as well as informing needs for strategic actions.	Chief Social Work Officer
PPL 23 24		Review of approaches to planning for children in order to increase participation and improve outcomes. Implementation of a new team	55%	✔	The Council's Language of Care Policy was agreed in August 2023, this continues to be implemented across services through tests of change - one of the first being led through the reviewing service	Chief Social Work Officer

Covalent Code	By When	Priority Action	Progress	Expected Outcome	Latest Note	Lead
		dedicated to leading planning for children with a focus on quality assurance, participation and language. Extending remit of Independent Reviewing Officers to include children living at home, and dedicated resource for pathway planning.			who have a role for quality assurance and reviewing planning for children and young people. The team was created through the Children's Services redesign in October 2023 and is now fully staffed. The team will lead changes in practice and language relating to planning for children with a view to improving participation of children, young people and their families in a non stigmatising and inclusive way. Work has been completed on a Permanence Tracker which was recognised by Care Inspectorate at recent Adoption Service inspection in October 2023. This will provide a baseline for tracking improvement in this area, alongside the changes to permanence planning facilitated by the redesign which are intended to reduce drift. The inspection also noted positive changes to practice in relation to unplanned endings, both in relation to joint working across teams to support children and care givers, as well as the introduction of reflections meetings for all unplanned endings to ensure learning for all services.	
PPL 23 25	31-Aug-24	A whole system approach is developed for young people who are involved or on the cusp of involvement with youth or criminal justice services. Review and redesign of service is underway with ongoing support and with Children and Young People's Centre for Justice (CYCJ). Further workshops are being scheduled, including workshops consisting of operational staff and those with lived experience. The need for a shared language/approach across services has been identified to ensure a consistent approach to intervention, support and recording of outcomes. The Outcome Star tool has been identified and the first training event takes place in June 23 and consists of staff from Children Services, Justice Services, Community Justice and Housing.	50%	✔	The aim is the development of a Youth Justice team to provide responsive/appropriate services to young people who come into conflict with the law. TL with portfolio for Youth Justice in post managing dedicated Youth Justice social worker - building up risk assessment training. Attendance at 2 Re-Imagining Youth Justice workshops by CYCJ within Clackmannanshire Council involving all key partners, to develop a trauma informed, rights-based approach that conforms with the UNCRC. Development of Outcome Star tool to measure outcomes. The impact has been a clear overview of current services available and gaps in service delivery with progression to a Strategic Oversight Group for Youth Justice.	Chief Social Work Officer
PPL 23 32	31-Aug-24	Improved strategy for Additional Support for Learning across Clackmannanshire.	50%	✔	An Additional Support for Learning (ASL) working group has been established to develop a draft ASL Strategy, which will cover the period 2024-2027. The key themes of this strategy have been	Senior Manager Inclusion &

Covalent Code	By When	Priority Action	Progress	Expected Outcome	Latest Note	Lead
					taken from the Scottish Government ASL Action Plan and have been consulted on with stakeholders. Parent/carer, staff and children and young people's consultation feedback was positive and overall, in agreement with the proposed ASL strategic themes. Next steps will be to analyse the pupil responses and make any amendments to the ASL Strategy before submitting for consideration at Council. Once agreed, we will implement the action plan, which should support improving outcomes for children/young people with ASN and their families.	Partnerships
PPL 23 35	31-Aug-24	Use resources and support provided by our Regional Improvement Collaborative to improve practice in relation to attendance in the following key areas:- • Ethos and Relationships • Policy and procedures • Targeted interventions Partnership working.	60%	✔	A joint Attendance Campaign with Forth Valley and West Lothian Regional Improvement Collaborative commenced in summer 2023. This. campaign consisted of soundbites on Forth Radio, bus adverts and social media adverts from FVWL RIC, as well as social media posts from our Educational Psychologist colleagues and Clacks Education which promoted attendance and signposted support resources. Two thirds of primary schools started in August 2023 with a higher percentage attendance rate than August 2022, and sustained this as of the end of November 2023. Attendance dashboards that support analysis of school attendance data is shared weekly with our secondary schools and monthly with our primary schools. 83% of primary schools are meeting trajectory aim as of the beginning of December 2023. We continue to support and promote attendance with our vulnerable groups such as Free School Meals, Care Experienced and Quintile 1 pupils. Our Virtual Headteacher regularly and rigorously tracks the attendance and support our Care Experienced learners.	IO Officer
PPL 23 37	31-Aug-24	Ensure that stretch aims articulate both ambitious and achievable aims and take into account evidence-based self-evaluation.	30%	✔	Stretch aim targets have moved to 3-year incremental aims with these submitted to Scottish Government on 1/11/2023. Targets set by Clackmannanshire align with SG data gathered from all Local Authorities. Attendance target for 2023/24 shows signs of concern.	Education Senior Manager (Secondary)

Covalent Code	By When	Priority Action	Progress	Expected Outcome	Latest Note	Lead
					From data gathered ACEL predictions for overall Literacy is 3pp lower than stretch aim.	
					If predictions are achieved for overall Numeracy this would see the stretch aim being fulfilled.	
					For both Literacy and Numeracy the current reported Q1 – Q5 gap is closing. This is due to Q5 attainment not yet rising to predicted levels. Efforts to improve all levels need to continue to prevent the gap opening again.	
PPL 23 39		Develop an integrated transitions strategy and operational procedure to improve outcomes for disabled children and young people to support their timely transition to adulthood and accessing adult services/support.	80%	✔	In line with Scottish Government Guidance, Clackmannanshire has developed a Transition Strategy and operational guidance. This isto ensure children and young people with disabilities are supported as they leave school and move into adulthood. The policy has been written and stakeholders, including families, have had an opportunity to feedback. The operational procedure for education and social work has also been updated. These will be discussed and hopefully approved at the Council meeting in February 2024. In the interim childcare and adult social work have been working with education to ensure that all children with additional support needs who will leave school in the next 2 years have been identified and allocated to the appropriate service in order to ensure that, where necessary, a support package is in place for the young person leaving school.	Chief Social Work Officer
PPL 23 40	31-Aug-23	Through R4L principles and practice, increase knowledge and skill of Clacks educators to include and meet the needs of all learners.	40%	✔	The EPS continues to support the implementation of an R4L approach through ongoing consultation with establishments. In addition, focused time has been given to priority schools to support their implementation of the approach, some of which has taken place in collaboration with colleagues in Speech and Language Therapy and Occupational Therapy. Education staff are continuing to access the R4L e-modules, resulting in over 2400 hours of CLPL being delivered since April 2023. Live sessions in NME will take place for probationers in December.	Principal Educational Psychologist

Covalent Code	By When	Priority Action	Progress	Expected Outcome	Latest Note	Lead
PPL 23 43	31-Aug-24	Build capacity and expertise across all school to support learners with ASD to ensure our mainstream schools have a level of expertise.	50%	✔	Work has continued with ASD Provisions to improve learning environments for pupils, with physical adaptations still underway. Alva Academy ASD Provision capacity has been increased this session to accommodate an increase in need, which has required additional space and adaptation in the school.

A number of autistic children continue to be supported in mainstream schools with the support of flexible spaces, targeted interventions and outreach support..   There is a network for teachers within these settings to share practice, engage in professional dialogue and seek support with aspects of the children's needs. ASD Outreach continues to provide advice, consultation and professional learning for education staff. Staff are developing competence and knowledge of supporting autistic children/young people: improving their educational outcomes through targeted support in the Child's Plans.

The next steps planned are to develop drop-in sessions for staff with questions regarding Autism and how to support specific individual needs. | Senior Manager Inclusion & Partnerships |
| PPL 23 44 | 31-Aug-24 | For learners with ASN/EASN, improve the key stage transitions experience for learners and families. | 50% | ✔ | A working group was established to develop Additional Support for Learning (ASL) Operational Transition Guidance for staff, with a draft document produced and consulted on with focus groups of staff. The document is to compliment the Transitions Policy currently being consulted on by Health and Social Care Partnership (HSCP), which they will take to Council in February 2024. Once we have full agreement and it is confirmed that other services will meet the timescales required by Education legislation, the Education Operational Guidance for ASL Transitions will be consulted on with a group of parent/carers. Thereafter, any amendments will be made, then it will be shared with education establishments.

Pupil centred planning meetings have been facilitated for our most complex learners to ensure there are clear pathways and planning for post school destinations. The Operational Transitions Group, with representation from Education, Children's and Adult Social Work, continues to meet to monitor the transitions for children meeting their criteria.

To ensure that young people and their families are aware of the | Senior Manager Inclusion & Partnerships |

Covalent Code	By When	Priority Action	Progress	Expected Outcome	Latest Note	Lead
					possible opportunities available to them post school, an ASL post school transitions fayre was held. The event was well attended with 60 participants visiting 25 provider stalls ranging from public sector, third sector, charities and private providers. The feedback from attendees was positive: 79% stating it was excellent, 18% saying very good and 3% good.	
PPL 23 57	31-Aug-24	Implement Phase 2 of the Icelandic Prevention Model to ensure that all practitioners have access to clear, practical support, training and help to enhance the consistency of response particularly in relation to substance use, self-harm and suicidal intent.	25%	✔	The 2023 surveys have been completed by S3 young people in three secondary schools. The Clackmannanshire data has been shared with the Strategic Director (People); Chief Education Officer and Senior Education Managers. The Clackmannanshire Planet Youth Lead (acting) has attended the PY data analysis and dissemination workshops and has drafted a dissemination plan for approval. In order to extend the membership of the Clackmannanshire Planet Youth Coalition, an online information session was held in November 2023 – facilitated by Dave Barrie (Planet Youth Manager). New members will be welcomed to a coalition meeting in January 2024. Recently established community groups (e.g. Clacks What Matters to You) will be included in the dissemination plan.	Senior Manager Inclusion & Partnerships
PPL 23 58	31-Aug-24	There is collaborative investment in Safe and Together and the Caledonian Model for working with families and children who have experienced domestic abuse. In consultation with partners we are looking to develop and introduce a 2 year full time Domestic Abuse Coordinator post. This is in line with COSLA recommendations relating to Equally Safe.	85%	✔	In order to address Domestic Abuse in Clackmannanshire the Justice Services team continued to work in partnership with the Scottish Government, key partners and elected members to provide supervision, support, guidance and resources to address this significant area of concern. Whilst continuing to deliver both the Moving Forward and Making Changes and Caledonian statutory Programmes in partnership with Stirling Justice Services and SACRO, Justice Services introduced a further 2 initiatives to add to that of the Non Court Mandated Caledonian Programme which is in its third year of development and delivery. These new initiatives, co-funded by Police Scotland, Clackmannanshire Housing Services and the Community Justice Partnership, provide a Women's Worker and Perpetrator support to the STRIVE Team (Safeguarding Through Rapid Intervention). This early, non court mandated intervention is aimed at providing targeted support to prevent escalation and further harm whilst also providing appropriate safety planning. A new Men's Self Referral helpline was also launched with information posted through	Chief Social Work Officer

Covalent Code	By When	Priority Action	Progress	Expected Outcome	Latest Note	Lead
					Clackmannanshire's social media and partner organisations. These new initiatives align with Clackmannanshire's Violence Against Women and Girls Strategy, Equally Safe and Community Justice Scotland in terms of earlier intervention. They draw upon the expertise, resources and funding from all partners to provide a whole system's approach to address Domestic Abuse. Positively all three initiatives are being utilised with support being provided timeously to those who may previously been unable to access assessed specific support. These additional services are accessible and utilised by those subject to CPOs.	
PPL 23 59	31-Aug-24	Working with Clackmannanshire Violence Against Women, support practitioners to embed the principles and practice within the Scottish Government's 'Equally Safe at School' strategy to prevent and eradicate violence against women and girls. Increase offer of support measures.	50%	✔	The VAWG Task and Finish Group comprised of membership from Education, Social Work, Children's Services, Police Scotland, NHS, and Women's Aid met bi-weekly from August to October 2023 to review the outcomes and actions outlined in the Strategic Delivery Plan. The strategic aim is to embed principles and practice of the Equally Safe at School strategy; two establishments are trialling ESSS (CSSS & Alva Academy) with S2, S4 and S6 year groups. Women's Aid are delivering inputs in the three secondary schools to raise understanding and awareness of gender-based violence as part of a whole school approach. School Based Officers are active partners raising awareness of support services available and providing inputs where appropriate working with young people, families and the community. Early in 2024 the National Evaluation will be piloted to gauge impact of work that has already taken place.	Senior Manager Inclusion & Partnerships

Health and Wellbeing

Covalent Code	By When	Priority Action	Progress	Expected Outcome	Latest Note	Lead
PPL 23 07	31-Aug-24	Increase understanding of wellbeing and capabilities approach across Council and partners.	25%	✔	The Family Wellbing Partnership are in discussion with colleagues from Glasgow University and Edinburgh University to work together on raising awareness about the Capabilities Approach. We have agreed to collaborate on academic research - a review of academic and policy literature about how the Capabilities Approach is useful to organisations/local authorities doing work like the FWP. Two initiatives are underway, What Matters to You (WM2U) - is a community-based systems change initiative, new to Clackmannanshire in partnership with The Hunter Foundation. Two sessions have been held with participants keen to focus on quick wins. This will be followed up by a session in January 2024, which will drill down on community actions.	Senior Manager Inclusion & Partnerships
PPL 23 08	31-Aug-24	Identify barriers and share learning of our transformation journey; learning from others who are transforming systems.	58%	✔	The Wellbeing Economy Alliance Scotland report has been completed and was submitted to council in August 2023 as part of the FWP action plan. A Columba 1400 cohort was held in Dec to bring FWP and Employability colleagues together and agree the best way to take the WEALL action plan forward. We have already started preparing for our childcare expansion by creating opportunities for parents to gain qualifications and paid work experience in our Early Years settings to prepare them for future job vacancies. We have also started a Childminding recruitment programme with Scottish Childminding Association to train and support potential childminders who will be able to support the childcare expansion.	Senior Manager Inclusion & Partnerships
PPL 23 10	31-Aug-24	Mobilise and support Community of change makers.	50%	✔	In September the Child Wellbeing Partnership was delivering a wraparound childcare and activity services offer to 201 children and 136 families in Alloa South and East. The current figure is estimated at 208 children, with an update from providers due in January.	Senior Manager Inclusion & Partnerships

Covalent Code	By When	Priority Action	Progress	Expected Outcome	Latest Note	Lead
PPL 23 11	31-Aug-24	Align money flow, funding and reporting.	50%	✔	Scottish Government have developed a research tender to examine and establish the critical benefits that the FWP has delivered and contributed to. The aim of this work is to help align money flow, maximise funding and streamline reporting for the benefit of the community. Work underway with main workstreams such as Employability to examine and explore the flexibilities available in the pursuit of helping individuals and families lead a flourishing life.	Senior Manager Inclusion & Partnerships
PPL 23 15	31-Aug-24	Extend the range of therapeutic supports available through the Intensive Therapeutic Service that are specifically targeted towards the refugee population within Clackmannanshire.	40%	✔	The refugee Intensive Therapeutic Service continues to provide weekly support to three refugee families across Clackmannanshire and contributes to supplementary activities e.g. presenting at ESOL and parents groups.	Principal Educational Psychologist
PPL 23 17	31-Aug-24	Alongside the development of the Early Intervention Service within the People Directorate, the Commissioning Strategy will support the provision of flexible and holistic family support services which enable families to build resilience and capacity. The range of family support provision within communities is enhanced and includes the re-design of and investment in early help and intensive family support services.	50%	✔	In order to progress the implementation of The Promise, Local Authorities across Scotland are embedding various approaches to extend and improve their range of services commissioned. There is a clear drive toward supporting families at the earliest possible point and reducing the numbers of children subject to statutory measures of care. 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. The next steps are for the consortium to be finalised and 3 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. At the end of August 2023, there were 222 care experienced children in Clackmannanshire. Unfortunately this has increased slightly to 228 at the end of October. As the development of services	Chief Social Work Officer

Covalent Code	By When	Priority Action	Progress	Expected Outcome	Latest Note	Lead
					progresses this number is expected to reduce.	
PPL 23 26	31-Aug-24	Re-fresh and re-launch the Readiness for Learning (R4L) approach to ensure establishments are maximising their ability to provide trauma-informed environments and approaches to closing the poverty-related attainment gap.	40%	✔	The EPS continues to support the implementation of an R4L approach through ongoing consultation with establishments. In addition, focused time has been given to priority schools to support their implementation of the approach, some of which has taken place in collaboration with colleagues in Speech and Language Therapy and Occupational Therapy. Education staff are continuing to access the R4L e-modules, resulting in over 2400 hours of CLPL being delivered since April 2023. Live sessions in NME will take place for probationers in December.	Principal Educational Psychologist
PPL 23 29	31-Aug-24	Implementation of the Virtual School Improvement Plan in line with Phases 1 & 2 of 'Change Programme One' within The Promise. Supporting establishments to identify, monitor and track the attainment and achievement of Care Experienced Young People (CEYP) and those furthest from engagement, From August 2023, monthly People Directorate meetings focussed on Improvement Analyst's Tracking Spreadsheet of CEYP. Ensure all agencies around young people are both accountable and working effectively together. Strengthen links between MCR Pathways Coordinators and monitor the impact of mentoring.	60%	✔	Launched August 2023, all Secondary Establishments are now tracked within Clackmannanshire Care Experienced Children and Young People Dashboard.

Since August, attendance is updated weekly, with schools getting a monthly detailed graphic showing baseline data (May 2023) vs August/September/Oct/Nov and measured against a 5-week rolling average. This is shared with stakeholders

The attendance information and any concerns are shared via multi-agency professional discussion including DHTs (All Secondary Establishment), MCR Link, Who Cares Link and Permanence Manager (Promise Team) | Education Senior Manager (Secondary) |
| PPL 23 47 | 31-Aug-24 | Develop and implement a systematic approach to gathering developmental milestone data for 2 yr olds. Make effective use of developmental milestone data to ensure experiences provided in ELCs meet children's needs. Provide professional learning to support observational assessment of developmental milestones. | 55% | ✔ | A system has been developed to monitor children's progress towards developmental milestones. The system has been supported by an improvement advisor and group of senior leaders who ensure timeframes are achieved.

An observation tool has been designed and used in all ELCs at three data points. The information has been collected and analysed. As a result of the first data collection the tool was adapted in partnership with educational psychology.

To ensure there is an understanding and confidence in using the system, four professional learning sessions have been delivered. | Education Senior Manager ELC & Primary |

Covalent Code	By When	Priority Action	Progress	Expected Outcome	Latest Note	Lead
					ELC quality assurance visits have evidenced a wider range of developmentally appropriate resources. Senior educators have reported the tool to be helpful for planning learning experiences for two year olds.	
PPL 23 48	31-Aug-24	Through the 5 year refresh process & as part of a re-alignment of priority areas, revise Implementation Plan within Sport and Active Living Framework.	10%	✓	The SALF has been going under a refresh process since Dec 22 and partners have come together to create updated priorities and actions. This process has been ratified at the Clackmannanshire Alliance in August 23 with the partners now engaging with key stakeholders from October to December - consulting on the refresh. The outcome of this will lead to an initial draft action plan in Dec 23	Sports Development Manager
PPL 23 49	31-Aug-24	Creation of a 4 year action plan with key priority areas.	25%	✓	The new four year Partnership Agreement was signed in June 2023 and covers the period April 23 to March 27. New key priority areas have been identified and the Active Schools Co-ordinators and Community Sports Hub Officer are working towards these new priority areas. Reporting against these will match the sportscotland reporting cycle of Dec 23, April / July 24	Sports Development Manager
PPL 23 50	31-Aug-24	Maintain 2 hours (per pupil per week) of high quality curricular PE for all children in all primary establishments.	15%	✓	The primary PE team are currently tracking the children's achievement within physical education. This will continue throughout academic year. In addition, as part of the service improvement plan, the teachers are looking at strategies to get to know the pupils better and how to support them to meet their needs.	Sports Development Manager
PPL 23 51	31-Aug-24	Deliver the Primary 5 School Swimming Programme for all schools.	10%	✓	Planning has started with Dollar Academy and The Peak, Stirling to identify pool time and timetable classes in for all Primary 5 pupils for summer term 2024. Partnership with Scottish Swimming has been restarted to look at a review of the 2023 delivery programme and update the syllabus for 2024.	Sports Development Manager
PPL 23 52	31-Aug-24	Identify and extend the range of therapeutic supports offered across the People Directorate to ensure an integrated pathway of therapeutic support to further increase the impact of individual interventions.	40%	✓	The EPS is contributing to the ongoing work with the Vardy Foundation to explore how to improve capacity to support children within Clackmannanshire. Three key strands include the development of a new-build accommodation (a small-group children's house and supported living accommodation), a new multi-disciplinary therapeutic team and a significant programme of staff	Principal Educational Psychologist

Covalent Code	By When	Priority Action	Progress	Expected Outcome	Latest Note	Lead
					training and development in the 'Readiness for Caring' approach – this will allow us to develop a new Centre of Excellence within Clackmannanshire.	
PPL 23 53	31-Aug-24	Increase uptake of Text Clacks, an evidence-based trauma-informed text-based service for suicide prevention for 5 – 26 year olds to ensure awareness of crisis support that is available 24/7, and 365 days.	40%	✔	Suicide continues to regularly be the most common reason for individuals accessing Text Clacks, our text-based crisis service, highlighting the need for a service which can deal with this level of risk. However, no texters have yet required an active rescue by the emergency services, indicating that the risk assessment and de-escalation processes embedded within the service may be evidencing a reduction in harm.

In 2022, National Records of Scotland (NRS) classified 38 deaths in Forth Valley as probable suicide. This is an 11.6% reduction from 43 deaths in 2021. Clackmannanshire had a significant decrease in 2021 with a **58%** reduction in death by suicide (there has been no change since then with 7 registered in both 2021 and 2022).

There is a significant average age difference in those who died by suicide in Clackmannanshire (52.6 years in 2021, and 45.6 years in 2022) compared with Falkirk (39.7 years in 2021, and 41.8 years in 2022) and Stirling (35.4 years in 2021 and 48 years in 2022). The youngest person to die by probable suicide in Clackmannanshire was 34 years, compared with 22 years in Falkirk and 26 years in Stirling.

The NRS research found that the rate of suicide mortality in the most deprived areas of Scotland was 2.6 times higher than the least deprived areas.

Work to review the suicide and self-harm guidance for educational establishments will begin in the New Year. | Principal Educational Psychologist |
| PPL 23 54 | 31-Aug-24 | Extend the continuum of support available within the Mental Health and Wellbeing in Clacks Transformation Project in order that children and young people can access the right support at the right time in the right place. | 40% | ✔ | The contracts for our digital mental health supports have been extended, delivering the 'Text Clacks' crisis service, and Kooth for mild to moderate mental health needs, with an extended age range of 10-26 years. After some technical issues, Mind Moose is once again operational and offering digital support to targeted primary-age children. To date in 2023, our digital services have been accessed by 1,322 individuals (approximately 9.5% of our target population). | Principal Educational Psychologist |

Covalent Code	By When	Priority Action	Progress	Expected Outcome	Latest Note	Lead
					The impact of accessing these services is measured through post-use questionnaires which are optional. From these respondents, 83%* of Kooth users who replied said they would refer Kooth to a friend; additionally, 100%* of Text Clacks respondents also said that they found the conversation to be useful (*100% of users who have responded between July and September of 2023). Face-to-face services in operation (Creative Therapeutic Interventions for Children (CTIfC, which includes music therapy, therapeutic art, animal-assisted therapy, and very recently play therapy), Counselling in Schools (CiSS) and a Through Care, After Care Wellbeing Worker Service for school leavers who are care experienced). 804 children and young people have been referred to our three face-to-face services (CTIfC, CiSS and TCAC)) with statistically significant improvements. In addition to services working directly with children and young people, a new small-group support for parents who have children experiencing mental health difficulties has been launched in partnership with Barnardo's. The GIRFEC Forum continues to meet weekly with education, social work and 3rd sector partners. Due to ongoing GDPR delays between Clackmannanshire Council and the NHS, the only mental health representation on the GIRFEC Forum is Creative Therapeutic Interventions for Children. There have been 228 referrals to the Forum since September 2022 and 29 of these have been allocated to CTIfC. The new Forth Valley-wide guidelines to support educational establishments to make referrals to CAMHS for Neurodevelopmental Difficulties (NDD) has now been launched, with 120 educators across Forth Valley attending a symposium to explore the new documentation and seek clarification on any issues.	
PPL 23 56	31-Aug-24	Improve the responses and identification of children in need of protection alongside the intervention strategies that will support recovery and safety. Implementation of the Scottish Child Interview Model (SCIM), a trauma informed, evidenced and rights based	50%	✔	Where Child Protection processes are required, a trauma informed and rights based approach with children/young people will be implemented. Refresh of Child Protection National Guidance/subsequent launch and Clackmannanshire Child Protection training for qualified social	Chief Social Work Officer

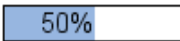| Covalent Code	By When	Priority Action	Progress	Expected Outcome	Latest Note	Lead
		approach to interviewing children/young people involved with the Child Protection process.			workers. Qualified social workers are trained at recognising and responding to Child Protection concerns, responding in a trauma informed approach. Embed the refreshed Child Protection National Guidance in practice/trauma informed practice/UNCRC approach.	
PPL 23 60	31-Aug-24	Deliver a new Lochies School and Wellbeing Hub that provides a range of inclusive and accessible health, well-being and learning services that are connected, holistic and well signposted both internally and with other services in Clackmannanshire, creating a destination that the community takes pride in. Progress the project through the RIBA pre construction stages, completing RIBA Stage 2 - Concept Design, and RIBA Stage 3 Spatial Coordination, and begin RIBA Stage 4 Technical Design. Ensure effective communication with all stakeholders throughout the RIBA process.	15%	✔	The Wellbeing Hub and Lochies School development is on track to deliver on time - quarter 4 2026. The Project Team is made up of internal and external partners, including colleagues from Education and Place as well as the NHS and our external Project Manager. In September 23 the supply chain process concluded with JM Architects have been selected to lead the design team following a thorough and highly competitive selection process. Robertson Construction have been selected as the Main Contractor. BakerHicks have been selected as the Mechanical & Electrical Engineers and Blyth+Blyth have been selected as the Civil & Structural Engineers for the project. Hub East Central Scotland Ltd (Hubco) has led on the selection of the Design Team, Tier 1 Contractor and Professional Team and a New Project Request (NPR) (approved by the Wellbeing Hub and Lochies School Project Board) has been issued to Hubco. The selection of the Design Team, Tier 1 Contractor and Professional Team enables the Wellbeing Hub and Lochies School project to move from RIBA Stage 1 to RIBA Stage 2 (Concept Design development). During the Concept Design phase the design team will undertake a detailed review of the accommodation requirements and identify opportunities to refine this and drive best value. This will also involve further optioneering to determine the best configuration of the facilities on the site, continued development of the spacial adjacencies, definition of the engineering principles and commencement of the formal planning pre-application process.	Director of People Service

People Workforce Plan

Covalent Code	By When	Priority Action	Progress	Expected Outcome	Latest Note	Lead
PPL 23 14	31-Aug-24	Continue to embed the work of Empowerment Group, building on the good practice from session 22/23.Embed support for an empowered system, working collectively and in partnership across all establishments and with relevant stakeholders.	40%	✓	The Curriculum Empowerment team planned and delivered a high quality professional learning conference. 200 plus delegates attended from four local authorities. Action plans have been developed for all teams with a focus on improving outcomes for children and young people. Regular lead meetings ensure there are opportunities for teams to work together effectively.	Education Senior Manager ELC & Primary
PPL 23 27	31-Aug-24	Increased partnership working between primary schools and Librarians through the implementation of Education and Libraries partnership plan 23/24.	35%	✓	Key areas of partnership working have been agreed including increased use of ebooks, and supporting literacy in schools through author events. A full review and update of available e-books has been completed and communication has gone out to schools to highlight what is available. Communication will be repeated in January 2024. During Book Week Scotland funding was secured funding 3 author events 1 was allocated to adults the other 2 to schools. Alan Windram attended Park Primary and performed to the entire school. (331) Stuart Reid attended Redwell and Performed to the whole school. He also volunteered to take a writing class with the P7s (386).	Education Senior Manager ELC & Primary
PPL 23 30	31-Aug-24	Develop opportunities with the support of the Regional Improvement Collaborative and Education Scotland to share effective practice around 'How Good is Our School? 4' Quality Indicator 2.3 Learning, Teaching and Assessment, with the aim of raising attainment and closing the poverty related attainment gap.	60%	✓	Secondary establishments have completed the first Quality Assurance peer evaluation visits. This took place in November with a focus on one QI across all establishments with findings shared across all schools.	Education Senior Manager (Secondary)

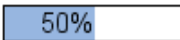| Covalent Code	By When	Priority Action	Progress	Expected Outcome	Latest Note	Lead
PPL 23 34	31-Aug-24	Ensure all stakeholders are fully appraised of the latest developments within Scottish education, informed by the OECD, Muir, Hayward and Withers reviews and have opportunities to discuss this and provide feedback.	10%	✔	Information has been shared with all Heads of Establishments regarding the national policy landscape and the current proposals for educational reform. Schools and ELCs have had the opportunity to give their feedback on the Hayward and Muir reviews.	Education Senior Manager (Secondary)
PPL 23 42	31-Aug-24	Review the Quality Assurance model for ASN/ EASN to ensure there is a relentless improvement agenda to meet learners' needs.	50%	✔	There has been a programme of Validated Self Evaluation (VSE) visits to three ELCs and one primary so far this session. Both the Staged Intervention process and GIRFEC paperwork are audited during the VSE to ensure that there are appropriate processes in place to assess, identify and plan to meet the additional support needs of children/young people. As a result there are systems in place to ensure appropriate strategies and approaches are in place to support children/young people with ASN achieve the best possible outcomes. The VSE visits will continue over this coming session. The ASL Moderation Group continues to meet and moderate aspects of work in the ASL Provisions. The group will visit each others establishments to share good practice regarding the learning and teaching environment. Ultimately this will contribute to improved access to the curriculum for all learners	Senior Manager Inclusion & Partnerships
PPL 23 45	31-Aug-24	Implement the re-design of the CLD team to a locality model, adhering to Organisational` Change processes.	50%	✔	The CLD re-design implementation has concluded with ring fenced recruitment in December 2023. for those staff currently in Grade 5 and Grade 6 posts. This will see the service move from a themed model to a locality model. We have appointed a new CLD Coordinator, who took up her post in October 2023 and has workied alongside the Senior Manager and Chief Education Officer, to prepare for a Progress Visit from Education Scotland, which took place from f 20 November – 22 November. Meetings have taken place with HR and Senior Manager and any staff whose post is not in the re-design model. This has resulted in three staff who have taken TVR and one who has opted for re-deployment. The anticipated date for full implementation of the model is 1st January 2024.	Education Senior Manager (Secondary)
PPL 23 46	31-Aug-24	Clackmannanshire to implement revised GIRFEC materials and Pathways, in line with Forth Valley activity.	50%	✔	National GIRFEC guidance has been recently updated. Forth Valley Partners are working together to ensure that GIRFEC is well	Chief Social Work Officer

Covalent Code	By When	Priority Action	Progress	Expected Outcome	Latest Note	Lead
					understood in all 3 local authority areas and embedded consistently.	
					This work is progressing well and joint training initiatives have been discussed - with a view to the commencing in February 2024.	
					Childcare social work teams are engaging with health and education to ensure that GIRFEC is understood and that the role of the named person and lead professional is thoroughly embedded throughout the county.	
PPL 23 55	31-Aug-24	Integrate aspects of Readiness for Learning ('R4L') into the wider development of trauma informed practice across the workforce in order to better support children, young people and families.	40%	✔	Across the general council workforce, 17% staff have accessed e-modules in relation to trauma-informed practice. 49 managers have so far attended in-person trauma-informed training. Within Education, staff have accessed over 2400 hours of CLPL in relation to various aspects of 'Readiness for Learning' – a trauma-informed approach to supporting learners in the classroom.	Principal Educational Psychologist

Sustainable, Inclusive Growth						

Covalent Code	By When	Priority Action	Progress	Expected Outcome	Latest Note	Lead
PPL 23 01	31-Aug-24	Roll out the revised Digital Learning Strategy 2023-2025. Continue Digital Device Deployment Programme and evaluate.	40%	✔	The revised Digital Learning Strategy 2023-2025 was approved by Council on 18 May 2023. Work is now underway to implement this strategy, which will be led by the newly established Digital Leads group, which comprises Cluster Leads and secondary leads as well as a representative from ELC. Establishment Heads were asked for their input into nominating the lead person to collaborate on this. The Delivery Plan lays out the actions which are to be taken forward, alongside a timeline of expected implementation. The Project Lead for the 1: 1 Digital Device Programme, David Kay, will evaluate the plan in collaboration with Digital Leads.	Education Senior Manager (Secondary)
PPL 23 02	31-Aug-24	Monitor and track progress of all young people who enter commissioned training programmes of sector based provision with the Scottish Government's 'No-one Left Behind' grant. Work in partnership with new Key Worker for Employability post to support the transition of young people leaving school and into appropriate pathways. Continue collaboration with DYW Coordinators to strengthen links with employers and businesses. Strengthen partnership with FIDA (Futures Institute at Dollar Academy).	40%	✔	'No One Left Behind' funding from Scottish Government has been significantly reduced for 2023/2024, which resulted in fewer training opportunities. The funding did secure three commissioned programmes with Enable, Stirling Community Enterprise (SCE) and Positive Qualities (PQ), which are all currently operating at full capacity. All young people in commissioned programmes will be followed up at the end of programme, to ensure they secure a further positive pathway. This will positively impact our sustained destination figures; an area of focus for the Partnership Participation Group. Partnership working is firmly rooted in the importance of ensuring that the initial destination is appropriate, so that it is sustained. An Adult and Social Care Event, organised by DYW, to attract young people into these careers, took place on 3 October at Falkirk Campus, Forth Valley College. Groups of S4 learners from each Academy in Clackmannanshire attended. Monthly meeting with DYW Leads across Clacks, Stirling and Falkirk continue throughout the session.	Education Senior Manager (Secondary)
PPL 23 03	31-Aug-24	Collaborate with partners from the Local Employability Partnership, schools and establishments to develop a Skills Framework for Clackmannanshire which reflects local	10%	✔	Work to develop a Skills Strategy for Clackmannanshire as part of the work with the City Region Deal has continued, with our Improvement Analyst, collaborating with her counterpart in Stirling Council and working alongside Emma McGregor Consulting, to	Education Senior Manager (Secondary)

Covalent Code	By When	Priority Action	Progress	Expected Outcome	Latest Note	Lead
		labour market intelligence, puts learners and employers at the centre, ensures parity of esteem between vocational and academic routes and aligns with the findings of the Withers review, with a specific focus on learner demographics relating to the City Region Deal's target groups: - Women and girls - People with a disability - Those living in areas experiencing the highest levels of deprivation (top 20%)			produce a data set that maps the skills gap in our schools. The findings of this exercise are still to be analysed, at which point work will be taken forward with Forth Valley College, the Local Employability Partnership and Skills Development Scotland. A Data Sharing Agreement has been put in place and the data sets have been grouped so they are not disclosive.	
PPL 23 04	31-Aug-24	Continue work with Regional Improvement Collaborative Learning for Sustainability (LfS Workstream). Increase the number of schools and establishments with 'Eco School' status. Build on the success of the Scottish International Environment Centre (SIEC) Young Pathfinder Programme.	20%	✓	The Learning for Sustainability Leads' group sent out a Microsoft Form in November 2023 to ask where LfS is in strategic plans and corporate priorities. The expectation is that details will be shared regarding how local authorities are working towards Education Scotland's Vision 2030, that all learners acquire the knowledge and skills needed to promote sustainable development and lifestyles. • **The Call to Action** will launch Target 2030 and ask that all 3-18 places of education become a sustainable learning setting by 2030. Date for the launch is still being confirmed. • **LFS mentors network** - this is to be in place for next session with discussion taking place the latter half of this session. Scotland's Climate week took place on Monday 25th September 2023 and schools and establishments shared what they were doing to mark this. The Climate Change Forum meetings continue to take place throughout the year.	Education Senior Manager (Secondary)
PPL 23 05	31-Aug-24	Continued partnership with Academies, Local Employability Partnership and Skills Development Scotland to ensure all young people enter an initial positive destination. Work with Clackmannanshire Partners Participation Group to improve sustained destinations (6 months after school leaving date) and to track those at risk beyond this date.	70%	✓	Weekly meetings with DHTs and partners take place to address concerns regarding young people at risk of not entering a Positive Destination. A revised rationale was developed to accompany a proposed programme of volunteering for mental health support for a minority of young people with severe mental health issues. This enables any young person with extreme anxiety to progress to a positive destination. Worked with Virtual Headteacher to develop a programme of employability skills, volunteering and personal development for	Education Senior Manager (Secondary)

Covalent Code	By When	Priority Action	Progress	Expected Outcome	Latest Note	Lead
					young people with additional barriers to engagement, facilitated Coach My Sport team, with support from Skills Development Scotland, Clackmannanshire Third Sector Interface (CTSI) and Clackmannanshire Works. The Annual Participation Measure (APM) 2023, which was published on the 29.08.23 by SDS, provides a picture of the education, employment and training activity of Scotland's 16 to 19-year-olds between 1 April 2022 and 31 March 2023. The results are showing a positive change for our participation yet to be confirmed. We refreshed the aims of the CPPG to ensure a more focussed approach to improving our figures. Key results for Clackmannanshire: The proportion of 16-19-year-olds participating in education, training, or employment in 2023 was 91.6%, showing a 0.9 percentage points (pp) increase compared to 2022 (90.7%). This is the highest percentage reported since 2016. Those with an unconfirmed status was 1.8%, down 1.9 pp compared to 2022 (3.7%) and the lowest percentage ever reported. The proportion of 16 – 19-year-olds not participating was 6.6% showing a 1.0 percentage point increase compared to 2022. The 1% increase has been unemployed not seeking (3.6%) and the unemployed seeking has stayed the same (3%) as 2022.	
PPL 23 06	31-Aug-24	The People Directorate and the Family Wellbeing Partnership, in conjunction with the Hunter Foundation and Scottish Government, will work with a researcher to deliver a data map for Clackmannanshire. The People Directorate will review Associated Governance of all strategic plans to ensure a more holistic approach to meeting needs.	50%	✔	Initial scoping and drafting of a data map for all outcome and impact measures for People Directorate is in production. This will be a themed collation all of the pieces of data collected across a host of areas in the People Directorate, used for reporting and improvement purposes. Work is also underway to align the draft data map with each of the key FWP workstreams and People Directorate outcomes. Discussions with Scottish Government are taking place to streamline reporting and collection of the data in line with priority outcomes to reduce duplication.	Director of People Service

Covalent Code	By When	Priority Action	Progress	Expected Outcome	Latest Note	Lead
PPL 23 22	31-Aug-24	Continued focus on reducing use of external placements to support children and young people to remain within the local area. Continued review and development of the Resource Allocation Group demonstrating reduction in admissions to care and use of external resource. Recruitment of local foster carers will be achieved through increased dedicated resource within Family Placement Team and implementation of new recruitment strategy. Increased support to foster carers in order to prevent unplanned endings, increase retention, and improve reputation locally. Development of additional residential provision in Clackmannanshire.	50%	✓	There continues to be a trend of reduced admissions to care with reduced numbers of children looked after away from home across all settings. This is attributed to a number of factors: the introduction of a resource allocation group in January 2023 which continues to meet weekly; improved planning through support of Independent Reviewing Officers and more stable staffing picture; and the introduction of Sustain an intensive support service supplementing the supports available for children to remain within their families. Between 1 July and end of November 23 there was a reduction of use of residential placements by 25%, and external foster care placements reduced by 14%. Retention of foster carers has improved significantly, and was reflected in the outcome of the Fostering Service Inspection in October 2023. Over the remain period of the plan work further work is required to recruit additional foster carers to our service.	Chief Social Work Officer
PPL 23 28	31-Aug-24	Implement key actions outlined in Clackmannanshire's 'Numeracy and Literacy Frameworks' to support increased attainment and improved practice across the Broad General Education.	50%	✓	Two Professional learning sessions have been provided to support implementation of our newly revised numeracy progression pathways with identified leads in each school/ELC. Clackmannanshire are now fully represented across ELC, Primary and Secondary at the National Practitioner Forum. Three professional learning sessions have been delivered to support the assessment of literacy. Schools/ELCs have been identified to work in partnership with Education Scotland. BGE assessment data is collected and analysed at key points in the year. December data is currently under analysis.	Chief Education Officer
PPL 23 31	31-Aug-24	Develop increased opportunity for learners to engage in active learning including Outdoor Learning and Wider Achievement. Explore opportunities of developing a 'Clackmannanshire Active Learning Academy'.	30%	✓	Links have been made with Higher Education settings to scope for potential benefits in developing effective Active Learning Academies to best meet the needs highlighted nationally (Muir Report). This vision has been shared with the CYP Board and was supported. We are currently at the stage of working with 3rd Sector partners and	Chief Education Officer
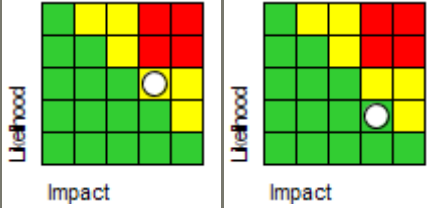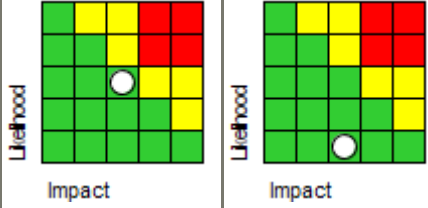
Covalent Code	By When	Priority Action	Progress	Expected Outcome	Latest Note	Lead
					internal colleagues to identify roles and capacity to support programmes. Further work on leading this innovative project will take place in the New Year.	
PPL 23 36	31-Aug-24	Ensure that Strategic Equity Funding (SEF) interventions continue to be targeted to those areas of greatest need, to improve outcomes and close the poverty related attainment gap.	30%	✔	The SEF Plan continues to be monitored and governed at the 6 weekly SEF Board. An audit of the impact of roles has been issued to Heads of Establishments and centre staff to measure impact. This will inform decision making for the remainder of this year and planning for next year. The Early Intervention Team are fully now deployed, supporting all Primary schools. Each worker is supporting five children per week, predominantly in P1 and P2, targeting closing gaps in their learning. The first set of reporting by the team will be completed by the end of term. This will show levels of impact in each establishment and collectively across the Authority. All PEF plans were reviewed when submitted to ensure funds were targeting closing the gap.	Education Senior Leadership Team

Performance Indicators

	2020-21	2021-22	2022-23	Target 2023-24
Average FTE working days lost through sickness absence PPL AB1 GOV	9.6	11.9	12.3	Reduce
% of Freedom of Information requests dealt with within timescale PPL FOI GOV	89%	90%	92%	100%
% of Councillor Enquiries dealt with within timescale PPL CNQ BUS	84%	91%	93%	100%
% of MP/MSP enquiries dealt with within timescale PPL MPQ BUS*	50%	76%	86%	100%
% formal complaints closed within timescale (stages 1 and 2) PPL C02 CUS	69%	55%	62%	100%
% formal complaints dealt with that were upheld/partially upheld PPL C04 CUS	49%	23%	49%	TBC
% of employees who have completed mandatory training by the due date	No data available	No data available	37.9%*	100%
Staff Survey - I feel valued for the work I do PPL S12 HWD	68%	63%	No data yet available	100%
Staff Survey - I feel that I am treated with dignity and respect within my team PPL S17 HWD	80%	75%	No data yet available	100%
Staff Survey - I am clear about how I contribute to the organisation's goals PPL S21 HWD	79%	74%	No data yet available	100%
Survey response rate PPL S26 HWD	23%	23%	No data yet available	100%

* Data shown up to end August 2023

Corporate Risk Register

Risk	**COU CRR 048 Increasing Attainment Gap**	Approach	Treat	Status	⚠️	Managed By	Chief Education Officer	Current Score	12	Target Score	8

Description	The Council fails to reduce the educational attainment gap between pupils from more and less deprived areas due to financial pressures, workforce issues, or wider economic, demographic and poverty-related issues.	
Potential Effect	Poor school leaver destinations/participation, young people failing to reach potential, longer-term impacts on social mobility, poverty, life chances & economic growth, plus reputational damage and implications for inspections & funding.	
Latest Note	Recovery forms part of School Improvement Plans and support continues from Centre Teams & government funding. Health & wellbeing impacts and emerging challenges being addressed by Educational Psychology & partners. Redesigned Scottish Attainment Challenge has seen funding to 9 authorities (£43m) distributed between all 32 - now named Strategic Equity Funding. This significantly reduces finance available for local plans, tapering down over 4 years (2022-25). We continue to monitor closely and the risk score has reduced as schools are starting to see the gap closing with the literacy interventions in place.	

Related Actions	Improved arrangements for tracking, monitoring, moderating and quality assuring attainment and progress with a focus on narrowing the gap for identified groups.	Internal Controls	Education Senior Management Team
	Increased number of school leavers attaining SCQF and wider achievement qualifications.		Strategic Equity Funding
			National Improvement Framework

Risk	**COU CRR 011 Harm to Child(ren)**	Approach	Treat	Status	✅	Managed By	Strategic Director - People	Current Score	9	Target Score	3

Description	A lack of capacity or stability in key roles reduces the Council's ability to fulfil statutory requirements and intervene to prevent the serious harm of a child/children.	
Potential Effect	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.	
Latest Note	Robust internal control measures in place to ensure appropriate staffing, leadership, assurance and risk management planning, including quarterly reports to the Chief Officer Group and Child Protection Committee (CPC), regular review of the CPC Risk Register and prioritisation of child protection work. We have successfully recruited all team leaders into posts and new senior practitioners (as part of the Children's Services re-design) to build resilience and skill within the workforce. All vacant posts within the children's social work service are recruited to in a timely manner. Rolling programme of council specific and multi-agency child protection training in place, including Joint Investigative Interviewing training. The e-IRD system allows for agencies to respond in real time to children/young people at risk of harm for timely assessments and interventions. There has been a sustained decrease in the number of child protection registrations.	

All People Service Risks are currently under review

CLACKMANNANSHIRE COUNCIL

Report to: Audit and Scrutiny Committee

Date of Meeting: 8 February 2024

Subject: Community Learning and Development Partnership Progress Report

Report by: Senior Manager

1.0   Purpose

1.1   To present the Community Learning and Development Partnership Progress Report.

2.0   Recommendations

2.1.   It is recommended that the Audit and Scrutiny Committee note the contents of this report and provide challenge and comments as appropriate.

3.0   Background

3.1.   This report provides an update on the progress of the 2021 - 2024 Community Learning and Development (CLD) Partnership Plan, which was approved by the former People Committee on 16 September 2021.

3.2.   As a result of continuing improvement and evaluation of progress with stakeholder partners, leading to the identification of emerging needs, this report outlines progress made with the revised key actions of the 22/24 Partnership Plan, with a reporting period of August 2022 - December 2023.

3.3.   This report also reflects the findings of a very positive Progress Visit by His Majesty's Inspectorate of Education (HMIe) in November 2023 whilst taking cognisance of the Scottish Government's CLD Plans' Guidance Note 2021-2024 which recognises "that the Covid-19 crisis is likely to continue to present significant practical challenges to CLD planning" and acknowledges that work to achieve the objectives of the plan has continued against a backdrop of organisational redesign and the restructure of the CLD team itself.

3.4.   An integral part of the Plan is a commitment to review and report on its impact to ensure the priorities remain relevant and responsive to new and emerging needs. It was agreed at development stage that the Plan would, therefore not be static. Based on evaluation and stakeholder engagement, the five revised key priorities of the 2021 – 2024 CLD Partnership Plan are as follows and inform the contents of this report.

1. *Develop support for staff/volunteers and service users to address Health, Wellbeing and Cost of Living.*
2. *Develop clear pathways to support learner accreditation and progression from CLD service provision into volunteering, training, education and employment.*
3. *Develop Adult and Family Learning opportunities to meet the needs of priority groups.*
4. *Partners will work towards building the capacity of individuals and community groups to develop services to meet their needs.*
5. *Partners will support the continued professional development of staff and volunteers to enhance skills and knowledge within the sector.*

3.5. The plan links with strategic and local community planning to ensure a coordinated approach and has evolved, based on recovery from the Covid-19 pandemic and reflective emerging needs, identified by stakeholders.

3.6. The Strategic Guidance for Community Planning Partnerships: Community Learning and Development (2012) underpins national CLD policy in Scotland. The Guidance sets out the core contribution that CLD activities can make to national outcomes, with specific reference to:

- *Improved life chances for people of all ages, including young people in particular, through learning, personal development and active citizenship.*

- *Stronger, more resilient, supportive, influential and inclusive communities and includes clear guidance that CLD should support 'primarily disadvantaged or vulnerable groups and individuals of all ages to engage in learning, with a focus on bringing about change in their lives and communities.'*

3.7. The partnership work of CLD aligns with the aims of Clackmannanshire Council's Corporate Plan and the Local Outcomes Improvement Plan and contributes to the Council's longer term transformation outlined in the 'Be the Future' programme, with a focus on sustainable inclusive growth, empowering families and communities and health and wellbeing.

3.8. Evidence in the CLD Partnership Progress Report demonstrates:

- CLD providers and their wider partners have a clear and consistent focus on meeting the needs of those facing additional challenges in their lives. As part of the Family Wellbeing Partnership, partners work well together to offer a wide range of person-centred 'Community Around the School' activities. These have enabled young people and families to feel included, make progress and achieve and participants are developing self-confidence, resilience, leadership and life skills.

- **642** children and young people have accessed a range of digital mental health supports since they launched in April 2021, with an average of **56%** of logins occurring out- of -hours.

- Over **550** children and young people have been referred to our two face-to-face services, with **60%** of pupils referred to the Creative Therapeutic Interventions for Children (CTIfC) service showing an improvement on teacher-reported Strengths and Difficulties Questionnaires (SDQ).

- **88%** of pupils accessing the Counselling in Schools Service (CiSS) have shown improvements in their YP-CORE scores. Since the introduction of the MHWB Clacks Continuum of Support, the FK10 postcode has experienced a **39**% reduction in referrals to Child and Adolescent Mental Health Services.

- CLD staff worked with partners from Skills Development Scotland, schools and the Virtual Headteacher to offer provision for young people who were on the cusp of disengagement. A focused programme of work was developed with Clackmannanshire School Support Service.

- The well-established Home-Start charity shop has provided a safe place for volunteers to develop employability skills and gain accreditation. Volunteers are supported well to take on leadership roles within the shop and they gain valuable retail skills, with some progressing to employment.

- As part of community empowerment, CLD staff are supporting the Family Wellbeing Partnership with free programmes at Alloa Academy, funded by the Lens, including

  - Sewing & Crafts
  - Singing Group
  - Walking Group

- CLD has continued to support the development of Youth Engagement/Youth Voice and Participation. Candidates to become Members of the Scottish Youth Parliament highly value the support and development opportunities youth work staff provide and presented to Elected Members and the HMIe team about their experiences as MSYP candidates. Their feedback highlights that they are more confident and aware of their own skills as a result of taking part in this process.

- Learners of all ages are supported well to gain skills for learning, life and work. Children who are taking part in Children's Parliament activities at primary school, with CLD support, are gaining confidence and communication skills and advise that they are proud to contribute to both their local communities and to national policy developments.

4.0   Sustainability Implications

4.1   None

5.0   Resource Implications

5.1   None   43

6.0   Exempt Reports

6.1   Is this report exempt?   No

7.0   Declarations

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

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)

None

8.0   Equalities Impact

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

9.0   Legality

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

10.0   Appendices

10.1   Appendix A: Clackmannanshire CLD Partners
Appendix B: The Clackmannanshire Community Learning and Development
Partnership Plan 2021-2024 – Years 2 and 3 Plan
Appendix C: The Clackmannanshire Community Learning and Development
Partnership Plan Progress 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)

None

NAME	DESIGNATION	TEL NO / EXTENSION
Catriona Scott	Senior Manager	2469

Approved by

NAME	DESIGNATION	SIGNATURE
Lorraine Sanda	Strategic Director (People)	■■■■■■■■■

Appendix A
CLD Partners in Clackmannanshire

Family Wellbeing Partnership
Community House
Reachout With Arts In Mind
Volunteering Matters
Forth Valley Welcome
Home-start Clackmannanshire
Hawkhill Community Association Ltd
The Conservation Volunteers
The Gate
Forth Valley College
Clackmannanshire Economic Regeneration Trust
Resilience Learning Partnership
Play Alloa
Connect Alloa
Reasonate
CSSSS
Clacks Third Sector Interface

Clacks council ECLD
Menstrie Community Action Group
Wimpy Park Community Group
Sauchie Active 8
Stirling Council – social inclusion workers
Ochil Youth Community Initiative
Citizens Advice
Cowden Garden
The Makery
Clacks Works
Sports Development
Coalfields
Tullibody Development Trust
Action for Children
Women's Aid
Clackmannan Development Trust
Education Scotland

Revised Community Learning and Development Partnership Action Plan for 2022-2023

Could you please pop your organisations name into the key actions that you will be contributing to, this will help us identify who is supporting each action and will help you with the KPI data at the end of the year for reporting purposed. If you wish to discuss please feel free to get in touch

Name of organisation:

Key Priority 1		Develop Support for staff/volunteers and service users to address Health, Wellbeing and Cost of Living		
Key Action		**Outcomes**	**Group/programme to be included in the key action**	**Timescales / Measures**
1.1	Co-produce services for children young people and families to address health, wellbeing and Cost of living	Services are developed to meet the needs of children, young people and families at an early stage Fewer referrals to specialist services	Sauchie Active 8 Wimpy Park Community Group Clax 1400 café Bowmar Borrowers Bowmar Bookies The Gate Sport & Leisure OYCI FVW – (PAF) FVW – conversation café CLD - Youth Voice Play Alloa	ongoing engagement Number of volunteers involved in delivering services to local community that address health, wellbeing and cost of living Number of service users engaged in programmes
1.2	Develop opportunities for social interaction to combat isolation	Child, young people and adults' health and wellbeing is improved	Wimpy Park events Sauchie Active 8 programmes ECLD programmes OYCI FVW – Home visitor support Play Alloa	2022-2024 Number of adults attending community based groups Number of children 5–12 attending community groups Number of young people 13-16 attending community groups

Key Priority 2		Develop clear pathways to support learner accreditation and progression from CLD service provision into volunteering, training, education and employment		
Action		**Outcome**	**Group/programme to be included in the key action**	**Timescales / Measures**
2.1	Develop supported volunteer programmes for young people aged 16+ and adults with additional support needs	Sustained volunteer placements for adults with additional support needs Participants feel valued and part of the community	CTSi - Forth Valley College Work Start OYCI Play Alloa	2022-2024 Number of adults aged 16+ engaged in volunteering
2.2	Develop links with secondary schools & college to enhance Developing Young Workforce offers within the sector	Increase awareness of employment opportunities within the sector Children and young people will have the best possible start in life	CTSi – volunteers week recruitment fayre Sport & Leisure ECLD Play Alloa	2022 – 2023 Number of organisations within the sector engaged in the DYW programmes
2.3	Develop Volunteer Passport programme which will enhance recruitment, management and support for volunteers across the sector	Increased capacity of local organisations in supporting volunteers Our communities will be resilient and empowered so that they can thrive and flourish	Sauchie Active 8 CTSi - ongoing	2022 - 2024 Progress on the implementation of this programme
2.4	Develop SQA centre at Bowmar and develop new partnership to deliver accredited programmes	Increase percentage of learners gaining SVQ qualifications	CERT ECLD	2022 – 2024 Number of awards developed and agreed
2.5	Provide opportunities for children, young people and adults to participate in award programmes	Increase percentage of learners gaining recognised qualifications	Sauchie Active 8 Sport & Leisure CERT OYCI ECLD	2022 – 2024 Number of awards delivered Number of learners gaining an award

Key Priority 3		Develop Adult and family Learning opportunities to meet the needs of priority groups		
Intervention		**Outcome**	**Group/programme to be included in the key action**	**Timescales / Measures**
3.1	Working in partnership with schools and across the sector to develop family learning and wellbeing programmes	Families, Children and young people will have the best possible start in life	ECLD	2022-2024 Number of adults involved in family learning programmes Number of children/young people engaged in family learning programmes
3.2	Enhance ESOL provision to support wider integration in communities for refugee families	Families, Children and young people will have the best possible start in life	ECLD Forth Valley College CERT Forth Valley Welcome – conversation café Forth Valley Welcome – 1:1 ESOL support Play Alloa (Ukraine Club)	2022-2024 Number of adults engaged in community based ESOL provision Number of adults engaged in College ESOL provision Number of families engaged and supported through Forth Valley Welcome
3.3	Continue to develop Adult Learning Forum to develop provisions and training for adults to meet local needs	Our communities will be resilient and empowered so that they can thrive and flourish	CTSi CERT ECLD	2022-2024 Number of adults involved in adult non formal learning programmes Number of adults involved in formal learning programmes

Key Priority 4	Partners will work towards building the capacity of individuals and community groups to develop services to meet their needs			
Intervention		**Outcome**	**Group/programme to be included in the key action**	**Timescales / Measures**
4.1	Support the development of Alloa South East Forum to take forward the Area Action Plan	Our communities will be resilient and empowered so that they can thrive and flourish	ECLD Wimpy Park Community Group	2022-2024 Number of individuals engaged in Alloa South East community based programmes
4.2	Support the development of initiatives that address the cost of living which will include fuel and food poverty	Our communities will be resilient and empowered so that they can thrive and flourish	Sauchie Active 8 Sport & Leisure OYCI FVW – Crisis and Care Fund FVW - Advice and signposting ECLD	2022-2024 Number of food parcels distributed Number of members of food larder across local authority Number of adults gaining financial or fuel advice from services Number of adults / young people participating in cooking programmes
4.3	Support community based organisations to develop services that that meet local needs including children and youth work programmes	Our communities will be resilient and empowered so that they can thrive and flourish	OYCI ECLD	2022-2024 Number of service users engaged in programmes
4.4	Implement Clacks Youth Voice Framework	Children and young people will have their opinion heard and acted upon	Sport & Leisure OYCI ECLD	2022-2024 Number of children and young people engaged in youth voice activities

Key Priority 5	Partners will support the continued professional develop of staff and volunteers to enhances skills and knowledge within the sector			
Intervention		**Outcome**	**Group/programme to be included in the key action**	**Timescales / Measures**
5.1	Networking events to share information and good practice	Staff and volunteers are up to date with local and national plans and priorities	Sauchie Active 8 CTSi – Community Breakfasts CTSi – Volunteer managers forum CERT – Clacks providers forum OYCI	Number of individuals attending networking events
5.2	Working within the wider RIC establish CPD opportunities to meet the needs of the wider sector	Staff are more confident and skilled in the areas of work that they are involved in		Number of individuals participating in sessions / training organised by the Forth Valley & West Lothian Regional Improvement Collaborative
5.3	Develop skills within the sector to support and develop programmes for children, young people and adults	Staff are more confident in developing awards within their work Service users have more opportunities to gain an award	CTSi – Training platform CTSi – Skills network OYCI FVW ECLD	Number of staff participating in training programmes Number of Volunteers participating in training programmes

Clackmannanshire Alliance

Clackmannanshire Council | Comhairle Siorrachd Chlach Mhanann

www.clacks.gov.uk

Clackmannanshire Community Learning and Development Plan

Progress Report

August 2022 - December 2023

Introduction

This report provides an update on the progress of the 2021 - 2024 Community Learning and Development (CLD) Partnership Plan, which was approved by the former People Committee on 16 September 2021.

The previous annual CLD report was approved by Audit and Scrutiny Committee on 15 June 2023 and was based on the reporting period of August 2021 - July 2022, which took cognisance of the absence of the previous CLD Team Leader at that time.

As a result of continuing improvement and evaluation of progress with stakeholder partners, leading to the identification of emerging needs, this report outlines progress made with the revised key actions of the 22/24 Partnership Plan, with a reporting period of August 2022 - December 2023.

This report also reflects the findings of a very positive Progress Visit by His Majesty's Inspectorate of Education (HMIe) in November 2023, takes cognisance of the Scottish Government's CLD Plans' Guidance Note 2021-2024 which recognises "that the Covid-19 crisis is likely to continue to present significant practical challenges to CLD planning" and acknowledges that work to achieve the objectives of the plan has continued against a backdrop of organisational redesign and the restructure of the CLD team itself.

Background

CLD is delivered by a broad range of partners (Appendix A) and covers youth work, community capacity building, adult learning, English for Speakers of Other Languages (ESOL), working with vulnerable and disadvantaged groups and supporting volunteers. CLD Partners (listed in Appendix A) are committed to supporting the provision of universal CLD services, which is reflected within the Partnership Plan and links with strategic and local community planning to ensure a co-ordinated approach to reflect emerging needs, identified by stakeholders.

Clackmannanshire Council has a statutory duty, as outlined in the Community Learning & Development (Scotland) Regulations 2013, to produce a plan with partners every three years to secure "adequate and sufficient provision of Community Learning & Development (CLD) in our area". The CLD Regulations (Scotland) 2013 aim to:

- Ensure communities across Scotland particularly those which are disadvantaged have access to the CLD support they need.
- Strengthen the coordination between the full range of CLD providers.
- Reinforce the role of communities and learners in assessment, planning, and evaluation processes.
- Make Community Learning & Development's role and contribution more visible.

An integral part of the Plan is a commitment to review and report on its impact to ensure the priorities in the Plan remain relevant and responsive to new and emerging needs. This will remain the focus, with ongoing monitoring and evaluation to assess continuing needs, as we develop our three year strategic plan 2025-2028, which will be taken to Council for approval towards the end of 2024.

The five revised key priorities of the 2021 – 2024 CLD Partnership Plan are as follows:

1. Develop Support for staff/volunteers and service users to address Health, Wellbeing and Cost of Living.
2. Develop clear pathways to support learner accreditation and progression from CLD service provision into volunteering, training, education and employment.
3. Develop Adult and Family Learning opportunities to meet the needs of priority groups.
4. Partners will work towards building the capacity of individuals and community groups to develop services to meet their needs.

5. Partners will support the continued professional development of staff and volunteers to enhance skills and knowledge within the sector.

Progress Report

Key Priority 1 - Develop Support for staff/volunteers and service users to address Health, Wellbeing and Cost of Living

- The success of the Child Wellbeing Project resulted in wraparound childcare, including an increase in after school and holiday provision for families living in South East Alloa, breakfast clubs in our Academies, after school and holiday programmes, run in partnership with the Gate Charity, the establishment of a 'Walking Bus' and the provision of spaces in Play Alloa for children with ASN.

- Our 'Community around the School ' approach enabled us to develop person-centred programmes to allow communities to flourish, including Environment Services Work Experience, Alloa Academy Engagement and Welfare programme, Planet Youth Icelandic Prevention model and mentoring and support programmes.

- The Clacks Mental Health and Wellbeing Transformation Project brings partners together to deliver a comprehensive package of support for children, young people and their families. This shared approach is resulting in positive impacts including a reduction in referrals to Child and Adolescent Mental Health Services. The work of the Mental Health and Wellbeing (MHWB) in Clacks transformation project is continuing, with a well-developed Continuum of Support in place that offers both digital and face-to-face services for children and young people aged 5-26. New services include a Wellbeing Worker service for the Through Care After Care population, and animal-assisted therapy.

- **642** children and young people have accessed a range of digital supports since they launched in April 2021, with an average of **56%** of logins occurring out of hours. Over **550** children and young people have been referred to our two face-to-face services, with **60%** of pupils referred to the Creative Therapeutic Interventions for Children (CTIfC) service showing an improvement on teacher-reported Strengths and Difficulties Questionnaires (SDQ). **88%** of pupils accessing the Counselling in Schools Service (CiSS) have shown improvements in their YP-CORE scores. Since the introduction of the MHWB Clacks Continuum of Support, the FK10 postcode has experienced a **39**% reduction in referrals to Child and Adolescent Mental Health Services.

- A total of £8957 from the Community Fund 2022 was awarded to groups and used to support young people from 3 to 18 years old, focusing on mental health support, reducing stigma, reducing poverty, improving confidence and opportunities and reducing loneliness or isolation.

- A consultation with and feedback from a small focus group of young people in Lornshill Academy was undertaken, to determine their knowledge of the mental health and wellbeing services and supports available. Consultation with parents and carers was carried out simultaneously, to enable exploring the co-design and feedback of the supports available.

- CLD staff attended the Alva Health Fair at Alva Academy in October 2022 and engaged with parents and carers. The Mental Health Showcase took place on 25 November 2022 which children, young people and families attended, alongside a range of professionals from the local authority, NHS, Police, Fire and Rescue, and the Third Sector.

- A group of young people from Alloa Academy took part in a tailored programme of work over a number of weeks in November 2023, to explore the Directory of Support website and provide

3

feedback on its contents, which were then implemented. Their lived experience has helped to inform the contents of the site and will contribute towards its re-fresh and re-launch in April 2024.

- Clackmannanshire Youth Council secured funding for the Youth Bank to develop their own programmes/projects to address mental health and wellbeing. There were seven grants awarded, with a total of £5,515.68 awarded for Youth Voice with projects to support mental health, including sports and taster sessions, reaching:

  - 238 young people between the age of 10-12 years old
  - 840 young people between the age of 13-15 years old
  - 86 young people between the age of 16-18 years old

- Bowmar Junior Challenge continues to meet every Tuesday after the school day and consists of a variety of activities based around what young people are interested in, including arts and crafts, sports, music, cooking/ baking.

- Wimpy Park Community Group and CLD Service are working in partnership with The Gate charity to provide a local collection point for non perishable goods. The Food Larder is available Mondays 10am - 12pm and Fridays 1pm - 3pm in the Bowmar Community Centre.

Key Priority 2 - Develop clear pathways to support learner accreditation and progression from CLD service provision into volunteering, training, education and employment

- 96.5% of all young people in Clackmannanshire entered an initial positive destination in 2021/22; higher than the previous year & the Scotland-wide figure of 95.7%.

- We increased the provision of adult learning, leading to progression pathways. Increased the number of partnership awards to 139, demonstrating a three year positive trend. Wider Achievement: 42% increase in National 2 Awards; more than double the number of National 2s awarded in S4, compared to last year.

- 'Community around the School ' (Environment Services Work Experience, Alloa Academy Engagement and Welfare programme, Planet Youth Icelandic Prevention model and mentoring and support programmes) are increasing opportunities for young people moving into post school destinations.

- Pre-interview coaching is under development in partnership with CLD, Skills Development Scotland and the Virtual Headteacher to support those on the Care Leavers' Guaranteed Interview Scheme, as a scaffolded support as they move on.

- CLD staff worked with partners from Skills Development Scotland and schools to offer provision for young people who were on the cusp of disengagement. A focused programme of work was developed with Clackmannanshire School Support Service.

- The well-established Home-Start charity shop has provided a safe place for volunteers to develop employability skills and gain accreditation. Volunteers are supported well to take on leadership roles within the shop and they gain valuable retail skills, with some progressing to employment.

- Across community learning opportunities, partnership working is increasing the range of opportunities and supporting effective progression pathways for learners. CLD partners are using targeted

4

approaches to meet the needs of adult learners. As a result of participating in the adult literacy support and family learning activity in Alloa Academy, learners are gaining accreditation, developing their skills and they have larger social networks. Some of these learners are progressing to paid employment or voluntary work as a direct consequence of the collaborative work with CLD.

- There is an increasing use of youth awards to accredit learning, including the Award Scheme Development and Accreditation Network (ASDAN), for young people who are struggling with attendance in mainstream school. These qualifications are being delivered with the support of CLD and partners including Connect Alloa and 'Coach My Sport' Leadership Academies, in collaboration with the Virtual Headteacher and CLD staff.

- CLD staff continue to offer outdoor learning opportunities with schools and establishments, which has been particularly successful with young people who are dysregulated and have attendance issues.

- CLD and partners promote the Clackmannanshire Economic Regeneration Charity (CERT) charity, which was established to improve the economic inclusion, development and regeneration of Clackmannanshire. This includes Positive Moves, a voluntary project offering assistance to local individuals in Clackmannanshire who are seeking work or thinking about taking the first steps towards employment. They also provide support for literacy and numeracy amongst other programmes. Positive Moves has offered a wide variety of support that is person-centred and tailored to meet each individual's circumstances, including work qualifications such as a construction work card, food hygiene and first aid certificates; confidence building; support with travel costs; money advice; IT skills; access to volunteering and work.

Key Priority 3 - Develop Adult and Family Learning opportunities to meet the needs of priority groups

- CLD staff increased ESOL provision to accommodate our refugee population and established a weekly drop-in, led by Play Alloa and a 'Staying Connected Women's Group', to address previous trauma.

- Funding from the Post Covid Community Based Adult Learning Recovery fund supported programmes, including improving mental health and wellbeing, celebration events, holiday programmes and ESOL and adult literacy programmes.

- CLD ESOL programmes have resulted in:

  - 10 adult learners are studying advanced ESOL courses at Forth Valley College.
  - 22 learners are in employment.
  - 13 learners are volunteering.
  - 18 learners have passed their driving tests
  - 2 young people have enrolled on higher education courses at university
  - 10 senior phase school aged pupils are attending ESOL school link course at Forth Valley College

- Feedback from participants highlight that English for speakers of other languages learners value the positive impact that the well-planned learning opportunities provided by CLD have on their lives. These opportunities have helped them to become part of their communities and progress to accredited learning which, for a few, is leading to employment.

- CLD are continuing to respond well to the emerging needs and challenges of communities in the aftermath of the pandemic and now the cost of living crisis, by designing services which are informed and led by the voices of families and young people e.g. Bowmar Bookies, Additional Support for Learning Group.

5

- The Bowmar Bookies are a group of local parents who originally came together with an idea of supporting their children and other families by introducing reading in a fun and engaging way. The group is supported through Strathclyde University and CLD and has continued to build upon its initial success. Although literacy is the focus, this has been implemented through various activities including creating podcasts around books and themed activities to align with annual celebratory events e.g. Burns Night, Christmas. They also took part in a 6 week block of Art and Craft sessions and held a community exhibition in the Bowmar Centre to showcase their work, which included clay work, wire sculptures and drawings.

- The Family Wellbeing Partnership supported local community groups which participated in the LENS programme and awarded funding to 'Bowmar Borrowers'; a group of parents/carers, who coordinated a programme of lending household items to families via a 'lending library'.

- CLD partners are using targeted approaches to meet the needs of adult learners. As a result of participating in the adult literacy support and family learning activity in Alloa Academy, learners are gaining accreditation, developing their skills and have larger social networks. Some of these learners are progressing to paid employment or voluntary work.

- Committed and ambitious volunteers run community groups and organisations that are meeting the needs of local people. They are supported effectively by partners, including the CLD service and Clackmannanshire Third Sector Interface.

- CLD providers and their wider partners have a clear and consistent focus on meeting the needs of those facing additional challenges in their lives. As part of the Family Wellbeing Partnership, partners work well together to offer a wide range of person-centred 'Community Around the School' activities. These have enabled young people and families to feel included, make progress and achieve and participants are developing self-confidence, resilience, leadership and life skills.

- As part of community empowerment, CLD staff are supporting the Family Wellbeing Partnership with free programmes at Alloa Academy, funded by the Lens, including

  - Sewing & Crafts
  - Singing Group
  - Walking Group

- The Literacy, Employability and Food Hygiene and Cooking Programme meets every Tuesday in Alloa Academy and has resulted in candidates gaining Level 4 and 5 qualifications.

- CLD staff have worked in collaboration with other agencies to deliver bespoke packages of educational provision for young people at risk of entering a negative destination. This includes outdoor learning, life skills exercises and programmes to enhance social skills.

Key Priority 4 – Partners will work towards building the capacity of individuals and community groups to develop services to meet their needs

- In collaboration with the Family Wellbeing Partnership, CLD has continued to support both voice and agency for Clackmannanshire communities, putting them at the heart of decision making. This work has been underpinned by our ongoing relationship with Columba 1400.

- CLD staff are a key part of the Family Wellbeing Partnership (FWP). The FWP approach is strengthening partnership collaboration and engagement with communities. The FWP has attracted significant additional funding into Clackmannanshire which is supporting increased support to children, young people and their families.

- The Alloa South and East Action Plan 2021-2026 supports partners to come together to coordinate action to reduce inequalities. A community Conversation took place in August 2023, which enabled the community to feed back on their experiences and to consider next steps for the Plan.

- The report to Council on the People Business Plan in August 2023 highlights progress in empowering staff to take forward ideas and plans to work more collaboratively with partners, other third sector organisations, at both national and local level. There has been an increased focus on early intervention and prevention and increasingly, the Directorate is using the Scottish Approach to Service Design, reflecting the views of individuals and communities in the decisions and services that impact them. Integrated workstreams have already shown progress, namely STRIVE, Mental Health Transformation, Child Wellbeing Project and Violence against Women and Girls.

- Partnership with Columba 1400 has enabled Values Based Leadership (VBL) experiences for over 100 key staff members and Elected Members, Council Leaders and partners and 207 young people.

- The pilot FWP Intrapreneurship Programme, supported by collaboration between Scottish Government Social Innovation Partnership and the Hunter Foundation, has invested £50k to support the initiative, where community members pitch ideas to improve the lives of residents.

- Continued support has been provided by CLD to the Wimpy Park Community Group in the development of their walled garden, following the Beechgrove Garden programme on the BBC. Some of the participants of 'Grow your Own' programmes that CLD ran in partnership with Sauchie Active 8 and Wimpy Park were interviewed for the project to show what they had learned. The group runs a popular programme of community activity throughout the year and the project is now embedded in and valued by the community. They have a clear focus on making the garden accessible and inclusive for all community members and continue to consult with the community to take forward further developments.

- CLD has continued to support the development of Youth Engagement/Youth Voice and Participation. Candidates to become Members of the Scottish Youth Parliament highly value the support and development opportunities youth work staff provide and presented to Elected Members and the HMIe team about their experiences as MSYP candidates. Their feedback highlights that they are more confident and aware of their own skills as a result of taking part in this process.

- Young people contribute to their communities well through activities such as Clackmannanshire Youth Forum, with CLD staff collaborating with Social Subjects Faculty at Alva Academy to take this forward. Each Academy has a designated Depute Head who is the 'Youth Voice' lead and who links in with key CLD staff at Education Scotland. The recently developed Youth Charter resource is used to capture young people's views.

- Learners of all ages are supported well to gain skills for learning, life and work. Children who are taking part in Children's Parliament activities at primary school, with CLD support, are gaining confidence and communication skills and advise that they are proud to contribute to both their local communities and to national policy developments.

7

- Clax 1400 café, supported by CLD, runs on a Friday in the Bowmar Community Centre and has continued to have great success, with an average of 50 community members in attendance every week. The café remains a safe space for people to come together and receive encouragement, advice and support in a relaxed environment with affordable food. Volunteers regularly invite visitors/speakers along to offer advice, including Clackmannanshire Council Energy Advice Team, Homestart, CAB, Clacks Works etc.

- Staff at Hawkhill Centre, supported by CLD, managed to secure funding to upgrade the park area and have installed an outdoor gym. For community use.

Key Priority 5 - Partners will support the continued professional development of staff and volunteers to enhance skills and knowledge within the sector.

- An audit of staff training undertaken across the CLD team has helped to shape priorities for professional learning, moving forward.

- Regular development weeks have now been embedded in the CLD calendar, under the leadership of the newly appointed CLD Coordinator, to allow staff time to collaborate, share good practice and focus on priorities, particularly with the newly established CLD team in place.

- A more holistic approach to working with partners from the Family Wellbeing Partnership has ensured there is consistency in community programmes to address health and wellbeing and improve outcomes for all.

- Refreshed safeguarding training has been arranged, so that every member of staff is fully cognisant of their responsibilities and statutory obligations.

- A self-evaluation workshop, facilitated by Education Scotland has been arranged, to enable a more strategic approach across members of the CLD team.

- Closer collaboration with CLD teams across Forth Valley has now been arranged, with all staff from Clacks attending the Forth Valley West Lothian CLD Collaborative.

- A renewed focus on staff health and wellbeing is being implemented, which includes Health and Wellbeing Walks, professional learning sessions and work/life balance.

- CLD staff were invited to present their work on ESOL at an event hosted by Education Scotland, where they collaborated with CLD teams across Forth Valley.

CLACKMANNANSHIRE COUNCIL

Report to: Audit and Scrutiny Committee

Date of Meeting: 8 February 2024

Subject: Annual Report of the Chief Social Work Officer 2022-2023

Report by: Chief Social Work Officer

1.0 Purpose

1.1. To present the Chief Social Work Officer (CSWO) Annual Report reflecting the reporting period 1 April 2022 to 31 March 2023 (attached as Appendix 1). The report provides an overview of professional activity for social work and social care within Clackmannanshire through the delivery of statutory functions and duties held by the Chief Social Work Officer.

2.0 Recommendations

2.1. That Committee note, challenge and comment on the content of the Report.

2.2. Note that the Report will be submitted to the Office of the Child Social Work Adviser (OCSWA) to the Scottish Government.

2.3. Acknowledge the continued dedication and commitment of social work and social care staff in the delivery of services to Clackmannanshire citizens.

3.0 Considerations

3.1. This report is produced each year to fulfil the requirement to publish a local annual report in regards to the Chief Social Work Officer's role in professional leadership, governance, oversight of practice, values and standards as outlined in national guidance. The report also reflects on the specific areas of decision-making and practice where legislation confers functions directly on the Chief Social Work Officer. The role of the Chief Social Work Officer is a statutory post in accordance with the Social Work (Scotland) Act 1968, as amended by the Local Government (Scotland) Act 1994.

3.2. The Chief Social Work Adviser to the Scottish Government provides guidance on the CSWO annual report structure to ensure consistency in reporting nationally. The structure of the report focuses on the following areas:
- Governance and Accountability
- Service Quality and Performance
- Resources
- Workforce, and
- Looking Forward

3.3. The report provides an overview of social work and social care services and practice within the context of the delivery of statutory functions for the reporting period of 2022/23, including performance information in relation to key areas of social work and social care and public protection. The report also highlights the achievements of and challenges faced by social work and social care services during 2022/23 and improvement priorities for 2023/24.

3.4. The achievements outlined in the CSWO annual report is recognition of the commitment and dedication of social work and social care staff in delivering high quality, safe care and support to the people who need it across Clackmannanshire.

4.0   Sustainability Implications

4.1. None

5.0   Resource Implications

5.1.   Financial Details

5.2. There is no financial implication from this report.

6.0   Exempt Reports

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

7.0   Declarations

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

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

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

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

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

9.0 Legality

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

Yes

10.0 Appendices

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

Appendix 1: Chief Social Work Officer Annual Report 2022-23

11.0 Background Papers

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

Yes ☐ (please list the documents below)   No **X**

Author(s)

NAME	DESIGNATION	TEL NO / EXTENSION
Sharon Robertson	Chief Social Work Officer	5184

Approved by

NAME	DESIGNATION	SIGNATURE
Lorraine Sanda	Strategic Director of People	███████████

64

Clackmannanshire Council

Clackmannanshire & Stirling
Health & Social Care Partnership

**Clackmannanshire
Chief Social Work Officer**

Annual Report 2022/2023

Contents

1. Introduction

I am pleased to present the Chief Social Work Officer (CSWO) Annual Report for Clackmannanshire which provides an overview for the reporting year **2022-2023.** The report provides key highlights, achievements and challenges for social work and social care services across Children's, Justice and Adult Care services within Clackmannanshire and outlines key priorities for the forthcoming year.

In last year's report I highlighted the significant and unprecedented challenges that were faced by the Covid-19 pandemic and immense impact on social work service delivery, the workforce and staffs wellbeing. These impacts still remain as we continue to face a difficult financial environment, significant resourcing pressures and recruitment and retention challenges whilst people seeking our help in our communities are presenting with more complex and diverse needs. The past year has also seen a busy legislative and policy development landscape for the delivery of social work and social care services, notwithstanding the continued uncertainty regarding developments related to the National Care Service Bill; The Health and Care (Staffing) (Scotland) Act 2019 which comes into effect from April 2024, as well as our local partnership commitment to delivering on #KeepingThePromise, an ambitious national programme for making significant and positive changes to the lives of care experienced children, young people, and families by 2030.

Against this back drop of policy, legislative and practice change, staff across the social work and social care workforce have continued to deliver high quality, care and support to the people and communities who need it across Clackmannanshire. My sincere thanks and appreciation goes out to the whole of the social work and social care workforce and to all our local community planning partners and partner providers who demonstrate dedication and high commitment to deliver effective services in a challenging and turbulent environment to ensure that the needs of our citizens are being met.

2. Purpose and Background

This report satisfies the requirement to prepare and publish a report in relation to the Chief Social Work Officer's (CSWO) role in professional leadership, oversight of practice, governance, values and standards as described in national guidance. The report also relates to the specific areas of decision-making and practice where legislation confers functions directly on the Chief Social Work Officer[1]. The report refers to the contribution of social work and social care services, working in partnership with others in relation to the wider safety and wellbeing of Clackmannanshire residents.

3. Clackmannanshire Profile

Our People

- Clackmannanshire is one of the smallest mainland councils in Scotland, covering an area of **61.4** square miles, with **292** kilometres of road, and classed as semi-rural.

- The population of Clackmannanshire is **51,540** (nearly 1% of the Scottish population), with the local population set to **fall** between now and 2043 by **2.9%**, while the Scottish population is expected to **increase** by 2.5%.

---

[1] https://www.gov.scot/publications/role-chief-social-work-officer/pages/4/

- We have a slightly higher than average proportion of older people in the local population**;** **20.8%** aged 65 and over, in comparison to 19.6% across Scotland.

- The proportion of children and young people in the local population is also slightly higher than average – **19.4%** aged under 18, while this is 18.7% across Scotland.

- **77%** of primary school pupils and **21%** of secondary school pupils registered for Free School Meals compared to the previous year [63.7% and 18.7%].

- **26.7%** of primary school pupils and **38.2%** of secondary school pupils have additional educational support needs.

- Across all pupils, school attendance rates are slightly higher than average – **92.9%** with a Scottish figure of 92.0%. While attendance rates are generally slightly lower for care experienced children, the local rate of **89.9%** is the 5th best in Scotland, where the overall rate was 87.9%.

- Significant progress has been made in reducing the gap between pupils from the least and most deprived areas, to the 6th lowest in Scotland in both literacy and numeracy.

- **266** children were care experienced in Clackmannanshire as at 31 July 2022; representing **2.65%** of the 0- 17 year population, higher than the Scottish rate of 1.2% of the 0-17 year population.

- As at 31 July 2022, **1.7 per 1,000** children (0-15 years population) were on the Child Protection Register; below the Scottish rate of 2.2. per 1,000 children (0-15 years).

Our Health & Wellbeing

- Life expectancy for females in Clackmannanshire is **80.3 years** and for males is **75.4 years** (just **below** the Scottish figures of 80.8 and 75.4 respectively).

- **24.8%** of people in Clackmannanshire smoke compared to 17.5% in Scotland.

- Alcohol-related mortality is **17.7 per 100,000** population, lower than the Scottish rate of 21.1; however our rate of drug-related deaths is **33.1 per 100,000** population, substantially higher than the Scottish rate of 25.2.

- The rate of suicide in young people (11-25 year olds) has reduced to **9.4 per 100,000** population [down from 16.3 per 100,000 population] while the Scottish rate increased to 11.1.

- **79.9%** of children are meeting their developmental milestones compared to 82.1% in Scotland.

- The area has higher than average rates of domestic abuse – **146 per 10,000** population, with a Scottish rate of 118 and fourth highest in Scotland.

- Over 12 years, the homecare hours provided for older people (64+) has **increased by 71.3%** while the number of residential care clients has reduced by 12.0%, in line with the aim of supporting more people in the community. We do, however have among the fewest clients directing their own care via Self-directed Support in the country – **2.5%** of Adult Social Work spend, compared to the Scottish figure of 8.2%.

4

- **72.3%** of older people (65+) with long-term needs receive homecare (Scotland = 62.3%) and ranked within the top 4 authorities in this area.

- Our rates of hospital re-admissions within 28 days are the 2nd highest in Scotland at **145.5 per 1,000 discharges**, while the national rate is 109.6. Our delayed discharge rate for older people (75+) of 718 unnecessary days spent in hospital per 1,000 population is similar to the Scottish average of 748.

- The authority is an extremely strong performer in both Adult Care inspections and in the provision of homecare. **91.7%** of services were graded good or better, while this was 75.8% nationally, and our results have been best in Scotland for 5 years running.

Our Local Economy

- Due to higher than average proportions of older and younger people, our working age population (aged 16-64) is lower than average - **62.0%**, with a Scottish figure of 63.8%.

- **25.9%** of children in Clackmannanshire live in poverty after housing costs (Scotland = 20%), and **22.9%** of residents earn less than the Real Living Wage (Scotland = 16.9%)

- **96.5%** of school leavers go to positive destinations, similar to the Scottish rate of 95.7%, and the participation rate of 16-19 year olds in education, training or employment is **90.7%**, compared to the Scottish rate of 92.4%.

- There are higher than average rates of unemployment, both in working age people (16-64); **4.0%** versus 3.7% across Scotland, and in young people (16-24); **4.3%** versus 3.7% nationally. It is notable, however, that our rankings in both have improved – for 16-64 year olds, from 30th (in 17/18) to 23rd (in 21/22). For 16-24 year olds, our rate was the worst in Scotland (32nd) in 19/20 and, over 2 years, this improved to 26th.

- **39.3%** of unemployed people were assisted into work through Council employability programmes (Clackmannanshire Works). This was the 6th highest result in Scotland, with a national figure of 20.2%.

Our Council

- The Council consists of 5 wards, each represented by 3 or 4 elected members. Four political parties are represented and the Council is run by an SNP administration. There are 18 Councillors whose political make up is 8 SNP, 5 Labour, 3 Conservative 1 Green and 1 Independent.

- We have **2,137** full time equivalent staff and, among the most senior employees (the top 5% of earners), **59.8%** are female, while women make up 50.8% of the Scottish working age population.

- The average male wage within the Council workforce is **2.1% higher** than the average female wage. While this gender pay gap has increased locally for the first time, it remains below the Scottish result of 3.5%.

5

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

4.0   Governance, accountability, and statutory functions

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

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

Clackmannanshire Council and Community Planning Partnership strategic planning framework is set out in our Corporate Plan Be the Future and our Local Outcome Improvement Plan (LOIP) 2017-27.

The Corporate Plan sets out our strategic vision and priorities and our key performance measures which we report on annually. Information on the Council's performance reports can be found here https://www.clacks.gov.uk/council/performance/

The Health & Social Care Partnership's main plan is the Strategic Commissioning Plan 2023-2033 and can be found here https://clacksandstirlinghscp.org/about-us/strategic-plan/

Within Clackmannanshire, Children's Service and Justice Service are managed and governed by Clackmannanshire Council, sitting within the People's Directorate (which includes Education Services). During 2020, following a restructure of all Council services, the People Service brought together Education, Children's Social Work and Justice Services into one Directorate. The People Directorate has concluded the management redesign which included the recruitment of new Senior Manager posts within the Children's Social Work Service during 2022. Work was progressed during 2023 to complete the Children's services redesign with the recruitment of new Senior Practitioner roles embedded within social work Children's and Justice Services. The CSWO also has lead responsibility for the strategic and operational oversight and management of Children's and Justice Services in Clackmannanshire.

Adult social work and social care services, including community health are delegated to the Integrated Joint Board (IJB) which spans Clackmannanshire Council, Stirling Council and NHS Forth Valley. Clackmannanshire Adult social work and social care services are delivered and managed by the Health and Social Care Partnership (HSCP). It is a unique partnership in Scotland as it is the only Health and Social Care Partnership that brings together two Councils and a Health Board. The Board, through the Chief Officer, has responsibility for the planning, resourcing and operational oversight of integrated services through the Strategic Commissioning Plan. There are two committees: Audit and Risk and Finance and Performance.

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

The CSWO, as a member of the Chief Officer Group (COG) for Public Protection advises and provides oversight of all aspects of social work service delivery. The Chief Officer Group meets quarterly and has responsibility for the strategic leadership and oversight of delivery of services and for improved outcomes for Child Protection, Adult Support and Protection, Violence against Women and Girls and Offender Management - Multi Agency Public Protection Arrangements (MAPPA). The CSWO supports these key partnership arrangements including the Community Justice Partnership, Alcohol and Drugs Partnership and the Tackling Poverty Partnership. The CSWO chairs the Children and Young People Strategic Partnership group which is Clackmannanshire's Children's Services Planning Partnership and is key to delivering on our collective ambition to improve outcomes for children, young people and families.

Leaders are kept informed and engaged through regular reporting on key social work priorities, pressures and challenges relating to the wider social work agenda through The Alliance (Clackmannanshire's Community Planning Partnership), Council and Committee meetings, Elected Member Boards (Children & Young People and Adult Social Care Board), the Council Senior Leadership Group, the Clackmannanshire and Stirling Integrated Joint Board and Clinical and Care Governance Group. The Clinical and Care governance group reports into the Integration Joint Board and is the process by which accountability for the quality of health and social care services is monitored and assured.

A number of enhanced governance arrangements and senior leadership groups, particularly for care homes and care at home services were established to ensure strategic oversight of the impact of the Covid-19 pandemic and oversee implementation of response plans. As the whole system of care continues to face unprecedented operating challenges, across Forth Valley, the Care Home Strategic Oversight and Assurance Group consisting of strategic leaders from across the HSCP and NHS has continued to meet weekly, working collaboratively to support our local care homes and be assured about the quality and standard of care being provided to older adults.

5.   Service Quality and Performance 2022/23

5.1   Children and Families: Key areas of work, achievements, service improvements

As at 31 March 2023 there were **741** children open to children's social work services, this is a 23% reduction from last year where there were 965 children as at 31 March 2022. This is compared to the same reporting period in 2021 where there were 1339 children open to social work, a significant reduction of 45% over three years.

There are a number of reasons behind these reductions. There continues to be regular scrutiny of caseloads with cases being closed on the client system more timeously by workers and managers when an intervention or work with the child/family has concluded. This ensures a more accurate record of active caseload numbers and improved worker caseload management and workload. Throughout the pandemic in 2021, families continued to need additional support and for longer. Alongside this, new requests for support for families from partners and other services continued to be received during that period which saw an increase in the number of children and families remaining open to children's services.

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

Our Getting It Right for Every Child (GIRFEC) Forum continues to meet weekly with education and Third sector partners, including mental health representation from Creative Therapeutic Interventions for

Children and is ensuring a collaborative approach to early identification and preventative approaches in an effective and timely way for children and families. The quality of referrals into the GIRFEC forum demonstrates improved use of the wellbeing assessment to assess children and young people's needs. The Forum continues to review and reflect on the themes emerging with a clear trend in referrals looking for support in relation to emotional health and wellbeing.

Strengthening of key processes means all referral requests for Third Sector supports are screened and allocated via the Education and Social Work screening groups, ensuring a tiered and proportionate response and timely allocation for support. The implementation of our new Commissioned Services Review Group in October 2022 has strengthened and improved partnership working and brought Children's Services and our Third sector providers together on a fortnightly basis to access the most appropriate intervention for children, young people and families who are referred to children's social work and who require additional support. This coordinated and integrated approach is ensuring that children, young people and families access the right services at the right time, in the right place and avoiding unnecessary duplication and ensures that our collective resources are used efficiently and appropriately.

During 2022/23, a multi-agency audit of child protection concern notifications was undertaken with Police, NHS, Education and Social work colleagues. This audit process demonstrated referrals were being received timeously, with good quality information and were effectively acted on when there are concerns about children and young people's safety. The findings were reported to the Child Protection Committee Quality Assurance subgroup and Child Protection Committee (CPC). Further planned self evaluation activities for 2023/24 include the standard of multi-agency chronologies.

We have fully implemented and embedded our e-IRD Interagency Referral Discussion process which has been highly effective in ensuring appropriate and timely information sharing and joint decisions in response to child protection concerns to make sure that children and young people get the right support at the right time. The e-IRD system is fully integrated within practice and is subject to rigorous monthly audit activity, this allows for a deep dive of 5 cases per month with each agency responsible for a dip sample on a rotational basis. This process has highlighted the requirement to explore thresholds within the Team leader group, and this activity has been planned with the CPC Lead Officer for later this year as part of our continuous improvement activity. Feedback on strengths from this quality assurance process has informed that Clackmannanshire Council Children's Services record a high quality of information for children and young people, a solid understanding of risk; child centred interim safety planning and robust decision making. During 2022/23 we have undertaken 171 Interagency Referral Discussions. See Appendix one for additional children's services child protection performance data.

In addition, children and young people's views are collated throughout the various social work processes including Child Protection through the use of 'Viewpoint' app and there are robust quality assurance mechanisms to hear the child's/young person's voice.

In regards adopting a trauma informed and rights based approach towards the Joint Investigative Interviewing of children and young people, Clackmannanshire Council has joined with Falkirk and Stirling Councils to develop and implement a Forth Valley wide Scottish Child Interview Model (SCIM) team that will include 4 Advanced Social Work Practitioners and a Social Work Team Manager as well as Police equivalents that will be co-located. The SCIM team will be hosted by Falkirk Council and operational end of February 2024 with successful candidates commencing training in November 2023. Whilst SCIM places the needs and rights of children at the centre, the model aims to capture high quality evidence through improved planning and interviewing techniques. Two social workers will receive the Joint Investigative Interview (JII) training in November 2023 to supplement the SCIM training that will go live in February 2024 as a hybrid model will be implemented initially. In addition, 7

of our newly qualified social workers will commence the Child Protection training planned in October 2023.

Clackmannanshire Children's and Justice services, along with our community planning partners, is currently working alongside the Children and Young People's Centre for Justice (CYCJ) to develop the re-imagining Youth Justice approach to ensure that support provided is trauma informed, rights based and UNCRC compliant. The Youth Justice Service also works in collaboration with our Adult Justice Service to ensure that all children and young people who come into conflict with the law have a rights based approach delivered by the correct service. There has been an increase in Youth Justice work in relation to Diversions from Prosecution and of care experienced young adults who are receiving services from the Adult Justice Service Team. We have effective collaborative and co-working arrangements in place and as part of an induction process for new Youth Justice staff, include periods of time being based in the Justice Team for peer support, mentoring and guidance for youth justice cases. Barnardo's, our Third Sector partner also continue to provide a wide range of specialist support to our youth justice service, including risk assessments and interventions.

The re-imagining Youth Justice approach will assist this process as well as having several champions/lead professionals who will ensure that national standards of practice as implemented by the Age of Criminal Responsibility (Scotland) Act 2019 are applied and ensuring that processes, practice and documentation promote wellbeing and do not criminalise children. The Outcomes Star, an evidence based tool for measuring and supporting change when working with individuals has been approved and staff trained in delivering this approach for the Youth Justice service to ensure outcomes are being achieved and the child's/young person's views are integral to the process.

Clackmannanshire is committed to delivering The Promise, a key component of which is access to services at an early opportunity and the capacity to deliver a broad range of whole family supports. We have made good progress in this area, as evidenced by the reduction in referrals to the reporter. In 2022/23, **118** children were referred to the Children's reporter, **27%** less than the previous year. In addition, there was a **14% reduction** in requests for assistance (new referrals) in 2022/23. The new Early Help service is responsible for screening all Vulnerable Persons referrals (VPDs) from the police. Between 1st April 2022 and 31st March 2023, **646** Police VPD's in relation to children were screened by the Early Help service. Of these:

- 308 (48%) did not require a social work intervention and support provided by Third Sector services;
- 197 (30%) initial assessments were progressed by children's services practice teams;
- 130 (20%) initial assessment and supports were progressed by the Early Help Team, and
- 11(2%) were passed to STRIVE for multiagency support.

Our Third Sector partners remain an essential and integral part of our effective early intervention and prevention services. The key focus is on safely maintaining our children and young people at home with their families and within their community. With the support of Whole Family Wellbeing funding, we commissioned additional intensive support to bolster this provision and further reduce the numbers of children being looked after away from home or being placed further from their home outwith Clackmannanshire. We recently appointed a Participation Development Officer to work directly with families to identify barriers to accessing services and design services which are accessible across the continuum of need from universal to intensive and targeted support.

The Early Help service have worked in partnership with the Health Visiting support team to provide baby massage groups and an under 2's drop in. Since September 2022 in excess of 70% of babies born in the Clackmannanshire area have been massaged by the joint Baby Bond's Project in various locations across the county, implemented as a result of secured funding investment through the pilot Family Wellbeing Partnership Intrapreneurship Programme: The Lens Project.

9

During 2022/23, a partnership between Health, Clacks Works and the Children's Services Early Help service, delivered three THRIVE to Keep Well groups; a 16 week programme supporting parents to improve their mental health and well being, life circumstances, social connections and learning, as part of stage 1 and pre-engagement into employability skills pipeline. Fourteen participants successfully completed the programme (82% of those who had originally enrolled), and 79% of those completing the course accessed a Keep well Health Assessment with NHS Forth Valley. Positive outcomes included:

- 83% of participants noted improvements in their mental wellbeing measured both pre and post course using the Warwick Edinburgh Mental Wellbeing Scale.
- 89% of those who were parents identified that their capacity as a parent had improved.
- 82% of participants reported sustained activity towards a positive outcome, including starting a college course, starting volunteering, eating more vegetables, starting driving lessons, working out every day and cutting down smoking by accessing help from the pharmacy.

Family Support Workers in the Early Help service have recently been trained in Triple P - a parenting and family support system designed to help children to realise their potential. This programme will be delivered in the future alongside our Education colleagues and will offer parents support to build strong healthy relationships and confidently manage their children's behaviour.

Our Family Group Decision Making (FGDM) service takes a restorative approach to engaging with, and focussing on the wellbeing of whole families; with the FGDM coordinators identifying the relationships which are important to children, and work with families in a way to enable children, parents, and their wider extended families and networks to develop their own family plans which address areas of worry and concern identified by Social Work. The family plans developed with the consent of the family are used in decision making forums such as child protection meetings, children's hearings and looked after reviews. FGDM, in line with The Promise works with families to prevent the need for children to be accommodated in foster or residential placements and supports relationships within families and wider extended family.

Between April 2022 and March 2023 the FGDM Service in Clackmannanshire received 80 referrals involving 210 children. Of these referrals, 36 proceeded to FGDM Conference, 30 of which have now been closed to the FGDM service. Those which did not proceed to FGDM conference, co-ordinators were able to support partnership working with extended family members to enable better engagement with care planning to support children and young people. Of the 30 completed pieces of work, examples of positive outcomes include:

- Kinship carers were identified and progressed for 14 children
- Four children who were in foster care have been safely returned home
- Two children were removed from the Child Protection Register
- One child moved from foster care to kinship care

The priorities to date have been children who are at risk of accommodation, on the Child Protection Register, vulnerable pre-births where there is a risk of accommodation at birth, children in residential out-of-area placements and children who are care experienced and those where no permanence decisions have yet been made. Moving forward, the FGDM team, as part of the new Early Help service, aim to support families earlier and work to build capacity through early family plans before the point of crisis and prevent difficulties from getting worse.

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

highlighted that the rapid response from the team has been effective in ensuring that assistance is provided in a way that de-escalates crisis, reduces risk and prevents statutory intervention. Over the past year STRIVE has been working to increase opportunities for prevention and early intervention through enhanced links with schools, health centres and community groups in the Alloa area.

The team has engaged additional third sector services to support the work of STRIVE, such as CERT (Clackmannanshire Economic Regeneration Trust) and Cyrenians and extended to include the energy team from within Clackmannanshire Council. The cost of living crisis that is affecting all families and communities has resulted in an increase of referrals for money advice. A Women's Support Worker has been assigned to the STRIVE team and is funded in partnership with Police Scotland, as well as a Perpetrator Support Worker as part of an earlier intervention/support strategy and this post is funded in partnership with Clackmannanshire Housing Services. Caledonian Group Workers in Justice Services have been utilised to provide these assessments, supports and interventions. Over the reporting period there has been a 7% decrease in the overall number of referrals to STRIVE. Analysis of this has shown an increase in the number of referrals from specific geographical areas within the authority, despite a drop in the overall referral numbers. The sources of referrals come from a variety of sources, with the majority received from police and the council's housing service. STRIVE has increased its profile to include Clackmannanshire Councils website, with plans to increase the public presence further. Key outcomes includes:

- 24 individuals were referred to mental health services and provided support
- 26 individuals were prevented from becoming homeless
- 40 individuals received emergency financial assistance
- 15 individuals were referred to addiction support services

The Council continues to invest significantly in the work of the Family Wellbeing Partnership (FWP) and the Values Based Leadership (VBL) approach. The partnership is funded by the Scottish Government's Social Innovation Partnership. The Clackmannanshire Family Wellbeing Partnership seeks to improve the wellbeing and capabilities of families and young people in Clackmannanshire, leading to flourishing lives. This includes a focus on what needs to change within the existing system, shifting values and behaviours of the people designing, delivering, and receiving support within Clackmannanshire. During 2022/23, the FWP has continued to focus on developing and growing individual and community capacity through the way services are designed and delivered to support families; through innovative and creative solutions and approaches including early intervention activities, flexible childcare and routes into employment.

During 2022/2023, our Children with Disabilities service received **30** new referrals. In 2020/2021, this number was 26; and increased to 45 in 2021/22. The rate this year is more in keeping with what would be expected for the service. The team is working with **139** children compared to 140 in 2022. This equates to **18%** of all children currently receiving support from children's social work services. The team consists of 2 Social Workers, an Occupational Therapist (part time) a Resource Worker and a part time Team Leader. Over the past year, **23** Section 23 assessments[2] were completed and **19** reviews undertaken compared to 29 assessments and 70 reviews the year before. The high number of reviews last year was as a result of a backlog caused by the pandemic. The percentage of Clackmannanshire children who are care experienced and who have a disability is **5%**, less than both the comparator average and Scottish average.

Key services such as residential respite have returned, benefitting those children and carers who had been very isolated during the pandemic. During 2022/223, 15 children regularly received an overnight break. The Children with Disabilities team are currently working with a local care provider to vary their

---

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

current registration to allow them to support children at home and within the local community, and offer short term respite breaks. The team are also making use of the commissioned services review screening group allowing young people who are in crisis and may be on the edge of care to be provided with the right intervention support service.

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

Work is ongoing to improve the experience of young people with disabilities and their families as they progress to adult services. This is being supported via the multi-agency Operational Transitions Group who review and support the transition plans for young people aged 15-18 years. Through the Operational Transitions Group, procedures and systems have been reviewed to ensure that children are identified and assessed in time to provide a smooth and seamless transition. In addition, Children's Services, Education and our Health and Social Care Partnership have been working on a revised Transitions policy which went out for consultation with stakeholders over the summer 2023.

Our Family Placement Team is comprised of three registered services: Fostering; Adoption; and Adult Placement (Continuing Care). These services were inspected in October 2022 and a number of requirements made for improvement across all three services. There has been considerable work undertaken to improve the support available for care givers and to develop greater capacity within the team in respect of increased staffing levels and training and development of staff. Significant improvements were highlighted in the follow up inspection, particularly within Fostering and Continuing Care which were evaluated as being good.

Between January 2022 and June 2023 Clackmannanshire's Fostering Panel reviewed **9** foster carers, **2** new carers were registered, and **4** carers deregistered reducing the number of fostering households to nineteen. As at 31st March 2023, there were **26** children placed in locally provided foster placements which is a 10% decrease from 2022 where there were twenty nine. There were **88** children looked after outside of the Clackmannanshire area as at 31st July 2023. This is an increase of one from last July. We have had no children or young people in secure care.

A key ambition in #KeepingThePromise requires an increased number of local foster carers, to ensure that all children are able to grow up locally, maintaining significant relationships with family, friends and their school community. Investment in our Family Placement Service, review of fees and allowances, building our care community, and supporting our foster carers have been key achievements over the reporting period intended to establish a solid foundation for Children's services to be able to attract and retain new foster carers, and to support our kinship and adoptive families.

The inspection of the Fostering and Adoption services that took place in 2022 noted improvements in permanence planning for children, with further improvement recognised at the recent follow up inspection in 2023. Between January 2022 and June 2023, **27** children were registered for permanence at panel, **13** were matched with permanent foster carers, and **8** matched with adoptive families. Improved planning for children has been achieved as a result of a dedicated team to support parenting capacity assessments and to progress permanence, particularly for our youngest children to secure stable and caring environments.

Clackmannanshire Council continues to promote Kinship care as the preferred option for children who are unable to stay at home. As of 31 March 2023 Clackmannanshire had **185** children in Kinship of which **110** were identified as looked after and accommodated through compulsory or voluntary measures. This is a **7%** increase from the previous year and remains higher than the Scottish average. The Kinship Team is responsible for assessment and support of kinship carers. Due to the increasing

12

numbers of kinship carers this support function has been strengthened through our recent Children's Services redesign.

Woodside Children's House is a five bed children's house which is managed by the local authority. The house continues to be evaluated as good by the Care Inspectorate, and is well established within the local community. There are significant strengths within the service in relation to adopting trauma informed therapeutic approaches to caring for young people. Residential Care staff at Woodside have undertaken PACE training (Care based on principles of Playfulness, Acceptance, Curiosity, Empathy), and this year staff began training in Dyadic Developmental Practice (DDP Level 1 and Level 2). Approaches to care and managing distress have moved away from use of restraint as cultures have changed informed by staff development and the ethos of The Promise.

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

Support for Young People leaving care continues to be a priority area for improvement within the service, and reflected within our Promise Plan. Clackmannanshire Council was selected to work with the Aberlour/Vardy Foundation Partnership to use the Scottish Model of Service Redesign to define and discover approaches to designing and delivering services through the lens of The Promise. One aspect of this work focussed on young people leaving care. A series of design workshops took place involving young people and key stakeholders. The learning from which will inform future planning and practice in the authority. Additional highlights have been the appointment of a dedicated wellbeing worker for care experience young people aged 16-26, and the identification of dedicated resource to oversee pathway planning and reviews for young people and creation of a Housing and Through Care After Care group to ensure improved pathway planning for care leavers preparing to living independently and maximise opportunities for care experienced young people to return and live closer to home.

There are **16** young people receiving compulsory aftercare support in Clackmannanshire (7.39% per 1,000 population 16-19 years) which is an increase of 4 from 2022, with **48** in receipt of discretionary aftercare support (12.3% per 1,000 population 19 – 25 year olds) which is an increase by 1 from 2022. This compares favourably to Scotland where 6.7% per 1,000 population 16-19 year olds are receiving compulsory aftercare support and 7.8% per 1,000 population of 19 – 25 year olds are in receipt of discretionary aftercare support.

We continue to welcome unaccompanied asylum seeking children and young people to Clackmannanshire. We have a total of six young people looked after or receiving after care support from Clackmannanshire Council, five of which arrived via the UK Government mandated National Transfer Scheme. Due to a shortage of local foster care placements only two young people are residing within Clackmannanshire in supported accommodation, with four looked after out with the local authority area. As our numbers increase staff are building knowledge and working in partnership with other agencies to ensure unaccompanied asylum seeking young people are well supported. Examples of good practice include work across CLD, sports and development, and the third sector to build packages of support and opportunities for education and training. One young person was supported to gain their lifeguard qualification which led to employment locally once granted leave to remain.

The voice foundation of The Promise has been central to activity within the service over the last twelve months. The Participation Network has continued to develop over the last year to improve the collaborative and participatory opportunities for care experienced children and young people and their families and carers to support #KeepingThePromise across Clackmannanshire. A key achievement of the Participation Network is the co-design of a Language Policy intended to provide principles to

services within the council and partners to support practice development, as well as providing a lens through which we view communications, policies and procedures. The policy contains four themes and values which were identified by care experienced young people, foster carers and kinship carers as being most important. The coming year will see implementation of the policy through shared learning from tests of change particularly as our Children's Services redesign is embedded.

Our 'Oor Clacks Voices' has been re-established following the Covid-19 pandemic; this is our participatory group for care experienced young people. The group meets monthly and have contributed to the development of the Language Policy and the Vardy/Aberlour Design Workshops. A strong partnership exists between Who Cares? and Clackmannanshire Council to provide advocacy for children and young people to uphold their rights and ensure that child and young people's views are central to decision making. Focus over the last year has been to raise awareness of advocacy services for care experienced children and for new staff joining the service. Referral rates have increased in 2022, and in the first quarter of 2023. Who Cares? regularly attend carer support groups which have had a positive impact on increased referrals.

We were delighted to have been awarded funding from The STV appeal to bring 'Communities that Care' to Clackmannanshire. 'Communities that Care' is a five year programme being rolled out within Clackmannanshire with the aim of ensuring that care experienced people are accepted and included and have a sense of belonging within their communities. The initial stages of the programme takes a whole school approach ensuring that care experienced children and young people are nurtured and supported in their schools by educating the whole school community about what care experience is, and to help develop empathy and understanding towards care experienced pupils. Training has taken place with staff in all three academies within Clackmannanshire as the roll out of the programme begins. This approach is consistent with the work that has been undertaken within Clackmannanshire over the last year working to rebuild the care community following the disruption and impact of the Covid-19 pandemic and its affect on support networks and relationships.

We are redesigning our services so that what matters to children and families can be at the heart of our plans and to support this work, we are working to ensure our workforce is trained in trauma informed practice and fully understands their role in #KeepingThePromise.

5.2   Justice Services: Key areas of work, achievements, service improvements

For the period 2022/2023 there were **327** Criminal Justice Reports completed for the Courts with **154** Community Payback Orders imposed. There were **35** Diversion from Prosecution Assessment requests as well as 1 Drug Treatment and Testing Order imposed. In addition to this and in line with the aims of Community Justice Scotland, there was an increase use of Bail Supervision which has continued into the year 2023/2024. This coincides with the Custody Court returning to Alloa Sheriff Court in April 2023.

During the period 2022/2023 custody Court continued at Falkirk and then latterly Stirling Sheriff Court, with sentencing remaining at Alloa.   Electronic Bail Monitoring and Structured Deferred Sentences were introduced in line with Justice Services nationally in order to provide the Courts with additional community based disposals. Phone lines were set up to interview those appearing from custody in order to overcome geographical challenges and ensure appropriate assessments were completed.

In house training was provided to Justice Service staff in relation to Structured Deferred Sentencing. Subsequently, this additional community based disposal is now available to the Courts for Clackmannanshire which has been utilised by Sheriff's accordingly. By offering Structured Deferred Sentences we can potentially reduce the length of Community Pay Back Orders whilst still providing appropriate levels of intervention, supports and access to appropriate agencies.

In line with the introduction of Electronic Bail Monitoring, staff have been trained in the assessment and report writing process relating to this new initiative. As well as consultation with local Sheriff's and national consultation and coordination with other local authorities, a series of meetings and sessions were held in house to explore current delivery of Bail Supervision and to review and revise all templates and tools available to staff and management. Both initiatives were subsequently introduced with a noticeable significant increase in Bail Supervision being utilised by the Courts in replacement of use of Remand where appropriate. With a 300% increase of Bail Supervision Orders in the current year additional staff are being recruited to meet this demand. This option available to Courts has supported service users to remain at liberty with high levels of support and supervision. It has allowed ongoing access to local support agencies whilst helping to maintain tenancies and employment.

Unpaid Work continued to operate 7 days per week and with the support of commissioned services the back log in unpaid work hours (9600hrs) caused by the Covid-19 pandemic is now fully addressed and resolved. During this period a further 11,332 unpaid work hours were imposed by the Courts. The Diversion from Prosecution Discussion Forum has included an internal review of processes and forms and invited discussion around what was working well and where changes could be made to improve services to clients. Changes to process and service delivery were also based on findings of the soon-to-be published inspection of diversion from prosecution.

Training has been rolled out for a range of staff across Justice, Youth Justice, Children's Services and Housing in a client led outcomes tool. This will be a tool used by Justice Officers working with people on Diversion, Voluntary Throughcare, Bail Supervision and Structured Deferred Sentence. This tool is also used by partner agencies and promotes a shared language and focus for intervention that is client centred and transferrable. This shared approach also further supports partnership working and allows those being supported to recognise strengths and developments. In 2022/23, in-house training was also delivered on The Level of Service/Case Management Inventory (LS/CMI)[3] paper based version to ensure that appropriate risk management plans were completed and service users supported accordingly.

The Community Justice Team has developed over the past year as a multi disciplinary co-located Justice hub with partner agencies including Health (Community Psychiatric Nurse), a Keep Well Nurse, Addiction Recovery Worker (ASK), and Venture Trust and Change Grow Live being co-located at the Justice Services office on various days. Joint working has ensured that those supported by Justice Services have quicker access to services on site, avoiding additional referral periods and the need to travel to other locations. This integrated approach has allowed quicker access to identified services whilst promoting partnership working. This approach has additionally benefitted service users in terms of multiple services being located within a hub rather than having to travel across Clackmannanshire or out with.

Clackmannanshire Justice Services continues to share resources with Stirling Justice Services in relation to the delivery of accredited programmes such as Moving Forward Making Changes and the Caledonian Programme. Having these programmes delivered locally provides a continuity of service delivery and avoids the need to travel to areas out with Clackmannanshire.

In order to address Domestic Abuse in Clackmannanshire the Justice Services team continued to work in partnership with the Scottish Government, key partners and Elected Members to provide supervision, support, guidance and resources to address this significant area of concern. Justice Services has also utilised their specialist training and experience in the area of Domestic Abuse and

---

[3] The LS/CMI is a comprehensive general offending assessment and management planning method. It is used by all community and prison based justice social work services to aid decisions on the level and focus of intervention with people (aged 16+) who have been involved in offending.

Gender Based Violence to provide earlier targeted interventions. Whilst continuing to deliver both the Moving Forward and Making Changes and Caledonian statutory Programmes in partnership with Stirling Justice Services and SACRO, Justice Services introduced a further 2 initiatives to add to that of the Non Court Mandated Caledonian Programme which is in its second year of development and delivery. These new initiatives, co-funded by Police Scotland, Clackmannanshire Housing Services and the Community Justice Partnership, provide a Women's Worker and Perpetrator support to the STRIVE Team (Safeguarding Through Rapid Intervention). This early, non court mandated intervention is aimed at providing targeted support to prevent escalation and further harm whilst also providing appropriate safety planning. A new Men's Self Referral helpline, offering high quality evidenced based support to men who have concerns regarding their behaviours was also launched with information posted through Clackmannanshire's social media and partner organisations.   This has recently been extended for a further 3 month period for the pilot. All three initiatives are receiving referrals, providing early support and intervention. The support is based upon a 3 month intervention model, after which time each case is reviewed.

These new initiatives align with Clackmannanshire's Violence Against Women and Girls Strategy, Equally Safe and Community Justice Scotland in terms of earlier intervention. They draw upon the expertise, resources and funding from all partners to provide a whole system's approach to address domestic abuse. Positively all three initiatives are being utilised with support being provided timeously to those who may previously been unable to access assessed specific support.

Utilising the skills and training of staff within the Justice Team to provide earlier intervention through additional funding provided by partners such as Housing, Police Scotland and the Community Justice Partnership has been an effective use of shared resources and finances to address the high domestic abuse rates within Clackmannanshire. Recent figures have suggested a decrease in reported domestic abuse incidents within the Clackmannanshire area. Between April 2022 to March 2023, there were **656** domestic abuse incidents reported to the Police. This compares to 740 the same reporting period in 2021/22 which is a reduction of **11.4%**. Clackmannanshire has higher than average rates of domestic abuse (146 per 10,000 population, compared to the Scottish rate of 118) and ranked fourth highest in Scotland.

Glenochil Prison Based Social Work Team

During the period 2022/2023, the Social Work team at HMP Glenochil continued to provide statutory services to the Scottish Prison Service (SPS); this included the provision of reports to Parole Board Scotland, and assessing levels of risk. The Prison Based Social Work Team continues to liaise other prison based social work teams throughout the prison estate as well as Justice Services across all of the 32 local authorities. The primary aim of the Social Work Service at HMP Glenochil is to support those leaving custody whilst also supporting partners in managing the risk. During 2022/2023 saw the acceptance from the Scottish Prison Service for the need to align social work staffing levels and provision within Glenochil prison capacity to meet the demands of the current prison population and associated increase in service activity. Clackmannanshire Justice Services, SPS, Scottish Government and Parole Board Scotland continue to monitor and review the level of service provision which will ensure statutory responsibilities are being completed within the required timescales.

Community Justice Partnership

In addition to in house training and development the Justice Team has played a significant role in the Community Justice Partnership, taking part in the Strategic Needs and Strengths Assessment. This piece of work in partnership with the Resilience Learning Partnership allowed us to listen to those with lived experience and use this learning to shape our services moving forward. The workshops around this included a mapping exercise through the Justice System. It highlighted the need for earlier support and intervention, as well as the need for consistency, effective communication and the need for quicker access to appropriate services. These findings have helped to shape the Community Justice

Outcome Improvement Plan for 2023-2028 which is currently out for consultation via Citizens Space and will be published in December 2023, followed by a Delivery Plan in 2024. These findings have also guided us in the development of the aforementioned initiatives we have introduced.

During 2022/23, the Community Justice Partnership refreshed its governance structures and moved to a co-chairing arrangement that is shared between Clackmannanshire Council Justice Services, Clackmannanshire & Stirling HSCP, Police Scotland and the Resilience Learning Partnership (RLP) a locally based; lived-experience led social enterprise. This structure supports and develops ownership of CJP priorities across the partner organisations and ensures that lived experience is at the core of the partnership's work.

During 2022/23 the CJP continued to actively participate in a wide range of partnerships and forums including the Clackmannanshire and Stirling Public Protection Committee, Children and Young People's Strategic Partnership, Clackmannanshire and Stirling Alcohol & Drug Partnership, Violence Against Women and Girls Partnership, Learning & Practice Development Multi-Agency Public Protection Sub-Group and Local Employability Partnership. In addition CJP contributed to national consultations on the new Performance Framework for Community Justice (Scottish Government), the Review of Commissioning of Voluntary Throughcare and Mentoring Services and the Joint Review of Diversion from Prosecution. In addition, the CJP Coordinator worked with Community Justice Scotland to develop the template for the CJP Annual Return for 2022/23.

A new Naloxone Policy was approved by Clackmannanshire Council in June 2023. The Policy was developed jointly by the Lead Officers from the CJP and Clackmannanshire and Stirling Alcohol and Drug Partnership. Development of the Policy and consultation with staff to inform a FAQs appendix to the policy were carried out during 2022/23. The policy will allow Council staff who volunteer to access training and be equipped to administer a potentially life-saving intervention should they encounter a suspected opiate overdose.

Multi Agency Public Protection Arrangements (MAPPA)

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

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

During the year under review 2022/23 MAPPA partners continued to deliver services and work together to identify and minimise risk against a back drop of challenges in the recruitment and retention of suitable experienced staff. During this period any case review work undertaken clearly identified staff across agencies working together to ensure key assessments and contact with clients were maintained.

One key area of potential policy and practice change is the proposed introduction of the Multi Agency Public Protection Service (MAPPS) system which is designed to replace the current ViSOR and was initially identified as being ready for deployment in the Spring of 2024. For a number of practical and operational reasons, most notably the requirement for user to pass additional vetting it is not now expected to go live until at least 2025. Although a national issue, the outcome of discussion into the use of MAPPS will have local implications and as such a Forth Valley wide group has been created at

the request of the Chief Officer Group (COG) to monitor developments and provide regular updates for both COG and the Forth Valley MAPPA Strategic Oversight Group.

The 5 MAPPA administration/support staff posts are all fully funded by the Scottish Government with Clackmannanshire Council employing and providing business support for them on behalf of Forth Valley MAPPA.

Community Based Case Numbers by MAPPA Level and Category as at 31/03/23

	RSO	Level 1	Level 2	Level 3	Category 3	Restricted Patient
31/03/23	58	58	0	0	0	3
31/03/22	54	54	0	0	3	0

All cases of sexual or serious re-offending are subject of review to identify either learning opportunities or areas of good practice. During the period under review one case of sexual re-offending by a MAPPA client was recorded in the Clackmannanshire area. This was reviewed by the Independent Strategic MAPPA Chair, the Chair of the MOG and the MAPPA Coordinator with no significant learning or need to proceed with any additional MAPPA reviews identified.

MAPPA case review meetings are now held exclusively via Microsoft Teams providing savings in both staff time and travel costs. Within Clackmannanshire Level 2 MAPPA meetings are chaired by either the Justice Social Work Service Manager or the Police Scotland Area Commander with Level 1 Meetings being chaired by a JSW Team Manager. During the year under review there was no Level 2 or 3 cases.

Local training for staff involved in the MAPPA process has continued to be delivered via MS Teams given the time and travel savings this brings. Recent training has included sessions for newly qualified Social Workers, new Level 1 chairs and for NHS staff involved with Restricted Patients.

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

As stated above the MAPPA admin function is funded directly by the Scottish Government. The budget allocation has now remained static for three years; given the increasing staff costs and administration fees being applied it has been projected that the current staffing levels may not be capable of being maintained beyond the next financial year. In line with Section 27 award funding, the MAPPA budget has received no uplift for the third consecutive year. With staffing costs for the year 2023/24 utilising the entirety of this budget there will be a projected overspend for the financial year 2024/25 should there again be no increase in funding. This projection does not include other essential costings such as training and development and various practical fees.

5.3   Adult Services - Clackmannanshire and Stirling Health and Social Care Partnership: Key areas of work, achievements, service improvements

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

18

Rural Stirling 21,038 population

Clackmannanshire 51,280 population

Stirling City with Eastern villages, Bridge ofAllan&Dunblane 70,222 population

CH Community Hospitals
Clackmannanshire Locality
Rural Stirling Locality
Stirling City with the Eastern Villages, Bridge of Allan and Dunblane Locality
Clackmannanshire & Stirling Health & Social Care Partnership Area

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

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

The HSCP Transforming Care Board, chaired by the Chief Officer, is delivering on a highly ambitious programme of transformational and developmental work which supports staff and services to better meet the demands of our changing population. The programme of work reflects legacy commitments linked to local care home capacity as well as recent activity to further integrate community health and social care services. The focus being on modernisation, redesigning the model of care and support locally, and meeting legislative requirements such as carers and self-directed support. Throughout 2022/23 this programme of transformation has continued to be progressed.

Key achievements include:

- Established the HSCP Commissioning Consortium.
- Transformed Carer Support through Carers Investment Plan.
- Developed and recruited to the new RAPID Response Service.
- Created and recruited a new Rural Care at Home Team.
- Health Improvement was delegated to the HSCP from NHS Forth Valley.
- Commissioned service for all wheelchair services.
- Locality Planning Networks were developed and flourish.
- Redesigned the Hospital Discharge process, significantly reducing delayed discharges and length of stay on wards.
- Published a new 2023/33 Strategic Commissioning Plan and Integrated Workforce Plan.
- Developing a refreshed approach to Self-Directed Support and SDS Implementation Plan.
- Implemented the Medication Assisted Treatment (MAT) Standards.

Care Home Assessment and Review Team (CHART)
The Care Home Assessment and Review Team (CHART) was first established to support care homes to support people who become unwell in the care home to avoid admissions to hospital and support care

home residents, their families and staff throughout the Covid-19 pandemic. The team has subsequently evolved to provide support and advice to care home staff to help maintain high quality and standards of care for care home residents. There has been a general improvement to Care Home Grades across all localities. This has been achieved by working closely with Care Home providers and the CHART team.

RAPID and Rural Care at Home Assessment teams

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

The Rural care at home team works with providers to ensure care at home is provided in a sustainable, effective and efficient way to achieve personal outcomes for people. All work is shared across the different teams. Pathways are being developed to build in discharge to assess methodology into the pathway redesign. This will ensure appropriate level of care is prescribed more quickly leading to potential reduction in length of stay in acute settings and reduction in amount of care requested, and ability to support a greater number of packages of care.

Approximately 50 people have been recruited to the teams, ranging from care support workers, occupational therapists and physiotherapists. The staff all work closely together and flexibly to support and facilitate both discharges from hospital and preventing admissions to hospital. Recruitment of community based roles has been successful in Clackmannanshire and Stirling urban areas but more challenging in rural Stirling. There have been challenges recruiting to OT posts. This is a national challenge.

Achieving care closer to home

Achieving care closer to home shifts delivery of care and support from institutional, hospital-led services towards services that support people in the community and promote recovery and greater independence where possible. The Commissioning Team continue to secure an average of 75 new packages of care monthly across the HSCP which includes hospital discharges, Intermediate Care Discharges, Re-ablement discharges and supporting those at greatest need in the community to prevent them from becoming discharges. The HSCP has implemented meetings with external providers to develop geographical patch-based working, which provides some efficiency gains and release capacity back into the system.

The HSCP reviewed the process of supporting people home or to a homely setting, as part of the national Discharge without Delay programme, and started to identify ways to increase the 'flow' of people using a collaborative approach bringing all the different teams and resources to plan the discharge of people. This work started in November 2021 and throughout 2022/23 the HSCP have been working to make further improvements to working to reduce delayed discharges even further. The impact of the Hospital Discharge Redesign is demonstrated in the reduction of bed days lost during the winter of 2022/23 compared to 2021/22.

Our services support people to live full and independent lives in their home or homely setting, by enabling people to live how they want to live confidently. Where someone needs more support, we help recovery and reablement, and reduce or avoid hospital stays where appropriate. This includes

finding alternatives to admission to hospital and discharging people from hospital efficiently when they are ready to leave. District nurses provide support to people and their families in the patient's own home. This supports a reduction in hospital admissions.

The HSCP have provided 1,937 packages of care in clients homes in 22/23 which is 112 more than 21/22. Hours of care have risen to 31,770 (22/23) up from 29,748 (21/22). Unfortunately, system pressures can cause delays or waiting lists. We work hard to avoid this, however with the challenges in terms of demand and staff shortages (experienced nationally), this is a challenge we face.

Clients receiving help with personal care	1,756
Clients receiving help with non-personal care	1,345
Clients with a community alarm	3,013
Clients receiving equipment	4,255

Reablement
Reablement is an approach within health and social care that helpsindividuals to learn or re-learn skills necessary to be able to engage inactivities that are important to them. The number of people receiving reablement support has increased by 35% from 2021/22 to 2022/23.

	2021/22	2022/23
Number of people receiving reablement support (31st March)	165	224
Number of people left reablement	104	136
% of people who required no care after reablement	34%	29%
% of people who required reduced care after reablement	26%	24%

The table above shows that 53% of people leaving Reablement services in 2022/23 either required no support care or reduced care.

Support for Carers
The valuable and notable work undertaken by carers is recognised and the importance of the need to support carers in order to prevent crisis through breakdown. There have been challenges with delivering short breaks and respite as a result of the pandemic. A Carers' Investment Plan has been developed and agreed by the Carers Planning Group and a new Carers Lead and a Short Breaks Co-coordinator have been recruited who have started to review the current Carers Strategy and the Carers Support Framework. Two Carers centres - Stirling Carers Centre and Central Carers (who cover Clackmannanshire and Falkirk) are funded by the HSCP to support carers in their caring roles and also carry out Adult Carer Assessments. In 2022/23, 540 carer support plans were completed by the Carers Centre and Adult Social Care completed 216.

Self-Directed Support (SDS) Re-design
Self-Directed Support (SDS) project plan is being delivered with support from the SDS Steering Group. There are regular Staff Forums and SDS training sessions and a dedicated Supported Persons' Forum has been established. Work around an asset based assessment tool and case
example has been developed and is currently being consulted upon. Indicators around Self-Directed Support are in development as part of the SDS approach design. This includes the number of HSCP staff who has received training, monitoring the volume of support plans, Option 1 and Option 2. During 2022/23, 169 HSCP staff received SDS refresher training to improve awareness and knowledge. Although too early to evaluate impact on practice, attendee feedback was very positive with staff appreciating the benefit of returning to face to face sessions to discuss and reflect on their practice.

Dementia
We aim to support people living with dementia to live well within their own communities following diagnosis as well as reducing the amount of time people with dementia spend in a hospital

environment. Good quality post diagnostic support is a priority of the HSCP in order to achieve good outcomes for people diagnosed with Dementia, their family and carers support. Town Break is a local charity that supports people living with Dementia and their carers. They have trained, supportive and committed staff and volunteers, and work with other organisations to help support people with dementia. There are currently 17 services running and they are located within the communities. For example Alzheimers Scotland, Townbreak and Dementia Friendly groups. In a typical year, Town Break support 250 people and their families affected by a form of dementia. In 2022/23, 58322 people with dementia were referred to Clackmannanshire Adult Social Care for support. People with Dementia make up 4610%, almost half, of referrals to Clackmannanshire Adult Social Care.

Alcohol and Drugs

We aim to improve outcomes by supporting people with complex social and health issues around alcohol and drug use, with their support network. During 2022/23 we implemented the Medication Assisted Treatment (MAT) Standards. The aim of MAT Standards is to reduce drug related harms and risk of death. This is done by enabling safe, accessible and high-quality treatment and support nationally. The standards aim to directly impact the current drug related death crisis being experienced in Scotland. The first year of MAT Implementation work has been completed. This has gathered a large amount of data which was submitted to Public Health Scotland. This has demonstrated the enormous efforts by staff and partners across the substance use cares system to work together to improve services. This data shows this work is valued by people who use services and has highlighted areas for future development.

Technology Enabled Care (TEC)

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

There have been challenges with the transition to digital technology, including issues with the networks and connectivity however work is ongoing with the suppliers and the Scottish Government Digital Office to seek solutions. Work is also on going on the provision of improved mobile devices for staff in both MECS and Reablement teams.

Locality Planning Groups

Three locality planning groups have been established and developed for each of the Clackmannanshire and Stirling Health and Social Care Partnership's three localities; Clackmannanshire, Stirling (Urban) and Stirling (Rural). The purpose of the groups is to:

- Ensure the benefit of better integration improves health and wellbeing outcomes.
- To provide a 'grass roots' mechanism for professionals, communities and individuals to inform service redesign and improvement for their locality.
- To improve local networks and develop robust, productive professional relationships.
- To provide the Integrated Joint Board (IJB) through the Strategic Planning Group with the assurance that Locality Planning Groups requirements are being managed within all three localities of the Health and Social Care Partnership.

The groups have been meeting bi-monthly to produce a locality plan for their respective areas. The Locality Planning Groups are supported by the Service Improvement Manager and report to the Integration Joint Board's Strategic Planning Group. The locality planning groups have undertaken a research period – examining the HSCP's Strategic Needs Assessment and Burden of Disease study as well as carried out extensive community engagement across the three localities to reconnect with

22

communities following the pandemic and to understand what they value in their locality and what areas need improvement. The finding from this data enabled a development session with each of the groups to identify the localities group's priorities and begin work on developing a three year action plan (2023-2026). The Clackmannanshire Locality Plan will be published in 23/24.

Mental Health and Learning Disabilities

There has been significant change as to how we deliver mental health services. There has been a redesign of existing services and we are developing additional resources to meet increasing demand and in response to the impact of the COVID-19 pandemic. In 2022/23 there were 124 admissions to hospital for Mental Health Acute Support and 80 mental health referrals to Clackmannanshire Adult Social Care.

Mental Health Officer (MHO) Service

The Mental Health Officer (MHO) team continues to experience challenges due to the increasing amount of statutory work, which is a national issue. However the MHO service has continued to meet the challenges it experiences and to ensure that statutory priorities are met. Another challenge currently faced is capacity, as there continue to be vacancies for both MHOs and Social Workers across the system. Vacant posts across Adult Care are being actively recruited to. All CSWO Guardianship Orders within the MHO service have an allocated worker, acting as their delegated Guardian. There has been a significant increase in the number of Guardian Order applications being received by the service. MHO's undertake all of the Private and Local Authority applications for the Clackmannanshire Council area. The team comprises of four full time and one part time MHO's and one Social Worker. There has also been input from two MHO accredited staff in the Locality Team undertaking Adults with Incapacity work. When a request for an MHO to undertake suitability reports is received relating to an individual in hospital or on the delayed discharge list, they are prioritised, including requests for renewals of orders and are also prioritised; dependent upon the expiry date of the order and how prompt the request has been made.

Number of Guardianship Order Applications under the Adults with Incapacity (Scotland) Act 2000 for Clackmannanshire Council:

- Private Guardianship Applications: During 2022/2023 - 37 in comparison to 22 in the year 2021/2022.
- Local Authority Applications: During 2022/2023 - 12 in comparison to 3 in the year 2021/2022.

In the Clackmannanshire Council area 85% of current Guardianship orders are Private and 15% are CSWO Guardianship orders. The Learning Disability care group features highest across both Private and Chief Social Work Officer Guardianships, with males featuring predominantly across both. Unfortunately, current data collection systems do not lend themselves to ready access to detail around age and ethnicity.

During the period April 2022 until March 2023, there were no Guardianship orders recalled. Reflecting on the limited number of supervision of proxies undertaken, there is also limited feedback from guardians on the quality and frequency of support. Although limited in number, the written quality of the supervision of proxies recorded are of a high standard.

Key priorities for the MHO Service in 2023/24:
- Implementation of a single point of contact for the co-ordination of reviews and transfers of all orders to streamline the local process.
- Additional training for all social work staff around their duties under the Adults with Incapacity Act (AWI) in general, in their role as delegated guardians and in supervising private guardians.

- Streamlined procedure for all HSCP staff undertaking AWI Act work to ensure a consistent and Human Rights based approach across Adult Care.
- A new evaluation form to allow Guardians to offer feedback on the support and supervision they receive from the Local Authority. Enabling evaluation of the service; good practice to be highlighted and any areas of improvement to be actioned.
- Reviewing the private Guardianships in Clackmannanshire Council.
- Increasing the MHO workforce. Clackmannanshire has two successful applicants for the MHO Award Programme and training commences in November 2023, thus increasing our available MHO workforce by summer 2024. Enhancing our ability to meet our statutory duties and increasing the workforce available to implement and support the proposed training and procedural changes.

Inspections of registered services

There were 7 registered service inspections across the Clackmannanshire and Stirling HSCP during 2022/2023. Within Clackmannanshire, this included Menstrie House, Ludgate House Resource Centre and Clackmannanshire Reablement and Technology Enabled Care Service Housing Support Service where all services received grades of very good.

Adult Support and Protection

Adult Support and Protection (Scotland) Act 2007 deals with the protection of adults at risk of harm and the information is reported through the Adult Support and Protection Committee. In 2022/23, Clackmannanshire received **768** ASP referrals compared to **461** ASP referrals in 2021/22, which is a **66.6% increase**. All referrals resulted in a duty to inquire being undertaken under ASP legislation. 34 referrals progressed to ASP investigation and 20 ASP Case Conferences were convened. This was an increase on the previous year (8 ASP Case Conferences). See appendix two for additional adult support and protection performance data.

Whilst the number of concerns received has increased considerably, this is in part attributable to a significant amount of work undertaken to raise the profile and awareness of Adult Support and Protection and an improvement in key processes being followed. This work has taken place across the workforce, partner agencies, third sector organisations and the local community. Qualitatively the feedback has been very positive. In 2023/24, we want to build on this work and ensure that the voices of those with lived experience are represented meaningfully at our Adult Support and Protection Committee and relevant sub-groups. A new 'participation and engagement' sub group has been established to ensure that those living and working in the local community can influence practice and policy.

There have been public roadshows at a number of venues to raise aware of hoarding and self-neglect and inputs delivered locally to the Citizen's Advice Bureau, Care Homes, Acute Settings and the Community Nursing teams.

There was a Forth Valley wide ASP Conference held in February 2023, to mark the National ASP day. The theme of the conference was self harm and self neglect with inputs from the Resilience Learning Partnership, Scottish Recovery Consortium, Psychology - Trauma Informed Practice, Social Security Scotland, Transform Forth Valley, Substance Use Service (SUS) and Suicide Prevention. This was attended by over 100 partners from across Forth Valley and the feedback was resoundingly positive.

In terms of challenges, the number of increased ASP referral rates has placed additional pressures on the workforce. This is challenging in terms of local difficulties with staff retention and recruitment which is reflected nationally across Scotland. Significant additional work load, increased complexity and acuity of need has required our staff teams to prioritise adult support and protection work which is challenging in terms of participation and attendance at training. However, the staff team has

prioritised attendance at ASP practitioner forums, bespoke training events delivered in relation to protection orders under ASP, Adults with Incapacity training and all ASP mandatory training course which is to be commended. There remain challenges with the current social work IT database which is now dated, however we are committed to the procurement of a new social work IT system and this process has commenced.

5.4 Forth Valley Emergency Social Work Service

The out of hours emergency social work service known as the Emergency Duty Team (EDT) provides all aspects of emergency social work statutory intervention including child protection, adult protection and Mental Health Officer duties for Falkirk, Clackmannanshire and Stirling Councils. This continued to be the case during 2022/23. The staffing level of 4.5 Senior Social Workers and one Manager was maintained with 2 senior social workers working each shift period. A pool of social work colleagues from across the 3 Councils continued to assist the service when necessary. The Service is located in Viewforth, Stirling Council and various models of remote and office based working were developed. This was especially important in terms of ensuring and maintaining training and development for the induction of new backup colleagues. This continues to an ongoing initiative for the service.

Clackmannanshire referrals indicated a slight reduction from 2021/22 in overall referrals. This was also the case in respect of the neighbouring 2 Councils. There was an increase in adult care referrals and reduction in child care referrals. As was the case with neighbouring Councils, there was an increase in visits to child and adult care service users.

| Clackmannanshire Referrals	2021/2022		2022/2023	
Children	865	59%	589	46%
Adults	600	41%	665	52%
Justice	6	/	19	1% (+.5)
Total	1471		1273	

5.5 Social Services Complaints 2022-2023

Over the year 2022/23 there was **36** complaints to Social Services. This was a decrease of 4 (10%) from the previous year. These complaints comprised of 15 Stage 1 and 20 Stage 2. There was one Stage 3 (Joint for Child Care and Health and Social Care) that was not progressed by the Scottish Public Service Ombudsman (SPS0). The number of complaints in Children's Services increased by 14% (7 cases) with HSCP Adult services decreasing by 24% (11 cases) from the previous year 2021/22. Justice Service complaints seen an 80% increase (from 5 to 9 cases) in 2022/23.

In 2022/2023 we responded to **89%** of complaints within target timescales (5 or 20 working days). The remaining **11%** outwith target timescales (1 complaint at Stage 1 and 3 at Stage 2). The reasons for delays in responding to complaints were for complexities surrounding the case. Of the complaints received (Stage 1 and Stage 2), these can be broken down into service sectors as follows:

- Services to children (57%)
- Services to adults (34%)
- Justice Services (9%)

The main areas of dissatisfaction were mainly in relation to communication by staff or service (46%) staff conduct or attitude (34%), application of policy (20%), service standard or quality (17%), resources not available or adequate (9%) Health & Safety (3%).

% Complaints by Service Area

% Complaint Outcomes
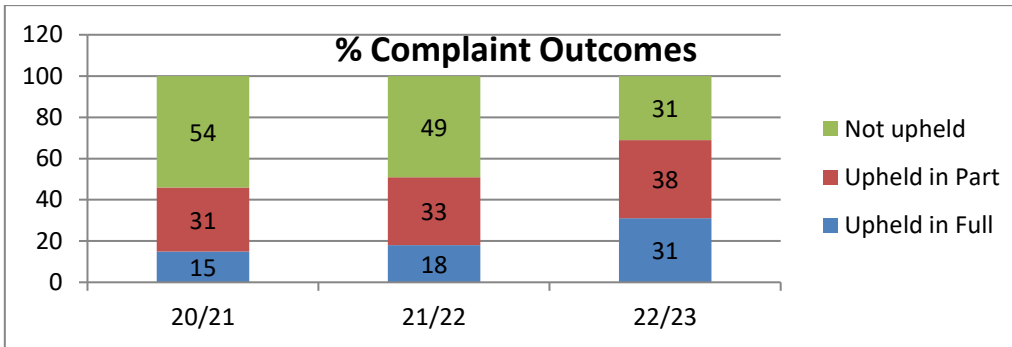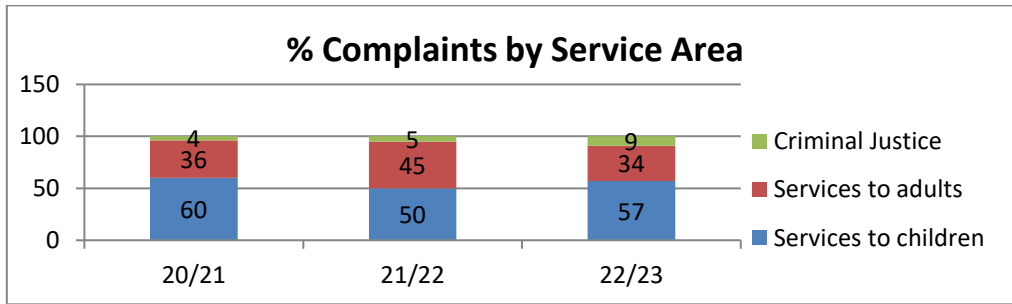
There were no Duty of Candour referrals recorded during 2022/23.

6.0   Resources

6.1   Children's and Justice Services

Children's and Justice Services
Gross Expenditure 2022/23 £18.659m
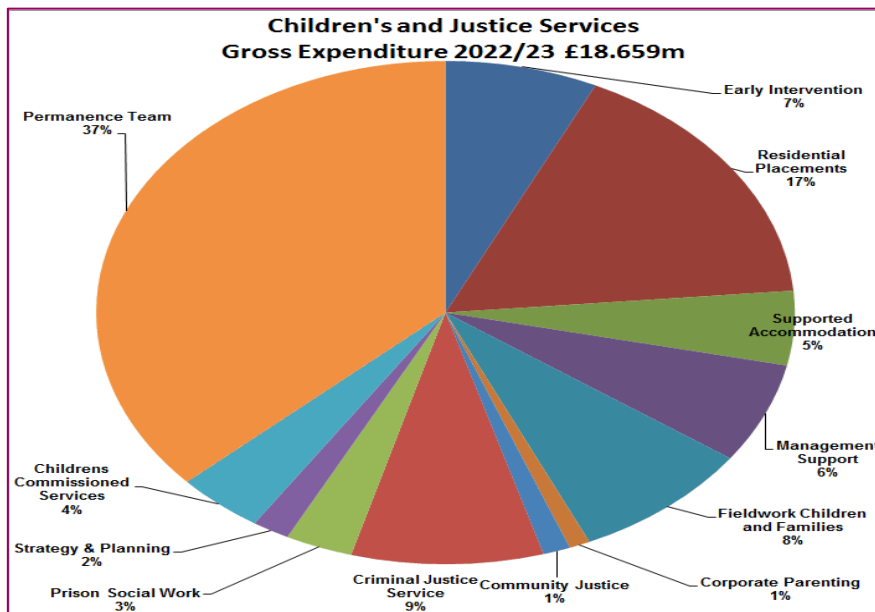
Team	Gross Expenditure
	£m
Early Intervention	£1.318
Residential Placements	£3.087
Supported Accommodation	£0.890
Management Support	£1.204
Fieldwork Children and Families	£1.569
Corporate Parenting	£0.180
Community Justice	£0.236
Criminal Justice Service	£1.658
Prison Social Work	£0.583
Strategy & Planning	£0.322
Childrens Commissioned Services	£0.756
Permanence Team	£6.856
Total Gross Expenditure	**£18.659**

In 2022/2023 the total net budget for Children and Justice Social Services was £18.659m. There are significant financial pressures and challenges across all parts of the service as a result of inflationary cost pressures, pay costs, temporary/agency workforce costs. Within Children's Services pressures relate in particular to kinship payments, fostering and residential care expenditure. Despite the financial pressures presented we have made progress in reducing the number of external residential placements and developing more local services as we continue to focus on the development of alternatives to reduce residential care placements and increase local care based provision through the use of Family Group Decision Making, Restorative Practices targeting of commissioned services and greater support to kinship carers and foster carers.

In 2022/2023 expenditure on Justice Services amounted to £2.241m, with £0.583m relating to the provision of a social work service at Glenochil Prison which is recharged in full to the Scottish Prison Service under a service level agreement. Funding from the Scottish Government for the provision of Justice Services amounted to £1.579m against expenditure of 1.658m.
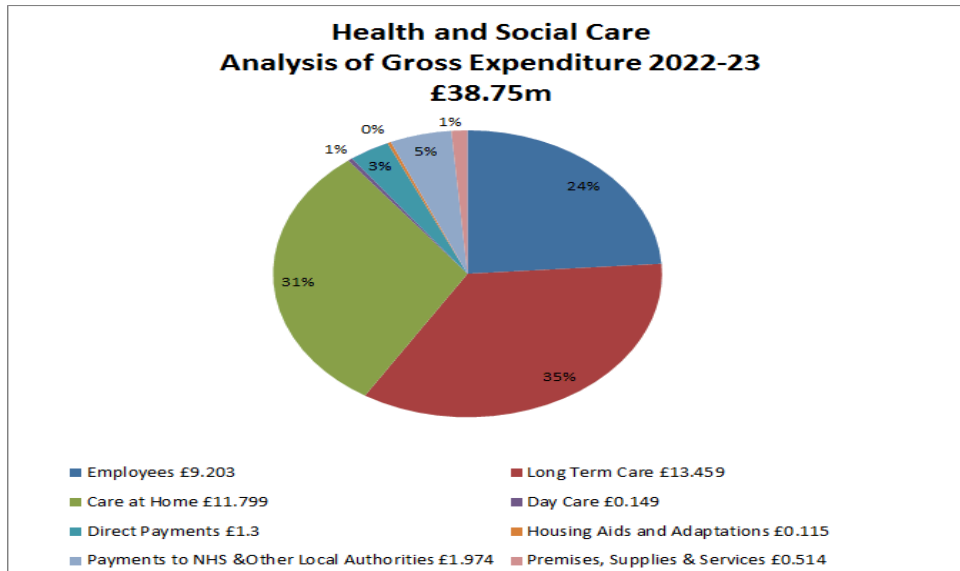
6.2 Health and Social Care Partnership Services

In line with the requirements of the Integration Scheme, the council provided a funding allocation of £25.167m to the Clackmannanshire and Stirling Integration Joint Board (IJB) who directed the same amount of funding to the council to provide Adult Social Care services.

This funding along with associated income, including income from service users in line with the Councils extant charging policy, supported gross expenditure of £38.750m on provision of Adult Social Care Services as illustrated in the graph below. In 2022/23 adult social care services were delivered within allocated funding levels.

Whilst significant budget growth was observed in 2022/23 this was largely required to meet the additional costs associated with Scottish Government policy in relation to the Scottish Living Wage including resultant increases contracts for provision of care. Services continue to face the challenge of significant growth in demand, especially for care at home against a background of constrained resources requiring ongoing approaches to service transformation including delivery of cash releasing savings to be sustainable.

For 2023/24 the IJB identified a requirement for significant cash releasing savings totalling £4.392M. The IJB will continue to use the funding available to the partnership to improve services for people and pursue demonstrable progress in delivery against the 2023/2033 Strategic Commissioning Plan priorities.

**Health and Social Care
Analysis of Gross Expenditure 2022-23
£38.75m**

- Employees £9.203
- Care at Home £11.799
- Direct Payments £1.3
- Payments to NHS &Other Local Authorities £1.974
- Long Term Care £13.459
- Day Care £0.149
- Housing Aids and Adaptations £0.115
- Premises, Supplies & Services £0.514

7.0   Workforce

The fragile financial context at both a local and national level continues to create significant challenges for the Council in terms of how services are delivered to meet the changing needs of communities, whilst simultaneously transforming these services so that they are agile, adaptable and offer resilient and sustainable models of delivery going forward. Aligned to this, are the pre-existing challenges with workforce supply, a competitive environment for recruitment and retention of staff, upskilling, and available budget, all of which compound to what is the most difficult and demanding workforce planning environments in recent years.

7.1   Workforce Planning

The Council continues to prioritise workforce planning as a means to understanding the medium to long term changes to our workforce. In September 2023, Council agreed its Interim Workforce Strategy (2023-2025), designed to establish a foundation for workforce development across all Council services ahead of a new Strategic Workforce Plan for the period 2025-28. The Strategy provides context to the key workforce challenges which the Council faces, including the ongoing impact of the COVID pandemic, the need to transform and evolve services, the challenging financial context in which services are delivered and attracting and retaining skills.

The Interim Workforce Strategy identifies a range of actions which will be progressed over the next 2 years which are aligned against the Council's organisational redesign framework. The aim being that the strategy becomes integral to transformation in the Council – not least in supporting new models of working which will be identified as our Target Operating Model (TOM) is defined over the coming months. At the heart of this strategy is the aim to ensure that all staff who works for the Council are supported, understood, respected, and engaged. That means placing the wellbeing of staff at the forefront of what we do, and that our workforce development, corporate learning and development, and OD services are targeted where they can make the most impact. This includes for example, development of new induction processes, a revised staff survey process, and an internal communications strategy designed to support 'hard to reach' groups.

Alongside the Council's Interim Workforce Strategy sits the HSCP Integrated Workforce Plan 2022-25 which has been developed through collaboration with HSCP staff, Union representatives, partners and unpaid carer representation with needs determined and guided by the HSCP Strategic Commissioning Plan 2023-2033. Our priorities have been identified through analysis of local available intelligence,

28

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

We are building on our collation and analysis of workforce data to even better understand the future needs of our workforce with Human Resource leads working on harmonising and sharing data across the HSCP. This is still ongoing with a Short Life Working Group to be established with Human Resources leads across the three employing organisations. To improve our workforce planning capacity, key workforce planning leads and managers have been undertaking learning around the Health and Care (Staffing) (Scotland) Act 2019, which will replace Regulation 15 of the Public Services Reform Act 2010, to prepare for enactment in April 2024. The Act places a statutory duty on care service providers to ensure that suitable qualified and competent individuals are working in such numbers as are appropriate for the health, wellbeing and safety of people using the service, and the provision of safe and high-quality care and in so far as it affects those matters the wellbeing of staff. Providers are also required to ensure staff are appropriately trained for the work they perform.

Children's Services Workforce

Children's social work services has recently completed a service re-design process that has aligned our practice teams to a locality place based model, promoting relationship based social work with children, young people and their families and harnessing a multi-agency approach of service delivery that is responsive and flexible to presenting needs. The overall approach provides opportunities for children's services teams to build stronger links with local communities and strengthen working relationships with education and health colleagues and partner services in the locality, fostering an 'approach to practice' to be established based on relationship and trauma informed practice with greater emphasise on community response. Children and families will also experience fewer changes of worker and teams from the first point of contact. This way of working will also build resilience and skill within the workforce, particularly as we have a high number of newly qualified workers who have joined the service, as well as support career progression with the creation of four Senior Practitioner posts within the new service structure. The findings from the 'Setting The Bar for Social Work in Scotland' published in May 2022 and the follow up report 'Taking the Wheel' also informed the children's services re-design.

There is a national shortage in regards experienced social workers and Clackmannanshire Council's qualified workforce within children's services has 60% newly qualified social workers (NQSW) currently in post. Clackmannanshire Council offers newly qualified social workers a robust induction process inline with the recommendations from the SSSC. Feedback from staff has advised this has offered them the support, guidance and training during the early stages of their career that has provided them with confidence and competence as a qualified social worker. As a result of this Clackmannanshire Council has supplemented the NQSW's with some experienced social work staff from agencies to fulfil statutory and Child Protection roles and provide mentoring support. We continue with our recruitment campaign to ensure we fill any vacant social work childcare posts. To ensure the wellbeing and resilience of the workforce Team Leaders have weekly team meetings to check in with staff, to ensure staff feel included and supported within their workplace. Furthermore, within the locality teams there are monthly action learning sets to explore cases/theory/research to inform practice and promote a learning culture.

Justice Services Workforce

In line with Community Justice Scotland's aim for earlier intervention, greater emphasis is being placed on supporting diversion from prosecution, structured deferred sentencing and bail supervision. This has meant a review of these services and an increase in staff, such as bail officers, to support these changes.

With no uplift in Section 27 Funding for the third consecutive year, Clackmannanshire Justice Services were able to utilise Covid Recovery Funding provided by the Scottish Government to address the pressures on the service. This funding allowed the recruitment of an additional Women's Worker (Caledonian), a full time agency Social Worker and support services to address the increase in domestic abuse cases and the remaining back log in unpaid work hours. Any additional funding, such as Covid recovery, remains on a temporary basis which does not allow the service to invest in the recruitment of permanent staff which is required given the noticeable increase of demands placed against the Justice Team.

From a workforce perspective, there are difficulties nationally in terms of the recruitment of experienced staff. This is made more challenging with the inability to offer permanent contracts as a result of uncertainty regarding sustainable funding.

Adult Services Workforce

Based on the HSCP Strategic Planning, workforce planning continues to focus on meeting current and future predicted need of our citizens using strategic needs analyses, locality planning and engagement. For example, the transformation of our care at home services to introduce a Rapid Response Service. HSCP partners are working collaboratively to review and re-design job roles with staff and involved, including looking at skills, knowledge and competence to deliver these roles confidently and safely, whilst building on the Fair Work Principles to do so. Planning for the coming year involves looking at career pathways, talent development and succession planning, with design already under way in relation to new Senior Practitioner roles within our Assessment and Partnership teams which will provide clearer routes of progression and development into more senior roles. We have also started to establish baseline data in relation to internal mobility rates to monitor the impact of talent development and succession planning although it is too early to evaluate.

Workforce challenges continue around recruitment to roles such as social work and mental health officer posts. A number of measures have been implemented to address these; we were very proud to fully fund four staff this year to commence their social work qualifications, not only securing them in post as Social Workers on qualification, but also valuing them by investing in them as our skilled and experienced staff. This has been successful with all four students doing well on placement and more staff keen to apply this year. As a result we have also had increased interest in social work staff wanting to become Practice Educators, with funding agreed for two people to start later in 2023. We also continue to fully fund a place on the Mental Health Officer Award qualification which has helped ensure we have Mental Health Officers within our services.

In relation to addressing the continued challenge of recruiting care staff in our rural areas, we have delivered a campaign of local community career fairs which are helping us engage our communities even further. We have successfully managed to recruit to a number of posts for our new Rapid and Rural project through advertising with videos from current staff talking about their role in health and social care, working with partner organisations to advertise posts, attended job fairs and have developed relationships with Forth Valley College and University of Stirling. The challenges of an ageing workforce, especially in care roles remains and to complement our delivering and support of Foundation Apprenticeships and SCQF qualifications, we have proposed the introduction of Modern Apprenticeships in Health and Care; planned to start later in 2023. Work is well underway, whereby we are working with schools and Higher Education Institutes to engage and support young people into health and care roles at an early stage. We are also working with Council Learning and Employability to look at supporting older entrants to health and social care, including second, third career individuals as well as those with the values we seek.

7.2 Staff Wellbeing

The Council ensures the wellbeing of staff through its Wellbeing Strategy which, following approval in December 2022, establishes six priorities designed to address wellbeing challenges across Council services. These are:

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

In establishing these priorities, we will ensure that our employees are supported and recognised as our most valuable asset, and that their health and wellbeing, and those of their families are considered of upmost importance. Beyond this Wellbeing Strategy, we continue to offer a range of supports for staff, including:

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

Supporting the HSCP workforce through our seasonal well-being programme has included a blend of face to face, virtual and online resources, groups, sessions and events to cover topics and themes including finances, men's health, women's health, mental health, stress management, based on staff request, demand and feedback. These have been well attended by staff with many being available for access out with standard office hours for those working shifts.

Health and Occupational health services remain available and 2023 saw the introduction of a Trauma Practice Co-ordinator whose remit includes supporting the workforce develop their skills and understanding in relation to being trauma informed and trauma responsive. Working with the Assessment and Partnership Team Managers, the Trauma Practice Co-ordinator has developed a more detailed and nuanced approach to supporting staff in the relation to experiencing trauma or vicarious trauma, which will be implemented in 2023/2024.

Resilience has also been part of our bitesize programme of Supporting People Through Transformation learning events, as well as Supporting Staff Through Change, Emotional Intelligence and Assertiveness, which have been well attended and well received by a number of Supervisors and Team Leads across

31

the services. Supporting the wellbeing and resilience of the workforce by working in partnership with the three employing organisations has also included signposting and advertising training opportunities to HSCP staff. As part of our ongoing commitment to supporting wellbeing and resilience, a new HSCP wellbeing strategy will be developed, this will include working with partners to ensure that all wellbeing opportunities are pulled together to support staff wellbeing. The HSCP also secured £10,000 wellbeing funding from Inspiring Scotland. After consultation with staff it was agreed to purchase coffee machines and wellbeing packs. We also support wellbeing and resilience by engaging with our staff through or staff newsletter, meet the chair and chief officer sessions and engagement programmes.

8.0   Training, Learning and Development

During 2022/23, we conducted a training needs analysis in regards to Adult Support & Protection for health practitioners: medical, nursing and allied professional practitioners. This was in partnership with the NHS Forth Valley, the Multi agency Public Protection Advisor and Stirling Organisational Development.   A Multi-Agency Adult Support & Protection Key Processes Roles and Responsibilities training module was also developed; a 1-day training explaining the key process in the Adult Support & Protection process with thematic inputs from the Adult Support & Protection Lead Officer, Police, Health, Trading Standards and Fire & Rescue. Children & Families & Justice Social Work teams are also invited to attend. In addition all Adult Support & Protection Council Officers are asked to complete the Lifepod Understanding Hoarding e-module to ensure how hoarding behaviour impacts on family functioning.

The current Multi-Agency Public Protection Learning and Practice Development Workforce Strategy 2020-2023 comes to an end on the 31st December 2023. An equality impact assessment has been completed. In addition to the strategy, local priorities identified by the Public Protection Committee include the learning from Initial Case Reviews and a Significant Case Review. This included development of a podcast for practitioners to develop a better understanding of parental mental ill health and how the role of the Community Psychiatric Nurse, Mental Health Officer and Advanced statements and Named Person within the Mental health (Care & Treatment Scotland Act 2003) can help support in the assessment and decision making process where children are affected by their parents mental ill health. The podcast includes an interview with a Community Psychiatric Nurse, a Mental Health Officer and concludes with a discussion with three parents who talk through experience of a mental illness and being unwell and what they hope professionals would do differently. The podcast ends with a young carer talking about their experience of looking after a parent with a mental illness and what they felt professionals should do differently to better support young carers who care for a parent with mental ill health.

Identified training priorities
Training priorities identified by our Public Protection Committee are neglect (Neglect Toolkit), parental substance use (Impact of Parental Substance Use Assessment Framework) and domestic abuse (Safe & Together Framework) and these remain core strategic priorities throughout the life of the Multi-Agency Public Protection Learning and Practice Development Workforce Strategy 2020-2023. This is mainly due to the fact that neglect, parental substance and domestic abuse remain the main category for children placed on the child protection register. It is proposed a 'Supporting Practice Development Audit' on the use of the Neglect Toolkit, IPSU, National Risk Assessment Framework and SERAF Tool will be conducted in the autumn of 2023.

Other training priorities include:
Return Discussion (Children & Young People) Training. A recommendation outlined in the National Missing Person's Framework Implementation Project Forth Valley: Findings & Recommendations.

Outcome: Children & Families Social Workers and Residential Childcare Workers have knowledge and confidence on how to facilitate a return discussion with children and young people.

Multi-agency UNCRC training for health, education, police and social work. This training was commissioned from Children in Scotland in preparation for the UNCRC being embedded in all Scots law. Outcome: Children's Rights are promoted and enacted at a local school cluster level.

Child Protection IRD & EIRD Guidance Training. Outcome: Practitioners from health, education, police and social work have a foundation in what is an IRD, why have an IRD, the priorities, how to prepare and participate, and the decision and planning process.

Vulnerable Babies Training to include Forth Valley Pre Birth Planning Guidance. Outcome: Multi agency Practitioners have knowledge of the Forth Valley Pre-birth Planning Guidance.

Throughout 2022/23 we have continued to provide a comprehensive multi-agency public protection training calendar which has included the multi agency training priorities outlined in our Multi-agency Public Protection Learning & Practice Development Workforce Strategy 2020-2023. This training has included:

Child Protection for the General Contact Workforce (Monthly) **Child Protection Key Processes Roles & Responsibilities (Quarterly)** **Impact of Parental Substance Use (IPSU) (Quarterly)** **Neglect Toolkit (Quarterly)** **Identification of Need, Risk and Desired Outcomes (Quarterly)** **Protecting Children with Disabilities (2x yearly)** **Safe & Together (2x yearly)**	**Child Protection IRD (3x yearly)** **Multi agency Risk Assessment Conference (MARAC) (3x yearly)** **Trigger Trio (Parental Substance use, Parental Mental ill Health and Domestic Abuse (3x yearly)** **Harmful Sexual Behaviour (3x yearly)** **Child Sexual Exploitation (3x yearly)** **Criminal Exploitation across the Life span (3x yearly)** **Professional Curiosity & Challenge (3 x yearly)**

The table below provides a breakdown of the Learning & Development stats for 2022/23

	Quarter 1	Quarter 2	Quarter 3	Quarter 4
No. courses delivered	18	12	19	15
No. attending	46	58	72	52
No. e-modules completed	950	485	184	292

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

Evaluations from feedback from those who completed post course evaluations from attending multi agency child protection and related trainings and courses during 2022/23 show positive impact. Staff report feeling more confident and competent in gaining additional skills to support their practice and developing their skills.

Multi agency Child Protection Key Processes & Roles & Responsibilities
"I found it all useful especially as a nursery practitioner and getting insights from other child care sectors"

"Each agencies responsibilities and need for joint up working, case study and the way we went through it was useful"

"Well delivered and very helpful to my practice as a Prison Based Social Worker."

33

Neglect Toolkit
"Practical application of the toolkit using a case study. It allowed me to think in practical terms of applying the toolkit to families in clinical practice."

"I found the case study very useful to allow me to gain confidence in applying the toolkit to real life situations."

Impact of Parental Substance Use (IPSU)
"How to use the IPSU and reflections from lived experience and professionals involved with IPSU.

"The emphasis on it being a multiagency process and not a standalone assessment. It is also an assessment that is dynamic and can be revisited"

For 2022-23 a specific separate multi-agency public protection training budget was agreed by the 3 key agencies; Health, Social Work and Police for the specific identified commissioned training. This was not repeated in 2023/24 due to financial pressures on the budget.

During 2022/2023 we supported the following external accredited learning:
- 3 members of staff completing SVQ2 (SCQF6)
- 2 members of staff completing SVQ3 (SCQF7)
- 2 members of staff competing SVQ4 (SCQF9)

Newly Qualified Social Worker (NQSW) Group:
We ran 4 sessions from February 2023 until June 2023 which was accessible to 12 NQSWs across Social Services. During the reporting year 2022/2023 Social Services provided nine placements for students, predominantly from the University of Stirling. Five students were placed within Children's Services and four within Adult Services. One candidate is an internal employee from within Adult Services who is undertaking the Social Work degree.

Three of the social work students joined our Children's Services team post qualification which is a positive achievement, highlighting why our continued support of this programme with the University of Stirling is vital to support and increase the number of social work student placements available within Clackmannanshire.

9.0   Looking Ahead: Key Priorities 2023-2024

The context and complexity of need in our communities continues to be challenging with a higher than average care experienced population, rising poverty rate and the impact of the ongoing cost of living crisis on our most disadvantaged citizens and communities. The impacts of an ageing population, increased demand on services within a challenging and uncertain operating environment for social work and social care will continue to remain a considerable pressure whilst ensuring effective and efficient delivery of high quality, care and support to people who use and need our services. Notwithstanding the significant fragile resourcing pressures compounded by further financial constraints, current recruitment and retention issues experienced and maintaining a stable workforce, prioritising and supporting the needs and wellbeing of our workforce will continue to be paramount.

Against this backdrop of considerable challenge, our social work and social care services, working in collaboration with our partners and communities, will continue with relentless focus on delivering our local response to supporting our communities at the earliest point of need, tackling inequalities, and building local capacity for transformational whole system change through innovative, prevention based approaches that will support and improve better outcomes for our children, young people, families and communities to thrive.

Children's Services priorities 2023/24:

- Re-design of and investment in prevention and early intervention activities that enhances community and whole family support services.
- Investment in intensive resources for children and young people on the edge of care.
- Enable more children to be maintained safely within their families at the point of need.
- Reduce reliance on out of authority placements and greater use of local family based provision.
- Improved local care provision and housing options for children and young people who are care experienced.
- Improved life skills support for young people leaving care.
- Enhanced support for foster carers, adopters and kinship carers; including developing and delivering trauma informed training 'Readiness for Caring' for foster carers, adopters and kinship carers.
- Develop and implement a Family Support Commissioning Consortium.
- Implement the Scottish Child Interview Model (SCIM) for joint investigative interviews with our Forth Valley partners; a trauma informed, evidenced and rights based approach to interviewing children/young people involved with the Child Protection process.
- Improve support available for children with disabilities, particularly as they approach transition to adulthood.
- Enhanced knowledge and skills of staff in trauma informed practice, including delivering a trauma informed suite of staff training 'Readiness for Practice' within Children's Services.
- Through our Promise Plan 2023-2026 deliver on our partnership commitment to #Keep ThePromise.

Justice Services Priorities 2023/24:

- Implementation of the Outcome Star/ Justice Star for Justice Officers to use as a service user led outcomes focused tool.
- Restart the Women's Group with co-delivery by partner agencies and demand for a Men's support group.
- Progress with Children's Services the Youth Justice re-design with Children and Young People's Centre for Justice (CYCJ).
- Increase staffing (permanent) to address increase in areas such as bail supervision.
- Review building/environment to provide an office based which is more trauma informed.
- Continue to develop and embed self assessment in line with Care Inspectorate guidance.
- Further developments relating to earlier interventions, including ongoing development of the three non court mandated Domestic Abuse Pilots.
- Collaborative investment in Safe and Together and the Caledonian Model for working with families and children who have experienced domestic abuse.
- Further development of local Community Justice Partnership and implementation of Community Justice Aims and Objectives, including earlier intervention.
- Work in partnership with Clackmannanshire Housing Services and recruit a support worker (co-funded) with Justice and Tenancy Support responsibilities.
- Develop specific training events for staff in partnership with Community Justice Partnership and key partners.
- Continue to develop a hybrid system of working that is responsive to staff and service delivery.

35

Adult Services/HSCP priorities 2023/24: Delivering the priorities in the Clackmannanshire & Stirling Integration Joint Board Strategic Commissioning Plan 2023-2033;

Prevention, early intervention & harm reduction:
- Work with partners to improve overall health and wellbeing and prevent ill health.
- Provide the right levels of support and advice at the right time, maintaining independence and improving access to services at times of crisis.
- Reduce the burden of substance related harm, rehabilitation, access to treatment, together, across the HSCP.
- Redesign mental health services, suicide prevention, and psychological therapies, improving access to services and support for mental health.
- Bereavement, social prescribing, third sector support.
- Provide early signposting to services.

Independent living through choice and control:
- Support people and carers to actively participate in making informed decisions about how they will live their lives and what outcomes they want to achieve.
- Help people identify what is important to them to live full and positive lives, and make decisions that are right for them.
- Coproduce and design services with people with lived and living experience who have the insight to shape services of the future.

Supporting empowered people and communities
- Work with local groups to support and empower people to continue to live healthy, meaningful and satisfying lives as active members of their community.
- Being innovative and creative in how care and support is provided.
- Support unpaid carers.
- Help people to live in their local communities and access local support.
- Planning community supports with third sector and housing organisations, and unpaid carers.
- Ensuring people with lived and living experience are at the centre of designing our services.
- Growing our approach to Ethical Commissioning, putting people first.

Reducing Loneliness & Isolation
- Work towards making Clackmannanshire & Stirling places where everyone feels safe, welcomed, connected, included and valued.
- Facilitate new connections by working with partners to create a vibrant offer to people, encouraging people to try something new and make connections.
- Encourage volunteering, helping people to keep active, and support intergenerational activities and identity based groups such as faith, BAME and LGBTQ+ communities.
- Interrupt triggers by supporting residents who are moving from one life phase to another, including those recently bereaved and those who have become carers.
- Find new and innovative ways to tackle loneliness by looking for new ways to engage people to build local connections and a sense of belonging.
- Change the narrative around loneliness by raising awareness of loneliness and social isolation and enable people to ask for help without feeling awkward or embarrassed.
- Consider loneliness and social isolation in our everyday work.

Sharon Robertson
Chief Social Work Officer

**Appendix One: Children's Services performance data 2022/23**

As at 31 March 2023 there were **741** children open to children's social work services, a **23% reduction** from last year where there were 965 children open to social work as at 31 March 2022. This is compared to the same reporting period in 2021 where there were 1339 children, down 45%.

Referrals - There were **1180** requests for assistance in 2022/23, this is a **14% reduction** compared to 1375 in 2021/22 and 12% reduction compared to 1344 in 2020/21.

Child Welfare concerns - There were **247** child welfare concerns in 2022/23 **up 2%** from 241 in 2021/22 and representing a total 20% decrease from 308 in 2020/21.

Child Protection concerns - There were **142** child protection concern reports during 2022/23 (rate of 15.9% per 1,000 population (0-15 years) in Clackmannanshire. This is a reduction from 2021/22 where there were 177 child protection concerns (19.9% per 1,000 0-15 years) and down from 345 in 2020/21 (38.7% per 1,000 of the 0-15 population).

During 2022/23, the highest number of child protection concern notifications were from the Emergency Duty Team (26%), followed by Education (22%) then Police (18%). This compares to 2021/22 where Education were the highest referrer (28%) followed by Emergency Duty Team (23%) then Hospital based Health Services (20%).

Source of Child Protection Referrals (%)
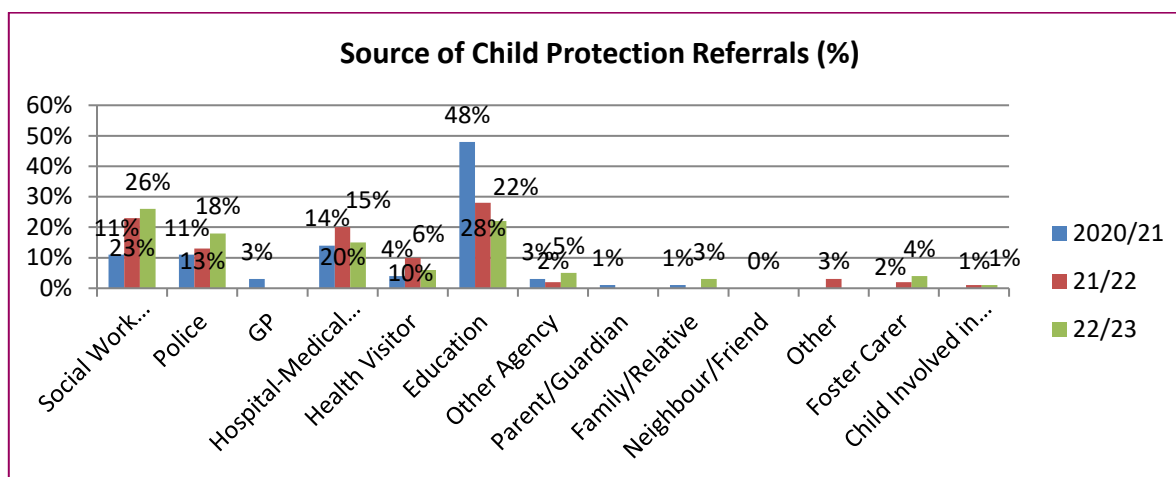
Interagency Referral Discussions (IRDs) - IRDs are instigated when one or more partners (Police, Health, Social Work) believe the referral requires a child protection response. During 2022/23, there were **171** interagency referral discussions undertaken (rate of 19.2% per 1,000 0-15 years). This is a **decrease of 18%** from 2021/22 where there were 208 interagency referral discussions, and down 22% from 218 figures in 2020/21.

The Forth Valley e-IRD system was implemented in July 2022 and has been highly effective in ensuring appropriate and timely information sharing and joint decisions in response to child protection concerns to make sure that children and young people get the right support at the right time. We have a robust approach to quality assuring our IRD process through our e-IRD steering group which meets monthly to review and audit recording of information and decisions taken. Continued positive feedback from Police Scotland partners in regards high quality of information in the IRD process is ensuring clear decisions and meaningful interventions to protect children and young people where there are concerns that a child may be at risk of harm.

Child Protection Investigations

A Child Protection Investigation refers to a joint investigation between social work, police and health services (as well as any other relevant agencies). The purpose of the investigation is to determine whether any child protection action is required and whether a Case Protection Planning Meeting should be held.

There were **65** child protection investigations in 2022/23. This is a **28% decrease** from 2021/22 figures where there were 90 child protection investigations and down 55% from 145 in 2020/21.

Analysis has shown that as a result of robust screening by Social Work and effective use of IRD discussions, cases progressing to child protection investigation have significantly reduced. Alongside this, restorative practice, more proportional response as well as the Getting It Right for Every Child (GIRFEC) model being utilised by partner agencies to intervene early to reduce risk has contributed to the decrease in child protection referrals. There has also been a reduction in referrals being re-referred into the service as robust multi-agency identification and early intervention supports to mitigate risk has been applied.

## Child Protection Planning Meeting

Child Protection Planning Meeting is an inter-agency meeting convened when there are concerns that a child is or may be at risk of significant harm. The purpose of the meeting is to ensure relevant information is shared (where it is proportionate to do so), to carry out a collective assessment of risk, and to agree a plan to minimize risk of harm to the child. Between 1 April 2022 and 31 March 2023 there were **65** Child Protection Planning Meetings which represents a **31% decrease** from 94 in 2021/22 and an overall reduction from 104 in 2021 (38%).

Child Protection Registrations

The number of children and young persons on the Child Protection Register as at 31 March 2023 equated to **30** children (rate of 3.37% per 1,000 of the 0-15 population). This is an **increase of 37%** from 31st March 2022 where the number of children on the register was 19 (rate of 2.1 per 1,000 of the 0-15 population) compared to the Scottish rate of 2.08% per 1,000 of the 0-15 population. This remains below the 2021 figure where 44 children (rate of 4.9 per 1,000 of the 0-15 population) were on the child protection register compared to the Scottish average rate of 2.3 per 1000 population).

The table below presents the number as families and sibling groups on the child protection register. In 2023, 80% of the children registered were part of a sibling group and in 2022, 79% were part of a sibling group whilst in 2021, 77% were part of a sibling group. The percentage of sibling groups registered has remained fairly static over these 3 years compared to the number of children registered, which further demonstrates the size of the sibling groups registered.

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

Children on CPR % rate per 1,000 of 0-15 population
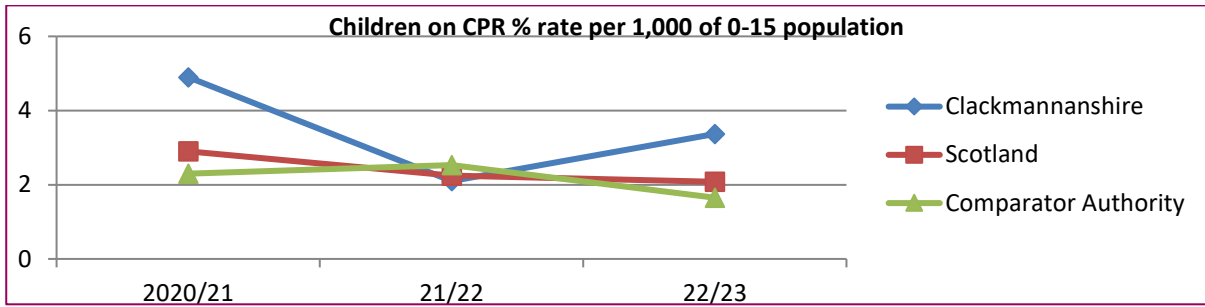
During 2022/23 there was 1 child re-registered within 6 months and 5 children within 2 years. The previous year 3 children were re-registered within 6 months and 1 within 12 months.

Age of Children at the point of Registration
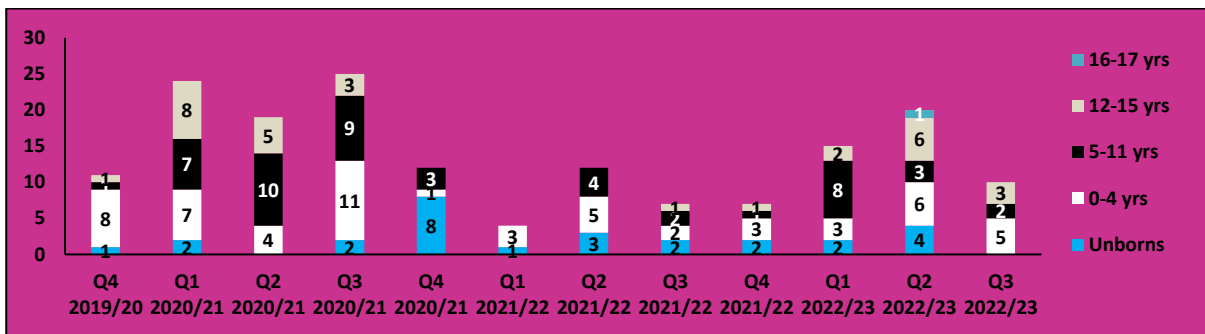
The last 12 months on the chart (academic quarters) present a total of **52** new registrations, **33%** are aged 0-4, **27%** are aged 5-11 years with 12 – 15 years accounting for **23%** and unborn babies **15%** of new registrations. The previous year there were 35 new registrations, 40% unborn babies, 31% 0-4 years and 26% 5-11 years and 2.85% age 12-15 years.

Primary Concern of children on the child protection register as at 31st March 2023

The Children's Social Work Statistics 2021/22[4] showed that of all concerns identified across Scotland, the highest proportion of concerns recorded for children registered was: domestic abuse (46%); neglect (43%); parental substance misuse (42%); parental mental health problems (41%); and emotional abuse (37%). In Clackmannanshire, neglect and domestic abuse were the highest registered concerns for children on the register for both 2021/22 and 2022/23.


---

[4]https://www.gov.scot/publications/childrens-social-work-statistics-scotland-2021-22/documents/

39
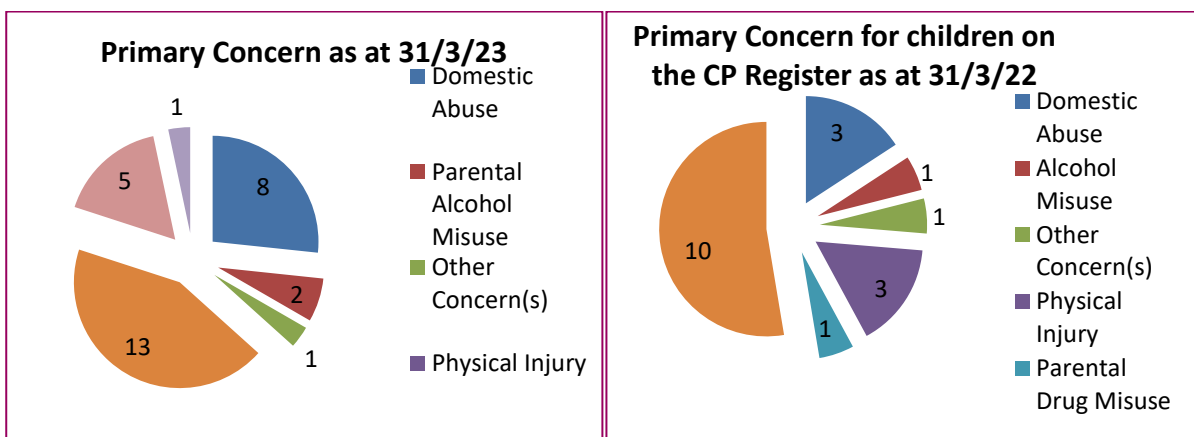
Referrals to Children's Reporter

In 2022/23, **118** children were referred to the Children's reporter compared to 161 in 2021/22, a reduction of **27%.** The highest proportions of referrals were from Police (65%). The proportion of referrals was in relation to parental care/neglect which accounts for 25% of the referrals followed by committed an offence (20%) and experienced domestic abuse (10%). This mirrors the National picture for Scotland where 80% of referrals were received from Police and the highest referrals were in relation to parental care/neglect (30%), committed an offence (24%) and then experienced domestic abuse (19%)(source: SCRA website).

Care Experienced Children and Young People

The number of care experienced children and young people across Clackmannanshire as of 31st July 2022 was **266**; 26.3% of the 0 to 17 year population; which is similar to the previous year figure of 270 children (26.1%) although higher than the Scotland rate of 12.3% of the 0-17 year population. Of those care experienced children and young people "starting to be looked after during 1 August 2021 to 31 July 2022" 16% were children aged less than 5 years.
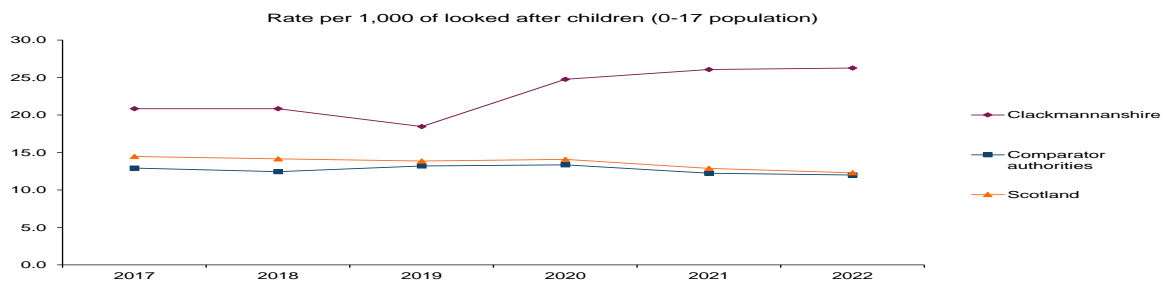
The largest proportion of our care experienced children and young people in 2022/23 continue to be looked after by friends/relatives, 43% (46% 2021/22); this is higher than the Scotland percentage of 34%. Kinship families play a vital role in providing stable, nurturing homes for children who are unable to live with their parents. Clackmannanshire has a much higher use of external foster care provision for care experienced children and young people at 24% compared to the Scottish average of 10%. The table and chart below provides a breakdown of the types of accommodation for Clackmannanshire's care experienced children compared to Scotland for the reporting year 2022.
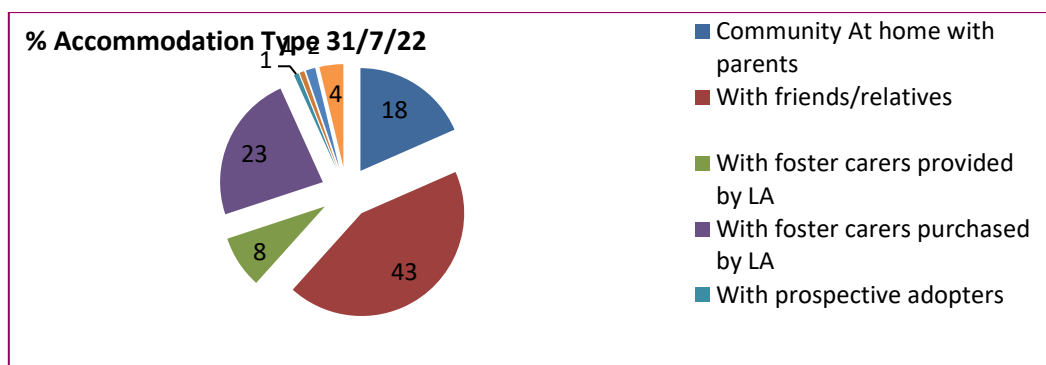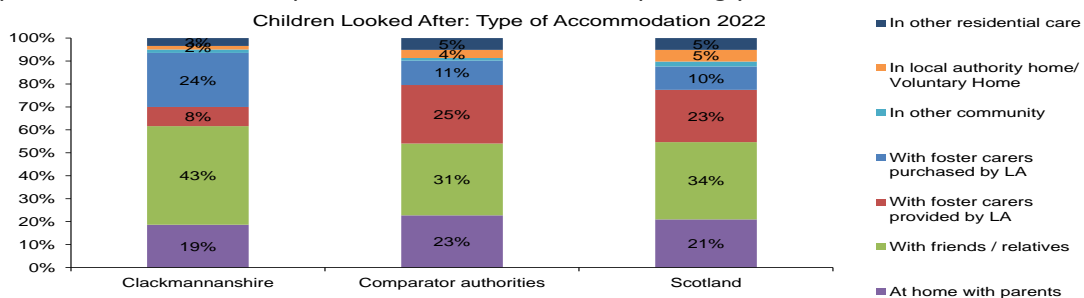
Appendix Two - Adult Support and Protection performance data 2022/23

Total number of referrals between 1 April 2022 and 31 March 2023 was **768.**

Source of referrals	Number of referrals
NHS	65
GPs	8
Scottish Ambulance Service	17
Police	52
Scottish Fire & Rescue Service	11
Office of Public Guardian	1
Mental Welfare Commission	0
Healthcare Improvement Scotland	0
Care Inspectorate	13
Other organisation	471
Social Work	27
Council	61
Self (Adult at risk of harm)	0
Family	14
Friend/Neighbour	3
Unpaid carer	0
Other member of public	1
Anonymous	4
Others	20
Total	**768**

Total number of investigations commenced under the ASP Act between 1 April 2022 and 31 March 2023 was **34.** Breakdown by age and gender:

Number of investigations commenced for the following age and gender				
	Number of investigations by age and gender			
Age Group	Male	Female	Not known	All adults
16-24	1	1		
25-39	1	3		
40-64	4	7		
65-69	0	0		
70-74	2	3		
75-79	3	1		
80-84	2	1		
85+	1	4		
Not known	0	0		
Total	14	20		**34**

41

Number of investigations commenced by age and ethnic group							
Number of investigations by age and ethnic group							
Age Group	White	Mixed or multiple ethnic groups	Asian, Asian Scottish or Asian British	African	Caribbean or Black	Other ethnic group	Not Known
16-24	2						
25-39	3	1					
40-64	10						1
65-69	0						
70-74	5						
75-79	4						
80-84	3						
85+	4						1
Not known	0						
Total	**31**	1					2

Number of investigations commenced for clients in the following primary main client group	
Client groups	**Number of investigations by client groups**
Dementia	5
Mental health problem	2
Learning disability	5
Physical disability	15
Infirmity due to Age	3
Substance misuse	3
Other	1
Total	**34**

| Type of principal harm which resulted in an investigation (as defined under the ASP Act) between 1 April 2022 and 31 March 2023	
Type of principal harm which resulted in an investigation	**Number of investigations**
Financial Harm	7

42

Psychological harm	7
Physical harm	9
Sexual harm	2
Neglect	9
Self-harm	0
Other	0
Total	**34**

Type of principal harm which resulted in investigation

Finan...	Psych...	Physi...	Sexu...	Negle...	Self-...	Other	Total
7	7	9	2	9	0	0	34

■ Number of investigations
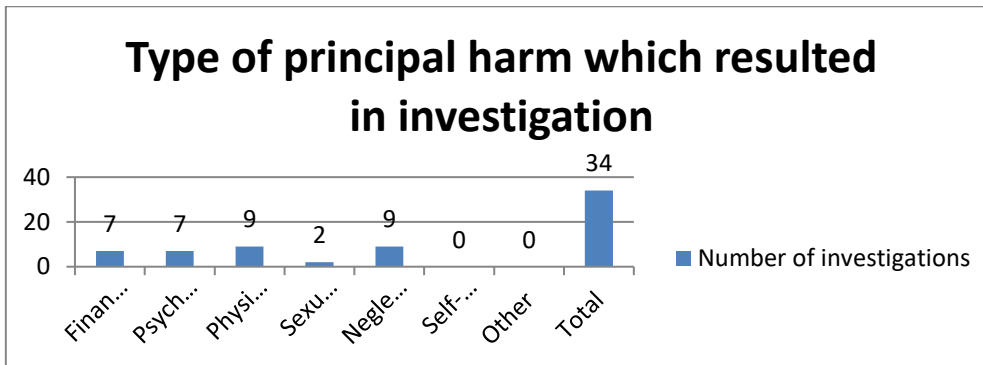
Location the principal harm take place which resulted in an investigation (as defined under the ASP Act) between 1 April 2022 and 31 March 2023	
Location of principal harm which resulted in an investigation	**Number of investigations under the ASP Act**
Own home	**19**
Other private address	1
Care home	6
Sheltered housing or other supported accommodation	0
Independent Hospital	0
NHS	3
Day centre	0
Public place	0
Not known	5
Total	**34**

Number of cases were subject to an ASP Case Conference between 1 April 2022 and 31 March 2023	
Type of ASP Case Conferences	**Number of ASP Case Conferences**
Initial ASP case conference	**11**
Review ASP case conference	**9**
ASP case conference*	**0**
Total	**20**

43

ASP Case Conferences

Category	Number of Case Conferences
Initial ASP case conference	11
Review ASP case conference	9
ASP case conference	0
Total	20
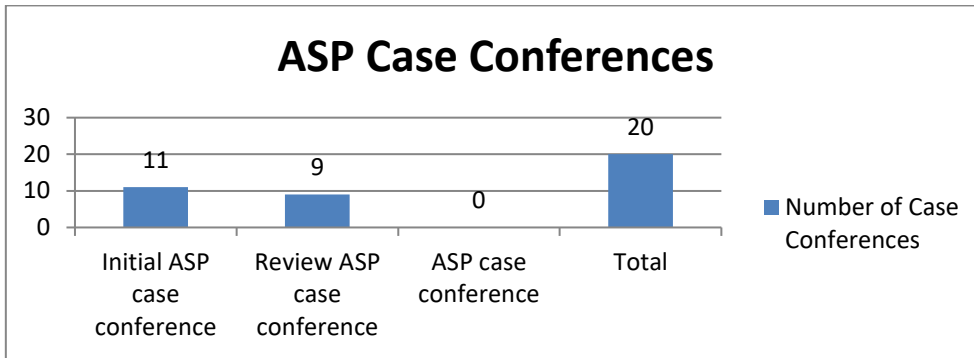
Number of Protection Orders granted between 1 April 2022 and 31 March 2023	
Types of Protection Orders	**Number of Protection Orders granted**
Assessment Order	0
Removal Order	1
Temporary Banning Order	0
Banning Order	1
Temporary Banning Order with Power of Arrest	0
Banning Order with Power of Arrest	0
Total	**2**

Total number of LSI between 1 April 2022 and 31 March was one.

Outcome of referrals received between 1 April 2022 and 31 March 2023	
Type of Outcome	**Number of referrals**
Further AP action	**10**
Further non-AP action	**7**
No further action	**14**
Not known	**737**
Total	**768**

Outcome of investigations carried out between 1 April 2022 and 31 March 2023	
Type of Outcome	**Number of investigations**
Further AP action	**10**
Further non-AP action	**7**
No further action	**14**
Not known	**3**
Total	**34**
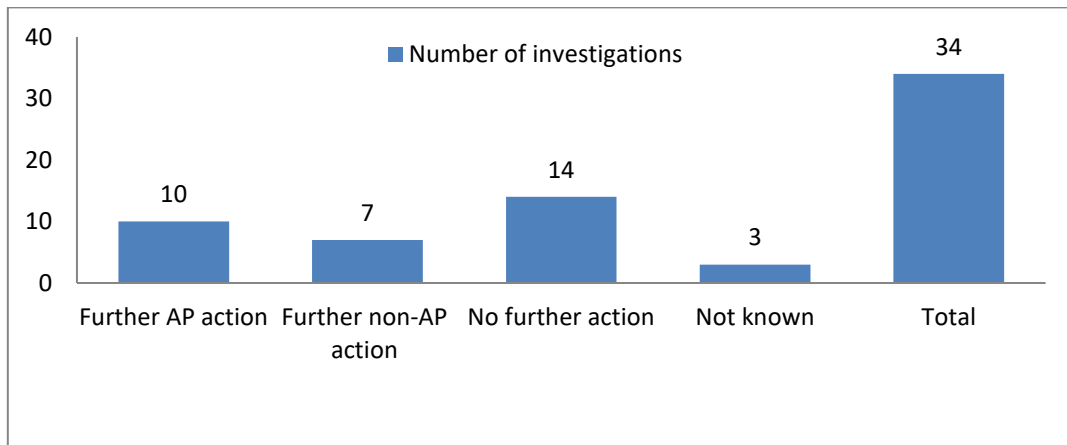
44

CLACKMANNANSHIRE COUNCIL

Report to: Audit and Scrutiny Committee

Date of Meeting: 8th February 2024

Subject: Promise Plan (and Whole Family Wellbeing Fund) – Interim Update December 2023

Report by: Senior Manager (Permanence)

1.0   Purpose

1.1.   The purpose of this report is to provide an interim update on the progress across the 2023-2026 Promise Plan. Integral to keeping The Promise is the priority area of Whole Family Support, therefore, this report also provides an update on the progress being made utilising the funding from the Whole Family Wellbeing Fund (WFWF) to work to improve the range of Family Support available across Clackmannanshire.

2.0   Recommendations

2.1.   It is recommended that the Audit and Scrutiny Committee note and provide challenge and comment on the contents of this report and attached appendices.

3.0   Background

3.1.   Keeping The Promise Plan 23-26 was agreed at Council in August 2023, the plan builds on the progress that has been made to Keep The Promise in Clackmannanshire. Our plan is ambitious and comprehensive with the aim of creating systematic change to improve the experiences and outcomes of care experienced children and young people, and families who require support. Across the People Directorate work continues at pace to ensure that Clackmannanshire keeps The Promise by 2030, this interim report provides an update on progress since August 2023.

3.2.   This Plan, is aligned with the Be The Future Programme and contributes to the delivery of key strategic objectives as set out within:

- Local Outcomes Improvement Plan 2017-27 (Refresh)
- Clackmannanshire Council's Children's Services Plan 2021-24
- Clackmannanshire Community Justice Plan 2018-23

- Violence against Women and Girls Strategic Plan 23-24
- Clackmannanshire National Improvement Framework Plan 2023-24

3.3. While a national plan beyond 21-24 has not yet been published by The Promise Scotland, we recognise our plan to be forward thinking, based on priorities identified locally, and anticipatory of national priorities. Priority areas of change identified by The Promise Oversight Board (June 2023) relate to education, brothers and sisters, and homelessness. All of which are a strong focus within the plan.

3.4. The Scottish Government has committed to three years of WFWF funding and has set clear outcome targets. This report outlines progress made to date with WFWF funding in Clackmannanshire and how this has contributed to local short term outcomes as well as broader outcomes and targets set by WFWF.

4.0   Considerations

4.1. **Overview of The Promise in Clackmannanshire**

4.2. Progress has been made across a number of priority areas (refer to Promise Update Report Appendix 1 for more detail). Key areas of progress to highlight are:
- The introduction of a data gathering and observation tool to support the development of care experienced children aged 2-8 years.

- The role of Virtual Headteacher is promoting best practice. Includes implementation of a system to track attendance and attainment (2024 – 2025) of all care experienced young people and young people in education, to inform strategic planning, and bespoke supports for children and young people.

- Attendance tracking for all secondary schools.

- Support for brothers and sisters through development of data set to support quality assurance and planning for sibling groups. Early implementation of 'staying connected' materials to support practitioners and inform brothers and sisters policy.

- In October 2023 our Children's Services redesign became operational. This has more than doubled the early help social work resource, increased resource available to support caregivers, and provided an opportunity for locality working with schools and health visitors.

- Service improvement within the Family Placement Team has increased support available, and the confidence that foster carers have in our service. This has improved retention of foster carers and provides a stronger basis for recruitment of new carers locally.

- Implementation of new model for youth justice, including early intervention initiatives with the third sector is increasing support available to young people who offend.

- Implementation of Communities that Care combined with increased awareness of advocacy and rights ensures that care experienced children and young people in Clackmannanshire are aware of their rights and how to access support. Roll out of Communities that Care alongside role of Virtual Headteacher specifically aimed at reducing stigma and increasing support for young people within the school community.

- Review of key council policies continues through the lens of The Promise. Changes have been made to recruitment policies ensuring that all care experienced young people are eligible for a guaranteed interview regarding of where they were looked after. The appointment of a new Service Planning and Participation Officer with a remit to champion The Promise within Housing will support representation of care experienced young people and their families in future Housing policy reviews. Free school meals have been extended to all children in kinship care and who are looked after at home.

- Collaborative working between Clackmannanshire Council and the Vardy Foundation continues to develop models of care and support to increase the support available to care experienced children and young people within Clackmannanshire, with a view to developing a sustainable model which ensures children can remain within their local communities.

- Continued focus on voice and co production through design and shaping of services, and changes to practice which build on the voice of the child and the language that is important to care experience children aligned to the Language of Care Policy.

4.3. **Whole Family Wellbeing Fund (WFWF)**

4.4. One of the key targets in the Children's Services Plan is the development of a blue print of family support to enable families to access the support they need, when they need it, ideally in a place near their home. This work has been progressed alongside the Family Support Working group and Clackmannanshire Third Sector Interface (CTSI). Two online directories are in existence. The most up to date Family Support Service map can be accessed through connect via this link http://connect/service-areas/people/social-services/family-supports-service-map.htm The wider directory of third sector support is accessible via this link: https://ctsi.org.uk/members-database

4.5. Another key target is to review commissioning activity to develop a broad range of effective support from early intervention placed based family support through to intensive whole family support for children at the edge of care. As part of the strategic needs analysis and review activity undertaken, it was agreed that a consortium approach to commissioning of family support would

assist in delivering this objective as well as ensuring that the families who need support have a voice and are valued partners in the process.

4.6. The aim of a consortium approach is to align funding streams and activity wherever possible in order to meet objectives. For example, funding has been provisionally allocated to this consortium from the Child Wellbeing Partnership and the Alcohol and Drug Partnership. Funding from the Family Wellbeing Partnership has also been used to support identified gaps in befriending and digital mental health supports for adults. These activities will, over time move towards being part of the family support consortium arrangements.

4.7. It is hoped that through this activity we will move toward a less competitive, more inclusive and family led approach to commissioning, which will equip us to expand our early intervention resources within the community. It is intended that consortium arrangements will be concluded by April 2024, although extension may be required to ensure a truly collaborative and user led approach.

4.8. This Scottish Government funding aims to enable us to grow our Family Support services in Clackmannanshire and to upscale early help and prevention provision, in line with the principles of The Promise. Achieving this goal will also assist Clackmannanshire in its goal to support families to stay together and reducing the use of external placements. Due to the current high numbers of children subject to statutory orders and looked after away from Clackmannanshire, the bulk of the award has been used to ensure that appropriate supports are available to support children to remain within their own families or return to Clackmannanshire. Appendix 2 outlines the spending of the WFWF and the distribution of a grant provided to CTSI in order for a grant process to be administered by them with a specific focus on expanding early intervention provision.

5.0   Next Steps

5.1   Based on this interim report, evaluation and feedback, the Directorate will continue to respond to the ongoing needs, as well as drive forward continuous improvement activity to shape and deliver our services in order to keep The Promise to children and families in Clackmannanshire.

6.0   Sustainability Implications

6.1. The WFWF funding aims to enable Family Support services in Clackmannanshire shift toward early intervention, in line with the principles of The Promise. Achieving this goal will also assist Clackmannanshire in its goal to reduce external placements.

6.2. The work ongoing with the Vardy Foundation is aimed at developing more sustainable models of residential care and support for care leavers in line with The Promise, supporting more young people in their local community and reducing reliance on external providers.

7.0   Resource Implications

7.1   Clackmannanshire has received £337,000 from the WFWF for 2022-23 and 2023-24. The full financial implications of the recommendations are set out in the report. This includes a reference to full life cycle costs where appropriate.

8.0   Exempt Reports

8.1   Is this report exempt?   No

9.0   Declarations

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

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)

10.0   Equalities Impact

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

11.0   Legality

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

12.0   Appendices

12.1   Please list any appendices attached to this report.
Appendix 1: Promise Plan Update December 2023
Appendix 2: Overview of WFWF distribution

13.0 Background Papers

[Children's Services Plan 2021-24](#)
Promise Plan 23-26

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

Yes ☑ (please list the documents below)

Promise Plan 23-26

NAME	DESIGNATION	TEL NO / EXTENSION
Johan Roddie	Senior Manager (Permanence)	
Gillian Scott	Senior Manager (Early Intervention)	

Approved by

NAME	DESIGNATION	SIGNATURE
Lorraine Sanda	Strategic Director (People)	███████████

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	1. Ensure there are no formal or informal education exclusions of Care Experienced Children and Young People. 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.	1. 0% care experienced Children and Young People excluded, formally or informally in 2023 – 2024 2. Where previously an exclusion would be considered, VHT/Senior Manager to be involved, to ensure appropriate education is maintained 3. To maintain no formal exclusions within Clackmannanshire.	Headteachers	Head Teachers have been reminded of this by Senior Manager (Secondaries) and this remains an existing policy in Clackmannanshire. No children/young people excluded which remains in line with both national and local policy.
GC 2	Young people have access to the appropriate support they need to thrive at school	A Good Childhood	1, 4, 5	1. All CECYP to have appropriate educational planning built into statutory Child's Plans. 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 3. The Educational Psychology Service	1. Audit of CECYP's GIRFEC paperwork including Child's Plans to be completed by December 2023. .	Senior Manager: Inclusion and Partnerships Virtual Headteacher	Audit of CECYPs GIRFEC paperwork has not been undertaken due to an ongoing staff absence. This will take place Early 2024. 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.

Action Code	Outcome	Promise Pillar	Promise Foundation	Actions	Target and Timescales	Responsible	Progress Update
				will continue to provide an enhanced level of support to care experienced children and young people educated outwith Clackmannanshire			
GC 3	Clearer understanding of the impact of Care Experience on Children's development aged 2-8 Appropriate and timely interventions aged 2-8 to ensure children meet developmental outcomes.	A Good Childhood	1, 4 ,5	1. Creation of a Data Gathering tool from age 2+ with colleagues in ELCs 2. Creation of an Observation tool from age 2+ with colleagues in ELCs 3. Support ELCs and Schools to provide developmentally appropriate experiences through the curriculum. 4. Developmental Milestones to be tracked from age 2 5. Working with all ELCs and Primary Schools to ensure consistency of data gathered	1. Data Gathering Tool to be created 2023 – 2024 2. Data Gathering Tool to be implemented by 2024 3. Observational Tool to be implemented for 2+ and record from 2 years old to 8 years old – annual implementation	Senior Manager: ELC, Primary & Libraries Virtual Headteacher (Primary) ELC and Primary Leadership Teams	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. 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. 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. The tools developed allow vulnerable individuals and groups to be tracked and supports to be offered appropriately.
GC 4	Improved educational outcomes (SCQF) and improved SLDR statistics for Care Experienced Children and Young	A Good Childhood	1, 4 ,5	1. Tracking discussions with a key focus on care experienced group 2. Creation of Care Experienced Bespoke Local Authority	1. Termly discussions with DHTs Support/CECYP lead via existing forum 2. Bespoke Tracker has been implemented ahead of schedule (June 2023)	Senior Manager: Secondary and Communities Virtual Headteacher	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

Action Code	Outcome	Promise Pillar	Promise Foundation	Actions	Target and Timescales	Responsible	Progress Update
	People			Tracker by October 2023 3. Quality assurance of Care Experienced data termly (VHT + DHTs) 4. Embedding of Good Practice group to identify emerging good practice 5. Work with Scottish Government INSIGHT advisor to support proactive planning around enhanced SCQF outcomes for young people	3. Senior Manager Secondary and VHT to meet with Scottish Gov by Aug 2023 to discuss SCQF for CECYP 4. Skills Development Scotland meeting (termly) with Senior Manager and Virtual HT	Improvement Analyst	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 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. 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 Work ongoing to implement SCQF Level 5 and SCQF Level 6 to identified cohorts in session 2024 – 2025 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.

Action Code	Outcome	Promise Pillar	Promise Foundation	Actions	Target and Timescales	Responsible	Progress Update
GC 5	Care Experienced Young People to have access to wide ranging opportunities	A Good Childhood	1, 4,5	1. Creation of Clackmannanshire Virtual Academy of partnerships 2. Bespoke curriculum making process for young people – removing barriers to education 3. Training opportunities for all CE leads in all establishments around bespoke curriculum making and partnerships	1. Virtual Headteacher to forge 15 additional partnership opportunities for young people by June 2024 2. Virtual Headteacher to create access to 50 individual work experience opportunities for young people by Dec 2024 3. Virtual Headteacher to facilitate Leadership Programmes with CMS	Virtual Headteacher Headteachers Depute Headteacher	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 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 GC5 (3) Virtual Headteacher running best practice sessions around partnership working across the 4 secondary establishments
GC 6	Children are supported to have safe, quality time with people they care about	A Good Childhood	4,5	1. Collaborate with families to develop flexible, friendly and welcoming spaces that enable families who are separated to spend time together 2. Develop programmes that support children	1. Families will be able to access a range of ways to remain connected including use of technology. 2. Evidence that significant relationships are central to planning for children.	Senior Manager: Permanence	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. Implementation of AFKA staying connected toolkit is in early stages. Two Team Leaders

120

Action Code	Outcome	Promise Pillar	Promise Foundation	Actions	Target and Timescales	Responsible	Progress Update
				and young people to keep in touch with people that matter to them 3. Implementation of AFKA Staying Connected Toolkit	3. Evidence of creative approaches to family time which are not stigmatising and trauma informed. 4. These will be measured through planned quality assurance activity including survey and consultation to determine families' experiences of contact and areas for improvement.		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.
GC 7	Brothers and sisters live together when safe to do so	A Good Childhood	4,5	1. Brothers and sisters to be supported to stay together, unless for reasons of safety. No brothers or sisters should be separated 2. Sibling relationships to be cherished and protected across decision making around placements 3. Local drive to recruit more foster carers and adoptive parents to look after larger sibling groups 4. Increase availability of placements in the local area to support young people staying together	1. Bespoke tracker implemented that monitors whether brothers and sisters are living together – develop baseline July 2023 2. Development and Implementation of a brothers and sisters policy. December 2023 3. Evidence that assessment of significant relationships to the child is considered in all planning forums. - planned Quality Assurance activity. 4. Implementation of AFKA Staying Connected Toolkit by January 2024	Senior Manager: Permanence	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. Brothers and sisters policy delayed until February 2024 to reflect Staying Connected principles. 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.

Action Code	Outcome	Promise Pillar	Promise Foundation	Actions	Target and Timescales	Responsible	Progress Update
GC 8	Transformation in youth justice reduces the criminalisation of care experienced young people	A Good Childhood	1, 2, 3, 4,5	1. Review approaches to how CECYP access Youth Justice 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. 3. Ensuing there is a seamless transition between Children's Services and Justice Services for care experienced young people.	1. Children referred to the Children's Reporter on Offence Grounds will reduce to 4% by 2026 below national average. 2. Clackmannanshire will continue to have no children placed in Secure Accommodation 3. Numbers of care experienced young people referred to adult justice will reduce.	Senior Manager: Justice	Secondment opportunity to increase youth justice posts, to provide a proportionate and timely response for young people in conflict with the law. Early and effective interventions for young people provided jointly by Early Help team and Barnardos.
GC 9	Children and young people in care are receiving trauma-informed, safe care without physical intervention	A Good Childhood	4,5	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 2. Processes implement to record and gather information on use of physical intervention	1. Whole workforce engaging with care experienced children is trauma informed by 2026. 2. Establish baseline data and mechanisms to track. 3. Demonstrate continued trend of no admissions to secure care, and no use of restraint within Clackmannanshire Council Residential Establishments	Senior Manager: Permanence	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. 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.

Action Code	Outcome	Promise Pillar	Promise Foundation	Actions	Target and Timescales	Responsible	Progress Update
				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		1. All CECYP to be made aware that they have access to independent advocacy through Who Cares? Scotland 2. All CECYP attending a Children's Hearing to have access to independent advocacy 3. Improved awareness across educational establishments around advocacy services for young people	1. Increased numbers of children and young people receiving advocacy support 2. All Care Experience Young People will be offered advocacy support via Who Cares? 3. Implementation of Communities that Care will strengthen advocacy and participatory opportunities through increased awareness.	Senior Manager: Permanence	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. 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.
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	1. 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. 2. Pre-interview coaching to be developed in partnership with Skills Development Scotland and Virtual	1. 100% of Care Experienced Leavers/families to be aware of scheme. Signposting/promotion to be started August 2023 and re-publicised termly 2. Continue to increase number interviewed under guaranteed scheme 3. To increase the number of Care Experienced people working within the organisation.	Senior Manager (HR) Senior Manager: Secondary and Communities Virtual Headteacher	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. Information sharing with all PTs Guidance, DHTs and HTs in Secondaries has been done Information shared with all S1-S6 at School Assemblies – those who did not attend have had presentation shared with them Next steps are to develop pre interview coaching supports and update information for candidates on how to access this.

Action Code	Outcome	Promise Pillar	Promise Foundation	Actions	Target and Timescales	Responsible	Progress Update
				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

Action Code	Outcome	Promise Pillar	Promise Foundation	Actions	Target and Timescales	Responsible	Progress Update
WFS 1	High quality family support for Care Experienced Children and Young People	Whole Family Support	1,4,5	1. Clackmannanshire Alliance to continue to forge new partnerships 2. Clackmannanshire Alliance of statutory, third sector and community services continue to meet to support and challenge authority support for CECYP 3. Looking outwards at best practice, nationally, around CECYP 4. Bespoke curriculum making 5. New Intensive Support for children on the edge of care has been commissioned and will reduce the number of children becoming care experienced	1. Commissioning Consortium to be developed in partnership with families 2. Reduction in children that are looked after to be in line with Scottish average 12.9% BY 2026	Senior Manager Secondary & Communities Virtual Headteacher Senior Manager: Early Intervention	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. 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. 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

Action Code	Outcome	Promise Pillar	Promise Foundation	Actions	Target and Timescales	Responsible	Progress Update
							adoptive placements. As the development of services progresses the overall number is expected to reduce. 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. For all YP working with VHT, bespoke curriculum making part of core process 'Sustain'- a new intensive support service has been commissioned from Aberlour. This came into affect in October 2023
WFS 2	Support to families and communities will be non-stigmatising	Whole Family Support	1,4,5	1. Communities that Care will work to break down stigma within schools and communities. 2. Current Whole Family Support Provision will develop clearer community links through engagement in the communities model and earl intervention team 3. Approaches within the Family Wellbeing Partnership will be aligned.	1. Development and Implementation of new communication strategies around Care Experienced Young People 2. Measure through service evaluation to ascertain people's lived experience and areas of improvement.	Virtual Headteacher Senior Manager Early Intervention	Communities that Care have delivered training in all Secondary schools. Primary school delivery is the next phase for role out. 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.
WFS 3	Care Community will experience high quality support –	Whole Family Support	1,4,5	1. Language of Care Policy to be implemented – test of	1. Evidence of increased support to care giving families through	Senior Manager Permanence	Language of Care Policy is being implemented through tests of change across the directorate. Within Children's

Action Code	Outcome	Promise Pillar	Promise Foundation	Actions	Target and Timescales	Responsible	Progress Update
	with measurable improvement			change for Reviewing Service and Community Teams. 2. Investment in Family Placement Team and Social Work Redesign will increase support available to care giving families 3. Clackmannanshire Care Experienced Event to be arranged – all support organisations to be invited – "Care Fest" with Columba 1400	increase in care givers accessing training and support. 2. Reduction in unplanned endings of placements 3. Reduction in children who have had one or more placements within twelve months – target 10% by 2026 4. Reduction in children who have had three or more placement moves – target 3.8% by 2026 5. Increase in local care provision, measured through % of children cared for within the Local Authority – Target 20% by 2026 6. Clackmannanshire People Directorate to host a Care Event for all CECYP and families, support agencies and partners during 2023 - 2024	Virtual Headteacher	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. 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. 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.
WFS 4	Improved support for young people leaving care	Whole Family Support	1, 3, 4 , 5	1. Invest in home and community opportunities for Care Experienced young people in partnership with the Vardy Foundation 2. Dedicated Independent	1. 100% young people transitioning out of care will access supportive, caring services for as long as they require them OR 2. 100% young people supported through the transition into	Senior Managers Virtual Headteacher	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. Dedicated IRO (0.2 FTE) in place providing oversight and quality assurance of pathway planning for care experienced young

126

Action Code	Outcome	Promise Pillar	Promise Foundation	Actions	Target and Timescales	Responsible	Progress Update
				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	1. Monthly attendance tracking of CECYP to be implemented 2. Monthly information sharing with each Secondary establishment around attendance to provide support and challenge 3. Monthly information sharing with each Secondary establishment around attendance to provide support and challenge 4. Tracking, monitoring and interventions around attendance in liaison with young people and families to improve outcomes	1. Monthly attendance tracking to be implemented by VHT & Improvement Analyst by Aug 2023 2. 100% of CECYP with attendance below 80% to be highlighted monthly to schools by VHTs 3. 100% of CECYP who are not attending school to be referred to Virtual HT for discussion 4. Improvement in attendance percentage for Care Experienced Children and Young People from 2022 – 2023 into 2023 - 2024	Virtual Headteacher Improvement Analyst	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. 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 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

Action Code	Outcome	Promise Pillar	Promise Foundation	Actions	Target and Timescales	Responsible	Progress Update
							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

Action Code	Outcome	Promise Pillar	Promise Foundation	Actions	Target and Timescales	Responsible	Progress Update
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	1. All foster carers to complete this suite of training by end of 2024. 2. Training to be offered to all new and existing kinship carers and adopters by end of 2024 3. Reduction in unplanned endings 4. Increase in care givers reporting feeling supported and well trained through annual evaluation. 5. Reduction in children who have had three or more placement moves – target 3.8% by 2026	Senior Manager Permanence	Bid to Corra Foundation for Promise Funding was unsuccessful. Requires alternative funding or innovative means to progress. 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. PACE training planned for foster carer group in first quarter of 2024.
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	Bid to Corra Foundation for Promise Funding was unsuccessful. Requires alternative funding or innovative means to progress. Route map required to scope out key

Action Code	Outcome	Promise Pillar	Promise Foundation	Actions	Target and Timescales	Responsible	Progress Update
				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	There are now three Trauma Champions across Clackmannanshire - the Leader of the Council, the Strategic Director for People and the Principal Educational Psychologist. In addition, there is a plan to seek interest from more widely across the Council workforce as a result of the managers training sessions and lived experience group which is in the process of being established in conjunction with RLP.
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

Action Code	Outcome	Promise Pillar	Promise Foundation	Actions	Target and Timescales	Responsible	Progress Update
	practice and engagement with children/young people.			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 2. Review of electronic mechanisms to support young people to share their views and participate in planning.	strategy and tests of change across services. 2. Increase in number of children and young people attending and or participating in planning processes 3. Increased evidence year on year of the voice of children being evidence in planning processes. 4. Increased evidence year on year of children and young people participating in their meetings. 5. All care experienced children will have permanent plans within six months of becoming looked after. – by December 2025		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. 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. 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. Permanence Tracker operational, however further analysis required to provided a greater overview of progress in this area.
STW 5	Increased staff awareness of their responsibilities under The Promise	Supporting the workforce	4, 5	1. Develop and deliver training on The Promise across all areas of Clackmannanshire Council – three key directorates 2. Who Cares? will deliver training on Corporate Parenting and the legislative responsibilities around the promise 3. Provide training to all	1. Virtual Headteacher to present to all People Directorate staff in September 2023 on Promise 2. Who Cares will deliver Corporate Parenting Training by March 2024 3. Through evaluation all staff within the Directorate will report increased understanding of The Promise and Corporate	Virtual Headteacher Senior Manager (Permanence)	Promise training underway in conjunction with Communities that Care (Who Cares?) and Education Scotland. Broader role out planned across services. 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 Dates to be Identified for Corporate Parenting Training which will be delivered by Who Cares? Scotland. This will likely be first

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	1. Clackmannanshire Council to sign up to Education Scotland "Keeping The Promise Award" (KTPA) as an early adopter of programme 2. Virtual Headteacher to work with Senior Manager (Secondaries) and Senior Manager (Primaries) on KTPA implementation plan 3. Self-evaluation processes and quality assurance to be co-developed by Virtual Headteacher and Education Scotland 4. Virtual Headteacher to keep Senior Managers appraised on progress	1. KTPA to be launched to all HTs Aug 2023 2. Identified ELCs, Primaries and Secondaries to begin programme by October 2023 3. KTPA Phase 1 to be completed by identified establishments by December 2023 4. KTPA Phase 2 to be completed by identified establishments by April 2024 5. KTPA Evidence (MS Forms) to Education Scotland by June 2024 for individual school awards	Virtual Headteacher Senior Manager Secondary & Communities	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. 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 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
STW 7	All establishments provide excellent support to CECYP	Supporting the workforce	4, 5	1. Who Cares? Scotland training to all Primaries (Term 3) 2. Who Cares? Scotland training to all	1. KTPA Self Evaluation throughout 2023 – 2024 2. Cluster support from Virtual HTs termly –	Virtual Headteacher Senior Manager (ELC, Primary,	Training for primary schools due to take placby end of 2024, training in secondary schools now complete. Keeping the Promise Award Launch took

Action Code	Outcome	Promise Pillar	Promise Foundation	Actions	Target and Timescales	Responsible	Progress Update
				Secondaries (Term 1) 3. Keeping The Promise Award launched with ELCs to support data exercise 4. Cluster support (for each Secondary) from Who Cares?/VHT 5. GIRFEC Resilience Matrix tool to be used for all CECYP in schools 6. Training opportunities for CECYP leads to be created 7. Virtual HT to attend CELCIS to identify best practice – monthly 8. Virtual HT to facilitate best practice groups and opportunities for collaboration	enhanced support for CECYP with signposted opportunities 3. Virtual HT to embed good practice network – termly 4. CELSIS termly meetings to be attended with feedback to Education Directorate and HTs/DHTs in each establishment	Libraries) Senior Manager (Secondary & Communities)	place in August 2023, well received by Head Teachers. STW 7 (5) Paused currently due to absence 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 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 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 2nd secondary in early 2024

Action Code	Outcome	Promise Pillar	Promise Foundation	Actions	Target and Timescales	Responsible	Progress Update

Action Code	Outcome	Promise Pillar	Promise Foundation	Actions	Target and Timescales	Responsible	Progress Update
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	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. 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. At the time of writing the number of children who are care experienced has remained static since August 2023.
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	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. As part of the Housing Redesign, it was agreed that the new Service Planning & 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

Action Code	Outcome	Promise Pillar	Promise Foundation	Actions	Target and Timescales	Responsible	Progress Update
				(ASN Inc. CECYP) strategy to be created			allocations policy remains a key opportunity for change, the timescale for this review is not yet identified. Evidence: See Job Profile – https://admin.myjobscotland.gov.uk/sites/default/files/job-attachments/2023/12/359365/0%20-%20Application%20Pack.pdf?_gl=1*15zuigg*_ga*MTQ2MDkwNDU3Mi4xNjk0Nzc0NDMy*_ga_JDRQF5ZSBE*MTcwMjU2OTQxOC40NC4wLjE3MDI1Njk0MTguMC4wLjA. See Report to November Council (30/11/2023) - https://www.clacks.gov.uk/document/meeting/1/1202/7741.pdf 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 3	Improved service delivery incorporating the principles of Scottish Service Design	Planning	5	1. Expand the work of the participation network 2. All Education Staff to be trained in The Promise by 2024 (phase 1) 3. Development of	1. Who Cares?/Virtual HT to train 100% of Secondary establishments by October 2023 2. Who Cares?/Virtual HT to train 100% of Primary Establishments by April 2024 3. Implementation of	Senior Manager Permanence Senior Manager Secondary & Communities Virtual Headteacher	Role of Participation Network to be redefined in line with Promise Implementation Group and future priorities identified by the network. Promise training in progress across 12 schools. Virtual Headteacher meeting with CELSIS and will work in 2024 on this in

Action Code	Outcome	Promise Pillar	Promise Foundation	Actions	Target and Timescales	Responsible	Progress Update
				Clacks Learners Who Move Policy 4. All Education Directorate policies to be linked to The Promise by 2024 5. Training e-module to be created in Clacks Academy 6. Probationer Teacher and new employee training to be created 7. All Directorates to be trained in The Promise by Who Cares by 2028 8. All Council policies and procedures designed to be cognisant of The Promise by 2028	Learners Who Move Policy 2023 - 2024 4. E-Module to be created in conjunction with Education Scotland/ HR – by Dec 2024 5. E-Module to be in use by all Directorates by August 2026 6. Virtual HTs to work with all new Education (Teaching) staff as part of induction in session 2023 – 2024 7. Full policy review/policy mapping linked to Phase 2 + Phase 3 of Change Programme One by 2028		consultation with Permanence Manager/Secondary Manager P3 (4) Directorate plan – all areas of Clackmannanshire Council will focus on The Promise with Education leading by end 2024. P3 (5) 2024 – 2025 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 P4 (7) In progress – People Directorate SMT will be trained Feb 2024 on Keeping The Promise Award 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 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

Action Code	Outcome	Promise Pillar	Promise Foundation	Actions	Target and Timescales	Responsible	Progress Update
							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.

Action Code	Outcome	Promise Pillar	Promise Foundation	Actions	Target and Timescales	Responsible	Progress Update
BC 1	Improved local care provision and housing options for children and young people who are care experienced.	Building Capacity	5	1. Work to develop a portfolio of accommodation and supports for care experienced young people in partnership with the Vardy Foundation. 2. Recruitment of Foster carers and Supported Lodgings Carers. 3. Review of local housing policy and protocols that ensure all young people	1. Decrease in number of external placements from 2022 – 2023 level. 2. By December 2024 demonstrate year on year increase to meet demand. 3. Demonstrate a year on year Increase in number of young people able to access housing in the area they consider home.	Senior Manager Permanence	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. 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. The housing service has determined that

Action Code	Outcome	Promise Pillar	Promise Foundation	Actions	Target and Timescales	Responsible	Progress Update
				with care experience in the area are given priority access to housing			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. Evidence: See Report to November Council (30/11/2023) - https://www.clacks.gov.uk/document/meeting/1/1202/7741.pdf
BC 2	Integrated support from Skills Development Scotland with Senior Manager and Virtual Headteacher. Wide range of bespoke opportunities for young people including work experience in the locale.	Building Capacity	5	1. Strengthening Pathway Planning for Care Experienced Young People in a collaborative way with partners	1. 100% of young people in Virtual Headteacher caseload to be offered bespoke support from Skills Development Scotland by December 2023 2. 100% of disengaged young people in Virtual Headteacher caseload to be offered bespoke curriculum making by December 2023. 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. 4. Monthly review of targets to be completed	Senior Manager Secondary and Communities Virtual Headteacher	BC 2 (1) 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 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 ikn 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) Weekly calls from Nov 23 ensures consistent dialogue

Action Code	Outcome	Promise Pillar	Promise Foundation	Actions	Target and Timescales	Responsible	Progress Update
					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.

Appendix 2 - Overview of Whole Family Wellbeing Fund Distribution

WFWF Year 1: Award £337,000

Spend to date:

Participation Development Officer: £39,000

Aberlour Sustain – Intensive Support Service: £100,000

Action for Children Additional Functional Family Therapy: £70,767

Barnardo's Additional support for Young People returning from Care: £45,000

Allocation of Award for CTSI £82,336.18 managed WFWF Grant for WFWF:

Homestart: Increase the Family Support Workers to 25 hours from 20. Cost for one year - £9058

Barnardos and Volunteering matters: Two's Company is a befriending and mentoring service for young people who don't want a worker but someone 'alongside them'. Cost for one year - £24,000

Barnardos and Action for children: Twos Company is befriending and mentoring service for young single parents, Mentoring single parents in Clackmannanshire to increase their mental health and Wellbeing focusing on parent skills and offers strategies to implement new ways of managing child's behaviour . Cost for one year - £20,000. This will be aligned to the service above.

Community House: Family Link Worker – providing support to family members in a non-threatening way through a 'community link worker' model where senior staff who know the families can find community solutions to issues earlier. Funding approved: £14,000

Action for Children: Development of a crèche facility to support delivery of evidenced based parenting groups, for children 0-5years – up to 7 children in venues across Clacks. Cost for one year - £15,278.18

140

CLACKMANNANSHIRE COUNCIL

Report to: Audit and Scrutiny

 Date of Meeting: 8th February 2023

Subject: Maximising Attendance and Wellbeing

Report by: Senior Manager – HR and Workforce Development

1.0   Purpose.

1.1.   This report provides Committee with (i) an update on the maximising attendance action plan presented to the Partnership and Performance Committee in 2019, and (ii) an overview of absence levels across the Council for 2022/2023.

2.0   Recommendations

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

3.0   Considerations

3.1.   In February 2019, the Chief Executive and Strategic Director (Partnership and Performance) attended the Local Government and Communities Committee at the Scottish Parliament. The Committee's main focus was on absenteeism in local authorities, the extent to which it inhibits councils in delivering services and realising goals and how councils are tackling this. The outputs of this meeting form part of the Committee's overall year-round scrutiny of the challenges facing councils, especially in terms of resources and budgeting which will then in turn lead to a report to the Scottish Parliament.

3.2.   Following attendance at the Local Government and Communities Committee the SPDS Wellbeing Group undertook work to compare Councils SPI calculations in order to identify the consistency of reporting inline with the 'Metadata Definitions' outlined in the Local Government Benchmarking Framework for Sickness Absence. The findings of the report showed that there are inconsistency across Councils.

3.3.   The Maximising Attendance and Employee Well being Action plan for 2019/20 (**Appendix 1**) was, in conjunction with HR, developed by the former Strategic Director of People (Fiona McOmish) and presented, for noting, to the former Partnership and Performance Committee in 29 August 2019.

3.4. The action plan outlined a number of recommendations and proposals, which aimed to promote measures on attendance and well being across the Council. An internal audit had also been completed which highlighted a number of recommendations for management actions for delivery.

3.5. Commitment was also given to provide further update to the Partnership and Performance Committee; however with the onset of the COVID-19 Pandemic from March 2020 these were not progressed. In addition, many of the measures in the action plan were put on hold and procedures had to be adapted substantially in order to support employee well being and manage absences, in a very different working environment and at a time of crisis.

3.6. Compared to other Councils, the average FTE days lost due to absence in Clackmannanshire Council remains high (see tables 1 and 2).

Table 1 – Average FTE days lost per local government employee (Extract LGBF Annual Report 2021/2022)
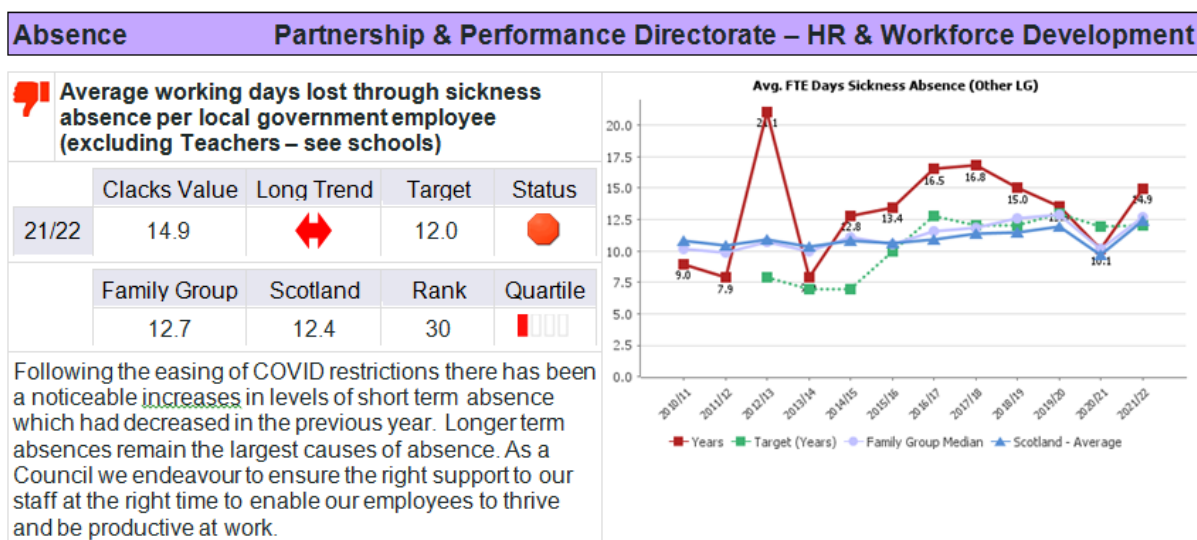
Table 2 – Average FTE days lost per teacher (Extract LGBF Annual Report 2021/2022)

| All Schools | People Directorate – Education Services |

Average working days lost through sickness absence per teacher

	Clacks Value	Long Trend	Target	Status
21/22	8.7	↔	7.9	⚠

	Family Group	Scotland	Rank	Quartile
	5.1	5.8	32	▮

As staff returned to Schools following the lifting of restrictions in place during COVID there was an evidential increase in shorter term absence in addition to continued longer term absences. The Council continues to manage all absence in line with its attendance procedures and has in place, and continues to develop, significant amounts of resources to manage health and wellbeing.

Rank & Quartile: Authorities' results are ranked best (1st) to worst (32nd) to support learning from strong performers. Rankings are grouped into four quartiles to provide a higher-level summary. If not all authorities report, quartiles are smaller (e.g. 6 do not report Housing due to differing arrangements).

Top quartile	1st to 8th place
Second quartile	9th to 16th
Third quartile	17th to 24th
Bottom quartile	25th to 32nd

3.7.   The latest data from the Local Government Benchmarking Framework (2021/2022) shows that for local government employees (excluding teachers) the average FTE days lost was 14.9 putting the Council in the bottom quartile and position 30 of 32, and for teachers average days lost per FTE was 8.7 putting the Council again in the bottom quartile and position 32.

3.8.   Draft figures for the 2022/2023 LGBF return show an increase to 16.7 average FTE days lost for local government employees (excluding teachers) but an improving position for FTE days lost for teaching staff, falling to 7.6 days.

3.9.   The overall lost time rate for the Council increased from 4.72% to 5.26%. Summary information for each of the Councils portfolios is shown in Table 3.

Table 3 – Portfolio Absence Summary information

Portfolio	Lost Time Rate 21/22	Lost Time Rate 22/23	Average FTE days Lost 21/22	Average FTE days Lost 22/23
Place	5.85%	6.62%	16.00	17.61
People	3.93%	4.55%	12.13	12.30
P&P	4.03%	3.43%	8.19	8.85
HSCP	8.28%	8.16%	21.19	20.40
Transformation	2.46%	1.18%	5.00	3.65

3.10. As we moved from response to recovery and "business as usual" attendance management and wellbeing is now once again a key priority.

3.11. The Council's Maximising Attendance policy and procedure were recently reviewed and approved by Council in June 2023.

3.12. The 2019 action plan recommended the development of family friendly policies that would promote flexible working and support. Since 2020 a Menopause policy was been developed and implemented as well as a Carers policy and Pregnancy Loss policy. In addition our special leave policy has been reviewed and further updates made to the Flexible Working and Work/Life balance policy. Further the Council Homeworking Policy was updated during the pandemic and further flexibility provided through hybrid working.

3.13. Council also recently agreed to amend the current provision that staff require 26 weeks continuous service to be able to make a flexible working request to it being a day one entitlement.

3.14. In December 2021 Council agreed a new Mental Health, Stress and Wellbeing Policy to support the mental health and wellbeing of our employees and in December 2022 approved our Wellbeing strategy for 2022 – 2025.

3.15. The Council continues to promote wellbeing of staff with a number of initiatives having been undertaken. Examples of supports provided to staff can be seen on our wellbeing pages at https://www.clacks.gov.uk/coronavirus/wellbeing/

4.0   Sustainability Implications

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

5.0   Resource Implications

5.1.   Financial Details

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

High absence levels can result in increased financial costs due to engagement or agency staff and/or additional overtime. These costs are managed within existing budgets.

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

5.4.   Staffing

Potential increased use of agency and casual staff.

6.0 Exempt Reports

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

7.0 Declarations

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

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

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

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

8.0 Equalities Impact

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

9.0 Legality

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

10.0 Appendices

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

Maximising Attendance Action Plan

Absence information for 2022/2023

11.0 Background Papers

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

Yes ☐ (please list the documents below) No X

Author(s)

NAME	DESIGNATION	TEL NO / EXTENSION
Chris Alliston	Senior Manager – HR and Workforce Development	01259 452184

Approved by

NAME	DESIGNATION	SIGNATURE
Stuart Crickmar	Strategic Director, Partnership and Performance	▇▇▇▇▇▇▇▇▇

MAXIMISING ATTENDANCE AND EMPLOYEE WELLBEING CAMPAIGN - ACTION PLAN

No.	Action	Reason for Action	Tasks required	Lead/ Owner	Action Due	Q1 19/20 Update	Action update – as at May 2023
1.	Points arising out of Internal Audit report to be considered in relation to the content of the Maximising Attendance Policy and Procedures.	To ensure the consistent and transparent application of robust controls.	HR will ensure, that these points are included, as part of the next scheduled review of the Maximising Attendance Policy / Procedures / Managers' Guide.	HR Service Manager	31 December 2019	Work is on track to address the recommendations contained within the IA report.	The Maximising Attendance Policy and Procedure has been recently reviewed through the policy group process and was agreed by Council in June 2023.
2.	A review/refresh of the corporate record outlining who has attended Maximising Attendance training is required.	The corporate record must be updated to ensure that that all officers with supervisory responsibilities have undertaken the mandatory Maximising Attendance training.	HR to send email reminder to all managers with supervisory responsibilities to establish who has attended a Maximising Attendance training course within the last 3 years. This will determine who requires training or a refresher course.	HR Service Manager	19 April 2019	HR email has been sent and returns are being collated to determine training/ refresher course requirements.	This is now captured on an ongoing basis via the itrent/clacks academy system.

No.	Action	Reason for Action	Tasks required		Lead/ Owner	Action Due	Q1 19/20 Update	Action update – as at May 2023
3.	A programme of communications aimed at Maximising Attendance will take place throughout 19/20.	To emphasise the level of corporate priority in relation to absence/wellbeing and the impacts to the Council/Services and Teams of non-compliance.

To remind all staff and line managers of their responsibilities for complying with the Maximising Attendance Policy and Procedures. | a) | Initial comms piece will be sent from Chief Executive following recent attendance at parliamentary committee to raise the profile of employee wellbeing and emphasise the corporate priority of reducing absence levels (increasing resilience, wellbeing, engagement and capacity, and reducing the financial impact of absence). | Chief Exec/ Strategic Director | By end April 19 | Action Complete | |
			b)	A focused communications strategy will run throughout the year to raise the profile of the impact of sickness absence, and continue the focus on promoting wellbeing (This will include a series of e-communications on Connect, posters, the video clips/podcasts, digital information screens at staff entrances)	Comms team	December 2019	Posters designed for imminent issue; costing for tv screen in staff foyer at Kilncraigs being obtained; Comms plan timings being developed.	Completed
			c)	Staff roadshows will take place during early June 2019 and absence management will be a key topic.	SLG	June 2019	First roadshow took place on 13 June 2019.	As a result of pandemic further roadshows were not undertaken. Engagement mechanisms with staff will be considered as part of the interim workforce plan
			d)	Working with partners and other local authorities to consider and apply good practice.	SLG	Sept 2019	Teleconference being set up with East Ayrshire Council to discuss supportive approaches.	Completed

148

No.	Action	Reason for Action	Tasks required	Lead/ Owner	Action Due	Q1 19/20 Update	Action update – as at May 2023
4.	A systematic approach will be taken to review current long-term sickness absence within each directorate, ensuring that the instances of non compliance with the Policy and recording are addressed.	To ensure compliance with the Maximising Attendance Policy and Procedures. To ensure a strong ongoing focus to improve attendance at work.	All Directors will work with Service Managers, HR BPs and OH where appropriate to review current long term sickness absences and ensure that individual plans are in place to support employees back to work.	Directors	Summer 2019	People portfolio meetings completed in June for Social Services and Education. Place/P&P meetings to follow in Q2 19/20.	There are meetings in place in each directorate to ensure absence management is being followed consistently and a new 3 month review process period between senior managers/ HR and strategic directors is also in place
5.	Refresh commitment to provide meaningful, regular updates to absence information held on Pentana.	To ensure the data contains up to date action on how short and long term absence is being addressed across the council.	Directors to ensure that Pentana updates are provided for their directorates.	Directors/ Service Manager	August 2019	Meetings ongoing to assess whether current Pentana requirements remain fit for purpose. Thereafter data requirements will be refreshed and rolled out at ESLG in August.	Pentana reports are tabled on a regular basis to ESLG/SLG
6.	Review whether automation/ prompts on iTrent can be set for sickness absence over 7 days	Efficiencies have been achieved regarding annual leave requests via the use of automated prompts. Rolling this out to sickness absence is expected to increase efficiency for procedural compliance and reporting of sickness absence.	HR Service Manager to identify whether automated prompts/ escalation can be set up on iTrent for sickness absence over 7 days.	HR Service Manager	June 2019	New prompts have been set up and communications to roll out are in progress.	Completed
7.	Ensure employee wellbeing and improving attendance is placed on team/department meetings as a standing agenda item and that updates tie in with corporate priorities.	Ensure messages during campaign are reiterated during team/directorate meetings.	All line managers with supervisory responsibilities required to report progress on actions/updates through line management routes.	All line managers	August 2019	Cascade required through Strategic Directors and Senior Managers – Action ongoing	This is an ongoing agenda item on SMTs/ bipartites etc as well as absence specific review meetings with HRBPs. Senior Managers should be discussing absence and steps being taken with supervisors as part of their 1-2-1 engagement.

No.	Action	Reason for Action	Tasks required	Lead/ Owner	Action Due	Q1 19/20 Update	Action update – as at May 2023
8.	Embed employee attendance and wellbeing into the PRD process.	Integrate objective as a positive indicator of performance.	All line managers to ensure that all PRDs make reference to all absence management to the extent that: a) Managers have already undertaken or will undertake the required training or ensure they attend a refresher session b) Managers will ensure they comply with Council policies and reporting requirements c) Embed these requirements within guidance and on iTrent.	All line managers	By end March 2020	Strategic Directors to seek assurance from Senior Managers that actions are embedded in PRD process. – Action ongoing	The PRD process has been replaced with Constructive Conversations where individual wellbeing is a main focus. Objective setting should include consideration of absence levels. Business Plans should include targets related to absence levels.
9.	Review/create family friendly policies that offer/promote flexible options aimed at reducing sickness absence: a) Develop and implement a Menopause policy b) Review and refresh family friendly policies to promote a variety of options that provide an ongoing focus to improve attendance at work.	Ensure that policies provide a range of options to support employees and improve attendance at work.	HR Service Manager will lead the development of a menopause policy and review family friendly policies to provide options to improve attendance at work.	HR Service Manager	Ongoing	Reviews for Flexible working, Carers policy currently going through internal governance routes. Special Leave policy due for imminent approval. Development of menopause policy has commenced.	The menopause policy is in place. In addition we developed and implemented a carers policy and pregnancy loss policy. In addition flexible working. Special leave have been updated.
10.	Continue to promote wellbeing in order to progress the 'Gold' Healthy Working Lives award.	Embed actions to promote wellbeing with the campaign to improve attendance at work.	Link HWL campaign actions with efforts to improve attendance at work.	HWL Group	Ongoing	Comms team due to meet with HWL group to align campaign dates	Council approved the Wellbeing Strategy 2022 - 2025and the HWL Group will take forward the identified actions

No.	Action	Reason for Action	Tasks required	Lead/ Owner	Action Due	Q1 19/20 Update	Action update – as at May 2023
11.	Embed outputs of wellbeing focus group arising out of the Staff Survey results/actions into the Workforce plan.	Ensure links are made to embed and integrate actions where possible.	OD Adviser to ensure links with staff survey, workforce plan and sickness absence actions.	OD Adviser	June 2019	Strategic Director (People)/ OD Adviser meeting took place in July 2019 following council approval of Strategic workforce plan to align actions. Ongoing.	Completed and included within Council's workforce Programme (which has since closed down following completion).
12.	Review progress by conducting random iTrent checks/quality assurance and committing to an annual review to ensure procedural compliance.	To ensure good practice is followed consistently. To track progress in sickness absence reporting.	Internal Audit to devise review plan that addresses actions outlined.	Internal Audit	Random checks ongoing culminating in 12-month annual review	Action not yet commenced.	Reports are sent to Bipartites which show the number of Support and Guidance and Return to work completed and outstanding. HRBPs review absence reports regularly and highlight issues to services. Work is currently ongoing in relation to amending the process related to submission of and recording of medical/self certificates.

APPENDIX 2 - Summary Absence information for 2022/2023

Staffing

	Average FTE (Including Casual)	Average Headcount (Including Casual)	Absence % (Hours Lost)	FTE Days Lost Per Employee	Long Term %	Short Term %	Cost of Absence
Place	511.45	629.5	6.62	17.61	77.61	22.39	£880,087.65
Health & Social Care Partnership	186.69	258.5	8.16	20.40	72.13	27.87	£435,827.88
Partnership & Performance	141.66	159.5	3.43	8.85	54.94	45.06	£153,793.99
People	1290.55	1680.5	4.55	12.30	61.82	38.18	£2,108,202.10
Transformation Services	5.80	6	1.18	3.65		100.00	£3,972.58

		Average FTE (Including	Average Headcount	Absence % (Hours Lost)	FTE Days Lost Per Employee	Long Term %	Short Term %	Cost of Absence
Place	Business Support (Place)	1.80	2	5.11	13.33	93.33	6.67	£2,919.83
Place	Development	51.58	57	1.69	4.56	64.93	35.07	£27,915.56
Place	Environment	148.15	154.5	9.38	24.56	82.12	17.88	£332,011.78
Place	Housing	53.37	56.5	5.09	13.07	74.25	25.75	£94,229.67
Place	Property	255.55	359	6.41	17.26	76.00	24.00	£423,010.80
Place		1.00	1	0.00	0.00			
Health & Social Care Partnership	Adult Provision	99.98	159	11.25	27.00	76.07	23.93	£313,049.56
Health & Social Care Partnership	Assessment Care Management	30.01	34	1.68	4.74	23.08	76.92	£23,632.26
Health & Social Care Partnership	Business Support (Health & Social Care Partnership)	12.75	16	2.73	6.81		100.00	£7,660.17
Health & Social Care Partnership	Partnership, Mental Health & Learning Disability	39.61	47.5	8.50	22.23	75.21	24.79	£91,485.89
Health & Social Care Partnership		4.35	5	0.00	0.00			
Partnership & Performance	Finance & Revenues	46.30	50	4.70	12.12	63.17	36.83	£67,032.00
Partnership & Performance	HR & Workforce Development	27.34	32.5	1.81	4.91		100.00	£18,268.14
Partnership & Performance	Legal & Governance	23.22	28	3.46	8.59	60.10	39.90	£27,110.88
Partnership & Performance	Partnership & Transformation	43.30	47.5	3.19	8.21	59.43	40.57	£40,214.97
Partnership & Performance		1.50	1.5	1.15	2.00		100.00	£1,168.01
People	Children's Services	121.23	142.5	6.85	17.33	77.55	22.45	£302,117.47
People	Education	1167.82	1550	4.34	11.79	59.73	40.27	£1,806,084.63
People		1.50	1.5	0.00	0.00			
Transformation Services		5.80	6	1.18	3.65		100.00	£3,972.58
		1.00	1	0.00	0.00			

154

CLACKMANNANSHIRE COUNCIL

Report to: Audit and Scrutiny Committee

Date of Meeting: 8th February 2024

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 Three exceptions were considered since the last report in October 2023

3.3.1 To permit the continued appointment of Ameresco to Supply Public Buildings Servicing and Reactive Heating Maintenance for the remaining eight month period until 8th July 2024 for an additional value of £250K.

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 2/6/1959

Granted

Based on the information provided the exception was granted subject to the service having sufficient budget to cover the increased value. The request was sought due to over the last 16 months the service having experienced a higher rate of breakdowns and faults than anticipated and identified during routine servicing. This has resulted in the cost of repairs exceeding original expectations and using the original contract value of £400K more quickly than expected.

Conditions

A Procurement Form 2 should be completed and authorised With assurance that there is appropriate budget to cover the increase £250,000
A Purchase order should be raised to cover value requested or the current order revised
A revised award notice should be published in Public Contracts Scotland

3.3.2 To permit the appointment of Northern Steeplejacks to Supply Essential Repairs over a two month period to the value of £25,000

The basis of the exception request is that, in terms of Contract Standing Orders section 6 (4) An immediate need is created by a sudden, unforeseen, real and demonstrable emergency that requires immediate action to protect the interests of the Council.

Reference 2/6/2107

Granted

Based on the information provided the recommendation was approved allow the Council to undertake urgent and essential repairs to the roof and masonry including chimneys at high level at Alloa Town Hall following the recent high level fabric inspection

Conditions

Procurement Form 2 should be completed and authorised for this requirement
A purchase order should be raised to cover the period requested
The award should be published in Public Contracts Scotland

3.3.3 To permit the purchase of a vertical farming container and associated support from LettUs Grow to the value of £135,000

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 2/6/2105

Granted

Based on the information provided and with the need for a price point controlled solution, proven expertise assistance, a time limited result and a model that will fit into the limited space that we have available, LettUS grows met the service exact requirements. It was considered that their model is unique and fits in with the aims and objectives of the Forthbank project. The proposed model is approved by SIEC/Stirling University experts and supported by all members of the partnership and they could not find other potential suppliers for this type of product and are therefore sought to place an order direct with this company.

Conditions

Procurement Form 2 should be completed and authorised
A Purchase order should be raised
An award notice should be published in Public Contracts Scotland

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

8.2   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 (Please detail)

Contract Standing Orders

Financial Regulations

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)

NAME	DESIGNATION	TEL NO / EXTENSION
Derek Barr	Procurement Manager	2017

Approved by

NAME	DESIGNATION	SIGNATURE
Stuart Crickmar	Strategic Director Partnership & Performance	

CLACKMANNANSHIRE COUNCIL	THIS PAPER RELATES TO ITEM 10 ON THE AGENDA

Report to   **Audit & Scrutiny Committee**

Date of Meeting: **8th February 2024**

Subject: **Corporate Risk Register**

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

1.0   Purpose

1.1.   This report provides Committee with the 2023/24 quarter 3 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 several key goals regarding how it will achieve the priorities set out in the Local Outcomes Improvement Plan (LOIP) and how it will transform services under the Be the Future programme. In order to effectively plan how we will achieve these goals, we must also consider the internal and external challenges with the potential to prevent or hinder their achievement. An effective risk management approach ensures that the Council is aware of such factors and, where appropriate, takes action to reduce or remove 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 that the best possible outcomes are realised. Council officers and services deal, on a daily basis, with a wide variety of operational risks to individuals, communities and internal management processes. However, the corporate risk management approach must take a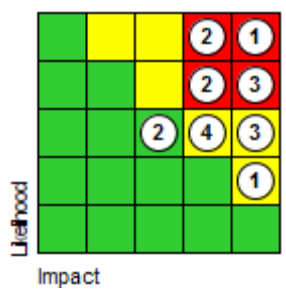 wider, more strategic view and consider short-, medium- and long-term implications, as well as (often complex) inter-dependencies.

3.1.3.   The impact of the pandemic, energy and cost of living crises, and other recent global events on Council services and the local community has been significant, and this approach remains critical in light of the Council's ongoing response and recovery planning. The hierarchy of risk logs from teams, services, directorates and partnerships up to the corporate log should ensure that each level has holistic oversight of the most significant issues that must be managed. In addition, consideration of risk at a Civil Contingencies and Incident Management level has been critical, as has the risk assessment process which has formed a significant part of the Council's ability to respond and manage service provision safely.

3.2. Corporate Risk Management Process

3.2.1. The corporate risk register is owned by the Strategic Leadership Group, and the Strategic Director – Partnership & Performance is responsible for the corporate Risk Management approach. 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 and audit mechanisms, and peer-reviewed by other authorities and partners.

3.2.2. Each corporate risk review involves gathering information from internal and external sources (environmental scanning) and review of the register by a range of individuals and groups. Discussions are held at the Corporate Risk & Integrity Forum (including risk owners and/or delegated officers) to:

- Review changes and developments in existing corporate and service risks;
- Highlight emerging externally-identified risks to assess potential local relevance;
- Evaluate emerging internally-identified risks (Internal Audit/self-assessment); and
- Consider significant risks, or those with implications across multiple services, for escalation to the corporate log, where they are managed until their severity reduces.

3.2.3. It would be impossible to remove all risk from our operations as most functions have inherent risks, as do most changes. Moreover, we cannot choose not to make changes, as this would involve exposure to other risks, such as failing to comply with changing legislative requirements, develop our workforce and practices, or take advantage of new opportunities, collaborations and technologies. 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 have been completed and plans are 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. As shown in Appendix A, the present context is extremely challenging. Recent societal, economic, environmental, technological and geopolitical impacts are expected to have a protracted legacy, with complexities and interdependencies compounding existing concerns or intrinsically linked to our ability to manage them. In some areas, positive mitigations are outweighed by worsening external factors, resulting in little direct change.

3.3.2. The Workforce Planning score has increased as resource and recruitment are presenting challenges in mitigating a number of other risks. HR & Workforce Development continue to lead delivery of the Workforce Strategy to support services in managing these issues. In contrast, recent senior appointments have reduced risks around Transformation, including capital projects, and the conclusion of national pay negotiations has reduced the risk of Industrial Unrest. While work is ongoing via the National Improvement Framework, evidence also demonstrates progress in narrowing the academic Attainment Gap between pupils living in the least and most deprived areas of the authority.

3.3.3. A new Corporate Risk Management Strategy was approved by Council in Oct-2023, and year 1 progress will be reported to Committee after financial year end. Initial activity has focussed primarily on core enablers around the themes of leadership, strategy, people, partnerships, processes, assurance and outcomes. The forthcoming implementation phase will embed key local aims to be aware, transparent, consistent, collaborative, clear, proportionate and objective in our application of risk management principles.

4.0   Sustainability Implications

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

5.0   Resource Implications

5.1.   Financial Details – There are no direct financial implications arising from this 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 financial implications as set out.   Yes ✓

5.4.   Staffing – There are 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** (Please double click on the check box ☑)

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

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

8.0   Equalities Impact

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

9.0   Legality

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

10.0   Appendices

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

   Appendix A – Corporate Risk Log

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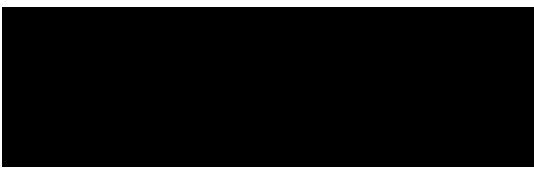
11.1   Have you used other documents to compile your report? (All documents must be kept available by the author for public inspection for four years from the date of meeting at which the report is considered)
                                                             Yes   (please list the documents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

Author(s)

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

Approved by
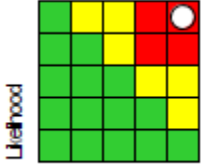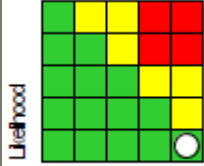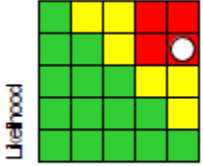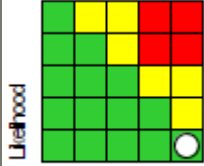
NAME	DESIGNATION	SIGNATURE
Stuart Crickmar	Strategic Director – Partnership & Performance	

Appendix A - Corporate Risk Log

Clackmannanshire Council | Comhairle Siorrachd Chlach Mhanann
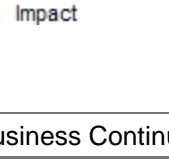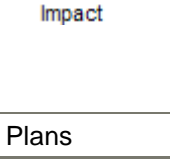www.clacks.gov.uk
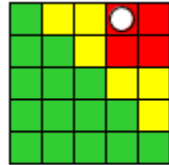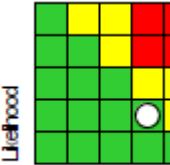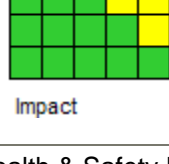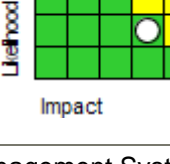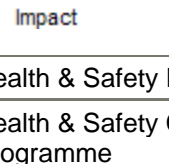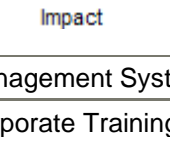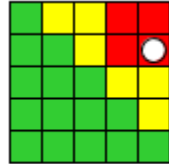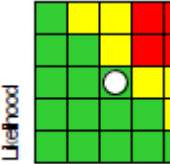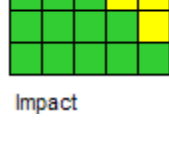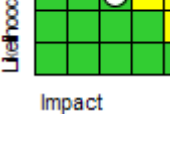
Summary of Changes	Distribution of Scores
At the end of Quarter 3, 2023/24 (out of a total of 18 risks): **Status** • 8 risks are red (10 in previous report - 2023/24 half year) • 8 risks are amber (6 in previous report) • 2 risks are green (same as previous - normally fewer green as often demoted to lower-level registers unless particular scrutiny needed) **Approach** • 13 risks are being **Treated** (same as previous) • 5 risks must be **Tolerated** (same as previous) **Change in Scores Since Last Review** • 1 risk has increased • 14 risks remain the same • 3 risks have reduced • No risks have been added to or removed from the register	
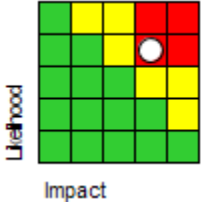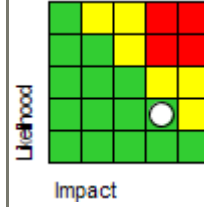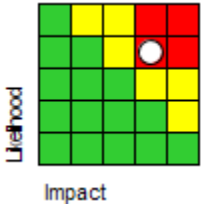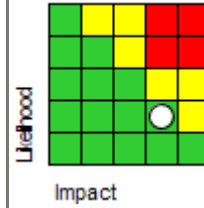
Code	Title	Score	Status	Approach	Change
COU CRR 008	Insufficient Financial Resilience	25	🔴	Treat	➖
COU CRR 005	Impact of Poverty, Inequality & Changing Demographics	20	🔴	Treat	➖
COU CRR 050	Supply Chain & Labour Market Disruption	20	🔴	Tolerate	➖
COU CRR 012	Health & Safety Breach	20	🔴	Treat	➖
COU CRR 046	IT System Failure	20	🔴	Treat	➖
COU CRR 022	Public Health Emergency	20	🔴	Tolerate	➖
COU CRR 033	Major Governance Failure	16	🔴	Treat	➖
COU CRR 009	Information Not Managed Effectively	16	🔴	Treat	➖
COU CRR 034	Insufficient Pace and Scale of Organisational Transformation	15	🔺	Treat	⬇️
COU CRR 040	Failure of Public Utility Supply	15	🔺	Tolerate	➖
COU CRR 038	Failure to Prevent Extremism and/or Radicalisation	15	🔺	Treat	➖
COU CRR 031	Failure to Prepare for Severe Weather Events	12	🔺	Tolerate	➖
COU CRR 047	Inadequate Workforce Planning	12	🔺	Treat	⬆️
COU CRR 048	Increasing Attainment Gap	12	🔺	Treat	⬇️
COU CRR 037	Failure to Address Serious Organised Crime	12	🔺	Treat	➖
COU CRR 049	Continued Contribution to Climate Change	10	🔺	Treat	➖
COU CRR 011	Harm to Child(ren)	9	✅	Treat	➖
COU CRR 023	Industrial Unrest	9	✅	Tolerate	⬇️

Approach Treat
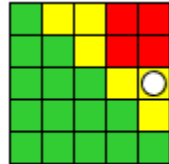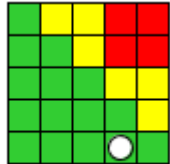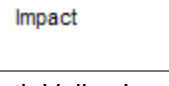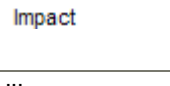
🛑 ➖	**Insufficient Financial Resilience**		Senior Manager Finance & Revenues		Current Score	25	Target Score	5

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 2023/24 was approved in March reflecting a balanced position. Within this budget there is £3.8m of savings to be achieved during 2023/24. Due to the use of reserves and cash savings to balance the 2023/24 budget, the budget gap for 2024/25 has been estimated at £11.6m. The budget process for 2024/25 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.

Related Actions	Audit of 2021/22 Accounts by Audit Scotland	COU EXA 212	**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

Appendix A – Corporate Risk Log　　✅ Low: 9 or less　🔺 Medium: 10 – 15　🔴 High: 16 or more　⬆Increased　➖ Consistent　⬇Reduced　**N**ew Risk　**R**emove from log　Page 2 of 10
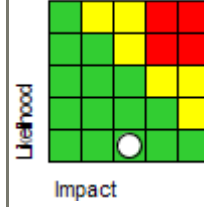
164
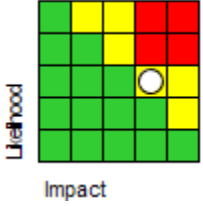
🛑 ➖	**Health & Safety Breach**	Chief Executive	Current Score	20	Target Score	8

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	There are still significant gaps in our legal compliance and discussions with managers still show significant gaps in their understanding of their responsibilities. IOSH Managing Safely programme being rolled out to help plug this gap as part of work on the Health & Safety Strategy.	

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		Health & Safety Corporate Training Programme
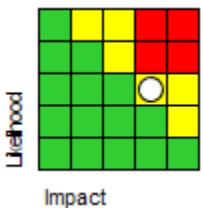
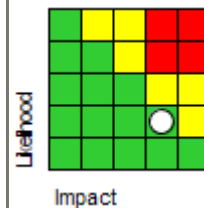| 🛑 ➖	**IT System Failure**	Senior Manager Partnership & Transformation	Current Score	20	Target Score	9

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 loss of 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 on cyber risks has led to an increase in the risk impact. 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, implement m365 & invest in modern technology to support delivery, future ways of working & Digital Transformation ambitions.

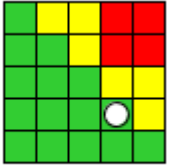| Related Actions	Develop & deliver the Council's Digital Transformation Strategy	CRR P&P IT1	Existing Controls	Business Continuity Plans
	Complete actions from IT Asset Management Plan	CRR P&P IT2		Service Level Agreements & Contracts

Appendix A – Corporate Risk Log   ✅ Low: 9 or less   ⚠️ Medium: 10 – 15   🔴 High: 16 or more   ⬆️Increased   ➖ Consistent ⬇️Reduced   **N**ew Risk   **R**emove from log   Page 3 of 10

165
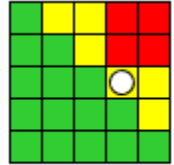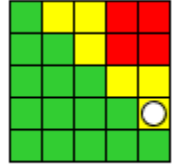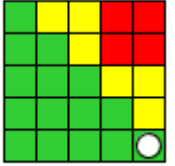
		Major Governance Failure	Strategic Director - Partnership & Performance	Current Score	16	Target Score	8

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 June and will be rolled out to all other Elected Members in the coming months. This risk has been reinstated on the corporate log following concerns regarding breach of governance and the law. 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.

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

		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	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.

Related Actions	Develop & deliver the Council's Digital Transformation Strategy	CRR P&P IT1	Existing Controls	Data Sharing Agreements
				GDPR Guidance & Training

Appendix A – Corporate Risk Log   ✓ Low: 9 or less   ⚠ Medium: 10 – 15   ● High: 16 or more   ⬆Increased   ▬ Consistent ⬇Reduced N ew Risk R emove from log   Page 4 of 10

166

		Insufficient Pace and Scale of Organisational Transformation	Chief Executive		Current Score	15	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		Senior Manager Transformation and Capital has been in post since September 2023 and Project Manager Capital due to start in January 2024. This will ensure governance of the Transformation programme and put in place appropriate measures for reporting and monitoring.						
Related Actions		Be the Future Transformation Programme		COU TRN	Existing Controls	Be the Future Board		

		Failure to Prevent Extremism and/or Radicalisation	Senior Manager Partnership & Transformation	Current Score	15	Target Score	4
Risk		Radicalisation of someone from the area results in terrorist incident (or other malicious attack), causing physical or financial harm to individuals or groups (here or elsewhere), or fear of such an incident affects quality of life.					
Potential Impact		Casualties/fatalities, property/infrastructure damage, need for evacuation/temporary housing or wider economic damage. Financial harm to individuals, businesses or the Council. Disruption to services or reputational/legal implications.					
Note		Continue to implement CONTEST delivery plan through work with our partners and through the Forth Valley CONTEST Board. Prevent is the strand within CONTEST focussed on preventing radicalisation and extremism in communities. Training for staff is provided as part of mandatory training programmes and on specific aspects of the national Prevent strategy. The national Prevent referral pathway has also been reviewed in 2021.					
Related Actions		Actions from Internal Audit of CONTEST, Prevent & Serious Organised Crime Readiness	CRR P&P SP2	Existing Controls	Forth Valley Local Resilience Partnership		
					CONTEST Delivery Plan & Working Groups		
					WRAP Training (High Priority Staff)		

Appendix A – Corporate Risk Log   ✅ Low: 9 or less   ⚠ Medium: 10 – 15   🔴 High: 16 or more   ⬆Increased   ▬ Consistent ⬇Reduced N ew Risk R emove from log   Page 5 of 10

167

⚠️ ⬆️ **Inadequate Workforce Planning**	Senior Manager HR & Workforce Development	Current Score	12	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	The Interim Workforce Strategy 2023-25 follows on from the Strategic Workforce Plan (2018-22) and is designed to ensure that we have the right people, with the right skills, at the right time and in the right place. The Strategy provides detail as to how, over the next two-year period, the Council will set a foundation for workforce development and learning which will support the development of the Be the Future Targeting Operating Model (BtF TOM).Of particular focus will be a continuation of the Council's workforce planning efforts at both strategic and directorate levels, ensuring that as the target operating model is developed, and the need for new roles and skills evolves, we can support and engage our workforce in this journey. A fuller Strategic Workforce plan 25-28 is also being developed.

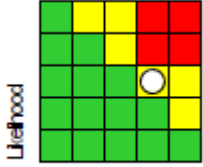| Related Actions	Develop & implement the strategic workforce plan 2022-25	CRR P&P HR4	Existing Controls	Strategic Workforce Plan
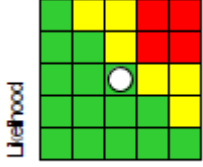
⚠️ ⬇️ **Increasing Attainment Gap**	Chief Education Officer	Current Score	12	Target Score	8

Risk	The Council fails to reduce the educational attainment gap between pupils from more and less deprived areas due to financial pressures, workforce issues, or wider economic, demographic and poverty-related issues.
Potential Impact	Poor school leaver destinations/participation, young people failing to reach potential, longer-term impacts on social mobility, poverty, life chances & economic growth, plus reputational damage and implications for inspections & funding.
Note	Recovery forms part of School Improvement Plans and support continues from Centre Teams & government funding. Health & wellbeing impacts and emerging challenges being addressed by Educational Psychology & partners. Redesigned Scottish Attainment Challenge has seen funding to 9 authorities (£43m) distributed between all 32 - now named Strategic Equity Funding. This significantly reduces finance available for local plans, tapering down over 4 years (2022-25). We continue to monitor closely and the risk score has reduced as schools are starting to see the gap closing with the literacy interventions in place.

Related Actions	Improved arrangements for tracking, monitoring, moderating and quality assuring attainment and progress with a focus on narrowing the gap for identified groups.	NIF 23 3.1	Existing Controls	Education Senior Management Team
	Increased number of school leavers attaining SCQF and wider achievement qualifications.	NIF 23 4.4		Strategic Equity Funding
				National Improvement Framework

Appendix A – Corporate Risk Log   ✅ Low: 9 or less   ⚠️ Medium: 10 – 15   🔴 High: 16 or more   ⬆️Increased   ➖ Consistent   ⬇️Reduced   **N**ew Risk   **R**emove from log   Page 6 of 10

168

⚠ ➖	**Failure to Address Serious Organised Crime**	Senior Manager Partnership & Transformation	Current Score	12	Target Score	8

Risk	Public bodies fail to address organised crime involving drugs, violence, fraud, corruption, money laundering and/or human trafficking (with women and girls particularly vulnerable), due to a lack of preventative processes or information sharing.
Potential Impact	Physical or financial harm to individuals, businesses, communities or the Council. Direct or indirect disruption to Council services and associated reputational and/or legal implications.
Note	Situational awareness and monitoring of significant developments or intelligence is ongoing. Web pages for staff have been updated with the latest advice on cyber crimes and keeping safe and briefings are shared with staff from Scottish Business Resilience Centre and the National Crime Agency.

Related Actions	Serious Organised Crime action plan, based on Police Scotland self-assessment	COU SOC	Existing Controls	Serious Organised Crime Delivery Plan
	Implement Council CONTEST Delivery Plan, based on the Government's CONTEST Strategy	CRR P&P SP1		Let Scotland Flourish Strategy
	Actions from Internal Audit of CONTEST, Prevent & Serious Organised Crime Readiness	CRR P&P SP2		National Fraud Initiative

⚠ ➖	**Continued Contribution to Climate Change**	Strategic Director - Place	Current Score	10	Target Score	5

Risk	The Council fails to play its part in addressing the climate emergency, such as by not adapting to climate change, by not reducing waste and the need to travel, making available adequate resources, developing/using/promoting sustainable practices, materials & technologies (including energy efficiency & emissions) or failing to act as an ambassador for national & international good practice as it emerges.
Potential Impact	Worsening environmental impacts including flooding (see related Severe Weather risk), increased fuel poverty (with knock-on health/social impacts), missed efficiency savings, economic opportunities and poorer air quality. Political/reputational impacts of not supporting national/international policy, and potential legal implications of not meeting targets or demonstrating progress.
Note	We submit Climate Change Duties reports annually, and are developing/implementing several related strategies & projects around our own practice and dissemination to local residents & businesses. These relate to assets, housing stock, energy & fuel poverty advice, community food growing, waste reduction, low-carbon technology and sustainable transport. A comprehensive Net Zero/Climate Change Strategy and Climate Emergency Action Plan is also being prepared and a Council Climate Emergency Group and community Climate Change Forums have been established to support this process. Scotland's International Environment Centre proposal, as part of the City Region Deal, will place Clackmannanshire at the forefront of Scotland's Climate Change mitigation efforts.

Related Actions	Develop Net Zero strategy and 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

Appendix A – Corporate Risk Log   ✅ Low: 9 or less   ⚠ Medium: 10 – 15   🔴 High: 16 or more   ⬆Increased   ➖ Consistent   ⬇Reduced   N ew Risk   R emove from log   Page 7 of 10

169

✅ ➖	**Harm to Child(ren)**			Strategic Director - People			Current Score	9	Target Score	3
Risk	A lack of capacity or stability in key roles reduces the Council's ability to fulfil statutory requirements and intervene to prevent the serious harm of 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 internal control measures in place to ensure appropriate staffing, leadership, assurance and risk management planning, including quarterly reports to the Chief Officer Group and Child Protection Committee (CPC), regular review of the CPC Risk Register and prioritisation of child protection work. We have successfully recruited all team leaders into posts and new senior practitioners (as part of the Children's Services re-design) to build resilience and skill within the workforce. All vacant posts within the children's social work service are recruited to in a timely manner. Rolling programme of council specific and multi-agency child protection training in place, including Joint Investigative Interviewing training. The e-IRD system allows for agencies to respond in real time to children/young people at risk of harm for timely assessments and interventions. There has been a sustained decrease in the number of child protection registrations.									
Related Actions	People Directorate Business Plan 2023-24		PPL BP 23-24	Existing Controls	Child Protection Procedures					
	Children's Services Plan 2021-24		PPL CHC CSP		Public Protection Chief Officers Group					
	Clackmannanshire's Promise Plan 2023-26		PPL CHC PRO		Child Protection Committee					

Appendix A – Corporate Risk Log   ✅ Low: 9 or less   🔺 Medium: 10 – 15   🔴 High: 16 or more   ⬆Increased   ➖ Consistent ⬇Reduced   **N**ew Risk   **R**emove from log   Page 8 of 10

170

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 inflation, brexit etc plus recruitment difficulties particularly for key roles do have an impact.				Procurement Processes & Procedures

🛑 ➖	**Public Health Emergency**	Chief Executive	Current Score	20	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	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.				Major Incident 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 being developed at local, regional and national level. Community plans in place and ongoing communication with our vulnerable customers on being included on the Priority Risk Register for all utility providers				Emergency Response Plan

Appendix A – Corporate Risk Log   ✅ Low: 9 or less   ⚠️ Medium: 10 – 15   🔴 High: 16 or more   ⬆️Increased   ➖ Consistent   ⬇️Reduced   **N**ew Risk   **R**emove from log   Page 9 of 10

171

⚠️ ➖	**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, 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 in place for monitoring and action as required. New severe weather framework developed. Community Resilience treams in place in areas of high risk. Ongoing liaison and discussion with Met Office and SEPA				Forth Valley Local Resilience Partnership

✅ ⬇️	**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 Communications Protocol
Note	2023/2024 pay negotiations have been settled at a national level and proposed industrial action cancelled. Issues at a local level would be managed in line with Working Together Agreement and relevant escalation routes.				Forth Valley Local Resilience Partnership

Appendix A – Corporate Risk Log   ✅ Low: 9 or less   ⚠️ Medium: 10 – 15   🔴 High: 16 or more   ⬆️Increased   ➖ Consistent ⬇️Reduced **N**ew Risk   **R**emove from log   Page 10 of 10

172