



**Clackmannanshire
Council**

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Comhairle Siorrachd
Chlach Mhanann

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

Audit and Scrutiny Committee

Thursday 22 August 2024 at 9.30 am

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



Audit and Scrutiny Committee

The remit of the Audit and Scrutiny Committee is:

Audit & Finance

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

Scrutiny

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

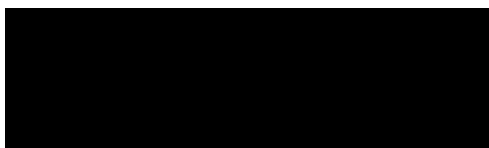
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14 August 2024

A MEETING of the AUDIT AND SCRUTINY COMMITTEE will be held in COUNCIL CHAMBERS, KILNCRAIGS, ALLOA on THURSDAY 22 AUGUST 2024 at 9.30 am.



**Chris Alliston
Strategic Director (Partnership and Performance)**

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

Councillors

Wards

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



**MINUTES OF MEETING of the AUDIT AND SCRUTINY COMMITTEE held in Council
Chambers, Kilncraigs, Alloa On THURSDAY 13 JUNE 2024 at 9.30 AM.**

PRESENT

Councillor Denis Coyne (Vice Chair) – In the Chair
Councillor Martha Benny
Councillor Kenneth Earle (9.41am)
Councillor Phil Fairlie
Councillor Ellen Forson
Councillor William Keogh – via Teams
Councillor Bryan Quinn- via Teams

IN ATTENDANCE

Chris Alliston, Strategic Director (Partnership & Performance)
Lee Robertson, Senior Manager, Legal and Governance (Partnership & Performance) (Clerk to the Committee)
Pete Leonard, Strategic Director (Place)
Lorraine Sanda, Strategic Director (People)
Emma Fyvie, Senior Manager, Development (Place)
Cherie Jarvie, Senior Manager, Partnership and Transformation (Partnership and Performance)
Colin Bruce, Chief Education Officer (People)
Catriona Scott, Senior Manager, Secondary and Communities (People)
Robbie Stewart, Senior Manager, Sport and Leisure (People)
Alastair Hair, Senior Manager, HR and Workforce Development (Partnership & Performance)
John Allan, Principal Development Officer (Partnership and Performance)
Andrew Buchanan, Operations Manager, Housing (Place)
Gavin Wright, Team Leader, Property (Place)
Wilson Lees, Team Leader, Housing (Place)
Katie Roddie, Team Leader Housing Business Management (Place)
Jason Ross, Auditor (Partnership and Performance)
Melanie Moore, Committee Services, Legal and Governance (Partnership & Performance) (Minute)
Gillian White, Committee Services, Legal and Governance (Partnership & Performance)

ON TEAMS

Isabel Wright, Internal Audit Manager, 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
Lawrence Hunter, Energy and Sustainability Strategy Officer (Place)
Judi Richardson, Performance & Information Adviser (Partnership & Performance)
Michael Boyle, Improving Outcomes Business Manager (People)

AS(24)35 APOLOGIES

Apologies for absence were received from the Chair, Councillor Janine Rennie. Councillor Coyne will chair the meeting in the absence of her Chair.

AS(24)36 DECLARATIONS OF INTEREST

None.

AS(24)37 MINUTE OF AUDIT AND SCRUTINY COMMITTEE HELD ON 18 APRIL 2024

The minutes of the meeting of the Audit and Scrutiny Committee held on Thursday 18 April 2024 were submitted for approval.

Decision

The minutes of the meeting of the Audit and Scrutiny Committee held on Thursday 18 April 2024 were agreed as a correct record by the Committee and signed off by the Vice Chair.

AS(24)38 PLACE BUSINESS PLAN 2023-24 – HALF YEAR REVIEW

The report, submitted by the Strategic Director, Place, provided the Committee with an update on the Place Business Plan 2023-24 which was agreed in November 2023.

Motion

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

Moved by Councillor Denis Coyne. Seconded by Councillor Phil Fairlie.

Decision

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

AS(24)39 SCOTTISH HOUSING REGULATOR ANNUAL RETURN OF THE CHARTER (ARC)

The report, submitted by the Strategic Director, Place, provided information to the Committee on The Annual Return of Charter (ARC) presented to Council on 16 May and submitted to the Scottish Housing Regulator (SHR) on 31 May 2024 (appendix 1). The purpose of this report is to allow Housing Service performance to be scrutinised in meaningful way.

Motion

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

Moved by Councillor Denis Coyne. Seconded by Councillor Kenneth Earle.

Decision

The Committee agreed:

1. Having challenged and commented on the report, the Committee agreed to note the report;
2. To note the intention of the Service to bring future ARC papers to Committee for Scrutiny each year.

AS(24)40 MULTI-TRADE CONTRACT – PROPERTY SERVICES

The report, submitted by the Senior Manager, Property, provided an update to the Committee on the use of the multi-trade contract by Property Services, designated as legal reference 2/6/1957.

Motion

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

Moved by Councillor Denis Coyne. Seconded by Councillor Phil Fairlie.

Decision

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

AS(24)41 UKRAINIAN REFUGEE PROGRAMME - UPDATE

The report, submitted by the Strategic Director, Place, briefed Committee on developments pertaining to the rehoming of refugees displaced from the war in Ukraine.

Motion

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

Moved by Councillor Denis Coyne. Seconded by Councillor Kenneth Earle.

Decision

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

**AS(24)42 PUBLIC BODIES' CLIMATE CHANGE REPORT DUTY (PBCCRD)
CLACKMANNANSHIRE COUNCIL ANNUAL REPORT 2022/23 INTERNAL
AUDIT**

The report, submitted by the Strategic Director, Place informed Members of the outcome of an internal audit process recently carried out on the Council's Public Body Climate Change Duties Annual Report 2022/23 and to set out actions that are being taken to address issues raised by the audit process.

Motion

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

Moved by Councillor Denis Coyne. Seconded by Councillor Martha Benny.

Decision

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

AS(24)43 INTERIM WORKFORCE STRATEGY UPDATE

The report, submitted by the Senior Manager, HR and Workforce Development, provided the Committee with an update on the Interim Workforce Strategy 2023-25.

Motion

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

Moved by Councillor Denis Coyne. Seconded by Councillor Kenneth Earle.

Decision

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

AS(24)44 CYBER SECURITY AND RESILIENCE

The report, submitted by the Senior Manager, Partnership and Transformation, provided Committee with a high level update on the national Cyber Security and Resilience work being led by Scottish Government and Digital Office Scotland and the activities that the Council is taking forward to improve cyber security resilience.

Motion

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

Moved by Councillor Denis Coyne. Seconded by Councillor Martha Benny.

Decision

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

The Chair adjourned the meeting at 11.08 am for a ten minute comfort break. When the meeting resumed at 11.17 am, 7 members remained present.

AS(24)45 INTERNAL AUDIT PROGRESS REPORT

The report, submitted by the Internal Audit Manager provided an update on progress with completion of the 2023/24 Internal Audit Plan. The Internal Audit manager stated that there was a typographical error in Appendix 2 in the Overtime Arrangements Audit Assurance which should read "No assurance".

Motion

To agree the recommendation set out in the report.

Moved by Councillor Denis Coyne. Seconded by Councillor Kenneth Earle.

Decision

The Committee agreed to note the progress being made with completion of the 2023/24 Internal Audit Plan.

AS(24)46 INTERNAL AUDIT ANNUAL ASSURANCE REPORT 2023/24

The report, submitted by the Internal Audit Manager provided an overall assurance on the Council's arrangements for risk management, governance, and control, based on Internal Audit work undertaken during 2023/24. It also sets out how Internal Audit operates in compliance with the Public Sector Internal Audit Standards and provided an update on performance via key Performance Indicators.

Motion

To agree the recommendations set out in the report.

Moved by Councillor Denis Coyne. Seconded by Councillor Ellen Forson.

Decision

The Committee agreed to note that:

- Sufficient Internal Audit work was undertaken to support a balanced assurance;
- Internal Audit can provide LIMITED assurance on the Council's arrangements for risk management, governance, and control for the year to 31 March 2024;
- In providing this opinion, Internal Audit operated in compliance with the Public Sector Internal Audit Standards with no impairments or restrictions to scope or independence. PSIAS require a five yearly independent external quality assessment of compliance. This has been undertaken by the Chief Internal Auditor at Argyll and Bute Council, who has concluded that Clackmannanshire Council Internal Audit section fully conforms with the standards; and
- Internal Audit met, and exceeded, each of its Key Performance Indicators.

AS(24)47 INTERNAL AUDIT PROGRESS REPORT

The report, submitted by the Internal Audit Manager presented Committee with the 2024/25 Internal Audit Plan for approval.

Motion

To agree the recommendations set out in the report.

Moved by Councillor Denis Coyne. Seconded by Councillor Martha Benny.

Decision

The Committee agreed to:

- Notes the resources available to Internal Audit;
- Notes that the plan is indicative and flexible;
- Approves the Internal Audit Plan for 2024/25; and
- Notes that progress will be reported to the Audit and Scrutiny Committee on an ongoing basis.

AS(24)48 INTERNAL AUDIT ACTIONS – PROGRESS REPORT

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

Motion

To agree the recommendation set out in the report.

Moved by Councillor Denis Coyne. Seconded by Councillor Ellen Forson.

Decision

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

AS(24)49 EXCEPTIONS FROM THE APPLICATION OF CONTRACT STANDING ORDERS

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

Motion

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

Moved by Councillor Denis Coyne. Seconded by Councillor Phil Fairlie.

Decision

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

AS(24)50 CORPORATE RISK REGISTER

The report, submitted by the Senior Manager, Partnership and Transformation, provided the Committee with the 2023/24 year end update on Clackmannanshire Council's Risk Register (Appendix A).

Motion

That Committee agrees the recommendation set out in the report.

Moved by Councillor Denis Coyne. Seconded by Councillor Ellen Forson.

Decision

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

EXEMPT MINUTES OF MEETING of the AUDIT AND SCRUTINY COMMITTEE held in Council Chambers, Kilncraigs, Alloa On THURSDAY 13 JUNE 2024 at 9.30 AM.

The Vice Chair asked for a couple of minutes before proceeding onto the exempt item to provide an opportunity for external parties attending either in Chambers and virtually to leave the meeting.

EXEMPT ITEMS

The Council resolved in terms of Section 50(a) of the Local Government (Scotland) Act, 1973, that the press and public be excluded from the meeting during consideration of the following items of business on the grounds that they involved the likely disclosure of exempt information as detailed in Schedule 7A, Part 1, Paragraph 12

AS(24)51 INTERNAL AUDIT ANNUAL ASSURANCE REPORT 2023/24 – LEISURE INCOME FOLLOW UP REVIEW

The report, submitted by the Strategic Director, Partnership and Performance linked to the overall annual assurance provided by Internal Audit under agenda item 12, provided Committee with an overview of the findings arising from the Leisure Income Follow Up Review 2023/24.

Motion

To agree the recommendation set out in the report.

Moved by Councillor Denis Coyne. Seconded by Councillor Phil Fairlie.

Decision

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

Ends 1206hrs

Report to: Audit and Scrutiny Committee

Date of Meeting: 22nd August 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 **Four** exceptions have been considered since the last report in June 2024

- 3.3.1 To permit the appointment of Arneil Johnston to supply a rent and service charge restructuring review and affordability model over a 9 month period to the value of £13,518.75.

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 2/6/21

Granted

Based on the information provided the recommendation to approve the request for an exception to Council would allow the Council to appoint Arneil Johnston to carry out a rent and service charge restructuring review and affordability model to be concluded before our yearly rent consultation, due to be published in mid-November 2024.

As part of the HRA Revenue Account Business Plan and Capacity review the provider undertook a rent affordability assessment which showed that Clackmannanshire Council has a very flat rent structure, where there is very little difference between the smallest and largest properties

Arneil Johnston have the expertise and information that has been gathered as part of the business plan review and that can be taken into this review providing best value.

Conditions

A Procurement Form 2 should be completed and authorised

A Purchase order should be raised to cover value requested

An award notice should be published in Public Contracts Scotland

- 3.3.2 To permit the appointment of Emposo to Supply technical consultancy and project management resource over 4 month period (plus 2 months contingency), (Total 6 months) to the value of £149,720.

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 2/6/2152

Granted

Based on the information provided this recommendation was based on the critical need to ensure continuity and efficiency in the ongoing security initiatives.

Emposo's experience and in-depth understanding of the council's technical environment, coupled with their proven track record in delivering M365 applications securely, make them uniquely positioned to support the successful implementation of the M365 platform.

By utilising Emposo's expertise, the council can mitigate risks associated with transitioning to Microsoft 365, ensuring a seamless integration with existing security measures and minimizing disruptions to essential services.

Additionally, the recommendation underscored the alignment between Clackmannanshire Council and Emposo, which goes beyond mere contractual obligations. Emposo's proactive engagement and collaborative approach have

fostered a strong partnership ethos, enabling them to effectively anticipate and address the council's evolving security needs.

By approving this exception request it not only upholds the principles of good governance and value for money but also reaffirms the council's commitment to leveraging existing relationships to achieve strategic objectives.

By endorsing Emposo's continued involvement, the council can capitalise on their domain expertise and operational knowledge, thereby accelerating the M365 implementation and realising tangible benefits for both internal stakeholders and service users.

Conditions

A Procurement Form 2 should be completed and authorised

A Purchase order should be raised to cover value requested

An award notice should be published in Public Contracts Scotland

- 3.3.3 To permit the purchase of 2 x sets of heavy vehicle mobile column lifts directly with Steril Koni to the value of £60,000.00

The basis of the exception request is that, in terms of Contract Standing Orders section 6 (8) The purchase of goods or materials, the execution of works or supply of services for which the procurement officer considers that no genuine competition can be obtained

Reference 2/6/2159

Granted

Based on the information provided the recommendation was to approve the request for an exception to Council to allow the Council to ensure the continued investment in workshop vehicle lifting equipment to comply with Lifting Operations and Lifting Equipment Regulations 1998 (LOLER)

Clackmannanshire Council authorised Capital spend as part of the 24/25 budget to allow the replacement of the current workshop vehicle lifts. The current lifts are extremely old and suffer from constant downtime due to breakdown and repairs. The service had been advised by the LOLER inspectors that the lifts should be replaced before the next inspection due to condition and age.

Failure to do so would mean that workshop vehicle lifting equipment would no longer comply with Lifting Operations and Lifting Equipment Regulations 1998 (LOLER)

After searching all government purchasing frameworks and carrying out further market testing it was found that only one supplier can supply the specialist type of vehicle lift required suitable for our requirements.

Conditions

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

- 3.3.4 To permit the appointment of MRI Software Ltd to supply RAM Series Asset 4000 (Cloud based fixed asset register) over a four year period to the value of £27,660

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 2/6/2160

Granted

Based on the information provided the recommendation was to approve the request for an exception to Council to allow the Council to maintain continuity of supply on the basis that maintaining the supply of the system ensures consistency and continuity in operational delivery of a fixed asset register to the Council to ensure that accurate and statutory compliant reporting of fixed assets in the annual accounts through a market recognised, accurate and legislatively compliant fixed asset register system

The continuation with MRI Software Ltd RAM Series Asset 4000 ensures that users existing skills and knowledge are maintained. The current RAM Series Asset 4000 application is hosted on an unsupported server and the application has not been updated for at least 5 years and therefore may not be able to generate accurate information for the annual accounts which is a statutory requirement.

By moving to a cloud based solution ensures that the Council can benefit from the technical support and systems upgrades with minimum impact on IT and Finance resources.

Conditions

The Crown Commercial G-Cloud 13 Call-Off Contract should be completed and signed by an authorised officer
A Purchase order should be raised to cover value requested to the value of £29,000 in line with the CC Order form and Authorised Procurement form 2
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

5.2 Staffing - there are no direct implications for the Council's establishment arising from this report

6.0 Exempt Reports

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

7.0 Declarations

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

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

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

(2) **Council Policies (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
Chris Alliston	Strategic Director Partnership & Performance	

Report to Audit & Scrutiny Committee

Date of Meeting: 22nd August 2024

Subject: Risk Strategy Annual Report

Report by: Senior Manager – Partnership & Transformation

1.0 Purpose

- 1.1. This report provides Committee with the first annual update on Clackmannanshire Council's Corporate Risk Management Strategy 2023 (Appendices A to C), as well as the quarterly update on the Corporate Risk Register (Appendix D).

2.0 Recommendations

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

3.0 Considerations

Background

- 3.1. The [Corporate Risk Management Strategy](#) was approved by Clackmannanshire Council on 05-Oct-2023, outlining the purpose and benefits of effective risk management. Key links to other frameworks and strategies are also detailed, as are definitions, roles, responsibilities and governance arrangements. The strategy includes information on current processes and mechanisms, as well as activities to strengthen supports for raising the organisation's maturity level and evidencing the impact. It was agreed that annual reports would be provided on progress in implementation.
- 3.2. The Council's vision for risk management is:
"To promote a culture where awareness of potential threats is embedded in decision-making at all levels, ensuring appropriate ownership and transparent management of risk to support service delivery and continuous improvement."
- 3.3. The Council's key aims in relation to risk management are to be:
- **Aware** of potential risks that exist in the internal and external business environment;
 - **Transparent** in our use of reliable information to manage risks and make decisions;
 - **Consistent** in our application of risk management principles;
 - **Collaborative** in identifying risks, and developing and sharing innovative solutions;
 - **Clear** on the type of risks we can and cannot tolerate;
 - **Proportionate** in balancing risks and benefits, and not 'over-controlling'; and
 - **Objective** in assessing risks and using evidence and management information.

2023/24 Progress & 2024/25 Planning (Appendices A to C)

- 3.4. With the strategy approved in October, but financial year alignment more practical, this report summarises progress in the latter half of 23/24. Therefore, there are fewer amendments to some sections than may be the case in future, particularly regarding high-level principles. One change throughout, however, is the renaming of the 'Workforce' category, initially entitled 'Cultural' to emphasise that it permeates the organisation and is not simply an issue for Human Resources to manage. It is now felt that the more explicit title clearly states the internal focus of the category, and disambiguates from wider cultural issues within the Community category.
- 3.5. Changes to the Risk Appetite Statement (Appendix A) are broadly cosmetic, based on consultation and feedback, with slight expansion on purpose and intended use. The wording of category statements has been refined for further clarity and emphasis, though no appetite or tolerance levels (in bold) have been amended at this time. Therefore, no categories have changed position in terms of prioritisation, though the overall order has been reversed to show the highest appetite, for Strategic opportunities, at the top (while the list previously began with our low appetite, for Governance risks).
- 3.6. There are also limited amendments to the Risk Guidance (Appendix B), which was revised in advance of strategy approval. The guidance will be used throughout 24/25 in a facilitated programme of risk log development sessions, and a year 3 action has been created to then conduct a fuller review, based on feedback and further consultation. Some amendments have been made to the Governance Checklist, particularly in light of the amended corporate mandatory training arrangements to a 3-year rolling programme.
- 3.7. The Strategy Delivery Plan (Appendix C) provides a summary of performance against strategy actions, indicators and risks. Detailed information is then presented for each theme (aligned to the strategy aims in 3.3, above): Leadership & Management; Strategy & Policy; People; Partnership, Shared Risk & Resources; Processes; Risk Handling & Assurance; and Outcomes & Delivery. Actions include those from the previous Internal Audit of Risk Management Arrangements and those identified in strategy development, where 20 are complete and 4 will be carried into year 2. Mixed results are reported for strategy indicators and risks, and year 2 & 3 actions are outlined to address these.

Corporate Risk Management Process

- 3.8. 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. Elected Members also have a responsibility for risk management in their remit of strategic planning, decision-making, resource allocation, scrutiny and challenge. The Council follows a systematic process, reporting corporate and service risks to Committee on a regular basis. The process is assessed via internal and external governance and audit mechanisms, and peer-reviewed by other authorities and partners.
- 3.9. 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.

3.10. It would be impossible to remove all risk from our operations as most functions have inherent risks, as do most changes. Moreover, not making changes would involve exposure to other risks, such as failing to comply with new legislation, 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'.

3.11. 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.

Current Risk Profile & Operational Activities (Appendix D)

3.12. The Corporate Register at the end of quarter 1, 24/25 is shown, with 3 scores having reduced, including 2 reducing in status (1 red to amber, 1 amber to green). In Financial Resilience and Public Health this relates to alignment with revised scoring guidance. Likelihood scores now also incorporate proximity (the timescale in which the risk could materialise). Since a balanced budget has been set for 24/25, a fundamental failure of Financial Resilience is unlikely within the next quarter, therefore this risk has reduced, though substantial gaps remain for future years. Similarly, a major Public Health Emergency is not forecast in the immediate future, so this risk has reduced to amber, though monitoring and continuity planning remain key priorities.

3.13. A reducing Academic Attainment Gap (between the least and most deprived areas) means this risk has reduced to green, and will be transferred for management via the People Directorate risk register. Similarly, Extremism and Serious Organised Crime risks will transfer to the Partnership & Performance Directorate register. For all 3 constant review and improvement planning are ongoing, around Contest and Prevent delivery plans, as well as implementation of the UN Convention on the Rights of the Child (also incorporated into the risk strategy Governance Checklist). While the risk of Industrial Unrest has fluctuated recently, Communications Protocols aim to reduce the likelihood of the risk occurring, and Continuity Plans reduce the impact, should strike action occur.

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)

Corporate Risk Management Strategy 2023

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 ✓

There are no direct equalities or socio-economic implications arising from this report.

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 – Risk Appetite Statement 2024/25**
- Appendix B – Risk Guidance & Governance Checklist**
- Appendix C – Risk Strategy Delivery Plan**
- Appendix D – Corporate Risk Register**


11.0 Background Papers

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

Author(s)

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

Approved by

NAME	DESIGNATION	SIGNATURE
Cherie Jarvie	Senior Manager – Partnership & Transformation	
Chris Alliston	Strategic Director – Partnership and Performance	

Appendix A – Risk Appetite Statement 2024/25

Risk appetite (and tolerance) is the level of risk the Council is willing to accept in relation to particular areas of operation. We cannot mitigate all risks but this process should support their prioritisation. A risk appetite statement can assist organisations in more effectively allocating resources and demonstrating consistent and robust decision-making. The categories shown are defined in the Risk Management Guidance.

The focus moves up the scale from removal of risks (Averse) to balancing control of risk while realising high-value benefits (Cautious) to placing greater priority on creativity, even if activities carry a high residual risk (Eager):

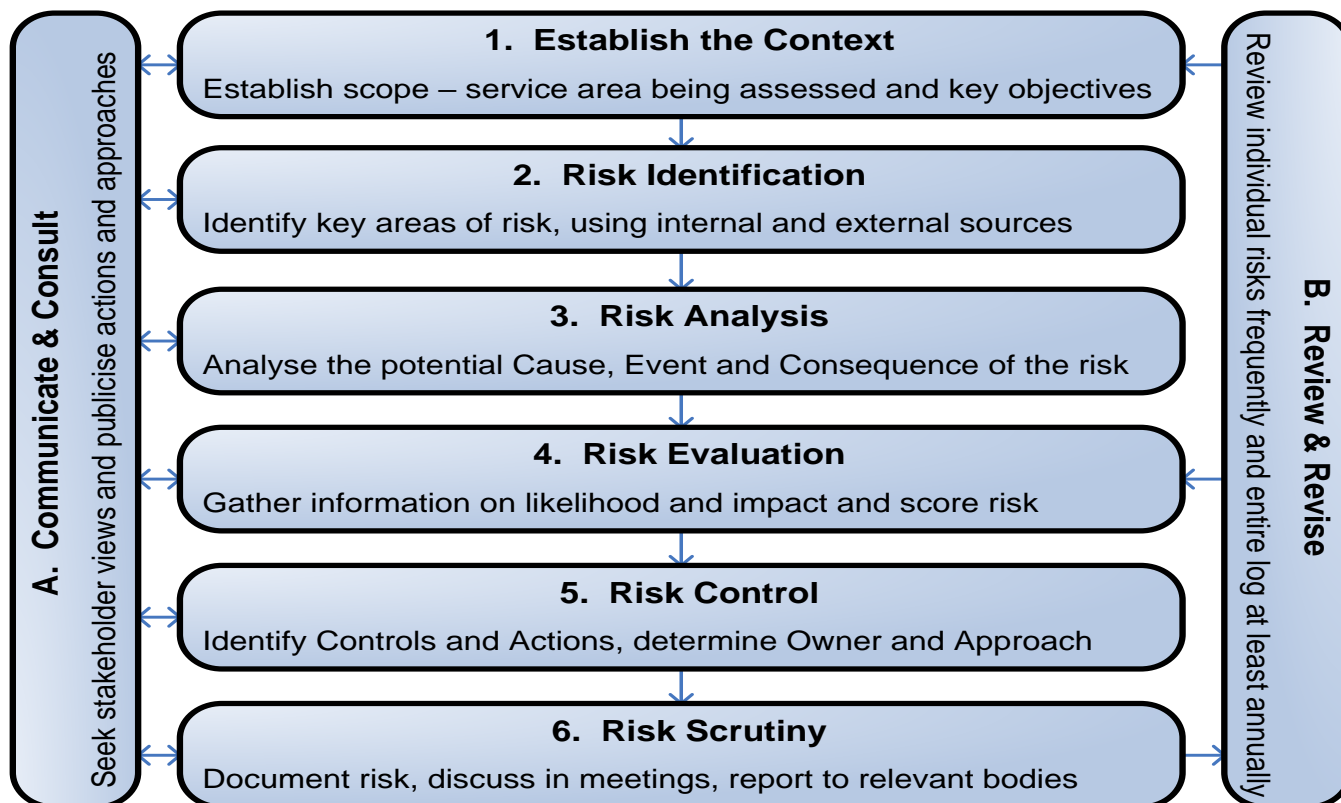
Eager	Keen to be innovative and focus on maximising opportunities and benefits;
Open	Willing to consider options with acceptable benefits;
Cautious	Preference for safe options with low residual risk, focus on balance;
Resistant	Preference for safe options with low inherent risk (often fast-paced areas where controls can become outdated more quickly);
Averse	Avoidance of uncertainty and prevention of exposure is the key objective.

The Council has agreed the following levels of appetite (revised annually). The list is prioritised to show the greatest appetite for innovation at the top, and the least tolerance of uncertainty at the bottom. Statements outline both appetite and tolerance levels alongside key considerations. This should serve as a guide for staff, managers and elected members in ensuring opportunities are sought in relation to higher up categories, provided that risks are minimised or mitigated in those further down. For example, a transformational innovation should not be approved if it breaks the law (as Governance is below Strategic), or we may have to close a school temporarily due to a gas leak (as Wellbeing is below Continuity). In most cases, this is simply common sense but an explicit framework should ensure such decisions are not made autonomously by individuals.

Strategic	Eager to identify and apply innovative practice in our ambitions to achieve transformational change, but Cautious in ensuring opportunities have identified thresholds in line with objectives, a sound evidence base, reasoned arguments and flexibility to manage changing circumstances.
Information	Eager to be well-informed and share performance, process and good practice information in the interests of accountability, transparency and collaborative improvement, but Cautious around use of robust sources and ensuring handling is efficient, secure and appropriate at all times.
Reputation	Eager to drive innovation and options that improve engagement and services to citizens, but Cautious to ensure actions and policies always uphold Council and public service values and maintain the trust of our communities and stakeholders.
Assets	Eager to drive innovation in the use of assets to deliver Net Zero, maximise benefits for citizens and staff and make significant sustainable cost reductions, but Cautious to ensure we meet and deliver our statutory and regulatory obligations.
Workforce	Eager to create a positive and inclusive organisational culture underpinned by a sustainable and resilient workforce, but Cautious in ensuring we have the right people, with the right skills doing the right work so as to ensure improved organisational outcomes.
Finance	Eager to drive innovation in the use of funding to deliver Net Zero, maximise benefits for the local economy, citizens and staff, and make significant and sustainable cost reductions, but Resistant to adverse impacts on Best Value principles, service delivery and statutory duties.
Environment	Eager to adopt strategies and options that will enable our transition to Net Zero and Community Wealth Building objectives, but Resistant to unsustainable options, those that damage the quality of life of wider communities now or in the future, or do not represent a just transition.
Community	Open to adopt or pilot novel or innovative approaches to deliver LOIP objectives and improve the life chances of disadvantaged people and communities, but Cautious in ensuring equality, sustainability and strengthening the local economy sit at the heart of everything we do.
Security	Open to new options that improve safety and efficiency (subject to Governance requirements), but Resistant to untested or untried options that carry anything but low inherent risk.
Continuity	Open to new options that improve preparedness, resilience and cost impacts, but Resistant to untested or untried options that carry anything but low inherent risk.
Wellbeing	Open to adopting new options that improve the health and wellbeing of our communities and staff, but Averse to approaches or practices that expose individuals to risk of physical or emotional harm, with particular supports for children, older people and other vulnerable groups.
Governance	Averse to options that do not comply with approved Council governance policies or statutory or regulatory requirements.

Appendix B – Risk Guidance & Governance Checklist

This guidance provides information on key considerations for each step in the Risk Management process:



A. Communicate & Consult

Two-way communication is important to every step in the risk management process to ensure the right information is gathered and people are aware of action to be taken, and why. **Staff members (at all levels), other teams/services/ organisations, members of the public/community groups, elected/board members, senior management and central support teams** can all contribute and/or benefit from others' knowledge. Different groups will have different perspectives and experience of practical, operational and strategic issues.

Different stakeholders can improve efficiency and effectiveness by **providing data, information and knowledge** to clarify areas of uncertainty. Others can provide insight into issues they've **identified** or **dealt with** or **solutions** they've found, and resource requirements can be minimised by **sharing information, experiences and controls**. If procedures are put in place to control risks, it's also highly important to communicate **what they are**, the **reasons** for them being put in place and, therefore, why it's important that they're **adhered to**.

B. Review & Revise

Risk management shouldn't be seen as a one-off, or even an annual task. The nature of risks, progress and the effectiveness of controls can change in a short period of time. It's therefore recommended that **key risks are discussed on a frequent basis** (e.g. in monthly 121s/team meetings), with developments recorded, and the relevant people informed. If risks are reviewed **proactively**, updates are available when required, rather than being rushed as part of the reporting process. As well as focussing on the risks already identified, it's also important to review the entire log, at least annually, and **re-assess whether these are still the key risks**.

1. Establish the Context

There can be a temptation to just list everything that could go wrong, but this can be unproductive. The vital first step is to **clarify the scope** of the exercise - always **focus on objectives**. An organisational model can be a useful tool (templates available from Partnership & Performance). Having a **concise summary** of the team/service will focus discussions and, as no completely systematic process can be used, should ensure all relevant aspects are considered. Risk management can only ever be a **'point in time' assessment** and, though it must involve projection, looking very far into the future can introduce too many uncertainties and be detrimental. It should be kept as **simple as possible** by looking solely at **goals within a set time period** (such as a single year).

2. Risk Identification

Steps 2-4 form the risk assessment, with identification often the most difficult step, partly as there can be **no set process** for this. Often registers (profiles) are developed purely from previous logs – this can be informative, but is unlikely to identify **newly emerging risks**. Logs from other **internal & external sources** can also be useful stimuli but a risk should only be identified as relevant if likely to have a specific impact on local goals.

Many different **methodical** or **ad hoc** processes can be used, e.g. **horizon scanning, brainstorming, facilitation, or self-assessment**. A **PESTELO** analysis assesses Political, Economic, Social, Technological, Environmental, Legal and Organisational implications of an objective. External sources such as other **Councils, partners** and **audit bodies** can also assist in risk identification, or the **categories** (see next page) can be used as prompts.

3. Risk Analysis

Risks are often **underdeveloped** – documented without **details and dependencies** being considered fully. Many 'risks' found in the Identification stage will actually be causes, such as 'demographic changes' or 'lack of resource' but we must focus on how this affect us achieving goals. The key areas to be developed at this stage are:

- Cause** **The source or trigger.** Risks generally originate from wider issues in the internal or external environment, often outwith our control. Examples are: climate change, aging population, or legislative or organisational changes. Note that the cause is **not the key focus of the risk**.
- Event** **How the cause specifically affects us.** It may be a single point in time, such as staff not delivering services (cause: industrial action), or it may develop more gradually, such as inability to meet increasing demands (cause: reduced budgets). Several events may arise from the same cause (e.g. withdrawal from European Union causing supply chain and recruitment difficulties).
- Consequence** **The result of the event occurring.** This should be more specific than 'inability to deliver on objectives' – it needs to consider which objectives – will they not be delivered at all, or less effectively, etc.? As much detail as possible should be given on the stakeholders and services that could be affected, and the potential extent of implications relating to the different categories.

It can be useful to **categorise** risks (next page) to inform and clarify assessments, and support **ownership** and **treatment** decisions. Sometimes the cause may be in one category, but consequences in another, or multiple. Judgement/support may be required in categorising and applying the risk appetite statement, and should consider whether the 'leading' category (linked to cause/likelihood) or 'lagging' category (linked to impact) is most relevant.

4. Risk Evaluation

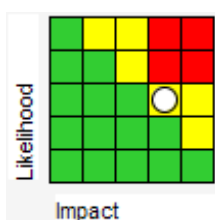
As many elements as possible should be **clarified** and **quantified** to better understand the **nature** and **extent** of the risk. While, again, there are no entirely scientific methods for evaluation and scoring, it should be **evidence-based**, and take into account as much management, organisational and environmental information as possible.

Evaluation should include consideration of:

- The past** Has it happened before? Was it managed effectively? What lessons were learnt?
- The present** Are similar circumstances developing? How are others managing it?
- The future** Do forecasts suggest it will occur/re-occur in the near future?
- Organisational factors** Will changes to leadership, policies, resources or other current projects affect the risk?
- External changes** Are there national initiatives/targets/aims? Are there legal factors to consider?
- Performance indicators** Is the risk occurring? Are we managing it effectively? What are the projections?

Scoring (rating) quantifies the **likelihood & impact** of a risk occurring, summarising overall **severity**. Likelihood incorporates **proximity** (how soon it may occur) – consider which factor is most relevant when scoring. There is a degree of subjectivity so relative scores should be **compared** and **rationalised** to ensure they 'feel right'.

- | | | |
|---|------------------------|---|
| Likelihood
(& Proximity)
Scoring
(use most severe) | 1. Unlikely/Distant | Little evidence that risk is likely to occur, or likely in over 5 years |
| | 2. Possible/Long-term | Fairly low chance of risk occurring, or likely in next 3-5 years |
| | 3. Likely/Medium-term | Reasonable chance of risk occurring, or likely in next 2-3 years |
| | 4. Expected/Short-term | Strong chance risk will occur, already partly occurring, or likely in next year |
| | 5. Certain/Imminent | Fairly evident that risk will occur in next quarter, or has already occurred |



The **overall risk score** is likelihood multiplied by impact. Here, likelihood = 3 and impact = 4, so the rating is 3 x 4 = 12 and the status is amber. The highest possible rating is 5 x 5 = 25.

We must focus on **significant risks**, so there's often more ambers and reds. If green, consider whether it's substantial enough to include (unless we need to **demonstrate** how it's being managed). **Inherent** score shows severity with no controls. **Residual** score includes existing controls/mitigations. **Target** score includes controls and the influence of future actions – but these need to be SMART (Specific, Measurable, Accountable, Realistic & Time-bound).

Category Definitions & Impact Scoring

(If there are several potential impacts, use the most relevant)

	1 – Slight	2 – Minor	3 – Moderate	4 – Significant	5 – Extensive
Assets	Persisting in use of inadequate, deficient or poorly designed technology, property, facilities, etc. that are unfit for business needs, or otherwise ineffective/inefficient/non-compliant with standards				
	Temporary/partial inadequacy of single asset with alternative/backup	Temporary/partial inadequacy of multiple assets with alternative	Long term inadequacy or sub-optimal/insecure/unsupported alternatives	Permanent loss of single asset with sub-optimal or no alternative/backup	Permanent loss of multiple key assets with no alternatives
Community	Risks regarding resilience, deprivation, inequality or other demographic/socio-economic factors for residents or the area (considered organisational risks as objectives focus on societal outcomes)				
	Limitation to resilience/equality of individual	Limitation to resilience/equality of group/sector	Limitation to vulnerable/multiple groups/sectors	Limitation to wider community/critical sector/infrastructure	Limitation to resilience/equality of entire authority
Continuity	Relating to the disruption of operational service delivery, often linked to Emergency Planning or Civil Contingencies, where lack of staff, facilities, etc. disturbs provision of normal or critical functions				
	Slight disruption to a few services or one critical function	Minor disruption or more than one critical service	Moderate disruption or temporary loss of critical service	Major disruption and/or loss of multiple services	Extended loss of multiple functions, including critical
Environment	Failing to use sustainable materials, technologies or practices, increasing waste or travel/energy requirements, or pollutants that would have an adverse impact on air quality, biodiversity, etc.				
	Slightly reduced ability to meet net zero/climate aims	Limited transition or unrealistic/non-inclusive plans	Continuation of unsustainable practices	Increased waste, emissions, etc. (primarily external)	Major/internal increase in waste, emissions, etc.
Finance	Linked to the management of financial assets/liabilities, or commercial partnerships/supply chains in accordance with constraints and contractual requirements, poor returns/value, inefficiency, etc.				
	Up to £10k	£10k to £50k	£50k to £200k	£200k to £2m	Over £2m
Governance	Unclear plans, authorities or accountabilities, ineffective or disproportionate oversight or decision-making, failure to meet legal or regulatory duties, or audit concerns over performance standards				
	Queries/concerns from audit body	Negative audit/inspection report	Follow-up/repeated negative findings	Legal action	Legal action from multiple sources
Information	Lack of awareness/learning/knowledge, or misinformed decisions due to failure to produce robust or suitable informatics or fully exploit data resources, or failure to share/publish appropriately				
	Slight limitations/concerns around data integrity	Limited use or publication of data/evidence	Lack of awareness of resources/skills in systems/tools	Major barriers to obtaining/using robust informatics	Inability to inform safety-critical decisions robustly
Reputation	Ethical violations, systematic or repeated failure/breach, political conflict, poor quality, customer service or management of relationships/partnerships, or damage to trust and public confidence				
	Managed incident, in public domain	Local media interest/complaint	Regional interest/notable social media negativity/ multiple complaints	National interest/significant social media negativity/ loss of confidence	Major national media interest
Security	Failure to safeguard against fraud/organised crime/cyber threat or unauthorised/inappropriate access to assets, including property, systems and sensitive customer/staff/organisational information				
	Reasonable policy awareness, some non-compliance	Limited training completion/policy adherence	Evidence of more frequent/serious infringements	Significant cyber/data/physical security breach	Prolonged cyber/data/physical security breaches
Strategic	Pursuing a strategy, project or change that is poorly defined, based on flawed/inaccurate data, or misaligned to delivery of commitments or objectives, possible due to changing macro-environment				
	Issue in single activity/project with flexibility in plans or in early stages	Multiple issues in single activity with flexibility or minor implications	Multiple issues in multiple activities, some flexibility or moderate impact	Multiple/significant issues with little/no change control/ contingency plans	Major issues with little/no flexibility/ extensive rework/ invested resource
Wellbeing	Non-compliance or policies affecting health, safety or wellbeing of individuals/groups, focussing on more direct physical or psychological harm (wider inequality in Workforce or Community)				
	Single minor injury, illness or harm	Multiple minor or single serious injury/illness/harm	Multiple serious injuries, illnesses or harms	Death or significant psychological harm	Multiple deaths or major mental health impacts
Workforce	Suboptimal, inappropriate or ineffective working culture or organisational behaviours, leadership or engagement, insufficient capacity or capability, or non-compliance with policies and procedures				
	Diminished team level engagement/ slightly increased absence/turnover	Team delivery disruption related to compliance/ capacity/capability	Service/directorate disruption related to compliance/ capacity/capability	Major disruption/unmet minimum staffing in key/ statutory areas	Damage to work-force cohesion/ staffing levels for extended period

5. Risk Control

Once the risk has been evaluated, existing **Internal Controls** should be assessed. These may be strategies, policies, procedures, processes, arrangements, scrutiny bodies, etc. that mitigate the risk to some extent by reducing either the likelihood of it occurring or the impact if it does occur. We're often only able to influence one or other of these factors but in some cases controls influence both likelihood and impact. As well as existing controls, there may be planned **actions** (new/planned/in progress) that will reduce the risk once implemented. For example:

- Harm to individuals' health & wellbeing – the impact of this could be significant and irreversible in many different respects so our efforts usually focus more on **preventative** actions and controls;
- Loss of public utilities (power, water, etc.) – here, the cause is outwith our control so the actual risk is failure to prepare or promote resilience, and we can only look at planning to limit the **consequences** when it occurs;
- Health pandemic, Climate change or Strike action – in these situations we can look **both** at preventative actions to reduce the likelihood but also use Business Continuity Plans to reduce the impact.

Once controls and actions are identified, the risk should be assigned an **owner** who can make decisions on **treatment options**, and the **approach** to use. It's important to be risk **aware**, or we could miss opportunities or threats – our Risk Appetite Statement provides guidance on areas of high/low risk tolerance. Though the identified owner is not final (risks can be escalated and demoted), it's important that they have an appropriate **remit, resources and authority** to manage the risk and ensure that treatment actions are completed, where appropriate.

There are 4 **Approaches** for managing risks (mitigations may be a combination and should link to appetite):

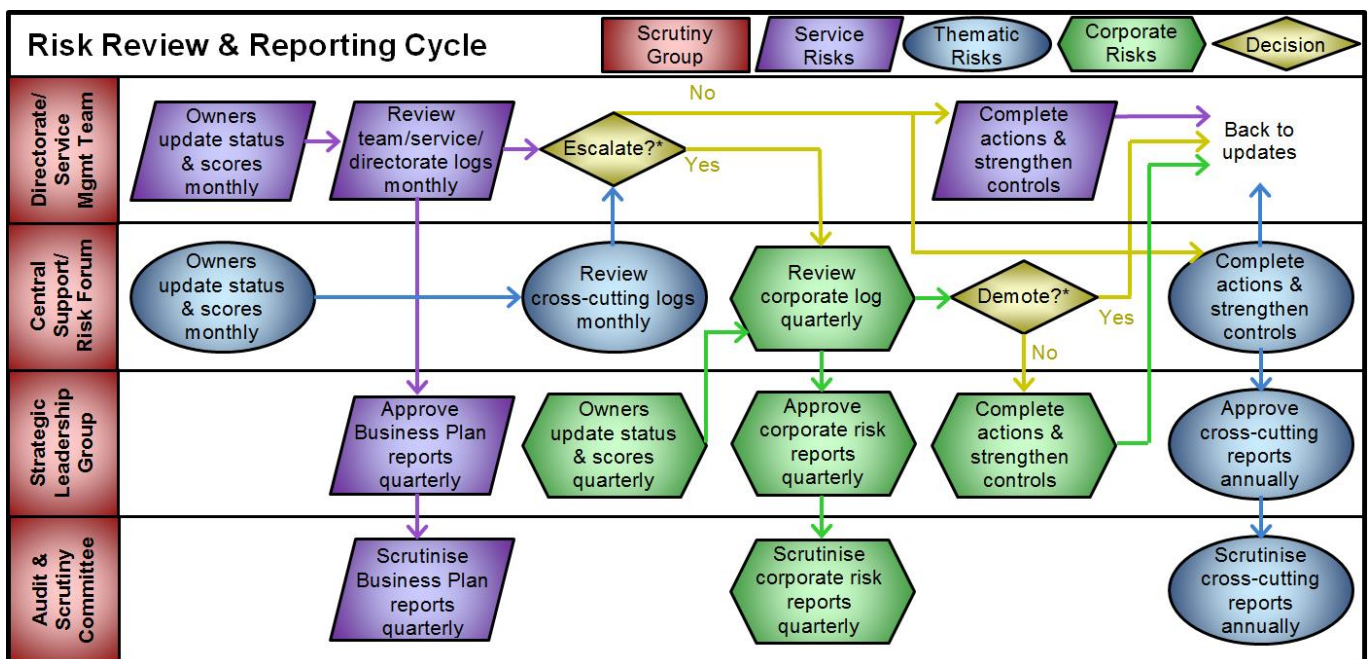
- Treat** - take action to reduce the likelihood or impact (most common approach – may treat then tolerate);
- Transfer** - pass the risk to another party, such as through insurance (however, some duties non-transferable);
- Terminate** - cease the activity that is causing the risk, or do not complete proposed activities;
- Tolerate** - continue monitoring once reasonable actions within our control are complete.

Examples where risk appetite and prioritisation must be used:

- Financial management** Focus on short term efficiency savings or 'spend to save' investment for the future?
- Legislative changes** Resource for training/process/system changes versus cost of statutory breach?
- Statutory vs preventative** Minimum statutory requirements/checks or augmented for early identification?
- Procurement** Balance/prioritise best functionality, maintenance, support, customisation, price, etc.?
- Balancing rights** Protecting the rights of individuals, or community benefits, or both?
- Satisfaction vs efficiency** Offer range of options to customers or channel shift to the cheapest option for us?

6. Risk Scrutiny

The review and reporting cycle is shown below. Risk logs should be reviewed frequently and the hierarchy used to escalate and demote. This may depend on the owner's ability to manage the risk, or if the nature or understanding of the risk changes. The Risk Management Strategy provides information on responsibilities and governance.



*Does the risk have a corporate impact? Does it affect multiple services? Does it require consistent management across the Council? Is it significant (red) for an individual service? Does the owner lack the authority or resources to manage the risk? If yes, consider escalating to a higher-level log (from team to service, or service to corporate).

7. Risk Recording – Pentana Risk Updates

1. Click to edit Title (short as possible – what could go wrong as well as the area) and Description (more detailed, include Cause & Event***). Don't edit the code or de-activate/delete – other checks/approval may be needed.
2. Click to edit Potential Impact (Profile) – refer to the impact categories (Financial, Security, Wellbeing, etc.)***. Check Approach – if 'Treat' must have related Actions, if 'Tolerate' must have Controls (see step 5). Check Owners in Key Information. Don't edit owners – may need approval, will affect email notifications & reporting.
3. It can be useful to copy the previous note (bottom right of screen shot), before clicking Update/New Assessment, then edit Scores (guidance appears on right) and type/paste/edit Note. If recommending de-activating or moving to another risk log, state this in the note, and why***
4. Click to edit Inherent Score (excluding Actions/Controls) and Target Score ('tolerance' – what it would need to reduce to before we would de-activate). Keep it sensible – if we're 'treating', must be lower than current score!
5. Click to view Actions (still to be done) or Controls (already in place) – stay focussed, maximum 3 of each. Click header then Add to select from list (Business Plan, LOIP, other plans/strategies/processes, etc.), or Remove. Don't click Create or New – should be set up consistently by Superusers. This is the final step – thank you!

***See other sections of Corporate Risk Management Guidance

Check with site administrators or service Superusers about red notes above (changing codes/owners/targets, closing a risk, or if you can't find required actions or controls) – these elements need additional checks or to be done in a managed way (e.g. reporting that a risk is going to be closed before doing so).

8. Governance Checklist

This section details the minimum requirements, documents and duties expected of staff and managers within Clackmannanshire Council. This demonstrates how the risk management policy and principles apply in specific operational contexts by providing information on relevant controls in specific risk-related areas. This summary will be revised annually, alongside the Risk Appetite Statement and Delivery Plan.

Annual Planning & Assessments	Group	Frequency	Category
Review & update Business Continuity Plans/Impact Assessments	Managers	Annual	Continuity
Use forecasting data to manage budget in line with financial regulations	Managers	Quarterly	Finance
Submit statutory returns/reports & use benchmark data/other evidence	Analysts	Varies	Information
Produce/report on Business Plans including indicators, actions & risks	Directors	Annual	Strategic
Review & update Health & Safety Risk Assessment/Risk Profile	Managers	Annual	Wellbeing
Complete Induction and Performance Review & Development process	All staff	Once/Annual	Workforce
Review & update directorate Workforce Plans	Directors	Annual	

Learning & Development

Complete Counter-terrorism (Prevent Run/Hide/Tell) training	All staff	3-yearly (yr 1)	Continuity
Complete Integrated Emergency Management training (timing varies)	Mgrs/TLs	3-yearly	
Complete training on Dept. for Work & Pensions Data Access/Sharing	Revenues	Annual	Finance
Ensure staff read & understand updates/changes to Code of Conduct	All staff	Ongoing	Governance
Gain Enterprise Risk Management accreditation	Senior Mgrs	Once	
Ensure relevant staff complete Social Networking online training	Relevant	Ad hoc	Reputation
Complete Data Protection (GDPR) training	All staff	3-yearly (yr 1)	Security
Complete Public Protection (Child & Adult Care) training	All staff	3-yearly (yr 1)	Wellbeing
Complete Fire Safety training	All staff	3-yearly (yr 1)	
Complete IOSH Managing/Directing Safely training (timing varies)	Managers	3-yearly	Workforce
Participate in Leadership Development Programme (content may vary)	Managers	Ongoing	
Year 1 (2024/25) of 3-year mandatory training programme shown above			
Year 2 (2025/26): Equality & Diversity (Community), Health & Safety, First Aid and Display Screen Equipment (all Wellbeing)			
Year 3 (2026/27): Information Security (Security), Electrical Safety and Slips & Trips (both Wellbeing)			

Changes/Projects/Council & Committee Reports/Policies

Complete Equalities Impact Assessments for changes/reports/policies	Authors	Ad hoc	Community
Assess Fairer Scotland (poverty) impacts for changes/reports/policies	Authors	Ad hoc	
Complete Sustainability Checklist for changes/reports/policies	Authors	Ad hoc	Environment
Complete Strategic Environmental Assessment for relevant policies	Authors	Ad hoc	
Assess financial resource implications of changes/reports/policies	Authors	Ad hoc	Finance
Assess legal/governance implications of changes/reports/policies	Authors	Ad hoc	Governance
State background reports used & data/evidence supporting decisions	Authors	Ad hoc	Information
State change/report/policy alignment to Corporate Priorities	Authors	Ad hoc	Strategic
Complete required project documents as outlined by Transformation	Project Mgrs	Ongoing	
Assess staffing resource implications of changes/policies	Authors	Ad hoc	Workforce

Reactive as Requirements/Requests Arise

Input into refresh of asset strategies (Roads, Housing, Public Buildings)	Key services	Ad hoc	Assets
Implement requirements of UN Convention on the Rights of the Child	All services	Ad hoc	Community
Engage with CONTEST self-assessment process	Managers	Bi-ennial	Continuity
Follow TechOne processes & budgetary control framework	Relevant	Ongoing	Finance
Follow Procurement processes & delegated authorities as per CSO	Relevant	Ongoing	
Respond to Internal Audit queries and recommendations	Relevant	Ad hoc	Governance
Respond to External Audit queries and recommendations	Relevant	Annual	
Participate in Annual Governance Statement/other self-assessments	Team Leads	Annual	
Report according to Public Performance Reporting duties	Managers	Annual	Information
Engage with Comms on management of negative/positive news	Managers	Ad hoc	Reputation
Ensure Information Sharing Agreements in place for shared data	Officers	Ad hoc	Security
Consult experts (Legal, Finance, etc.) on decisions in a timely manner	All staff	Ongoing	Strategic
Engage with the principles of the Fair Work framework	Managers	Ongoing	Workforce

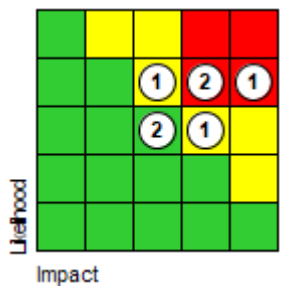
Appendix C - Risk Strategy Delivery Plan

Summary of Strategy Indicators, Actions & Risks

Theme	✔			⚠		⛔			Note
	Actions	Indicators	Risks	Indicators	Risks	Actions	Indicators	Risks	
Leadership & Management	4	1					2	1	All actions complete for Leadership, Partnership, Processes & Assurance. Some outstanding in Strategy, People & Outcomes. Mixed performance indicator results (see below), with priority areas targeted with actions in years 2 & 3. Some positive and negative change in strategy risks (see below).
Strategy & Policy	3					1		1	
People	3	1			1	1	2		
Partnership, Shared Risk & Resources	4		1				1		
Processes	2		1						
Risk Handling & Assurance	2	3		1				1	
Outcomes & Delivery	2	2		2	1	2	2		
% (24 Actions, 17 Indicators, 7 Risks)	83.3%	41.2%	28.6%	17.6%	28.6%	16.7%	41.2%	42.9%	
Overall (total 48 items)	60.4%			10.4%		29.2%			




Action Plans	Owner(s)	Start Date	Due Date	% Complete	Note
Risk Strategy Year 1 Actions (2023/24)	Performance & Information Adviser (lead for all strategy items, unless otherwise stated)	01-Apr-2023	30-Sep-2024	<div style="width: 99%;"><div style="width: 99%;"></div></div> 99%	Broadly complete, though 4 actions have been delayed and will be carried into year 2. (IA actions shown in purple)
Internal Audit of Corporate Risk Management Arrangements 20/21	Strategic Director, Partnership & Performance; Senior Manager, Partnership & Transformation	21-May-2021	30-Sep-2023	<div style="width: 88%;"><div style="width: 88%;"></div></div> 88%	









Performance Indicators	Note												
Trends <table border="1"> <tr> <td>?</td> <td>Unknown (missing data)</td> <td>2</td> </tr> <tr> <td>↑</td> <td>Improved</td> <td>7</td> </tr> <tr> <td>▬</td> <td>Static</td> <td>1</td> </tr> <tr> <td>↓</td> <td>Declined</td> <td>7</td> </tr> </table>	?	Unknown (missing data)	2	↑	Improved	7	▬	Static	1	↓	Declined	7	Unknown trend for 2 introduced in 23/24 (not previously recorded). Some will be added when actions complete. Risk forum representation maintained but Pentana superusers reduced. Some meetings not held and decline in accreditation (due to turnover). Broadly positive Internal Audit & insurance results, though some decline, as well as in corporate performance results. (Targets shown are for 24/25)
?	Unknown (missing data)	2											
↑	Improved	7											
▬	Static	1											
↓	Declined	7											



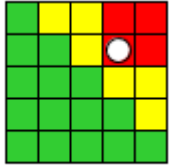
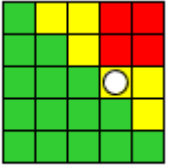
Risks	Note									
 <p>Change in Scores</p> <table border="1"> <tr> <td>↑</td> <td>Increased</td> <td>2</td> </tr> <tr> <td>▬</td> <td>Static</td> <td>1</td> </tr> <tr> <td>↓</td> <td>Decreased</td> <td>4</td> </tr> </table> <p>(Risk target scores are for 24/25 year end)</p>	↑	Increased	2	▬	Static	1	↓	Decreased	4	Leadership risk static but will improve with further strategy roll-out. Year 1 work has provided greater insight into current landscape, resulting in 2 risks increasing. Strategy, guidance, training & collaboration have improved some scores regarding clarity, consistency, collaboration & risk handling.
↑	Increased	2								
▬	Static	1								
↓	Decreased	4								

Theme A. Leadership & Management

Local Aim 1: Awareness, Corporate Value 3: Be the Leader

Performance Indicator	21/22	22/23	23/24	Status	Target	Owner(s)	Note
Senior Managers with Enterprise Risk Management accreditation	46.4%	32.4%	31.3%		50.0%	Chief Executive; Senior Leader Forum	Senior Leadership Forum offered training in Jan-20 with over half attending. Offered again in Oct/Nov-21 with 8 staff attending (inc. 1 senior manager). Proportion reduced due to turnover & focus on Health & Safety commitments. Flexible eLearning options now available, will be offered again during 24/25.
Senior managers with up to date portfolio risk register on Pentana	(not measured before 23/24)		15.6%		46.9%	Chief Executive; Senior Leader Forum	While low, this excludes partially covered portfolios (lower team levels) & those not comprehensively reviewed in last year (may be training issue regarding marking as reviewed on system). 24/25 target reflects bringing prioritised set of 10 registers up to standard, focussing on chief officer level, those partially developed/reviewed/covering portfolio & refresher training to ensure records reflect true position.
Elected Members who have attended internal risk/scrutiny training	(not measured before 23/24)		61.1%		100.0%	Performance & Information Adviser; Elected Members	Target initially for Audit & Scrutiny Committee to attend (7 out of 18). 6 attended Jun-23 & suggested offering to other Members, with further 5 attending Nov-23. Phase 2 will be provided in quarter 4, 24/25 for those unable to attend, or as repeat/reminder to reinforce core principles & duties of scrutiny, performance & risk management.





Action	% Complete	Status	Due	Owner(s)	Note
Quarterly meetings of the Corporate Risk and Integrity Forum will recommence.	 100%		31-Aug-2021	Chief Executive	Completed - quarterly meetings resumed in May-22.
Training for elected members on risk will be identified and delivered. A training needs analysis process will be undertaken to understand the training requirements.	 100%		31-Oct-2021	Senior Manager - Legal & Governance	While wider training needs analyses/programmes are ongoing, specific training on risk & scrutiny has been offered to all Elected Members (topic-specific TNA conducted during strategy development). The majority of Audit & Scrutiny Committee attended in Jun-23 and two dates were offered in Nov-23, but the officer does not have the authority to compel Members to attend, and there are often valid reasons. Additional/repeat sessions will be offered.
Revise Corporate Risk & Integrity Forum Terms of Reference and establish new reporting process	 100%		31-Mar-2024	Performance & Information Adviser	Revised process implemented May-22 & revised Terms of Reference approved by Audit & Scrutiny Committee Oct-23 as part of strategy.
Locate existing risk logs recorded outwith Pentana, arrange upload & review mechanisms/training	 100%		31-Mar-2024	Performance & Information Adviser	Corporate register already on system, along with 3 Directorates' (Business Plans), Be the Future transformation programme, HR & Workforce, Elections, Roads & Transport and Child Protection (action not applicable for Health & Social Care due to differing recording arrangements). Management consultation indicates little evidence of other registers held outwith system, though this will be confirmed & gaps addressed via year 2 actions.

		Leaders Fail to Promote Risk Awareness	Chief Executive	Existing Controls	Current Score	16	Target Score	12
Risk	Leaders do not see value in risk management and fail to prioritise, exemplify and drive focus on deployment with staff			Corporate Risk & Integrity Forum				
Potential Impact	Poor awareness of key risks and mitigations at multiple levels due to lack of appropriate evaluation/escalation/cascade, with widespread implications for ill-informed decision-making and risk exacerbation through non-compliance			Annual Mandatory Training Programme	Likelihood	Impact	Likelihood	Impact
				Hierarchy of Risk Registers				
Note	While related year 1 actions are complete, focus has been on developing the approach, with year 2 actions prioritising deployment. Prior work was at Corporate/ Directorate level, with registers in place (inc. some cross-cutting categories/lower-level services). All areas are represented on Risk Forum & mandatory training covers core risk-related topics (though completion rates vary). While there is reasonable awareness at senior levels, and most plans/reports reference risk, there is limited evidence of robust assessments or recording. Future actions regarding training, facilitation & integration with other processes aim to reduce this risk.							

Theme B: Strategy & Policy

Local Aim 2: Transparency, Corporate Value 1: Be the Customer

Performance Indicators	<p>The following indicators will be added in future years:</p> <p>AGS senior managers' rating of whether risk approach is implemented (risk currently grouped with 2 other approaches)</p> <p>Key corporate strategies that include reporting of risk register (to be added when strategy guidance in place)</p> <p>Key projects/programmes that include reporting of risk register (criteria/definition to be agreed with Transformation & Capital)</p>
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Action	% Complete	Status	Due	Owner(s)	Note
Consideration will be given to how the revised risk management process will impact on Committee reporting.	 100%		31-Aug-2021	Senior Manager - Legal & Governance	Corporate Risk & Integrity Forum Terms of Reference and reporting have been revised to support improved engagement (agreed by forum & SLG in May-22). More detailed update reports inform forum discussions, which subsequently inform cyclical review of corporate risks, though there are still issues with non-compliance, particularly in use of the Pentana system. Failure to review is highlighted via the forum update on Strategic Risk Management and the strategy includes indicators to monitor compliance with the range of corporate governance and risk management controls.
The Council's standard Committee report template should be amended to include a specific section on the risks associated with any proposed policy or course of action.	 99%		31-Aug-2021	Senior Manager - Legal & Governance	The approval section has become fragmented through incremental amendments by individual functions. The risk strategy delivery plan includes an action which extends this recommendation into a more holistic review to modernise & integrate the template as a whole. This will be in conjunction with additional actions to improve both quantification of risks (where possible) and assessment of policy/project benefits. This will ensure reports more explicitly state, not only the risks, resource & governance implications, but also positive impacts, realisation of benefits and evidencing of actions & mitigations improving outcomes for communities. (Action is superseded by a more extensive review in the risk strategy year 2 action plan)


Action	% Complete	Status	Due	Owner(s)	Note
The review and updating of the Risk Management Strategy will form part of the Partnership & Performance Business Plan for 2021/22 and the Audit Committee forward plan.	100%		15-Jun-2023	Strategic Director - Partnership & Performance	A new Risk Management Strategy was approved by Council in October 2023.
Consult & brief Corporate Risk Forum on risk strategy, gain approval & begin deployment	100%		31-Mar-2024	Performance & Information Adviser	Internal consultation conducted with forum, chief officers, directors & chief executive with suggestions & thematic elements incorporated into appetite statement, guidance/ checklist, delivery plan & forum terms of reference.









		Failure to Develop or Publish Risk Strategy or Registers	Chief Executive	Existing Controls	Current Score	20	Target Score	15
Risk		Approach & management of specific risks is not summarised publicly due to reluctance to discuss negative factors		Public Performance Reporting				
Potential Impact		Failure to provide scrutiny bodies and the public with appropriate information, decisions made without reference to all relevant facts or potential barriers, failure to challenge/mitigate and/or erosion of trust, affecting reputation		Elected Member Scrutiny & Challenge	Likelihood		Likelihood	
				Corporate & Business Plans				
Note		Most work is highly risk-focussed but improvement required in analysis, recording & reporting so simply formalising/articulating differently will improve compliance with strategy aims. While developing & publishing the risk strategy should have reduced the score, consultation for action LM2 (uploading existing logs to Pentana) has identified that fewer logs exist than expected, so it has increased. The year 2 programme of risk log development and revision of committee template aim to reduce the score during 24/25.						



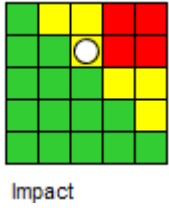
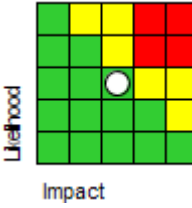
Theme C: People

Local Aim 3: Consistency, Corporate Value 2: Be the Team

Performance Indicator	21/22	22/23	23/24	Status	Target	Owner(s)	Note
Services adequately represented on Corporate Risk & Integrity Forum	100.0%	100.0%	100.0%		100.0%	Chief Executive; Strategic Directors	Membership includes: Health & Social Care Senior Managers; Chief Social Work & Education Officers; Place (Director, Development & Housing); and Partnership & Performance (Director, Finance & Revs (inc. Procurement), Workforce (inc. Health & Safety), Legal & Gov. (inc. Information Management & Internal Audit) and Partnership & Transformation (inc. Emergency Planning, Performance & Risk and Transformation & Capital)).
Services adequately represented by Pentana superusers	59.1%	59.1%	36.4%		50.0%	Chief Executive; Strategic Directors	23 superusers previously covered 100% of services, reduced to 8 (some covering partial areas/duties) due to turnover & failure to replace. Key role in maintaining system content increasingly important with greater governance expectations/need for streamlining/contracting workforce. More efficient internal management of statutory returns needed for national Local Government Data Platform project. 3 additional superusers currently being trained but greater engagement required to capitalise on system benefits.


Performance Indicator	21/22	22/23	23/24	Status	Target	Owner(s)	Note
Internal risk-related meetings held (% of planned cyclical meetings)	28.6%	92.9%	57.1%		75.0%	Chief Executive; Performance & Information Adviser	Many cancelled in 20/21 & 21/22 due to pandemic & recovery - management of key risks transferred to incident management teams. Includes 6-monthly chief officer/management team meetings (8 per year - 6 took place in 22/23, 3 in 23/24), Pentana superuser workshops (individually or collectively each quarter in 22/23, reduced during 23/24 due to gaps in superuser coverage) and quarterly risk forum meetings (all have taken place for last 2 years).




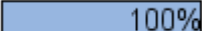
Action	% Complete	Status	Due	Owner(s)	Note
The format of the corporate Induction Programme checklist should be amended to mandate the issue of the Risk Management Strategy to, and completion of the 'Risk Analysis' training module by, new starts.	 100%		31-Dec-2021	Senior Manager, HR & Workforce Development	It is not general practice to physically issue a strategy to staff, and alternative provision will be made through highlighting risk management, and relevant locations of strategies via the corporate induction process. Part of the corporate induction process includes mandatory training, and this will be considered in line with the review of 'risk analysis' training. The strategy delivery plan includes actions to ensure risk management is embedded in induction and leadership development, whether as a stand-alone topic, or as part of the toolkit for managing other explicit risks. There is an additional action to create an intranet page to ensure all key corporate governance strategies, guidance and templates are accessible to staff in a single location.
A training needs analysis process will be undertaken to understand the training requirements for staffing groups - the revised risk strategy will help inform this work. Outputs of this analysis will feed into the annual council wide TNA should there be budget implications, and to ensure a planned approach to delivery.	 100%		28-Feb-2022	Senior Manager, HR & Workforce Development	TNA completed during initial phase of strategy development. Stand-alone risk training not appropriate for all and will have less impact than existing mandatory training contextualised around specific, directly relevant risks (e.g. health & safety, data protection, etc.). The strategy outlines arrangements and development actions for the key groups of: Pentana Superusers (who support risk recording), senior managers (to revisit accreditation following turnover) and Elected Members (see below). Training is delivered via existing resource and insurance contract 'risk control days', and a proportionate approach will minimise budget implications. Facilitated sessions are a more productive and efficient alternative to generic theoretical training as they combine the collective expertise of central support and service colleagues to actively focus on applying risk management principles to the real challenges being faced, resulting in the tangible outputs of risk logs and mitigation plans.
The review of the risk analysis training module on Clacks Academy will take place after the approval of the revised risk strategy.	 10%		30-Sep-2023	Performance & Information Adviser	General risk management training is not appropriate for all staff (though training in relation to specific corporate risks is already mandatory). Content has been defined, aligned to the risk strategy, and support requested in updating on Clacks Academy. The module will be targeted at managers, project/functional/thematic leads, and other relevant officers.
Create Connect intranet page for sharing risk guidance, training, events, etc. (then update cyclically)	 100%		31-Mar-2024	Performance & Information Adviser	Page created, including links & documents, with sections on Information, Events & Guidance, Performance Management, Risk Management & Pentana Performance Management System.



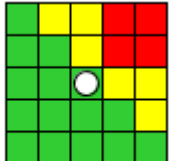
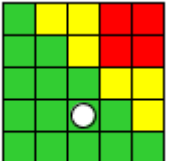
		Inconsistent Staff Application of Risk Principles	Performance & Info Adviser	Existing Controls	Current Score	12	Target Score	9
Risk	Staff do not know or apply the principles in the risk strategy due to lack of communication, training, guidance or support			HSC Joint Risk Management Forum				
Potential Impact	Fragmented approach, failure to prioritise in a robust and consistent manner, lack of internal integration and confusion among those consuming risk information, leading to other noted risks			Risk Training, Facilitation & Guidance Pentana Superusers & Site Administration	Likelihood		Likelihood	
Note	Training needs analysed during strategy development & key groups/actions identified. Facilitation & support continues and briefings/training being rolled out, inc. via insurance contract 'risk control days'. Some training/consultation has taken place with Elected Members/risk forum/senior managers, and guidance & intranet page will further disseminate. Actions regarding manager accreditation, Pentana superuser training & facilitated sessions will further reduce risk in years 2 & 3.							

Theme D: Partnership, Shared Risk & Resources

Local Aim 4: Collaboration, Corporate Value 4: Be the Collaborator

Performance Indicator	21/22	22/23	23/24	Status	Target	Owner(s)	Note
External risk-related meetings attended (% of planned cyclical meetings)	60.0%	100.0%	16.7%		75.0%	Performance & Information Adviser; Health & Care Joint Forum	Includes Association of Local Authority Risk Managers Scottish conferences (several cancelled during 20/21 & 21/22 due to pandemic, and scheduling conflicts during 23/24) & Health & Care Joint Risk Forum (usually quarterly, or more frequent, but partner personnel changes meant only 1 took place during 23/24 - now scheduled with aim of getting activities back on schedule).



Action	% Complete	Status	Due	Owner(s)	Note
Benchmark risk strategy & processes with other local authorities, key partners & advisory bodies	 100%		31-Oct-2023	Performance & Information Adviser	External consultation, benchmarking & peer-review conducted as part of strategy development with relevant considerations incorporated
Give HSC Forum access to relevant Pentana logs (superusers have access to PIs, actions & risks)	 100%		31-Mar-2024	Performance & Information Adviser	Partnership superusers can access all relevant system content. Risk register no longer housed on Clacks site so no additional access required, however, further investigation being conducted with joint forum into whole-system risk sharing options to enhance efficiency & collaborative knowledge-sharing.
Review Health & Social Care Partnership joint risk strategy & streamline processes	 100%		31-Mar-2024	Performance & Information Adviser; HSC Joint Forum	HSC forum chair rotated, currently with partner. Governance/process cross-comparisons completed. Personnel changes prevented completion within target time but HSC Chief Finance Officer (portfolio responsibility for risk) has advised strategy review to be conducted by FVNHS Corporate Risk Manager.
Provide collaborative support to external partners for performance & risk processes, including the Pentana system and Community Risk Register biennial review	 100%		31-Mar-2024	Performance & Information Adviser	Responses provided throughout year, including biennial review of Community Risk Register & lessons learned debriefs (led by Scottish Fire & Rescue, with additional Emergency Planning data analysis) and requests from Health & Social Care Partnerships, Improvement Service, Scottish Association of Local Authority Risk Managers and Scottish Performance Management Forum.



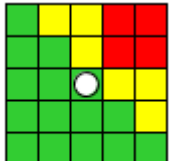
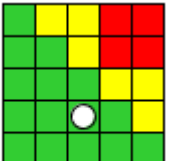
		Inadequate Collaboration with Partners/Experts	Performance & Info Adviser	Existing Controls	Current Score	9	Target Score	6
Risk	Failure to integrate with partners or capitalise on external knowledge due to an insular view or lack of co-operation			External Audit Assurance & Improvement Plan				
Potential Impact	Unclear/inefficient/ineffective processes for those working in partnerships, excessive resource when solutions may already exist, or lack of awareness/incorporation of externally-identified risks or recommendations into plans			HSC Joint Risk Forum External Risk Engagement (Insurers/, ALARM & IS)				
Note	Work ongoing with Alliance partners on Community Risks & Procurement strategy aims to reduce exposure supplier risks. Risk Forum includes reps from Local Resilience Partnership, Alliance, Health & Care and Falkirk Council (Internal Audit). HSCP has 3 Pentana superusers and joint risk forum recently expanded to Forth Valley-wide. Global risks reviewed annually & engagement with Gallagher Bassett, Improvement Service, Association of Local Authority Risk Managers, Scottish Performance Management Forum, Scottish Government, Audit Scotland & Accounts Commission ensures knowledge-sharing conducted regularly.							

Theme E: Processes

Local Aim 5: Clarity, Corporate Value 5: Be the Innovator

Performance Indicators	The following indicators will be added in future years: AGS senior managers' rating of whether risk approach is 1) meaningful and 2) accessible (risk currently grouped with 2 other approaches)
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Action	% Complete	Status	Due	Owner(s)	Note
Define Governance Checklist key controls & Appetite Statement to support prioritisation (annually)	<div style="width: 100%;"><div style="width: 100%;"></div></div> 100%		31-Mar-2024	Performance & Information Adviser	Initial checklist & statement (2023/24) approved by Audit & Scrutiny Committee in Oct-23 as part of strategy (recurring actions for annual review will be included for years 2-5)
Provide responsive service support for performance & risk processes, including the Pentana corporate performance management system	<div style="width: 100%;"><div style="width: 100%;"></div></div> 100%		31-Mar-2024	Performance & Information Adviser	Support provided throughout year, inc. events management (implementation of Martyn's Law), Housing & Property risk register (inc. RAAC & school estate), Children's Services Plan, Public Bodies Climate Change Duties, Economic Dev. & Planning frameworks and directorate business plans.

		Unclear Processes or Prioritisation Mechanisms	Performance & Info Adviser	Existing Controls	Current Score	9	Target Score	6
Risk	Staff & Members are unclear on risk management/prioritisation due to failure to define or disseminate suitable processes			Management Team Risk Workshops				
Potential Impact	Uncoordinated/disconnected activities, failing to address strategic priorities, exacerbating issues regarding equalities, deprivation, safeguarding or sustainability, or mismanaging building/data security, health & safety or continuity incidents			Business Continuity Plans Strategic Framework of Plans, Policies & Procedures				
Note	Strategy, guidance & appetite statement aim to clarify, inc. annual review to simplify & make more explicit. Dissemination has begun, reinforced via training & facilitation. Risk forum consulted on strategy & review, and category reps provide updates quarterly. Mandatory training & responsive support provides additional clarity, and governance checklist summarises key requirements to make the Council's overall governance expectations, duties and tools clearer for managers.							

Theme F: Risk Handling & Assurance

Local Aim 6: Proportionality, Corporate Value 2: Be the Team




Performance Indicator	21/22	22/23	23/24	Status	Target	Owner(s)	Note
Internal Audit assurance level on risk management, governance and control	3	3	2		3	Chief Executive	Indicator shows assurance level of 1 (No assurance), 2 (Limited assurance) or 3 (Substantial assurance). 5 years' values have been recorded, and have always been Substantial until 23/24 when the level reduced to Limited.
Internal Audit draft reports issued within 3 weeks of completion of fieldwork	100%	83%	92%		75%	Internal Audit & Fraud Manager	Performance has exceeded target in all 5 years and increased in 23/24 after a slight drop in 22/23
Internal Audit recommendations accepted by management	100%	100%	98%		90%	Internal Audit & Fraud Manager	All recommendations have been accepted for the last 4 years, however, there was a slight drop in 23/24 due to 1 recommendation (out of 64) not being accepted
Completion of main Internal Audit programme	88%	92%	100%		85%	Internal Audit & Fraud Manager	Performance above target in all years, with programme broadly completed within agreed time allocation, but recognised there are issues outwith the Internal Audit team's control which impact on ability to meet targets.




Action	% Complete	Status	Due	Owner(s)	Note
Provide evidence for the Annual Governance Statement, Internal & External Audit			31-Oct-2023	Performance & Information Adviser	Provided Risk IA updates & supported process via Pentana action uploads (further year 2 development), responded to evidence requests from External Audit (annual audit & thematic Leadership review), Improvement Service corporate self-assessment (Workforce) & data provision for evidencing AGS.
Complete internal preparatory work on consolidation/streamlining of statutory data returns & reports, in advance of national Local Government Data Platform project			31-Mar-2024	Performance & Information Adviser; Pentana Superusers	National project still in planning but local work documented owners/duties/content of returns & reports. Significant work on statutory Public Performance Reporting duties & benchmarking submission/reporting, augmented with public datasets uploaded to Pentana for use by all services, immediate use in corporate report and aim of informing development of Wellbeing LOIP.

		Disproportionate Risk Handling	Performance & Info Adviser	Existing Controls	Current Score	16	Target Score	12
Risk		Failure of governance/scrutiny processes leads to the over-/under-control of risks, with lack of balance in appetite, tolerance & control		External Audit Assurance & Improvement Plan				
Potential Impact		Missed opportunities, allowing unfavourable events to occur, or prevention activities causing greater impact than would be incurred should risks materialise, resulting in inappropriate utilisation of workforce, financial resources or other assets		Internal Audit Programme Council/Committee Reports & Procedures				
Note		Local Code of Governance self-assessed & audited annually (with Internal Audit highlighting concerns, and areas for improvement identified). Committee structures, remits & approval processes ensure oversight. Support staff and other specialists share information via the Risk Forum to ensure balance, as well as identifying 'risk control day' priorities. National data platform project will consolidate returns, and other action undertaken to enhance evidence-base available. While risk has reduced to some extent, further roll-out of training, awareness-raising & facilitation aim to reduce it to amber by the end of 24/25.						



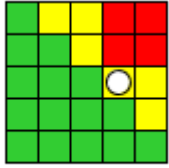
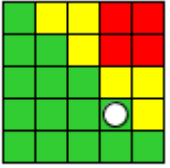
Theme G: Outcomes & Delivery

Local Aim 7: Objectivity, Corporate Value 6: Be the Future

Performance Indicator	21/22	22/23	23/24	Status	Target	Owner(s)	Note
Total insurance claims closed within year (Employers & 3rd Party Liability, Motor, Highways, Property & Injury)	63	41	21		30	Senior Manager - Legal & Governance	Can only be viewed in conjunction with % closed with payment & value of payments. While claims made against the Council are outwith our control, all will incur some cost (processing, insurance costs/excesses, etc.) aside from impacts on individuals. Significant reduction by over two thirds over 5 years.
Insurance claims closed with payment (% of total closed within year)	36.5%	63.4%	61.9%		50.0%	Senior Manager - Legal & Governance	While Council would aim to defend as many claims as possible, payments may be made if cost of court proceedings would exceed value of claim. 23/24 proportion similar to 22/23, however represents only 13 claims - half of the 26 closed with payment in previous year. Reasons for claims being upheld closely monitored & action taken to improve defensibility, both in court and in proactive steps to reduce risks internally and in responsibilities to the public.
Value of insurance claims paid ('claims experience')	£92,464	£41,016	£5,574		£6,000	Senior Manager - Legal & Governance	Substantial reduction, not only in total claims & no. closed with payment, but also total value paid (less than 14% of 22/23, only 6% of that paid in 21/22). Average payment (per claim closed with payment) also reduced significantly, from peak of £4,020 (21/22) to £1,578 (22/23) to only £429 (23/24).

Performance Indicator	20/21	21/22	22/23	Status	Target	Owner(s)	Note (3 indicators have additional data lag – 23/24 not yet available)
Corporate indicators improving since previous year	51.8%	54.0%	45.6%		55.0%	Chief Executive	Includes all corporate performance report & local government benchmarking indicators (as well as corrections so may differ from figures previously reported). While dip in performance would be expected in 20/21 due to the pandemic, and levels did recover in many areas in 21/22, further decline can be seen in 22/23 which may relate to ongoing impacts of budget cuts and workforce pressures on efficiency & effectiveness of service delivery.
Corporate indicators with green status for target achievement (met or within 5%)	54.2%	55.2%	58.8%		67.0%	Chief Executive	Indicators must be used in conjunction with each other as, in some areas improvement is the most important factor, while in others meeting achievable targets is more relevant, and we must compare performance to other authorities to assess whether we are over-/under-achieving. Some indicators are input & responsiveness focussed (costs/processing times) while others are outcome focussed (often closely linked to socio-economic factors). These factors must, therefore, be taken into account in setting appropriate targets & ensuring the corporate indicator set is focussed on areas of high local priority.
Corporate indicators above Scottish median (ranked in top 2 quartiles - usually 1st to 16th place out of 32 local authorities but may differ if not all authorities report the indicator)	40.2%	39.3%	46.3%		50.0%	Chief Executive	Performance impacted due to ongoing budget & workforce issues, as well as high local levels of deprivation (known association with greater impacts of the pandemic & cost of living/energy crises). There are 'leading' indicators on in-year performance but also 'lagging' outcome indicators which demonstrate effectiveness of preventative actions in previous years. Figures will change due to substantial lag in data availability (22/23 data only currently held for around two thirds of measures included in these calculations).

Action	% Complete	Status	Due	Owner(s)	Note
Work with the Data & Digital Transformation Team to improve access, use and impact of tools & mechanisms	100%	✔	07-Feb-2024	Performance & Information Adviser; Data & Digital Team	Attended data insights workshops to assist in project scoping & definition of objectives, contributing knowledge where possible of existing processes, mechanisms & data sources as well as suggestions for potential development opportunities.
Work with the Transformation & Capital function to develop project dashboards and minimum project governance requirements	100%	✔	31-Mar-2024	Performance & Information Adviser; Transformation & Capital Mgr	Worked with Economic Development/City Region Deal and Transformation & Capital to demonstrate & pilot system options regarding project/programme indicator, action & risk dashboards, as well as possible innovative use of risk module to summarise benefits realisation progress on achievement of project objectives & outcomes.
Pilot reporting of performance indicators for corporate risks to demonstrate likelihood/proximity/impact	95%	⛔	31-Mar-2024	Performance & Information Adviser	Workload & capacity issues prevented implementation within target date, though several indicators have been identified with risk owners & reporting will be implemented for relevant corporate risks as soon as practicable.
Identify category measures for broader forum monitoring/horizon scans (LGBF, SIMD, census, etc.)	95%	⛔	31-Mar-2024	Performance & Information Adviser; Corp. Risk Forum	Again, workload & capacity issues have delayed completion, though qualitative information is already provided in quarterly forum updates. Relevant indicators have been identified where possible with category specialists & reporting to the forum will commence from 26-Aug meeting.

  Subjective Evaluations Fail to Address Outcomes		Performance & Info Adviser	Existing Controls	Current Score	12	Target Score	8
Risk	Risk owners' personal perspective unduly influence risk assessments, resulting in inappropriate scoring and treatment		Pentana Performance Management System	 Likelihood vs Impact	 Likelihood vs Impact		
Potential Impact	Failure to escalate/demote or inability to demonstrate rationale for decisions or integration of initiatives with key deliverables, with possible misuse of resource and strategic misalignment to the detriment of community outcomes		Governance & Audit Processes Corporate Risk Management Strategy & Policy				
Note	Though it is difficult to separate personal views from professional, a single risk owner is good practice for accountability, and diversity of employees with varying levels of caution/eagerness to accept risk is beneficial. Guidance encourages involving many individuals & groups in assessments to 'average out' extreme views. Challenge provided by Risk Forum, SLG, Committee & audits. Improved use of Pentana & evidencing with robust data demonstrates reasoning & impact on outcomes. Work has, however, found that subjective assessments (or little detailed analysis) is more commonplace than believed. While this risk has increased, the programme of assessments (including data and evidence) aims to reduce this risk during year 2.						

Year 2 Actions

Excludes those repeated annually. Some already underway, inc. 3 outstanding from year 1. Indicators & Risks will be reported in all years.

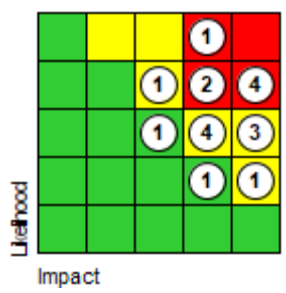
Theme	Action	Desired Outcome	Due
A Leaders	Prioritise services to address gaps in risk logs (senior manager level) & initiate programme of facilitated sessions	Visibility, consistent recording & regular review of logs via corporate system to improve awareness & proactive management of risk	31-Mar-2025
	Provide phase 2 of Elected Member training sessions on Scrutiny, Performance & Risk	Ensuring deployment of strategy aims, and raising awareness of principles, processes, responsibilities & good practice	31-Mar-2025
	Offer risk management accreditation options to senior managers (via insurance contract risk control days)	Ensuring deployment of strategy aims, and raising awareness of principles, processes, responsibilities & good practice	31-Mar-2025
B Strategy	Prioritise corporate strategies to address gaps in risk logs with facilitation programme (or upload to Pentana if they already exist)	Visibility, consistent recording & regular review of logs & integration of risk process with strategy management	31-Mar-2025
	Define guidance, process & template for developing strategies	Ensure appropriate consultation, considerations & content included to minimise risk and support the delivery of positive outcomes	31-Mar-2025
C People	Complete quarterly updates of Connect intranet page for sharing risk guidance, training, events, etc.	Ensuring risk information & guidance is available to all staff to promote the consistent application of good practice	31-Jan-2025
	Identify candidates for Pentana superuser training with directors/senior managers & provide training/workshops	Ensuring deployment of strategy aims, and raising awareness of principles, processes, responsibilities & good practice	31-Mar-2025
	Provide manager information sessions on Pentana content/functionality, identify candidates manager/inputter training & provide training/workshops	Ensuring deployment of strategy aims, and raising awareness of principles, processes, responsibilities & good practice	31-Mar-2025
D Partners	Work with FV Health & Social Care joint risk forum to evaluate & implement whole-system risk sharing options	Maximise value of partnership resources, knowledge & experience in risk management, mitigation, processes and good practice	31-Mar-2025
	Prioritise key partnerships to address gaps in risk logs with facilitation programme (or upload to Pentana if they already exist)	Visibility, consistent recording & regular review of logs & integration of risk process with partnership management	31-Mar-2025
E Process	Revise committee report template & pilot use of Pentana system to manage approval process (including automated reminders)	Improve efficiency & effectiveness of committee report production, ensuring timely consultation on proposals with key risk experts	31-Dec-2024
	Establish benefits assessment process (summarising current & target position in relation to outcomes) to complement assessments of risks to delivery	Ensure data & evidence are assessed and realistic targets set to support the delivery of positive outcomes	30-Sep-2024
	Prioritise categories/cross-cutting corporate themes to address gaps in risk logs with facilitation programme (or upload to Pentana if they already exist)	Visibility, consistent recording & regular review of logs & integration of risk process with management of risk categories	31-Mar-2025
F Handling	Work with colleagues to review Annual Governance Statement/Public Service Improvement Framework processes to improve integration with risk management	Maximise the value of risk assessments and gathered evidence to inform corporate self-assessments	31-Mar-2025
	Review the process for setting up and managing Internal Audit recommendations on Pentana & provide training/guidance for Internal Auditors	Remove single points of failure from the process & improve efficiency & effectiveness, including greater self-service & automated reminders	31-Dec-2024
G Delivery	Prioritise projects/programmes to address gaps in risk logs & programme of facilitated sessions (or upload to Pentana if they already exist)	Visibility, consistent recording & regular review of logs & integration of risk process with project management	31-Mar-2025
	Locate key corporate strategies, plans & performance reports & ensure accessible to staff	Awareness of priorities & plans, including actions, measures & risks, and efficiency of accessing up to date information	30-Sep-2024

Year 3 Actions

Excludes those repeated annually. Further actions for years 3-5 will be defined based on year 2 progress and emerging strategy priorities.



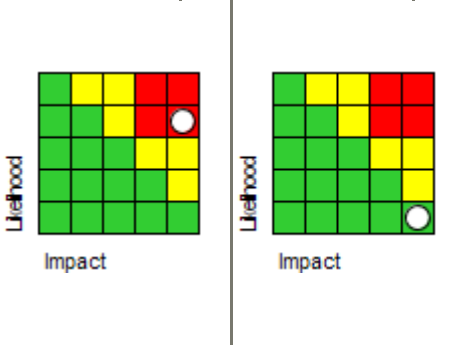
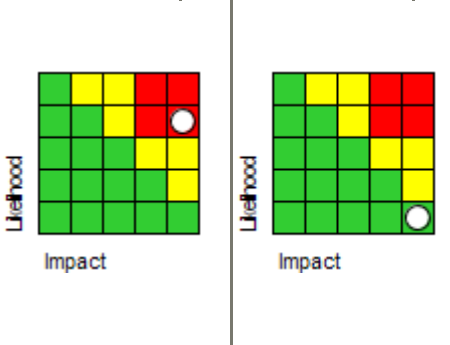


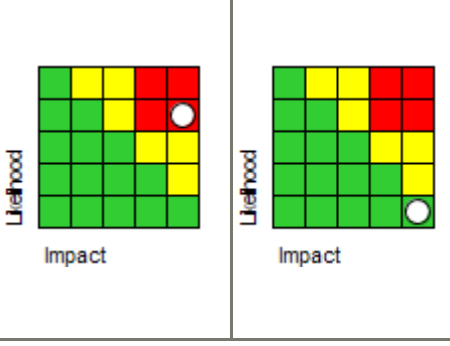
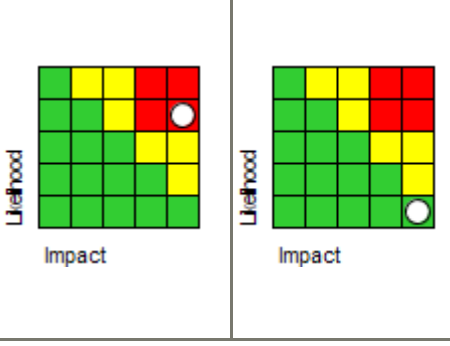
Theme	Action	Desired Outcome	Due
A Leaders	Assess potential for 'deep dive' sessions with Elected Members/managers to explore thematic areas in greater detail	Provide options for exploring & discussing indicators, actions, risks and benefits in a more interactive & flexible way than can be provided via static reports	31-Mar-2026
	Provide Elected Members with access to the Pentana system (once new version of system has been rolled out & content brought fully up to date)	Provide transparent access to performance & risk information at a time and place that is suitable to Elected Members	31-Mar-2026
	Prioritise teams to address gaps in risk logs (team leader level) with facilitation programme (or upload to Pentana if they already exist)	Visibility, consistent recording & regular review of logs via corporate performance management system to improve awareness & proactive management of risk	31-Mar-2026
	Assess options for senior manager refresher training after accreditation gained (such as via Leadership Development Programme)	Demonstrate current mechanisms, processes & controls for the purposes of governance assurance	31-Mar-2026
B Strategy	Align Pentana internal controls list to key corporate strategies & policies, and implement document review functionality	Ensure controls list is current and utilise functionality for holding/reviewing documents (including automated reminders)	31-Dec-2025
	Review Business Planning guidance & template	Streamline, reduce duplication, move to more strategic approach and improve integration & management of plans via Pentana system	30-Sep-2025
	Create live area profile template (for inclusion in corporate strategies) that will automatically populate with most recently available data	Reduce duplication, ensure strategies use most current data available and improve efficiency of strategy production	30-Sep-2025
C People	Re-evaluate training options for Elected Members, managers, superusers & system end-users and expand if appropriate	Ensuring deployment of strategy aims, and raising awareness of principles, processes, responsibilities & good practice	31-Mar-2026
D Partners	Identify & respond to partnership priorities as they emerge	Maximise value of partnership resources, knowledge & experience in risk management, mitigation, processes and good practice	31-Mar-2026
E Process	Conduct more detailed review of risk guidance in response to feedback from facilitation programme & further consultation	Provide clarity & support for managers with consolidated approach to managing governance expectations & considerations	30-Jun-2025
F Handling	Support the consolidation/streamlining of statutory data returns & reports, including participation in the national Local Government Data Platform project	Improve the efficiency & integration of data management & reporting and complying with national/statutory submission requirements	31-Mar-2026
	Summarise common risks & mitigations in a risk library/menu	Simplify the assessment process, reduce duplication and capitalise on past successes	31-Mar-2026
	Provide External Auditors with access to the Pentana system (once new version of system has been rolled out & content brought fully up to date)	Provide transparent access to performance & risk information at a time and place that is suitable to external auditors, & improve efficiency of evidence provision	31-Mar-2026
G Delivery	Fully incorporate the identification of informative performance indicators/data/evidence into risk evaluation guidance & process (following pilot)	Reduction in subjective elements of risk assessment & scoring to focus on evidence-based evaluation of the effectiveness of mitigation in terms of positive impact on organisational outcomes and delivery	30-Jun-2025



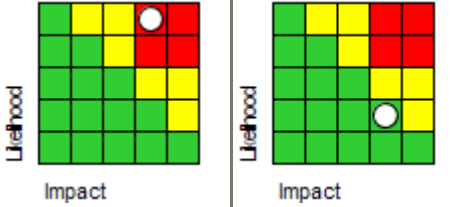
Appendix D – Corporate Risk Register



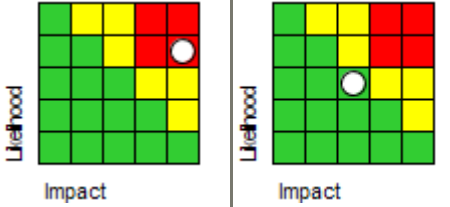
Summary of Changes	Distribution of Scores
<p>At the end of quarter 1, 2024/25 (out of a total of 18 risks):</p> <p>Status</p> <ul style="list-style-type: none"> • 7 risks are red (reduction from 8 in previous report - 2023/24 year end) • 9 risks are amber (same as previous) • 2 risks are green (increase from 1 - fewer greens as these are often demoted to lower-level registers unless particular scrutiny is needed) <p>Approach</p> <ul style="list-style-type: none"> • 10 risks are being Treated (reduction from 13 in previous report) • 5 risks must be Tolerated (same as previous) • 3 risks will be Transferred to directorate registers (see table/notes below) <p>Change in Scores Since Last Review</p> <ul style="list-style-type: none"> • 14 risks remain the same • 1 risk has increased • 3 risks have reduced • No risks have been added to the register 	 <p>Likelihood</p> <p>Impact</p>



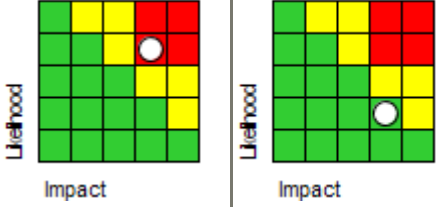


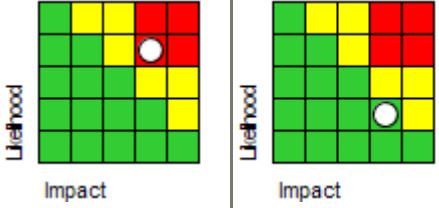
Code	Title	Score	Status	Approach	Change
COU CRR 008	Insufficient Financial Resilience	20		Treat	
COU CRR 005	Impact of Poverty, Inequality & Changing Demographics	20		Treat	
COU CRR 050	Supply Chain & Labour Market Disruption	20		Tolerate	
COU CRR 012	Health & Safety Breach	20		Treat	
COU CRR 046	IT System Failure	20		Treat	
COU CRR 033	Major Governance Failure	16		Treat	
COU CRR 009	Information Not Managed Effectively	16		Treat	
COU CRR 034	Insufficient Pace & Scale of Organisational Transformation	15		Treat	
COU CRR 022	Public Health Emergency	12		Tolerate	
COU CRR 038	Failure to Prevent Extremism and/or Radicalisation	15		Transfer	
COU CRR 040	Failure of Public Utility Supply	15		Tolerate	
COU CRR 047	Inadequate Workforce Planning	12		Treat	
COU CRR 023	Industrial Unrest	12		Tolerate	
COU CRR 031	Failure to Prepare for Severe Weather Events	12		Tolerate	
COU CRR 037	Failure to Address Serious Organised Crime	12		Transfer	
COU CRR 049	Continued Contribution to Climate Change	10		Treat	
COU CRR 011	Harm to Child(ren)	9		Treat	
COU CRR 048	Increasing Attainment Gap	8		Transfer	

Approach: Treat



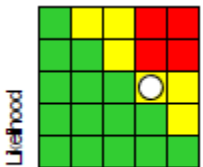
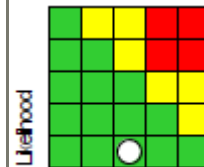
  Insufficient Financial Resilience		Senior Manager Finance & Revenues		Current Score	20	Target Score	5
Risk	The Council does not have a balanced budget to meet essential service demands, customer needs, or external agendas.						
Potential Impact	Reputational and legal implications and severe, extended loss of service provision. Possibility of Alliance, Health & Social Care and other partners also experiencing budget pressures contributes to potential impact, given the interdependencies.						
Note	The budget for 2024/25 was approved in March reflecting a balanced position and including savings to be achieved during the year. Due to the use of reserves and cash savings to balance the 24/25 budget, the budget gap for 25/26 has been estimated at £13m. This year's budget process is already progressing to take forward savings through transformation and other areas previously identified. The budget gap is also subject to the settlement funding from Scottish Government which will be known towards the end of the year. The reduction in score does not represent a material change in the projected budget gap but alignment with the revised risk guidance in reflecting that the balanced 24/25 budget means the risk will not materialise within this financial year.						
Related Actions	Audit of 2022/23 Accounts by Audit Scotland	COU EXA 223	Existing Controls	Budget Strategy & Monitoring			
	Use the agreed strategic change framework and organisational design principles to implement a whole organisation redesign	EXA BVA 1A0		Contract Standing Orders			
	Balance the drive for savings with the need for sufficient officer time and skills to support change and consider how to make more use of external assistance to support improvement	EXA BVA 4F0		Financial Regulations			
  Impact of Poverty, Inequality & Changing Demographics		Chief Executive		Current Score	20	Target Score	5
Risk	Services are not appropriately redesigned based on changing needs in relation to the ageing population, health, complexity of care or socio-economic factors, specifically poor outcomes associated with welfare reform, poverty and/or inequality and wider impacts associated with the cost of living crisis.						
Potential Impact	Inappropriate allocation of resources & assets, misalignment of corporate objectives to need, inability to demonstrate Best Value, and possible financial and reputational consequences of responding to unplanned situations.						
Note	The LOIP and Health & Care Strategic Plan set out partnership outcomes to strengthen community & place-based services. Key priorities are to reduce children living in poverty, develop inclusive growth and empower families & communities. Relevant actions include City Region Deal, Community Wellbeing & Community Wealth Building, as well as data analysis to inform decision-making and Poverty Impact Assessments. The risk score takes into account EU withdrawal, pandemic impacts, recent Child Poverty statistics and the cost of living crisis.						
Related Actions	Clackmannanshire Alliance Local Outcomes Improvement Plan 2017-27	CPP LOI	Existing Controls	Customer Consultation & Engagement			
	Implement Health & Care Partnership Strategic Delivery Plan	CRR HSC SDP		Budget Strategy & Monitoring			



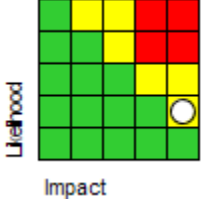
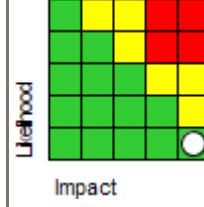


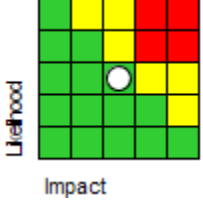
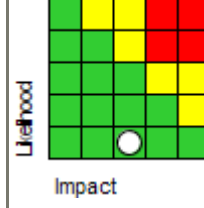
		Health & Safety Breach	Chief Executive	Current Score	20	Target Score	8
Risk	Incident or statutory breach results in injury or death of staff member or customer due to lack of awareness or non-compliance with policies and procedures. Incidents may also arise from third parties actions, outwith Council 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	Some small progress beginning to be noted, but not yet at the point for this to be systemic enough to reduce the risk. Significant focus now on this by Chief Officers.						
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 and cyber incidents means this remains a high risk. Work is ongoing to raise awareness across the workforce of cyber risks and mitigations. The Council is also investing in ICT infrastructure and security as part of its Digital Transformation Strategy & roadmap. This will introduce security policies and tools, cloud hosted services, retire/replace legacy systems, invest in modern technology to support delivery, future ways of working & Digital Transformation ambitions. Implementation of MS365 has begun and will improve the stability and security of systems.						
Related Actions	Develop & deliver the Council's Digital Transformation Strategy		CRR P&P IT1	Existing Controls	Business Continuity Plans		
	Complete actions from IT Asset Management Plan		CRR P&P IT2		Service Level Agreements & Contracts		



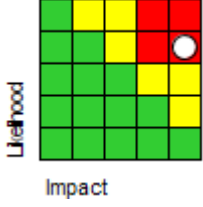


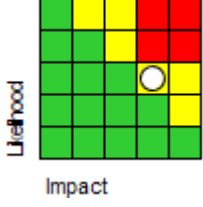


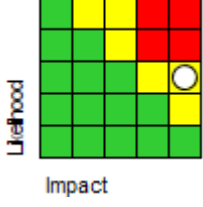
		Major Governance Failure	Strategic Director - Partnership & Performance		Current Score	16	Target Score	8
Risk	A significant failure of compliance with statutory duties through non-adherence to and/or lack of awareness or understanding of law, contract standing orders, scheme of delegation or financial regulations.							
Potential Impact	Significant reputational damage, injury or loss of life, legal action, financial loss or disruption to service delivery and challenge by third parties. Staffing changes and re-design reaffirm need to closely monitor & manage compliance with statutory requirements & good practice.							
Note	The Corporate Risk & Integrity Forum discuss governance & compliance on a quarterly basis. Mandatory training to officers to be carried out over the next few months. Scrutiny training was provided to Audit & Scrutiny Committee in Jun-23 and other Elected Members in Nov-23. 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	Records Management Officer is now in post and review of records / retention plans is well underway. The risk is still likely due to cyber essential accreditation still being outstanding. Work continues around opportunities from MS365. The review of Data Protection policies and partnership sharing agreements are well underway. The number of staff completing training is still low and as information governance training is not mandatory, manager support is essential.							
Related Actions	Develop & deliver the Council's Digital Transformation Strategy		CRR P&P IT1	Existing Controls	Data Sharing Agreements GDPR Guidance & Training			



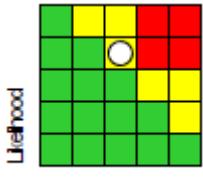
		Insufficient Pace & Scale of Organisational Transformation	Chief Executive	Current Score	15	Target Score	5
Risk	The Council fails to proactively drive the fundamental redesign of services and organisational planning/development with the speed required to address the funding gap due to ineffective change management.			 Likelihood Impact		 Likelihood Impact	
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 started in January 2024. Governance of the Capital Plan is in place with regular meetings to take place with the project leads to monitor milestones, resources, risks etc. and to put in place appropriate measures for reporting and monitoring. There are now consistent and standardised project updates for the Be the Future board with a benefits realisation plan to be developed. Key Messages from the board will be circulated which will enable communication and visibility of the programme.						
Related Actions	Be the Future Transformation Programme		COU TRN	Existing Controls	Be the Future Board		



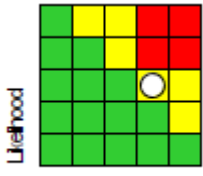
		Inadequate Workforce Planning	Strategic Director - Partnership & Performance	Current Score	12	Target Score	3
Risk	Due to lack of workforce planning the Council fails to ensure sufficient capacity/resource to deliver key Council service or fails to adequately develop its workforce to ensure that skills, knowledge and structures are appropriate, sustainable financially viable and compatible with our corporate vision.			 Likelihood Impact		 Likelihood Impact	
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 plan previously approved by Council 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 lifetime of the plan, 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). Work is also ongoing in relation to the development of Strategic Workforce Plan (2025-28) this plan will continue to focus on workforce planning at both strategic and directorate levels, ensuring that the Council has sufficient resource with the relevant skills set to enable the Council to deliver on key priorities.						
Related Actions	Develop & implement the strategic workforce plan 2022-25		CRR P&P HR4	Existing Controls	Strategic Workforce Plan		

		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, reducing waste and travel, making available resources, using/promoting sustainable practices, materials & technologies or failing to act as an ambassador for national & international good practice as it emerges.						
Potential Impact	Worsening environmental impacts including flooding (see Severe Weather risk), increased fuel poverty (with health/social impacts), missed efficiency savings/economic opportunities and poorer air quality. Reputational impacts of not supporting national/international policy, and legal implications of not meeting targets or demonstrating progress.						
Note	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		
		Harm to Child(ren)	Strategic Director - People	Current Score	9	Target Score	3
Risk	A lack of capacity, stability or skillset in key roles reduces the Council's ability to fulfil statutory requirements and intervene to prevent the serious harm to a child/children.						
Potential Impact	Effects of injury or death on individual, family, friends & staff members, reputational & legal implications, with associated costs, as well as impact of reputational damage & negative publicity on morale, workforce development and sustainability.						
Note	Robust internal controls ensure appropriate staffing, leadership & assurance, including quarterly reports to 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 team leaders & senior practitioners (part of Children's Services re-design) to build resilience and skill in the workforce. Vacant posts are recruited to in a timely manner and council specific/multi-agency training is in place, including Joint Investigative Interviewing, including implementation of the Forth Valley SCIM team (Scottish Child Interview Model). The e-IRD system allows agencies to respond in real time to those at risk of harm for timely assessments and interventions, and there has been a sustained local decrease in child protection registrations. While this risk has reached a green status, its significant nature means it is felt appropriate for constant review via the corporate register.						
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		



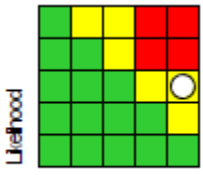
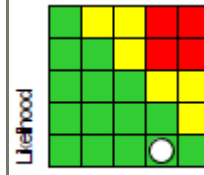
Approach: Tolerate



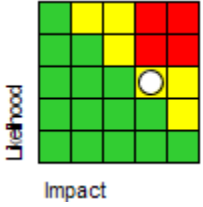
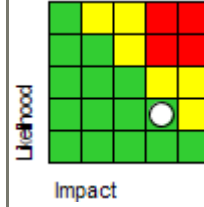


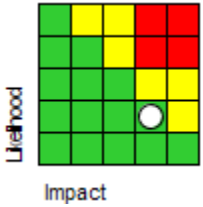
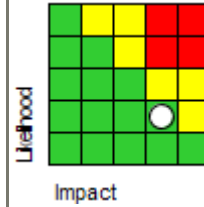
		Supply Chain & Labour Market Disruption	Chief Executive	Current Score	20	Existing Controls
Risk	Disruption to UK supply chains & labour markets as a result of EU withdrawal, increasing costs & delays in sourcing goods (particularly in construction), already materialising and could continue for an extended period or escalate					
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					
Note	Impact and Likelihood remain unchanged. Ongoing pressures on supply chain impacted by Supply issues due to Issues in Gulf, Ukraine, particularly food inflation, Skilled staff with key suppliers. Brexit still impacting plus recruitment difficulties particularly for key roles internally and the availability of skilled staff internally					
		Public Health Emergency	Chief Executive	Current Score	12	Existing Controls
Risk	Significant numbers of Council staff and customers become ill due to the occurrence of a public health emergency, such as a flu pandemic, with spread potentially exacerbated through failure to vaccinate or follow hygiene protocols.					
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.					
Note	Continue to work at local, regional and national level on developing plans. Procedures and plans in place for dealing with those most affected including identified vulnerable residents. While pandemic impacts are still being felt and a number of issues require ongoing monitoring and management, the revised risk guidance means the likelihood/proximity of this risk can now be downgraded.					
		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.					
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.					
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					

 	Industrial Unrest	Chief Executive	Current Score	12	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/reputational damage, and impact on staff morale & productivity. In case of partners/suppliers may have to support or reduce activity/service delivery.				Trade Union Comms Protocol
Note	The 23/24 pay negotiations were settled in November 2023. Negotiations are ongoing at national level for 24/25 however no settled position has been reached and there is the potential for increased industrial unrest and balloting for strike action which will impact at local level. Strike actions will likely be focused on critical areas such as education and waste.				Forth Valley Local Resilience Partnership

 	Failure to Prepare for Severe Weather Events	Strategic Director - Place	Current Score	12	Existing Controls
Risk	Inability to respond to weather events due to lack of appropriate planning & equipment (e.g. 4x4 vehicles). Most likely flooding from rain/coastal surge, winter weather or heatwave (increasing frequency & severity due to climate change).				Business Continuity Plans
Potential Effect	Widespread community dislocation (including risk to life), damage to property, businesses, roads & utility infrastructure (inc. telecoms & power), or inability of staff to get to work. Impact on delivery/reputation/finances & increased workload in numerous services to support communities, including clearing roads & core paths (e.g. from fallen trees & other debris).				Forth Valley Local Resilience Partnership
Note	Controls in place for monitoring and action as required. New severe weather framework developed. Community Resilience teams in place in areas of high risk. Ongoing liaison and discussion with Met Office and SEPA				Winter & Flood Management Plan

Approach: Transfer

 	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 partners and 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 programmes and on specific aspects of the national Prevent strategy (with the national referral pathway having been reviewed in 2021). Work is ongoing with intelligence sources on identifying direct local threats, and global issues mean this risk is not being downgraded, however, it will be transferred to the Partnership & Performance directorate register for ongoing management across services by the portfolio lead.					
Related Actions	Actions from Internal Audit of CONTEST, Prevent & Serious Organised Crime Readiness		CRR P&P SP2	Existing Controls	Forth Valley Resilience Partnership CONTEST Plan & Working Groups WRAP Training (High Priority Staff)	

		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. Similarly to Extremism, this risk is not being downgraded but will be transferred to the Partnership & Performance register as the portfolio lead for work across services.						
Related Actions	Serious Organised Crime action plan, based on Police Scotland self-assessment		COU SOC	Existing Controls	Serious Organised Crime 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		
		Increasing Attainment Gap	Chief Education Officer	Current Score	8	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	We continue to monitor closely and the risk score has reduced as schools are starting to see the gap closing with a number of further interventions in place as part of School Improvement Plans. As this risk has now reached a green status, it will be demoted from the corporate register and monitored via the People Directorate register, to be escalated again should future statistics demonstrate a change in this position. As a more immediate issue, the condition of buildings across the school estate is being considered for escalation to the corporate log due to rising concerns around the recent downgrading in suitability ratings of some educational facilities.						
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		

CLACKMANNANSHIRE COUNCIL

Report to Audit and Scrutiny Committee

Date of Meeting: 22 August 2024

Subject: Community Wellbeing Report 2023/24

Report by: Lorraine Sanda, Strategic Director People

1.0 Purpose

- 1.1 This report provides annual progress on the full range of People Directorate Plans for 2023/24, including the People Business Plan 2023-24.

2.0 Recommendations

- 2.1 It is recommended that the Audit and Scrutiny Committee note, make comment and challenge the contents of the Report.
- 2.2 It is recommended that the Audit and Scrutiny Committee endorse the One Plan, One Report approach and recommend to Council that this approach is further considered across other Directorates and across the Council.

3.0 Considerations

- 3.1 To reflect a One Plan, One Report approach, this year, the different reports have been streamlined in to One Community Wellbeing Report (Appendix 1) , reflecting the duplication and overlap across the full range of People Plans. The combined report includes Reports on a Page for each Plan. The Report provides progress against the actions, priorities and key performance indicators set out in the Plans listed below.
- 3.2 All of the Plans listed at paragraph 11 have previously been agreed by Council. With the exception of the Family Wellbeing Partnership and the National Improvement Framework, the Plans reflect partnership, collaboration and input from Clackmannanshire Alliance partners. The combined Report will be presented to the Alliance in October 2024 for approval.
- 3.3 The Council Business Planning Guidance has been followed with the revised format, as have individual statutory reporting requirements. In addition, the combined **One Report** will be submitted to Scottish Government to demonstrate how portfolio and policy reporting can be streamlined in line with the Verity House Agreement, using robust self-evaluation and evidence, reflecting local context.

- 3.4 Similarly, **One Plan**, will be presented to Council in August taking the same approach going forward for 2024-25. The approach taken aligns with the evolving Wellbeing Local Outcome Improvement Plan.
- 3.5 As well as summarising the actions taken over the past year to address our improvement priorities, this report **focuses on impact** and the progress made against achieving the combined agreed objectives and outcomes.
- 3.6 The Report demonstrates considerable evidence of impact as a result of ongoing improvement activity. In particular, the following highlights can be noted:
- The reduction in external placements for care experienced children
 - Improvement in attainment at certain levels
 - More parents supported in to employment
 - Increased confidence in children’s swimming
 - Reduction in suicide harm of children and young people
 - Decrease in children and young people subject to child protection registration
 - Improvement in follow up destination rates
 - Reduction in Domestic Abuse levels and increase in number of women supported
 - Delivery of new Lochies School and Wellbeing Hub on track

4.0 Sustainability Implications

4.1 Sustainability is integrated with People Directorate planning.

5.0 Resource Implications

5.1 Financial Details

None

5.2 **Staffing**

There are no implications for staffing arising from the Community Wellbeing Report. External funding has been received for temporary staff resource.

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)

Complies with relevant council policies.

8.0 Equalities Impact

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

Yes No

9.0 Legality

9.1 It has been confirmed that in adopting the recommendations contained in this report, the Council is acting within its legal powers. Yes No

10.0 Appendices

10.1 Appendix 1 – Community Wellbeing Report [People Directorate] 2023/24 incorporating People Business Report

11.0 Background Papers

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

Yes (please list the documents below) No

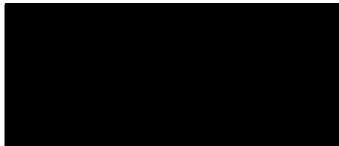
- People Business Plan 2023-24
- Clackmannanshire Family Wellbeing Partnership Strategic Plan 2023-2024
- The Promise Plan 2023-2026
- Clackmannanshire Children's Services Plan, 2021-2024
- Clackmannanshire National Improvement Framework Plan 2023-2024
- Community Justice Improvement Plan 2023-2028

- Violence against Women and Girls' Strategy 2023-2024
- Sport and Active Living Framework 2018-28
- Local Child Poverty Action Plan 2023-24
- Community Learning and Development Plan 2023-24
- Scottish Equity Fund Plan 2023-24

Author(s)

NAME	DESIGNATION	TEL NO / EXTENSION
Lorraine Sanda	Strategic Director, People	2425

Approved by

NAME	DESIGNATION	SIGNATURE
Lorraine Sanda	Strategic Director, People	



Community Wellbeing Report (People Directorate) 2023-24

People Directorate

One Plan, One Report



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Summary

During the reporting year 2023-24, the life chances of our children and young people (including women and girls) have improved. This is evidenced in the reduction of care experienced children and young people being looked after away from home, the increase of youth voice in relation to gender based violence and the introduction of new initiatives to support victims of domestic violence.

Our young people are developing skills for learning, life and work, enabling them to enter a positive destination. As a result of an increased number of clubs and organisations supporting children, young people and communities into sport and physical activity, people are healthier and more active. We are also reporting a reduction in the number of teenage pregnancies and instances of suicide harm through well designed inclusive and sustainable partnership working. We have extended the range of family support available and accessible at the point of need.

The Tackling Poverty Plan, Children's Services and Community Justice Partners are working together to promote a safe community. External partnership working has been essential to our progress in achieving the outcomes of the 2023-24 Plan.

Introduction

This report provides an annual update on progress on the actions set out in the People Business Plan 23-24.

In addition, this report combines for the first time, progress against the following plans:

- Children Service’s Plan
- Community Learning and Development Plan
- Community Justice Plan
- Family Wellbeing Partnership Plan
- Local Child Poverty Action Plan
- National Improvement Framework
- The Promise Plan
- Sport and Active Living Framework
- Violence Against Women and Girls Plan

In these Plans, there are similarities in outcomes, duplication and overlap, therefore, the Community Wellbeing Report reflects streamlining of these outcomes into 6 overarching outcomes, taken from the National Planning Framework and aligning with the Local Outcomes Improvement Plan. This has led to a reduction across all the above plans from 113 outcomes to 6.

The report has been streamlined around the 4 Strategic Priorities of the People Directorate with evidence of impact and progress against the key performance indicators. For reference, a high level summary against Business Plan Actions has been included as well as the Pentana extract.



Strategic Outcomes	
1	Children and Young People have improved life outcomes by growing up loved, safe and respected
2	Empowered communities are well designed, inclusive, sustainable, resilient and safe
3	People of all ages successfully contribute to our communities by developing skills for learning, life and work
4	Poverty in our communities is reduced by improving outcomes for all
5	People are healthy and active with improved health and wellbeing
6	Human Rights are respected and fulfilled by tackling inequalities across our communities

Impact Report on Strategic Priority

Empowering Families and Communities

Evidence of Impact

- Reduced external placements [Increased provision for children at the edge of care and leaving care]
- Reduction in children looked after away from home
- Increased participation of parents and carers in Family Learning
- Refresh of GIRFEC single report template considering the needs of sibling groups
- Improvement in attendance rate
- Current data (unpublished) shows improvement in BGE achievement levels
- Positive destination rate stable
- Increased knowledge on how to support autistic children and young people
- Support in place for transition/pathways for children and young people with additional support needs upon leaving school
- Improved 1:1 digital access – all children from P2 – S6 with access to digital device
- New initiatives to support both victims and perpetrators of Domestic Abuse
- Increased youth voice in campaign against Gender Based Violence

Contributing to

Outcome 1

Children and Young People have improved life outcomes by growing up loved, safe and respected

Outcome 2

Empowered communities are well designed, inclusive, sustainable, resilient and safe

Outcome 3

People of all ages successfully contribute to our communities by developing skills for learning, life and work

Outcome 6

Human Rights are respected and fulfilled by tackling inequalities across our communities

KPI	2021/22 value	2022/23 value	2023/24 value	Target
Positive Destinations	96.5%	94.9%	No data available	97%+
No [%] of children/families with access to digital resources as part of 1:1 digital device roll out	58.3%	75%	95%	10 yr. prog
Percentage of P1, P4 and P7 pupils combined achieving expected CFE level in Literacy	63.3%	69.6%	73.9%*	75%
Percentage of P1, P4 and P7 pupils combined achieving expected CFE level in Numeracy	71.7%	72.4%	77.3%*	79.1%
Numeracy attainment gap (P1,4,7 combined) - percentage point gap between the least deprived and most deprived pupils	-19.3pp	-15.8pp	-16.3pp*	-23.1pp
Literacy attainment gap (P1,4,7 combined) - percentage point gap between the least deprived and most deprived pupils	-15.6pp	-13.5pp	-16.7pp*	-20.3pp
% Young people achieving at SCQF Levels in Literacy (Levels 4, 5 and 6)	73.5%	70.2%	No data available	78.1%
% Young people achieving at SCQF Levels in Numeracy (Levels 4, 5 and 6)	56.8%	57.1%	No data available	63.3%
No. of referrals received for Caledonian Programme (domestic abuse)	28	20	17	Increase
No. of orders for Caledonian Programme imposed (domestic abuse)	15	8	14	Increase
Women Supported through Caledonian Service Referrals Received for Women Workers' Support for the Caledonian Programme	26 (women only)	No data available	45 (women and children)	Increase
No. of children referred to Children's Reporter	161**	118**	6.8%***	Reduce
Attendance figures	92.2%	90.7%	90.8%*	94%

*Figures in italics unpublished

**All Referrals to Children's Reporter

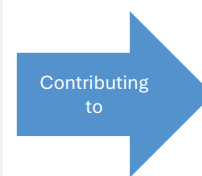
***Referrals to Children's Reporter – offences only (per 1000 aged 8-15)

Impact Report on Strategic Priority

Health and Wellbeing

Evidence of Impact

- School Key Worker supporting more children into positive destinations
- Creation of 3 Sector Skills Academies leading to improved destinations
- Parents supported into employment
- Child Wellbeing Partnership supporting 239 children from 165 families reporting improvement in wellbeing and increased access to employment and training opportunities
- More than 5% increase in the number of families supported through combined Family Wellbeing Partnership
- 'One Stop Provision' developing a preventative multi agency approach to work with families
- Significant increase in the range of family support provision
- Increased Intensive support for children and young people leaving care
- Increased mentoring service for Care Experienced children and young people
- Increased breastfeeding rates
- Tracking of 2 year olds linking to achievement of milestones
- Several primary schools awarded gold status for school's sports awards
- Increase in number of clubs/societies supporting children and young people in active sport
- Increased confidence in children's swimming
- Increased attainment in P4 in Physical Competencies and Personal Qualities
- Continued engagement with the Vardy Foundation - development of new-build accommodation (a small-group children's house and supported living accommodation)
- Reduction in suicide harm – increased uptake of Text Clackmannanshire
- Improvement in children's mental health: 83% of pupils referred to the Creative Therapeutic Interventions
- The number of children/young people subject to Child Protection registration has steadily decreased
- Increased opportunities for outdoor learning leading to improvement in health and wellbeing and attainment



Outcome 1
Children and Young People have improved life outcomes by growing up loved, safe and respected

Outcome 3
People of all ages successfully contribute to our communities by developing skills for learning, life and work

Outcome 4
Poverty in our communities is reduced by improving outcomes for all

Outcome 5
People are healthy and active with improved health and wellbeing

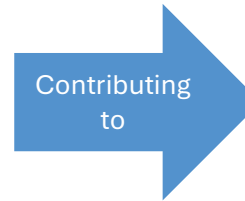
KPI	2021/22 value	2022/23 value	2023/24 value	Target
Positive Destinations	96.5%	94.9%	No data available	97%+
Reduction in rates of completed suicide	7		No data available	Reduce
No. of young people (3 years-18 years) accessing digital mental health supports	642	681	737	Increase
Percentage of P1, P4 and P7 pupils combined achieving expected CFE level in Numeracy	71.7%	72.4%	77.3%*	79.1%
Numeracy attainment gap (P1,4,7 combined) - percentage point gap between the least deprived and most deprived pupils	-15.6pp	-15.8pp	-16.3pp*	-23.1pp
Reduction in number of external placements	125	115	110	Reduce
Reduction in number of unplanned external placement changes for children	9	1	6	Reduce
Increase in children and young people's participation/consultation feedback for 'My Plan' reviews	No data	23%	26%	50%
No. of children referred to Children's Reporter	161	118		Reduce
Proportion of adolescents who have used alcohol in last 30 days (Icelandic Model /Planet Youth)	36%	No data available	28%	Reduce

*Figures in italics unpublished

Impact Report on Strategic Priority Health and Wellbeing

Evidence of Impact

- Increase in P4 writing attainment and increased teacher confidence
- 40% increase in child library (Every Child a Library Member) memberships
- Evidence of increased confidence and accuracy in schools/ELCs self-evaluation
- More staff trained in Readiness for Learning approach; trauma informed practice



Outcome 3

People of all ages successfully contribute to our communities by developing skills for learning, life and work

Outcome 5

People are healthy and active with improved health and wellbeing

KPI	2021/22 value	2022/23 value	2023/24 value	Target
No [%] of children/families with access to digital resources as part of 1:1 digital device roll out	58.3%	75%	95%	10 year prog
Percentage of P1, P4 and P7 pupils combined achieving expected CFE level in Literacy	63.3%	69.6%	73.9%*	75%
Literacy attainment gap (P1,4,7 combined) - percentage point gap between the least deprived and most deprived pupils	-19.3pp	-13.5pp	-16.7pp*	-20.3pp

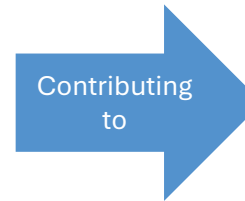
**Figures in italics unpublished*

Impact Report on Strategic Priority

Sustainable, Inclusive Growth

Evidence of Impact

- Employability programmes meet the needs of young people requiring service
- Follow up pathways in place for young people
- Positive destination rate stable
- A higher number of school leavers moving on to further education than the Scottish average
- A higher number of school leavers entering employment than the Scottish average
- Improvement in follow-up destination rate
- Improvement in children’s attainment in Literacy and Numeracy
- Good progress made to stabilisation of the fostering service
- Reduced numbers of children who are looked after away from home
- Reduction of the use of external foster care placements



Outcome 1

Children and Young People have improved life outcomes by growing up loved, safe and respected

Outcome 3

People of all ages successfully contribute to our communities by developing skills for learning, life and work

Outcome 4

Poverty in our communities is reduced by improving outcomes for all

Outcome 5

People are healthy and active with improved health and wellbeing

Outcome 6

Human Rights are respected and fulfilled by tackling inequalities across our communities

KPI	2021/22 value	2022/23 value	2023/24 value	Target
Positive Destinations	96.5%	94.9%	No data available	97%+
% Young people achieving at SCQF Levels in Literacy (Levels 4, 5 and 6)	73.5%	70.2%	No data available	78.1%
% Young people achieving at SCQF Levels in Numeracy (Levels 4, 5 and 6)	56.8%	57.1%	No data available	63.3%
Reduction in number of external placements	125	115	110	Reduce
Reduction in number of unplanned external placement changes for children	9	1	6	Reduce
Increase in children and young people’s participation/consultation feedback for 'My Plan' reviews	No data	23%	26%	50%

Summary of Actions

Strategic Priority: Empowering Families and Communities

Action	Summary of Progress against Action
Incorporation of the United Convention on Rights of a Child (UNCRC) Act and implementation of a children's rights approach to policy and practice	<ul style="list-style-type: none"> The UNCRC Incorporation Act was given Royal Assent in January 2024; provisions came into force on 16th July 2024 Clackmannanshire UNCRC Working Group meets regularly; produced various guidance documents and local policies to support the implementation of this Act
<p>Launch of Youth Charter Guidance Framework [Aug 2023]</p> <p>Establishment of cross sector youth voice networks within each authority in the RIC</p>	<ul style="list-style-type: none"> A Youth Engagement Framework developed and operational across Clackmannanshire A short life working group developing values and workforce development strategies to fully implement the UNCRC across Children's Services; fully implementing Youth Voice relating to UNCRC responsibilities
Enhance family support provision within communities through investment in intensive family support services	<ul style="list-style-type: none"> Increased provision for children at the edge of care and leaving care resulting in reduced external placements: 66 children placed in external provision in April 2023 reduced to 58 in April 2024 Fall in number of children looked after away from parents: 198 in April 2023 to 185 in April 2024
<p>Support practitioners to work with families to deliver family learning</p> <p>Support Parent/Carer Councils to fulfil their legally prescribed and constituted role</p>	<ul style="list-style-type: none"> Support meetings held with parent/carer office bearers in 15 of 21 Parent Councils Over three quarters of Parent Councils have helped to claim administration support money Officers engaged with school and ELC practitioners to increase participation of parents and carers in family learning: Abercromby Primary Parental Support Team won the Campaign for Learning Family Learning Innovation Award for their Paternal Play Programme
Implement a fair and transparent policy for remunerating care experienced individuals involved in co-designing and co-producing aspects of service design	<ul style="list-style-type: none"> There have been several barriers to implementing a Remuneration Policy with advice sought around tax and worker status Once these issues are resolved, the Policy can proceed to Council for approval from Elected Members
<p>Review of approaches to planning for children to increase participation and improve outcomes</p> <ul style="list-style-type: none"> Implementation of a new team dedicated to leading planning for children with a focus on quality assurance, participation and language Extend remit of Independent Reviewing Officers to include children living at home, and dedicated resource for pathway planning 	<ul style="list-style-type: none"> Quality Assurance Team comprising of Independent Reviewing Officers established in October 2023 to quality assure and support improvement in planning for children and young people Reviews of children looked after at home Refresh of Getting It Right for Every Child single report template, associated guidance and My Plan launched in June 2024 with greater emphasis on the language of care, UNCRC and the views and rights of children; giving greater consideration to the needs of sibling groups

Summary of Actions

Strategic Priority: Empowering Families and Communities

Action	Summary of Progress against Action
<p>Develop a whole system approach for young people who are involved or on the cusp of involvement with youth or community justice services</p> <p>Outcome: fewer young people in justice system</p>	<ul style="list-style-type: none"> Clackmannanshire Council's Youth Justice Services in partnership with Children and Young People Centre for Justice is under review; ensures pathways through the justice process will be more young person centred, providing appropriate services to young people who come into conflict with the law There have been 3 engagement /consultation sessions involving strategic managers and operational staff from across the partnership
<p>Improved strategy for Additional Support for Learning across Clackmannanshire for improving outcomes for children/young people with Additional Support Needs and their families</p>	<ul style="list-style-type: none"> Additional Support for Learning (ASL) Strategy 2024-27 completed and approved by Council in February 2024. Action plan created and implementation underway. .
<p>Improved transitions for children and young people with Additional Support Needs</p> <p>Outcome: Improvement in destination rate for school leavers with Additional Support Needs</p>	<ul style="list-style-type: none"> The Education Operational Guidance for Additional Support for Learning Transitions is at the final stage of consultation; will give a clear process for establishments to follow, meaning children/young people with ASN will experience well planned, successful transition Pupil centred planning meetings facilitated for most complex learners ensures that there are clear pathways and planning for post school destinations; tracking provides an overview of young people with ASN leaving school and the proposed post school destinations
<p>Improve practice in relation to attendance in the following key areas:</p> <ul style="list-style-type: none"> Ethos and Relationships Policy and Procedures Targeted interventions Partnership Working 	<ul style="list-style-type: none"> Schools continue to promote benefits of good attendance through parental engagement activities and communications Regular monitored attendance data analysed; schools using Attendance Dashboards Two thirds of our primary schools have a higher average percentage attendance rate at the end of May 2024 than at the end of May 2023 72% of our primary schools are meeting or exceeding trajectory stretch aim of 92-93% as of the end of May 2024 (with 7 of them exceeding the stretch aim) All sectors have a higher average percentage attendance than this time last session Updated attendance policy; in draft form for further consultation with a focus on ethos and relationships Several walking buses around the authority which are having a positive impact on attendance and punctuality including the Child Wellbeing Partnership breakfast clubs (Scottish Government's Early Adopter Community)
<p>Ensure that stretch aims are both ambitious and achievable</p>	<ul style="list-style-type: none"> Current data (unpublished) shows positive ACEL predictions for achievement of stretch aims Attendance data (unpublished) for 2023/24 shows an overall small improvement Positive destination rate continues to <i>align with previous high figures</i> and is above the national rate

Summary of Actions

Strategic Priority: Empowering Families and Communities

Action	Summary of Progress against Action
<p>Improve outcomes for disabled children and young people by developing an integrated transitions strategy/procedures to support their transition to adulthood and access to adult services/support</p>	<ul style="list-style-type: none"> • Integrated transition policy and procedure implemented • Ongoing awareness raising sessions with school staff and social work staff • A successful Transitions Fayre for parents, children and young people and partners has been delivered; further events scheduled
<p>Increase knowledge and skills of Clackmannanshire educators to include and meet the needs of all learners, through R4L principles and practice</p>	<ul style="list-style-type: none"> • Focus has been given to priority schools to support the implementation of the Readiness for Learning (R4L) approach, in collaboration with Speech and Language Therapy and Occupational Therapy • Over 3000 hours of professional learning delivered since April 2023
<p>Build capacity and expertise across all school to support learners with ASD to ensure our mainstream schools have a level of expertise</p> <p>Outcome: Improving educational outcomes through targeted supports in individual Child Plans</p>	<ul style="list-style-type: none"> • More learners with complex needs are supported in mainstream schools with flexible spaces, targeted interventions and outreach support • Initiated teacher network to share practice, engage in professional dialogue and seek support with different aspects of the children's needs • Increased knowledge on how to support autistic children and young people with training by the National Autism Implementation Team (NAIT) including Social Communication Emotional Regulation Transactional Support (SCERTS) training
<p>Improve the key stage transitions experience for learners and families for learners with Additional Support Needs.</p>	<ul style="list-style-type: none"> • Development of Additional Support for Learning guidance for staff; consultation of guidance is progressing • Pupil centred planning meetings facilitated for our most complex learners to ensure there are clear pathways and planning for post school destinations; transitions for children meeting their criteria are monitored; additional layer of tracking introduced
<p>Implement Phase 2 of the Icelandic Prevention Model:</p> <ul style="list-style-type: none"> • Ensure all practitioners have access to clear, practical support, training • Help to enhance the consistency of response particularly in relation to substance use, self-harm and suicidal intent 	<ul style="list-style-type: none"> • All S3 and S4 young people across all 3 secondary schools completed the Planet Youth online surveys; data was analysed and shared with local authority • Two Planet Youth Officers funded by Winning Scotland focusing on upstream, preventative work in the community and in schools
<p>Collaborative investment in Safe and Together and the Caledonian Model for families and children who have experienced domestic abuse</p> <ul style="list-style-type: none"> • Develop and introduce a full time Domestic Abuse Coordinator post 	<ul style="list-style-type: none"> • Two new initiatives introduced adding to the Non-Court Mandated Caledonian Programme 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 • A new Men's Self-Referral helpline has been launched
<p>Embedding the principles and practice of the Scottish Government's 'Equally Safe at School' Strategy to prevent and eradicate violence against women and girls</p>	<ul style="list-style-type: none"> • Appointed a Violence Against Women and Girls Coordinator to take forward implementation and delivery of the VAWG Plan; increase youth voice in the campaign against gender-based violence • Alva Academy continues to pilot the Equally Safe at School programme • Positive relationships Inputs included in all year group Personal Social and Emotional programmes • Women's Aid and Rape Crisis continue to work in partnership with young people within education settings

Summary of Actions

Strategic Priority: Empowering Families and Communities

Action	Summary of Progress against Action
<p>Increase support available to care experienced young people</p> <ul style="list-style-type: none">• 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 to reduce isolation, create a community, and create accessible pathways of support based on learning from Aberlour/Vardy work with young people and partners	<ul style="list-style-type: none">• Strengthened coordinated approaches between housing and social work to ensure earlier planning for care experienced young people at risk of homelessness• Refresh of pathways assessments and processes to improve planning for young people leaving care• Continued development of a suite of supports for care experienced young people including work with the Vardy Foundation to scope out and increase local care provision

Summary of Actions

Strategic Priority: Health and Wellbeing

Action	Summary of Progress against Action
<p>Increase understanding of wellbeing and capabilities approach across Council and partners</p> <ul style="list-style-type: none"> • Values Based Leadership (VBL) • What Matters to You (WM2U) • Capabilities Approach Module 	<ul style="list-style-type: none"> • VBL: Young people in Clackmannanshire secondary schools participate in Columba 1400 leadership projects as well as the “Train the Trainer” programme to further develop skills and ensure sustainability • A pilot project at Redwell PS - introduction to Columba 1400 for all staff • VBL for two P6 classes – supported by Train the Trainer young people • Evidence of staff using their new skills to support colleagues and enhance meetings with activities to fully embed VBL across the local authority and wider community • What Matters to You (WM2U): a voice-led, community-based systems change approach working alongside families in Clackmannanshire, Dundee and East Ayrshire by shifting public resources to offer support earlier, thereby enabling people to flourish within their communities • Two ideas progressed [following consultation]: Ben Cleuch Poly Tunnel - New Scots' Gardening Project and Families Together - Abercromby PS Parents' Family Cooking • Capabilities Approach Module: Wellbeing and capabilities language is embedded in all Family Wellbeing Partnership documentation
<p>Redesign structures around relationships and needs</p>	<ul style="list-style-type: none"> • Structures redesigned to increase partnership working and early access to support; developed through the alignment of the FWP Collaboration group • Impact includes access to parenting support at Park Primary School through the Early Help Team, development of a walking bus supported through CLD to increase attendance at school; support for families over the summer holidays via the Family Wellbeing Partnership and Family Support Collaborative • Families accessing non statutory support through Early Help, with the Early Help Team responding to 60 to 70% of all referrals to children's social work • The redesign has resulted in increased availability of parent groups and support for young people in conflict with the law • Community Learning and Development redesign to localities
<p>Align money flow, funding and reporting</p>	<ul style="list-style-type: none"> • In building on the success of transformation changes and innovative funding and commissioning (distributing funds through various vehicles to those closest to our families, to improve delivery and outcomes). FWP has leveraged significant financial investment, which contributes to Community Wealth Building and improves outcomes for families and communities • The targeted spend of resources has relied on strong foundational collaboration with stakeholders including third sector organisations, Schools, Social Work, Police, NHS, HSCP and Clackmannanshire’s Third Sector Interface • As indicated, the introductions section of this Community Wellbeing Plan signals the introduction of One Plan, One Report approach. A Transformation Vehicle funding approach is being designed and explored with all key stakeholders.

Summary of Actions

Strategic Priority: Health and Wellbeing

Action	Summary of Progress against Action
Identify barriers and share learning of our transformation journey; learning from others who are transforming systems	<ul style="list-style-type: none">• The family Wellbeing Partnership has continued to influence the realignments of the values, cultures and behaviours of those who design and deliver services• FWP has provided visible and strong leadership and has afforded clear trust and permission to the workforce to enable them to do things differently, see what happens, learn to adapt• The learning from this transformational journey and the barriers, most of which have been eroded, have been shared,. This journey has been taken alongside the Scottish Government and The Hunter Foundation.• FWP work streams and staff share their learning journeys with other Local Authorities, partners and stakeholders.• FWP continue to learn from others, locally, nationally and internationally.• A composite Theory of Change is in development.• An example of outcomes achieved from the Employability work stream working in the transformational way are noted below: <p>School Key Worker supported 31 young people: 7 into Further/Higher Education 6 into structured training programmes 4 into employment 4 into volunteering</p> <p>Progression pathway in the ELCs: 15 volunteer conversions into paid placements 3 Sector Skills Academies created: Construction, Customer Facing, Steps to Employability for young people with additional support needs 64 Young people supported on No One Left Behind funded programmes: 31 young people securing a positive destination of employment, Further Education/Higher Education or volunteering 15 moved into personal support and development opportunities including additional training or workplacements 18 being referred back to Skills Development Scotland for further support</p> <p>109 new parents supported: 37 into employment 12 into further/higher education 12 into volunteering</p>

Summary of Actions

Strategic Priority: Health and Wellbeing

Action	Summary of Progress against Action
<p>Mobilise and support Community of change makers</p>	<ul style="list-style-type: none"> • Child Wellbeing Partnership offers place-based school-age childcare and activity services before and after school, across Alloa South and East - funding from the Scottish Government Early Adopter Communities Supported 239 children from 165 families • Parents and children accessing these services reported an improvement in their wellbeing and increased access to employment and training opportunities • The Child Wellbeing Partnership team have received a grant offer to enable them to extend their work beyond Alloa South and East to include Tillicoultry, Tullibody and Clackmannan; support will extend to all-age childcare and include an offer for pre-schoolers from 9 months of age
<p>Extend the range of therapeutic supports available through the Intensive Therapeutic Service specifically targeted towards the refugee population within Clackmannanshire</p>	<ul style="list-style-type: none"> • Reduced Intensive Therapeutic Service to the refugee community within Clackmannanshire • Fortnightly sessions of EMDR (Eye Movement Desensitisation and Reprocessing) Therapy offered to a small number of children and families presenting with characteristics of Post-Traumatic Stress Disorder (PTSD) which are significantly impacting on their daily functioning in school and/or at home
<p>Embed early intervention approach that delivers improved outcomes for children, young people, families and adults</p> <p>Enhance the range of family support provision within communities including the redesign of, and investment in early help and intensive family support services</p>	<ul style="list-style-type: none"> • The interagency preventative approach evidenced in STRIVE has been developed in initiatives such as the Justice Hub and early Help Team. • The Early Help Team, working with colleagues across the FWP, develop a preventative multiagency approach to work with families; evidenced in the ongoing delivery and evolution of the "one stop shop" provision, now rolling out across Clackmannanshire • Significant increase in the range of family support provision using the Whole Family Wellbeing Fund award • Further development of early intervention support using a lived experience led grant <p>Increased intensive support through commissioning of Aberlour, Sustain Functional Family Therapy (Action for Children) and support for young people leaving care - Barnardo's - enhanced by the development of a family support collaborative alongside families with lived experience</p>
<p>Refresh and relaunch the Readiness for Learning (R4L) approach</p> <p>Ensure establishments are maximising their ability to provide trauma-informed environments and approaches to closing the poverty-related attainment gap</p>	<ul style="list-style-type: none"> • Focus given to priority schools to support implementation of the Readiness for Learning approach; in collaboration with Speech and Language Therapy and Occupational Therapy • Over 3000 hours of professional learning delivered since April 2023 • Education Psychology Service exploring new ways of working to support greater capacity ; offering face-to-face training focused on professional discussion and problem solving • Through the Wellbeing and Inclusion Empowerment Team, an event is planned for late 2024 which will highlight the importance of nurturing positive relationships and staff wellbeing

Summary of Actions

Strategic Priority: Health and Wellbeing

Action	Summary of Progress against Action
<p>Implementation of the Virtual School Improvement Plan in line with Phases 1 and 2 of 'Change Programme One' within The Promise</p> <p>Supporting establishments to identify, monitor and track the attainment and achievement of Care Experienced Children and Young People and those furthest from engagement</p> <p>Ensure all agencies around young people are both accountable and working effectively together</p> <p>Strengthen links between Motivation, Commitment and Resilience Pathways Coordinators and monitor the impact of mentoring</p>	<ul style="list-style-type: none"> • Dashboard developed to track all secondary Care Experienced Children and Young People Dashboard • Weekly monitoring of attendance; monthly update shared with appropriate staff • Targeted intervention around attendance, supporting young people through quality assurance around care experiences status, sharing concerns via multi-agency professional discussion. • Attainment and destination data shared with schools • All care experienced young people in schools offered a mentor • MCR have committed to increasing their mentoring service to include young people who are not fully engaged in traditional school or are Emotionally Based School Avoidance (EBSA) and therefore not in the traditional campus where MCR would operate • All care experienced Young People have been offered engagement with Columba 1400 as part of universal offers from Alloa, Alva and Lornshill Academies
<p>Develop and implement a systematic approach to gathering developmental milestone data for 2 year olds</p> <p>Make effective use of developmental milestone data to ensure experiences provided in ELCs meet children's needs</p> <p>Provide professional learning to support observational assessment of developmental milestones</p> <p>Outcome: to ensure all children are reaching their developmental milestones by the time they start school and beyond</p>	<ul style="list-style-type: none"> • Development of process and procedure for the collection of data for two year old children receiving their 1140 hours of eligible funding within Local Authority Early Learning and Childcare settings • Establishment of a consistent approach across local authority settings with provision for two year old children focused on child development • Tracking of children's progress and planning appropriate next steps • Next steps include: a more efficient data gathering tool; continued tracking of our Cohort 1 children; roll out to our partner providers; continued engagement with Health Visiting Team and involvement of families
<p>Revise Implementation Plan within Sport and Active Living Framework (SALF) through the 5 year refresh process and as part of a re-alignment of priority areas</p>	<ul style="list-style-type: none"> • The SALF refresh was approved by both Council and The Alliance and is impacting positively • Next steps are to develop implementation plans

Summary of Actions

Strategic Priority: Health and Wellbeing

Action	Summary of Progress against Action
Creation of a 4 year action plan with key priority areas	<ul style="list-style-type: none"> School Sport Committees: all 22 schools have committees and completed the sportscotland School Sport Award self-assessment process and created improvement plans to support their plans for school sport 7 Primary Schools have achieved GOLD status with 3 others submitted for gold 16 primary schools have completed the Leadership Skills Foundation - Young Leader Award, led by the Active Schools team; final two are in progress: equates to 100% of schools having delivered this award to a mix of P6/7 pupils; 548 newly qualified Young Leaders All schools have bespoke extracurricular programme in place [sportscotland Partnership Agreement] Participation: Primary 51%, Secondary 20% [April 2024] Active Schools involved in the Child Wellbeing Partnership in Park PS, Sunnyside PS and St Mungo's PS; additional funding allocated to allow the roll out of the initiative across targeted communities within Clackmannanshire Maintained 3 hubs across Clackmannanshire (Sauchie, Tullibody, Dollar); 38% increase in active partner groups and organisations; new partnership between the Council, the Tullibody Development Trust and the NHS
Maintain weekly 2 hours of high-quality curricular PE for all children in all primary establishments	<ul style="list-style-type: none"> All schools received 2 hours Physical Education throughout the year Improved confidence within P5 swimming 67% felt confident about going swimming before the block, 93% felt confident when going swimming after the block] Increase on the 21/22 baseline data in attainment in P4 primary learners in Physical Competencies and Personal Qualities
Deliver the Primary 5 School Swimming Programme for all schools	<ul style="list-style-type: none"> All Primary Schools received a 5 week block of Aquatics Skills and Water Confidence during April to June 2024 Swimming Development Officer, Primary PE teachers and PT of PE to design, support and enhance the new curricular programme in partnership with Scottish Swimming 527 pupils participating Programme enhanced due to the new assessment criteria designed and implemented in partnership with Scottish Swimming
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 intervention	<ul style="list-style-type: none"> Engagement with the Vardy Foundation to explore how to increase our capacity to support children and young people within Clackmannanshire. This includes the development of a new-build accommodation (a small group children's house with support). Scoping of multidisciplinary therapeutic approaches Developing a programme of training for staff and care givers and development of the 'Readiness for Caring' approach Assistant Educational Psychologist appointed to facilitate a Communications and Engagement strategy; ensure a coherent, consistent and proportionate approach to both co-production and communication of project deliverables

Summary of Actions

Strategic Priority: Health and Wellbeing

Action	Summary of Progress against Action
<p>Increase uptake of Text Clackmannanshire</p> <p>An evidence-based trauma-informed text-based service for suicide prevention for those aged 5 – 26 to ensure awareness of crisis support that is available 24/7, and 365 days</p>	<ul style="list-style-type: none"> • Suicide continues to regularly be the most common reason for individuals accessing Text Clackmannanshire • No texters have 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 • Increased usage in service: 22% increase in the number of conversations happening on the platform; 65% increase in the number of individuals using the platform; 91% of users accessing the platform more than once 2023 • Suicides remain static; higher average age of probable suicide compared to the rest of Forth Valley, with an average age of 45.6 (range 34-77 years) in Clackmannanshire (Falkirk – 41.8, range 22-64 years; Stirling – 48, range 26-69years) • The suicide and self-harm guidelines for schools is being revised; new documentation launched in the early stages of next academic session
<p>Extend the continuum of support available within the Mental Health and Wellbeing in Clackmannanshire Transformation Project in order that children and young people can access the right support at the right time in the right place</p>	<ul style="list-style-type: none"> • Animal Assisted Therapy and Play Therapy Creative Therapeutic Interventions for Children Service (CTIfCS) now included as support for children and young people 83% of pupils referred to the CTIfCS show improvements in their mental health Music therapy is showing significant improvements in the Cognitive Regulation Index (CRI) on the BRIEF2 (a measure of executive function) Therapeutic Art Groups are showing significant improvements in Total Difficulties Scores on the Strengths and Difficulties Questionnaire for parents and teachers Both Animal-Assisted and Play Therapy are showing statistically significant improvements in Total Difficulties for parents and teachers • Kooth has been extended to cover the age range of 10-26 years; Mind Moose has been re-commissioned to support 5-12 year olds • Development of support for families through the In Mind project (in partnership with Barnardo’s) • Launch of a new digital mental health service for parents/carers of all children and young people under the age of 18 (Qwell) 100% of users would recommend the service to others 62% of usage has taken place out of hours, continuing to highlight the need for services that are available 24/7 • School Nurse representation within the GIRFEC Forum 167 referrals to the Forum between Aug 23 and May 24 with 18 of these allocated to CTIfC • Launch of The Forth Valley-wide guidelines to support educational establishments to make referrals to Child and Adolescent Mental Health Services for Neurodevelopmental Difficulties (NDD)
<p>Improve the responses and identification of children in need of protection alongside the intervention strategies that will support recovery and safety</p> <p>Implementation of the Scottish Child Interview Model (SCIM) a trauma informed, evidenced and rights based approach to interviewing children/young people involved with the Child Protection process</p>	<ul style="list-style-type: none"> • Newly Qualified Social Workers undertaken Clackmannanshire Child Protection training; Social work workforce to complete trauma informed training and UNCRC training The number of children/young people subject to Child Protection registration has steadily decreased • Qualified social workers are trained in recognising and responding in a trauma informed approach that is UNCRC compliant to Child Protection concerns; most vulnerable children/young people subject to CP registration

Summary of Actions

Strategic Priority: Health and Wellbeing

Action	Summary of Progress against Action
<p>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</p> <p>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</p>	<ul style="list-style-type: none"> • Whole Family Wellbeing funded a participation development worker and commissioned increase intensive support provision • The Council, third sector providers Third Sector Interface and Family Voices Group have developed a more innovative and progressive way of delivering services to families across Clackmannanshire • A Family Support Collaborative has been established, operationally-led by three organisations, Barnardo's, Action for Children and Homestart, supported with funding and financial management by Clackmannanshire TSI • Co-produced a new hub-based delivery method to support families, alongside the work of the Early Help team and Family Wellbeing Partnership
<p>Deliver a new Lochies School and Wellbeing Hub 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</p> <p>Progress the project through the RIBA preconstruction stages, completing RIBA Stage 2 - Concept Design, and RIBA Stage 3 Spatial Coordination, and begin RIBA Stage 4 Technical Design</p> <p>Ensure effective communication with all stakeholders throughout the RIBA process</p>	<ul style="list-style-type: none"> • Project is in the design development process • The Council's development partner (Hub East Central) are finalising their RIBA Stage 2 (Hub Stage 1) submission for council review and approval - established the functional baseline to allow the project to progress to the next stage of design. The project remains on time and on budget • The formal pre-application has been submitted to and acknowledged by the Planning Authority • Four formal Pre-Application Consultation (PAC) events have been undertaken through March and April • Feedback collated into the PAC report for inclusion with the detailed (Full) Planning Application • In parallel with the statutory PAC events, other wider consultation has been undertaken to get feedback and input into the proposals • Views from community councils collated from meeting were sought at a Joint Community Council Forum (JCCF) • Workshops were held with Lochies School staff; a design workshop was also held for the Lochies Parent and Carers Council

Summary of Actions

Strategic Priority: People Workforce

Action	Summary of Progress against Action
<p>Continue to embed the work of Empowerment Group, building on the good practice from session 22/23</p> <p>Embed support for an empowered system, working collectively and in partnership across all establishments and with relevant stakeholders</p>	<ul style="list-style-type: none"> Professional learning led by Education Scotland focusing on Self Evaluation for Continuous Improvement (SECI); training has supported leaders to write reports and plans more effectively Developed timeline for establishments to make better use of data Created a learning poster based on the principles of effective learning and teaching Clackmannanshire primary schools participation in the National Improving Writing Programme; resulted in an increased in P4 writing attainment and teacher confidence Curriculum conference across RIC collaborative; workshops supporting opportunities to learn about good practice Pilot 'Genius Hour' for P7 and S1 pupils given time to pursue their own learning interests in addition to the set curriculum Schools/ELCs signposted to support with trauma informed practice
<p>Increased partnership working between primary schools and Librarians through the implementation of Education and Libraries partnership plan 23/24</p>	<ul style="list-style-type: none"> The library service reports a 25% increase in the 'checking out' of dyslexia friendly items; all eBooks can be made into Dyslexia friendly titles During Book Week Scotland funding was secured for 3 author events:1 for adults, the other 2 to for schools with authors visiting a school and volunteering to take a writing class 40% increase in child library (Every Child a Library Member) memberships since pre-COVID 11 Reading awards from the Scottish Book Trust
<p>Develop opportunities with 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</p>	<ul style="list-style-type: none"> 5 schools/ELCs quality assured by education officers and senior leaders Evidence of increased confidence and accuracy in schools/ELCs self-evaluation and identification of key areas for improvement in learning and teaching Quality Improvement Officers have supported school and ELC leaders to use their understanding of learning and teaching to more effectively impact on attainment and achievement
<p>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</p>	<ul style="list-style-type: none"> All educational establishments have been fully briefed on the proposed changes at national level
<p>Review the Quality Assurance model for ASN/ EASN to ensure there is a relentless improvement agenda to meet learners' needs</p>	<ul style="list-style-type: none"> Programme of Validated Self Evaluation (VSE) visits to three ELCs and three primary schools in 2023/24 Staged Intervention process and GIRFEC paperwork audited during the VSE visits Strengths and development needs identified with plans put in place to support 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 Quality Assurance framework for ASL to be implemented next session The ASL Moderation Group continued to meet and moderate aspects of work in the ASL Provisions

Summary of Actions

Strategic Priority: People Workforce

Action	Summary of Progress against Action
Integrate aspects of Readiness for Learning (Readiness for Learning) into the wider development of trauma informed practice across the workforce; to better support children, young people and families	<ul style="list-style-type: none"> The Resilience Learning Partnership (RLP) delivered 8 sessions for managers around understanding the impact of trauma 55% of managers have undertaken the Trauma Informed Practice Training Training extended to include Education and Establishment Heads, HR Business Partners and other members of the workforce Managers delivered a Toolbox Talk to provide some knowledge and understanding of Trauma Informed Practice and how best to support people with lived experience 36% of managers have delivered a Toolbox Talk to their team Establishment of Conversation Cafes on a bimonthly basis to deepen staff's understanding and reflect on their own journey towards being a trauma informed team within the wider Council organisation Two sessions have taken place; 19% attended a Conversation Cafe Educational Psychology and Customer Services have been involved in Intensive Service Support through training and trauma lens sessions with RLP
Implement the re-design of the CLD team to a locality model, adhering to Organisational Change processes	<ul style="list-style-type: none"> CLD Redesign team successfully recruited Two Youth Development workers successfully integrating Youth Work into Lornshill Academy and Alloa Academy using the new Youth Work Skills Framework The locality approach is embedded in the new draft CLD Plan and wider Family Wellbeing Partnership Outdoor Instructor has been working alongside the Rangers' service to widen the outdoor education offer to the schools and wider community
Clackmannanshire to implement revised GIRFEC materials and Pathways, in line with Forth Valley activity	<ul style="list-style-type: none"> Forth Valley Guidance refreshed and plan to roll this out Programme of networking and training events; Forth Valley wide session delivered via video and locality sessions across the school clusters are planned Social Work reviewed the lead professional assessments paperwork and associated child's plan to ensure that this is easy to understand and use Consultation has taken place with young people, families and staff to ensure the revisions are rights based and trauma informed Engagement sessions across Clackmannanshire building better working relationships between universal services and social work to improve outcomes for children and young people

Summary of Actions

Strategic Priority: Sustainable, Inclusive Growth

Action	Summary of Progress against Action
<p>Roll out the revised Digital Learning Strategy 2023-2025</p> <p>Continue Digital Device Deployment Programme and evaluate</p>	<ul style="list-style-type: none"> Digital learning strategy actions progressing well; digital technologies are now embedded across all schools and with all learners and staff Google Classroom continues to support learning and teaching both within and outwith the classroom An average of 736 active Google Classrooms are in use each day across all schools
<p>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</p> <p>Work in partnership with new Key Worker for Employability post to support the transition of young people leaving school and into appropriate pathways</p> <p>Continue collaboration with DYW Coordinators to strengthen links with employers and businesses</p> <p>Strengthen partnership with FIDA (Futures Institute at Dollar Academy)</p>	<ul style="list-style-type: none"> In 2023/24 ‘No One Left Behind’ funding provided the following programmes for young people: an employability programme for young people with Additional Support Needs and multiple barriers to employment (Employability pipeline stage 2) a customer facing sector skills programme (Employability pipeline stage 3) a construction sector skills programme (Employability pipeline stage 3) Evaluation feedback highlighted a good range of provision was provided and met the needs of most young people that required this provision Young people reported they benefitted from the support of the School Keyworker, working in collaboration with the Local Employability Partnership, Skills Development Scotland and schools Skills Development Scotland tracked the young people in these programmes to ensure that there was a follow up pathway when the programme ended Local Employability Partnership and Education secured funding from ‘No One Left Behind’ for new employability programmes for 2024/25 are Additional Support Needs, Construction and Customer Services
<p>Continue work with Regional Improvement Collaborative Learning for Sustainability (LfS Workstream)</p> <p>Increase the number of schools and establishments with ‘Eco School’ status</p> <p>Build on the success of the Scottish International Environment Centre (SIEC) Young Pathfinder Programme</p>	<ul style="list-style-type: none"> Learning for Sustainability is in School and Establishment Improvement Plans and correlates with the work around UN Convention on the Rights of the Child and Rights Respecting Schools The Young Pathfinders’ Programme Climate Competition Final, hosted by Scotland's International Environment Centre team within the University of Stirling and Forth Valley College, involved young people from our three secondary schools Young Pathfinders presented their ideas and demonstrated a good understanding of their chosen environmental issue and their creative way to combat it Other activity in 2023/24: tree planting at Gartmorn Dam, Enterprise Day and Meet the Scientists

Summary of Actions

Strategic Priority: Sustainable, Inclusive Growth

Action	Summary of Progress against Action
<p>Continued partnership with Secondary Schools, Local Employability Partnership and Skills Development Scotland to ensure all young people enter an initial positive destination</p> <p>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</p>	<ul style="list-style-type: none"> 94.9% of all young people entered an initial positive destination in 2022/23, slightly lower than the previous year of 96.5% but higher than pre-pandemic level of 94.2% and slightly lower than the national average of 95.9% 26.5% of young people moved on to higher education, a fall on 2021/22 where it was 32.7% and lower than pre-pandemic level of 32.3% 28.4% of young people moved on to further education, an increase on 202/22 where it was 24% and a slight fall compared to pre pandemic levels where it was 28.7% 28.4% of young people entered employment, a fall on 2021/22 where it was 29.9% and an increase on pre pandemic levels of 24.4% 3.1% of young people were unemployed seeking, an increase compared to 2021/22 where it was 2.4% and lower than pre pandemic levels of 3.9% Clackmannanshire has a higher number of school leavers moving on to further education (28.4%) than the Scottish average (26.6%) and a higher number of school leavers entering employment (28.4%) than the Scottish average (24.3%) Data published by Scottish Government on follow- up school leaver destinations in 2022/23 (nine months after the end of the academic school year) highlight that the national figure is 92.8%, which is down from the previous year (93.5% in 2021/22); figure for Clackmannanshire in 2022/23 is 89.1% which is higher than the previous year's figure of 87.8%
<p>Implement key actions outlined in Clackmannanshire's 'Numeracy and Literacy Frameworks' to support increased attainment and improved practice across the Broad General Education</p>	<ul style="list-style-type: none"> Literacy progression pathways at Early, First and Second Level (ELC-P7) have been re-written; providing clear, consistent guidance for staff across Clackmannanshire All P4 practitioners trained in approaches from the National Improving Writing Programme Indications are that children's attainment in Literacy and Numeracy has improved from academic year 2023/24 Published attainment Data for children at P1, P4, P7 and S3 is not available until Dec 2024
<p>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</p>	<ul style="list-style-type: none"> Governance of the SEF Plan continues to be tracked by the SEF Board on a 4/6 weekly basis PEF plans were and will continue to be reviewed and monitored by Clackmannanshire staff together with the Attainment Advisor link for Education Scotland Due to tapering down of SEF the Early Intervention Team staff recruited on a temporary basis last year will not continue next year

Summary of Actions

Strategic Priority: Sustainable, Inclusive Growth

Action	Summary of Progress against Action
<p>Collaborate with partners from the Local Employability Partnership, schools and establishments to develop a Skills Framework for Clackmannanshire which reflects local 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%)</p>	<ul style="list-style-type: none"> • Heads of Establishment consulted on Skills Framework in Clackmannanshire • Staff collaborated on what this could look like and will now be taken forward as part of the work of the National Improvement Framework Plan • This work will be underpinned by the analysis conducted as part of the City Region Deal with collated data on labour market intelligence from Skills Development Scotland as a joined up approach to addressing the skills gap
<p>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</p> <p>The People Directorate will review Associated Governance of all strategic plans to ensure a more holistic approach to meeting needs</p>	<ul style="list-style-type: none"> • Data map and impact measures, in draft, have been prepared; taking account of People Service plans including Family Wellbeing Partnership • A shift towards one reporting format and One Plan, One Report is being progressed across the Directorate • The Clackmannanshire work on streamlining reporting and planning has been used to inform the Verity House Agreement Accountability and Assurance Framework between Scottish Government and COSLA
<p>Continued focus on reducing use of external placements to support children and young people to remain within the local area</p> <p>Continued review and development of the Resource Allocation Group demonstrating reduction in admissions to care and use of external resource</p> <p>Recruitment of local foster carers will be achieved through increased dedicated resource within Family Placement Team and implementation of new recruitment strategy</p> <p>Increased support to foster carers to prevent unplanned endings, increase retention, and improve reputation locally</p> <p>Development of additional residential provision in Clackmannanshire</p>	<ul style="list-style-type: none"> • Good progress made to stabilisation of the fostering service evaluated as good by the Care Inspectorate; creates the conditions for growth in this area • Continues to be a trend of reduced admissions to care with reduced numbers of children looked after away from home across all settings attributed to several factors: the continued development of the resource allocation group, improved planning through support of Independent Reviewing Officers and Family Group Decision making; a more stable staffing picture; provision of Early Help for families; and the introduction of Sustain an intensive support service. • Greater stability achieved within the fostering service with good retention levels being achieved. • The number of children cared for by Clackmannanshire Foster Carers has reduced by 2 and one new foster carer has been approved • Following a recruitment event, several fostering assessments underway • 7% reduction in the use of external foster care placements between 1 July 2023 and end of June 2024

Summary of Actions

Strategic Priority: Sustainable, Inclusive Growth

Action	Summary of Progress against Action
<p>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'.</p>	<ul style="list-style-type: none">A 12-month pilot CALA experience starts in September 2024 with 20 Young People from across the 3 secondary schools; targeted (non-school engagement) with a bespoke Curriculum: Leadership (Columba 1400) Personal Trainer (Active Sports) Outdoor Learning (CLD) Weekly Mentoring (MCR) Wellbeing Tracker Work/College Experience (DYW- FV College)

Children Service’s Plan “Report on a Page” 2023/24

Ambition			
We want Clackmannanshire to be a great place for children and young people to grow up. We will do this by ensuring they have the best opportunities and life chances; experience a safe and happy childhood; develop positive wellbeing and can access high quality learning and development opportunities			
Objectives			
A Good Childhood	Whole Family Support	Planning/Building Capacity	Supporting the Workforce
Progress towards Outcomes			
<p><i>Children in Clackmannanshire are safe from harm:</i></p> <p>Established digital wellbeing/ internet safety programmes in schools positively impacting on raising pupils’ awareness and confidence of online safety</p> <p>1.7 [per 1,000 children (0-15 years) on the Child Protection Register lower than Scottish rate 2.3</p> <p>New evidence-based SCIM model ensuring quality of child protection interviews trauma informed, child centred and UNCRC compliant</p> <p>New Missing Persons Protocol strengthening an improved collaborative approach for children reported missing from care, ensuring a proportionate and trauma-informed approach.</p> <p>Digital Crisis Intervention Service positively impacting on children/YPs mental health and wellbeing</p> <p>Increased use of TEXT Clackmannanshire service: 65% increase of use and 91% of users accessing the platform more than once</p> <p><i>Children and young people have the best possible life experiences and opportunities:</i></p> <p>Universal Health Visiting Pathway is ensuring children in their early years are provided with tailored support at the right time. 78.3% of children had no development concerns at 27-30 month review</p> <p>89% Eligible first time mothers benefiting from tailored, person-centred, responsive support delivered by the Family Nurse Partnership</p> <p>Parental Employability Support programme supported 109 new parents; 37 into employment, 12 into Further or Higher Education and 12 into volunteering.</p>	<p><i>Children, young people and families can access a range of support services and family therapies:</i></p> <p>Reductions in children looked after away from their home and community [Positive impacts are emerging in this area: 225 children looked after on 31 July 2023 compared to 257 in July 2022, 12.5% reduction]</p> <p>64% of care-experienced children are looked after at home or in kinship placement, higher than the Scottish figure of 55%</p> <p>Children and families benefiting from a range of early intervention supports, delivered by our third sector services; parents/carers are more confident in their abilities, resulting in positive changes for their families and diversion from more intensive services</p> <p><i>The health and wellbeing of children and young people is improved, inequalities are reduced:</i></p> <p>Pregnancy rates for 16 and under fell from 2.8 per 1000 women to 2.3 per 1000 women [average 2019/21] same as the Scottish rate of 2.3 per 1000 women</p> <p>65.3% of children/YP actively travel to school (walking, cycling etc);Scottish average 50.2%.</p> <p><i>Children/ YP and their families can access the right services based on their needs:</i></p> <p>Early Help team supported 63.5% of all referrals to children’s social work in first few months;400 participants accessed 0- 3 year drop-in sessions</p> <p>Family Support Commissioning Consortium established; co-produce a new innovative and progressive way of delivering services to families</p>	<p><i>Children and YP Partnership is meeting the planning and reporting requirements under Children’s Services legislative framework:</i></p> <p>This has included our work on:</p> <p>The United Nations Convention on the Rights of the Child through our UNCRC Implementation group to ensure that:</p> <p>Children and young people in Clackmannanshire understand their rights and are engaged and involved in decision making:</p> <p>Extended roll out of Viewpoint, a digital tool, to better capture the views and voices of children/ YP and support their participation in plans and decisions which affect their life.</p> <p>81 children/YP supported by Who Cares? Scotland Advocacy service supported 169 formal meetings: Children’s Hearings (62%), My Plan reviews (18%), Child Planning Meetings (5%) Throughcare and Aftercare Pathway Reviews (15%)</p> <p>Plans, policies, information shared seamlessly across children’s services partnership: Included work on:</p> <p>Transition policy for young adults with disabilities, Refreshed GIRFEC and Child Protection Guidance, Pre-birth Pathway, Missing person policy</p>	<p><i>Partners will have the skills and competencies they require to deliver high quality services when working with children, YP and families</i></p> <p>Fully embedded the Readiness for Learning (R4L) principles and practice in schools, improving visual and spoken communication</p> <p>Implemented trauma-informed practice approaches across the workforce, in line with the Scottish Government’s ‘Transforming Psychological Trauma’ initiative; a programme of mandatory training undertaken including ‘Toolbox Talks and Conversation Cafes’</p> <p><i>CYP partners will have common and shared workforce values when working with our children, young people and families</i></p> <p>A multi-agency audit on the quality and effectiveness of key multi-agency processes and practices; demonstrated effective joint child protection processes and practices by partners including the effectiveness of the Getting it right for every child (GIRFEC) process</p> <p>Communities that Care being embedded within our schools reducing stigma and increasing awareness of rights and advocacy for care experienced young people</p> <p>Keeping The Promise Award training delivered to Senior Leadership and elected members</p> <p>Values Based Leadership approached `being embedded across the local authority and wider community</p>

Community Learning Development “Report on a Page” 2023/24

Ambition		
Deliver learning and development programmes with Children and Young People; Adults and Families, and wider communities, building the capacity of individuals, families and communities to address health and wellbeing, the impact of poverty, raise attainment and develop employability skills.		
Objectives		
Working with adults and families to develop and implement learning opportunities that meet the needs of priority individuals, groups and communities	Working with children and young people to embed the rights of the child and develop learning opportunities within the school, family and wider community	Develop and implement outdoor learning experiences that meet the needs of individuals and priority groups that will enhance health and wellbeing, learning and the environment
Progress towards Outcomes		
<p>‘Bowmar Bookies’ developed in partnership with University of Strathclyde supporting 16 families and 28 children in literacy programmes</p> <p>Family Wellbeing Partnership [FWP] embedded in CLD work in Alloa South East, linking with ‘Community around the School’ and supporting the ‘One Stop Shop’ at the Bowmar Community Centre</p> <p>Enhanced ESOL partnership working with Forth Valley College, Forth Valley Welcome and the Scottish Refugee Council resulting in increased referrals for ESOL from Clackmannanshire Works, Clackmannanshire Economic Regeneration Trust (CERT) and Department of Work and Pensions (DWP)</p> <p>Weekly drop-in established, led by Play Alloa and a ‘Staying Connected Women’s Group’, addressing previous trauma</p> <p>SQA Centre established to offer a wide range of accreditation and volunteering and employability opportunities</p> <p>Developed local community led programmes with What Matters to You (WM2U) offering funding for communities; building capacity in residents to identify local needs</p> <p>CLD supporting families as part of the FWP early intervention model with the Alloa Family Centre</p> <p>Clackmannanshire 1400 Friday Community Café catering for 50 plus residents. Fuel energy advisors and a’ Homestart Pop Up Shop’ provide advice at Café</p>	<p>New locality model of CLD Youth Workers supporting youth achievement awards as part of the curriculum</p> <p>Established a ‘Walking Bus’ in partnership with Park Primary School, supporting families and children at risk of disengagement, improving attendance and attainment</p> <p>New ‘CALA’ programme supporting volunteering opportunities for young people at risk of entering a negative destination</p> <p>Appointment of 2 new elected Members of the Scottish Youth Parliament, supported by CLD, to engage the wider community providing an integral role in local and national strategy consultations</p> <p>Increase in membership organisations to Youth Scotland from 2 to 6</p> <p>Increased engagement with third sector youth organisations to promote local CLD</p> <p>Extended youth offer to Hillfoot Villages by OYCI with the availability of a new community space; also supported Youth Theatre in the Alloa South and East area</p> <p>16 young people participated in the Bowmar Junior Challenge; all learners reported increased confidence in their listening and talking skills</p>	<p>More young people experienced outdoor learning [46 secondary school pupils took part in outdoor learning programme and 298 primary school pupils experienced outdoor learning]</p> <p>Partnership working with outdoor Instructor and Rangers Service has enhanced outdoor learning to provide support to vulnerable children and young people</p> <p>Enhanced transitions from P7 to S1</p> <p>Increased learning opportunities with programmes on Climate Change, Sustainability and the Scottish Outdoor Access Code</p> <p>Increase in groups interested in supporting outdoor learning including Resilience Learning Partnership, Sauchie Active 8, Social Work and Young Carers</p> <p>Forestry School training offered to young people most marginalised in our community to enhance their outdoor experience</p> <p>Increased after school and holiday provision for families living in South East Alloa Child Wellbeing Project improving health and wellbeing and reducing impact of cost of living crisis</p> <p>4 week summer programme on outdoor learning, targeting young people aged 10-15 at risk of disengaging [identified through CLD, Schools and Social Work] improving health and wellbeing and resilience</p>

Community Justice Improvement Plan “Report on a Page” 2023/24

Ambition					
To improve community justice outcomes for people involved with the justice system and for communities					
Objectives					
More people successfully complete diversion from prosecution (National)	More people in police custody receive support to address their needs (National)	Increased skills and knowledge across the workforce to support people throughout their justice journeys using a trauma informed approach (Local)	More victims access services and receive consistent support with their needs throughout the justice process (Local) More people across the workforce and in the community understand, and have confidence in, community justice. (National) Fewer people experience stigma due to involvement in the justice system. (Local)	More joined up pathways and commissioning of services across local strategic partnerships (Local) More integrated pathways of health and social care between statutory and third sector services support victims, and people accused of or who have committed an offence (Local) More people access peer support and mentoring (Local)	Community justice services and policies are co-produced (Local) Assurance of services is based on meaningful engagement with people with lived experience (Local)
Progress towards Outcomes					
A Diversion Short Life Working Group established two “tests of change” agreed to increase / optimise the use of diversion at different points of the justice journey; to increase early intervention for substance use and mental health issues with the impact on diversion engagement and completion Funding secured to fund a 2-year Addiction Recovery Worker based within Justice services; to support early intervention for substance use issues when people come into contact with the justice system Promoting further partnership working to support the whole systems approach to community justice	Continue to review provision of arrest referral services for Clackmannanshire to assess gaps in provision Custodies for Clackmannanshire are held in Falkirk providing an addition challenge in terms of accessibility for local support services Arrest referral support for substance use is provided via the third sector through Change Grow Live; 28 referrals were made to the service. Bail Officer provides support to people arriving from custody to Alloa Sheriff Court; support includes health and social care issues and signposting as appropriate	Initial scoping of the provision and uptake of trauma informed training by community justice partners extended to all organisations involved in the justice process, including defence agents Several partners have introduced trauma informed practice training across the workforce Plans are in place to carry out an informal training needs assessment to assess levels of trauma awareness and identify training and support offered to support further development of trauma informed practice	Plans by Public Attitudes to Crime Working Group [membership from CSHSCP, Police Scotland, Resilience Learning Partnership and NHS FV Public Health] to carry out a Survey / analysis of public attitudes to crime in Clackmannanshire With support from the Care Inspectorate, an online public attitudes to crime survey, facilitated community focus groups, both with geographical communities and communities of interest, is planned which will contribute to the requirement of self-evaluation on community justice in Clackmannanshire and to increase public understanding of community justice and reducing stigma	The CJP continues to strengthen whole systems approach to partnership working Strengthening joint commissioning with the Alcohol and Drugs Partnership (ADP), part of the ADP Commissioning Consortium New model of care to support people with substance use issues and criminal justice concerns being developed by both Clackmannanshire and Stirling CJP; improving outcomes for people through equitable delivery of services , including development of peer support approach Joint pathway for employability and justice developed with the LEP; set out referral processes and services available; providing clarity for agencies working with people involved in the justice system	Quality Assurance Short Life Working Group is working on embedding lived experience in the work of the Community Justice Partnership (CJP) Clackmannanshire is the first CJP in Scotland to have lived experience embedded within its governance structure Further plans to include a model established by Clackmannanshire and Stirling Alcohol and Drug Partnership (CSADP) of a Lived Experience Panel - attend strategic partnership meetings and involved in strategic planning activity using a human rights based approach

Family Wellbeing Partnership Plan “Report on a Page” 2023/24

Ambition			
Realign the values, cultures and behaviours of the people who design and deliver services so that poverty and inequality are tackled head on, making an immediate and lifelong impact			
Objectives			
Develop the conditions to enhance wellbeing and capabilities	Create a community where everyone has the opportunity to flourish	Radical shift towards preventative and relational model of public services	Voice and agency of Clackmannanshire people and communities at the heart of decision making
Progress towards Outcomes			
<p>Columba 1400 VBL work embedded across secondary schools and introduced into one primary school; young people and parents/carers have been consulted about impact; 12 young people have participated in a Train the Trainer programme</p> <p>Mental wellbeing supports and services are leading to improved outcomes and new supports have been introduced - Qwell (adults) and Kooth (young people)</p> <p>Impact stories, statements and focus groups evidence improved wellbeing and capabilities</p> <p>Supported community action by What Matters to You (WM2U) - 5 community projects are in progress, managed by FWP and WM2U</p> <p>Planet Youth data shared raising awareness with action taken on issues important to our young people</p> <p>One Stop Support Shop sessions introduced to support people to maximise benefits and improve mental wellbeing</p> <p>Improving Health and Wellbeing Award (June 2024)</p> <p>Young people involved in MCR Pathways Mentoring have reported enhanced wellbeing and capabilities – focus group (May 2024)</p>	<p>Community Around the School (CATS) - expanded in one secondary school and introduced to two others providing more opportunities to flourish; Silver award gained through Pearson National Teaching Awards (June 2024)</p> <p>More young people supported through alternative provisions - Clackmannanshire Active Learning Academy (CALA) with 20 young people due to start in August 2024</p> <p>A collaborative community wellbeing approach has been introduced in one area (Sauchie); resulting in further support for specific areas</p> <p>The Child Wellbeing Partnership (CWP) has gained more funding incorporating whole family wellbeing approach with more options for families</p> <p>Summer family sessions introduced at the Family Centre [supported by Planet Youth officers]; partnership working with Early Help Team and CLD, enhanced family support</p> <p>The Vardy Foundation continues to support Keeping The Promise work in Clackmannanshire ensuring that care experienced young people can flourish</p> <p>A Partnerships' Fayre was introduced (June 2024) to create opportunities for networking and collaboration</p> <p>Health and Social Care courses and careers for young people [Stirling University and NHS Scotland Academy programme]</p>	<p>The Transformation Vehicle has been introduced to key personnel and partners at a collaboration day (June 2024)</p> <p>FWP and VBL approaches are being spread across Clackmannanshire Council and Third Sector partnerships – e.g. Spaces for Listening as part of meetings and professional development</p> <p>Impact stories and statements as well as focus groups show a shift to Early Intervention, prevention and Trauma Informed service delivery and the positive impact on people's lives</p> <p>Operational team meetings have been expanded and collaboration group meetings introduced to ensure wider awareness of the FWP approach and more opportunities to collaborate to support local people</p>	<p>Introduction of family and/or community voice groups to ensure that a wide range of people are represented – e.g. What Matters to You (WM2U); Clackmannanshire Youth Forum; Care Experienced Participation Group (Or Family Voices)</p> <p>Our What Matters to You (WM2U) partnership has funded two community projects [Tullibody Family Foodies and Ben Cleuch Poly Tunnel Gardening Group]; three more are about to launch [The Family Centre; Sauchie Community Centre and The Bowmar Centre]</p> <p>Several of The Lens 2023 groups (e.g. Forth Valley Sensory Centre and Alloa Community Empowerment) have extended their reach through gaining further funding from external sources</p> <p>Opportunities created for people to stay connected</p> <p>Child Wellbeing Partnership (CWP) approaches have been co-designed to ensure local voice is represented</p> <p>Community voice has been amplified through local groups being recognised for their work to enhance wellbeing and capabilities – e.g. Alloa Academy Breakfast Club won the Clackmannanshire Third Sector Interface (CTSI)</p>

Clackmannanshire Local Child Poverty Action Plan “Report on a Page” 2023/24

Ambition			
Our collective mission is to improve health life expectancy by reducing inequality and child poverty – Clackmannanshire Tackling Poverty Partnership (TPP)			
Objectives			
Increase Income from Employment	Increase Income from Social Security and Benefits in kind	Support the Cost of Living	Improve Health Life Expectancy and Wellbeing
Progress towards Outcomes			
<p>Clackmannanshire exemplifies the principles of a Wellbeing Economy through initiatives, including efforts to transform the labour market structure and policies to foster an inclusive economy with local collaborative actions being pivotal</p> <p>The WEAll action plan [accessing employability landscape] by Wellbeing Alliance formulated, with both the Clackmannanshire Local Employability Partnership and Clackmannanshire Business Support Partnership</p> <p>Job Start Payments of £15,611 were paid for 50 people</p> <p>NHS directly engage with schools and colleges; partners include DYW, Forth Valley College, University of Stirling, Department of Work and Pensions, Skills Development Scotland and NHS Education for Scotland; employability focused on building employability activity to support priority poverty inequalities group</p> <p>Awarded £441,000 of Tackling Child Poverty funding for delivery of support for parents, specifically priority family groupings</p> <p>Skills Development Scotland (SDS) supported training provision under No-one Left Behind; receiving positive feedback on training impact and allowances</p> <p>Through Clackmannanshire Works contract, Citizens Advice Bureau (CAB) supported client financial gains for this financial year equating to £129,958 across 153 people</p>	<p>The TPP and Family Wellbeing Partnership (FWP) support income maximisation through strengthened approaches to income maximisation</p> <ul style="list-style-type: none"> • Pregnancy and Baby Payment - £477, 605 paid [325 applications: 65 < than 22/23] • School Age Payment - £214,697 paid [40 applications: 110 < than 22/23] • Early Learning Payment - £348,146 paid [110 applications: 150< 22/23] • Young Carer Grant - £45,294 paid [140 applications; data 22/23 unknown] • Scottish Child Payment - £4,896,920 paid [510 new applications received resulting in 27,260 weekly payments] • Child Disability Payment – Scotland £7,594,900 [32,080 payments - CDP by area not published] * • Adult Disability Payment £7,954,900 and £34,290 payments made * <p>New Baby, Financial Health Check Project [CAB] with NHS FV, support families with children under one:72 health visitor referrals; financial gain of £16,940.42</p> <p>NHS FV Allied Health Professionals supported families with access to nutrition for children up to age 3 [Best Start funding]</p> <p>Young Parents Project (FWP) supported 16 young parents; improving outcomes with housing, financial aid and education</p>	<p>Local services and partnerships support priority families and vulnerable groups; focusing on child poverty and care-experienced children, providing Trauma Informed Practice training and catering to families with disabilities or ASN</p> <ul style="list-style-type: none"> • 60.2% of P6, 7 and secondary pupils approved for Free School Meals • Child Winter Heating Assistance (SSS) provided 325 payments of £235.70 • Education Maintenance Allowance £87,030 paid [118 applications] <p>Early Adopter Communities - (FWP) Child Wellbeing Partnership [CWP] supported 239 children from 165 families; providing accessible, affordable or free before and after school clubs and holiday childcare</p> <p>Awareness raised under the Council’s Cost of Living help pages</p> <p>Under SG’s EES ABS programme, the Home Energy and Environmental Advice Team (HEEAT) were awarded grant funding which contributed towards a £1 m programme of energy efficiency works; making household’s private sector households more affordably warm and energy efficient</p> <p>HEEAT provided £85,259 financial support through the SG’s Home Heating Advice Fund helping tackle household fuel debts and energy costs</p> <p>Funeral Support Payment - £554,001</p> <p>Make and Taste intervention supported early year’s staff in incorporating and promoting food activities in early year’s settings</p> <p>84</p>	<p>NHS Forth Valley published its Anchor Plan 2023-26, demonstrating a strong commitment to collaborating with anchor institutions, including those within the Clackmannanshire Community Planning Partnership</p> <p>212 refugees, primarily Syrian, received support from the Education Refugee Team</p> <p>FWP implementing a systemic shift towards preventative and relational public services</p> <p>NHS Forth Valley, Children’s Allied Health Professionals supported all priority family groups, as part of NHS Forth Valley Healthcare, Health Improvement Strategy – <i>improvement in health and wellbeing</i></p> <p>Clackmannanshire and Stirling HSPC’s Healthy Working Lives programme engaged with local employers to address poverty-related issues for priority family groups, improving wellbeing</p> <p>Increased breastfeeding rates through community peer support programmes, more mothers initiating breastfeeding and the percentage of infants’ breastfeeding at 6-8 weeks</p> <p>Thrive to Keep Well Programme in Clackmannanshire supported 26 people</p> <p>165 individuals trained in food and health across NHS Forth Valley</p> <p>Child Poverty Accelerator bid submitted in collaboration with Council, NHS Forth Valley to strengthen local place-based delivery, and support local efforts, to eradicate child poverty.</p> <p>Links to Clackmannanshire’s Children’s Services Plan Report</p>

National Improvement Framework Plan “Report on a Page” 2023/24

Ambition					
Reduce inequalities of educational outcome experienced by young people as a result of socio-economic disadvantage and increase excellence and equity for all learners					
Objectives					
Placing the human rights and needs of every child and young people at the centre of education	Improvement in children and young people’s health and wellbeing	Closing the attainment gap between the most and least disadvantaged children and young people	Improvement in skills and sustained, positive school-leaver destinations for all young people	Improvement in attainment, particularly in literacy and numeracy	Embedding the work of Collaborative Empowerment Groups
Progress towards Outcomes					
<p>Increased staff knowledge of United Nations Convention on the Rights of the Child (UNCRC) (Scotland) Act</p> <p>Improved tracking of attendance, attainment, and achievement of care experienced children and young people (CECYP) – leads to identification provision of appropriate supports</p> <p>Increased staff knowledge and understanding of ‘The Promise’ through professional learning</p> <p>Improved active participation of children / young people with Additional Support Needs</p> <p>Improved active participation of parents/carers in consultations regarding Additional Support for Learning</p> <p>Increased skills and knowledge of staff to meet the needs of children and young</p>	<p>Improved experiences and increased progress for 2 year olds due to focus on developmental milestones</p> <p>Increased water confidence of P5 children attending swimming sessions [527 children participating]</p> <p>Improved support for children, young people and families’ mental health - 83% of pupils referred to the Creative Therapeutic Interventions; 122 parents/carers registered with a newly available support (Qwell)</p> <p>More than 5% increase in the reach and number of families supported through combined Family Wellbeing Partnership</p> <p>Enhanced wellbeing and capabilities of young people and their families through Community Around the School (CATS) programmes</p> <p>Two thirds of primary schools have a higher average percentage attendance rate 72% meeting or exceeding stretch aim</p>	<p>Narrowing of poverty related attainment gap in both Literacy and Numeracy at Early, First Levels and 3rd level and above</p> <p>Increase in achievement levels in both Literacy and Numeracy for all children living in Q1</p> <p>Increased attainment in first level writing</p> <p>Improved communication environments; 14 establishments achieved new or enhanced Excellent Communication Awards (8 bronze, 3 silver, 3 gold)</p> <p>Improved quality assurance resulting in, improved self-evaluation and strategic planning</p> <p>More effective use of data to meet children’s needs supported by Interactive Learning, Teaching and Assessment guide</p> <p>Improved support for families through Child Wellbeing Partnership</p> <p>Improved 1:1 digital access resulting in all children P2 to S6 accessing a digital device</p> <p>Improved ‘work skills’ support for young people through integration of youth work into secondary schools</p>	<p>Development of a Skills Framework for schools and ELCs in session 2024/25</p> <p>Improved pupil centred planning meetings for learners with the most complex ASN, ensure clear pathways and planning for post school destinations</p> <p>Partnership approach to implement Readiness for Learning (R4L) approach across all schools</p> <p>Improved tracking of all CEYP is supporting sustained positive destinations</p> <p>Increased number of young people in initial positive destinations 94.9% higher than pre-pandemic level of 94.2%</p> <p>Development of new bespoke supports for 20 identified children and young people to be implemented 2024/25 through Clackmannanshire Active Learning Academy (CALA)</p>	<p>Increased Literacy and Numeracy attainment (combined P1, P4 and P7)</p> <p>Achieved stretch aim in Numeracy (combined P1/P4, P7)</p> <p>Increase in attainment at senior Level [3rd level and above] in both Literacy and Numeracy</p> <p>Improved moderation of writing standards at P4 resulting in a 7% increase in writing attainment</p> <p>Improved access to books for families through ‘Every Child a Library Member (ECALM); 214 children registered</p> <p>Increased access to dyslexia friendly items across Libraries resulting in a 25% increase in borrowing of dyslexia friendly items</p> <p>Improved staff knowledge and understanding of literacy development resulting in 11 Reading awards being presented across schools/ELCs to date</p>	<p>Evidence based impact and self-evaluation due to improvement in the quality of reports and plans produced by establishments</p> <p>Increased opportunities for children and young people (P7-S1) to pursue their interests due to increased shared understanding of effective curriculum approaches</p> <p>Improved support for children and young people due to increased staff awareness of trauma informed supports</p> <p>Creation of a ‘Learning Poster’ leading to increased consistency of quality learning and teaching</p> <p>Increased teacher confidence in planning and assessment of writing</p>

The Promise Plan “Report on a Page” 2023/24

Ambition				
By 2030, Clackmannanshire will #KeepThePromise and ensure that all young people grow up loved, cared for, safe and respected				
Objectives				
Children in Clackmannanshire will experience a good childhood	Whole Family Support will be accessible to communities	Supporting the Workforce to ensure practitioners and care givers are trauma informed, skilled, and supported	Planning to ensure that the foundations of the Promise are central to service design and council business	Building Capacity to deliver best outcomes for children, young people and their families
Progress towards Outcomes				
<p>Increased support to care experienced children and young people in education through strengthened tracking, quality assurance, and collaborative approaches to planning</p> <p>Improved experiences for pre-school children receiving support at an earlier stage to support their development</p> <p>Communities that Care continues to reduce stigma and increase awareness of rights and advocacy for care experienced young people</p> <p>Early and effective interventions for young people are; reducing offending behaviours evidenced by:</p> <ul style="list-style-type: none"> • 12.5% reduction in the number of children looked after by the local authority between July 2022 and July 2023 • 28% decrease in Child Protection Referrals and 27% reduction in referrals to the reporter over the last 12 months • no children in secure care in the last 5 years <p>A high percentage of brothers and sisters are looked after within the same setting if they have lived together before becoming looked after</p>	<p>Increased support available to foster carers, adopters and kinship carers locally building a strong care community</p> <p>Increased pro-active support to families in relation to children and young people’s school attendance through role of Virtual Head Teacher and development of Clackmannanshire Active Learning Academy (CALA) for implementation 2024/25</p> <p>Increase in intensive family support services available to children and young people on the edge of care</p> <p>A Commissioning Consortium has been developed to align funding streams and develop a broad range of family support locally</p> <p>A Family Support Collaborative has been established involving a range of community groups and Family Voices groups</p> <p>Families have been involved in the co-design and development of a hub model of family support</p>	<p>Increased staff knowledge and understanding of Readiness for Caring and Readiness for Practice models building on principles and similar approaches to Readiness for Learning</p> <p>Increased number of staff attending trauma informed training</p> <p>100% of schools and ELCs are working towards the Keeping the Promise Award with one school being the first in Scotland to have achieved the accredited award</p> <p>Skilled Level Transforming Connections trauma training for staff and carers being delivered by Social Work</p> <p>100% of care givers have access to a training resource offering a broad range of training to support their role</p>	<p>Children’s Services redesign implemented focusing on earlier intervention; relationship focused locality-based practice, and increased support for foster carers, adopters and kinship carers</p> <p>Improved planning for children and young people through development of Quality Assurance Team including designated Independent Reviewing Officer to undertake Pathway Reviews; review of children looked after at home, and post adoption support plans - resulted in an increased number of care leavers over 16 years with a pathway plan and pathway coordinator</p> <p>Provided advocacy services to 81 children and young people, of which 54 were new referrals; young people supported at 169 formal meetings comprising of Children’s Hearings (62%), Looked After Reviews (18%), Core Group Meetings (5%) and TAC and Pathway Reviews (15%)</p> <p>Keeping The Promise Award training delivered resulting in increased knowledge and understanding</p> <p>Extension of Clackmannanshire Care Leavers’ Guaranteed Interview Scheme to provide more employment opportunities for care experienced young people</p>	<p>Foster carer recruitment activity focused through the lens of the Promise has attracted interest; event in April was followed by activity at local galas during the summer</p> <p>Improved opportunities for young people not in education through collaboration with Skills Development Scotland (SDS) and partners resulting in an increased number of young people supported to access education, training and employment</p> <p>Continued work with the Vardy Foundation to explore and scope options to increase range of supports and accommodation available to care experienced young people locally</p> <p>Increased retention of foster carers and a continued downward trend in the use of external fostering placements</p>




Sport and Active Living Framework “Report on a Page” 2023/24

Ambition			
Our Ambition: Working together for a better quality of life and equal opportunities for all			
Objectives			
Active Communities Creating a culture of change around participation in physical activity and an understanding of the lasting health and wellbeing benefits	Infrastructure and Places High performing sport and leisure facilities in Clackmannanshire; supported by an active travel network	Schools and Education All pupils will have the opportunity to engage in PE, physical activity and sport	Leadership and Governance Clear roles and responsibilities for the collective workforce
Progress towards Outcomes			
<p>Through the Scottish Football Association’s Extra Time partnership; 34 identified families from 3 primary schools have benefited from wrap around school childcare, managed through the Active Schools team; increasing the health and wellbeing of the attendees though taking part in football sessions and the provision of free meals; also provided respite and improved employment opportunities for parents and carers as well as easing financial pressure to provide food</p> <p>Through a multi partner approach between Sport and Leisure and the NHS there was a reduction in demand on secondary care including physiotherapy and orthopaedic services</p> <p>The partnership with Forth Valley NHS, delivered an early intervention lower limbs programme which resulted in over 800 attendees and a reduction in orthopaedic referrals by 34% and an estimated saving of £80,000</p> <p>Tailored services were introduced to increase engagement in sport and physical activity in local communities has been implemented as a result of the feedback from the SALF public consultation survey</p> <p>The Active Communities, Sports Development and Active School programming was redesigned to improve health and wellbeing and tackle health inequalities across Clackmannanshire</p>	<p>Development of the new Wellbeing Hub and Lochies school continues through the design and builds stages, reaching RIBA Stage 2; project will create a place where the whole community feels welcome and safe</p> <p>As a result of public consultation, the project will include both community wellbeing and social spaces alongside a provision for sport and leisure, creating a destination where health and wellbeing opportunities will be offered to all</p> <p>There have been 3 significant upgrades to the paths network in Clackmannanshire; extending the walking and cycling network has made active travel more accessible for residents and increased the number of people using this method of travel; positive impact on health and wellbeing, the local economy and environmental targets</p> <p>Enhanced cycling skills: pupil’s skills and confidence to use cycling as a method of active travel in partnership with Active Schools, Cycling Scotland and Recyke-a-bike; 1073 pupils received Bikeability Level 1 and 2 training</p> <p>There has been an increase in access to active travel through the provision of 214 free bikes to primary 7 pupils from SIMD Q1 areas or in receipt of free school meals; result of a partnership between Active Schools, Forth Environment Link, funded by Scottish Government’s Free Bikes scheme</p>	<p>Council wide primary PE curriculum has delivered an increase in the attainment level of physical competencies of 5% for primary 4 children; primary PE team report an increase of 3.4 % in personal qualities</p> <p>26% increase in numbers of P5 pupils reporting they felt confident in going swimming after the completion of their curricular water safety and aquatic skills lessons [549 pupils took part]</p> <p>The creation of 22 school sport committees with 132 pupils resulted in 11 schools achieving a GOLD Award; overall participation in school sport increased by 4% across all schools due to bespoke programming by each school</p> <p>300 volunteer hours have been delivered across; extra curricular programmes, sports development classes, CPSSA events and holiday programmes through the 57 pupils who are part of the Active Schools Leadership Academy; 32 primary / 25 secondary pupils supported through meetings, training and one to one support to give them the skills and confidence to deliver in the programmes</p> <p>588 pupils have achieved the Leadership Skills Foundation Young Leader Award, increasing their; communication, organisational and team working skills</p> <p>54 pupils subsequently delivered extra curricular activities, with increased opportunities for the wider school population</p>	<p>Through alignment of the Sport and Leisure services to the Child Wellbeing Partnership, over 100 families from across 3 schools have accessed the extra curricular and school holiday childcare support facilitated by the Active Schools team; pupils also receive free meals as part of this project - resulting in improved health and wellbeing of attendees, respite provided for families, reduced cost of living pressures allowing families to extend working hours</p> <p>Introduction of sport within breakfast clubs has reported improved attendance at school among some pupils; project forms part of the council’s wider provision for vulnerable families to help tackle employment, health and financial inequalities in identified communities</p> <p>Staff have reporting increased awareness of mental health and wellbeing supports through the programme with SportsScotland and SAMH; ensures mental health and wellbeing is not a barrier to engaging, participating, and achieving in physical activity and sport</p>




Violence Against Women and Girls “Report on a Page” 2023/24

Ambition			
Women and Girls in Clackmannanshire are equally safe at home, at work and in the community			
Objectives			
Society embraces equality and mutual respect, and rejects all forms of violence against women and girls	Women and girls thrive as equal citizens – socially, culturally, economically and politically	Interventions are early and effective, preventing violence and maximising the safety and wellbeing of women, children and young people	Men desist from all forms of violence against women and girls, and perpetrators of such violence receive a robust and effective response
Progress towards Outcomes			
<p>New training pathway for domestic abuse developed using a tiered approach to training needs, promoting awareness and signposting accordingly</p> <p>Plans in place to empower community with trauma informed skills reducing the need for survivors to engage with services at crisis point</p> <p>Primary and secondary schools delivering age-appropriate, evidence-based interventions to raise understanding and awareness of gender-based violence, positive, healthy relationships and consent, as part of a whole school approach to tackling VAWG; one third of high schools are signed up to Equally Safe at School</p> <p>Clackmannanshire Women’s Aid and Rape Crisis Forth Valley continue to deliver educational content, providing drop-in sessions and lunch clubs</p> <p>Education and pupils, further promoting awareness and access to appropriate services within the 16 Days of Activism</p> <p>Engagement with “White Ribbon” to assist with prevention training from the perspective of boys and men; status campaign to be launched later in the year</p> <p>Safe and Together Model embedded alongside other local partners to promote a unified and systemic approach to GBV</p> <p>HR team trained to promote a trauma informed approach when dealing with absence and mental wellbeing of colleagues going through a domestic abuse situation</p>	<p>Police Scotland report a significant increase in the Disclosure Scheme Domestic Abuse Scotland (DSDAS)</p> <p>A trauma informed approach with Police Scotland for women to make decisions on a perpetrator’s behaviour [even if not a victim]</p> <p>Reduction in domestic abuse incidents linked to women receiving support before crisis point being a contributing factor</p> <p>Our Safeguarding Through Rapid Intervention Team (STRIVE) offers a Non-Court mandated scheme for perpetrators as a preventative measure; woman and their family are also supported by Women’s Support worker; reduce domestic abuse before criminality/crisis point</p> <p>Designed a Justice Hub in collaboration with Police Scotland, Housing, SACRO, Women’s Aid and VAWG, CJP and ADP partnerships; led to 30 survivors being contacted and offered support at an earlier stage;</p> <p>Increase in the uptake of early support and intervention, including non-court mandated support provided by the Justice Hub</p>	<p>Streamlining and unifying our partnership approach, ensures access to non-statutory and statutory services leading to earlier intervention is easier and quicker; evidenced in the increase in uptake of support</p> <p>Clackmannanshire’s training remains co-facilitated to ensure a streamlined and unified response to GBV; effective partnership working with Education, Women’s Aid and Rape Crisis continues</p> <p>Sharing funding with partners for training, equipment and services minimises how many “touch points” a survivor has to endure whilst engaging with a service</p> <p>New Housing Policy to include input from Rape Crisis and Women’s Aid with an insight into <i>lived experience</i></p> <p>Ongoing consultation with RLP to devise delivery plan on the VAWG Strategy</p> <p>Sharing learning at a national level with other local VAWG partnership with support from the Improvement Service</p>	<p>Work continues to change the referral system for ‘non-court-mandated Caledonian’ by the Rapid Intervention (STRIVE) team; a multi-agency task force who use VPDs to generate referrals before the point of crisis or criminality – in line with our prevention model</p> <p>The non-court-mandated system supports the whole family while the perpetrator works through the programme</p> <p>There is also self-help [phone] line where men concerned about their behaviour can self-refer to non-court-mandated support</p>




Pentana Extract: Empowering Families and Communities

Empowering Families and Communities				
Covalent Code	Priority Action	Progress	Expected Outcome	Latest Note
PPL 23 12	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.	100%		<p>The UNCRC Incorporation Act was given Royal Assent in January 2024 and provisions will come into force on July 16th 2024.</p> <p>Work continues to ensure that we are ready in Clackmannanshire for when the UNCRC Act becomes law. The Scottish Government has published guidance on 'Taking a Children's Human Rights Approach' and further, statutory guidance will be published soon. 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. National discussion meetings and local FV&WL RIC meetings are also continuing and highlighting common issues where work can be shared and resources developed.</p> <p>The Clacks UNCRC Working Group is meeting regularly and working on identified topics in the run up to implementation – Children's Rights and Wellbeing Impact Assessments, Child Friendly Complaints Handling Process (pending publication of guidance from the Scottish Public Services Ombudsman), Child Friendly Language, Youth Voice and engagement in policy and decision making, Employee Development and E-learning on awareness and embedding UNCRC, Parental Awareness and support, Reporting Requirements and monitoring and supporting Partners and Contractors to take account of Children's Rights.</p> <p>This work will continue up to and beyond July 2024 to ensure implementation of all aspects the UNCRC Act and ensure Children's Rights are understood, protected and embedded.</p>
PPL 23 13	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.	100%		<p>We have developed a Youth Engagement Framework for Clacks and this is operational across the Authority. Our next steps are around developing values and workforce development strategies to fully implement the UNCRC across Children's Services. We have set up a short life working group involving services across the whole of the Council and a key partner and work streams have been identified. Those work streams are being developed and implemented and resources have been created to share with education and other service colleagues to fully implement Youth Voice relating to UNCRC responsibilities.</p>
PPL 23 18	Families and vulnerable people get the help and support they need as early as possible, 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.	100%		<p>In April 2023 there were 198 children looked after away from their parents care, in April 2024 this had dropped to 185 children.</p> <p>Local Outcome as detailed in plans submitted: Increased provision for children at the edge of care and leaving care resulting in reduced external placements.</p> <p>In April 2023 Clackmannanshire had 66 children placed in external placements. in April 2024 it had reduced to 58.</p>



Pentana Extract: Empowering Families and Communities

PPL 23 19	Support practitioners to have the appropriate 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.	100%		<p>In session 2023-24, in person support meetings have been held with parent / carer office bearers in 15 of 21 Parent Councils – many are new to the role and have welcomed advice and information on how to run a Parent Council. Staff in schools have also asked for advice from Engagement Officers on supporting their parents and parent groups. Parent Councils have again been helped to claim admin support money from Clackmannanshire Council. Over three quarters have successfully claimed by submitting their accounts for inspection.</p> <p>CLPL for Clackmannanshire ELC and Primary staff on Parental Involvement and Engagement will take place in September 2024 supported by Education Scotland. Officers have actively engaged with school and ELC practitioners to increase participation of parents and carers in Family Learning. Our third Family Practitioners Network session was organised around Partnership Working and highlighted offers of support from CLD and external agencies. This session, Abercromby Primary Parental Support Team won the Campaign for Learning Family Learning Innovation Award for their Paternal Play Programme – involving dads had been a previous focus of the FPN. Our next Family Practitioners Network (FPN) will be around the Family Wellbeing Partnership.</p>
PPL 23 21	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.	100%		<p>There continue to be a number of barriers to implementing a Remuneration Policy which are taking time to overcome. Advice has been sought from tax and Human Resources specialists in order to explore further issues around tax and worker status. It is hoped that once these issues are resolved, the Policy can proceed to Council for approval from Elected Members.</p>
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.	75%		<p>Work on this priority will continue in the 24/25 people business plan. This is a longer term piece of work which relies on the development of a variety of options available to young people who leave care.</p> <p>Progress to date includes strengthening coordinated approaches to planning for young people between housing and social work, refresh of pathways assessments and processes to ensure earlier planning for young people who are at risk of becoming homeless. Training in view point and outcomes star has taken place, in order to provide a framework for evaluating impact of supports on the lives of young people.</p> <p>The Social Work redesign has utilised resources differently within registered care services, this will provide sufficient capacity to begin establishing the Supported Lodgings Service which will complement the work being progressed with the Vardy foundation. Homelessness for young people residing out with Clackmannanshire council continues to be a risk where young people may not be able to access care experience priority in the areas in which they reside.</p>

Pentana Extract: Empowering Families and Communities

PPL 23 24	Review of approaches to planning for children in order to increase participation and improve outcomes. Implementation of a new team 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.	100%		Approaches to planning for children have been reviewed in order to increase participation and improve outcomes. A new Quality Assurance Team comprising of Independent Reviewing Officers was established in October 2023. The team have a dedicated role to quality assure and support improvement in planning for children and young people. The team have dedicated resource for pathways reviews, as well as now being in a position to undertake reviews of children looked after at home. Refresh of GIRFEC single report template, associated guidance and My Plan was launched in June 2024 with greater emphasis on the language of care, UNCRC and the views and rights of children, and giving greater consideration to the needs of sibling groups.
PPL 23 25	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.	100%		The review and redesign of Clackmannanshire Council's Youth Justice services in partnership with CYCJ is well underway and will ensure pathways through the justice process will be more young person centred, providing responsive and appropriate services to young people who come into conflict with the law. There have been 3 engagement /consultation sessions involving strategic managers and operational staff from across the partnership and the final consultation session is planned with children, young people and their families who have lived experience of coming into conflict with the law. A focus on the redesign is the importance of shared language and approach. Training on utilising the Outcome Star, an evidence based tool for measuring and supporting change when working with individuals, has been delivered.
PPL 23 32	Improved strategy for Additional Support for Learning across Clackmannanshire.	100%		An Additional Support for Learning (ASL) working group was established to develop an Additional Support for Learning Strategy for the period 2024-2027. The key themes of this strategy were taken from the Scottish Government ASL Action Plan and consulted on with Education Senior Managers, Heads of establishments, pupils, parents/carers and staff. The revised ASL Strategy and Implementation Plan for 2024-2027 was approved by Council in February 2024.



Pentana Extract: Empowering Families and Communities

PPL 23 33	Improved transitions for children and young people with Additional Support Needs.	100%		<p>A working group was established to develop education operational Additional Support for Learning (ASL) Operational Transition Guidance for staff, with a draft document produced and consulted on with various 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 the coming months. 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. Following this any amendments will be made, then it will be shared with education establishments.. A clear process for educational establishments to follow should mean children/young people with ASN should be experiencing well planned, successful transitions. In the longer term, quality assurance of the transition process will be undertaken</p> <p>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. An additional layer of tracking has been introduced, an overview of young people with ASN leaving school and the proposed post school destinations.</p> <p>In an effort to ensure that young people and their families are aware of the possible opportunities available to them post school, an ASL post school transitions fayre was held. The event was well attended with 60 participants visits, provider stalls ranging from public sector, third sector, charities and private providers. The feedback from attendees was extremely positive: 79% stating it was excellent, 18% saying very good and 3% good. Many participants commented on how useful it was to find out more about what is available, that it would be good to have more events like this and that they felt reassured to know that there are options available to them.</p> <p>Next steps will be to continue to monitor progress with transitions and maximise opportunities to engage with partners to provide the best possible outcomes form our young people with ASN.</p>
PPL 23 35	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.	100%		<p>Schools continue to promote the benefits of good attendance through a variety of parental engagement activities and communications. The Attendance Leads group meet regularly to share good practice and attendance data is regularly monitored and analysed with schools having access to updated Attendance Dashboards on a regular basis. Two thirds of our primary schools have a higher average percentage attendance rate at the end of May 2024 than at the end of May 2023. 72% of our primary schools are meeting or exceeding our trajectory stretch aim of 92-93% as of the end of May 2024 (with 7 of them exceeding the stretch aim). All sectors have a higher average percentage attendance than this time last session.Schools are working together and sharing resources, and there is some cluster collaboration on attendance. Schools are analysing their attendance data to support planning for next session, and to identify priorities and plan staff training for August.The policy has been updated and is in draft form for further consultation and has a real focus on ethos and relationships. Targeted interventions and partnership working are in line with our well-established Staged Intervention process and continue to develop as needs arise. Schools work with a range of partners to support children and young people, and their families. There are several walking buses around the authority which are having a positive impact on attendance and punctuality. One school is working with the CLD worker from their local secondary school to provide a targeted walking bus with a specific route to support identified families. This is proving a success and has generated a positive buzz about attendance and being on time. The longer term idea is that this would possibly provide some young leadership opportunities for pupils from the academy as well. We will continue to focus on groups who are more vulnerable to low attendance such as pupils impacted by poverty (Quintile 1 and FSM), secondary school pupils, 92 pupils with ASN including Care Experienced Learners and Young Carers.</p>

Pentana Extract: Empowering Families and Communities

PPL 23 37	Ensure that stretch aims articulate both ambitious and achievable aims and take into account evidence-based self-evaluation.	100%	✓	A "Next Steps" meeting to discuss this year's Stretch Aim progress and planning was held on 5th March 2024 with Clackmannanshire Council and Education Scotland staff. Current data (unpublished) shows positive ACEL predictions for stretch aims. Attendance data (unpublished) for 2023/24 shows an overall small improvement. Positive destination data continues to align with previous high figures and above the national values.
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.	100%	✓	An integrated transition policy and procedure to improve outcomes for disabled children and young people to support their timely transition to adulthood and accessing adult services/support has now been approved by Council and implemented. Work is ongoing to continue service improvement in this area and awareness raising sessions with school staff and social work staff are ongoing. A successful Transitions Fayre was delivered before the Easter break and further such events are scheduled for the next academic year.
PPL 23 40	Through R4L principles and practice, increase knowledge and skill of Clacks educators to include and meet the needs of all learners.	100%	✓	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 3000 hours of CLPL being delivered since April 2023, and the EPS are exploring new ways of working that will support greater capacity for offering face-to-face training focused on professional discussion and problem solving. Through the Wellbeing and Inclusion Empowerment Team, an event will take place during the November inset day to highlight the importance of nurturing positive relationships and staff wellbeing.
PPL 23 43	Build capacity and expertise across all school to support learners with ASD to ensure our mainstream schools have a level of expertise.	100%	✓	<p>Work has continued with ASD Provisions to improve the learning environments for pupils. Both ASD provisions have been awarded Communication Environment Awards. A number of autistic pupils continue to be supported in mainstream schools with the support of flexible spaces, targeted interventions and outreach support within a number of schools. These flexible spaces provide opportunities for either 1-1 support or small group supports throughout the day. A network for teachers within these settings has been initiated to enable them to share practice, engage in professional dialogue and seek support with different aspects of the children's needs. The ASD Outreach Team continues to provide advice, consultation and professional learning for education staff. As a result, the staff is developing competence and knowledge of supporting autistic children/young people: improving their educational outcomes through targeted supports in their Child's Plans.</p> <p>A number of staff have participated in Social Communication Emotional Regulation Transactional Support (SCERTS) training provided through the National Autism Implementation Team (NAIT). As a result there is an emerging knowledge of how to address the core challenges faced by autistic children/young people.</p> <p>The next steps planned are to develop drop in sessions for staff with particular questions regarding Autism and how to support specific individual needs, as well as making use of the NAIT training materials that are currently being developed. We will identify key staff as trainers to deliver these.</p>


Pentana Extract: Empowering Families and Communities

PPL 23 44	For learners with ASN/EASN, improve the key stage transitions experience for learners and families.	100%		<p>A working group was established to develop education operational Additional Support for Learning (ASL) Operational Transition Guidance for staff, with a draft document produced and consulted on with various 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 the coming months. 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. Following this any amendments will be made, then it will be shared with education establishments.. A clear process for educational establishments to follow should mean children/young people with ASN should be experiencing well planned, successful transitions. In the longer term, quality assurance of the transition process will be undertaken</p> <p>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. An additional layer of tracking has been introduced, an overview of young people with ASN leaving school and the proposed post school destinations.</p> <p>In an effort to ensure that young people and their families are aware of the possible opportunities available to them post school, an ASL post school transitions fayre was held. The event was well attended with 60 participants visits, 5 provider stalls ranging from public sector, third sector, charities and private providers. The feedback from attendees was extremely positive: 79% stating it was excellent, 18% saying very good and 3% good. Many participants commented on how useful it was to find out more about what is available, that it would be good to have more events like this and that they felt reassured to know that there are options available to them.</p> <p>Next steps will be to continue to monitor progress with transitions and maximise opportunities to engage with partners to provide the best possible outcomes form our young people with ASN.</p>
PPL 23 57	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.	100%		<p>Planet Youth (formerly known as the Icelandic Primary Prevention Model) is an evidence-based approach to creating better outcomes for children and young people. In Scotland, six local authorities participate in PY work.</p> <p>In October 2023, all S3 and S4 young people at Alloa Academy, Lornhill Academy and Alva Academy were supported to complete the online surveys by the PY leads in each school. The data was analysed by the Icelandic team then shared with local authority PY leads (November 2023). Each local authority lead created a dissemination plan (including key stakeholders such as Police, Third Sector and NHS). The Clackmannanshire PY Coalition Group was expanded this year and, to date, two meetings have been held: one online; the other in person. Several of the coalition members (and other Clackmannanshire staff including the Strategic Director - People) attended a Planet Youth Learning Event (January 2024) in Glasgow.</p> <p>Funded by Winning Scotland (which leads PY), two Planet Youth Officers have been recruited for Clackmannanshire: one started in May 2024; the other will start in July. These new posts (funded till March 2025) will focus on upstream, preventative work in the community and in schools (mostly primary).</p>

Pentana Extract: Empowering Families and Communities

PPL 23 58	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.	100%		<p>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 Clackmannanshire's social media and partner organisations.</p> <p>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.</p>
PPL 23 59	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.	100%	✓	<p>Representatives from the VAWG continue to meet regularly to review the outcomes and actions outlined in the Strategic Delivery Plan 2023-26.</p> <p>A VAWG Coordinator was appointed in February to take forward the next stage of implementation and delivery of the plan. As part of the partnership to engage with primary and secondary schools, plans are underway for the local authority hosting the 16 Days of Activism event in November 2024 that will embrace youth voice as a key element of the campaign against gender-based violence.</p> <p>Alva Academy continues to pilot the Equally Safe at School programme in line with National Guidance. In addition, across secondary schools Harmful Sexual Behaviour inputs have been included in all year group PSE programmes. External input from Women's Aid and Rape Crisis continue to work in partnership with young people individually or in groups. In primary schools the Support Coordinator role oversees Harmful Sexual Behaviour guidance and offers support on a needs basis.</p>





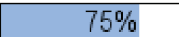



Pentana Extract: Health and Wellbeing

Health and Wellbeing				
Covalent Code	Priority Action	Progress	Expected Outcome	Latest Note
PPL 23 07	Increase understanding of wellbeing and capabilities approach across Council and partners.	100%		<p>Values Based Leadership Columba 1400 continues to be a main FWP delivery partner working with young people, staff, Third Sector and the wider community. Notable VBL activities over the past six months include a parliamentary event - "Celebrating Clacks and Columba 1400" - attended by Clackmannanshire Council staff, young people, parents and Third Sector partners. Young people in Clackmannanshire secondary schools have continued to take part in Coumba 1400 leadership projects as well as in the Train the Trainer programme to further develop skills and to ensure sustainability. A pilot project at Redwell PS involved a two-day introduction to Columba 1400 for all staff (Feb. Staff Development Days) and a week of VBL for the two P6 classes – supported by Train the Trainer young people. There have also been re-connect days for staff and Third Sector partners and community connector sessions for parents/carers and the wider community. In addition, the third of a three-day programme for Clackmannanshire Legacy Facilitators (Clackmannanshire Council staff) has taken place and there are already examples of staff using these new skills to further support colleagues and to enhance meetings. All these activities are further steps towards fully embedding VBL across the local authority and wider community.</p> <p>What Matters to You (WM2U) What Matters to You is a voice-led, community-based systems change approach working alongside families in Clackmannanshire, Dundee and East Ayrshire. The ambition of WM2U is shifting public resources to offer support earlier, thereby enabling people to flourish within their communities. Following a cafe conversation event at The Bowmar in 2023 and a further planning meeting (January 2024) several smaller meetings have taken place over the past few months to work on proposals for specific projects. To date, two ideas have now progressed: *Ben Cleuch Poly Tunnel - New Scots' Gardening Project *Families Together - Abercromby PS Parents' Family Cooking</p> <p>Funding was awarded to these two groups because the community voice was at the core of each proposal - essential for WM2U projects. A news article for the Ben Cleuch Project has been added to the WM2U website: https://wm2u.co.uk/news/growing-matters-clackmannanshire</p> <p>We are now exploring other opportunities for parent/community led groups to seek funding.</p> <p>Capabilities Approach Module Since the creation of the "module" in 2023, we have moved towards embedding wellbeing and capabilities language in all Family Wellbeing Partnership documentation.</p>



Pentana Extract: Health and Wellbeing

PPL 23 08	Identify barriers and share learning of our transformation journey; learning from others who are transforming systems.	100%	✓	School Key Worker supported 31 young people, moving 7 into Further/Higher Education, 6 into structured training programmes, 4 into employment and 4 into volunteering. 15 volunteer conversion into paid placements in ELC settings, as a progression pathway in the ELCs. 3 Sector Skills Academies created: Construction, Customer Facing, Steps to Employability for young people with additional support needs. 64 Young people were supported on NOLB funded programmes with 31 young people securing a positive destination of employment, FE/HE or volunteering, 15 moved into personal support and development opportunities including additional training or work placements and 18 being referred back to SDS for further support. 109 new parents supported: moving 37 into employment, 12 into further/higher education and 12 into volunteering.
PPL 23 09	Redesign structures around relationships and needs.	100%	✓	Structures have been redesigned to increase partnership working and early access to support. This has been developed through the alignment of the FWP Collaboration group which includes representatives from all key agencies. Examples of positive impacts include access to parenting support input at Park Primary school provided through the early help Team alongside the development of a walking bus supported through CLD to increase attendance at school. In addition support for families over the summer holidays has been provided via the FWP and Family Support Collaborative. Families are accessing non statutory support through Early help, with the team responding to 60 to 70% of all referrals to children's social work. In addition the redesign and closer working of services has resulted in increased availability of parent groups and support for young people in conflict with the law.
PPL 23 10	Mobilise and support Community of change makers.	100%	✓	The Child Wellbeing Partnership continues to offer place-based school-age childcare and activity services before and after school, across Alloa South and East with funding from the Scottish Government Early Adopter Communities. The partnership includes Community House Alloa, Hawkhill Community Association, Play Alloa, Kidz-World and Connect Alloa. To date the partnership has supported 239 children from 165 families. Parents and children accessing these services have reported an improvement in their wellbeing and increased access to employment and training opportunities. The CWP team are currently awaiting an offer of grant that will enable them to extend their work beyond Alloa South and East to include Tillicoultry, Tullibody and Clackmannan. It is anticipated this will also extend to all-age childcare and include an offer for pre-schoolers from 9months of age.
PPL 23 11	Align money flow, funding and reporting.	100%	✓	Number of families supported through combined Family Wellbeing Partnership (Child Wellbeing Partnership, Community Around the School approaches, Income Maximisation sessions and Lens projects) has increased by more than 5%. Community Around the School (CATS) has been extended with Alloa Academy with classes now running every evening, following a successful Lens Intrapreneurship bid. The approach has now been established in the other two secondary schools and an agreement reached about creating an audit for each, a recording format and consistency in gathering qualitative and quantitative data. Additionally, there have been discussions about how this work can be further supported by the new CLD school based staff across the localities. Transformation momentum continue. Scottish Government Child Wellbeing Partnership 2024/26 funding will ensure the continued expansion and extension of school aged childcare beyond Alloa South and East to targeted areas and expansion to pre-5 childcare. A session progressing thinking on the Transformation Vehicle (June 24) was designed and facilitated by the International Futures Forum and attended by many key stakeholders.




Pentana Extract: Health and Wellbeing

PPL 23 15	Extend the range of therapeutic supports available through the Intensive Therapeutic Service that are specifically targeted towards the refugee population within Clackmannanshire.			Due to reduced staffing within the Educational Psychology team, the support offered by the Intensive Therapeutic Service to the refugee community within Clackmannanshire has been reduced from January 2024. Consultation has continued to be provided to the Education Refugee Team, and fortnightly sessions of EMDR (Eye Movement Desensitisation and Reprocessing) Therapy have been offered to a small number of children and families presenting with characteristics of Post-Traumatic Stress Disorder (PTSD) which are significantly impacting on their daily functioning in school and/or at home.
PPL 23 16	To support local service delivery and tackle needs early, embed STRIVE model as a common early intervention approach that delivers improved outcomes for children, young people, families and adults. 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.			STRIVE is now embedded within the new early help provision in childcare and the Early help team is working with colleagues across the FWP to develop a preventative multiagency approach to work with families. This is evidenced in the ongoing development of the "one stop shop" provision, now rolling out across Clackmannanshire. In addition the range of family support provision has increased significantly over the past year through the use of the WFWF award. Early intervention support has been developed further through the use of a lived experience led grant and intensive support has been bolstered through commissioning of Aberlour Sustain, Functional Family Therapy (Action for Children) and support for young people leaving care - Barnardo's. This has been enhanced by the development of a family support collaborative - developing family support provision alongside families with lived experience.
PPL 23 17	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.			Through the deployment of the Whole Family Wellbeing Fund, we have employed a participation development worker and commissioned increase intensive support provision. The Council, third sector providers, CTSI and Family Voices Group have developed a more innovative and progressive way of delivering services to families across Clackmannanshire. A Family Support Collaborative has been established which is proposed will be operationally-led by three organisations, Barnardo's, Action for Children and Homestart, supported with funding and financial management by Clackmannanshire TSI. to co-produce a new hub based delivery method to support families, alongside the work of the Early Help team and Family Wellbeing Partnership.
PPL 23 26	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.			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 3000 hours of CLPL being delivered since April 2023, and the EPS are exploring new ways of working that will support greater capacity for offering face-to-face training focused on professional discussion and problem solving. Through the Wellbeing and Inclusion Empowerment Team, an event will take place during the November inset day to highlight the importance of nurturing positive relationships and staff wellbeing.

Pentana Extract: Health and Wellbeing

PPL 23 29	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.	100%		<p>Launched August 2023, all Secondary Establishments are now tracked within our new Clackmannanshire Care Experienced Children and Young People Dashboard. All Secondary Establishments track young people by SCN, LAC Status (Official) and Age/DOB. Since August, attendance is updated weekly and a monthly detailed graphic shared with schools, showing baseline data and measured against a 5-week rolling average. Attendance data trends highlighted and shared with key staff in each establishment, Chief Education Officer, Senior Managers and Attendance RIC colleague and Data Analyst.</p> <p>Quality Assurance taking place termly around LAC and CE status and this is informing support for young people (targeted intervention around attendance) The attendance information and any concerns are shared via multi-agency professional discussion</p> <p>All Care Experienced young people in schools have been offered a mentor. This will continue to expand into 2024-2025 as MCR have committed to increasing their service offer to include young people who are not fully engaged in traditional school or are Emotionally Based School Avoidance (EBSA). All Care Experienced Young People have been offered engagement with Columba 1400 as part of universal offers from Alloa Academy, Alva Academy and Lornshill Academy.</p>
PPL 23 47	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.	100%		<p>The overall aim of our project is to ensure all children are reaching their developmental milestones by the time they start school and beyond. This year we have developed a process and procedure for the collection of data concerning Clackmannanshire's children who are two years old and receiving their 1140 hours of eligible funding within Local Authority Early Learning and Childcare (ELC) establishments.</p> <p>To date, June 2024, we have established a consistent approach across our local authority settings with provision for two-year-old children. The approach is focussed on children's development under the following areas:</p> <ul style="list-style-type: none"> - Social/Emotional Literacy; - Gross Motor; - Fine Motor; - Personal and Social; - Communication - Problem Solving <p>Establishments now track children's progress and plan appropriate next steps. As a result, children are making progress and are identified much earlier if they require extra support and/or focussed work. Senior educators have had the opportunity to attend local authority early years leads meetings and also met with leads from the steering group. This has resulted in an increased understanding of current developments and of an appropriate curriculum for two year olds.</p> <p>In year 2 next steps will include:</p> <ul style="list-style-type: none"> • A more efficient data gathering tool • Continued tracking of our cohort 1 children • Roll out to our partner providers • Continued engagement with Health visiting Team • Involvement of families


Pentana Extract: Health and Wellbeing

PPL 23 48	Through the 5 year refresh process & as part of a re-alignment of priority areas, revise Implementation Plan within Sport and Active Living Framework.	100%		<p>The SALF refresh was presented and accepted at Council in March and subsequently presented to the Alliance in May 2024 where it was also accepted. The document included a success stories appendix which highlighted the impact SALF has had to date on the children, young people and communities of Clackmannanshire.</p> <p>The next steps are to create implementation plans to ensure the plan is delivered through its partnership approach.</p>									
PPL 23 49	Creation of a 4 year action plan with key priority areas.	100%		<p>School Sport Committees</p> <ul style="list-style-type: none"> • all 22 school have committees & completed the sportscotland School Sport Award self assessment process • all 22 school have created improvement plans to support their plans for school sport • As of May 24 7 Primary Schools have achieved GOLD status with 3 others submitted for Gold and awaiting the outcome (by end of June) <p>Leadership Training</p> <ul style="list-style-type: none"> • 16 primary schools have completed the Leadership Skills Foundation - Young Leader Award, led by the Active Schools team • The final two are in progress which equates to 100% of schools having delivered this award to a mix of P6/7 pupils • This year we have 548 newly qualified Young Leaders <p>Sportscotland Partnership Agreement</p> <ul style="list-style-type: none"> • All ASCs take part in an integrated planning approach with staff and pupils in each school. All schools have bespoke extra curricular programme in place. • As at April '24 Participation: Primary 51%, secondary 20%. Term 3 data still to be gathered, final reporting in July '24. • Active Schools coordinating and gathering data on programmes as part of the Child Wellbeing Partnership in Park PS, Sunnyside PS and St Mungo's PS. Additional funding has been allocated to the project to allow the roll out of the initiative across Clackmannanshire • We have maintained 3 hubs across Clackmannanshire (Sauchie, Tullibody, Dollar). Across these hubs we have grown from 16 active partner groups and organisations to 22 active partner groups and organisations showing a Year on Year growth of 38%. These partners have included the new Hillfoots Community Cycling Club with in the Dollar hub and a large incase in the Tullibody Hub with new clubs in Tullibody St Serfs FC and Stirlingshire Table Tennis Club as well as a new partnership between the Council, The Tullibody Development Trust and the NHS. 									
PPL 23 50	Maintain 2 hours (per pupil per week) of high quality curricular PE for all children in all primary establishments.	100%		<p>A: All pupils receive the same council wide curriculum at each stage and level. All schools received 2 hours Physical Education throughout the year. Cover was put in to support schools with two long term absences ensuring pupils receive their two hours each week.</p> <p>B: Confidence: Confidence within P5 swimming has been improved as reported by pupils. First Block data shows 67% felt confident about going swimming before the block and 93% they felt confident when going swimming after the block.</p> <p>C: Increase of 1% on the 21/22 baseline data in attainment in P4 primary learners in Physical Competencies and Personal qualities. Tillicoultry PS is not included within the 23/24 data due to long term staff absence.</p> <table border="1" data-bbox="1093 1300 2168 1460"> <thead> <tr> <th></th> <th>2021/22</th> <th>2023/24</th> </tr> </thead> <tbody> <tr> <td>Physical Competencies</td> <td>78.7%</td> <td>83.7%</td> </tr> <tr> <td>Personal Qualities</td> <td>71.5%</td> <td>74.9%</td> </tr> </tbody> </table> <p>Rise of 3.4% - through increased moderation, understanding and meeting children's needs; R4L training, ASD CLPL's, joint discussion with class teachers, peers and learners.</p>		2021/22	2023/24	Physical Competencies	78.7%	83.7%	Personal Qualities	71.5%	74.9%
	2021/22	2023/24											
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Pentana Extract: Health and Wellbeing

PPL 23 51	Deliver the Primary 5 School Swimming Programme for all schools.	100%	✓	<p>All 19 Primary Schools including Lochies School have been receiving a 5 week block of Aquatics Skills and Water Confidence during April to June 2024. The sessions were split into 2 blocks of lessons with the first block being from April to May and the second May to June. The sessions are taking place at The Peak, Stirling or Dollar Academy pool. Our new Swimming Development Officer has been working with the Primary PE teachers and the PT of PE to design, support and enhance the new curricular programme designed in partnership with Scottish Swimming.</p> <p>There are 527 pupils participating, led on both poolside and in the water by our 18 Primary PE teachers and 5 swimming teachers. They have been supported throughout the programme by 30 PE students from Stirling University and various staff from the primary schools themselves. This year's programme has been enhanced due to the new assessment criteria designed and implemented in partnership with Scottish Swimming which assesses the children's progress over the five weeks against a variety of set criteria as below, all designed around developing water safety and aquatics skills:</p> <ul style="list-style-type: none"> • Ability to follow rules safely in and out of the water • Ability to float & submerge face in water • Ability to swim 10m or more & retrieve items from underwater • Ability to practice front / back crawl for more than 15m • Ability to jump unaided into the pool • Tread water for a minimum of 20 seconds <p>The final report for this year's programme will be completed at the end of the block in June and will be used to enable and enhance the design of the 24/25 academic year swimming programme.</p>
PPL 23 52	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.	100%	✓	<p>Staff across the People Directorate continue to contribute to the ongoing work with the Vardy Foundation to explore how to improve our capacity to support children within Clackmannanshire. Three key strands include the development of 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 training and development in the 'Readiness for Caring' approach - this will allow us to develop a new Centre of Excellence within Clackmannanshire. Four workstreams have been identified with key strategic leads attached. An Assistant Educational Psychologist has been appointed to facilitate a Communications and Engagement strategy in order to ensure a coherent, consistent and proportionate approach to both co-production and communication of project deliverables.</p>

Pentana Extract: Health and Wellbeing

PPL 23 53	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.	100%		<p>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. Usage of the service continues to increase, albeit at a slower rate than anticipated. 2023 figures showed a 22% increase in the number of conversations happening on the platform, a 65% increase in the number of individuals using the platform, and 91% of users accessing the platform more than once. The most up-to-date suicide figures for Clackmannanshire (2022) remained static from the year before with 7 deaths by probable suicide. However, we continue to see a trend within the data for Clackmannanshire of a higher average age of probable suicide compared to the rest of Forth Valley, with an average age of 45.6 (range 34-77) in Clackmannanshire (Falkirk – 41.8, range 22-64; Stirling – 48, range 26-69).</p> <p>Work is ongoing between Stirling and Clackmannanshire to revise the suicide and self-harm guidelines for schools. The documentation has been split into separate guidance for suicide and self-harm as part of stigma reduction in relation to self-harm. It is hoped that the new documentation will be launched in the early stages of next academic session, and work is underway to explore what training and ongoing consultation support educators will require to operationalise the guidance.</p>
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Pentana Extract: Health and Wellbeing

<p>PPL 23 54</p>	<p>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.</p>	<p>100%</p>		<p>The continuum of support available for children and young people was extended in 2023/24 to include two new services under the Creative Therapeutic Interventions for Children Service (CTIfCS) - Animal Assisted Therapy and Play Therapy. Teacher reports indicate that 83% of pupils referred to the CTIfCS show improvements in their mental health. Music therapy is showing significant improvements in the Cognitive Regulation Index (CRI) on the BRIEF2 (a measure of executive function) ($p=0.013$). Therapeutic Art Groups are showing significant improvements in Total Difficulties Scores on the Strengths and Difficulties Questionnaire for parents and teachers ($p<0.05$ for each). Both Animal-Assisted and Play Therapy are showing statistically significant improvements in Total Difficulties for parents and teachers ($p<0.05$ for each), although it should be noted that these are very small sample sizes currently.</p> <p>Kooth has been extended to cover the age range of 10-26. Mind Moose has been re-commissioned to support 5-12 year olds. Support for families has also been developed further, through the In Mind project (in partnership with Barnardo's) which offers small group support to parents/carers who are struggling to support their children/young people with their mental health. Alongside the Family Wellbeing Partnership, a new digital mental health service for parents/carers of all children and young people under the age of 18 (Qwell) launched on 19th February 2024. To date, 122 parents/carers have registered, which is 2% of the target population (digital services aim for around a 5% usage rate in the first year). 100% of users would recommend the service to others, and 62% of usage has taken place out of hours, continuing to highlight the need for services that are available 24/7. Referrals to our Counselling in Schools Service are currently paused due to both capacity within the current service and the need to identify a new provider. To compensate, additional hours have been purchased from Kooth (for 10-18 year olds) to ensure children and young people still have an avenue to reach out for counselling support at a time that is right for them.</p> <p>Usage of 'Text Clacks', our crisis intervention service, continues to increase. 2023 figures showed a 22% increase in the number of conversations happening on the platform, a 65% increase in the number of individuals using the platform, and 91% of users accessing the platform more than once. There have been no 'Active Rescues' (when risk is judged to be immediate and significant, requiring the involvement of emergency services), despite the majority of conversations being in relation to suicide and/or self-harm. This indicates the effectiveness of the service in de-escalating risk 'in the moment' and highlights the important role the service plays in ongoing suicide prevention. The most up-to-date suicide figures for Clackmannanshire (2022) remained static from the year before with 7 deaths by probable suicide. However, we continue to see a trend within the data for Clackmannanshire of a higher average age of probable suicide compared to the rest of Forth Valley, with an average age of 45.6 (range 34-77) in Clackmannanshire (Falkirk – 41.8, range 22-64; Stirling – 48, range 26-69).</p>
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Pentana Extract: Health and Wellbeing



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<p>PPL 23 54</p>	<p>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.</p>	<p>100%</p>		<p>The GIRFEC Forum continues to meet weekly with education, social work and 3rd sector partners. A recent breakthrough in relation to data sharing protocols with the NHS means that we now have School Nurse representation within the Forum, and it is hoped that a representative from the Early Intervention Team in CAMHS may also be able to join. There have been 167 referrals to the Forum between Aug 23 and May 24 with 18 of these allocated to CTIfC which is broadly the same as the previous 2 sessions. The Forum continues to review and reflect on the themes emerging with an ongoing trend in referrals looking for support with anxiety, emotional health and wellbeing and Autism Spectrum Conditions (ASCs). A Network Health Scorecard analysis shows that members of the Forum remain positive about the purpose, performance and operations of the group but some continue to have concern for the lack of material resources needed to advance the goals of the Forum. Impact data in the form of goal attainment scaling is more routinely collected and highlights the complexity of situations and the challenges faced to effect change.</p> <p>The Forth Valley-wide guidelines to support educational establishments to make referrals to CAMHS for Neurodevelopmental Difficulties (NDD) were launched at the start of the session in August 2023 and are now operational. In addition, multi-agency training across Forth Valley took place across April and May in SCERTS (Social Communication, Emotional Regulation and Transactional Support), which was attended by a number of Clackmannanshire educators, particularly those working within establishments that have Flexible Learning Spaces.</p> <p>Work is ongoing between Stirling and Clackmannanshire to revise the suicide and self-harm guidelines for schools. The documentation has been split into separate guidance for suicide and self-harm as part of stigma reduction in relation to self-harm. It is hoped that the new documentation will be launched in the early stages of next academic session, and work is underway to explore what training and ongoing consultation support educators will require to operationalise the guidance.</p>
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Pentana Extract: Health and Wellbeing

PPL 23 56	<p>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 approach to interviewing children/young people involved with the Child Protection process.</p>	<div style="background-color: #4f81bd; color: white; padding: 2px; text-align: center;">100%</div>		<p>Context- Where Child Protection processes are required, a trauma informed and rights based approach with children/young people is implemented</p> <p>Activity- Newly Qualified Social Workers have undertaken Clackmannanshire Child Protection training to ensure they are adequately trained and receive support inline with the Supported Year for NQSWR's. Social work workforce to complete trauma informed training and UNCRC training. The number of children/young people subject to Child Protection registration has steadily decreased.</p> <p>Impact- Qualified social workers are trained at recognising and responding to Child Protection concerns, responding in a trauma informed approach that is UNCRC compliant. Only the most vulnerable children/young people subject to CP registration.</p> <p>Next Steps - Continue to embed the refreshed Child Protection National Guidance in practice/trauma informed practice/UNCRC approach. Ensure the social work workforce are competent/confident practitioners.</p>
PPL 23 60	<p>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.</p>	<div style="background-color: #4f81bd; color: white; padding: 2px; text-align: center;">50%</div>		<p>Programme Update</p> <p>1.1. The Project has now reached the next key gateway in the design development process. The Council's development partner (Hub East Central) are finalising their RIBA Stage 2 (Hub Stage 1) submission for council review and approval. This will establish the functional baseline to allow the project to progress to the next stage of design. The information included in this submission will also allow the Project Team to prepare the Outline Business Case for review and approval.</p> <p>Planning Pre-Application Consultation Programme</p> <p>1.2. The formal pre-application has been submitted to and acknowledged by the Planning Authority. Four formal Pre-Application Consultation (PAC) events have been undertaken through March and April and the feedback from both the in-person events and the on-line (virtual) town hall was reviewed and collated into the PAC report for inclusion with the detailed (Full) Planning Application. In addition, the feedback was considered and responded to within the proposals where appropriate.</p> <p>1.3. In parallel with the statutory PAC events, other wider consultation has been undertaken to get feedback and input into the proposals. A meeting was held with the Joint Community Council Forum (JCCF) in April, to give community councils the opportunity to find out more about the proposal and to hear the views of other community councils to inform initial comments and eventual response to the application.</p> <p>1.4. Workshops have also been held with Lochies School staff to receive their feedback on the design proposals and ensure these were incorporated into the design where appropriate. A design workshop was also held for the Lochies Parent & Carers Council. The Head Teacher from Lochies School, as well as members of the Project Team, visited Beattie School in West Lothian in March. Beattie School is a new school for children with additional support needs which opened in August 2023 and received funding from the Scottish Governments Learning Estate Investment Programme (LEIP). The learning from the visit also helped inform the designs for the new Lochies School.</p>



Pentana Extract: People Workforce

Covalent Code	Priority Action	Progress	Expected Outcome	Latest Note
PPL 23 14	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.	100%		<p>Professional learning was arranged for all senior leaders. This was led by Education Scotland and focussed on Self Evaluation for Continuous Improvement (SECI) and resulted in:</p> <ul style="list-style-type: none"> • Four opportunities for training • 100% uptake from heads • Collaborative writing opportunity <p>The training has supported leaders to write reports and plans more effectively. An enhanced timeline has been developed to ensure all partners and schools can make best use of data to inform targeted approaches in ELCs and schools. This will be trialled in academic year 2024/25. In consultation with schools and ELCs a learning poster has been created. This provides an overview of the ways children learn best and is based on principles of effective learning and teaching. This will be displayed in all playrooms and classrooms from Aug 2024.</p> <p>Clackmannanshire primary schools have participated in the National Improving Writing Programme. This is in partnership with the Children and Young People's Improvement Collaborative. Leads from the pedagogy group trained all P4 class teachers. This has resulted in an increase in P4 writing attainment and increased teacher confidence.</p> <p>Guidance has been provided to support senior leaders to design a curriculum that meets the needs of all learners. A key part of this was the importance of consulting with learners and their families about what is important to them. In October 23, the group organised a curriculum conference with 270 attendees from Clackmannanshire, Falkirk, Stirling and West Lothian. The theme was 'Being Brave' and workshops supported a wide range of opportunities to learn about good practice and provide space to consider future actions. The group are piloting an approach called 'Genius Hour' for P7 and S1 where pupils are given time to pursue their own learning interests in addition to the set curriculum.</p> <p>Schools/ELCs have been signposted to relevant training materials to support with trauma informed practice. An event to highlight the importance of meeting well-being needs for staff is planned for November 2024. This is linked to recovery from Covid where areas of deprivation saw increased negative effects on wellbeing for adults and children.</p>
PPL 23 27	Increased partnership working between primary schools and Librarians through the implementation of Education and Libraries partnership plan 23/24.	100%		<p>Our libraries have approximately 400 dyslexia friendly items. This is highlighted to all Headteachers. The service reports a 25% increase in the 'checking out' of these materials. In addition all eBooks can be made into Dyslexia friendly titles. As this is a device specific action we are unable to provide statistics in relation to this.</p> <p>During Book Week Scotland funding was secured for 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 P7's (386)</p> <p>Every child a library member (ECALM) sign ups per year 2018-19 153 2023-24 214</p> <p>Schools and ELCs have worked towards gaining Scottish Book Trust accreditation resulting in 11 Reading awards being presented across all schools/ELCs to date.</p>







Pentana Extract: People Workforce

PPL 23 30	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.	100%		Over the academic year 2023/24 A team of education officers and senior leaders have quality assured 5 schools/ELCs. Evidence from this activity demonstrates an increased confidence and accuracy in schools/ELCs self-evaluation and identification of key areas for improvement in learning and teaching. In addition, challenge meetings with Quality Improvement Officers have supported school and ELC leaders to use their understanding of learning and teaching to more effectively impact on attainment and achievement.
PPL 23 34	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.	100%		All educational establishments have been fully briefed on the proposed changes at national level and understand the implications of this.
PPL 23 42	Review the Quality Assurance model for ASN/EASN to ensure there is a relentless improvement agenda to meet learners' needs.	100%		<p>There has been a programme of Validated Self Evaluation (VSE) visits to three ELCs and three primary schools 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. Through this process strengths and development needs are identified and plans put in place to support. 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. There has been a draft process developed and agreed by ASL managers to provide a quality assurance framework for ASL. This will be implemented next session.</p> <p>The ASL Moderation Group continued to meet and moderate aspects of work in the ASL Provisions. This session there were sessions to share planning formats and the group visited 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.</p>
PPL 23 45	Implement the re-design of the CLD team to a locality model, adhering to Organisational' Change processes.	90%		<p>The CLD Redesign moved to a locality model and resulted in the successful recruitment for the following posts in December 2023:</p> <ul style="list-style-type: none"> 3 x Youth Development Workers 2 x Grade 6 CLD Officers and G5 CLD Worker 1 x G6 Outdoor Instructor <p>The locality approach is embedded in the new draft CLD Plan and wider FWP.2 of the Youth Development workers have successfully integrated Youth Work into Lornshill Academy and Alloa Academy using the new Youth Work Skills Framework to shape and inform their work within the schools. The Outdoor Instructor has been working alongside the Rangers' service to widen the outdoor education offer to the schools and wider community.</p>




Pentana Extract: People Workforce

PPL 23 46	Clackmannanshire to implement revised GIRFEC materials and Pathways, in line with Forth Valley activity.	90%		<p>Clackmannanshire to implement revised GIRFEC materials and Pathways, in line with Forth Valley activity. The refreshed Forth Valley Guidance and revised form 2a/2b have been approved by the Forth Valley Policy Practice and Procedures group - the next stage is to seek approval from the 3 CPCs. A programme of networking and training events has been scheduled, initially with a Forth Valley wide session (delivered via video) and followed up with locality sessions across the school clusters across Forth Valley.</p> <p>In addition, Clackmannanshire Council Social work department has reviewed the lead professional assessments paperwork and associated child's plan to ensure that this is easy to understand and use. Consultation has also been undertaken with young people, families and staff to ensure the revisions are rights based and trauma informed. These will be embedded into the suite of GIRFEC paperwork when the guidance goes online.</p> <p>In addition engagement sessions across Clackmannanshire localities have been taking place to build better working relationships between universal services and social work in ongoing efforts to improve outcomes for children and young people.</p>
PPL 23 55	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.	100%		<p>The Resilience Learning Partnership (RLP) has delivered 8 sessions for managers around understanding the impact of trauma. 55% of managers across directorates out with Education Services have undertaken the Trauma Informed Practice Training.</p> <p>As of March, this training has been extended out to include Education and Establishment Heads, HR Business Partners and other members of the workforce for whom this training has been deemed relevant.</p> <p>Following training, managers have been asked to deliver a Toolbox Talk to provide some knowledge and understanding of Trauma Informed Practice and how best to support people with lived experience is understood across the local authority workforce. 36% of managers who have undertaken the training have gone on to deliver a Toolbox Talk to their team.</p> <p>Conversation Cafes have been established on a bimonthly basis as a place for staff who have undertaken training to deepen their understanding and reflect on their own journey towards being a trauma informed team within the wider Council organisation. Two sessions have taken place and 19% those who have accessed the training have taken the opportunity to attend a Conversation Cafe. Educational Psychology and Customer Services have been involved in Intensive Service Support through training and trauma lens sessions with RLP. Work with HR Business Partners will begin in June.</p>





Pentana Extract: Sustainable, Inclusive Growth

Covalent Code	Priority Action	Progress	Expected Outcome	Latest Note
PPL 23 01	Roll out the revised Digital Learning Strategy 2023-2025. Continue Digital Device Deployment Programme and evaluate.	 100%		The work actions identified in the digital learning strategy are progressing well. In particular digital is now embedded across all schools and with all learners and staff. There is an average of 736 active Google Classrooms each day across all schools. Google Classroom continues to support learning and teaching both within and outwith the classroom.
PPL 23 02	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).	 100%		<p>In 2023/204 'No One Left Behind' funding provided the following programmes for young people:</p> <ul style="list-style-type: none"> - an employability programme for young people with Additional Support Needs and multiple barriers to employment (Employability pipeline stage 2) - a customer facing sector skills programme (Employability pipeline stage 3) - a construction sector skills programme (Employability pipeline stage 3) <p>An evaluation questionnaire was carried out with young people and staff regarding the success of the programmes. Feedback highlighted that they provided a good range of provision to meet the needs of the majority of young people that required this provision. Additionally, young people reported that they benefitted from the support of the School Keyworker, also funded by 'No One Left Behind', who worked in collaboration with the Local Employability Partnership, Skills Development Scotland and our schools, to support young people with next steps.</p> <p>Skills Development Scotland tracked the young people in these programmes to ensure that there was a follow up pathway when the programme ended. Colleagues from the Local Employability Partnership and Education were part of the panel that scored the bids for employability programmes for the new 2024/2025 'No One Left Behind' funding. Feedback from last year's programmes supported these discussions and three providers were secured for:</p> <ul style="list-style-type: none"> - Additional Support Needs - Construction - Customer Services <p>The Local Employability Partnership continue to meet monthly to discuss the support for DYW.</p>
PPL 23 03	Collaborate with partners from the Local Employability Partnership, schools and establishments to develop a Skills Framework for Clackmannanshire which reflects local 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%)	 70%		<p>All Heads of Establishment have been consulted on what they want from a Skills Framework in Clackmannanshire and what would have the most positive impact on children and young people.</p> <p>This formed the focus of a Heads of Establishment on 7 May 2024, where staff collaborated on what this could look like and will now be taken forward as part of the work of our National Improvement Framework Plan. This work will be underpinned by the analysis conducted by the consultancy firm from the City Region Deal and collated data on labour market intelligence from Skills Development Scotland, so that there is a joined -up approach to addressing the skills gap.</p>

Pentana Extract: Sustainable, Inclusive Growth

PPL 23 04	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.	100%		Learning for Sustainability is written into School and Establishment Improvement Plans and correlates with the work around UNCRC and Rights Respecting Schools, as we continue to work towards Education Scotland's Vision 2030, that all learners acquire the knowledge and skills needed to promote sustainable development and lifestyles. The Young Pathfinders' Programme Climate Competition Finale, hosted by Scotland's International Environment Centre team within the University of Stirling and Forth Valley College, took place on 19 March 2024. This event involved young people from our three Academies and took the form of a competition pitching / awards ceremony; a panel of judges listened to the Young Pathfinders present their ideas that demonstrated a good understanding of their chosen environmental issue and presents a creative way to combat it. The event served as an opportunity to look back at all of the activity from the successful 2023/24 programme, which included events such as tree planting at Gartmorn Dam, Enterprise Day and Meet the Scientists.
PPL 23 05	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.	100%		<ul style="list-style-type: none"> - Across Clackmannanshire, 94.9% of all young people entered an initial positive destination in 2022/2023, slightly lower than the previous year of 96.5% but higher than pre-pandemic level of - 94.2% and slightly lower than the national average of 95.9%. - 26.5% of young people moved on to higher education, a fall on 2021/22 where it was 32.7% and lower than pre-pandemic level of 32.3%. - 28.4% of young people moved on to further education, an increase on 202/22 where it was 24% and a slight fall compared to pre pandemic levels where it was 28.7%. - 28.4% of young people entered employment, a fall on 2021/22 where it was 29.9% and an increase on pre pandemic levels of 24.4%. - 3.1% of young people were unemployed seeking, an increase compared to 2021/22 where it was 2.4% and lower than pre pandemic levels of 3.9%. - Clackmannanshire has a higher number of school leavers moving on to further education (28.4%) than the Scottish average (26.6%) and a higher number of school leavers entering employment (28.4%) than the Scottish average (24.3%). - Data published by Scottish Government on follow- up school leaver destinations in 2022/2023 (nine months after the end of the academic school year) highlight that the national figure is 92.8%, which is down from the previous year (93.5% in 2021/2022). The figure for Clackmannanshire in 2022/2023 is 89.1% which is higher than the previous year's figure of 87.8%.
PPL 23 06	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.	90%		Data map and impact measures, in draft, have been prepared which takes account of People Service plans including Family Wellbeing Partnership. A shift towards one reporting format and One Plan, One Report which will be presented to Council in August, with relevant subsequent reporting to Scottish Government and the Clackmannanshire Alliance. The Clackmannanshire work on streamlining reporting and planning, has been used to inform the Verity House Agreement Accountability and Assurance Framework between Scottish Government and COSLA.

Pentana Extract: Sustainable, Inclusive Growth

PPL 23 22	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.	85%		<p>This is a longer term aim and will continue into the 24/25 People Business Plan. Good progress has been made in relation to stabilisation of the fostering service evaluated as good by the Care Inspectorate in October 2023, this creates the conditions for growth in this area.</p> <p>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 continued development of the resource allocation group which continues to meet weekly; improved planning through support of Independent Reviewing Officers and Family Group Decision making, and a more stable staffing picture. The provision of Early Help for families, and the introduction of Sustain an intensive support service also contributes to this reduction.</p> <p>Greater stability has been achieved within the fostering service with good retention levels being achieved. The number of children cared for by Clackmannanshire Foster Carers has reduced by 2 as a result of retirement of one household. One new carer has been approved, and there are a number of fostering assessments underway following a recruitment event in April. Between 1 July 23 and end of June 24 the use of external foster care placements reduced by 7%. External placements largely comprise of permanent placements, therefore preventing new admissions to external foster care placements remains a priority, alongside recruitment of new foster carers.</p>
PPL 23 28	Implement key actions outlined in Clackmannanshire's 'Numeracy and Literacy Frameworks' to support increased attainment and improved practice across the Broad General Education.	100%		<p>Literacy progression pathways at Early, First and Second Level (ELC-P7) have been re-written. This has brought consistency to Literacy and Numeracy pathways and provides clear, consistent guidance for staff across Clackmannanshire.</p> <p>All practitioners at Primary 4 have been trained in approaches from the National Improving Writing Programme to use quality improvement approaches and effective learning and teaching strategies to support improvements in writing and increase children's attainment.</p> <p>Indications are that children's attainment in Literacy and Numeracy has improved from academic year 2023/24. Published attainment Data for children at P1, P4, P7 and S3 is not available until Dec 2024.</p>
PPL 23 31	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'.	90%		<p>A 12 month pilot CALA experience starts in Sept 2024 with 20 Young People from across the 3 x Academies, are targeted (non-school engagement) with a bespoke Curriculum offer that looks developed.</p> <ul style="list-style-type: none"> - Leadership (Columba 1400) - Personal Trainer (Active Sports) - Outdoor Learning (CLD) - Weekly Mentoring (MCR) - Wellbeing Tracker - Work/College Experience (DYW- FV College) <p>The prep work in 2023/24 has ensure staff and partners are aligned to the approach and measureable outcomes (Attendance, Attainment, Achievement, Wellbeing) have been agreed. We await the approach to begin in Sept 2024.</p>
PPL 23 36	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.	100%		<p>Governance of the SEF Plan continued to be tracked by the SEF Board on a 4/6 weekly basis A survey on SEF was issued to all education staff in January along with a newsletter Sway in March 2024. The Sway also had a brief survey, with the result of these being used to gauge staff opinion and aid SEF planning for session 2024/5.</p> <p>PEF plans were and will continue to be reviewed and monitored by Clackmannanshire staff together with the Attainment Advisor link for Education Scotland.</p> <p>Due to tapering down of SEF the Early Intervention Team (EIT) staff recruited on a temporary basis last year will not continue next year. This means that 8 EIT members will start the session supporting children in schools across Clackmannanshire.</p>

Common Business Plan Performance Indicators 2023/24

KPI	2021/22 value	2022/23 value	2023/24 Value	Target
Average FTE working days lost through sickness absence PPL AB1 GOV	11.9	12.3	14.02	13%
% of Freedom of Information requests dealt with within timescale PPL FOI GOV	90%	92%	86%	100%
% of Councillor Enquiries dealt with within timescale PPL CNQ BUS	91%	93%	96%	100%
% of MP/MSP enquiries dealt with within timescale PPL MPQ BUS	76%	86%	83%	100%
% formal complaints closed within timescale (stages 1 and 2) PPL C02 CUS	55%	62%	85%	100%
% formal complaints dealt with that were upheld/partially upheld PPL C04 CUS	23%	49%	36.5%	35%
% of employees who have completed mandatory training by the due date	N/A	10.3%	58%	100%
Staff Survey - I feel valued for the work I do PPL S12 HWD	63%	N/A	56%	100%
Staff Survey - I feel that I am treated with dignity and respect within my team PPL S17 HWD	75%	N/A	74%	100%
Staff Survey - I am clear about how I contribute to the organisation's goals PPL S21 HWD	74%	N/A	69%	100%
Survey response rate PPL S26 HWD	23%	N/A	31%	100%

Report to Audit and Scrutiny Committee

Date of Meeting: 22nd August 2024

**Subject: HSCP – Clackmannanshire Locality Performance Report Half
Year 2023-24**

Report by: Head of Strategic Planning & Health Improvement

1.0 Purpose

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

2.0 Recommendations

- 2.1. Note, comment and challenge this paper.
- 2.2. Note the performance of Clackmannanshire Locality within the Clackmannanshire & Stirling HSCP.

3.0 Considerations

- 3.1. Integration Joint Boards are responsible for effective monitoring and reporting on the delivery of Health & Social Care services, relevant targets and measures aligned to the themes in the Strategic Plan 2023-2033.
- 3.2. The Scottish Government developed National Health and Wellbeing Outcomes to help Partnerships better understand how well services to be integrated are meeting the individual outcomes of people as well as the wider community. Appendix 1 details the links between the Strategic Themes and the National Health and Wellbeing Outcomes.
- 3.3. The information contained within Appendix 2 provides an overview of Clackmannanshire locality data as at March 2024 compared to March 2023. Appendix 3 however provides a Clackmannanshire quarterly overview for the period April 2023 – March 2024.

3.4. Both of these reports are in development and discussions are ongoing with service leads to input, extract and collate data which is meaningful and supports ongoing service improvement.

3.5. The Performance team will work with Service managers to identify any gaps/targets in information and align with the priorities in the 2023-2033 Strategic Plan for the Clackmannanshire and Stirling HSCP.

4.0 Sustainability Implications

4.1. NA

5.0 Resource Implications

5.1. *Financial Details*

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

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

5.4. *Staffing*

6.0 Exempt Reports

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

7.0 Declarations

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

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

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

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

X

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

Appendix 2 - Overview of Clackmannanshire locality data as at March 2024 compared to March 2023.

Appendix 3 - Detailed performance for Clackmannanshire locality.

Appendix 4 - Inspection Reports


11.0 Background Papers

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

Author(s)

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Approved by

NAME	DESIGNATION	SIGNATURE
David Williams	Interim Chief Officer	

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

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

Health and Wellbeing Outcomes

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

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

Appendix 2 - Overview of Clackmannanshire locality data as at March 2024 compared to March 2023.

Direction of travel relates to previously reported position					
▲ Improvement in period ◀▶ Position maintained ▼ Deterioration in period — No comparative data					
Ref	Measure	Mar 2023	Mar 2024	Direction of travel	Note
NHSFV US.CLACK	A&E attendances per 100,000 Clackmannanshire (age 18+) population	1494	1610	▼	
	Emergency admission rate per 100,000 Clackmannanshire NI12	3,641	3,442		Mar 2024 Completeness issues
NHSFV ACP.CLACK	Number of patients with an Anticipatory Care Plan in Clackmannanshire	10,396	8,396	▼	
NHSFV ACP.CLACK	Percentage of patients with an Anticipatory Care Plan in Clackmannanshire	20.09%	16.22%	▼	
DD.ST.CLACK	Standard delayed discharges census point Clackmannanshire	1	16	▼	
DD.2WK.CLACK	Delayed discharges over 2 weeks census point Clackmannanshire	1	7	▼	
ADC ADA 03k 2016 Target 238	Number of Care Home residents aged 65+ Clackmannanshire	202	231	◀▶	2016 Target 238
BED.CLACK	Acute emergency bed days Rate per 1,000 Clackmannanshire	909	887	▲	
DD.OBD. CLACK	Bed days occupied by delayed discharges Clackmannanshire	113	291	▼	
DD.09. CLACK	Number of code 9 delays census point Clackmannanshire	4	7	▼	
DD.100. CLACK	Number of code 100 delays census point Clackmannanshire	0	0	◀▶	
DD.TOT. CLACK	Discharge Delays – Total including code 9 and Guardianship Clackmannanshire	5	23	▼	
ED.CLACK	Emergency department 4 hour wait Clackmannanshire	55.4%	47.4%	▼	Target 95%
READ28.CLACK	Readmission rate within 28 days per 1,000 Clackmannanshire (age 18+) population	60.8	66.1	▼	

Delayed Discharge reasons

Standard Delays include 'health and social care reasons' which account for assessment delays, statutory funding, place availability or care arrangements, 'patient/carer/family related reasons', where there are disagreements (other than a medical appeal), legal issues or patients exercising right of choice. Code 9 Delays where the timely discharge is out with the control of health and/or social care authorities.

Code 100 patients receiving appropriate care while they go through a complex and lengthy re-provisioning exercise, so their discharge is on-going rather than delayed.

Full definitions for Delayed Discharge codes can be found here [Delayed Discharge Definitions and National Reporting Requirements Advice Note \(publichealthscotland.scot\)](https://publichealthscotland.scot)

Appendix 3 - Detailed performance for Clackmannanshire locality.

**Strategic Theme 1 Prevention, early intervention and harm reduction - Clackmannanshire -
QUARTERS 2023-24**



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

PI Code	Description	Q1 2023/24		Q2 2023/24		Q3 2023/24		Q4 2023/24		2023/24			2018/19	2022/23	Latest Note
		Value	Status	Value	Status	Value	Status	Value	Status	Value	Target	Status	Value	Value	
ADC ADA 002k	% (of population) people age 75+ in care homes who have been placed by the local authority. Does not include those on assessment.	4.0%		4.2%		4.1%		4.1%		4.4%			4.6%	4.1%	
ADC ADA 008	Standard delayed patients waiting in hospital for more than 2 weeks for discharge to appropriate settings	5		14		15		17		51	0		40	39	
ADC ADA 008b	Number of Clackmannanshire people waiting for discharge to appropriate settings for standard and code 9. Quarter and annual figure are an average.	9		11		15		15		12.5	7		10.5	11.3	
ADC ADA 031	The % of residential new monthly admissions from total care home admissions. Includes those in assessment as well as long term care.	7.5%		40%		13.33%		2.13%		14.97%	40%			6.9%	
ADC ADA 03k	Number of long stay residents aged 65+ in care home. Does not include those on assessment. Budget based indicator comparing residents to those budgeted for.	220		225		220		231		231	238		229	202	
ADC ADA 008a	Number of Clackmannanshire people categories as a standard delayed discharge waiting for less than 2 weeks for discharge to appropriate settings	11		8		13		13		45			61	33	
ADC ADA 021	% annual reviews completed within timescale in Adult Care Clacks Social	18.4%		17.2%		23.9%		26.6%		14.8%	100.0%			20.0%	

Appendix 3 - Detailed performance for Clackmannanshire locality.

PI	Description	Q1 2023/24	Q2 2023/24	Q3 2023/24	Q4 2023/24	2023/24	2018/19	2022/23	Latest Note						
	Services														
ADC ADA 037	The total number of delayed discharges for Clacks Adult Social Care clients by month. Compared to baseline average for 15/16.	29		42		32		43		146	84		174	197	
ADC ADA 033	The number of nursing and residential care home admissions. Includes those on assessment as well as long stay.	31		40		41		47		159				115	
ADC MHO 001	Number of Emergency Detention Certificates (Mental Health) Section 36	7		4		6		6		23			26	25	
ADC MHO 002	Number of Short Term Detention Certificates (Mental Health) Section 44	15		10		6		14		45			48	50	
ADC MHO 007	Total number of Existing Guardianships (private and local authority)	140		153		159		158		158			135	138	
ADC MHO 025	Total number of new Private & Local Authority Guardianship Orders	4		13									27	14	
	Number of Adult Support and Protection referrals to Clackmannanshire Adult Social Care	140		173		165		209					Not avail	768	
ADC ADA 01k	Number of people in Clackmannanshire aged 75+ in care home (does not include those in for assessment).	193		198		195		194		195			194	183	
ADC ADA 032	The % of nursing new monthly admissions from total care home admissions. Includes those in for assessment as well as long term care.	92.5%		95%		86.67%		97.87%		92.51%	60%			93.1%	
ADC ADA 038	The number of nursing and residential care home discharges. Includes those on assessment as well as long stay.	46		51		44		53		194				196	

Appendix 3 - Detailed performance for Clackmannanshire locality.

**Strategic Theme 2 Independent living through choice and control - Clackmannanshire -
QUARTERS 2023-24**



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

PI Code	Description	Q1 2023/24		Q2 2023/24		Q3 2023/24		Q4 2023/24		2023/24			2018/19	2022/23	Latest Note
		Value	Status	Value	Status	Value	Status	Value	Status	Value	Target	Status	Value	Value	
ADC ADA 011B	Number of Adult Support Plans for carers offered in Clackmannanshire locality HSCP	108		100		73		83		364			718	386	
ADC ADA 011C	Number of Adult Support Plans for carers accepted in Clackmannanshire locality.	27		25		29		30		111			182	125	
ADC ADA 011D	Number of eligible Adult Support plans for carers completed.	1		6		5		7		19			48	6	
ADC ADA 011	% of Adult Support Plans for carers completed in Adult Social Care	3.7%		24.0%		17.2%		23.3%		17.1%	39.0%		30.1%	2.8%	

Appendix 3 - Detailed performance for Clackmannanshire locality.

Strategic Theme 3 Achieving care closer to home - Clackmannanshire - QUARTERS 2023-24

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



PI Code	Description	Q1 2023/24		Q2 2023/24		Q3 2023/24		Q4 2023/24		2023/24			2018/19	2022/23	Latest Note
		Value	Status	Value	Status	Value	Status	Value	Status	Value	Target	Status	Value	Value	
ADC ADA 01pb	% of clients with increased care hours at end of local authority reablement services. Clackmannanshire	32.0%		20.4%		19.3%		9.8%		19.8%	10.0%		12.6%	27.2%	
ADC ADA 01mc	% of local authority reablement double up staff clients who completed the service. Requires 2 members of staff to help client - impacts on capacity to pick up new cases. Clackmannanshire	12.59%		12.26%		7.52%		7.19%		9.79%	10%			7.2%	Mar 24: 2 clients required double up care due to moving and handling / equipment; controlled medication
ADC ADA 01q	% of clients receiving no care after local authority reablement in Clackmannanshire	16%		27%		35%		23%		25%	30%			29%	
ADC ADA 01sd	Length of wait (days) from hospital referral date to start of local authority reablement services. Clackmannanshire	6		7		5		5		5.75	6			9.75	
ADC ADA 002a	Total number of intermediate beds occupied by clients in period. Clackmannanshire	4		8		6		7		25			52	16	Mar 24:- Admissions: 3 admitted and discharged in Q4. Discharges: 1 admitted in Q3 and discharged in Q4. Ongoing: 0 admitted in Q3 and still ongoing, 3 admitted in Q4 and still ongoing.
ADC ADA 002b	Number of Clackmannanshire clients who moved from bed based intermediate to care home long term care	1		1		3		3		8			10	3	
ADC ADA 01me	Number of new local authority reablement clients in the month who have stepped down into the service	43		29		35		30		137				111	

Appendix 3 - Detailed performance for Clackmannanshire locality.

PI	Description	Q1 2023/24		Q2 2023/24		Q3 2023/24		Q4 2023/24		2023/24			2018/19	2022/23	Latest Note
	from CCHC or FVRH. Clackmannanshire														
ADC ADA 01mf	Number of new reablement clients in the month who have come into service from bed based intermediate care. Clackmannanshire	4		10		11		10		35				14	
ADC ADA 002L	Number of Clackmannanshire clients entering bed based intermediate care from community (home) preventing admission to hospital	5		2		3		4		14			16	13	
ADC ADA 002M	Number of Clackmannanshire clients entering bed based intermediate care from hospital. Reducing delayed discharges.	2		1		0		1		4			2	3	
ADC ADA 01md	Number of new local authority reablement clients in the month who have stepped up into the service from their own home. Clackmannanshire	32		26		26		30		114				80	
ADC ADA 002q	Average wait in weeks for assessment to be completed in local authority reablement care. Clackmannanshire	4		4		5		5		5	4		6	6	
ADC ADA 021	% annual reviews completed within timescale in Adult Care Clacks Social Services	18.4%		17.2%		23.9%		26.6%		14.8%	100.0%			20.0%	
ADC CUS 02b	% of reported indicators for Clackmannanshire Council Adult social services registered provision graded good or better by Care Inspectorate over previous 12 months	100%		100%				100%		100%	100%		100%	45%	
ADC ADA 002f	Average length of stay (weeks) for service users who were discharged in period who had used bed based intermediate care in Adult Social Care Clackmannanshire.	3.3		6.32		7		5.3		5.5	8		7	6.63	
ADC ADA 002r	Average length of wait at end of local authority reablement care in Clackmannanshire for a Framework Provider (weeks).	4		5		4		2		4	3		6	8	
ADC ADA	Average total length of stay in local	8		9		9		8		9	9			14	

Appendix 3 - Detailed performance for Clackmannanshire locality.

PI	Description	Q1 2023/24		Q2 2023/24		Q3 2023/24		Q4 2023/24		2023/24			2018/19	2022/23	Latest Note
002w	authority reablement for those clients transferring to a care provider. (Average stay for those who are independent is less). Clackmannanshire														
ADC ADA 035	Number of completed social care assessments in period.	596		530		528		537		2,191	2,688		2,274	2,271	
ADC ADA 01sc	Average length of wait (days) from community referral date to start of local authority reablement service. Clackmannanshire	65		20		46		26		39.25	11			58.75	
ADC ADA 002c	Number of clients who went home from bed based intermediate care with a package of care. Clackmannanshire	3		4		1		0		8			5	5	
ADC ADA 002d	Number of clients who went home from bed based intermediate care with no package of care. Clackmannanshire	0		0		0		0		0			2	0	
ADC ADA 01p	% of clients with reduced care hours at the end of local authority reablement period in Clackmannanshire	22%		22%		26%		38%		28%	2%		36%		
ADC ADA 01mg	Total number of new clients in the month for local authority reablement service in Clackmannanshire.	79		65		72		70		286				205	
ADC ADA 01n	Number of hours care post local authority reablement (after 6 weeks) in Clackmannanshire	715.8		627.3		479.3		593.0		2415.4			340.8	1395.1	184.5 hours completed; 31.5 hours not completed
ADC ADA 01s	% clients enabled through reablement service (completed outcomes 1-4) Clackmannanshire	64.1%		72.06%		83.82%		62.24%		69.55%			128%	62.96%	
ADC ADA 002e	Number of clients who passed away whilst occupying an intermediate care bed. Clackmannanshire.	0		0		0		1		1			0	2	
ADC ADA 002N	Number of clients who moved from intermediate care to hospital. Clackmannanshire	0		1		1		0		2			1	2	
ADC ADA 01m	Number of hours care at start of local authority reablement for all clients receiving a service in Clackmannanshire - shows demand on	732.75		642		691		731		2,796.75			1,511.75	1,949.5	

Appendix 3 - Detailed performance for Clackmannanshire locality.

PI	Description	Q1 2023/24		Q2 2023/24		Q3 2023/24		Q4 2023/24		2023/24			2018/19	2022/23	Latest Note
	service.														

ST4 Supporting empowered people and communities - Clackmannanshire - QUARTERS 2023-24



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

Generated on: 12 July 2024

PI Code	Description	Q1 2023/24		Q2 2023/24		Q3 2023/24		Q4 2023/24		2023/24			2018/19	2022/23	Latest Note
		Value	Status	Value	Status	Value	Status	Value	Status	Value	Target	Status	Value	Value	
ADC ADA 011B	Number of Adult Support Plans for carers offered in Clackmannanshire locality HSCP	108		100		73		83		364			718	386	
ADC ADA 011C	Number of Adult Support Plans for carers accepted in Clackmannanshire locality.	27		25		29		30		111			182	125	
ADC ADA 011D	Number of eligible Adult Support plans for carers completed.	1		6		5		7		19			48	6	
ADC ADA 011	% of Adult Support Plans for carers completed in Adult Social Care	3.7%		24.0%		17.2%		23.3%		17.1%	39.0%		30.1%	2.8%	

ST5 Reducing loneliness and isolation - Clackmannanshire - QUARTERS 2023-24



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

Generated on: 12 July 2024

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

Appendix 4 Inspection of services

Registered services owned by the Partnership are inspected annually by the Care Inspectorate. There were four registered service inspections during 2023/2024. Additional information and full details on inspections can be found at the [Care Inspectorate](#) website. Since 1 April 2018, the new [Health and Social Care Standards](#) have been used across Scotland. In response to these new standards, the Care Inspectorate introduced a [new framework for inspections](#) of care homes for older people. Where we have areas for improvement we are required to publish our action plans.

Inspection Summary

Registered Service	Date Inspection Completed	How well do we support people's wellbeing?	How good is our leadership ?	How good is our staff team?	How good is our setting?	How well is our care and support planned?	Recommend ations	Requirement s	Areas for improveme nt
Menstrie House	25/05/2023	Good	Very good	Very good	Good	Good	0	0	0
Clackmannanshire Reablement and Technology Enabled Care Service Housing Support Service	11/01/2024	Very good	Good	N/A	N/A	N/A	0	0	0

Source : Care Inspectorate

Report to Audit & Scrutiny Committee

Date of Meeting: 22 August 2024

Subject: Draft Audit & Scrutiny Committee Forward Plan 2024/25

Report by: Strategic Director, Partnership & Performance

1.0 Purpose

- 1.1. The purpose of this report is to allow members to consider and agree the 2024 – 2025 Audit and Scrutiny Committee forward plan, agree the process for Committee members to complete a self evaluation review to inform the Committees Annual report and agree the proposed Committee training plan.

2.0 Recommendations

- 2.1. It is recommended that Committee:
- 2.2. Agree the draft forward plan as set out at **Appendix 1**;
- 2.3. Agree that Committee members complete the online self evaluation questionnaire, **Appendix 2**, no later than 06th September 2024.
- 2.4. Agree that Committee members will meet informally during September 2024 to consider the outputs of the self evaluation exercise, in order that the Committee's Annual Report can be considered at it's October meeting and thereafter reported to Council.
- 2.5. Agree that the training plan, outlined in **Appendix 3**, initially developed as part of the 2023/2024 review, be fully implemented by Council Officers.

3.0 Considerations

- 3.1. This report outlines a proposed schedule of reports for the Audit and Scrutiny Committee up to June 2025.
- 3.2. The draft Forward Plan endeavours to reflect the remit of Audit & Scrutiny Committee as approved by Council in May 2022 (**Appendix 4**)
- 3.3. Whilst the draft Forward Plan covers the Committee's core remit, it should be noted that it may vary during the course of the year to accommodate unanticipated developments.

- 3.4. The Chartered Institute of Professional Finance and Accountancy (CIPFA) expects that all local authorities should make their best efforts to adopt the principles of the “CIPFA Position Statement: Audit Committees in Local Authorities and Police”.
- 3.5. In 2023 Committee agreed that as part of its planning and review cycle, an Annual Report based on the Position Statement would be produced.
- 3.6. As part of the development session held in 2023/2024 a number of areas for training were identified however only 2 events were delivered. The remaining areas from the training plan are proposed to be carried forward into 2024/2025 with the addition of a “mock” Committee delivered by the Senior Manager – legal and Governance and Internal Audit.
- 3.7. It is likely that the training plan will have financial implications. If any cannot be met within the current approved resource base, appropriate governance will be sought.

4.0 Sustainability Implications

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

5.0 Resource Implications

5.1. Financial Details

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

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

- 5.4. *Staffing – there are no staff implications arising from this report.*

6.0 Exempt Reports

- 6.1. Is this report exempt? No

7.0 Declarations

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

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

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

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

Women and girls will be confident and aspirational, and achieve

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

(2) **Council Policies** (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?

An EQIA is not applicable in this context.

9.0 Legality

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

10.0 Appendices

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

Appendix 1 – Audit Committee Forward Plan 2024/2025

Appendix 2 – Self Evaluation Questionnaire

Appendix 3 – Training Plan

Appendix 4 – Audit and Scrutiny Committee Remit

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)


CIPFA's Position Statement: Audit Committees in Local Authorities and Police

<https://www.psa.co.uk/wp-content/uploads/2023/11/audit-committee-roles-app1.pdf>

Author(s)

NAME	DESIGNATION	TEL NO / EXTENSION
Chris Alliston	Strategic Director – Partnership and Performance	2184

Approved by

NAME	DESIGNATION	SIGNATURE
Chris Alliston	Strategic Director – Partnership and Performance	

Audit and Scrutiny Committee - Forward Plan 2024/25

MEETING INFORMATION				
Date	Meeting	Title of Report	EM Briefing	Service/Lead Officer
22-Aug	Audit and Scrutiny Committee	Audit Reports		Officer
		Council Financial Performance 2023/24		L Sim
		Corporate Risk Register Report		C Jarvie
		Exceptions to Contract Standing Orders		D Barr
		Scrutiny Reports		
		People Community Wellbeing Report		L Sanda
		HSCP – Clackmannanshire Locality Performance Report Half Year 2023-24		D Williams
		Draft A&S Forward Plan, Self Assessment and CIPFA Statement		C Alliston
		Risk Strategy 2023/24 Annual Report		C Jarvie
24-Oct	Audit and Scrutiny Committee	Audit Reports		Officer
		Council Financial Performance - June 2024		L Sim
		Annual Fraud Risk Assessment and Assurance Report		L Robertson
		Corporate Risk Register Report		C Jarvie
		Exceptions to Contract Standing Orders		D Barr
		Internal Audit Updates (as and when needed)		Internal Audit
		Scrutiny Reports		Officer
		Digital Learning Strategy		C Scott
		Partnership and Performance Year End Business Plan Report 2023/24		C Alliston
		Police Year End Report 2023/24		Local Police Commander
		Fire Year End Report 2023/24		Local Fire Commander
		Local Outcomes Improvement Plan Annual Report		C Jarvie
		Chief Social Work Officer Annual Report		S Robertson
		Complaints Annual Report		L Robertson
		RIPSA Annual Report		L Robertson
		Procurement Annual Report		D Barr
		Procurement Strategy Report		D Barr
		Health and Safety Annual Report		S Scott
12-Dec	Audit and Scrutiny Committee	Audit Reports		Officer
		Council Financial Performance - September 2024		L Sim
		Annual Governance Statement - 1/2 Year Progress Report		L Robertson
		Corporate Risk Register Report		C Jarvie
		2024/25 - External Audit Plan		External Auditor

Audit and Scrutiny Committee - Forward Plan 2024/25

MEETING INFORMATION				
Date	Meeting	Title of Report	EM Briefing	Service/Lead Officer
		Exceptions to Contract Standing Orders		D Barr
		Net Zero/Sustainability Performance Update		E Fyvie
		Internal Audit Updates (as and when needed)		Internal Audit
		Scrutiny Reports		Officer
		Place Year End Business Plan Report 2023/24		P Leonard
		Community Empowerment Act Annual Report (Participation Requests and Asset Transfer)		P Leonard
		Food Control Annual Assurance Information		E Fyvie
		Local Employability Performance Report		E Fyvie
		Homelessness Performance Update		M Sharp
		Clackmannanshire and Stirling HSCP - Clackmannanshire Locality Performance Report 2023/24		D Williams
06-Feb	Audit and Scrutiny	Audit Reports		Officer
		Corporate Risk Register Report		C Jarvie
		Exceptions to Contract Standing Orders		D Barr
		Internal Audit Updates (as and when needed)		Internal Audit
		Scrutiny Reports		Officer
		People Half Year Business Plan Update Report 2024/25		L Sanda
		Health and Social Care Partnership Annual Report		HSCP CO
		Community Learning and Development Annual Report		L Sanda
		Promise Plan Update		L Sanda
17-Apr	Audit and Scrutiny	Audit Reports		Officer
		Council Financial Performance - December		L Sim
		External Audit Plan Report 2025/26		External Auditor
		Internal Audit Plan Report 2025/26		Internal Auditor
		Annual Fraud Risk Assessment and Assurance Report		L Robertson
		Annual Governance Statement - Year End Progress Report		L Robertson
		Outstanding Internal Audit Actions - Progress Report		C Alliston
		Corporate Risk Register Report		C Jarvie
		Exceptions to Contract Standing Orders		D Barr
		Internal Audit Updates (as and when needed)		Internal Audit

Audit and Scrutiny Committee - Forward Plan 2024/25

MEETING INFORMATION				
Date	Meeting	Title of Report	EM Briefing	Service/Lead Officer
		Scrutiny Reports		Officer
		P&P Half Year Business Plan Update Report 2024/25		C Alliston
		Police Half Year Report 2024/25		Local Police Commander
		Fire Half Year Report 2024/25		Local Fire Commander
		Interim Workforce Plan Report		A Hair
		Staff Engagement Results		A Hair
		Health and Safety / Wellbeing Strategy Report		S Scott
		Corporate Priorities Annual Report		C Alliston
		Annual Fraud Update		L Robertson
		Cyber Assurance Report		C Jarvie
12-Jun	Audit and Scrutiny	Audit Reports		Officer
		Council Financial Performance - Quarter Four		L Sim
		Corporate Risk Register Report		C Jarvie
		Exceptions to Contract Standing Orders		D Barr
		Internal Audit Assurance Report		Internal Audit
		Internal Audit Updates (as and when needed)		Internal Audit
		Scrutiny Reports		Officer
		Place Half Year Business Plan Update Report 2024/25		P Leonard
		Clackmannanshire and Stirling HSCP - Clackmannanshire Locality Performance Report 2023/24		W Forrest
		Public Bodies Climate Change		P Leonard
		Housing Charter Report		M Sharp
		Local Child Poverty Action Report		V Cully

Audit and Scrutiny Committee Development Planning Questionnaire

The purpose of this short questionnaire is to assist in development planning for members of the Committee.

The survey is split into two parts which focus on the CIPFA Self Evaluation draft answers and training needs for members.

The survey should take no longer than 10 minutes to complete and all results/analysis will be anonymised.

CIPFA Self Evaluation Questions



Below are a series of questions which have been compiled for the Committee to self assess against CIPFA's Position Statement: Audit Committees in Local Authorities.

The full position statement can be found online at <https://www.cipfa.org/services/support-for-audit-committees>

1

Independent and Effective Model

The audit committee should be established so that it is independent of executive decision making and able to provide objective oversight. It is an advisory committee that has sufficient importance in the authority so that its recommendations and opinions carry weight and have influence with the leadership team and those charged with governance.

Do you feel that the Audit and Scrutiny Committee is:

	Agree	Strongly Agree	Disagree	Strongly Disagree
Directly accountable to the authority's governing body	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Independent of both the executive and the scrutiny functions	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Empowered to have rights of access to and constructive engagement with other committees/functions/strategic groups	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Empowered to have rights to request reports and seek assurances from relevant officers	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Of an appropriate size to operate as a cadre of experienced, trained committee members (large committees should be avoided)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

2

Areas for Improvement (in relation to the above question)

3

Does the Committee include co-opted independent members in accordance with the appropriate legislation (Where there is no legislative direction to include co-opted independent members, CIPFA recommends that each authority audit committee should include at least two co-opted independent members to provide appropriate technical expertise.

Below is an extract which was provided to Committee on 14th December 2023 following last years development planning session:

3.3. Initial research has been undertaken on the action outlined at 3.1.2. CIPFA recommend at least two co-opted independent members. Having looked at a sample of Scottish councils the membership of most is similar in size and arrangements to Clackmannanshire's Audit & Scrutiny Committee. That includes for example, having a chair from the main opposition independent of the prevailing administration group. There appears to be no significant shift elsewhere to co-opting independent expertise from out with the pool of elected members.

- Agree
- Strongly Agree
- Disagree
- Strongly Disagree

4

Areas for Improvement (in relation to the above question)

5

Core Functions

The core functions of the audit committee are to provide oversight of a range of core governance and accountability arrangements, responses to the recommendations of assurance providers and helping to ensure robust arrangements are maintained.

In relation to the maintenance of Governance, Risk and Control arrangements, does the Audit and Scrutiny Committee:

	Agree	Strongly Agree	Disagree	Strongly Disagree
Support a comprehensive understanding of governance across the organisation and among all those charged with governance, fulfilling the principles of good governance	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Consider the effectiveness of the authority's risk management arrangements. It should understand the risk profile of the organisation and seek assurances that active arrangements are in place on risk-related issues, for both the body and its collaborative arrangements	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Monitor the effectiveness of the system of internal control, including arrangements for financial management, ensuring value for money, supporting standards and ethics and managing the authority's exposure to the risks of fraud and corruption	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

6

Areas for Improvement (in relation to the above question)

7

Core Function

The core functions of the audit committee are to provide oversight of a range of core governance and accountability arrangements, responses to the recommendations of assurance providers and helping to ensure robust arrangements are maintained.

In relation to Financial and Governance reporting does/Is the Audit and Scrutiny Committee:

	Agree	Strongly Agree	Disagree	Strongly Disagree
Satisfied that the authority's accountability statements, including the annual governance statement, properly reflect the risk environment and any actions required to improve it, and demonstrate how governance supports the achievement of the authority's objectives	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Support the maintenance of effective arrangements for financial reporting and review the statutory statements of account and any reports that accompany them	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

8

Areas for Improvement (in relation to the above question)

9

Core Functions

The core functions of the audit committee are to provide oversight of a range of core governance and accountability arrangements, responses to the recommendations of assurance providers and helping to ensure robust arrangements are maintained.

In relation to establishing appropriate and effective arrangements for Audit and Assurance, does the Audit and Scrutiny Committee:

	Agree	Strongly Agree	Disagree	Strongly Disagree
Consider the arrangements in place to secure adequate assurance across the body's full range of operations and collaborations with other entities.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Consider the opinion, reports and recommendations of external audit and inspection agencies and their implications for governance, risk management or control, and monitor management action in response to the issues raised by external audit.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Contribute to the operation of efficient and effective external audit arrangements, supporting the independence of auditors and promoting audit quality.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Support effective relationships between all providers of assurance, audits and inspections, and the organisation, encouraging openness to challenge, review and accountability.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

10

Areas for Improvement (in relation to the above question)

11

Core Functions

The core functions of the audit committee are to provide oversight of a range of core governance and accountability arrangements, responses to the recommendations of assurance providers and helping to ensure robust arrangements are maintained.

Establishing appropriate and effective arrangements for Audit and Assurance

Does the Audit and Scrutiny Committee consider in relation to the authority's internal audit functions:

	Agree	Strongly Agree	Disagree	Strongly Disagree
Oversee its independence, objectivity, performance and conformance to professional standards	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Support effective arrangements for internal audit	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Promote the effective use of internal audit within the assurance framework	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

12

Areas for Improvement (in relation to the above question)

13

Audit and Scrutiny Committee Membership

To provide the level of expertise and understanding required of the committee, and to have an appropriate level of influence within the authority, the members of the committee will need to be of high calibre. When selecting elected representatives to be on the committee or when co-opting independent members, aptitude should be considered alongside relevant knowledge, skills and experience.

Are the following characteristics of the Audit and Scrutiny Committee membership evident:

	Agree	Strongly Agree	Disagree	Strongly Disagree
A membership that is trained to fulfil their role so that members are objective, have an inquiring and independent approach, and are knowledgeable	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
A membership that promotes good governance principles, identifying ways that better governance arrangement can help achieve the organisations objectives	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
A strong, independently minded chair, displaying a depth of knowledge, skills and interest	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

14

Areas for Improvement (in relation to the above question)

15

Audit and Scrutiny Committee Membership

Does the Committee chair:

	Agree	Strongly Agree	Disagree	Strongly Disagree
Promote apolitical open discussion	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Manage meetings to cover all business and encouraging a candid approach from all participants	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Maintain the focus of the committee on matters of the greatest priority	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Show willingness to operate in a apolitical manner	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Exhibit unbiased attitudes – treating auditors, the executive and management fairly	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Exhibit ability to challenge the executive and senior managers when required	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Exhibit knowledge, expertise and interest in the work of the committee	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

16

Areas for Improvement (in relation to the above question)

17

Engagement and Outputs

The audit committee should be established and supported to enable it to address the full range of responsibilities within its terms of reference and to generate planned outputs.

To discharge its responsibilities effectively, does the Committee:

	Agree	Strongly Agree	Disagree	Strongly Disagree
Meet regularly, at least for times a year, and have a clear policy on those items to be considered in private and those to be considered in public	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Have the ability to meet privately and separately with the external auditor and internal audit manager	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Include, as regular attendees, the Chief Finance Officer(s), the Chief Executive, the head of internal audit and the appointed external auditors; other attendees may include the monitoring officer and the Strategic Director of Partnership & Performance	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Have the right to call on any other officers or agencies of the authority as required; recognise the independence of the chief constable in relation to operational policing matters	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Support transparency, reporting regularly on its work to those charged with governance	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Report annually on how the Committee has complied with the position statement, discharged its responsibilities and include an assessment on its performance. The report should be available to the public	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Training Needs Analysis

Below are a series of questions regarding your skill set as a Committee member and how confident you may feel in certain topics. The results from these questions will allow us to look at where potential further development is required for the Committee.

18

The following training priorities were identified after last years development session and will be carried forward for the Committee.

- Annual Governance Statement and Control Environment
- Cyber Security
- Performance and Risk (Phase 2)
- Principles of Best Value and Value for Money
- Fraud and Corruption
- Financial Monitoring/Scrutiny

Please provide any information on other areas where you may have a training need

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Appendix 3 – Training Plan

Training Subject	Target Date	Internal/External
Annual Governance Statement / Control Environment	Q4 2024/25	Internal
Data Protection	Complete	External
Cyber Security	Q3 2024/25	Both
Procurement Governance	Complete	External
Performance and Risk (Phase 2)	Q4 2024/25	Internal
Principles of Best Value & VFM	Q3 2024/25	Internal
Fraud and Corruption	Q4 2024/25	Both
Financial Monitoring / Scrutiny	Q3 2024/25	Internal
“Mock Committee”	Q3 2024/25	Internal

Appendix 4 – Audit and Scrutiny Remit

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.