CLACKMANNANSHIRE
COUNCIL

SERVICE PLAN 2005-2008

Services to People

INTRODUCTION

Services to People is a large service underpinned by a comprehensive planning framework. This Service Plan provides an overview of services provided, the Service's key strategic priorities and a representative set of its key performance indicators (including statutory performance indicators). Much greater detail of the Service's work is contained within a wide range of strategies and plans which are referred to in this document.

Underpinning Services to People is a planning framework which encompasses a range of statutory (and other) plans and individual division plans. The statutory and other plans which impact on the work of the Service are summarised below and a full flavour of the depth and breadth of the work of the Service can be gained by consulting these documents.

- *Local Partnership Agreement*
- *Joint Community Care Plan*
- *Carers' Strategy*
- *Mental Health Strategy*
- *Learning Disabilities Strategy*
- *Partnership in Practice Agreement*
- *Physical Disabilities Strategy*
- *Delayed Discharges Action Plan*
- *Advocacy Strategy*
- *Older People's Strategy*

- *Local Housing Strategy*
- *Homelessness Strategy*
- *Housing Long Term Financial Strategy*
- *Supporting People Strategy*
- *Tenant Participation Strategy*
- *Anti-Social Behaviour Strategy*

- *Local Statement of Education Improvement Objectives & Action Plan*
- *Integrated Children's Services Plan*
- *Community Learning Strategy & Action Plans*
- *Forth Valley Child Health Strategy*
- *Learning With Care Action Plan*
- *SEN Division Plan, including provision for the implementation of the Additional Support for Learning Act*

- *Criminal Justice Service Strategic Plan*
- *Young Offenders' Strategy*
- *Action for Change*
- *RAHMAS*
- *Race Equality Action Plan*
- *Substance Misuse Forum Action Plan*
- *Substance Action Team Corporate Action Plan*

- *Joint Health Improvement Plan*
- *Community Safety Strategy*
- *Alloa South and East Social Inclusion Partnership Implementation Plan*
- *Tullibody Healthy Living Initiative Business Plan*

SERVICE OBJECTIVES

Services to People brings a unified management structure to a very broad range of those public services which are intended to meet the personal needs of individuals and families. It includes all of the council's education, housing and social services functions and has responsibility also for a number of other services such as libraries, cultural activities and adult training.

Services to People carries a corporate responsibility for social inclusion. The commitment to the concept of the inclusive society is, indeed, the unifying principle drawing together this wide array of services. Services to People will play its part promoting and developing a society in which all people are assisted to take advantage of available opportunities and are treated with respect as their needs are appropriately met.

Inclusiveness is thus a complex objective pursued by varied means and most effectively in partnership. Services to People thus aims to work in ever-closer internal collaboration and to join its efforts with external agencies such as the health authorities and the police. Effective collaboration, however, requires a clear sense of underlying purpose.

The objectives of Services to People are:

- supporting individuals by enriching their life experience thereby aiding them to realise their full potential;
- promoting individual well-being by tackling inequality, lessening hardship and providing care to those who need it;
- providing environments that enhance the strength of, and increase the feeling of, safety in local communities.

SERVICE OVERVIEWS

There are five divisions within Services to People:

- ▼ Community and Adult Care
- ▼ Housing & Advice Services
- ▼ Schools (including the work of nursery schools and support for learning/additional support for learning) Education & Lifelong Learning
- ▼ Inclusion, Policy, Planning & Lifelong Learning
- ▼ Childcare (including the work of Family Centres) & Criminal Justice

These Divisions are underpinned by cross-service Support Services.

Community and Adult Care focuses on:

Improving the overall health and well being of vulnerable people by ensuring that a range of responsive services, including care, support, prevention and rehabilitation, are provided in conjunction with all key partners.

The provision of community care services in Clackmannanshire is based on a partnership of agencies and organisations broadly representing health and social care. There is an increasing commitment to joint working with health services in order to provide high quality integrated community care services, to training employees and to ensuring accountability to people who need services and to their carers. Joint working also extends to local housing providers and the private and voluntary sectors

Community Care services provided:

▷ Services for older people

▷ Services for adults with mental health problems

▷ Services for adults with learning difficulties

▷ Services for adults with physical disabilities or sensory impairment

▷ Services for people with substance misuse problems

▷ Support for carers

Employee Training & Development

The Social Services Training section enables employees to access training and development activities as identified in their Employee Development Programme. Training and development for 2004-2005 will be based on meeting the requirements of registering the workforce with the Scottish Social Services Council and continuing professional development for registering to practise.

Quality Assurance & Complaints

ISO accreditation is now achieved for day and residential care and the quality standards will

continue to be monitored. A Best Value Review programme is also ongoing for Social Services.

Contracts

The placing of contracts, getting good value for services purchased and contract compliance from service providers in the private and voluntary sectors is taken forward by a dedicated contracts officer. Cost-effectiveness is a priority for the Contracts section.

Housing & Advice Services focus on:

Enabling the provision of good quality affordable housing to meet the needs of those living in, or those who may wish to live in, Clackmannanshire. Services provided include:

- Managing stock of houses and garages including:
  - allocation of housing
  - management of void properties
  - maintenance of waiting list
  - repairs
  - estate management
  - administration of housing benefit claims
  - recovery of rent arrears
- homelessness advice
- money and welfare benefits advice
- gypsy/traveller site
- temporary accommodation management
- house sales
- private sector grants
- housing strategy
- planned maintenance
- garden aid

Schools and Support for Learning focus on:

- supporting schools in raising attainment and achievement

- providing inclusive educational settings

- supporting children with additional support for learning needs/special educational needs

Services provided:

- Nursery, primary and secondary school education

- Special schools and related advisory services

- Psychological Services

- Behaviour support services

- Educational development services

Inclusion, Policy, Planning & Lifelong Learning focuses on:

- Developing cohesive and integrated policy & planning approaches to the work of the Service
- supporting individuals in the community in accessing informal learning opportunities and developing community capacity

- providing library, museum and archives services in the community

- supporting the development of sports and arts opportunities.

The service which delivers many of these leisure and community services is known as the Culture and Community Service.

Services provided:

> ▷ Cross Service policy development and coordination
> ▷ Co-ordination of service planning within Service
> ▷ Corporate research and information
> ▷ Community education and community development
> ▷ Library, museum and archives services
> ▷ Sports and arts

Childcare & Criminal Justice focus on:

ChildCare

Developing a high quality service to all children to ensure they have the necessary support to widen their opportunities for the future.

Child Care services are accredited with ISO.

Training and Staff Development

The Social Services Training section provides staff with access to the Employee Development Programme. Emphasis will be placed in 2004-2005 on registration of the workforce, which must be completed for Social Workers in Clackmannanshire by the end of 2005. Continuous Professional Development is a pre-requisite of continuing registration. Following on from the Scottish Executive review, Child Protection training will be high on the agenda.

Pre 5s

Provision of education and childcare for pre 5 children in the Council's Family Centres.

Criminal Justice

Provision of services to offenders, prisons and courts.

Services provided:

▷ Social work services (assessment and provision)
▷ Children's rights
▷ Family Centres
▷ Prison Social Work Unit
▷ Criminal Justice Service Community Team

Criminal Justice services are accredited with ISO.

SERVICES TO PEOPLE	CHANGING ENVIRONMENT
Development of the Joint Future Agenda	The Joint Future Agenda promotes partnerships and joint working across health and social care services and now applies to all community care groups. Joint Management, Resource, Finance and Organisational Development frameworks are established for implementation through strategic planning and a comprehensive programme of staff training, single shared assessment, joint access to resources and further integration of services; integration of services needs to include all partners, including housing, education and the voluntary sector.
Restructuring of Health Services	The NHS is undergoing significant structural change which willhave an impact on joint working with local authorities. In particular, the establishment of Community Health Partnerships (CHPs), designed to play a pivotal role in delivering health improvement for their local communities, will be key as they will establish substantive partnerships between health and local authority services. The development of CHPs will be underpinned by legislation known as the National Health Service (Scotland) Reform Bill which is currently passing through the legislative process.
Community Health Partnerships	Community Health Partnerships (CHPs) are evolving from Local Health Care Co-operatives to provide higher quality, accessible and joined up services to local communities. Clackmannanshire Council will participate in the development of a CHP Scheme of Establishment in 2004-2005 to ensure more effective working with health and social care in appropriate locality arrangements. Clackmannanshire has the recommended population for the development of a CHP. Arrangements will be negotiated by December 2004.

Mental Health Legislation	The introduction of the Mental Health Care and Treatment (Scotland) Act 2003 and provisions under the Adults with Incapacity (2002) legislation both have an impact on the treatment care and support arrangements for vulnerable people and people with mental illness. Local authorities must make adequate provisions for the new statutory duties contained in the Mental Health Act in partnership with health services, with effect from April 2005
Carers Legislation	The Community Care and Health (Scotland) Act (Sections 8-12) recognises the role of carers with new guidance on provisions for carers issued in 2003. Local authorities and health services must seek to identify carers, provide information and offer assessments, and support them in their roles as providers of care.
Direct Payments	From July 2003 local authorities have had a duty to offer direct payments to eligible service users. Phased implementation of procedures and administration of direct payments need to be extended to new community care groups in 2004-06.
Regulation of Care	National Care Standards have been introduced for Care Homes including nursing care. From April 2004 additional phased implementation is required of local authorities in relation to home-based support and day care as set out by the Care Commission: home care and supported accommodation providers will be subject to inspection.
Professional Development and Registration of the Workforce	The Scottish Social Services Council have issued Codes of Practice that set out Practice and Conduct Standards for employees and employers. The standards will be the benchmarks used to regulate the social services workforce.
Performance Audit	Audit Scotland has produced recommendations from reviews of community care services for improvements to services for older

	people and for equipment and adaptations services for implementation in 2004/05. The Social Work Services Inspectorate Annual Report 2003 of Clackmannanshire Social Services also contains recommendations for action which will be taken forward.
Service User and Carer Consultation and Involvement	Community Care Services have a duty to ensure that the representation of vulnerable people who need services is promoted in the wider agenda of public participation and involvement in Community Planning and the Social Inclusion agenda. Local authorities and health partners are also required to support the development of local independent advocacy services by 2005
National Housing Priorities	The nationally established priorities for housing in Scotland are: ❑ tackling homelessness; ❑ reducing and eventually eradicating fuel poverty; ❑ promoting the renewal of social rented housing through community ownership and the empowerment of tenants
Housing Act	2001 Act phased in over several years
Housing Strategic Role	Strengthening of Housing Strategic role particularly through Local Housing Strategy development
Scottish Social Housing Standard	The development of the new Scottish Social Housing Standard, which sets out a number of physical quality criteria that all social landlords should seek to meet. A draft Standard has already been issued and the final Standard is expected in the very near future; a similar national quality standard is expected for private sector housing
Private Sector Condition Issues	The growing recognition of the importance of addressing private sector condition issues, particularly through the work of the Housing Improvement Task Force (HITF). In March 2003 the HITF made 151 specific recommendations ranging from the updating of the Tolerable

	Standard through to the powers for council's to introduce accreditation and regulation schemes for the private rented sector.
Inspection of Housing Services	The introduction of the Single Regulatory Framework under which Communities Scotland will inspect the Council's housing management and homeless services in much the same way as they currently do Housing Associations.
Supporting People	Our Supporting People vision is to provide "a diverse range of well co-ordinated housing support services, which are integrated, responsive and comprehensive, and which meet the needs of individual people.
Home Energy Conservation Strategy	The council aims to build on its successful track record of investing to promote increased energy efficiency and tackling fuel poverty in the council sector. Furthermore, a Fuel Poverty Strategy will enable the council to develop effective partnerships to strengthen its ability to achieve Home Energy Conservation Act aims and objectives and reduce fuel poverty in all housing sectors across Clackmannanshire by a third of the 2002 level by 2009.
National Priorities for Education and related matters– Standards in Scotland's Schools (2000) Act	The five national priorities for education set out the framework for the local authority's statement of education improvement objectives. The themes of the priorities are: • Attainment & Achievement • Framework for Learning • Inclusion & Equality • Values & Citizenship • Learning for Life The inspection of the work of schools and education authorities continues in the context of the Standards in Scotland's Schools (2000) Act. The authority will be inspected in September or October of 2005; this inspection will look at the arrangements which it has in place to support the co-ordinated/integrated provision of services for children and young people.

Education (Additional Support For Learning) (Scotland) Act	This Bill, which commences in November 2005, redefines special educational needs and introduce the concept of *additional support needs.* Where children or young people have complex or multiple needs requiring significant additional support from the education authority and other agencies, the legislation requires that a Co-ordinated Support Plan should be opened for the child or young person. This provision replaces the current system of Records of Needs. A range of other measures are also included in the legislation.
Special Educational Needs and Disability Act 2001 & Education (Disability Strategies and Pupils' Educational Records (Scotland) Act 2002	This legislation applies to all school and nursery education provision and authorities must take reasonable steps to change any policies, practices or procedures which place a disabled child at a substantial disadvantage compared to a non-disabled child. Of key importance is that this applies not only to physical access but to curricular access.
Race Relations (Amendment) Act	The Council will continue its work in promoting equal opportunities for people from black and ethnic minorities. Its Race Equality Action Plans will remain central to this aim.
A Teaching Profession for the 21ˢᵗ Century	The implementation of the national Agreement is a significant aspect of the development of the school sector.
Developing the School Estate	Clackmannanshire Council has been awarded £48m to redevelop its secondary schools. This will involve the building of three new schools. It is expected that contracts for this work will be established in June 2005.

A review of provision in the nursery and primary estates will be begun in 2005; it is expected that this review will be completed in 2006. |

Integrated Children's Services – Joint Assessment Framework and Integrated Children's Services Planning	Integration is a key theme for children's services within Services to People. The Scottish Executive will be publishing the Integrated Strategy for the Early Years early in 2004. The integrated strategy seeks to set out a framework for the effective provision of universal and targeted services for children and their families in the early years of a child's life.
	The Council has produced in past years a Children's Services Plan. From April 2005 it is expected to produce and implement an Integrated Children's Services Plan. The first of these plans is in production.
Health For All Children (Hall 4)	A national review found little or no evidence for the effectiveness of some of the health checks presently being carried out by health professionals on children's health or well-being. Consequently, Hall 4 recommends that certain checks be discontinued; a reduced core programme of child health surveillance, with some enhanced screening activity, be offered to all children; and Family Health Plans be introduced. This could have significant implications for the authority's services for children.
Child Protection	A new "Framework for Standards" has been published by the Scottish Executive, laying out the broad guidelines for child protection. This will be followed by more concrete developments over the next three years.
	Implementing the recommendations of the national review of child protection will continue to be a priority, as will ensuring child protection procedures and processes are robust and properly implemented.

Throughcare and Aftercare	A major transfer of resources took place in 1st April 2004 from DWP to local authorities, shifting the responsibility for the accommodation and living costs of young people previously accommodated by the local authority. This development aims to ensure that we are resourced to undertake the role of "corporate parent" for those young people and is supported through partnerships with Careers Scotland and the voluntary sector. Work in this area continues.
Single Agency for Criminal Justice Services	Criminal Justice Services face a period of continuing change, particularly around current discussion on merging the functions of prison and community based criminal justice, alongside increased inter-agency working to address the needs of offenders and the communities they belong to.

The Service remains committed to developing and shaping its policies and practices with due regard to the needs, expectations and aspirations of the people of Clackmannanshire and the staff who work in the Service. The Service fulfils this commitment in a variety of ways; it does this by, for example, conducting customer satisfaction surveys, through process and other reviews of practice, through consultation and other meetings with parent and other groups and with staff.

Facts and Figures and Representative Performance Measures

Adult and Community Care

The service is led by a Head of Service who also acts as the Council's head of Social work services. The service has 15 staff at Principal Officer Grade or above; it has just under 200 staff below the grade of Principal Officer. The service's revenue budget for 2005/2006 is £10,906,200

The service provides care and other services for elderly people, elderly people with dementia, adults with mental health problems, physical and learning difficulties, HIV or AIDS and with drug or alcohol problems

	Current Baseline 2003/2004	Target for 2004/2005	Target for 2005/2006	Target for 2006/2007	Target for 2007/2008
Qualifications - % of care staff working in care homes for the elderly who are qualified	75	80	90	90	tbc
Qualifications - % of care staff working in care homes for other adults who are qualified	NA	80	90	90	tbc
Privacy - % of residential care places occupied by older people who are in single rooms	96.8	100	100	100	100
Privacy - % of residential care places occupied by older people that have en suite facilities	85.3	100	100	100	100
Privacy - % of residential care places occupied by other adults who are in single rooms	95	100	100	100	100
Privacy - % of residential care places occupied by other adults that have en suite facilities	97.5	100	100	100	100
Home Care - total hours as a rate per 1,000 population aged 65+	540.2	886.5	Home care services will continue		

			to be as flexible as possible subject to assessments of need.
Home Care - number of home care clients aged 65+ receiving personal care as a percentage of clients	63.2	63.7	As above
Home Care - number of home care clients aged 65+ receiving personal care in evenings/overnight as a percentage of clients	25.9	25.6	As above
Home Care - number of home care clients aged 65+ receiving personal care at weekends as a percentage of clients	55	43.5	As above

Facts and Figures and Representative Performance Measures

Housing and Advice Services

The service is led by a Head of Service; it has 13 staff at Principal Officer grade or above and it has 92 other staff. These staff include housing officers and staff who give benefits advice and services to the public.

The service's revenue budgets include a 'General Fund' (£4,030,167), the 'Housing Revenue Account' (£11,829,404) and a budget for 'Supporting People' (1,216,900).

	Current Baseline 2003/2004	Target for 2004/2005	Target for 2005/2006	Target for 2006/2007	Target for 2007/2008
Tenancy changes - the % of rent loss due to voids	4.1	3	tbc	tbc	tbc
Tenancy changes - the % of empty houses that were re-let within four weeks	28.3	<28.3	tbc	tbc	tbc
Rent arrears - current tenant arrears as a % of the net amount of rent due	7.7	tbc	tbc	tbc	tbc
Rent arrears - the % of current tenants owing more than 13 week's rent at the year end, excluding those owing less than £250.00	4.2	tbc	tbc	tbc	tbc
Council house sales - the % of sales completed within 20 weeks	73.4	72	<72	tbc	tbc
Homelessness - average time between presentation and completion of duty by the Council for those cases assessed as homeless or potentially homeless	16.5	tbc	tbc	tbc	tbc

Homelessnesss - % of cases re-assessed as homeless or potentially homeless within 12 months of previous case being completed	1.1	tbc	tbc	tbc	tbc
The overall gross administration cost (£) per council, tax or housing benefit application	33.67	tbc	tbc	tbc	tbc
The average time (days) taken to process new claims	33	tbc	tbc	tbc	tbc
The average time (days) taken to process notifications of changes of circumstances	14	tbc	tbc	tbc	tbc
% of cases for which the calculation of benefit due was correct	96.7	tbc	tbc	tbc	tbc

Facts and Figures and Representative Performance Measures

Schools and Support for Learning (Special Educational Needs)

This branch of the service is led by a Head of Service whose responsibilities include nursery, primary, secondary and special schools and the Psychological Service.This branch of the service has a number of staff at Principal Officer Grade or above; it has around 400 other staff including school office staff and classroom and supervisory assistants; its staff complement includes all teaching staff numbering around 490 across all of the authority's schools.

Responsibility for nursery schools has passed only very recently to this Head of Service. The 2005/2006 'Early Years and Out of School Care' services reflects previous management arrangements.

The revenue budget for primary schools in 2005/2006 is £14,729,400.
The revenue budget for secondary schools in 2005/2006 is £16,100,220
The revenue budget for special schools in 2005/2006 is £2,749,020
The revenue budget for the Psychological Services in 2005/2006 is £502,850

	Current Baseline 2003/2004	Target for 2004/2005	Target for 2005/2006	Target for 2006/2007	Target for 2007/2008
The % of primary schools in which the ratio of pupils to available places is between 61% and 100%	89.5	tbc	tbc	tbc	tbc
The % of secondary schools in which the ratio of pupils to available places is between 61% to 100%	100	=	=	=	=
The average number of weeks taken to complete an assessment of 'special educational needs'	14	=	=	=	=

% of looked after children leaving care aged 16-17 who have attained SCQF level 3 or better in English and Maths	57.1 (n = 7)	100	100	100	100
% of combined P3, 4, 6 and 7 rolls meeting or exceeding the appropriate 5-14 level for their age in					
(a) reading	79.23	83.27	tbc	tbc	tbc
(b) writing	72.72	75.23	tbc	tbc	tbc
(c) mathematics	78.99	80.39	tbc	tbc	tbc
% of S2 roll meeting or exceeding the appropriate 5-14 level for their age in					
(a) reading	57.97	62.26	tbc	tbc	tbc
(b) writing	44.83	51.6	tbc	tbc	tbc
(c) mathematics	56.37	61.37	tbc	tbc	tbc
% of the original S4 roll who have attained by the end of S6 5 or more awards at SCQF level 5 or better (3-year average)	39.6	40.4	41.2	42	42.8
% of the original S4 roll who have attained by the end of S6 3 or more awards at SCQF level 6 or better (3-year average)	25.2	25.7	26.2	26.7	27.3
% attendance at secondary schools	88.6	>91	>92	=	=

Facts and Figures and Representative Performance Measures

Support Services

The service is led by a senior Principal Officer who reports to the Director,
Services to People. The Support Service as a whole has 3 staff at PO level and above and
just under 25 staff below PO level; it hosts the Council's School Crossing Patrol
Officers and its School Escorts although it should be noted that the budget for these
latter staff are included as part of the budget for Support for Learning (special educational
needs as was). The service has responsibility for schools' property maintenance and other services; the
revenue budget for this work is contained in the schools' budgets.

The service's distinct revenue budget is £1,552,260

Developments in the service's functions are subsumed within the other components of the service plan.

The Support Service's reporting line will change when a Head of Service with responsibility for Inclusion,
Policy, Planning and Lifelong Learning is appointed.

Policy and Planning Functions

Policy and planning functions were the responsibility of a Head of Service until December 2004; the then
Post holder moved to another post within the Council. These functions will be the responsibility of a new
Head of Service whose remit will be for 'Inclusion, Policy, Planning and Lifelong Learning'. Currently, the
detail of the policy and planning functions is being attended to by all members of the Service's
Directorate.

			to be as flexible as possible subject to assessments of need.
Home Care - number of home care clients aged 65+ receiving personal care as a percentage of clients	63.2	63.7	As above
Home Care - number of home care clients aged 65+ receiving personal care in evenings/overnight as a percentage of clients	25.9	25.6	As above
Home Care - number of home care clients aged 65+ receiving personal care at weekends as a percentage of clients	55	43.5	As above

Facts and Figures and Representative Performance Measures

Culture and Community Service

The service is led currently by the Director, Services to People.
The service has X staff at Principal Officer
Grade or above; it has X staff below the grade of Principal
Officer. The service's revenue budget for 2005/2006 is £4,660,340

The service operates one museum. In 2005/2006 it will take control of the
facilities which have been operated by the Leisure Trust over the last few years.

	Current Baseline 2003/2004	Target for 2004/2005	Target for 2005/2006	Target for 2006/2007	Target for 2007/2008
Sport and Leisure Management - the number of attendances per 1,000 population for all pools	2709	tbc	tbc	tbc	tbc
Indoor facilities - the number of attendances per 1,000 population	7927	tbc	tbc	tbc	tbc
Processing time - the average time (days) taken to satisfy library book requests	29	25	24	tbc	tbc
Stock turnover - the % of the national target met for replenihing lending stock for adults	100	>100	=	=	tbc
Stock turnover - the % of the national target met for replenishing lending stock for children and teenagers	115.2	>100	=	=	tbc

Use of libraries - the number of borrowers as a % of the residential population	22.4	25	27	tbc	tbc
Use of libraries - the average number of issues per borrower	34.5	35	tbc	tbc	tbc
Learning centre and learning access points - number of users as a % of the resident population	5.4	tbc	tbc	tbc	tbc
Learning centre and learning access points - number of time terminals are used per 1,000 population	347.7	>400	tbc	tbc	tbc

Facts and Figures and Representative Performance Measures

Childcare Services

The service is led by a Head of Service who also leads the Council's Criminal Justice Service. The service has 7.6 staff at Principal Officer grade or above and 37.5 staff below that level. The service's revenue budget for 2005/2006 is £2,957,210.

The service has responsibility for the Council's two Family Centres. Responsibility for nursery schools will lie with the Head of Schools from 2005/2006 onwards. The service plan for 2005/2006 'Early Years and Out of School Care' services reflects previous management arrangements.

	Current Baseline 2003/2004	Target for 2004/2005	Target for 2005/2006	Target for 2006/2007	Target for 2007/2008
Child care placements - the % of children being looked after by the Council in community placements	89.6	NA	NA	NA	NA
Staff qualifications - the % of care staff in residential homes for children who are qualified	100	=	=	=	=
Privacy - % of residential places occupied by children that are single rooms	92.3	100	=	=	=
Privacy - % of residential places occupied by children that have en-suite facilities	23.1	NA	NA	NA	NA
Social background reports - the % of reports requested by the Reporter that were submitted with 20 days	46.8 (n = 295)	tbc	tbc	tbc	tbc

Supervision - the % of children made subject to a supervision order that were seen by a supervising oficer within 15 days	81.8 (N = 44)	tbc	tbc	tbc	tbc
Child protection - number of child protection referrals over the 12 months to 31st March	151	NA	NA	NA	NA
Child protection - % of children entered on the register in the year who had previously been on the register	20	NA	NA	NA	NA
Child protection - % of children on the register at 31st March per 1,000 population aged under 16 years	2.8	NA	NA	NA	NA

Facts and Figures and Representative Performance Measures

Early Years and Out of School Care Services

*The service has been led to-date by the Head of Childcare and Pre-5 Services and
Criminal Justice. The service plan has been drawn up in that context. In that context,
the service has 5 staff at Principal Officer grade and above and 83.2 staff below that grade;
these staff are, in the main, early years workers, classroom assistants and supervisory
assistants in nursery schools and classes and Family Centres.*

*The service will continue to have responsibility for the Council's two Family Centres. Responsibility
for nursery schools will lie with the Head of Schools from 2005/2006 onwards. The service plan for
2005/2006 'Early Years and Out of School Care' services reflects previous
management arrangements.*

The service's budget for 2005/2006 is £4,040, 870.

	Current Baseline 2003/2004	Target for 2004/2005	Target for 2005/2006	Target for 2006/2007	Target for 2007/2008
% of pre-5 of children in their pre-school year receiving grant-aided education	100	=	=	=	=
% of 3-year-olds in the year before their pre-school year receiving grant-aided education	100	=	=	=	=
% of grant-aided children who received fewer than 5 education sessions per week	5.2	0	0	0	0
% of grant-aided 3-year-olds in the year before their pre-school year who received fewer than 5 education sessions per week	14.3	0	0	0	0

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Facts and Figures and Representative Performance Measures

Criminal Justice Service

The service is led by a Head of Service who also leads the Council's Childcare Service. The service has 3 staff at Principal Officer Grade or above; it has 15.5 staff below the grade of Principal Officer. The service's net overall budget for 2005/2006 is £0; all legitimate expenditure is met through a Scottish Executive grant fund. The anticipated expenditure in 2005/2006 is £933,780.

	Current Baseline 2003/2004	Target for 2004/2005	Target for 2005/2006	Target for 2006/2007	Target for 2007/2008
Social enquiry reports - the proportion of reports requested by the courts that were allocated to social work staff within 2 working days of receipt by the social work department	90	95	< or = 95	< or = 95	< or = 95
Social enquiry reports - the proportion of reports submitted by the social work department to the courts by the due date	99.1	95	=	=	=
Probation - the proportion of new probationers seen by a supervising officer within one week	73.5	< or = 90	< or = 90	< or = 90	< or = 90
Probation - the proportion of people subject to a probation order who were reported	45.7	NA	NA	NA	NA

to the courts for breach of probation during the year

Community Service - the average hours per week taken to complete community service orders	3.8	NA	NA	NA	NA
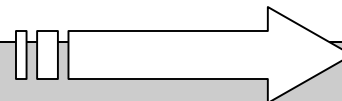
SERVICE NAME   ADULT CARE SERVICES

TARGET OUTCOME 1			Local partnerships ensure the provision of flexible and responsive care, support, prevention and rehabilitation services which enhance the overall health and wellbeing of people who are vulnerable due to age, sickness, addiction or disability.					
Ref.	3 Year Target	CP ref	Key Partners	Target 2005/06	Rev.	Cap.	Target 2006/07	Target 2007/08
1.1	To ensure that integrated Health, Housing and Social Services planning and service frameworks are in place to provide comprehensive services for all care groups	2.1 2.6 5.3 – 5.8 2.6 5.6 5.7	Joint Future Management Group	Integration of strategic planning frameworks from the Joint Future Agenda into the Clackmannanshire Community Health Partnership	Within existing resources		Further integration of approaches to health and social care provisions in partnership with voluntary and private sectors	Partnership performance measures in place to monitor and review progress

1.2	Joint implementation of key objectives from the Housing and Homelessness Strategies to put plans in place for people with community care needs	2.5 2.8	Social Services and Housing	Develop joint crisis response services for homeless people with social work needs. SMART homes development for 8 more people in supported accommodation	Within existing resources + joint allocation Homeless Strategy impleme-ntation		Joint assessments in place with faster access to adaptation of properties and to the provision of equipment to enable independence	Continuous development, monitoring and review
1.3	Children with additional support needs to be supported in their transition to adult services	2.1 2.4	Adult Care Child Care Education/Health	Implementation of revised procedures for all transitions from child → adult services	Within existing resources + joint allocation of ASL Act funds		Future needs planning and procedures in place for school leavers who have additional support needs	Continuous development, monitoring and review
1.4	Information sharing protocols, technology and procedures in place for joint service planning, delivery and monitoring	5.6	Forth Valley MGF Group Falkirk-lead	Establish Single Shared Assessment progress, MGF and maintain interim solutions with NHS Forth Valley	MGF 2 Funds		Information Technology in place across Health and Social Services	Continuous development, monitoring and review

Ref.	3 Year Target	CP ref	Key Partners	Target 2005/06	Rev.	Cap.	Target 2006/07	Target 2007/08
1.5	Compliance with National Care standards and Registration Guidance	2.1	Adult Care	Maintain ISO standards in residential and day services Capital Works to upgrade Menstrie House Care Home	Within existing resources ----	900k	Maintain ISO standards in residential and day services Capital Works programme to be completed	Maintain ISO standards in residential and day services ----
1.6	Consultation, involvement and advocacy frameworks in place for the effective engagement of service users and their carers	1.6 2.1 3.7 5.2 5.8	Joint Future Management Group	Implement Good Practice Guide on consultation	Within existing resources			Integrate consultation and communication activities with community planning frameworks	Further development, monitoring and review
		2.7 5.2	Forth Valley Advocacy Service Joint Future Management Group	Support the establishment of the Independent Advocacy Service at the Phoenix Centre	£ 55 K Change Fund £23 K MH Imp funds			Review for continued funding	Review for continued funding
TARGET OUTCOME 2			**A skilled Social Services workforce providing high quality services, in conjunction with key partners, to people in all community care groups**					

Ref.	3 Year Target	CP ref	Key Partners	Target 2005/06	Rev.	Cap.	Target 2006/07	Target 2007/08
2.1	Programme of staff training implemented to support continuing professional development and employee development	5.7	Training	Local programme of CPD in place for all qualified staff. Progress SVQ + PQ programme for all staff.	Within existing resources		Take forward recommendations from the 21st Century Social Work review	Continuous development, monitoring and review
2.2	Joint training scheme accessible to staff employed in Social Services, Housing and Health Services	5.3	Joint Staff Forum and Training Section	Priority training for Mental Health Act implementation and Single Shared assessments	Existing resources + £20K MH Act funds		Establish rolling joint training programme for integrated services and joint working	Continuous development, monitoring and review
TARGET OUTCOME 3			**Adults referred for community care assessments receive prompt, co-ordinated and flexible responses which are based on their individual needs. Services are provided in the most appropriate and cost effective way.**					
Ref.	**3 Year Target**	**CP ref**	**Key Partners**	**Target 2005/06**	**Rev.**	**Cap.**	**Target 2006/07**	**Target 2007/08**

3.1	The four National Community Care Core Priorities to be addressed in developing community-based services which support people at home	2.1 2.4 2.6	Joint Future Management Group	Maintain position on delayed discharges with identified services which prevent admission and support early discharges	Within existing resources		Review progress on Performance Framework implementation and adjust priorities	Local implementation of revised national targets and outcome measures
3.2		2.1 5.2 5.3	Adult Care Service Managers	Conduct a review of existing provision of home care, MECS and home support services to ensure person-centred planning	Within existing resources		Implement recommended actions from the Home Care review to target services where they are most needed	Continuous development, monitoring and review
3.3	Re-designed mental health services which are community based, with procedures and services in place for the implementation of new Mental Health legislation	1.6 1.7 2.1 2.6 2.7 2.8 3.6 5.3	NHS FV and Social Services	Further integration of community based day services, working with the Home Treatment Team pilot project. All MHOs and other relevant staff trained in MH legislation	Forth Valley redesign funding to be confirmed		Ongoing re-design and integration of services	Continuous development, monitoring and review

3.4	Redesigned models of services in partnership arrangements with Health	1.6 1.7 2.1 2.6 2.7 2.8 3.6 5.3	Learning Disability Partnership Group Implementation Group for Physical Disability	Integrate the learning disability service model and care pathways Focus on joint access to services and identify service gaps	Within existing resources		Continue to develop joint access to services and provisions. Monitoring and review of person-centred planning	Evaluation monitoring and review

Ref.	3 Year Target	CP ref	Key Partners	Target 2005/06	Rev.	Cap.	Target 2006/07	Target 2007/08
3..5	Phased implementation of recommendations from the National Sensory Impairments Action Plan	2.1 2.6 2.7 2.9 5.2 5.3	Joint Planning Group	Guide-Communicator and Mobility services to be set up jointly with Falkirk and Stirling Councils	Within existing resources		Partnership funding to Forth Valley Resource Centre. Spot purchasing arrangements in place for a range of supports and services	Monitoring and review identified needs and service provision
TARGET OUTCOME 4			**From an assessment of their individual needs, adults of all community care groups have access to further integrated services and supports which are responsive, and which promote independence and social inclusion.**					

4.1	All key partners providing outreach services which promote social inclusion across all care groups and access to wider options for work and leisure	1.6 1.7 2.1 2.4 2.6 3.6	Mental Health Framework Implementation Group	Integrated mental health day services promote independence from statutory services and support the development Befriending , counselling and out of hours services	Within existing resources		Continuous development, monitoring and review	Continuous development, monitoring and review
4.2		2.1 2.6 3.6	Adult Day Services	More service users in employment (+10) Increase day care opportunities for young people with learning disabilities	Within existing resources		Increased throughput to mainstream community based opportunities	Continuous development, monitoring and review
4.3	Established system for Direct Payments across all care groups	3.7	Adult Care	Implement guidance on issuing direct payments to all eligible service users	Within existing resources		Continuous development, monitoring and review	Continuous development, monitoring and review

TARGET OUTCOME 5			People who have drug and alcohol related problems, and other social work needs, receive information, support and services that promote healthy and crime-free lives.					
Ref.	3 Year Target	CP ref	Key Partners	Target 2005/06	Rev.	Cap.	Target 2006/07	Target 2007/08
5.1	Achieve targets set by the Forth Valley Substance Action Team for implementation in Clackmannanshire	2.1 2.4 2.6 2.10	FV SAT and Substance Misuse Forum (SMF)	Ensure integrated service planning, care provision and support for people with community care needs. Focus on those with mental health needs	Within existing resources		Continuous development, monitoring and review	Continuous development, monitoring and review
TARGET OUTCOME 6			**All eligible carers receive responsive services and other support, according to their identified needs and in relation to their caring role.**					
Ref.	3 Year Target	CP ref	Key Partners	Target 2005/06	Rev.	Cap.	Target 2006/07	Target 2007/08
6.1	Respond to National Guidance on Carers and meet the priorities of local Carers Strategy for 2005-2008 addressed through the assessment process and the provision of support and services	2.1 3.7 5.2 5.3 5.8	Carers Strategy Group	Consultation on local needs Implement national recommendations for Carers through the local Carers Strategy 2005-2008	Within existing resources		Monitor, review and develop services	Monitor, review and develop services
				Increase number of carers assessments recorded	Within existing resources		Monitor, review and develop services	Monitor, review and develop services

				Provide increased support and respite	Within existing resources		Monitor, review and develop services	Monitor, review and develop services

	DEVELOPMENT AND IMPROVEMENT SERVICE ACTION PLAN

SERVICE NAME: HOUSING & ADVICE SERVICES

TARGET OUTCOME 1			Progress has been made to ensure a higher percentage of Social Housing in Clackmannanshire has attained or exceeded the Scottish Housing Quality Standard and a realistic and achievable programme is in place to increase this to 70% by 2009					
Ref.	3 Year Target	CP ref	Key Partners	Target 2005/06	Rev.	Cap.	Target 2006/07	Target 2007/08
1	Delivery plan in place and on target	2.8	Housing	Delivery plan approved following public consultation		£7m +	Implement & review delivery plan	Implement & review delivery plan

			Progress has been made to ensure an additional 20% of privately owned or rented housing has attained or exceeded the Scottish Housing Quality Stand and a realistic and achievable programme is in place to complete this by 2009					
TARGET OUTCOME 2								
Ref.	3 Year Target	CP ref	Key Partners	Target 2005/06	Rev.	Cap.	Target 2006/07	Target 2007/08
	Private sector stock condition identified and prioritised	2.8		Stock condition survey reviewed and prioritised				
	Access to good quality and affordable homes improved	2.8	Private sector landlords	Develop a private landlords forum and encourage good practice among private landlords			Establish registration of private landlords, making relevant links with Housing of Multiple Occupation Legislation	
	Private sector stock condition improved	2.8	Citizens' Advice Bureau, Private sector, Planning, Health & Social Services	Review private sector housing grant and care and repair service and ensure that it is targeted to those most in need.			Pilot and approve building services scheme	Pilot a housing "M.O.T." service for lower income home owners

Ref.	3 Year Target	CP ref	Key Partners	Target 2005/06	Rev.	Cap.	Target 2006/07	Target 2007/08
				Progress has been made to ensure Housing services are both customer and community oriented and a realistic and achievable programme is in place to complete this by 2009 TARGET OUTCOME 3				
	New service structure is in place and operating effectively	5.4 5.5 5.7 5.8		**Restructuring of service completed**			Structure reviewed	
		5.7 5.8		**Staff development programme aimed at ensuring a positive service culture introduced**			Ongoing development of training and skills capacity building	
	The housing service has achieved a "Good" rating against Communities Scotland Performance Standards	5.4 5.8		**Complete self-assessment in preparation for inspection by Communities Scotland and implement resulting action plan**			Complete inspection and implement action plan	Implement and review action plan
	Communications with the public improved	5.2 5.6 5.8		**Extend service use of Contact Centre to include outgoing calls**				
	Repairs service for Council tenants improved	2.8		**Review and improve SIMCO partnering project with DSO Property Contracts**				
	Customer satisfaction benchmark established and service improvements achieved	5.2 5.8		Carry out customer satisfaction survey and identify service improvements			Implement improvement plan and review	Implement improvement plan and review
	Housing service performance on equalities issues has been identified and appropriate action taken	5.4 5.8		Equality audit of current service delivery completed and improvement actions identified			Improvements actions implemented and reviewed	
	Business planning and review arrangements that meet the needs of the service and the Council are in place	5.4 5.8	PAS	Existing planning arrangements and needs identified and improvements agreed			Improvements implemented and reviewed	

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TARGET OUTCOME 4				The allocations policies of all social landlords help to promote sustainable communities					
Ref.	3 Year Target	CP ref	Key Partners	Target 2005/06	Rev.	Cap.	Target 2006/07	Target 2007/08
	Allocations policies of local social landlords are more unified	2.5 2.8	Ochilview Housing Association Paragon Housing Association Tenants & residents groups	Joint review of Council, Ochil View Housing Association and Paragon Housing Association allocations policies completed				
	Performance on empty properties is improved	2.5 2.8		Choice Based Lettings scheme piloted and evaluated			Depending upon outcome of evaluation, action on Choice Based Lettings scheme implemented	
	Common Housing Register established for Clackmannanshire	2.5 2.8	Ochilview Housing Association Paragon Housing Association	Common Housing Register pilot developed and established			Common Housing Register piloted and evaluated	Common Housing Register extended
	Homelessness Strategy is on target	2.5 2.8		100% 2005/06 targets achieved			100% 2006/07 targets achieved	100% 2007/08 targets achieved

| TARGET OUTCOME 5			The shortfall of specialist housing and housing support services promoting independent living is being addressed and is on track to be delivered by 2009.					
Ref.	3 Year Target	CP ref	Key Partners	Target 2005/06	Rev.	Cap.	Target 2006/07	Target 2007/08
1	A better balance of specialist housing and housing support services to promoting independent living has been achieved	1.7 2.4 2.8	Social Services Health Planning				Integrated adaptations service involving housing and social services introduced	Supply of specialist and mainstream housing Increased
	Single shared is achieving improved tenancy outcomes	2.4 2.5	Social Services Health	Single shared assessment developed to achieve improved tenancy outcomes				
	Supporting people strategy reflects local needs	2.4 2.5	Social Services Health	Complete review of supporting people strategy.				

To be clarified:

Improve information and communications with the public – What exactly is planned?

Development of anti-social behaviour strategy – What is purpose?

Housing and Advice Information strategy – What will this cover?

Business Planning – What exactly is the intention?
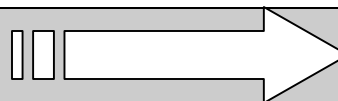
SERVICE NAME Schools and Support for Learning

TARGET OUTCOME 1			Higher standards of educational attainment for all in schools, especially in the core skills of literacy and numeracy, and better levels of national measures of achievement including examination results					
Ref.	3 Year Target	CP ref	Key Partners	Target 2005/06	Rev.	Cap.	Target 2006/07	Target 2007/08
1.1	Continue to raise standards of a attainment in S1-2 to match at least those in comparator authorities		Schools, parents and pupils	Performance as measured currently will rise by 2-3%. To continue to monitor and review standards of attainment of boys, looked after children and children from minority ethnic groups and identify and pursue actions to improve performance. To continue to raise standards of attainment and achievement for pupils with additional support needs to match or exceed national standards.	Existing budgets and NPAF		To be redefined in consequence of changes in national assessment systems.	To be redefined in consequence of charges in national assessment systems

1.1				To continue to implement the recommendations of the external consultant's report on learning and teaching in secondary schools. To implement the authority's policy on learning and teaching. To continue to establish and implement alternative curriculum arrangements in all secondary schools for all pupils. To review and implement appropriate changes to the structure and balance of the 5-14 curriculum in order to address issues associated with the overcrowded curriculum and pace of learning. To continue to support all schools in introducing and applying formative assessment techniques in support of pupils' learning.				

1.1				To support further the development of problem-solving and thinking shills through, for example, the operation of the authority's "Communities of Philosophical Enquiry"				
1.2	To continue to raise standards of attainment at SCQF levels 3, 4 and 5 to match at least those in comparator authorities		Schools, parents and pupils	The percentage of pupils attaining, for example, 5 or more awards at SCQF level 3 or better by the end of S4 will rise by 2-3.% As above.	Existing budgets and NPAF		The percentage of pupils attaining 5 or more awards at SCQF level 3 or better by the end of S4 will rise by 2-3%	The percentage of pupils attaining 5 or more awards at SCQF level 3 or better by the end of S4 will rise by 2-3%
1.3	To continue to raise standards of attainment at SCQF levels 6 and 7 to match at least those in comparator authorities		Schools, parents and pupils	The percentage of pupils attaining, for example, 3 or more awards at SCQF level 6 or better by the end of S5 will rise by 2%. As above.	Existing budgets and NPAF		The percentage of pupils attaining 3 or more awards at SCQF level 6 or better by the end of S5 will rise by 2-3%	The percentage of pupils attaining 3 or more awards at SCQF level 6 or better by the end of S5 will rise by 2-3%
1.4	To continue to raise standards of attainment in reading, writing and mathematics in all primary schools to match at least those in comparator authorities.		Schools, parents and pupils	Performance as measured currently will rise by 2-3%. As above.	Existing budgets and NPAF		To be redefined in consequence of changes in national assessment systems	To be redefined in consequence of changes in national assessment systems

TARGET OUTCOME 2			Skills of teachers, the self-discipline of pupils and school environments conducive to teaching and learning					
Ref.	3 Year Target	CP ref	Key Partners	Target 2005/06	Rev.	Cap.	Target 2006/07	Target 2007/08
2.1	To continue to implement "A Teaching Profession for the 21st Century" and related national and local agreements.		Teachers and other staff and their representative organisations	Targets and milestones set out in "A Teaching Profession for the 21st Century" are met. To complete the implementation of a revised promoted post structure. To continue to develop and implement programmes of professional development for teaching and other staff. To introduce COMPEL to all schools to support the planning, etc of CPD	Existing budgets and national supplements specific to the implementation of the agreement		Targets and milestones set out in "A Teaching Profession for the 21st Century" are met	Targets and milestones set out in "A Teaching Profession for the 21st Century" are met

2.2	The effectiveness of the leadership of promoted staff in schools will be good or very good in all schools and over the full range of promoted posts		Teachers and other staff and their representative organisations	As above Almost all promoted post holders will use "Transforming Learning" to inform their personal CPD programmes and to improve their performance as leaders. A revised policy on devolved school management is implemented	As above and NPAF		As for 2005/06	As for 2006/07

| 2.3 | Almost all pupils express a high degree of satisfaction with their experience of school | | Schools, pupils and parents. | The levels of satisfaction with school expressed by pupils will be greater than 90%. See target outcome 1. To continue to implement the recommendations of the Discipline Task Group. To further promote the establishment of a positive ethos in all schools. To improve further standards of pupil support in all schools. To promote further the concept of the Health Promoting School. | Existing budgets and NPAF | | As for 2005/06 but note the intention that all schools will have achieved the status of a Health Promoting School by the end of 2007. The levels of satisfaction with school expressed by pupils will continue to be greater than 90% | As for 2006/07 The levels of satisfaction with school expressed by pupils will continue to be greater than 90% |

| 2.4 | To improve levels of attendance in both primary and secondary schools to levels which at least match those in comparator authorities.
See Target Outcome 1 | | Schools, pupils and parents. | The level of attendance in primary schools will be >95%

The level of attendance in secondary schools will be >91%. | Existing budgets and specific grants | | The level of attendance in primary schools will not be lower than 95%.

The level of attendance in secondary schools will not be lower that 92%. | The level of attendance in primary schools will not be lower than 95%

The level of attendance in secondary schools will not be lower that 92%. |

2.4				To play a full part in the establishment and implementation of the Council's Integrated Children's Services Plan. To secure the further rollout of the Integrated Community School "approach" to all schools. To make more effective use of existing management information systems in tracking and monitoring the progress of pupils				

2.5	To continue to improve the school estate		Schools, teachers and their representative organisations, Scottish Executive, corporate colleagues	The detailed objectives of the authority's PPP Project are met. A review of the nursery and primary estate is carried out. Planned maintenance and other property development programmes are completed.	Existing budgets and specific grants and funds associated with the PPP Project	Capital Funding and funding associated with the PPP Project	The detailed objectives of the authority's PPP Project are met. The implementation of the recommendations of the review of the nursery and primary school estate is begun. Planned maintenance and other property development programmes are completed.	The detailed objectives of the authority's PPP Project are met. The implementation of the recommendations of the review of the nursery and primary school estate is continued. Planned maintenance and other property development programmes are completed.

			Every pupil benefits from education through promoting Equality and help with particular regard to pupils with disabilities and special educational needs (ASL needs), and to Gaelic and other lesser used languages					
TARGET OUTCOME 3								
Ref.	3 Year Target	CP ref	Key Partners	Target 2005/06	Rev.	Cap.	Target 2006/07	Target 2007/08
3.1	See Target Outcome 1		Schools, teachers and their representative organisations	To publish a local authority strategy and implement resultant guidelines on inclusion. To develop integrated planning and review processes for pupils with additional support needs to take account of the requirements of the Education (Additional Support for Learning) Act, including guidelines on Staged Intervention Framework and Co-ordinated Support Plans	Existing budgets and specific grants	Capital funding and specific grants	As for 2005/06	As for 2006/07
3.2	To continue to raise standards of attainment and achievement for pupils with additional support needs to match or exceed national standards		Corporate Colleagues	To ensure equality of opportunity and inclusion by implementing the provisions of the Disability Discrimination Act, the Special Educational Needs and Disability Act 2001 & Education (Disability Strategies and Pupils' Educational Records (Scotland) Act 2002 and the Race Relations (Amendment) Act. To continue to develop and enhance support for pupils with	Existing budgets and specific grants		As for 2005/2006	As for 2005/2006

3.3	To continue to raise standards of attainment of boys, looked after children and children from minority ethnic groups			To continue to develop local provision for pupils with severe and profound additional support needs. To continue to improve transition arrangements for pupils with additional support needs.To continue to develop enhanced post-16 provision for pupils with additional support needs. To continue to improve the educational experiences of looked after children as well as their achievements and attainments.			As for 2005/06	As for 2006/2007
3.4	The authority will increase the numbers of young people and adults learning Gaelic and experiencing Gaelic-medium education.			The authority will establish and implement a policy on the provision of Gaelic and Gaelic-medium education.			As for 2005/2006	As for 2006/07

Ref.	3 Year Target	CP ref	Key Partners	Target 2005/06	Rev.	Cap.	Target 2006/07	Target 2007/08
TARGET OUTCOME 4			**Pupils respect for self and one another and their interdependence with other members of their neighbourhood and society has been improved by working with parents. And pupils have been taught the duties and responsibilities of citizenship in a democratic society**					
4.1	See target outcome 1		Schools, pupils, community organisations, corporate colleagues, health services, police	To establish good or very good pupil councils in all schools	Existing budgets and specific grants Citizen ship in schools		As for 2005/2006 but with further emphasis on the quality of provision	As for 2006/07
4.2	See target outcome 2; Objective 3			To provide good or very good teaching and learning experiences in personal and social development				
4.3	At least 90% of parents will express a high degree of satisfaction with their child's school; baseline survey has been carried out			To achieve eco-schools or a similar accredited environmental status in all schools				

4.4	The effectiveness of partnership with parents and the community will be very good or good in all schools			To achieve Health Promoting School status in all schools				
4.5	At least 90% of school board members (or their successors) will express a high degree of satisfaction with the effectiveness of their involvement in the life of the school			To meet the anticipated, and then actual, requirements of legislation relating to parental involvement in schools See also Target Outcomes 1, 2 and 3				

TARGET OUTCOME 5				**Pupils are equipped with the foundation skills, attitudes and expectations necessary to prosper in a changing society and their creativity and ambition have been encouraged**				
	3 Year Target	CP ref	Key Partners	Target 2005/06	Rev.	Cap.	Target 2006/07	Target 2007/08
5.1	To raise levels of achievement in cores skills for all pupils		Schools, pupils, community organisations corporate colleague, health services	Establish and implement a service-wide strategy for ICT in education	Existing budgets and specific grants		As for 2005/2006 but with increasing emphasis on implementation	As for 2006/2007 but with further emphasis on implementation
5.2	To increase the enterprise and confidence of all pupils			Implement the authority's Education for Enterprise/Determined to Succeed action plan.				
5.3	To increase participation in curricular cultural activities			Establish and implement a cultural strategy, including the promotion and enhancement of the existing Cultural Links Programme				

5.4	To enhance the provision of and increase levels of participation in PE, sports and physical activity in all schools, both during the normal school day and in extra-curricular activities and in the informal sector			Continue to implement and enhance existing policies and programmes, e.g. the Primary PE/PA Programme				
5.5	See also Target outcome 1			See also Target Outcome 1, learning and teaching				
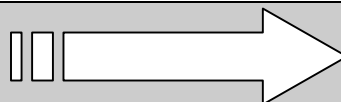
SERVICE NAME: EDUCATION AND LIFELONG LEARNING

SECTION B : CULTURE AND COMMUNITY SERVICES

TARGET OUTCOME 1			Communities are stronger as a result of · • Achievement through learning for Adults· • Achievement through learning for Young people· • Achievement through building Community Capacity					
Ref.	3 Year Target	CP ref	Partners	Target 2005/06	Rev.	Cap.	Target 2006/07	Target 2007/08
1.1 1.1.2	To develop Community Learning and Development Strategy (CLDS) in line with Scottish Executive recommendations. Integrate with Community Planning process.	1.6 1.6	Cultural and Community Strategic planning Scottish Executive Executive Alliance. Economic Development Team. Community Safety Partnership team. Citizens Panel. Local forums.	Have Clackmannanshire Alliance adopt the CLDS By June 2005.	Existing	NA	To implement the revised community learning and development strategy to assist in achieving Target Outcome 1.	To monitor and evaluate agreed outcomes. Implement change if required.

TARGET OUTCOME 1			Communities are stronger as a result of ·					
			▪ Achievement through learning for Adults· ▪ Achievement through learning for Young people· ▪ Achievement through building Community Capacity					
Ref.	3 Year Target	CP ref	Partners	Target 2005/06	Rev.	Cap.	Target 2006/07	Target 2007/08
1.2 1.2.1 1.2.2 1.2.3	Support the development of action plans for : • Achievement through learning for adults. • Achievement through learning for Young people • Achievement through building community Capacity (Executive requires external partners to formulate the actual plans) NB Detailed actions within this overall framework are also given separately below	1.5 1.6 1.8 2.3 2.10	Cultural and Community Strategic planning Voluntary Sector. Community Planning. Consultation Processes. Community Learning Partnership.	Draft plans and integrate them with Community Planning process and Regeneration outcome Agreement by January 2006.	Existing	NA	Implementation of revised plans	To monitor and evaluate agreed outcomes. Implement change if required.

TARGET OUTCOME 1			Communities are stronger as a result of · ▪ Achievement through learning for Adults· ▪ Achievement through learning for Young people· ▪ Achievement through building Community Capacity					
Ref.	3 Year Target	CP ref	Partners	Target 2005/06	Rev.	Cap.	Target 2006/07	Target 2007/08
1.3	Develop Training and Learning centre as a significant provider of both vocational and non vocational adult education.	1.8	Cultural and Community Clackmannan College Jobcentre Plus S.Q.A. Local businesses/employers Triage (private sector New Deal provider) Scottish Executive Forth Valley Enterprise	Introduce "P.C. Passport" (S.Q.A. ITC/core skills Qualification) Develop "ICT in the Early Years" for nursery and playgroup workers. Develop S.V.Q. 4 "Early Years Care & Education" Development and implementation of "Steps to Excellence" programme in the community. On going continuous improvement and development to meet clients needs by; Extending range of Skill Seekers & Training programmes. Extending range of V.Qs offered. Extending client base for workplace skill development.	Existing Contract /fees Contract/ fees Fees/ILA Contract/ fees Contract/ fees Contract/ fees	NA	To monitor and evaluate agreed outcomes. Implement change if required.	To monitor and evaluate agreed outcomes. Implement change if required.

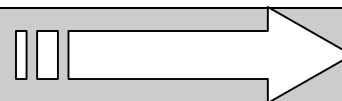| TARGET OUTCOME 1			Communities are stronger as a result of · ▪ Achievement through learning for Adults· ▪ Achievement through learning for Young people· ▪ Achievement through building Community Capacity					
Ref.	3 Year Target	CP ref	Partners	Target 2005/06	Rev.	Cap.	Target 2006/07	Target 2007/08
1.4	Implement and monitor adult literacy and numeracy action plan for 2004/06.	1.8 3.6	Cultural and Community Clackmannan College CALPH Careers Scotland Jobcentre Plus Triage Learning Link Scotland Scottish Executive	Continue to implement and monitor adult and literacies and numeracy action plan. Delivering 7,548 dedicated hours and 7,462 integrated hours of literacies support. Submit end of year report to SE for 2004/05. Produce plan for 2006 onwards. Upgrade PCs for Literacy work	Existing	NA Learning Connecti ons	To monitor and evaluate agreed outcomes. Implement change if required.	To monitor and evaluate agreed outcomes. Implement change if required.
1.5	Revisit role of Dialogue Youth to included wider community consultation supporting Community Planning Partnership	2.3 2.10	Cultural and Community	Implementation of 4,000`young scots` cards within Clackmannanshire. Develop Young Scots local web page. Develop "Clacksyouth.com" as Clacks own youth page. May 2005 .	Applicati on under Regener ation Outcome Agremen tExisting	NA	To monitor and evaluate agreed outcomes. Implement change if required. Increase uptake of `Young Scots` card by 5%	To monitor and evaluate agreed outcomes. Implement change if required.

TARGET OUTCOME 1			Communities are stronger as a result of · ▪ Achievement through learning for Adults· ▪ Achievement through learning for Young people· ▪ Achievement through building Community Capacity					
Ref.	3 Year Target	CP ref	Partners	Target 2005/06	Rev.	Cap.	Target 2006/07	Target 2007/08
1.6	Extended access to multimedia resources, advice, information and informal education within the library service.	1.6 3.7	Cultural and community	Pilot limited library services within Community Centres and "arthouses" Develop proposal for co-location of library, adult learning, youth work and performance services. Promote develop the Open Learning service. Consolidate and integrate Peoples Network – Web4U Plan together with other council Officers and outside agencies, a new facility offering the public archives, local history and museum services under one roof (proposed Patons Old School).	Existing Existing and Scottish Arts Council	NA £200,000	To monitor and evaluate agreed outcomes. Implement change if required Monitor progress on project. Review position and implement change if required	To monitor and evaluate agreed outcomes. Implement change if required To monitor and evaluate agreed outcomes. Implement change if required

	TARGET OUTCOME 2		An effective cultural strategy is in place and covers arts, sports and heritage.					
Ref.	3 Year Target	CP ref	Lead Service	Target 2005/06	Rev.	Cap.	Target 2006/07	Target 2007/08
2.1	The development and implementation of a Cultural Strategy for Clackmannanshire	1.6 2.7 3.5 3.8	Cultural and Community Arts Council Scottish Traditions of Dance Trust Historic Scotland National Trust of Scotland	Finalisation of and initial implementation of Cultural Strategy (Dec. 05). Secure Scottish Arts Council funding for Art Houses. Secure Council support for Art Houses 2005/2007 Dancer in residence Pilot scheme introducing 3 Cultural Co-ordinators within Library, Sport and Lornshill.	Existing (add`l resource of 19K revenue and match funding from Scottish Arts Council). £40K bid from council. £25K Scottish Traditional Dance Trust	NA £190K bid submitted to Arts Council Funding fro Arts Council	Implementation and review of Cultural Strategy To monitor and evaluate agreed outcomes. Implement change if required To monitor and evaluate agreed outcomes. Implement change if required	To monitor and evaluate agreed outcomes. Implement change if required. To monitor and evaluate agreed outcomes. Implement change if required To monitor and evaluate agreed outcomes. Implement change if required

	TARGET OUTCOME 2			An effective cultural strategy is in place and covers arts, sports and heritage.				
Ref.	3 Year Target	CP ref	Lead Service	Target 2005/06	Rev.	Cap.	Target 2006/07	Target 2007/08
2.2	Development of a diversity of activities for 12-18 year olds to tackle crime , social inclusion etc.	2.10	Culture and Community Scottish Executive	Partnership working with youth services and Sports development. Implementation of programme.		Bid submitted to community safety Forum £201 over 3 years.	To monitor and evaluate agreed outcomes. Implement change if required	To monitor and evaluate agreed outcomes. Implement change if required
2.3	The development of a Museum, Archives and Local History Centre for Clackmannanshire	1.6 2.7	Cultural and Community Property Services Heritage lottery fund	Prepare a Cost benefit analysis of the case for the museum including 3 year revenue projection and present to Council. Submission of bid to Heritage Lottery fund and other funders for capital to develop the centre.	Existing	£100K council contrib. – dep`t. on council approv`l	If appropriate and depending success of bids for funding, implementation of adaptation of Paton's Old School building	If appropriate and depending on success of bids for funding, completion of project
2.4	The development and implementation of a Sports Strategy for Clackmannanshire	2.7 2.9	Cultural and Community Sport Scotland Sports Council National Governing Bodies	Finalise draft strategy and consult with community groups to agree a final strategy. Within strategy, agree priority to be allocated to the development of plans for specific sports or for the review of existing plans	Existing	NA	To monitor and evaluate agreed outcomes. Implement change if required	To monitor and evaluate agreed outcomes. Implement change if required

| TARGET OUTCOME 2			An effective cultural strategy is in place and covers arts, sports and heritage.						
Ref.	3 Year Target	CP ref	Lead Service	Target 2005/06	Rev.	Cap.	Target 2006/07	Target 2007/08
2.5	Continual development to create opportunities for increased quality and quantity of participation in development of key sports	1.3	Culture and Community	Develop and implement a progressive programme of festivals, competitions, and sports development.	Existing	Continue to seek external funding	To monitor and evaluate agreed outcomes. Implement change if required	To monitor and evaluate agreed outcomes. Implement change if required

SERVICE NAME Early Years and Out of School Care

Ref	3 Year Target	CP ref	Key Partners	Early years services are supported and developed		Rev.	Cap.	Target 2006/07	Target 2007/08
1.1	Support to vulnerable families is improved by extending services targeted at children aged 0-3	1.1 1.3 1.5 1.7 2.2	Childcare Partnership	0-3 Initiative is evaluated		Sure Start		Funding is sought for new/extended service beyond 2006	Service monitored and reviewed
1.2	Improve the quality and uptake of information available to the public on the Service	1.5 2.2 5.8	Childcare Partnership. Corporate Communications	New leaflets are drawn up to reflect the changes in service provision		Existing budgets		Leaflets are evaluated and available in all health centres, libraries and schools	Leaflets are evaluated and available in all health centres, libraries and schools

TARGET OUTCOME 2				Out of School Care Services are supported and developed					
Ref.	3 Year Target	ref	Key Partners	Target 2005/06	Rev.	Cap.	Target 2006/07	Target 2007/08
2.1	Scope of Out of School Care is developed to include 13-16 year olds	1.7 2.3	Childcare Partnership. Scottish Out of School Care Network	Out of School Care for 13-16 year olds is established	Child Care Strategy		Service is monitored and reviewed	Service is monitored and reviewed

TARGET OUTCOME 3				Children's health and development are improved				
Ref.	3 Year Target	CP ref	Key Partners	Target 2005/06	Rev.	Cap.	Target 2006/07	Target 2007/08
3.1	All early Years provision includes integrated Speech and Language Therapy (SALT)	1.1 2.2 2.3 2.4 2.6	Childcare Partnership. SALT Team (Forth Valley Health Board)	12 centres (school based nurseries, day nurseries and family centres) include service	Changing Children's Service Fund		12 centres (school based nurseries, day nurseries and family centres) include service	25 (100%) centres (school based nurseries, day nurseries and family centres) include service
3.2	Extend pre-school physical activity programme (Active Start) to include all children in toddler groups	1.1 1.3 1.7 2.3	Childcare Partnership. Sports Development Team	Initiate a scheme to establish Active Start programmes in each Parent and Toddler group	Child Care Strategy Sure Start Funding		Extend the scheme on the basis of previous year's roll out.	Extend the scheme on the basis of previous year's roll out.

TARGET OUTCOME 4				Early Years staff provide an effective service				
Ref.	3 Year Target	CP ref	Key Partners	Target 2005/06	Rev.	Cap.	Target 2006/07	Target 2007/08
4.1	All staff (including those in partner agencies in the voluntary sector and Childcare Partnership) have achieved or are working towards a professional qualification by 2007	2.1 5.7	Childcare Partnership. Training Section	10 staff presented for SVQ3 in Early Years	Workforce Development Funding		10 staff presented for SVQ3 in Early Years	5 staff presented for SVQ3 in Early Years
			Childcare Partnership. Training Section	5 staff achieve Professional Development Award			5 staff achieve Professional Development Award	5 staff achieve Professional Development Award
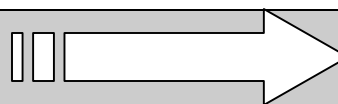
SERVICE NAME: Child Care Services

TARGET OUTCOME 1			Children and young people referred as being in need of protection receive a prompt, professional service in response to their needs					
Ref.	3 Year Target	CP ref	Key Partners	Target 2005/06	Rev.	Cap.	Target 2006/07	Target 2007/08
1.1	Implementation of relevant recommendations in "It's Everyone's Job to Make Sure I'm Alright" and "Getting Our Priorities Right" reports	1.6 2.1 2.3 2.4	Child Care	Achieve targets set out in Scottish Executive Inspection and audit	Within existing resources		Continue to monitor and review practices to ensure compliance with national standards	Continue to monitor and review practices to ensure compliance with national standards
1.2	Raise awareness of child protection issues across all agencies and ensure that all Child Protection concerns are promptly and appropriately referred.	1.6 2.1 2.3 2.4 2.6 5.6	Child Care and Partner Agencies	Review services in light of the National Framework for Standards for Child Protection and the joint HMIE, SWIA and Audit Scotland inspection of Child Protection Services	Within existing resources		Review annually and implement findings	Review annually and implement findings
				Gain MGF 3 Funding along with partners and prepare infrastructure in order to develop and implement an electronic single shared assessment	MGF 3 Funding		Implement planned assessment processes	Monitor and Review

TARGET OUTCOME 2			Young people leaving care receive an effective Throughcare service					
Ref.	3 Year Target	CP ref	Key Partners	Target 2005/06	Rev.	Cap.	Target 2006/07	Target 2007/08
2.1	Ensure that the new arrangements for Throughcare and Aftercare lead to a better service for young people	2.1 2.3 2.4 3.6 3.7	Child Care	Ensure that existing system for payments and monitoring spend can respond to the increased numbers of young people requiring financial support expected in the year.	Existing resources		Monitor and review	Monitor and review

TARGET OUTCOME 3			A high quality Family Placement and Adoptive Service meets the needs of child and families					
Ref.	3 Year Target	CP ref	Key Partners	Target 2005/06	Rev.	Cap.	Target 2006/07	Target 2007/08
3.1	Meet the national care standards for Fostering Services	2.1 2.3 2.4 5.8	Child Care	Achieve registration with Care Commission	Within existing resources		Maintain registration	Maintain registration
3.2	Meet the national care standards for Adoption Services	2.1 2.3 2.4 5.8	Child Care	Achieve registration with Care Commission	Within existing resources		Maintain registration	Maintain registration

TARGET OUTCOME 4			The life chances of Looked After and Looked After and Accommodated Children are enhanced.					
Ref.	3 Year Target	CP ref	Key Partners	Target 2005/06	Rev.	Cap.	Target 2006/07	Target 2007/08
4.1	Performance related to six-monthly Reviews held under Section 31of the Children's (Scotland) Act 1995 is improved	2.1 2.3 2.4 5.8	Child Care Services	60% Section 31 Review Reports are available seven days before review meetings	Existing resources		75% Section 31 Review Reports are available seven days before review meetings	90% Section 31 Review Reports are available seven days before review meetings
4.2	Performance related to Initial Health Assessments for Looked After and Accommodated Children is improved	2.1 2.3 2.4 2.6 5.8	Child Care Services Forth Valley Looked After Children Health Service	60% of requests for Initial Health Assessments are made within ten days of a child being accommodated	Existing resources		75% of requests for Initial Health Assessments are made within ten days of a child being accommodated	90% of requests for Initial Health Assessments are made within ten days of a child being accommodated

TARGET OUTCOME 5			Effective and constructive measures are provided to those children and young people in trouble with the law to divert them away from offending behaviour					
Ref.	3 Year Target	CP ref	Key Partners	Target 2005/06	Rev.	Cap.	Target 2006/07	Target 2007/08
5.1	Reduce Youth Crime in line with Scottish Executive National Standards	1.7 2.1 2.10 3.6 5.2	Child Care	10% reduction in number of offences by persistent offenders	Within existing resources		Identify figure for reduction in number of offences by persistent offenders in line with revised Scottish Executive standards	Monitor and review

TARGET OUTCOME 6			Child Care Recruitment and Retention is improved					
Ref.	3 Year Target	CP ref	Key Partners	Target 2005/06	Rev.	Cap.	Target 2006/07	Target 2007/08
6.1	Increase the percentage of qualified Child Care Social Workers to established levels.	2.1 5.7	Child Care	80% of all posts filled	Within existing resources		90% of posts filled	100% of posts filled.

TARGET OUTCOME 7			A quality assured, improving , Child Care Service is available through maintained ISO					
Ref.	3 Year Target	CP ref	Key Partners	Target 2005/06	Rev.	Cap.	Target 2006/07	Target 2007/08
7.1	Maintain accreditation following six-monthly surveillance visits	2.1 5.8	Child Care	Maintain accreditation	Within existing resources		Maintain accreditation	Maintain accreditation

| DEVELOPMENT AND IMPROVEMENT | SERVICE ACTION PLAN |
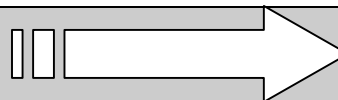
SERVICE NAME Criminal Justice Service

<table>
<tr><td colspan="3" rowspan="2">TARGET OUTCOME 1</td><td colspan="6">Increased safety and public protection results from the provision of services which focus on reducing offending</td></tr>
<tr><td>Key Partners</td><td>Target 2005/06</td><td>Rev.</td><td>Cap.</td><td>Target 2006/07</td><td>Target 2007/08</td></tr>
<tr><td>Ref.</td><td>3 Year Target</td><td>CP ref</td><td>Key Partners</td><td>Target 2005/06</td><td>Rev.</td><td>Cap.</td><td>Target 2006/07</td><td>Target 2007/08</td></tr>
<tr><td>1.1</td><td>Ensure Risk Assessment is integral in work with offenders</td><td>2.4 2.10</td><td>Criminal Justice Service</td><td>80% of Probation cases inspected in monthly audit contain a completed Risk Assessment form known as RA1-3</td><td>Existing budgets</td><td></td><td>90% of Probation cases inspected in monthly audit contain a completed Risk Assessment form known as RA1-3</td><td>100% of Probation cases inspected in monthly audit contain a completed Risk Assessment form known as RA1-3</td></tr>
<tr><td>1.2</td><td>Establish new Enhanced Throughcare system in HMP Glenochil</td><td>2.1 2.4 2.10</td><td>Criminal Justice Service. SPS staff</td><td>Gain SPS support for Enhanced Throughcare programme following pilot which ends in March 2005</td><td>Existing budgets</td><td></td><td>Monitor and evaluate</td><td>Monitor and evaluate</td></tr>
</table>

TARGET OUTCOME 2				Greater social inclusion of offenders through rehabilitation				
Ref.	3 Year Target	CP ref	Key Partners	Target 2005/06	Rev.	Cap.	Target 2006/07	Target 2007/08
2.1	Contribute to reducing drug related crime	2.9 2.10	Criminal Justice Service. Central Scotland Police. Forth Valley SAT.	Introduce Drug Testing and Treatment Orders	Exiting budgets		Develop Drug Testing and Treatment Orders	Monitor and review
2.2	Improve the employment opportunities for ex-offenders	1.7 1.8 2.10 3.6	Criminal Justice Service	Increase referral rate to apex and New Approaches by 10%	Existing budgets		Increase referral rate to apex and New Approaches by 10%	Increase referral rate to apex and New Approaches by 10%

TARGET OUTCOME 3			**A quality assured, improving , Criminal Justice Service is available through maintained ISO 9000:2000 accreditation**					
Ref.	3 Year Target	CP ref	Key Partners	Target 2005/06	Rev.	Cap.	Target 2006/07	Target 2007/08
3.1	Maintain accreditation following six-monthly surveillance visits	2.1 5.8	Criminal Justice Service	Maintain accreditation	Existing budgets		Maintain accreditation	Maintain accreditation

TARGET OUTCOME 4			**Staff training in working with sex offenders in the community has been improved**					
Ref.	3 Year Target	CP ref	Key Partners	Target 2005/06	Rev.	Cap.	Target 2006/07	Target 2007/08
4.1	Staff undertake structured groupwork training	2.4 2.10 5.7	Forth Valley Grouping of Criminal Justice Services	80% of staff have undertaken Case Manager Training in the Community Sex Offender Groupwork Programme			85% of staff have undertaken Case Manager Training in the Community Sex Offender Groupwork Programme	90% of staff have undertaken Case Manager Training in the Community Sex Offender Groupwork Programme