

Clackmannanshire Children's Services Plan  
Keeping our Promise  
**2021-24**



# Introduction

Welcome to the Children's Services Plan 2021-2024 for Clackmannanshire. Our plan sets out our shared vision, aspirations and ambitions and our collective promise to focus our key priorities on the areas that matters to children, young people and their families in order to achieve the required change that will make a meaningful difference to improving their lives.

The plan delivers on our requirement under the Children and Young Persons (Scotland) Act 2014 to set out how services are provided locally in the way which:

- Best safeguards, supports and promotes the wellbeing and rights of children
- Ensures that any action to meet needs is taken at the earliest appropriate time and that, where appropriate, action is taken to prevent needs arising
- Is most integrated from point of view of recipients
- Constitutes the best use of available resources
- Takes into account children and young people's voice and influence

This plan has been developed in collaboration with community planning partners including Clackmannanshire Council, NHS Forth Valley, the Scottish Fire and Rescue Service, Police Scotland, Clackmannanshire Third Sector Interface, the Scottish Children's Reporter Administration and a range of other agencies in the local community.

Our plan for 2021-24 has been informed by self-evaluation, feedback from engagement with stakeholders and data and evidence that we have about the Clackmannanshire area and about what is important to our children, young people and families. It is also informed by key national priorities including The Promise, United Nation Convention on the Rights of the Child and Getting it Right for Every Child.

## Covid Recovery and its Context

The global Covid-19 pandemic has impacted on everything we do and will continue to do so for the foreseeable future. The emergence of the pandemic and the wider government and societal response has brought health and social inequalities into sharp focus with factors such as age, gender, ethnicity and socio-economic status all known to be important.

Whilst the likely medium and longer term impacts of the pandemic are still unknown, we know that other impacts affecting communities and families were much more immediate. Beyond the obvious health impacts, there were impacts on employment, benefits, money and financial resilience, relationships and trauma and mental health and wellbeing in the broadest sense. Long term Covid impacts on equalities groups including children and young people are unlikely to be known for some time.

Our collective response to the pandemic has also highlighted opportunities in how we work and deliver services to those who need them most. It has resulted in an increased capacity and agility across services to respond and adapt to changing circumstances and identified issues. The pandemic demonstrated the resourcefulness and range of responsibilities taken on by practitioners, partners and families, in developing flexibility across our services. Recovery and renewal from the impact of Covid-19 will continue to be a key part of our work with partners and delivery of this plan to ensure we continue to be flexible in meeting the needs of children, young people and their families in the current external environment.

# Our Vision; Principles; Aims and Priorities

Overall in Clackmannanshire there is a high quality of life and people enjoy living here but there are challenges and significant variations across our different communities. We are ambitious for all our children and young people regardless of where they live and their circumstances. We know that we need to continue to invest and upscale in universal family support services, whilst also concentrating our collective efforts to provide more targeted intensive support in order to address the challenges that exist in our most disadvantaged communities.

Tackling poverty and reducing inequality is a key priority for Clackmannanshire and this plan will contribute to our work to reduce inequality, poverty, material disadvantage and economic inequality across all areas of children's lives. Living in poverty is a very real problem for a significant proportion of children and families in our area. These children are at a greater disadvantage from birth than children growing up in some of our more affluent communities. We will continue to be persistent with our commitment to tackling poverty and mitigating its impact for children, families and communities.

We are also ambitious for our children and young people and want them to have access to opportunities that will maximise their life experiences and potential as they move into adulthood. Whether that is maximising their potential in learning or higher education, other achievements and positive destinations, access to high quality leisure and sport programmes and facilities or engaging in local democracy and helping to shape services, partners in Clackmannanshire want the best for our young people. This ambition is captured in our vision set out below.

## Our Vision

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.

## Our Principles

Central to our approach is 'Getting it right for every child' (GIRFEC) which puts the needs of our children, young people and their families at the centre of all our work, to better help all our children and young people to grow up loved, safe and respected so that they realise their full potential. Our commitment to early intervention and prevention will be realised through holistic, accessible support for families, characterised by the 10 family support principles:

- Community Based
- Responsive and Timely
- Work with Family Assets
- Empowerment and Agency
- Flexible
- Holistic and Relational
- Therapeutic
- Non-Stigmatising
- Patient and Persistent
- Underpinned by Children's Rights

The core principles set out in The Promise are also central to this plan and reflect the themes that were interwoven throughout the Independent Care Review for Scotland affecting every aspect of children and families' lives:

- What matters to children and families will be the highest priority and the cornerstone of how our services will operate.
- Listening to children and families will be embedded into all practices and processes that engage with children and families.
- Poverty and our commitment to alleviating the impacts.
- Children's rights under the UNCRC will be consistently upheld.
- Language we use subscribes to an underpinning values base that does not stigmatise children and families.

## Our Priorities

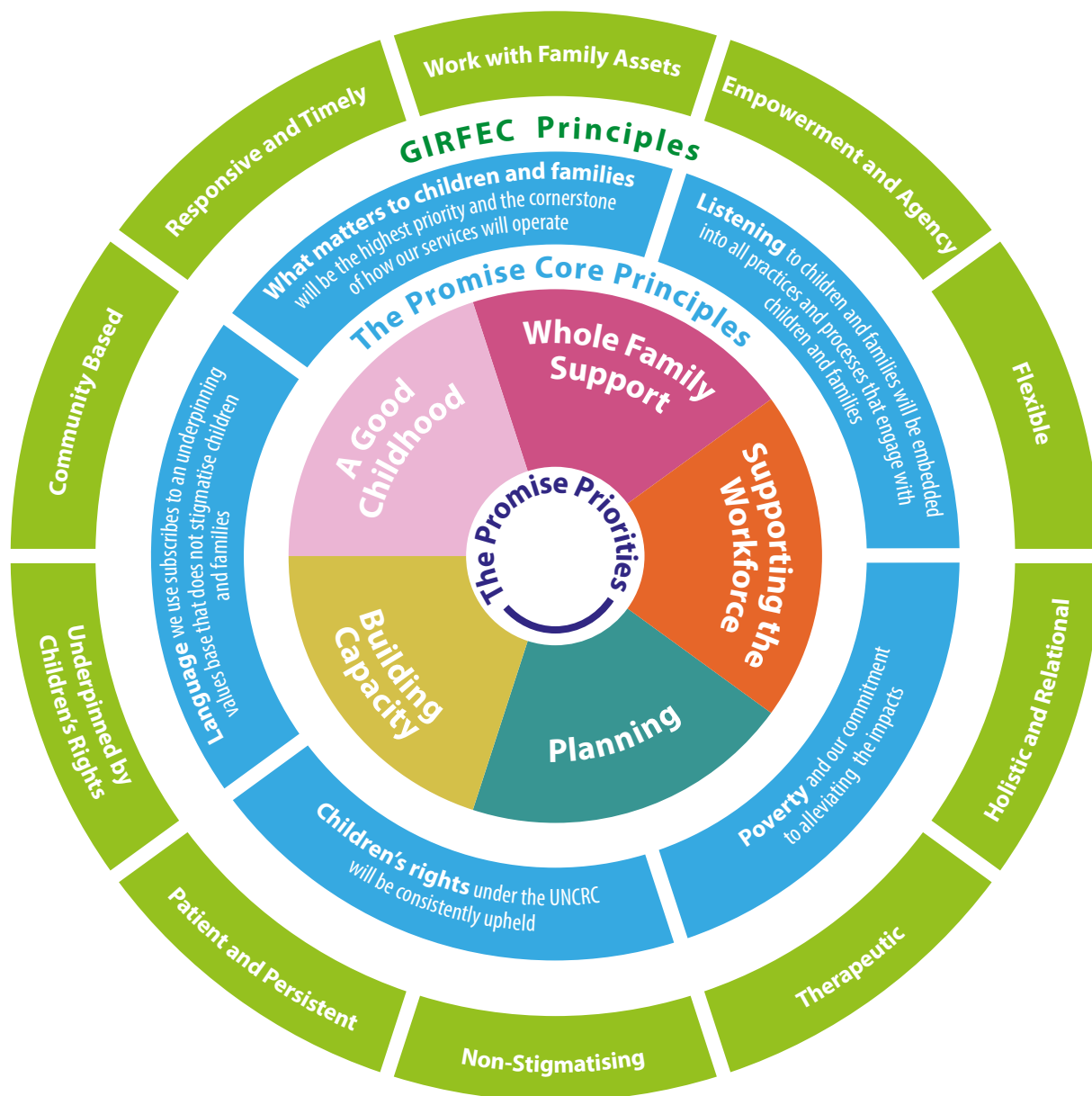
In early 2021, The Promise Scotland published Plan 21-24, the first of three overarching plans, followed up with The Change Programme One outlining five priority actions, under which organisations will work to achieve the required change over the next three years. The five priority areas are:

- A Good Childhood
- Whole Family Support
- Supporting the Workforce
- Planning
- Building Capacity

Those actions must be completed by 2024 for Scotland to stay on track to #KeepThePromise it made to its children and families, in full, by 2030.

To support us to deliver the Promise we have structured and focussed our partnership work around these 5 priority areas which will focus our collective effort on making the significant and substantive changes to the lives of children, young people and families across Clackmannanshire. Our Children Service's Plan 21-24 is therefore aligned around these 5 priorities.

**Diagram A: Priorities and Core Principles**



## Our Strategic Planning Framework

This Children's Services Plan aligns with Clackmannanshire Council and Community Planning Partnership strategic planning framework set out in our Corporate Plan Be the Future and our Local Outcome Improvement Plan.

Along with our partners, Clackmannanshire is seeking to better integrate our strategic plans to ensure a consistent focus on key priorities where we want to make a real change. We want to streamline our plans to develop one clear strategic plan for Clackmannanshire underpinned by clear delivery plans and transformational priorities.

Our current Strategic aims are set out here:

## Our Vision

Be the Future where we will be a valued, responsive, creative organisation, through collaboration, inclusive growth and innovation, to improve the quality of life for every person in Clackmannanshire.

Our Corporate Priorities

We will achieve our vision through prioritising:

- Inclusive Growth, Jobs & Employability
- Reducing Child Poverty
- Raising Attainment
- Sustainable Health & Social Care
- Empowering Families & Communities
- Organisational Transformation

## Be the Future Strategic Roadmap for Transformation and Innovation

Clackmannanshire Council is taking forward an ambition programme of transformation and innovation which is set out in its Be the Future Strategic Roadmap agreed in Summer 2021.

There are 4 proposed Strategic Workstreams which take the existing and planned Be the Future projects and initiatives and draws them together into a collective delivery mechanism that is aligned to our core Be the Future themes of Sustainable inclusive growth, Empowering families and communities and Health and well-being. The Strategic workstreams that are proposed as immediate priorities are:

**Multi-agency collaboration for whole system change:** which will focus on the opportunities presented by The Promise to tackle system-level change. This will also scale-up the STRIVE pilot into a sustainable service.

**Well-being economy – Alloa Transformation Zone:** which will bring together all of the activity and investment focused in Alloa including the Well-being campus, learning estate and City Region Deal projects to develop a masterplan focused on Alloa as a Transformation Zone. This will embed the work of the Social Innovation Partnership.

**Community wealth building – Alloa Transformation Zone:** which will focus on community wealth building opportunities to develop sustainable food and heating, particularly as they are coalescing around Alloa Forthbank developments.

**Preparing our young people for life, work and the future:** which will bring together the Family well-being partnership, secondary curriculum transformation, skills and inclusion programme with the City Region Deal and our strategic partnership with the University of Stirling and Forth Valley College.

## Our Outcomes

These priorities are aimed at realising our vision; however, they also are the Council's contribution to delivering on better outcomes for Clackmannanshire in our Local Outcomes Improvement Plan (LOIP) 2017-27:

- Clackmannanshire will be attractive to businesses and 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.

## Strategic Performance Framework

This plan also sits alongside a number of key strategies and plans for Clackmannanshire which include (plans can be accessed by clicking on the links below):

- Community Wealth building Action Plan
- NHS Forth Valley Health Improvement Strategy
- National Improvement Framework
- Local Outcome Improvement Plan (being refreshed in 2021)
- Corporate Plan and Be the Future
- Local Child Poverty Action Plan
- Community Justice Action Plan
- Clackmannanshire Violence Against Women Partnership
- Corporate Parenting Strategy
- Workforce Strategy
- Sport and Active Living Framework
- Be the Future Strategic Roadmap
- Stirling and Clackmannanshire City Region Deal Skills and Inclusion Programme
- Digital Learning Strategy
- Digital Strategy
- Community Learning and Development Strategy
- Equally Safe
- Alcohol and Drug Action Plan (ADP)

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

## Governance and Accountability

This plan has been developed by the Children and Young People Partnership in Clackmannanshire and responsibility for delivery of the plan lies with that partnership. The Children and Young People Partnership sits as part of the Clackmannanshire Community Planning Partnership known as the Clackmannanshire Alliance. More information on the role and membership of the The Clackmannanshire Alliance can be found [here](#).

Due to the statutory and legislative requirements placed on Clackmannanshire Council and NHS Forth Valley, scrutiny of this plan and related performance reports also takes place and performance and progress reports are published on the webpages of both public bodies respectively.

Membership of the Children and Young People Partnership in Clackmannanshire comprises the following organisations:

**Table 1: Children and Young People Partners**



Clackmannanshire  
Council



SCOTTISH  
FIRE AND RESCUE SERVICE  
Working together for a safer Scotland





# OUR PLACE AND OUR PEOPLE

In developing this plan partners reviewed national, regional and local data and evidence to build a picture of needs and gaps in current provision in Clackmannanshire. This work has also complemented our Wellbeing Economy programme for Clackmannanshire which has involved a complete deep dive of data using the Inclusive Growth Framework supported by Scottish Government.

This work has ensured that partners have an in depth understanding of the strengths and needs across Clackmannanshire, although we recognise as a partnership that we want to do more to build this knowledge and understanding. This understanding will also come from the work that we are doing with children, young people and families to build a picture of their priorities and needs.

This plan is supported by a Strategic Needs Assessment however a summary of Our Place and Our People is shown below.

## A Summary of Clackmannanshire

The population of Clackmannanshire is **51,000**,  
with **62.3%** of the population at working age (**16-64**)

The number of households in Clackmannanshire is **23,890**

Life expectancy for females is **80.7 years**  
and for males is **76.6 years**;

**27%** of children in Clackmannanshire  
live in poverty after housing costs

**25%** of children are entitled to free school meals

**96.5%** of school leavers leave  
with a positive destination

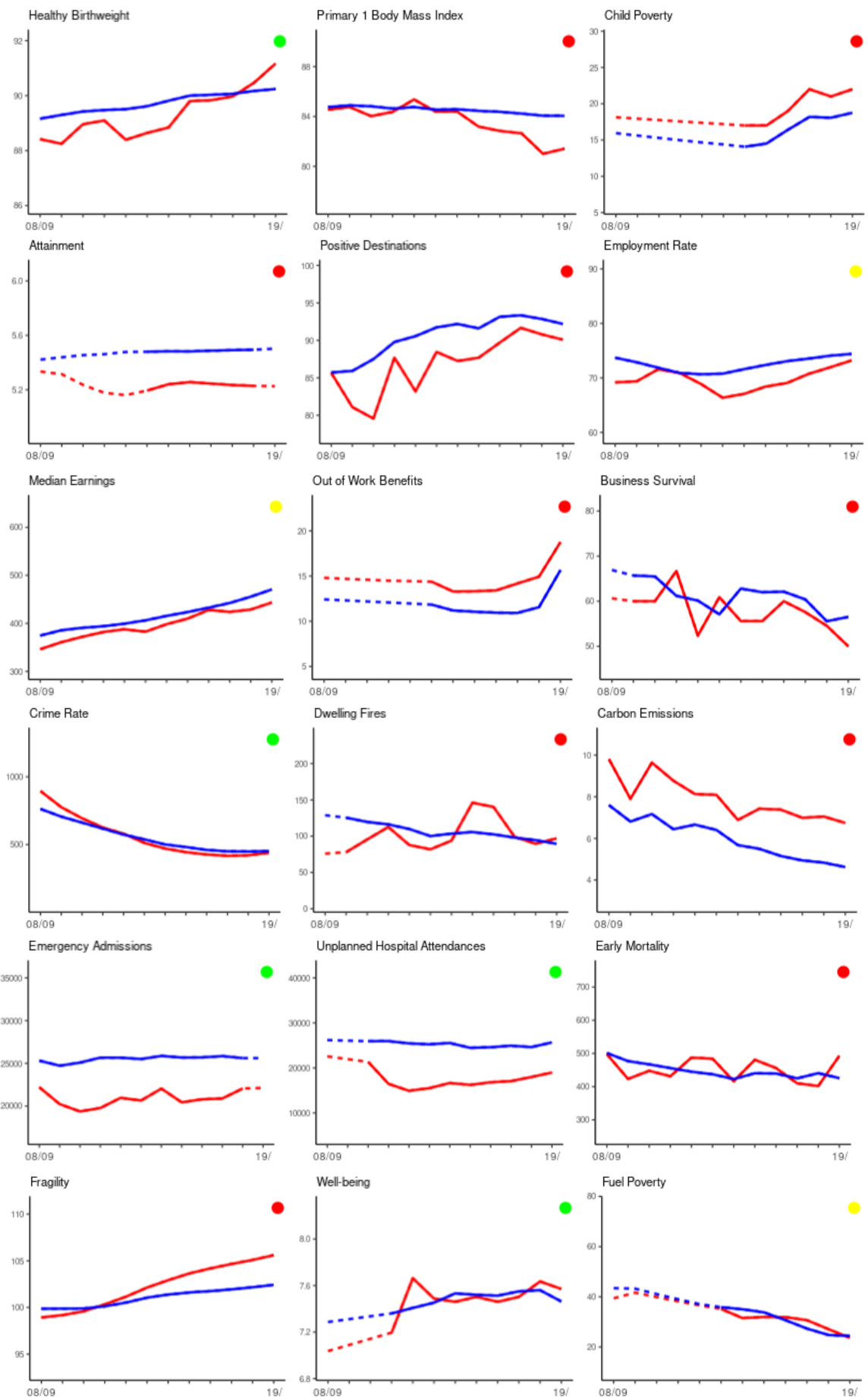
The participation rate of **16-19** year olds who are  
in education, training or employment is **89.3%**

The rate of children who are looked after  
in Clackmannanshire is **24.7%**

**34%** of children in Clackmannanshire  
have additional educational support needs

Whilst this shows summary information as a snapshot in time, partners have also reviewed the Community Planning Profile for Clackmannanshire which highlights progress against key indicators over a 10 year period of time. Diagram B highlights measures where Clackmannanshire is performing well, the same as, or poorer than the national average.

# Diagram B – Community Planning Profile for Clackmannanshire 2008-2020.



● above national average    ● similar to national average    ● below national average/area for improvement

## Our Engagement with Children and Young People

Of course quantitative data is only part of the story. Engaging with children and young people from all backgrounds and listening to their views, feedback, aspirations and needs provides an equally important narrative. We engage with children and young people in Clackmannanshire through various mechanisms and some of these are highlighted below.

**Table 2: Engagement of Children and Young People**

Clackmannanshire Youth Council	Clacks 100	SMT and Youth Champion
Youth Focus Groups	Surveys and Consultation	Powerhouse events

### Oor Clacks Voices

Our work with children and young people is led by the Clackmannanshire Community Learning and Development Partnership and informed by the Community Learning and Development Strategy. More information on these can be found here.

## Youth Engagement Framework and Youth Voice

Across Clackmannanshire partners will continue to engage with children, young people and young adults in the solutions that will achieve real and lasting change in their own lives and in their communities. Participation will be relevant, authentic and consequential rather than tokenistic and ensure that effective participation leads to new practices, relationships and meanings. The processes and outcomes of these actions will be monitored in ways that include children young people and ensure that the UNCRC principles and practices are embedded.

This will build on 'The Standards for Children and Young People's Engagement and Participation' which was developed by young people in 2019. Evidence and data captured from this work and which reflects the voice of children and young people will continue to ensure that resources are targeted effectively and take into account the feedback and evidence of lived experience.

### UNCRC article 12 (respect for the views of the child)

Every child has the right to express their views, feelings and wishes in all matters affecting them, and to have their views considered and taken seriously. This right applies at all times, for example during immigration proceedings, housing decisions or the child's day-to-day home life.

# Keeping the Promise in Clackmannanshire: Our Priorities for 2021/24



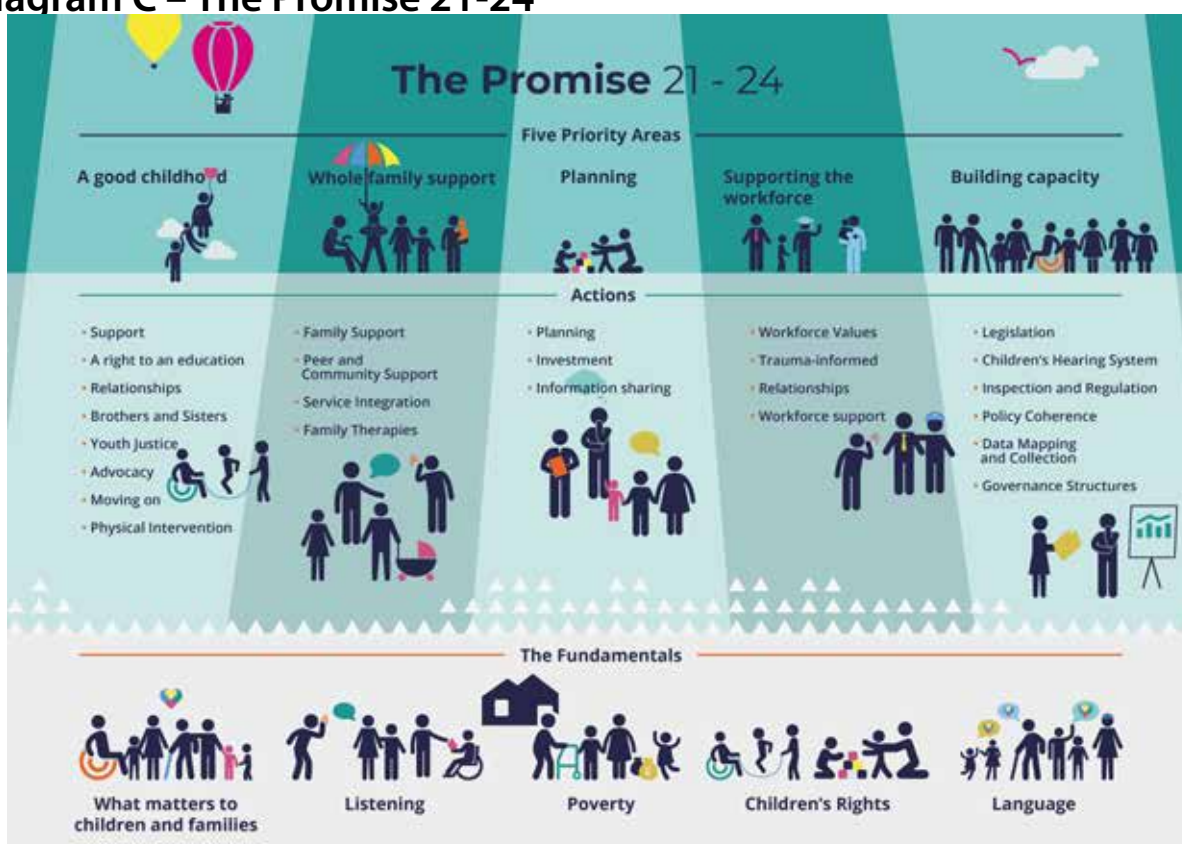
In March 2021, The Promise Scotland published Plan 21-24, the first of three overarching plans, outlining five priority areas of change, each with actions. Those actions must be completed by 2024 for Scotland to stay on track to #KeepThePromise it made to its children and families, in full, by 2030.

Change Programme ONE follows on from Plan 21-24, which maps the calls to action in the Independent Care Review's conclusions and identified the five priority actions for the next three years.

Change Programme ONE provides a snapshot in time and outlines what is happening now, what will happen next and what needs to happen to **#KeepThePromise**. Change Programme One provides a starting point and a framework, which will be continually added to and developed for all the priority areas of change. It sets a number of projects and activities taking place across Scotland over the coming year to #KeepThePromise made on 5th February 2020. Change Programme One is designed to be dynamic and make fast progress against a number of priorities. More information on Change Programme One can be found at <https://thepromise.scot/change-programme-one-pdf.pdf>

In order to capture the ambition and momentum from this work our Children's Services Plan for Clackmannanshire is designed around The Promise five priority areas and themes as set out in diagram C below. This plan intends to provide an ambitious set of priority actions and outcomes which align with The Promise 2021/24 and Change Programme One. The Children and Young People Partnership for Clackmannanshire have reviewed the outcomes and actions that as partnership we want to take to drive our commitments to #KeepThePromise.

## Diagram C – The Promise 21-24



In the remainder of this plan we summarise the priorities and actions that partners will jointly deliver over the next 3 years in Clackmannanshire and our outcomes and priorities are summarised under the 5 Promise priorities too. We will review this plan after 12 months to check that we are still focussing our efforts on the right priorities. This will enable partners to ensure that the Children's Services Plan 2021/24 reflects the priorities set out in the new Wellbeing Local Outcome Improvement Plan when that is finalised in 2022.

## Priorities for 2021-2024

Over the course of the previous Children's Services Plan 2017-2020 a range of activities, projects and interventions were trialled, tested, developed and implemented in Clackmannanshire. These reflect areas of good practice identified by partners in developing this plan for 2021-24. Many of these programmes remain an important part of this plan and our collective efforts to improve the lives and opportunities for young people in Clackmannanshire.

The plan also reflects key workstreams set out in Clackmannanshire Council's Be the Future Strategic Roadmap and reflects developing legislation and policy at a national level too. This section highlights the early priorities that will be progressed through this plan under the 5 priority themes:

## A Good Childhood

### **The United Nations Convention on the Rights of the Child (UNCRC)**

In Spring 2021 the Scottish Parliament supported the UNCRC Incorporation (Scotland) Bill which places a duty on public bodies to respect and protect children's rights in all the work that they do. The Bill also requires public bodies to not act in a way which is incompatible with the UNCRC requirements.

There are 4 articles in the convention which are seen as special. They are known as the general principles and they help to interpret the remaining articles and play an important function in realising all the rights in the convention for all children. These are Non-discrimination (article 2); Best Interests of the Child (article 3); Right to life survival and development (article 6) and Right to be Heard (article 12). There are 54 articles in total.

An early priority for the CYP partnership will be to scope the activity required in relation to UNCRC implementation in Clackmannanshire. This workstream is anticipated to cover the full spectrum of partners work with children and young people and will involve work to develop awareness, capacity and knowledge as well as policy, process and regulatory developments.

### **Mental Health Transformation**

There has been considerable progress in the Driving Change in Mental Health and Wellbeing for Children, Young People and their Families project. This project aims to develop a whole-systems approach to supporting the mental health and wellbeing of children, young people and their families within Clackmannanshire, to better promote prevention and early intervention within local communities. The project includes work on referral pathways and a multi-agency group, new services for specific age groups of children and young people and spaces/ places to deliver support, through to staff health and wellbeing and workforce development.

### **MCR Pathways**

MCR Pathways continue to work across all Secondary Establishments to address the outcome gap between care-experienced young people and their peers. Working collegiately with identified Leads within each school, the programme for 2021-22 aims to enhance established support for young people, who have experienced disadvantage, to realise their full potential through education by increasing the number of school-based mentors and partnership engagements.

### **Attainment Funding**

Clackmannanshire continues to receive additional funding to improve educational outcomes for our children and young people. Attainment Funding ( Scottish Attainment Fund, Pupil Equity Fund, Care Experienced Children and Young People Fund) aims to address the educational inequality through targeted improvement activity in literacy, numeracy and health and wellbeing in Clackmannanshire. Priorities for focus include: Mental wellbeing; poverty; deprivation; wellbeing and communication.

# Whole Family Support

Multi-agency collaboration for whole system change: will focus on the opportunities presented by The Promise to tackle system-level change. This workstream will include:

- Well-being economy and Community Wealth building which will focus on opportunities presented to develop sustainable food and heating as part of the Alloa Transformation Zone.
- Wellbeing Hub and Learning Estate development.
- Alloa Transformation Zone linking Place developments with health, wellbeing and learning opportunities. This will include public spaces including footpaths and parks.
- STRIVE (Safeguarding through Rapid Intervention) takes a “whole systems” approach to deliver better outcomes, faster, for the most vulnerable people in Clackmannanshire by gathering and sharing information at an early stage to try and prevent the need for further intervention. It supports existing systems which are already in place to respond to child and adult protection concerns in Clackmannanshire. The STRIVE team is a multi-agency team made up of police officers, social workers and housing officers as well as a part-time education officer and third sector partner Wellbeing Scotland.

Other workstreams for Clackmannanshire include:

## **Icelandic Prevention Model For Alcohol and Drug use**

The Icelandic Prevention Model is based on a collaborative, early intervention model designed to influence risk and protective factors related to substance use within community, school, and peer and family contexts. It explores how to engage young people within the approach build on community capacity and assets and utilise the skills and expertise of local organisations to collectively influence wider policy implementation and improve outcomes.

## **Preparing our young people for life, work and the future:**

This will bring together the work on The Family Well-being partnership, secondary curriculum transformation, skills and inclusion programme with the City Region Deal and our strategic partnership with the University of Stirling and Forth Valley College.

## **Tackling Poverty**

Nationally and in Clackmannanshire tackling Child Poverty is a significant challenge but is vitally important. The Clackmannanshire Alliance and Children and Young People Partnership, along with the individual partner organisations all recognise the significance of the task ahead. Scottish Government has set long term targets to reduce the numbers of children in Scotland living in poverty by 2030.

Tackling Child Poverty, and inequality more broadly, is a strategic priority set out in the Local Outcome Improvement Plan for Clackmannanshire. The focus of our activity is detailed in the Local Child Poverty Action Report and delivery is managed through the Clackmannanshire Tackling Poverty Partnership. There are however very close links between the work of that partnership and the Children and Young People Partnership and this Children’s Services Plan. Specific reference is made to tackling child poverty in this plan; however for a fuller insight into the work we are doing around child poverty you can find more information on our webpages at <https://www.clacks.gov.uk/site/documents/deprivation/clackmannanshirelocalchildpovertyactionreport201819/>.

# Supporting the Workforce

## **Readiness For Learning**

All educational establishments were supported to develop Trauma Recovery Plans based on R4L principles which led to increased numbers of pupils and educators returning to face-to-face schooling in a regulated way. The widespread use of this information and planning resource has also increased the reach of the intervention as the need for trauma-informed responses to the pandemic became apparent. By utilising emerging methods of engaging in therapeutic interventions digitally, support to our most vulnerable pupils through the Intensive Therapeutic Service was maintained throughout the last year.

We are continuing to train school staff in all components of R4L and are planning to develop an online assessment and intervention toolkit for educators. We applied R4L to the relationship between teachers and pupils over a range of classroom contexts and gathered data on impact.

### Trauma Informed Approaches

The Transforming Psychological Trauma Framework is designed to increase understanding of trauma and its impact to the workforce. We know from, listening to experiences of those who have lived through trauma as well as from the findings of scientific research, that traumatic life experiences can have significant impact on peoples lives, increasing the risk of poorer physical and mental health and poorer social, educational and criminal justice outcomes. Everyone has a role to play in understanding and responding to people affected by trauma.

We will embed the Transforming Psychological Trauma Knowledge and Skills Framework to support our workforce and influence the design and delivery of services across the partnership and this plan.

# Planning

## **Human and Economic Cost Modelling**

Partners have already committed to using the Human and Economic Cost Model approach during 2021/22 to progress work on using money differently. This will build on the Partnership's work to develop our Strategic Needs Assessment and this Plan. The Promise Scotland will help us identify how much we are currently spending, directly and indirectly, on children and families in and around the care system and support our work in jointly designing a model for how that money could be spent more effectively in future in the area, to improve outcomes and deliver better value for money.

In doing so, exploration of how to pool resources across the partnership and how to develop and implement family-based resourcing plans on a cross-partnership basis will take place.

# Building Capacity

## Implementing Legislation and Policy

The existing and developing legislative framework around children and young people in Scotland is complex with numerous streams around protection and safeguarding; rights; health and wellbeing; Education and supporting additional supporting needs of children, young people and their families in whole systems ways.

It is critical that the Children and Young People Partnership and the Clackmannanshire Alliance lead on the development of joined up plans and strategies in implementing these new areas of legislation. It is also important to reflect the regulation and compliance aspects of implementation on key public bodies represented on the partnership.

Key areas of legislation and policy that will be implemented over the life of this plan include:

- The United Nations Convention on the Rights of the Child (UNCRC)
- Keeping Brothers and Sisters Together Legislation and National Practice Guidance
- Age of Criminal Responsibility (Scotland) Act 2019
- Domestic Abuse (Protection) (Scotland) Bill
- Child and Adolescent Mental Health Services (CAMHS) NHS Scotland National Service Specification
- National Guidance for Child Protection in Scotland 2021

## Data collection and usage

As a partnership we recognise the need to improve our data collection, access and usage at a local level to drive performance and improvement. In line with The Promise that means reviewing and aligning our data collection and analysis methodologies to what matters to children and families, and the needs of those who take decisions on how best to support children and their families. This will include developing a range of meaningful outcome indicators that will help the partnership to assess what difference our collective services are making to the lives of children and families.

## Accessibility

If you require this document in an alternative language or format please contact Clackmannanshire Council on 450000 or email [customerservice@clacks.gov.uk](mailto:customerservice@clacks.gov.uk)

More information on accessibility can be found at <https://www.clacks.gov.uk/council/eqopps/>



## Children's Services Plan for Clackmannanshire - Our Priorities, Outcomes and Actions

Priority	A Good Childhood		
<b>Outcome</b>	Children in Clackmannanshire are safe from harm.	Children and young people in Clackmannanshire have the best possible life experiences and opportunities.	Children and young people in Clackmannanshire understand their rights and are engaged and involved in decision making.
<b>Action</b>	Improve children and young people's capacity for personal safety and the avoidance of abuse and exploitation including from their use of the internet.	Implement the Transforming Mental Health Services Programme and measure its impact in 2021/22.	Develop a rights-based approach that puts the United Nations Convention on the Rights of the Child (UNCRC) at the centre of everything we do.
	Ensure that there is early and effective support in place to identify children and families affected by substance misuse and to minimise the harm caused by this.	Ensure that all Attainment Scotland Funding is targeted to close the poverty related attainment gap.	Ensure access and increased opportunity for advocacy and participation for all care experienced children and young people.
	Strengthen our approaches to tackling and mitigating the effects of childhood neglect through implementation of the Neglect Toolkit across partners.	Increase opportunities for all children and young people to access leisure, wellbeing and sports programmes and as part of our development of the Wellbeing Hub in Clackmannanshire.	The Children Hearing advocacy services are promoted and made available to children and young people.
	Implement a whole system approach for young people who are involved or on the cusp of involvement with youth or justice services.	All eligible 2 year olds and some children under 2, particularly from vulnerable, at risk, care experienced and teenage parents will take up the offer of Early Learning and Child Care places.	Deliver the Youth Engagement Framework for Clackmannanshire.
	Develop evidence based trauma informed services for children and young people at risk of suicide.	Implement whole systems approaches to ensure children and young people with additional support needs are supported to overcome barriers to inclusion at home, school and in the community and achieve positive destinations.	Deliver the Scottish Fire and Rescue Service Youth Scheme for young people in Clackmannanshire.
	Effective GIRFEC systems and processes are in place to allow early identification of needs and provide the right support.	Deliver MCR pathways which aim to improve the outcomes gap for care experienced young people.	Place based provision for children and young people in communities delivered in partnership with community, voluntary organisations and public sector partners.
		Increased citizenship through youth volunteering offered widely and recognised through the Government framework of the Saltire Award.	Review plans in place for young carers in Clackmannanshire.

<b>Performance Measure</b>	Increase % uptake of free ELC for Eligible 2 year olds
	Reduce % of children with developmental delay at 27-30 months
	Increase % P1 children reaching developmental milestones
	Increase the % of parents accessing parenting programmes who report improved family wellbeing
	Reduce % of care experienced children in out of authority placements
	Increase % of young people participating in diversionary activities and the proportion of those provided by communities and voluntary sector
	Increase % of care experienced pupils entering positive sustained destinations
	Increase % pupils in SIMD 1 and 2 entering positive sustained destinations
	Increase % of care experienced children placed within their own communities
	Icelandic Survey impact results 2021
	Education Scotland Health and Wellbeing Survey Responses 2021
	Increase % care experienced children accessing independent advocacy
	Increase % of children and young people with caring responsibilities and proportion of those accessing support
	Increase % of children who are aware of their rights in relation to UNCRC
	Proportion of organisations administering Saltire awards and numbers of young people in Clackmannanshire accessing volunteering

Priority	Whole Family Support		
<b>Outcome</b>	Children, young people and their families can access a range of support services and family therapies in Clackmannanshire.	Children, young people and their families can access the right services based on their needs.	The health and wellbeing of children and young people is improved and inequalities are reduced.
<b>Action</b>	Undertake a full strategic needs assessment and commissioning of Children's Services in Clackmannanshire. This work will be part of the Human and Economic Cost Modelling work.	Review the pathways that integrate youth, adult and mental health services to ensure a continuum of services and supported transitions to adulthood.	Develop opportunities for early intervention and family support for financial inclusion at earliest opportunity.
	Develop a blueprint for family and community support services in Clackmannanshire.	Implement processes to ensure that housing services attend pathway review meetings at earliest opportunity to enable early exploration of the housing options available for care experienced young people.	Implement family learning opportunities and access to support services to minimise poverty impacts as a result of Covid.
	Develop integrated early intervention pathways for vulnerable children and explore options to link this work with Strive.	Develop a family and community support directory of all community based family support services and family therapies in Clackmannanshire.	Extend the range of interventions to support young parents in improving outcomes - All eligible teenage parents are supported by the Family Nurse Partnership to engage in targeted programmes.
	Implement the Icelandic Prevention Model for Alcohol and Drug use in Clackmannanshire.	Improve the support available for Kinship families.	Expand opportunities to address food insecurity and improve the nutrition, engagement and confidence of parents/carers.

<b>Performance Measure</b>	% reduction in children, young people and their families living in relative, absolute, persistent poverty
	% increase in Free School Meals uptake
	Number and nature of referrals to STRIVE
	Number of referrals to Volunteering Matters Befriending Project
	Increase % young people engaged through outreach work
	% Teenage parents engaged with support services as proportion of all teen pregnancies
	Increase in % of families supported and reporting improved financial outcomes
	Increase % of Kinship families receiving support
	Increase % of families supported and reporting increased food and nutrition knowledge and confidence
	% of children who have health visitor contacts in accordance with the Universal Health Visiting Pathway and the Child's Plan

Priority	Planning		
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<b>Outcome</b>	The Children and Young People Partnership Group is meeting the planning and reporting requirements under Children's Services legislative framework.	Joint investment plans for Children's Services in Clackmannanshire are in place and reviewed at least annually.	Plans, policies, information and systems for Children's Services are shared seamlessly across the partnership where there are clear benefits to do so.
<b>Action</b>	The CYP Partnership will undertake a Strategic Needs Assessment every 2 years. This will include horizon scanning to ensure early sight of developing legislation or national policy.	Our Human and Economic Cost Modelling review will support our work in jointly designing a model for how current investments in Children's Services can be spent more effectively in Clackmannanshire.	Partners will strengthen sharing of information in order to safeguard children young people and vulnerable adults to align with the national refresh of GIRFEC.
	The CYP Partnership will prepare annual reports on the delivery of this plan and our ambitions in meeting The Promise commitments.	Current service provision will be reviewed to inform commissioning decisions of current and future need that support early intervention and prevention	The CYP Partnership will ensure that the Community Planning Partnership can respond to national policy and developing legislation including consultations on these.
			Implement the eIRD process in Clackmannanshire.

<b>Performance Measure</b>	% spend on Children's Services in Clackmannanshire as proportion of total budget
	% of improvement plan delivered within the agreed timeframes
	% local spend on Children's Services
	% of spend on Children's Services which is on early intervention and prevention

Priority	Supporting the Workforce	
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<b>Outcome</b>	CYP partners will have the skills and competencies they require to deliver high quality services when working with our children, young people and their families.	CYP partners will have common and shared workforce values when working with our children, young people and families.
<b>Action</b>	The CYP Partnership will undertake a skills audit and integrated workforce development plan across the partnership.	The partnership will review its good employment and fair work practices across all commissioned children's services.
	The CYP Partnership will progress specific workforce development around protection safeguarding children and young people from abuse, exploitation and neglect.	We will develop policies and workforce development strategies to meet the new Keeping Brothers and Sisters Together legislation and National Practice Guidance.
	We will implement the Transforming Psychological Trauma Knowledge and Skills Framework.	We will develop values and workforce development strategies to fully implement the UNCRC across Children's Services.
	We will implement the Safe and Together Strategy across the partnership as part of our wider domestic abuse strategy and ensure that there is collaborative investment in Safe and Together and the Caledonian Model for working with families and children who have experienced domestic abuse.	Implement The Clackmannanshire Family Wellbeing Partnership to understand what it takes to shift a whole system towards a wellbeing and capabilities approach to service design & delivery. This will look at family wellbeing budgets; values based leadership and community around the child.
	Embed the Readiness for Learning Programme in Clackmannanshire.	Develop access pathways to training for wider workforce working with children and young people within communities and third sector through the new TSI Scotland Network online training platform

<b>Performance Measure</b>	No of joint workforce development activities undertaken every year
	% of workforce development improvement plan delivered
	% of joint workforce who have improved knowledge and skills in areas including mental wellbeing and trauma and domestic abuse informed
	% of workforce who have increased awareness of the rights of children under UNCRC
	% of multi-disciplinary workforce and volunteers accessing relevant training modules through the new TSI Scotland Training platform

Priority	Building Capacity	
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<b>Outcome</b>	The partnership and its public agencies have plans in place to meet Children Service Planning emerging legislative framework.	The partnership will have robust governance plans in place and will keep these under regular review.
<b>Action</b>	<p>The CYP partnership will review and put in place appropriate plans around the following key areas of new and developing legislation:</p> <ul style="list-style-type: none"> <li>• UNCRC</li> <li>• Children’s Hearing</li> <li>• Keeping Brothers and Sisters Together</li> <li>• Age of criminal responsibility</li> <li>• Domestic Abuse (Protection) (Scotland) Bill</li> <li>• Support implementation of the National Guidance for Child Protection within the broader context of local GIRFEC practice.</li> </ul>	The CYP partnership will have clear operating arrangements and governance structures in place. This will include links to sub groups and other partnerships and reporting on progress to the CPP and other appropriate committees.
	The CYP Partnership will refresh the Corporate Parenting Strategy for Clackmannanshire and oversee its delivery.	The CYP Partnership will improve its use of data to drive performance and improvement and will have robust performance management processes and systems in place.
	The CYP Partnership will take forward the recommendations and oversee local implementation of #keepthepromise and report on progress.	The CYP Partnership will develop and embed creative approaches that ensure the views and voices of children and young people are sought, listened to and taken into account into work undertaken to #KeepThePromise.

<b>Performance Measure</b>	Increase % of care experienced brothers and sisters who are placed together
	Increase % of families accessing specialist domestic abuse services
	% of care experienced children and young people who report they have meaningful opportunities to inform and influence service development and delivery
	Viewpoint Survey Responses
	% of #keepthepromise recommendations implemented
	% of Corporate Parenting improvement actions implemented

All performance measures will be kept under review as part of a programme of self assessment and improvement activity.

