
Report to: Clackmannanshire Council

Date of Meeting: 10 August 2023

Subject: Family Wellbeing Partnership Annual Plan

Report by: Strategic Director of People

1.0 Purpose

- 1.1. The purpose of this report is to seek approval for Clackmannanshire's Family Wellbeing Partnership (FWP) Plan 2023/24.

2.0 Recommendations

It is recommended that Council:

- 2.1. Approves the Plan (**Appendices 1a and 1b**);
- 2.2. Notes the progress on current activity as outlined in the Annual Report (**Appendix 2**).

3.0 Background

- 3.1. Formed in 2020, the Clackmannanshire Family Wellbeing Partnership (FWP) is a collaboration between Clackmannanshire Council, the Scottish Government and The Hunter Foundation via the Social Innovation Partnership. The FWP is testing and embedding a wellbeing and capability-enhancing approach to policy and practice that is about supporting people to be and do things they have reason to value and to live flourishing lives. At the heart of this approach is a recognition that we need to focus on what matters to people in our communities. We are focusing not only what needs to change but how change is sustained and implement, and how underlying values, cultures and behaviours need to shift if policy and practice is to have greatest impact.
- 3.2. By focusing on flourishing lives as a concept and people as our end point, this approach encourages us to think about people holistically and to move away from silo interventions that are about basic needs or responding to crisis. This lens prompts us to ask what do we need to do differently if policy and services are to better respond to people's needs and enable them to flourish, in line with the Christie Principles on Public Service Reform. The FWP is seeking to answer this question and to embed flourishing lives support approaches across the council.

- 3.3. Our work supports the core purpose of the National Performance Framework of supporting people to flourish and contributes to the aims and ambitions set out in the First Minister's Policy Prospect and, more specifically, those set out in Best Start, Bright Futures, as well as those of the Wellbeing Economy.
- 3.4. In a local context, the FWP's approach is informing work across the local authority. In line with the Target Operating Model agreed by Council in August 2022, it is testing alternative delivery models, and developing more meaningful partnerships with communities and third sector partners. At its heart is tackling poverty and a shift to early intervention and prevention. Therefore, there is an importance of getting the basics right by placing the needs of residents, communities and business at the heart of council decision making; aligning the council's trauma-informed approaches to our wellbeing and capabilities model, with a view to developing individual and community capacity through the way services are designed and delivered. This approach also informs the development of the new Clackmannanshire Wellbeing Hub and Lochies School.
- 3.5. Investment and Activity**
- 3.6. The work in 2022/23 was supported by investment of around £400k. Investment was received in both direct funding to the Council and to our delivery partners; such as the LENS and Columba 1400. The attached annual report at **Appendix 2** outlines the progress and activity achieved with that funding.
- 3.7. Columba 1400 continues to be a key delivery partner. They have supported values based leadership activity with partners, young people, families, individual community members, community groups, Council staff and elected members, creating the conditions for a community of change makers to emerge.
- 3.8. The Lens has also supported FWP activity through two separate programmes which helped local people and organisations develop ideas to support community initiatives. So far, nineteen community teams/organisations have benefited from the Lens programme with investment or by 1:2:1 business development support.
- 3.9. Included in the above investment, the Hunter Foundation funded the Wellbeing Economy Alliance Scotland (WEAll) to take a deep dive into the employment landscape in Clackmannanshire and to identify gaps and actions needed. The draft report and draft action plan has been shared with members.
- 3.10. As a result of the FWP, Clackmannanshire was invited to be a pilot for the Scottish Government's School Age Child Wellbeing Project (CWP). For 23/24, the Council has received c£1.14m funding in connection with the Scottish Government's commitment to create a community-based system that provides school age childcare before and after school, as well as during the holidays, where families on the lowest incomes will pay nothing. CWP will work with Scottish Childminding Association (SCMA), local partners and council services to explore the use of childminding services. CWP work with partners offering wider family support including, but not limited to the Parental Employability Team and the Social Work Early Intervention Team.

- 3.11. Community around the School takes a focused approach to person centred supports for young people, their families and members of the Community. It is centred on Alloa Academy and the range of activities has expanded significantly over the course of the Partnership so far, with initiatives which are focused on wellbeing and developing capabilities.
- 3.12. An annual report which provides more detail on this activity up until March 2023 is provided at **Appendix 2**.
- 3.13. Following a review of current plans, the next phase of the FWP has been agreed with Scottish Government and The Hunter Foundation at the FWP Board on 13 July 2023. The Draft Strategic Overview and Action Plan are provided at **Appendices 1a and 1b**. The Scottish Government have committed £300k to support the Plan, with an additional £200k from the Hunter Foundation to explore funding and reporting. The Hunter Foundation has also agreed to fund a Learning Partner to work alongside the Partnership to capture and share the learning of the transformation. Scottish Government Analysts are also working with the FWP Team to ensure adequate monitoring and evaluating progress, particularly in relation to understanding the short, medium and long term impacts on child poverty and best value.

3.14. Planning/ Evidenced Based Policy Implementation

- 3.15. Through the Family Wellbeing Partnership, we have come to understand that we need to use our information and local data, to help inform our work and approaches going forward. Holistic approaches must be embedded in policy development and partnership work is crucial. This includes policy initiatives from the Promise, FWP, Tackling Poverty Partnership, School Attainment Challenge, Children's Service Action Plan, Benefit and Income Maximisation and Homelessness Prevention Activity. This data mapping exercise also needs to include the work of The Clackmannanshire Alliance.
- 3.16. Discussions are ongoing with The Hunter Foundation and The Scottish Government on how they can help us identify a partner/researcher to assist us in building a Data Map which will help us understand what data sources exist, to identify and understand any gaps and support better use of what is already available. We can then use this data map to analyse the impact of policy, identify and engage the people impacted. This will enable us to track the effectiveness or otherwise of the interventions. It will also help us uncover opportunities for improvement and help us to explore implications for financial investment, accountability and practice.
- 3.17. This will mean that People Service and Clackmannanshire Council and its partners move towards a model driven by a real evidence based approach to service design and implementation. Future policy design will be informed by breaking down barriers and exploring pivotal questions, such as:
- If we implement this policy will we achieve the desired result, whilst managing the risks and the unintended consequences?
 - Does the Council have or able to leverage the resources to deliver on this?
 - Will this approach address an otherwise unmet need within Clackmannanshire citizens?

- 3.18. The above approach will ensure the lessons from Clackmannanshire can herald real public sector reform, benefiting our community and lessons learned would be shared across Scotland, the UK and internationally; leaving a lasting legacy of public sector reform.
- 3.19. The Family Wellbeing Partnership is also developing a long term plan to 2030, which will be informed by the proposed Data Map approach and aligned to Scottish Government ambitions. Council will be updated as this is developed further.

4.0 Sustainability Implications

- 4.1. No sustainability implications are identified.

5.0 Resource Implications

5.1. *Financial Details*

5.2. *As detailed in the report*

6.0 Exempt Reports

- 6.1. Is this report exempt? No

7.0 Declarations

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

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

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

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

Target Operating Model and Organisational Redesign, 11th August 2022

8.0 Equalities Impact

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

Yes

9.0 Legality

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

Yes

10.0 Appendices

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

Appendix 1a – Draft Family Wellbeing Partnership Strategic Overview

Appendix 1b – Draft Family Wellbeing Partnership Action Plan 2023/24

Appendix 2 – Family Wellbeing Partnership Annual Report 2022/23

Appendix 3 – Wellbeing Economy Alliance Scotland (WEALL): Draft Report & Draft Action Plan

11.0 Background Papers


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

Yes (please list the documents below) No

Author(s)

NAME	DESIGNATION	TEL NO / EXTENSION
Lorraine Sanda	Strategic Director People	01259 452425

Approved by

NAME	DESIGNATION	SIGNATURE
Lorraine Sanda	Strategic Director People	



FAMILY WELLBEING PARTNERSHIP (FWP) One Page Strategy Plan: 2023/24

AMBITION

Our vision is to tackle poverty and inequalities and to develop the conditions to enhance wellbeing and create a community where everyone has the opportunity to thrive. This will be realised by a radical shift towards a preventative and relational model of public services; with the voice and agency of Clackmannanshire people and communities at the heart of power, design and decision making.

OBJECTIVES

Increase understanding of wellbeing and capabilities approach across Council and partners	Local services are re-designed; enabling person-centered and responsive approaches	Community of change makers is mobilised to deliver wellbeing and capabilities approaches	Align funding, money flow and reporting to support wellbeing and capabilities approaches and policy intent	As a learning partnership, capture and share our transformation journey and learn from others who are transforming systems	Invest in what matters and what works - Extend scope across Clackmannanshire
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OUTCOMES/KEY INITIATIVES

<ul style="list-style-type: none"> • Communication and Engagement Strategy is effective and reaches all staff and key partners • Capabilities module and associated training is delivered • We are keeping The Promise, in partnership with Who Cares? Scotland - Communities that Care model, which is embedded • Community entity is developed 	<ul style="list-style-type: none"> • Strategic Action Plan to 2030 is developed • Data Map is utilised to inform service planning and delivery • Council Target Operating Model reflects FWP ambitions • Learning from FWP work streams has informed the review of Council systems, structures, policies and procedures in line with the FWP vision. • Enhanced early intervention and trauma informed service delivery and Flourishing Lives Model (FLM) approaches includes Community, Third sector, multi-agency • We are keeping The Promise, in partnership with the Vardy Foundation 	<ul style="list-style-type: none"> • What Matters to You is “activated” and community voice is visible • Clackmannanshire Social Innovation Partnership (SIP) and change makers mobilised to pursue purposeful, partnership based transformation • C1400 supports community assets cohort selected and activated around scaling deep activities 	<ul style="list-style-type: none"> • Single reporting and funding framework used • New funding and resources leveraged and existing resources redirected to maximise impact • Corporate planning and Community Planning Partnerships plans align • Public/Private Partnership models in place • Income maximisation, financial insecurity supports, NOLB and relevant funds are aligned • Lens contribution to FWP next phase is scoped 	<ul style="list-style-type: none"> • SG and learning partner evaluations demonstrate measurable impact of FLM and systems transition • Interactions with learning partner informs iterative transition process • Child Wellbeing Project (CWP) reflects FLM • Clackmannanshire and FWP benefit and contributes to national and UK networks • Learning is shared with Scottish Government and relevant stakeholders • WEAll informs Employability AP (Wellbeing Economy lens) 	<ul style="list-style-type: none"> • FLM is embedded in localities • CWP is extended beyond Alloa South and East by 2026 • Develop Community around the School approaches for all secondary schools. • Wellbeing Hub and Lochies School are designed around relationships and needs, in partnership with Sports Scotland • New Clackmannanshire Active Academy is scoped and delivered, focused on children and young people thriving and developing their capabilities
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MEASURES /EVALUATIONS OF SUCCESS

A detailed Data Map will be developed to ensure all wider, softer and relevant data measures are captured and analysed to inform progress and targets

<ul style="list-style-type: none"> • Number of families/individuals supported • Increased number of partners and individuals involved in Community around the School • Number of individuals engaged and involved in service design • Reduced child poverty 	<ul style="list-style-type: none"> • Increased staff resource dedicated on FWP • No of adult qualifications/awards/employment achieved • More people in good quality work • Council Services/procedures support delivery of person-centred and responsive FLM approaches 	<ul style="list-style-type: none"> • Enhanced evaluation reports and data sets to identify what matters and what works • Increased understanding of FLM approach within council, partners and CPP • Community voice and agency is increased
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CLACKMANNANSHIRE FAMILY WELLBEING PARTNERSHIP ACTION PLAN 2023/24



Objectives: Structures are redesigned around relationships and needs				
Action		Who	When	Outcome (Success Criteria)
1.1	Community around the school structure for delivery is developed and resourced (Alloa South and East)	CB	Sep 23	Balance is shifted to early intervention, prevention and multi-agency Community around the school is scaled out to other locations
1.2	Identify and mobilise key front line contacts for families/individuals	JA	Dec 23	Council systems, structures, polices and procedures change
1.3	Outcome from Columba 1400 Cohort 10 embedded within Target Operating Model (TOM) Phase 1 Plan	LS	Oct 23	Target Operating Model for Council reflects FWP ambitions Corporate and Community Planning Partnerships (CPPs) align
1.4	Continued delivery and strengthening of Child Wellbeing Project within Alloa South and East	TG	Mar 23	Community organisations, Third sector are delivering services Scottish Government childcare project reflects FLM
1.5	Child Poverty Coordinator appointed	VC	Aug 23	Council systems, structures, polices and procedures change Increase in staff and partners working together on FLM including NOLB and child Poverty Funding
1.6	WFWF Coordinator appointed	GS	Sep 23	Council systems, structures, polices and procedures change Increase in staff and partners working together on FLM
1.7	Planet Youth Coordinator appointed	VC	Oct 23	Balance is shifted to early intervention, prevention and multi-agency Increase in staff and partners working together on FLM
1.8.1	Redesign of Children's Services to reflect FLM	GS	Sep 23	Balance is shifted to early intervention, prevention and multi-agency Increase in staff and partners working together on FLM
1.8.1	Redesign of CLD to reflect FLM	CS	Oct 23	Balance is shifted to early intervention, prevention and multi-agency Increase in staff and partners working together on FLM
1.9.1	Finalise Promise on a Page	JR	Sep 23	Promise Plan integrates with FWP plan and other strategic planning approaches and governance
1.9.2	Develop business case for investment in	JR	Dec 23	Promise Plan aligns with FLM

CLACKMANNANSHIRE FAMILY WELLBEING PARTNERSHIP ACTION PLAN 2023/24



	alternative structures and supports in partnership with the Vardy Foundation to ensure young people grow up loved, cared for and respected			Balance is shifted to early intervention, prevention and multi-agency
1.10	Fund for third sector partners to deliver FLM person-centred approaches	TG	Mar 24	Balance is shifted to early intervention, prevention and multi-agency
1.11	Data Map is developed	MS	Jun 24	Data map is in use and informs service planning and delivery, leading to improved outcomes for individuals and communities
1.12	FWP Strategic Action Plan to 2030 is created	MS	Oct 23	Transformation momentum secured

Measures /Evaluation of Success

Start Date	Measure	Review Date/s
Aug 23	No of families/individuals supported	Oct 23, Dec 23, Feb 24, May24
Aug 23	Increased no of partners involved in community around the school	Oct 23, Dec 23, Feb 24, May24
Aug 23	Increased staff resource dedicated on FWP	Oct 23, Dec 23, Feb 24, May24

Objectives:				
<ul style="list-style-type: none"> ▪ Increased understanding of wellbeing and capabilities approach across Council and partners ▪ Community of change makers is supported 				
Action	Who	When	Outcome (Success Criteria)	
2.1	FWP Plan shared with Council and Alliance	MS	Aug 23	Council and Alliance support direction of travel Communication and Engagement Strategy is in place to reach all front line and key partners
2.2	WMU discussions progressed and activated	LS	Sep 23	What Matters to You is activated in Clackmannanshire Community voice is visible
2.3	Columba legacy and leaders implemented	C1400	Dec 23	Transformation momentum secured Community voice is visible
2.4	Lens 2 Implementation and Mentoring completed	MS	Dec 23	Community organisations, Third sector are delivering services aligned to FWP ambitions Community voice is visible
2.5	Identification of gaps in support and delivery SIP partnership cohorts agreed	GL	Sep 23	Partnership cohort and change makers mobilised to pursue purposeful and partnership based transformation
2.6	Align MCR, Columba, Virtual Headteacher and other mentoring opportunities with focus on wellbeing and capabilities	CS	Oct 23	Increase in staff and partners working together on FLM Community assets cohort selected and activated
2.7	Communities that Care plan is delivered	Who Cares? Scotland Secondary Heads	Mar 24	Increase in staff and partners working together on FLM Transformation momentum secured
2.8	Create a strategic partnership with selected community assets to deliver FLM approach	GL	Oct 23	Community assets cohort selected and activated
2.9.1	Columba 1400 supports Senior Leadership	C1400	Mar 24	Transformation momentum secured

CLACKMANNANSHIRE FAMILY WELLBEING PARTNERSHIP ACTION PLAN 2023/24



	Forum with individual/group coaching			Community voice is visible
2.9.2	Columba 1400 identifies key individual for VBL coaching	C1400	Mar 24	Transformation momentum secured Community voice is visible
2.9.3	Columba 1400 regroups with parents and identifies new parents to work with	C1400	Mar 24	Transformation momentum secured Community voice is visible
2.9.4	Repositioning of governance structures is undertaken (strategic/operational/advisory)	Lorraine Sanda	Mar 24	Council and Alliance support direction of travel Transformation momentum secured

Measures /Evaluation of Success

Start Date	Measure	Review Date/s
Aug 23	No of families/individuals supported	Oct 23, Dec 23, Feb 24, May24
Aug 23	Increased no of partners involved in community around the school	Oct 23, Dec 23, Feb 24, May24
Aug 23	No of families/individuals who are engaged and involved in service design	Oct 23, Dec 23, Feb 24, May24
Aug 23	Council Services/procedures redesigned as a result of FLM approaches	Dec 23, May 24

CLACKMANNANSHIRE FAMILY WELLBEING PARTNERSHIP ACTION PLAN 2023/24



Objectives: Money flow, funding and reporting align

Action	Who	When	Outcome (Success Criteria)	
3.1	Proposal for new community organisation prepared for approval	AW	Jan 24	New funding and resources are leveraged and directed to FLM Transformation momentum secured
3.2	Funding framework agreed with SG	LS	Oct 23	New funding and resources are leveraged and directed to FLM Single reporting and funding framework is in place
3.3	Work to align Scottish Welfare Fund (SWF) and other money supports to FWP	YS	Dec 23	Resources are redirected to FLM
3.4	Child Wellbeing Project reports and evaluation demonstrating FLM	TG	Dec 23	Resources are redirected to FLM
3.5	Cash first approaches for Summer 2023 deployed	TG	Aug 23	Community organisations, Third sector are delivering services aligned to FWP ambitions Community voice is visible
3.6	Lens proposal for next phase of FWP design is completed	MS	Dec 23	Community organisations, Third sector are delivering services aligned to FWP ambitions Community voice is visible

Measures /Evaluation of Success

Start Date	Measure	Review Date/s
Aug 23	No of families/individuals supported	Oct 23, Dec 23, Feb 24, May24
Aug 23	Increased no of partners involved in community around the school	Oct 23, Dec 23, Feb 24, May24

Objectives: Identify barriers and share learning of our transformation journey; learning from others who are transforming systems				
Action		Who	When	Outcome (Success Criteria)
4.1	Columba VBL experience so far is captured and next steps agreed	JB	Dec 23	Learning is shared with Scottish Government/relevant stakeholders
4.2	WEALL report completed, disseminated and action plan agreed	AD	Dec 23	Corporate and Community Planning Partnerships (CPPs) align
4.3	Communications and Engagement Plan developed in partnership with Scottish Government	VC	Oct 23	Communication and Engagement Strategy is in place to reach all front line and key partners
4.4	Learning Partner contract agreed	MS	Aug 23	Learning is shared with Scottish Government/Forth Valley Regional Improvement Collaborative, relevant stakeholders and interactions inform iterative transition process Evaluation from learning partner demonstrates impact of FLM and systems transition
4.5	Learning from Child Wellbeing Project Pathfinder is shared	TG	Dec 23	Learning is shared with Scottish Government/relevant stakeholders Interactions with learning partner informs iterative transition process
4.6	Continued interactions with national and UK networks	LS	Ongoing	Clackmannanshire benefits from and contributes to national and UK networks Learning is shared with Scottish Government/relevant stakeholders
4.7	Reporting cycle is agreed, and disseminated, informing next steps (includes annual report)	JA	Ongoing	Communication and Engagement Strategy is in place to reach all front line and key partners Learning is shared with Scottish Government/relevant stakeholders

CLACKMANNANSHIRE FAMILY WELLBEING PARTNERSHIP ACTION PLAN 2023/24

Measures /Evaluation of Success		
Start Date	Measure	Review Date/s
Aug 23	Enhanced evaluation reports and data sets to identify what matters and what works	Oct 23, Dec 23, Feb 24, May24
Aug 23	Increased understanding of FLM approach within council, partners and CPP	Oct 23, Dec 23, Feb 24, May24
Aug 23	Evidence of FLM approach within council, partners and CPP policies and processes	Oct 23, Dec 23, Feb 24, May24

CLACKMANNANSHIRE FAMILY WELLBEING PARTNERSHIP ACTION PLAN 2023/24



Objectives: Invest in what matters and what works				
Extend beyond Alloa South and East				
Action		Who	When	Outcome (Success Criteria)
5.1	Wellbeing Hub and Lochies School are designed around relationships and needs Co-design using lived experience	RS	Mar24	Balance is shifted to early intervention, prevention and multi-agency Community organisations, Third sector are delivering services Community voice is visible
5.2	Locality Models include FLM approaches	GS	Mar 24	FLM is embedded in localities
5.3	Explore approaches and opportunities for childcare beyond Alloa South and East	VC	Mar 24	School age childcare is extended beyond Alloa South and East Community organisations, Third sector are delivering services Community voice is visible
5.4	Community around the Schools models developed in Alva and Lornhill Clusters	CB	Mar 24	FLM is embedded in localities Community organisations, Third sector are delivering services Community voice is visible
5.5	Develop increased opportunity for learners with additional support needs and disengaged learners to engage in active learning including Outdoor Learning and Wider Achievement. Explore opportunities of developing a 'Clackmannanshire Active Learning Academy'	CB	Mar 24	Balance is shifted to early intervention, prevention and multi-agency New funding and resources are leveraged and directed to FLM Transformation momentum secured
Measures /Evaluation of Success				
Start	Measure			Review Date/s

CLACKMANNANSHIRE FAMILY WELLBEING PARTNERSHIP ACTION PLAN 2023/24

Aug 23	No of families/individuals supported	Oct 23, Dec 23, Feb 24, May24	
Aug 23	Increased no of partners involved in community around the school	Oct 23, Dec 23, Feb 24, May24	
Aug 23	Increased staff resource dedicated on FWP	Oct 23, Dec 23, Feb 24, May24	

Clackmannanshire Family Wellbeing Partnership

Annual Report May 2023



**Clackmannanshire
Council**

www.clacks.gov.uk

Comhairle Siorrachd
Chlach Mhanann



Scottish Government
Riaghaltas na h-Alba
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THE
HUNTER
FOUNDATION



Columba 1400

Executive Summary



Our ambition is to tackle child poverty by developing the conditions to enhance wellbeing so that people can thrive and flourish. We are facilitating a radical shift to a prevention model, which will support the delivery of sustainable person-centred public services. We seek to secure a system with the voice and agency of community at its heart. Throughout our transformation journey, we will identify barriers and share learning, whilst learning from others who are also transforming systems.

We will invest in what matters and what works, based on evidence; improving life chances and outcomes throughout Clackmannanshire.

Lorraine Sanda
Strategic Director, People
Clackmannanshire Council

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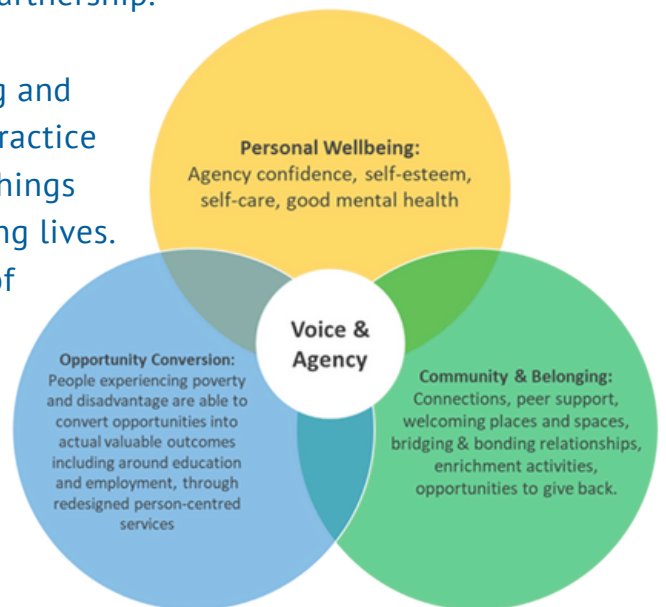
- Introduction
- Our Partners:
 - Columba 1400
 - The Lens
- STRIVE
- ELC
- Community Around the School
- Employability
- Conclusions & Next Steps



Introduction

Formed in 2020, the Clackmannanshire Family Wellbeing Partnership (FWP) is a collaboration between Clackmannanshire Council, the Scottish Government and The Hunter Foundation via the Social Innovation Partnership.

The FWP is testing and embedding a wellbeing and capability-enhancing approach to policy and practice that is about supporting people to be and do things they have reason to value and to live flourishing lives. At the heart of this approach is a recognition of what matters to people in our communities. We are focussing not only what needs to change but how change is sustained and implemented, and how underlying values, cultures and behaviours need to shift if policy and practice is to have greatest impact.



This wellbeing and capability enhancing approach, captured in the above model diagram, is about creating opportunities for people to be and do things they have reason to value. All elements of this model need to be in place if we are to support and enable people to thrive and flourish. Critically, the approach recognises a key role for public services in supporting this aim through person-centred and enabling models of support.

By focusing on flourishing lives as a concept and people as our end point, this approach encourages us to think about people holistically and to move away from siloed interventions that are about basic needs or responding to crisis. This lens prompts us to ask: what do we need to do differently if policy and services are to better respond to people's needs and enable them to flourish, in line with the Christie Principles on Public Service Reform. The FWP is seeking to answer to this question and to embed flourishing lives support approaches across the council.

Our work supports the core purpose of the National Performance Framework of supporting people to flourish and contributes to the aims and ambitions set out in the First Minister's Policy Prospect and, more specifically, those set out in Best Start, Bright Futures, as well as those of the Wellbeing Economy. In a local context, the FWP's approach is informing work across the local authority and our Target Operating Model* recognises the importance of getting the basics right by placing the needs of residents, communities and businesses at the heart of council decision making. We are also seeing our approach support the development of the new Clackmannanshire Health and Wellbeing Hub and are aligning the council's trauma-informed approaches to our wellbeing and capabilities model, with a view to developing individual and community capacity through the way services are designed and delivered.

Over the course of the year the FWP has focussed on a number of key priority areas, including how we create the enabling conditions for supporting change and how we put individuals' and communities' voices at the heart of service design and delivery. Using our wellbeing and capability approach we have also continued to develop workstream around STRIVE (Safeguarding Through Rapid Intervention), child wellbeing, community-around-the-school and employability. Through this programme of work we are collaborating with a range of partners in the public and third sector, and beyond, to develop and deliver innovative and creative solutions to tackling poverty and reforming our services.

This work will continue in the coming year as we seek to re-design our structures and services so that they can become more relational and enabling to promote an increased awareness of our wellbeing and capability approach with colleagues and partners; to strengthen collaboration between the public and third sectors; to further embed voice, agency and lived experience in how we work; to ensure money and investment flows to support wellbeing and holistic solutions and support; and to share learning across and beyond Clackmannanshire.

The Family Wellbeing Partnership is ambitious and has set a vision for Clackmannanshire in which individuals, our families and our communities flourish. This is not a project: it's a way of thinking, of doing things and of making sense of both the opportunities and challenges before us. This report is intended to give a flavour both of what can be achieved when we come together around a common ambition, and of the possibilities before us to do and achieve more. It is, to the reader, an invitation to join us on the journey.

We are working together to:

- redesign structures around relationships and needs
- increase understanding of wellbeing and capabilities approach across Council and partners
- mobilise and support a community of change makers
- understand the extent to which power and agency can be transferred to children and young people, families and the frontline staff who support them
- identify barriers and share learning of our transformation journey learning from others who are transforming systems
- strengthen collaboration between the public and third sector align money flow, funding and reporting
- invest in what matters and what works

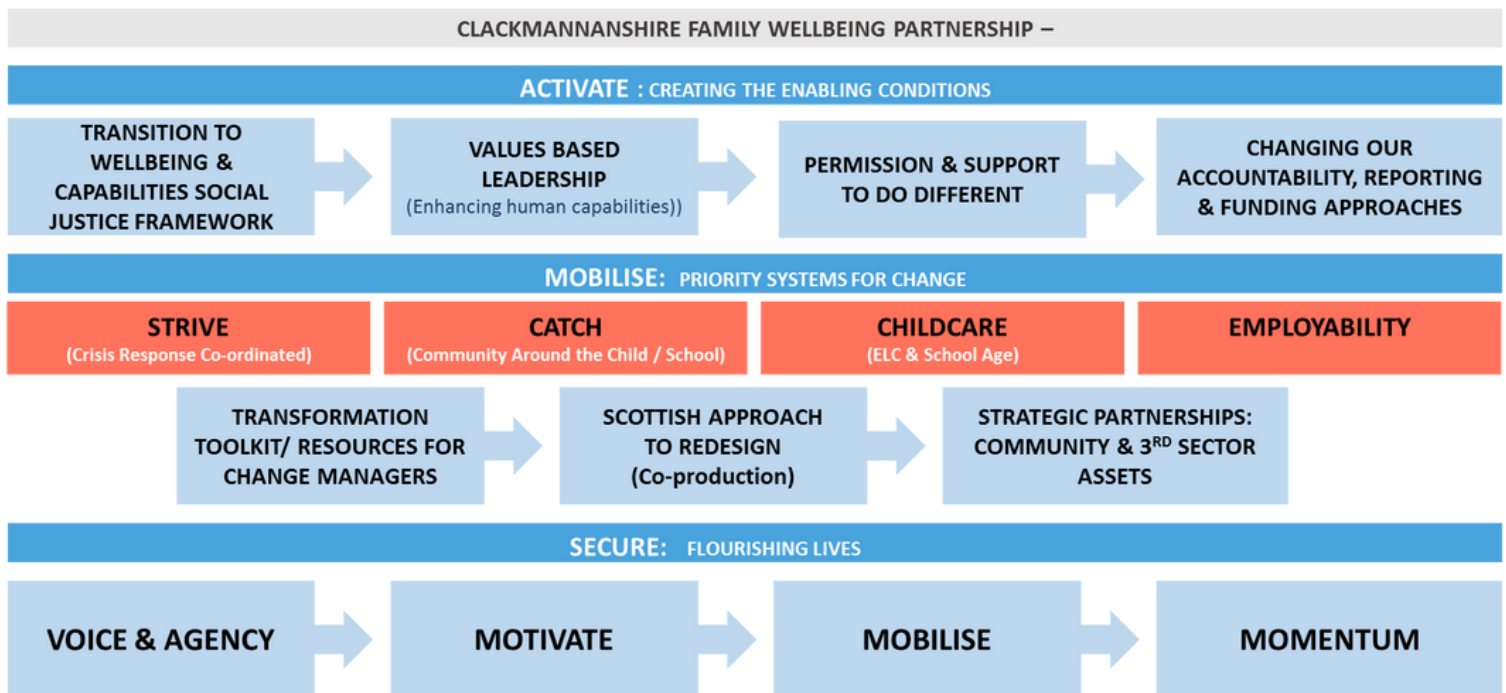
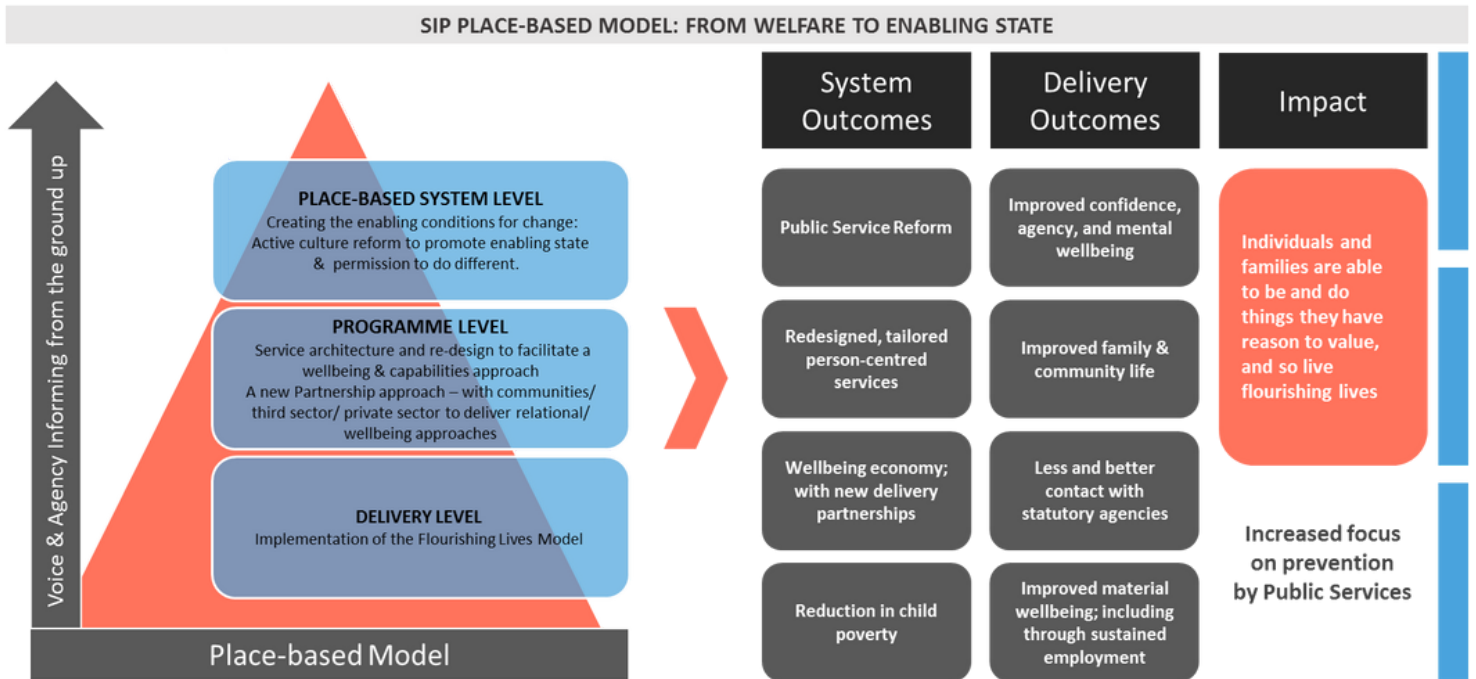
Clackmannanshire Family Wellbeing Partnership has four main workstreams: STRIVE (Safeguarding Through Rapid Intervention); Child Wellbeing Project; Community Around the School; and Employability. All Family Wellbeing Partnership programmes and activities assess people's wellbeing, capabilities and scope to flourish in terms of four main questions:

1. What are people able to do and to be? (Internal capabilities & human connections)
2. What opportunities are available to them? (External conditions)
3. What matters to them? What do they have reason to value? (Voice & agency)
4. What adjustments need to be made to create equal opportunities for all? (Public policy challenges re. person-centred approaches)



*The TOM also reflects a mixed economy model of service delivery, underpinned by objective analytical evaluations of the most effective ways of addressing needs, delivering outcomes, ensuring resilience in service delivery and securing financial sustainability.

We work alongside the Social Innovation Partnership: a collaboration with the Scottish Government and the Hunter Foundation. The framing of this work is illustrated below:



Our Partners

Columba 1400

The Lens

Scottish Government

The Hunter Foundation

"We need a galvanised understanding of our key players; trust in our partners; a never-ending quest to seek Clackmannashire's assets and to build a consortium of wellbeing partners." (Clackmannanshire Senior Manager)



Columba 1400



Columba 1400 is an award-winning social enterprise and charity. Through their Values Based Leadership experiences (VBL) they strive to transform the lives of individuals, communities, and cultures across Scotland, to create an equitable society where everyone can thrive.

Underpinning everything they do is the recognition that we all have the potential to make a difference. Columba 1400 helps to unlock this potential by creating the conditions for people from all walks of life to engage, listen and learn from each other. The VBL approach encourages people to ask themselves who they want to be and what they want to do with their lives.

Columba 1400 is working in partnership with Clackmannanshire Council to deliver VBL experiences to parents, carers, guardians, and young people in the community, along with front line teams and strategic directors within the local authority.

Since 2018, Columba 1400 has supported multiple VBL experiences in Clackmannanshire for:

- Young people in the three secondary schools.
- Local families and communities.
- Head teachers and depute heads through the Head Teachers' Leadership Academy.
- Over 100 key staff members (senior leaders and front line staff) as well as elected members, council leader and partners - focusing on how we can all work together to improve the wellbeing and capabilities of children and families in Clackmannanshire.
- Focused cohort around STRIVE (Safeguarding Through Rapid Intervention) - a multi-agency public sector team working to improve the current system of safeguarding vulnerable people in Clackmannanshire.
- Focused cohort to explore the employment and employability landscape in Clackmannanshire -council staff, local employability partners, Ceteris, NHS Scotland, DWP, researchers from the WEALL (Wellbeing Economy Alliance) and the Scottish Government, came together.
- Focused cohort of strategic leaders, elected members, and partners to explore Clackmannanshire Council's Target Operating Model.



Summary of VBL Engagement

Type of Values Based Leadership Experience	Numbers
2021- 22 VBL residential experience - various local authority departments (& some school staff)	90
2022-23 VBL residential experience - various local authority departments (& some school staff)	64
Teachers and school support staff with young people on residential Young Person Leadership Academy	13
Place-based Young Person Leadership Academy (difficult to say exactly as some staff only came for 1 or 2 days over the week)	25-30
Place-based Community Leadership Academy	8
Headteacher Leadership Academy	34 (Primary 17; Secondary 16; Special Ed 1)
Young Person Leadership Academy: Residential	72
Young Person Leadership: Academy:Place-based	135
Total number of young people engaging in VBL experiences	207

Columba 1400 Impact Statements: Young People

"Before I wasn't sure who I was and what I was doing. Now I've found a new perspective about myself. I'm not thinking I'm the best but I'm working on it – nice and slowly. I now think stuff out and give my opinion. I'm more confident now; calmer."

Young person after Columba 1400 residential experience in Skye

"It was life-changing: learning how to be a leader; how to cope under pressure; going out of your comfort zone. People get to see a new side of you. If you're sad, lonely and depressed...not coping under pressure, there's support: talking; explaining, choices"

Young person after Columba 1400 residential experience in Skye

"I enjoyed all the tasks and getting to know new people. I think I gained a lot more confidence. Since the Columba 1400 experience I've tried lots of new things – I was a dancer in the school pantomime and I helped out at the Bingo Tea. I would never have done that before."

Young person after school based Columba 1400 experience

"This has really helped my confidence. I'd never have spoken to a group like this before so this is big for me. I think I can get my ambitions now." I can also help other people now to get where they want to go."

Young person after school based Columba 1400 experience

Columba 1400 Impact Statements: Adults

"I would 100% recommend VBL experiences to others. After my experience I felt re-energised and re-focused. I really hope that the momentum can be maintained and that I can continue to work openly and collaboratively with others to support community improvements."

Manager of Community Centre

"Following the Columba 1400 experience I feel optimistic that, working in collaboration with the local authority and other partners, we can tackle persistent issues which hold people back (for example, lack of flexible child care) and prevent them from leading the lives that they would choose."

CEO of a social enterprise with businesses across Clackmannanshire

"I really didn't know what to expect from the residential experience but I was blown away by the level of partnership working that actually took place and I am really looking forward to working with colleagues in the months ahead to drive real change and make the local employability offer more accessible and streamlined for all."

Policy Officer, Economic Development

"An opportunity to take time to focus on me but still providing valuable skills to benefit me, my family and my work."

Parent who participated in a Community VBL experience.

Columba 1400 Next Steps

There has been much discussion around how best to ensure sustainability of all the Values Based Leadership (VBL) experiences which have taken place for Clackmannanshire adults and young people to date.

Key next steps include:

- Training the Trainers: for the first time in Scotland, four pupils and one teacher from each of the three secondary school have participated in a five day training event in Clackmannanshire. Each group will start running workshops in their own schools to ensure as many young people as possible are included in VBL experiences.
- Facilitation Training: adults who have participated in some form of Columba 1400 experience have been invited to participate in facilitation training with others groups in Clackmannanshire.
- Columba 1400 Cluster Project: initially a pilot programme between one secondary school and one primary school ensuring that all staff in this school have a Columba 1400 experience.
- Five place based young people's leadership academies are planned: schools, community/third sector cohorts
- Plans are underway for Clackmannanshire C1400 alumni to attend an event at the Scottish Parliament, sharing the impact of VBL within Clackmannanshire

All of these steps are important in ensuring that the Columba 1400 VBL approach has a wide reach among those who live and work in Clackmannanshire and that all have shared understanding and language surrounding Values Based Leadership.



The Lens process is an innovative approach to supporting local people to think about ways in which to support their community in initiatives that matter to them. The Lens has developed a framework that develops people and ideas. This process supports and enables Intrapreneurship within organisations, partnerships and across communities. The co-design process enables a true partnership approach to ensure that the component parts of the programme are in alignment with local and strategic priorities.

Members of the community were invited to submit ideas to improve the lives of children, young people and families across Clackmannanshire and these were reviewed and shortlisted by a panel of peers. Through The Lens workshops these ideas were then developed and refined into investment ready propositions which were pitched at an investment event. This platform allows community groups and individuals to present solutions to local problems to an audience they otherwise would not have access to.

The pilot Family Wellbeing Partnership Intrapreneurship Programme took place from February to May 2022, with an Investment Day taking place on 27th May 2022. A working collaboration between the Scottish Government Social Innovation Partnership and The Hunter Foundation, which continues to fund the investment in the overall programme of work in Clackmannanshire, invested £50k to support ideas developed through the programme. This represents significant investment in Clackmannanshire, aspiring to meet the ambition laid out in the Scottish Government's Best Start Bright Futures policy initiative by 2026. Ideas and funds allocated from the first round of The Lens in May 2022 are listed below:

- Bowmar Borrowers: awarded £4,500 to lend garden and DIY equipment to community members.
- Reflection on Connection: awarded £12,000 to develop a purpose built space within the garden at Woodside Home that allows young people to have quality time with their families, friends and staff.
- Valuing Voices: awarded £5,000 to prototype a transparent process where power and expertise are shared equally between service providers and community members.
- Alva Pathfinder: referral to Clackmannanshire Council Senior Leadership Team to develop idea to incorporate young people's ideas into regeneration plans.
- Young Person's Mentoring/Environment Services Work Experience: Clackmannanshire Council Senior Leadership Team to support.
- Baby Bonds: awarded £5,180 to re-start baby massage classes.
- Community Hub: referral to senior team to develop mentoring services so that young people can support their peers.
- More Than a Coffee: awarded £10, 000 to support families experiencing domestic abuse.

- Clax P & C: awarded £4,000 to create a group (a collaboration between the Clax1400 team and Clackmannanshire Council Additional Support Needs) to support parents and carers of children and young people with Additional Support Needs.
- Without Exception: awarded £9,3240 to develop provision of out of school activities for children and young people with Profound and Multiple Learning Difficulties.

Clackmannanshire Family Wellbeing Partnership continue to support and evaluate the impact of the projects. Many of the projects have extended and evolved. See for example ClaxP&C flyer below:

Clax P&C
A support network for parents and carers of children and young adults with additional support needs.

Upcoming Events

Coffee and Chat
Date: Wednesday 19th April 2023
Location: Bowmar Centre, Alloa
time: 10-11:30am

Coffee and Chat
Date: Wednesday 26th April 2023
Location: The Cochrane Foundation, 5 Croftshaw Road, Alva, FK12 5ES.
time: 10-11:30am

Continence Information Session
Joining us are the Children's Community Nursing Team from NHS Forth Valley looking at how to support continence.
Date: Wednesday 3rd May 2023
Location: Bowmar Centre, Alloa
time: 10-11:30am

Sleep Workshop
A workshop looking at how to support a good nights sleep for children and young people.
Date: Wednesday 10th May 2023
Location: The Bowmar Centre, Alloa
time: 10-11:30am

Podcasts
This term we will be recording podcasts related to the topics and workshops that we are hosting. These podcasts will be made freely available on the ASN Digital hub. We understand that sessions during the day don't suit everyone and this is one of the ways in which we are trying to expand our reach.

New location
Another exciting expansion is the introduction of a new location. We will now be hosting sessions within the hillfoots area, in the Cochrane Foundation in Alva. These sessions will alternate with those at the Bowmar and we are continuing to find a suitable location within the Lornshill cluster.

ASN Digital Hub
Scan the Qr Code or follow the link to Clackmannanshire Councils Digital ASN Hub. A new website sharing information and support related to additional support needs.
<https://sites.google.com/clacknow.scot/clacks-asn-hub/home>

The Lens 2

Building on the success of the pilot programme, a second community-based programme, Lens 2 was launched to support the Family Wellbeing Partnership to broaden its reach and develop even more ideas rooted in the voice of local people. The investment fund was further increased to £75k which is testament to the commitment of the partnership to encourage and support innovation.

Community champions, Clackmannanshire Tenants and Residents Federation (CTRF) and Kingdom Housing Association sponsored this Investment Day. This investment is much appreciated.

Idea Name	Ask	Decision	Additional Info.
Forth Valley Sensory Centre Wee County Hub	£48,081.80	£16,930	6 month trial / collaborate on utilities and rental. Invitation to apply for match funding from National Lottery.
Parachute	£19,600	£6,000	£5k additional support from Family Wellbeing Partnership to collaborate.
Year Round School Uniform Bank	£27,500	£5,000	Fund co-ordinator for 6 months to research and develop system to amplify voice of communities.
Staying Connected	£8,230	£8,230	Support from Clackmannanshire Third Sector Interface (CTSi) to develop idea.
Shoulder to Shoulder	£10,000	£3,400	To train 2 Independent Domestic Abuse Advocates (IDAA) . Collaborate with the Violence Against Women Partnership to ensure strategic alignment.
Connecting New Spaces	£46,000	£7,440	Fund a part time youth worker for a year and one month's rent.
Common Ground	£16,379.80	£8,000	Fund a 6 month pilot - £4k for staff and £4k for equipment, Support from CTSi – recruitment and training of volunteers
Team Park	£10,000	£5,000	Kingdom Housing Association will share the Housing Revenue Account contribution to Team Park (£2,500 each) . Kingdom are also looking to provide play equipment.
Alloa Community Empowerment	£30,000	£15,000	Support from the Alloa Academy Parent Council to develop additional funding streams.

The Lens Impact Statements

"...a few of us had an idea and dream of supporting families of children and young people living with profound and multiple learning disabilities to have fun activities during holidays and outside of school. In May 2022, we were given the opportunity through The Lens Project and Clackmannanshire Council."

Parent of child with Profound and Multiple Learning Disabilities

"For the first time my daughter was able to have fun with a friend outside her home as well as with her extended family: it was absolutely beautiful."

Parent of young person with Profound and Multiple Learning Disabilities

"It was a big achievement to gain funding. We are local people speaking for local people and wanted to do something to support our community. It was a great opportunity to work with a group of friends, develop more skills, try new things and support others."

Member of community group which gained funding to lend garden and DIY equipment

"It was great to be involved in something different with colleagues and members of our wider community. The funding will allow us to run several other after school programmes which will enable people to make new friends, try something different, gain qualifications and have some fun - all in a safe, inclusive environment."

Teacher who is part of a group running after school adult learning programmes.



The Lens Next Steps

The second Investment Day signalled the end of one phase and the beginning of another. As with the previous groups, The Lens will support participants with three face-to-face group mentoring sessions to help the teams turn their ideas into action. All the teams are keen to continue meeting as a group, expressing that this is where they find most value: networking, sharing challenges, working through solutions, and keeping each other going.

As part of the Implementation and mentoring phase, The Lens will also work alongside leaders in organisations to help them overcome barriers to implementation and empower intrapreneurs to pilot and test their ideas, aligning innovation and strategy.

Key Messages

Interconnected work streams - forging towards shared ambitions and objectives

STRIVE

A MULTI-AGENCY, PUBLIC SECTOR TEAM DELIVERS BETTER, FASTER OUTCOMES FOR THE MOST VULNERABLE CITIZENS OF CLACKMANNANSHIRE THROUGH A WHOLE-SYSTEMS APPROACH TO INTEGRATED WORKING.

CHILD WELLBEING PROJECT

PROVISION OF PLACE-BASED, WRAPAROUND CHILDCARE ENABLES FAMILIES TO SUSTAIN AND CREATE EMPLOYMENT OPPORTUNITIES AND MAXIMISE HOUSEHOLD INCOME.

COMMUNITY AROUND THE SCHOOL

A RANGE OF PERSON-CENTRED PROGRAMMES AND ACTIVITIES ENHANCES WELLBEING AND CAPABILITIES AND CREATES THE GREATEST OPPORTUNITIES FOR CHILDREN, YOUNG PEOPLE AND FAMILIES TO FLOURISH.

EMPLOYABILITY

IMPROVING THE EMPLOYMENT AND EMPLOYABILITY LANDSCAPE IN CLACKMANNANSHIRE

STRIVE: Safeguarding Through Rapid Intervention

KEY MESSAGE: A MULTI-AGENCY, PUBLIC SECTOR TEAM DELIVERS BETTER, FASTER OUTCOMES FOR THE MOST VULNERABLE CITIZENS OF CLACKMANNANSHIRE THROUGH A WHOLE-SYSTEMS APPROACH TO INTEGRATED WORKING.

Background

The initial purpose of the Clackmannanshire STRIVE project was to test the concept that a multi-agency, public sector team will deliver better, faster outcomes for the most vulnerable citizens of Clackmannanshire through a whole-systems approach to integrated working. The intention behind the pilot was to consider the public service system as a whole rather than as a collection of separate parts. Through co-location and working together, agencies have been able to provide rapid responses to risk and increase opportunities for prevention and early intervention. Thus far, the people supported have mainly been those on the cusp of statutory intervention. Evidence from evaluation has highlighted that the rapid response from the team has been effective in ensuring that assistance is provided in a way that de-escalates crisis, reduces risk and prevents statutory intervention

The Team

The services represented within STRIVE include Police, Housing, Child and Adult Social Work, Education and Money Support. The team is joined by colleagues from Health, more specifically, Mental Health Services and Criminal Justice to discuss specific cases where additional information would be beneficial in providing the right supports at the right time.

Family Wellbeing Partnership

With assistance from the Family Wellbeing Partnership and approval from the STRIVE Board, it is hoped that STRIVE can begin to make links with schools, health centres and community groups in the Alloa South and East area in order to pilot the use of the multi-agency response at an earlier, pre-crisis stage. Identifying earlier supports through childcare and links with colleagues in health, STRIVE is working to develop an earlier intervention response. By joining these strands of work, a multi-agency response can be piloted at an earlier stage and bring the approach of STRIVE to families in need before they reach crisis point.

In the period from May 2022 to April 2023 there has been a decrease in the overall number of referrals to STRIVE. This could potentially be attributed to the introduction of the Early Help team within childcare, which is providing earlier interventions for families, preventing them reaching the point of referral for additional supports through STRIVE. However, the cost of living crisis affecting all families and all communities has resulted in an increase of referrals for money advice from January to April 2023.

Progress

STRIVE and Early Help Social Work staff have attended sessions with parents and carers at two local primary schools to discuss supports available from each service and showcased some of the work completed to date. Parents and carers appeared most interested in voluntary parenting support, benefit/money advice and housing support. The response was so successful that further dates have been agreed to ensure a presence is maintained and to further promote relationship building. The vision is for parents and carers to feel able and confident to reach out for support at the earliest opportunity, avoiding the need for crisis and statutory intervention. This model is now shared with all primary establishments through the Family Support Worker role, to test the model beyond the initial school pilot.

In addition, as part of the Violence against Women and Girls strategy, it has been agreed to embed support for victims of domestic violence and early work with perpetrators, on a voluntary basis within STRIVE. Dedicated staff are now located within STRIVE to progress this activity – so perpetrators can receive support to change behaviour before a conviction.

By continuing to evaluate this work over time it is hoped that this approach can be replicated across Clackmannanshire, delivering effective community led responses at the point of need, as suggested in both *The Promise* and *The Christie Report*.

STRIVE Next Steps

Key relationships will continue to be developed with the Alloa Academy catchment community – including primary schools, GP practices, Community Learning and Development (CLD), Alloa Academy and Third Sector agencies. The learning from these developments will be utilised to further develop the STRIVE approach, alongside key Social Work redesign; shifting the balance to earlier intervention and prevention. As the early intervention model is developed the intention is to move away from formal referrals, for example by delivering drop in sessions within community centres, schools and GP surgeries and to enable universal services to support and signpost families to our service direct, rather than awaiting a referral. It is hoped that through development of the Flourishing Lives model, wherever possible, families would be offered ongoing support from localised community responses after STRIVE staff have concluded their involvement.

Child Wellbeing Project

KEY MESSAGE: THE PROVISION OF PLACE-BASED, WRAPAROUND CHILDCARE ENABLES FAMILIES TO SUSTAIN AND CREATE EMPLOYMENT OPPORTUNITIES.

Key Progress to Date

- Hawkhill Community Centre, Community House Alloa, Play Alloa and Connect Alloa (a youth group that provides a service to vulnerable young people) have provided after school and holiday activity services to families living in Alloa South and East.
- Breakfast clubs in all three schools are up and running. These include a mixture of sporting activities and a free breakfast – coaches and breakfast provided by Class Cuisine are funded through the Child Wellbeing Project (CWP).
- The Sport and Leisure Team has after school sports in place one afternoon a week in two schools – snack provision is provided in partnership with The Gate Charity, Alloa.
- The Sport and Leisure Team also provided two holiday sports camps again with collaboration from The Gate providing a substantial packed lunch.
- Kidz-World has provided funded places for children and families running from January to March 2023, including provision for the February week holiday and industrial action days.
- SauchieActiv8 has provided bespoke activities for a short-term club in a school with consultation and support from Clacks Good Food and NHS Forth Valley staff. This also offered volunteering opportunities to parents and carers.
- Transitioning children between school and after school premises has been implemented. This includes transport for children with Additional Support Needs in collaboration with council transport services. Two providers have provided transport from schools to their premises and a Walking Bus is arranged to escort children to one provider in collaboration with school staff.
- Children in Alloa South and East have been given places at Play Alloa, a specialist provider of regulated childcare.



Impact Statements

"I had a job offer but hadn't accepted it until I was offered childcare places as I don't earn enough to make it worth being employed and paying full childcare costs."

"My son has HF autism. Previous experience of other youth groups had been stressful with my son often coming home upset. My son didn't fit either ASN provision or mainstream. I felt he was excluded. *Connect* filled this gap and made us feel like our son mattered. We really appreciate the patience and care that Dave [Connect Alloa] has for our son."

"Mum wasn't very well, so coming to the club with my brother helped my mum to recover."

"It provided a support network that has helped the whole family."



Child Wellbeing Project Next Steps



- Following participation in a Columba 1400 values based leadership FWP employability cohort, a group of interested individuals have now come together on 3 occasions to explore the development of childcare and childminding pathways in Clackmannanshire, the group have connected with SCMA and are now collaborating on two additional developmental work streams. This will continue.
- Establish a Clackmannanshire wide framework of providers which will enable an efficient process of securing providers.
- Continue to develop CAERUS (Flexible Childcare Management Solutions) App in collaboration with Flexible Childcare Scotland (FCCS).
- Continue to explore linking CAERUS in with Parent Portal/other IT applications in Clackmannanshire to enable a future payment system for parents not eligible for funded places.
- Co-design/create a Provider's Charter and Parent's Charter for Out of School Care in Clackmannanshire.
- Develop models for access to training and development for staff of providers.
- Develop more understanding about the care requirements of children with a range of Additional Support Needs.
- Develop further collaboration with the Parental Employability Team.
- Deepen the collaboration between providers and Clackmannanshire services.
- Establish further skills development opportunities for staff working with children with Additional Support Needs.
- Develop deeper understanding and definitions of eligibility and of underrepresented eligible groups and any adaptation needed to enable improved access for these groups.
- Continue to explore and strengthen school age childcare beyond Alloa South and East.

Community Around the School

KEY MESSAGE: A RANGE OF PERSON-CENTRED PROGRAMMES AND ACTIVITIES ENHANCES WELLBEING AND CAPABILITIES AND CREATES THE GREATEST OPPORTUNITIES FOR CHILDREN, YOUNG PEOPLE AND FAMILIES TO FLOURISH.

In line with the Social Innovation Partnership (SIP) approach to public service delivery, we offer a range of person-centred Community Around the School activities and programmes in Alloa South which are separated into four broad categories of activity: experiential; family-focused; attainment/employment; addressing systemic barriers.



Programmes & Activities 2022-23

Experiential	Family-focused	Attainment/ Employment	Addressing systemic barriers
Stirling University & Alloa Academy Project – NHS Scotland Academy	Adult Learning at Alloa Academy – Literacy & Employability programme includes family cooking	NHS Scotland Academy – pathways to Health and Social Care roles	Columba 1400 Values Based Leadership
Columba 1400 Community & Residential Experiences	Alloa Community Empowerment – The Lens	Environment Services Work Experience	Engagement and Welfare Programme
Duke of Edinburgh Award Scheme	The Bowmar Bookies – literacy support	MCR Pathways – care experienced young people	School mentoring and support programmes
Community Events – e.g. Bingo Tea & Books	Clax P & C (Parents & Carers) - ASN support	Career Ready Programme (S5-6)	Adult Learning programmes
Without Exception – fun, out of school experiences	Without Exception - EASN support	Adult/Community Learning programmes	Breakfast Club

More details of all Alloa South Community Around the School initiatives can be found in Appendix 1.

Each programme or activity is also assessed in terms of how it develops personal wellbeing and internal capabilities, how it fosters a sense of community and wellbeing and how it creates opportunity conversion. An example of this on an individual level is detailed below for a young person who participated in a Columba 1400 Vales Based Leadership experience.

PERSONAL WELLBEING/INTERNAL CAPABILITIES	COMMUNITY & BELONGING	OPPORTUNITY CONVERSION
Valued Based Leadership opportunities.	Places and spaces where young person chooses to be: school; community centre; after school events.	Accessing wider educational opportunities.
Opportunities to exercise voice and agency: VBL; focus groups; community events; consultations; representation in groups and initiatives.	Choice of activities: before and after school clubs and events; supporting school events.	Enhancing inter-personal & pre-employment skills.
Improved confidence & self-awareness through VBL and Community Around the School project.	Peer support and networks: other young people, school staff and community.	Improved engagement with/in school.
Opportunities to expand social networks.	Leadership opportunities through Columba 1400 project, school pantomime & community events.	Gaining recognition of wider achievement.
Improved health and wellbeing.	Opportunities for volunteering and "giving back".	Establishing informal support networks (academic and pastoral).



Developing the Young Workforce

Working with school staff, and following on from Lens 1 project, Clackmannanshire Environment Services staff co-created "taster experiences" for S4 pupils (140 young people) in one secondary school. The aim was to raise awareness of the five Environment areas (Waste; Transportation; Roads; Fleet; Land Services), to ask what young people would be interested in doing and what would be of value to them.

Benefits include:

- Increased confidence through working in teams and co-designing and construction
- Inspiring young people to work in different emerging industries - Bio-Diversity, Waste, Engineering and Play Parks etc.
- Improved communication skills by engaging with different staff groups and communities

There has also been a work experience pilot programme with Environment Services. This involved one S5 pupil completing three weeks of fulltime work experience in Fleet and Roads.

Next Steps

Now that the taster experiences have been piloted and evaluated, the plan is to offer similar experiences to S4 in 2023-24. There are also ongoing discussions about offering work experience weeks to more young people to extend the reach of this initiative.

Bowmar Borrowers and Bowmar Bookies

Over the years, The Bowmar Centre has run various initiatives and programmes including self-care groups and family cooking and several members have participated in Columba 1400 experiences. Last year, community discussions and consultations highlighted an interest in improving gardens. A small group decided that they would like to share skills and equipment and from there they became involved in The Lens process and formed a group called The Bowmar Borrowers. In addition to funding gained through The Lens process, this group has been supported by Clackmannanshire Environment Services and recently a container has been supplied and refitted for the storage of garden and home improvement equipment.

Several of the original group has formed a literacy support group, The Bowmar Bookies. Supported by Strathclyde University, this group of Alloa parents run weekly sessions to provide peer support to families around reading and book engagement - as well as offering an evening meal. In addition to improving reading and encouraging community engagement, there are wider benefits to participants and group organisers around mental wellbeing and practical support networks. There has also been a separate reading mentoring programme for group members who want to improve their own skills.



Alloa Community Empowerment

Alloa Community Empowerment is a group of Alloa Academy school staff and community members which is planning, co-creating and delivering after school experiences for the community, supported by £15k from The Lens process 2023.

The group is building on the success of the Adult Learning programme (now in its second year) run after school hours by school staff. In the first year, adults were referred through Clackmannanshire Works (a service designed to support local people who are looking to get into work or training) and Women's Aid and offered National 4/Level 5 Literacy and Employability. All sixteen participants gained qualifications. Childcare was provided by senior pupils, offering them the chance to develop leadership and pre-employability skills. For the second year (2022-23), practical cookery and Food Hygiene courses were also offered. The children of participants ended up cooking alongside their parents/carers and two young people in S4 who were disengaging from school attended regularly and gained qualifications. One adult participant gained paid work for several hours per week providing cooking for a local community centre literacy programme. Another participant (who is bi-lingual) started voluntary work supporting French classes in secondary school and gained qualifications which enabled her to apply for work in an Early Years Centre.

Since gaining funding, the group has carried out a further community consultation to investigate the types of after school programmes people are interested in. In addition to the Literacy and Food Hygiene programme which will run for the third year, there have also been requests for sewing, self-defence, a walking group and a community choir. The plan is for community members to run or co-run some of the groups and for the school pre-loved uniform and supply shop to be open in the evenings to allow more access to clothing, personal hygiene and period supplies. In addition, there will be a weekly after school literacy support programme for primary school children which aims to raise attainment and build social capital. Providing a place after school hours where people can make connections and friendships and achieve qualifications of their choice should enhance people's wellbeing and capabilities and open up new opportunities.

Community Around the School Impact Statements

"I really enjoyed Territory Mapping. It made me think about what I want to do with my life and what bridges I have to cross (the barriers) to get there." (Young person in S3 who participated in Territory Mapping sessions,)

"Working with Tam (Positive Clacks) was great!
He asked us to think about all the positive things about living in Clacks."

"Without Exception has really made a difference. For the first time my daughter was able to have fun with a friend outside her home as well as with her extended family: it was absolutely beautiful."
(Parent of young person with profound and multiple learning disabilities)

"I love seeing the tutors every Monday. This has been an opportunity for me to practise my English, share recipes and meet new friends. I have also gained some qualifications" (Participant in Adult Learning sessions after school.)

Community Around the School

Next Steps - Invest in What Matters and What Works



- Evaluate all 2022-23 programmes and activities by end of June 2023.
- Plan and roll out Alloa Community Empowerment programmes for 2023-4 (supported by funding from The Lens programme): Literacy, Employability, Food Hygiene and Cookery (year 3); Alloa Community Choir; Alloa Community Walks; Sewing & Craft; Women's and Girls' Self Defence; Primary Literacy Support.
- Pilot NHS Scotland Academy and Stirling University Project by end of June 2023 then roll out to the whole year group (Aug. - Dec. 2023); evaluate then share with other secondary schools with a view to replicating.
- Create then pilot the Clacks Columba 1400 Cluster Approach: all staff in Redwell Primary School will have a bespoke Columba 1400 experience in February 2024; young people and secondary school staff who were involved in the June 2023 Train the Trainer programme will be involved; all Primary 7 children will then have a Clacks Columba 1400 experience before they start secondary school.
- Continue to develop and evaluate Columba 1400 work in secondary schools: Train the Trainer programme; more cohorts; maintaining and supporting existing groups.
- Create a Clackmannanshire Capabilities Approach video version of Scottish Government/Family Wellbeing partnership co-created introduction and share with all stakeholders.
- Continue to develop Third Sector links to Community Around the School programmes.
- Embed Flourishing Lives model.
- Develop approaches for Community Around the School for Lornshill Academy and Alva Academy.
- Define scope of Community around the School and Community around the Child/Young Person.
- Scope new Clackmannanshire Active Academy, focused on children and young people thriving and developing their capabilities.

Employability

KEY MESSAGE - IMPROVING THE EMPLOYMENT AND EMPLOYABILITY LANDSCAPE IN CLACKMANNANSHIRE

The Family Wellbeing Partnership commissioned WEAll Scotland to review employability in Clackmannanshire with a view to highlight key areas for change around delivering enhanced employability support for local families and to better meet their needs as well as those of local employers. WEAll supports and forms part of wider work around delivering a Wellbeing Economy in Scotland and, more specifically, the Wellbeing Economy pilot project that has taken place in Clackmannanshire.

A wellbeing economy, based on the principles of prosperity, equality, sustainability and resilience, is at the heart of the Scottish Government's vision for the economy in 2032. Delivering a wellbeing economy means taking a broader view of what a successful economy, society and country is and putting people and the planet at the heart. It will improve economic resilience and in turn reduce our vulnerability to future economic and environmental shocks, improving wellbeing for current and future generations. Traditional economic metrics such as GDP (Gross Domestic Product) will remain an important measure but cannot be viewed in isolation.

In particular, by using a place-based approach, the project explores:

- How employers could play their part in delivering a Wellbeing Economy in Scotland.
- How to support employers to create more opportunities for employment for the identified priority group as presented in the relevant section that may require additional support to engage in the labour market.
- How to best support employers to access and retain the skills they require.
- How to facilitate employer partnerships with the community around them.
- How a place-based approach can help the delivery of the Scottish Government Work Action Plan.

The transformation theory presented above is tested in Clackmannanshire and consists of two phases:

1. Scoping the enabling context alongside the barriers (perceived and real).
2. Presenting an action plan, including "cornerstone indicators" as measures co-produced by relevant stakeholders.

Employability - Next Steps

Following a dedicated Columba Values Based Leadership cohort, a series of community and business engagement sessions have taken place. This has resulted in cornerstone indicators which have been tested. A final employers session will take place on 17 July 2023 and a draft action plan will be created and considered.

Close collaboration between the Child Wellbeing Project and Employability Team will continue to refer families to each other.

Both the CWP and Parental Employability team can refer families to each other. The Virtual Headteacher role will continue.

A Child Poverty Coordinator post will be appointed and will sit within the Clackmannanshire Family Wellbeing Partnership.

The role will provide critical additional resource to support the policy intentions set out in the Scottish Government's No One Left Behind strategy for better aligned and integrated employability services and the delivery of commitments set out in the Best Start Bright Futures: Tackling Child Poverty Delivery Plan 2022-26, published by Scottish Government in March 2022.

The role will support the work of the Clackmannanshire Local Employability Partnership to ensure better alignment of employability services and wrap-around services between Council departments and wider Community Planning Partnership (CPP) that support parents' transition or progression within work, such as childcare and transport.

Conclusions and Next Steps

Much progress has been made across the four main Family Wellbeing Partnership workstreams - STRIVE (Safeguarding Through Rapid Intervention); Child Wellbeing Project; Community Around the School; Employability. The Family Wellbeing Partnership is now fully embedded within Clackmannanshire Council wider Transformation Programme, *Be The Future* which provides a blue-print for a consistent focus on our key themes - sustainable inclusive growth, empowering families and communities; health and wellbeing. The transformation journey is an ambitious ten year programme which will be delivered during a period of significant challenge in Clackmannanshire. Evaluation and analysis of FWP progress over session 2022/23 has led to a draft FWP Phase 2 Strategic Plan - Moving to Horizon 3 and action plan which will be shared with Clackmannanshire's FWP Strategic Board in July 2023 for consultation.

Ambition

- A radical shift to a prevention model which will support delivery of sustainable person-centred public services
- Develop the conditions to enhance wellbeing so that people can thrive and flourish
- Tackle child poverty
- Secure a system with voice and agency of community at its heart, shifting power, design and decision making

Objectives

- Structures are re-designed around relationships and needs; including keeping The Promise for our care experienced community so that our young people grow up loved, safe, respected, and able to meet their full potential.
- Increase understanding of wellbeing and capabilities approach across Council and partners.
- Community of change makers is mobilised and supported.
- Invest in what matters and what works - aligning money flow, funding and reporting
- Identify barriers and share learning of our transformation journey; learning from others who are transforming system whilst informing and influencing the national policy conversation on poverty.
- Invest in what matters and what works - build on and amplify what is already happening across the four Family Wellbeing Partnership workstreams and extend beyond Alloa South and East.

Acknowledgements

The extent of work within Clackmannanshire Family Wellbeing Partnership would not have been possible without the contributions of many individuals and partners.

We would like to express our sincere gratitude to the following:

- The Social Innovation Partnership (SIP), comprising the Scottish Government and the Hunter Foundation for their partnership, support and funding.
- The partners and stakeholders who provided input and support.
- The staff of Clackmannanshire Council who worked on the partnership.
- Columba 1400 for their delivery of VBL experiences.
- The young people and adults who participated in VBL experiences.
- The Lens for delivery of intrapreneur programmes.
- Elected members and leader for continued support.

We are grateful for the hard work and dedication of everyone who contributed to this report. Your efforts have made a real difference to the lives of young people and adults in Clackmannanshire.

Appendix 1: Community Around the School Initiatives

Initiative	Description	Outcomes
Columba 1400	Values Based Leadership (VBL) experiences. 7 groups of young people have participated in VBL experiences (some place-based; others residential in Skye) and each has school-based group leaders and projects.	<ul style="list-style-type: none"> • Increasing numbers of school staff involved and aware of VBL. • Shared understanding of VBL; raised aspirations; enhanced self-esteem and agency. • Young people involved in new Train the Trainer programme (May 2023).
NHS Scotland Academy – Forth Valley Huddle meetings	A partnership between NHS Golden Jubilee and NHS Education for Scotland to offer accelerated training for a wide range of Health and Social Care roles and professions.	<ul style="list-style-type: none"> • Greater awareness of related work in other local authorities. • Increased networking opportunities. Improved collaboration.
Alloa & Stirling University Project – linked to NHS Scotland Academy	An experience at Stirling University for S3 pupils at Alloa Academy to build social capital, develop capabilities and introduce Health and Social Care courses and careers.	Enhanced social capital, aspirations and development of capabilities. Greater awareness of Health and Social Care pathways - learners & school staff. Enhanced networks (Stirling University & NHS) leading to more opportunities for young people – increased empowerment and agency.

<p>The Bowmar Bookies</p>	<p>A community group to encourage family reading and build literacy skills - created and funded by Strathclyde University, supported by FWP. (Weekly reading and food sessions.)</p>	<p>Improved literacy, agency and self-esteem for participants and group members - reading mentor established for one adult (weekly at Alloa Academy) & informal transition support for her P7 daughter. Enhanced school and community relationships through FWP link. Employment (to provide cooking) for one Alloa Academy parent; improved language skills (EAL) and community links for this person; improved self-esteem & wellbeing.</p>
<p>Adult Learning at Alloa Academy - year 2</p>	<p>Evening programme (Literacy & Employability & this year supplemented by Food Hygiene and cookery) – some funding provided by FWP partner.</p>	<p>Enhanced social connections, employability skills and qualifications for participants. Improved self-esteem and mental health – evidenced by impact stories. Employment opportunities – example above.</p>
<p>Alloa Community Empowerment – The Lens Application</p>	<p>A community & school partnership awarded £15k funding to establish more community learning programmes and events at Alloa Academy - current Literacy & Employability programme (above) to continue; other community suggestions include self-defence, sewing/clothes making, woodwork skills.</p>	<p>Increased opportunities for community members to be involved in programmes and events that matter to them. Enhanced provision of community events and programmes taking place in school building. Pre-employment opportunities: facilitating and co-facilitating. More collaborative working between school staff and the community. More extensive use of the school as an asset.</p>

<p>Parachute – The Lens Application</p>	<p>EASN & Sports Development group awarded £6k funding to establish after school activities and family support for EASN pupils – open to EASN learners throughout Clacks; based in Alloa Academy.</p>	<p>Opportunities to improve health and wellbeing of Clacks EASN learners. Provision of further family support.</p>
<p>Environment Services Work Experience</p>	<p>Senior Manager (Environment) working with secondary school to provide work experience opportunities.</p>	<p>Increased awareness of Environment Services pathways for learners and staff. Opportunities for learners to develop pre-employability skills, capabilities and social capital. Opportunities for Environment Services staff to use experience and skills to support young people – role diversification.</p>
<p>Positive Clacks (S1)</p>	<p>Sessions (run by community lottery funded local “cultural advisor”) to increase positivity about local area.</p>	<p>Awareness raised re. positive aspects of local area and community; stereotypes challenged. Aspirations raised.</p>
<p>Territory Mapping (S1-3)</p>	<p>A form of mind mapping to open discussions around aspirations and potential barriers.</p>	<p>Raised aspirations. Opportunities to exercise voice and agency.</p>

<p>Clax P & C (Parents & Carers) (ASN)</p>	<p>A partnership between parents and carers and Clackmannanshire's ASD (Autism Spectrum Disorder) Outreach Team, to support parents and carers of children and young people with Additional Support Needs: weekly meetings, peer support, organised talks & workshops. (Funding provided through The Lens process, 2022.)</p>	<p>More regular, informal contact between parents and carers and ASD Outreach Team – parents/carers empowered and agency enhanced. Two ASD support workers trained in Early Bird programme – to provide post-diagnostic support for ASD families.</p>
<p>Without Exception (EASN)</p>	<p>A partnership to provide out of school activities for children and young people with profound and multiple learning difficulties and their families. Working closely with PAMIS (Promoting a More Inclusive Society). (Funding through The Lens process, 2022.)</p>	<p>Parents and carers exercising more agency re. what matters to their families. More opportunities for young people with profound and multiple learning difficulties to engage in life enhancing activities in the local area.</p>
<p>Everyone's Invited</p>	<p>This programme is designed to empower school communities to promote healthy relationships and sexual wellbeing and to tackle gender-based bullying. Assemblies and workshops were held for young people, staff and parents/carers. The approach is empathetic and non-judgemental and is aimed at presenting the facts about such issues. There was a heavy focus on digital intimacy and online/phone issues.</p>	<p>Young people, staff and parents/carers more aware of gender-based language and bullying and how to tackle it. Increased opportunities to discuss related issues for all involved.</p>

<p>Alloa Academy Engagement and Welfare Programme</p>	<p>To support families to engage as fully as possible in school life: study and qualifications support; home visits; provision of stationery, personal hygiene items and clothing through the establishment of the Pre-loved Shop; working with partners (e.g. Clacks Works) to provide financial advice.</p>	<p>More young people supported and enabled to engage regularly at school. More families provided with support tailored to their specific needs.</p>
<p>Alloa Academy Breakfast Club</p>	<p>3 versions: early morning activities (sports; computer games; reading) followed by breakfast. ASN group - “soft start”. EASN classes & S3 Columba 1400 leaders.</p>	<p>More young people having a positive start to the day and a healthy breakfast. Enhanced relationships between staff and pupils. Leadership opportunities for S3 leaders – enhanced self-esteem for this group. Greater inclusion of young people with EASN & others.</p>
<p>Duke of Edinburgh Award Scheme</p>	<p>Increased numbers of young people are participating in this youth award scheme – fully funded by the school. 72 young people are currently participating in Bronze D of E.</p>	<p>Greater numbers of young people being supported to learn new skills, overcome obstacles and build confidence and resilience.</p>
<p>Study Support Programmes</p>	<p>After school Supported Study Easter Supported Study</p>	<p>Equal access to educational support for all young people.</p>

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<p>Mentoring & Support Programmes – pastoral and academic</p>	<p>MCR Pathways Strathclyde University mentors LEAPS Stirling University Widening Participation School Academic Mentoring Young Carers' Group Skills Development Scotland</p>	<p>A range of young people supported individually and in groups as suits their needs.</p>
<p>EASN Partnerships</p>	<ul style="list-style-type: none"> • Vital Spark - weekly visits to workshop to support learning in cycle maintenance and bikeability. • RDA - weekly visits to Equi-Power Central Scotland, equine facilitated learning activities. • Play Alloa - weekly group visits for life skills opportunities. • N-Courage - martial arts-based programmes for children and adults on the Autism Spectrum and/or with Additional Support Needs. • Limelight - music group that visits department weekly. • Forth Environment Link – walks & bikeability in local area. • Clacks Trishaw Service – weekly visits. 	<ul style="list-style-type: none"> • Opportunities for young people to develop self-confidence, practical skills, leadership qualities and to experience workplace ethos and practices. • Development of life skills, confidence and participation in mainstream activities. • Addressing ongoing inequality by creating pathways to social inclusion, education and employment for people with impairments.

<p>Planet Youth Icelandic Prevention Model</p>	<p>An organisation that works in coalition with all Clacks secondary schools and partners to research and design strategies which improve young people's health and wellbeing.</p>	<p>Awareness is raised about areas of concern through regular pupil and family surveys. Through partnership working with local groups, bespoke opportunities are created to tackle issues such as substance abuse and vaping. Action plans are created across Clacks schools through pupil-led coalitions.</p>
<p>Who Cares? Scotland</p>	<p>A partnership with Scotland's only national independent membership organisation for Care Experienced people. Training and drop-in sessions planned.</p>	<ul style="list-style-type: none"> • Awareness raised about issues affecting Care Experienced people. Independent advocacy offered to Care Experienced young people. Support provided to Care Experienced people up to age 26.
<p>Peer Perspectives Mental Health Champions</p>	<p>A partnership with Peer Perspectives to train a group of S3-4 pupils in mental health and wellbeing who were then delivering this training to P7 and S1 pupils. They then worked in partnership with the other secondaries to develop workshops.</p>	<ul style="list-style-type: none"> • Awareness raised about mental health issues. Opportunities for young people to develop leadership skills and to support others.

<p>Career Ready</p>	<p>Career Ready is a UK wide social mobility charity that provides opportunities and skills for young people to move into the world of work through a mentoring programme.</p>	<p>Support and opportunities offered to seven S5 pupils each year through two-year mentoring programme. Links developed with local employers. Skills developed to enable young people to successfully complete their paid internship.</p>
<p>O-I Manufacturing (The Glassworks)</p>	<ul style="list-style-type: none"> O-I Manufacturing is one of the biggest local employers. They are re-launching their apprenticeship programme this year. Open day organised alongside O-I staff for our young people interested in a career in mechanical or electrical engineering. 	<ul style="list-style-type: none"> On site open day (tailored to engage young people) provided valuable “hands-on” experiences of what a potential engineering career/work would involve. Pupils were supported to start the application process.
<p>Sports Development Clackmannanshire</p>	<ul style="list-style-type: none"> Sports Development staff work to deliver primary and secondary sporting competitions, extra-curricular clubs and young leader sports coaching training across the authority. 	<ul style="list-style-type: none"> Opportunities created for Alloa Academy and our cluster primaries through Active Schools Coordinator (Kirsty Wilson). Pupils further engaged in sports/health and wellbeing activities through competitions and events throughout the year.

<p>Alloa Athletic Football Club</p>	<p>School of Football delivered to S1- S3 pupils by Alloa Athletic Football coaches.</p>	<p>Establishing this new partnership provides opportunities for our young people to be part of an exciting new initiative. Further opportunities for young people to engage in high quality initiatives and to excel.</p>
<p>Alloa Rugby Club</p>	<p>School of Rugby delivered to S1-S4. Breakfast club, curricular and extra-curricular sessions delivered Alloa Rugby Club.</p>	<ul style="list-style-type: none"> • Improving health and wellbeing and skills as well developing social networks through regular training, matches and tournaments. • Raising awareness about pathways and opportunities within the sport.
<p>School Pantomime & Drama Club</p>	<p>Annual school pantomime and weekly drama club. Liaison throughout the year with Ochil Youths Community Improvement (OYCI), Alman Theatre Company, Macrobert Arts Centre & Parent Council.</p>	<ul style="list-style-type: none"> • A diverse range of young people (S1-6) engaging in activities to develop self- esteem, creativity and team building skills. • Enhanced community relations and opportunities to showcase local talent.

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"The Family Wellbeing Partnership is not a project: it's the way we do things."

Work and poverty in Scotland: Supporting flourishing lives through sustained employment in Clackmannanshire

Executive Summary

The vision to move towards a Wellbeing Economy, one that delivers good lives for all people while protecting the health of our planet, reflects the values, priorities and aspirations of people and communities in Scotland, and beyond, and is being embraced by governments, institutions, businesses and agencies around the world.

To deliver a Wellbeing Economy, employment and skills are key pillars, as jobs can be a significant driver of people's wellbeing. In Scotland, as in other countries, employment is considered a lever to improve quality of life, and the most effective way to reduce the risk of poverty, in general, and of child poverty, in particular. Yet, fair and equal access to employment opportunities is often a blindspot and consideration needs to be given to factors around low quality or limited access to employment.

The need to support and promote fair work can be found in the Scottish Government's Fair Work Action Plan, Scotland's National Strategy for Economic Transformation, the National Performance Framework, the Labour Market Strategy and increasingly in Regional Economic Strategies.

At a local level, the principles of a Wellbeing Economy can be found, amongst others, in initiatives that seek to reshape the labour market structure and policies in order to allow for building an economy that leaves no one behind.

Aligned with these principles and building on the Wellbeing Economy Pilot Project that was delivered by the Clackmannanshire Council and the Scottish Government, the Family Wellbeing Partnership- a collaboration between the Clackmannanshire Council and the Social Innovation Partnership, commissioned this project to support and form part of a wider work around delivering a Wellbeing Economy in Scotland. The project aims to provide learning that can support wider transformation in other local areas by exploring how strategic change can be delivered by fundamentally re-imagining work at a local level. To achieve this, the project focuses on the area of Clackmannanshire and explores how to foster employability support and strengthen collaboration between employers, employees and the public sector in order to support those who experience poverty to have equal access to good quality jobs which will enable them to flourish.

Clackmannanshire, an area situated in east-central Scotland, has a low job density and a high rate of economically inactive residents largely due to travel connectivity issues and caring responsibilities.

The majority of employers in the area are micro-businesses with only a few businesses being considered large employers while Clackmannanshire Council is the biggest single employer. The employment and skills challenges in Clackmannanshire reflect the economic geography of the area. Apart from the low pay rate, the low-skill levels of the population and travel are amongst the main challenges in the area that affect people's employability.

To improve the employability of Clackmannanshire residents and reduce unemployment, multiple employability services are available in the area. Acknowledging that not all population groups have the same equal opportunities for employment, certain groups have been identified as priority ones which include long-term unemployed, low-income parents, people with convictions, disabled and people with (physical and mental) health conditions, ethnic minority groups, care-experienced young people and those who have left school.

Based on the identification of these groups and with the aim to develop a person-centred approach that could facilitate the development and delivery of skills and employability services, various engagement sessions were organised as part of this work with government and local authority officials, partner organisations, priority groups and employers operating in the Clackmannanshire area. Through this engagement process, the aim was to gain clarity and deepen our understanding in relation to what works, what does not work, what barriers need to be overcome and what success looks like when it comes to employability and access to good quality jobs for all that will allow tackling poverty.

The overarching issues which were explicitly and repeatedly mentioned by priority groups were the need for tailored, flexible and person-centred services; the significance of relationships and communication between service users and service staff that allow people to feel seen, heard and understood; the need for improved transport services; the provision of childcare and other types of care support; the requirement for flexible working opportunities.

Similarly, when reflecting on the challenges they face, employers reported that the most pressing issues were the lack of required skills, the wages in relation to the rising cost of living, transport connectivity, generational barriers, the ability to recruit outside the area, and challenges implementing a flexible work culture. In terms of additional support, employers indicated the need for wider awareness of available support for businesses, and help with recruitment methods due to limited knowledge of alternative practices. They also advised that success to them is attracting candidates with the right skills and attitudes and having employees who are happy and motivated.

Based on the feedback that was gathered during the engagement sessions, a suggested action plan was developed with the aim to provide ideas and recommendations around skills and attitudes; policies, procedures, and practices; and service design that will support everyone to have access to good quality jobs.

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Introduction

The vision to move towards a Wellbeing Economy reflects the values, priorities and aspirations of people and communities in Scotland, and beyond, and is being embraced by governments, institutions, businesses and agencies around the world.

The economy we have today was designed to meet a long-outdated logic, that focusing on growing the amount of goods and services we produce will automatically lead to prosperity for all. In a Wellbeing Economy, we would ask first, what does each and every one of us need to thrive within a healthy natural environment? This core purpose would drive the design of our economy, the policies we prioritise, and the practices we implement.

To deliver a Wellbeing Economy, employment and skills are key pillars, as jobs can be a significant driver of people's wellbeing. In Scotland, as in other countries, employment is considered a lever to improve quality of life and the most effective way to reduce the risk of poverty.¹ Yet, fair and equal access to employment opportunities is often a blindspot and consideration needs to be given to the wider outcomes that may be generated because of the low quality or limited access to employment.

In Scotland, the need to support and promote fair work can be found in the Scottish Government's Fair Work Action Plan,² Scotland's National Strategy for Economic Transformation,³ the National Performance Framework,⁴ the Labour Market Strategy⁵ and increasingly in Regional Economic Strategies.

In addition to these commitments, the Scottish Government has adopted a community wealth building approach, committing to working with five local areas that include Clackmannanshire, South of Scotland, Glasgow City Region, Western Isles and Tay Cities. This project focuses on the Clackmannanshire area by exploring how high-level change can be delivered in Scotland by fundamentally re-imagining work at a local level.

About this project

This project was commissioned by the Family Wellbeing Partnership - a collaboration between Clackmannanshire Council, the Scottish Government and The Hunter Foundation via the Social Innovation Partnership.^{6 7}

The Family Wellbeing Partnership (FWP) is testing and embedding a wellbeing and capability-enhancing approach to policy and practice that is about supporting people to live flourishing lives.⁸

¹ <https://www.gov.scot/publications/annex-6-evidence-review-works/pages/8/>

² <https://www.gov.scot/publications/fair-work-action-plan/pages/4/>

³ <https://www.gov.scot/publications/scotlands-national-strategy-economic-transformation/>

⁴ <https://nationalperformance.gov.scot/>

⁵ <https://www.gov.scot/publications/scotlands-labour-market-strategy/>

⁶ <https://i-sphere.site.hw.ac.uk/2022/06/23/social-innovation-partnership-learning-programme/>

⁷ <https://www.gov.scot/publications/annex-5-impact-policies-child-poverty/pages/3/>

The FWP focuses not only on the required changes but also how these could be implemented and sustained, and how underlying values, cultures and behaviours need to shift if policy and practice are to have the greatest impact. By working on improving outcomes for children and families, the FWP seeks to learn new ways of working that could be proved useful and replicated across other local authorities in Scotland.⁹

As part of this transformation partnership, the Social Innovation Partnership (SIP) - a collaboration between the Scottish Government and The Hunter Foundation,¹⁰ was set up to test, scale and learn from a range of innovative approaches to tackling poverty and inequality. SIP has developed a distinctive wellbeing and capabilities-enhancing approach to service design and delivery in order to tackle poverty and inequality and support people to live flourishing lives based on what matters to them.¹¹ By focusing on flourishing lives, this approach encourages to think about people holistically and move away from siloed interventions that are about basic needs or responding to crises.¹² It seeks to define what needs to be done differently if policy and services are to better respond to people's needs and enable them to flourish, in line with the Christie Principles on Public Service Reform.^{13 14}

For the public sector, this approach means that services need to be designed as person-centred in order to enhance their ability to respond to the broader socio-economic constraints that hinder those facing corrosive forms of disadvantage. Hence, through the wellbeing and capabilities approach, the implementation of the National Performance Framework will be supported with a particular focus on the national mission to tackle child poverty and reform public services.

Based on the values and aims of the Family Wellbeing Partnership, this project was commissioned to support and form part of a wider work around delivering a Wellbeing Economy in Scotland and building on the Wellbeing Economy Pilot Project that took place in Clackmannanshire.

More specifically, this project aims to make a distinct contribution by providing learning that can support wider transformation in other local areas by exploring how strategic change can be delivered in Scotland when fundamentally re-imagining work at a local level. The project examines how to foster employability support, strengthen collaboration between employers, employees, and the public sector, and improve matching people to jobs in line with Wellbeing Economy principles. The purpose of doing so would be to support those who experience poverty to have equal access to good, quality jobs which will enable them to flourish. In addition, the project seeks to highlight bright spots of activity; bring employers together to co-produce solutions with people with lived expertise; develop an action plan that delivers.

⁸ *Clackmannanshire Family Wellbeing Partnership Annual Report May 2023*

⁹ https://www.cosla.gov.uk/_data/assets/word_doc/0017/32273/Clackmannanshire-Family-Wellbeing-Partnership.docx

¹⁰ <https://www.thehunterfoundation.co.uk/>

¹¹ <https://www.gov.scot/publications/annex-5-impact-policies-child-poverty/pages/3/>

¹² *Clackmannanshire Family Wellbeing Partnership Annual Report May 2023*

¹³ *Ibid.*

¹⁴ <https://www.gov.scot/publications/commission-future-delivery-public-services/>

In particular, by using a place-based approach,¹⁵ the project explores:

- How employers could play their part in delivering a Wellbeing Economy in Scotland
- How to support employers create more opportunities for employment for the identified priority groups (as presented in the relevant section) that may require additional support to engage with the labour market
- How to best support employers to access and retain the skills they require
- How to facilitate employer partnerships with the community around them
- How a place-based approach can help the delivery of the Scottish Government's Fair Work Action Plan¹⁶

Transformation Theory¹⁷

This project is the outcome of the development of a partnership approach between FWP and WEAll Scotland that will enable over time place-based employer partnerships to be developed with the purpose of promoting a Wellbeing Economy, tackling poverty, and supporting flourishing lives through sustained and supportive employment.

It is expected that this work will evolve and deepen over time, but it is assumed that some key facets of a partnership would be as set out below. These assumptions will need to be further tested.

For the employer, we are assuming that the benefits of a local partnership would be that it:

- connects the employer to employability support programmes that can be adapted/ tailored to their labour market needs
- provides bespoke support in terms of becoming a wellbeing employer (and ultimately a wellbeing business) – including support to migrate towards more flexible working that can improve sickness rates, productivity etc.
- provides wider support infrastructure for employees to help de-risk taking on long-term unemployed or under-skilled individuals – including:
 - financial support such as funding initial internships or permitted work opportunities
 - health and wellbeing support
 - childcare opportunities
- strengthens connections between the local employer and the community – with clear opportunities for wider community participation as the employer and the local partners become more engaged with the principles and concepts of a wellbeing economy

For the public sector, achieving improved outcomes and better value for money from employability programmes by:

- aligning employability support locally with labour market supply
- creating the conditions for supportive work environments increase the likelihood of accessing and sustaining employment
- opportunities for wider community benefits arising from close employer engagements

¹⁵ The importance of place and why a place-based approach can deliver wellbeing outcomes are highlighted here: https://www.improvementservice.org.uk/_data/assets/pdf_file/0020/30719/PWO-briefing-paper.pdf

¹⁶ <https://www.gov.scot/publications/fair-work-action-plan/>

¹⁷ The Transformation Theory is based on SIP's wellbeing and capabilities approach to policy and practices which aims to tackle poverty and inequality by supporting people to live flourishing lives, based on what matters to them, through more person-centred and holistic responses.

For the employee, by offering:

- a person-centred approach to transitioning to sustained employment
- improved wellbeing and capabilities

Project phases

The transformation theory presented above is tested in the area of Clackmannanshire, and consists of two phases:

1. Scoping the enabling context area alongside the barriers (perceived and real)
2. Presenting an action plan, including 'cornerstone indicators' as measures co-produced by relevant stakeholders

The present report is the outcome of the scoping phase, based on desktop research, and includes a recommended action plan on how to support equal access to good, quality jobs for all. The report provides an overview of the key characteristics of the labour market in Clackmannanshire alongside identified driving factors of the quality of jobs, priority areas for intervention as key to delivering Wellbeing Economy outcomes, and analysis in relation to the economic, policy and operational context, the employability services offered by the Clackmannanshire Council, partners and providers that aim to support the identified priority groups and how these link to the performance on Wellbeing Economy indicators. Finally, it suggests actions co-created by priority groups and employers operating in Clackmannanshire in order to tackle poverty and support flourishing lives through sustained and supportive employment.

Moving towards a Wellbeing Economy in Clackmannanshire

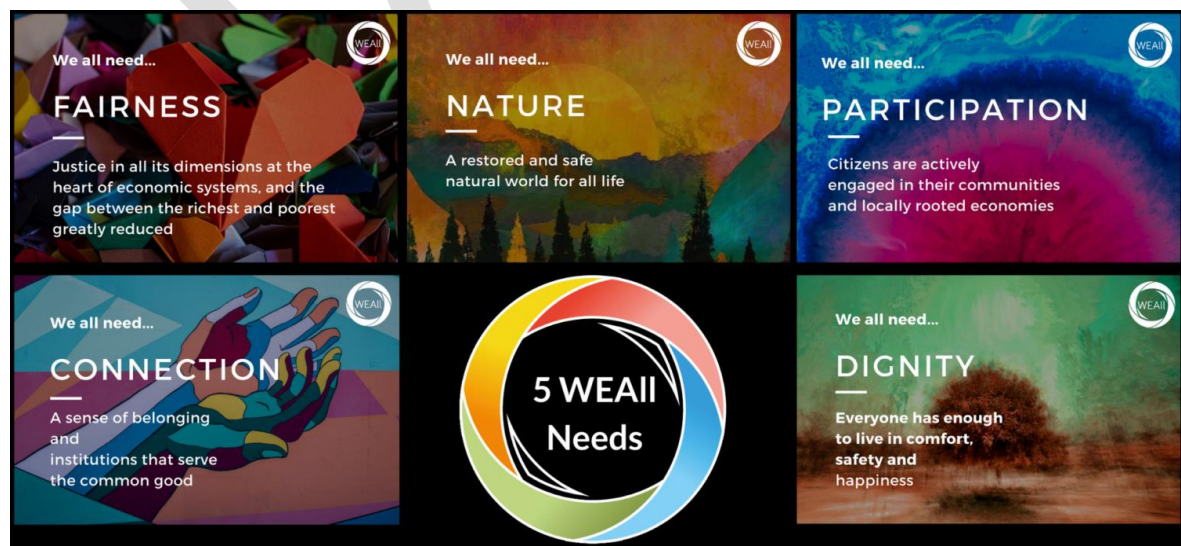
What is a Wellbeing Economy and what does it entail at a local level

Societies around the world are facing unprecedented social, economic and environmental crises, with the rampant cost of living crisis being the most recent example. As these challenges, primarily driven by our current economic system, emerge, governments and institutions are grappling with the need to cope with profound impacts such as rising socio-economic inequalities, increased poverty levels and climate change. To address these challenges, it is imperative to reshape our economic structure and move towards a Wellbeing Economy.

A Wellbeing Economy starts with the idea that the economy should serve people and communities, first and foremost. It asks what sort of economic activity is needed and for whom, and looks at enabling contexts that allow flourishing for all while being in harmony with nature. By re-orienting goals and expectations for businesses, politics and society, a Wellbeing Economy would deliver collective wellbeing, while recognising that the economy is embedded in society and nature.

To achieve this, a Wellbeing Economy would employ upstream strategies and implement measures that attend to the root causes and interconnectedness of the current crises, instead of responding with expensive interventions to fix the damage caused by our dependency on growth. Those calling for such an economy highlight the urgency, as well as the feasibility, of an economic system that supports prosperity for all. Its feasibility can be seen in local communities, economic activities and practices that embrace a new way of thinking which facilitates sustainable business models and thriving communities.

At a local level, the principles of a Wellbeing Economy can be found, amongst others, in initiatives that seek to reshape the labour market structure and practices. Redesigning the recruitment processes that employers follow; creating contexts that support people to have equal access to good quality jobs; and encouraging the collaboration between employers, employees and the public sector, it will allow for building an economy that leaves no one behind. Such an economy will enable people to live in line with Wellbeing Economy values: living with dignity; meaningfully participating in their communities; having a sense of purpose and belonging; being in harmony with nature; and enjoying fairness, in all its forms.



As communities are at its heart, the Wellbeing Economy agenda aligns with the idea of community wealth building and new forms of economic democracy,¹⁸ alongside the capabilities approach.

Community Wealth Building is a people-centred approach to local economic development that redirects wealth and control back into the local economy.¹⁹ ²⁰ As wealth is held locally and income is re-circulated in the local area, community wealth building contributes to the reduction of inequality and seeks to proactively support local inclusive economies.²¹

Taking this approach ensures that local people and businesses have a fair stake in producing, owning, and enjoying the wealth they create, and fosters the empowerment of local economies and communities.²² As illustrated in the figure below, community wealth building strategies are based on five key principles for harnessing existing resources and supporting communities to thrive.²³



As indicated in the figure, one of the vital areas that underpin the community wealth building approach is the existence of fair employment and just labour markets. Through practices like paying the real living wage,²⁴ ²⁵ having inclusive employment processes; recruiting from lower

¹⁸ <https://cles.org.uk/blog/local-government-the-commons-the-time-has-come/>

¹⁹ <https://www.inclusivegrowth.scot/our-work/community-wealth-building/2021/03/community-wealth-building-delivering-a-wellbeing-economy-in-scotland/>

²⁰ <https://cles.org.uk/what-is-community-wealth-building/>

²¹ <https://www.inclusivegrowth.scot/wp-content/uploads/2020/09/Community-Wealth-Building-A-briefing-note-for-elected-members.pdf>

²² Centre for Local Economic Strategies. (2020). *Community Wealth Building in Clackmannanshire*.

²³ Ibid.

²⁴ <https://www.livingwage.org.uk/what-real-living-wage>

²⁵ Paying the real living wage also aligns with the components of the Scottish Business Pledge, a values-led partnership between the Scottish Government and businesses that is based on boosting productivity,

income areas; building progression routes for workers and comprehensive union recognition, social improvements can be achieved.²⁶ This is particularly crucial to ensure that those who do not have equal access to the labour market, are supported and can live fulfilling lives.

Similarly, the Capabilities Approach aligns with the principles of a Wellbeing Economy as they both place wellbeing as the key outcome of public policy and action. Both concepts call to consider how the various social, economic and environmental policies come together to support people's wellbeing.

The Scottish Government recognising the value of this approach has committed to working with five areas on community wealth building action plans which build on learning from work already underway in North Ayrshire. The five areas are Clackmannanshire, South of Scotland, Glasgow City Region, Western Isles and Tay Cities which will help them move towards a Wellbeing Economy.

The Wellbeing Economy Pilot Project in Clackmannanshire

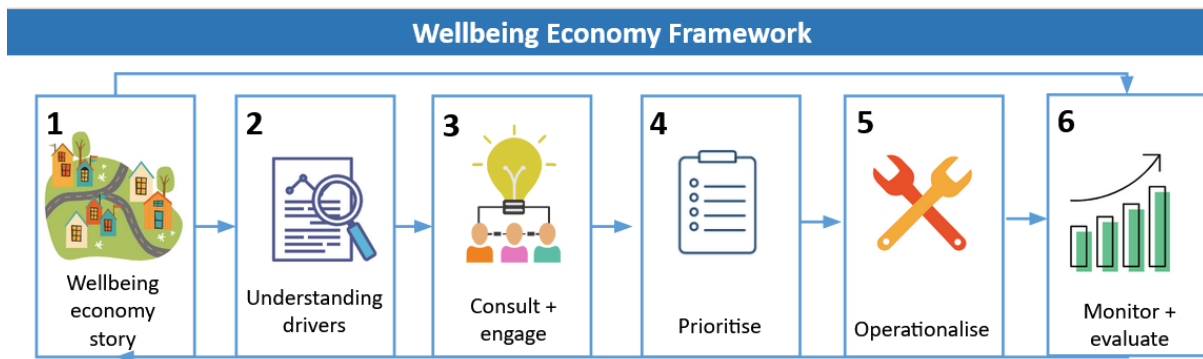
The current project builds on the Wellbeing Economy Pilot Project delivered by the Clackmannanshire Council and the Scottish Government with the aim to develop and test a Wellbeing Economy Framework for delivery of a Wellbeing Economy at a local level.²⁷ The Framework takes into account a wider set of considerations and indicators, such as environmental ones around the circular economy, biodiversity, natural capital and land use.

As illustrated in the figure below, the Wellbeing Economy Framework sets out six stages that allow navigating all the levers in the system that could help inform decisions based on wellbeing economy outcomes, instead of focusing on specific interventions or policy areas. Most importantly, the Framework aims to move beyond a strict focus on data and evidence to understand priority areas and rather identify the existing tools and levers that can be used to deliver change.

competitiveness through fairness, equality and sustainable employment. More information can be found here <https://scottishbusinesspledge.scot/>

²⁶ Centre for Local Economic Strategies. (2020). *Community Wealth Building in Clackmannanshire*.

²⁷ The commitment to move towards a Wellbeing Economy in Clackmannanshire can be found also at the Community Wealth Building Action Plan, which was developed in partnership with the Centre for Local Economic Strategies (CLES). This is being reinforced through a formal commitment to Community Wealth Building of both the Council and the Clackmannanshire Alliance and the inception of the Clackmannanshire Wellbeing Economy Anchor Partnership.



During the first two stages of the pilot and based on data analysis that was carried out, seven key themes were identified that formed the wellbeing economy outcomes the communities of Clackmannanshire care about. Through this process, evidence around the underlying drivers of these themes was gathered in order to gain a deeper understanding of the factors that drive performance in these specific areas.

The identified key themes/ wellbeing economy outcomes are:

- ❖ Economic Opportunity
- ❖ Fair work, particularly for females
- ❖ Sustainable place
- ❖ Outcomes for young people
- ❖ Environmental sustainability
- ❖ Health and wellbeing
- ❖ Poverty

These key themes were mapped against the National Performance Framework, Scottish Government's priorities and Clackmannanshire's Local Outcome Improvement Plan and Child Poverty Action Plan to ensure alignment with local and national priorities.

Following the identification of the priority areas and understanding of the performance drivers, extensive stakeholder consultation and public engagement (including events) were organised that involved those who live and work in the Clackmannanshire area, test the evidence base and fill any gaps in the understanding of the factors that drive performance. This process was vital to building a decision-making procedure based on local priorities and deliverability to target key areas of intervention. This stage informed decisions around operationalising and facilitating action in relation to the area's natural capital, Community Wealth Building, foundational economy, economic strategy, the refreshed Local Outcome Improvement Plan, and the Regional Growth Deal. The final stage of the Wellbeing Economy Framework involved monitoring and evaluating the progress and the results that were achieved in the previous stages in order to feed back into the identified wellbeing economy outcomes.

During the process outlined above, a systems mapping exercise was used to better understand and demonstrate the relationship between key components of the local Wellbeing Economy in

Clackmannanshire. After identifying 30 key factors driving wellbeing economy outcomes in the local area, these were prioritised using two dimensions: their impact on wellbeing and how strong the evidence base was, and their deliverability based on the preferences of stakeholders (how essential they were to them and how challenging they were in terms of the required time and funding).

By doing so, the most significant priorities for delivering transformational change in Clackmannanshire were identified, as presented below:

- ❖ Quality of employment
- ❖ Transport- local connectivity
- ❖ Entry level skills
- ❖ Earnings
- ❖ Mental health
- ❖ Physical health
- ❖ Local anchors

Focusing on these areas to design interventions would have a high impact on delivering wellbeing outcomes in Clackmannanshire by recognising the factors that are driving outcomes across multiple themes. For example, improving the employability of the local communities and the quality of jobs by ensuring that individuals have access to jobs with sufficient pay, fair and flexible contracts, and opportunities to progress, was found to have a potential direct impact on poverty, mental health and financial security across the local area.

Achieving wellbeing outcomes requires action at multiple levels. To facilitate the transition towards a Wellbeing Economy, the Clackmannanshire area is also part of The Shaping Places for Wellbeing Programme.²⁸ The Programme aims to improve Scotland's wellbeing, reduce inequalities and change the collective approaches to the places people live, work and play. Its ambition is to deliver upstream preventative interventions that tackle the country's health inequalities while promoting strong partnership working and citizen involvement to create systems change.

Key characteristics of Clackmannanshire

Through the work undertaken by the Clackmannanshire Council with the Scottish Government on building a Wellbeing Economy, the area's performance on wellbeing economy indicators, which reflect the identified key themes (as demonstrated in the previous section), has been examined over time and is presented below.

Performance on wellbeing economy indicators over time

- ❖ **Economic Opportunities**
Lower rate of procurement spent on Local SMEs and lower rate of social enterprises

²⁸ The Shaping Places for Wellbeing Programme is a delivery partnership between the Improvement Service and Public Health Scotland, funded and supported by The Health Foundation and Scottish Government with support from COSLA. More information on the Programme can be found at <https://www.improvementservice.org.uk/products-and-services/consultancy-and-support/shaping-places-for-wellbeing-programm>

- ❖ **Labour Market Outcomes and Fair Work**
Lower employment rate and higher underemployment rate
- ❖ **Sustainable Place**
Relatively high dependency ratio and a forecast decline in the working-age population
- ❖ **Outcomes for Young People**
High rate of people with no qualifications, and high rates of unemployment for 18-24-year-olds
- ❖ **Health and Wellbeing**
High proportion of adults smokers; children who are obese or overweight; and suicide and drug-related deaths
- ❖ **Poverty**
High rate of children in low-income households and high levels of fuel poverty
- ❖ **Environmental Sustainability**
Good level of access to the outdoors, opportunities to build on natural capital and steady reduction in greenhouse gas emissions²⁹

These emerging findings highlight the areas that the Clackmannanshire Council focuses its actions and interventions. Given the scope of this project, the present report focuses on the labour market outcomes and fair work and how they relate to other wellbeing economy indicators such as poverty and outcomes for young people.

The labour market in Clackmannanshire³⁰

Clackmannanshire is an area situated in east-central Scotland with a population of over 51,000.³¹ Around 62% of the residents are working-age adults, out of which 67.2 % are in employment, 4% are unemployed and 30.5 % are economically inactive.³² The high rate of inactivity is largely due to care responsibilities, which particularly impact women.

The majority of employers in Clackmannanshire are micro businesses, which employ fewer than 10 people, similar to the rest of Scotland. However, collectively they employ the largest number of working-age adults. Only five businesses in the area are considered large employers with 250 or more employees, while Clackmannanshire Council is the biggest single employer. In 2020, there were 14,000 employee jobs within Clackmannanshire, 9,000 full-time and 5,000 part-time.

In terms of economic activities, there were 2,250 jobs in health and social care in 2020. Like its neighbour in Falkirk, Clackmannanshire still has relatively high levels of jobs in manufacturing at 2,000, although these have declined in recent years. The other significant areas are retail and wholesale at 2,250 and hospitality at 900. A majority of these jobs in hospitality were furloughed during the pandemic and since they re-opened, hospitality businesses across Scotland continue to report difficulties in recruiting staff.

²⁹ <https://www.clacks.gov.uk/site/documents/climatechange/climatechangestrategy/>

³⁰ The information presented in this section is based on the latest available data, which refers mainly to pre-pandemic time periods.

³¹ <https://www.nrscotland.gov.uk/files/statistics/council-area-data-sheets/clackmannanshire-council-profile.html>

³² <https://www.nomisweb.co.uk/reports/lmp/la/1946157409/report.aspx#tabrespop>

The job density in the area is 0.51,³³ which means that there is one job for every two working-aged people. Alloa has the second lowest job density in Scotland, which is 0.80 across the country. This is a significant barrier for those who cannot travel due to practical difficulties such as transport or caring responsibilities or who want to work near their residence. In addition, many jobs, including in the retail sector, are only offered as part-time opportunities.

In general, the employment and skills challenges in Clackmannanshire reflect the economic geography of the area. Apart from the low pay rate, the low-skill levels of the population are a major challenge for the area. Clackmannanshire schools were below the average in terms of performance in Scotland around four years ago. However, local education attainment is improving and they are now at the national average of 95.5%.³⁴

Low-skill levels are a significant challenge, especially for women and girls in Clackmannanshire, as economic inequality is a persistent problem. Clackmannanshire has a considerable gender pay gap, with men earning on average £215.40 a week more than women. Also, a large number of women are out of work, or in low-paid and insecure forms of social and care work, due to caring responsibilities and low skills, to name a few driving factors.

Travel is another crucial issue in the Clackmannanshire area that affects people's employability, particularly those who are actively looking for work.³⁵ Public transport can be expensive and difficult to use, especially around responsibilities like child care. The majority of local people in employment travel to neighbouring areas or large cities for work, with a third of them travelling to Stirling, as it has one of the highest job densities in Scotland. It is acknowledged that as a result of the Covid pandemic, there might be an increase in home working, which, in turn, will impact the need to travel to work. Yet, this is not expected to apply to a large number of jobs that require a physical presence such as in care, shop work, construction and hospitality, which are all important local sectors.

In order to design effective interventions to support the labour market in Clackmannanshire, it is vital to explore the factors that directly affect the employability and quality of employment in the local area.

As identified during the consultation process that Clackmannanshire Council, alongside the Scottish Government and other key public and third-sector organisations, followed when undertaking the Wellbeing Economy Pilot Project, the factors that can have a significant impact on the quality of employment are presented below.

Factors identified by participants as directly influencing and driving outcomes around the quality of jobs in Clacks:

- ❖ Available and affordable childcare
- ❖ Labour market structure
- ❖ Literacy and numeracy skills
- ❖ Gender pay gap
- ❖ Attract graduates back to the area
- ❖ Inclusive economic growth
- ❖ Local job density

³³ A density of 1 means that there is one job for every working aged person.

³⁴ Centre for Local Economic Strategies. (2020). *Community Wealth Building in Clackmannanshire*.

³⁵ Several services which support local job seekers include practical help with overcoming travel barriers such as Skills Development Scotland, Jobcentre Plus, and Clackmannanshire Works.

- ❖ Green Economy
- ❖ Creation of green jobs
- ❖ Create opportunities for young people
- ❖ Child Poverty Action Plan

Factors identified by participants as directly influencing areas in the system:³⁶

- ❖ Financial security
- ❖ In-work progression
- ❖ Secure contracts
- ❖ Skills matching job opportunities
- ❖ Secure pay
- ❖ Effective skills utilisation
- ❖ Equitable economic power
- ❖ Diverse and inclusive workplaces
- ❖ Workers with effective voice
- ❖ Labour market structure
- ❖ Mental health and wellbeing
- ❖ Poverty

In addition, in order to enhance our understanding in relation to the factors that affect the employability in the Clackmannanshire area, a SWOT analysis³⁷ was conducted, as seen below:

Strengths	Weaknesses
<ul style="list-style-type: none"> ● Small geographical area with strong partnership ethos ● Regional college has a local campus in Alloa ● Senior phase development in schools ● Direct rail link to Stirling & Glasgow ● Improved road network (Clackmannanshire Bridge) ● Reasonable proximity to the cities of Stirling, Glasgow, Edinburgh and Dundee ● The University of Stirling is close by ● Approaches & Innovation solutions promoted by the Family Wellbeing Partnership (FWP) via the Social Innovation Partnership (SIP) 	<ul style="list-style-type: none"> ● Low jobs density, i.e. shortage of jobs ● Small business base ● Ageing population and workforce ● Limited public transport links to travel to work area ● Cost of transport ● High levels of poverty & child poverty ● High number of working population with no qualifications ● High levels of deprivation in Alloa South & East; Tullibody & Glenochil; Fishcross, Devon Village & Coalsnaughton ● Earnings for women lower than the national average / Gender pay gap

³⁶ For example, by ensuring that individuals have access to jobs with fair pay, fair and flexible contracts, and opportunities to progress would directly impact on poverty, mental health, and financial security across the local area.

³⁷ A SWOT analysis is a strategic and planning technique used to identify Strengths, Weaknesses, opportunities, and Threats in relation to a specific topical area in order to inform the development of strategic planning.

Opportunities	Threats
<ul style="list-style-type: none"> ● City Region Deal capital projects opportunities ● City Region Deal Skills & Inclusion Programme opportunities including active travel routes planned within CRD ● More opportunities for home working ● Social care opportunities ● Opportunity to do more for priority groups ● Opportunity to foster stronger links with local providers via the Clackmannanshire Provider Forum (CPN) ● Opportunity for local decision-making and co-commissioning of employability services through the NOLB approach (LEP) ● UK Shared Prosperity Fund ● New Child Poverty funding ● New Wellbeing Hub ● New asylum seekers and refugees moving into the area ● Reopening of the Alloa to Dunfermline Rail Link ● Family Wellbeing Partnership Child Wellbeing Project 	<ul style="list-style-type: none"> ● Employers not able to recruit locally – skills mismatch ● Unknown levels of employability funding from year to year and lateness of grant offer letters ● Lack of multi-annual funding ● Competing priorities ● More people with multiple barriers like disability or caring responsibilities who are further away from the labour market ● On-going impact of the Covid pandemic ● Economic uncertainty for/ Rising cost of businesses impacting employability ● Risk of reduction in courses in Forth Valley College ● Public sector reductions in budgets ● Cost of living crisis³⁸

Supporting employability in Clackmannanshire

In order to deliver high-level change by re-imagining work at a local level and to support those who experience poverty to have equal access to good quality jobs, it is crucial to identify the population groups that interventions need to focus on at an initial stage along with the services currently provided and explore alternative working cultures and how to support employers and priority groups to co-produce solutions in line with the Wellbeing Economy principles. These are presented in the following sections in turn.

Priority groups

According to the Clackmannanshire Local Employability Partnership No One Left Behind Delivery Plan 2022-2025, its overall aim is to improve the employability of Clackmannanshire residents and reduce unemployment in the area. Acknowledging that not all population groups have the same equal opportunities for employment, the groups below have been identified as key priority groups.³⁹

³⁸ The cost living crisis affects all areas across the country. It was included due to its relevance to Clackmannanshire as well.

³⁹ The priority groups were identified based on a comparative analysis of Clackmannanshire’s performance against national averages across 27 indicators, focusing on the ones that Clackmannanshire is performing weaker than the national comparator.

16-24	25+
16 – 19-year-olds who have left school to a negative or unknown destination and/or those who have fallen out of / not sustained their first positive destination	Long-term unemployed
16 – 19-year-olds who have additional support needs including mild to moderate learning & physical disabilities	Low-income parents
Care experienced young people aged 16 – 26	Disabled adults & those with health conditions
Young parents aged 16 – 24	Adults with convictions
Disabled young people aged 16 – 24	Adults from ethnic minority groups
Young people with convictions aged 16 – 24	Adults from SIMD areas (Alloa South & East; Tullibody North & Glenochil; Tullibody South; Fishcross, Devon Village & Coalsnaughton)
Young people aged 16 – 24 from ethnic minority groups	Women and girls of low-income and precarious work
Young people from SIMD areas (Alloa South & East; Tullibody North & Glenochil; Tullibody South; Fishcross, Devon Village & Coalsnaughton)	
Young people aged 16 – 24 (up to 26 if care experienced) with mild to moderate mental health issues	

The analysis is based on information gathered through an interactive data toolkit which has been developed by the Glasgow City Region Intelligence Hub on behalf of the Improvement Service, focusing on socio-economic indicators that are pertinent to the No one Left Behind programme. The toolkit enables local authorities to conduct comparative analyses of their own performance against local authorities with similar socio-economic circumstances, whilst establishing their respective performance gaps with national and regional comparators. Further information can be found at the Clackmannanshire Local Employability Partnership No-one Left Behind Delivery Plan 2022-2025.

Services provided by the local authorities

Clackmannanshire Council is the lead partner in the Clackmannanshire Local Employability Partnership (LEP) which is the strategic employability partnership group for Clackmannanshire.

It was initially established in late 2009 to coordinate and support employability provision across Clackmannanshire. In recent years, the LEP has been focussing its efforts on supporting the implementation of No One Left Behind, the transformation of Scotland’s employability system to design and deliver employability support that allows local flexibility through collective leadership, joint planning and co-commissioning. The Local Employability Partnership sits within the Clackmannanshire Alliance reporting structure.^{40 41}

The Partnership builds on the strengths of existing national and local services to better align funding and to improve the integration of employability services with other support to ensure that services are designed and delivered around the needs and aspirations of the local community.

The vision of the Partnership is to develop “a person-centred approach to influence and drive innovative solutions to facilitate the development and delivery of skills and employability services that reflect the current and future needs of individuals and employers in Clackmannanshire”.⁴²

The primary aim of this approach is to improve the employability of the local community by ensuring that residents have the appropriate skills, knowledge and experience to take up employment opportunities locally and within a reasonable distance of the work area. Also, it is a key objective to increase fair work opportunities and skills development, reduce unemployment in the area, and tackle inequalities that exist between geographic locations and various groups who face significant barriers to work. At the same time, by doing so, it will contribute to addressing the issues of poverty, and in particular child poverty, and improve the health and personal wellbeing of communities, especially given the interconnectedness of work and physical and mental health.

To achieve this, all employability services are underpinned by the following priorities:

- Treat people with dignity and respect, fairness and equality and continuous improvement
- Provide flexible and person-centred support
- Straightforward for people, easy to navigate service provision – no wrong door approach
- Integrate and align with other services – building on the Scottish Approach to service design with the user at the centre
- Provide pathways into sustainable and fair work
- Be driven by evidence including data and the experience of users

⁴⁰ Further information on the available employability services can be found in the Employability Clackmannanshire Guide to Services 2022/2023. The Guide can be found on the Clackmannanshire’s Council website <https://www.clacks.gov.uk/site/documents/employment/employabilityservicesguide/>

⁴¹ The formation of the LEP was also as a result of the implementation of the Scottish Government’s Workforce Plus Strategy within which there was an expectation that at a local level the voluntary, private and public sectors would come together to form a partnership to drive forward the local employability and skills agenda.

⁴² <https://www.clacks.gov.uk/site/documents/employment/employabilityservicesguide>

- Support more people to move into the right job, at the right time

Alternative working cultures

Based on the priority groups that were identified and the characteristics of the labour market in Clackmannanshire, alternative working cultures, such as remote work and flex scheduling, with a focus on flexible work could contribute to the increase of employability in the local area.

Flexible working includes arrangements related to the number of hours and the times an employee works. There are various different types of flexible working, including remote working; part-time; job sharing; compressed hours; flextime; small adjustments to start and finish times; term-time working; annualised hours; input into shifts; and shift swaps.⁴³

According to Flexibility Works,⁴⁴ 83% of Scotland's workforce is estimated to either have or want flexibility at work and 90% of Scottish people reported their quality of life to have improved with flexible working.

From an employee's perspective, flexible working offers some choice and control, which is particularly important for those with caring responsibilities. From an employer's perspective, it helps improve business performance and resilience and ensures employees feel valued and motivated.

In relation to Clackmannanshire, flexible working could potentially help support the priority groups to increase their employability. Flexibility Works found in the same survey⁴⁵ nearly two-thirds (64%) of active job seekers in Scotland reported that flexibility on time or location was one of their most important criteria when considering applying for, or accepting, a new role (either frontline or non-frontline). An even greater rate of a need for flexible working was expressed by people who are not currently working and are looking for a job. Nearly nine in ten (86%) said flexibility was important, compared with 63% who said salary. This suggests that many unemployed Scots need a flexible job, as alternatively, they will remain outside the labour market. This is especially relevant to those with caring responsibilities, such as parents whose employment decisions are influenced, amongst other factors, by the type of available employment, the financial benefits of moving into work and their need for quality part-time and flexible work.⁴⁶ Indeed, 44% said flexibility was the single most important criterion to them when accepting a job – double the number who said salary.

Overall, flexible working can help with:

- Business continuity
- Productivity
- Retention & progression

⁴³ Flexibility Works is a partner organisation of SIP. More information can be found at <https://www.flexibilityworks.org/types-of-flex/>

⁴⁴ <https://www.flexibilityworks.org/>

⁴⁵

https://documentcloud.adobe.com/gsuiteintegration/index.html?state=%7B%22ids%22%3A%5B%221OdOb7XgEyx3atVn_LYVaCmEm40ANSdSv%22%5D%2C%22action%22%3A%22open%22%2C%22userId%22%3A%22104248358704798555292%22%2C%22resourceKeys%22%3A%7B%7D%7D

⁴⁶ <https://www.gov.scot/publications/know-work-poverty-summary-evidence/pages/2/>

- Recruitment
- Wellbeing
- Inclusion & diversity
- Gender pay gap

How to support priority groups and employers in Clackmannanshire

In order to design processes and introduce practices that can support priority groups and employers to co-produce solutions that will improve collaboration and match people to jobs in line with the vision of a Wellbeing Economy, the **principles** identified by the Local Employability Partnership need to be taken into account:

- Services should be configured around the needs of the participants rather than delivery partners
- Travel to work should be considered with participants to help overcome barriers (both physical and perceived) and support access to opportunities across Clackmannanshire, the Forth Valley area and beyond
- Providers should be prepared to become an active partner, making use of LEP / NOLB resources as available
- Ensure lived experience shapes service design and delivery as outlined in the Scottish approach to service design
- Ensure that the design of services has considered the needs of those with protected characteristics
- Provide additionality to existing provision available in Clackmannanshire with connectivity, where possible, to establish provision and building progression routes into Further/ Higher Education, Modern Apprenticeships and other appropriate provision, as well as supporting access to employment
- Provision must not put at risk participants' current eligibility for benefits or lead to a reduction in overall income, which is likely to require increased flexibility over funding allocation, breaking down unintended silos attached to programmes to focus on outcomes.

Engaging with priority groups and employers in Clackmannanshire

The first step to design and review processes and practices that can allow priority groups and employers to collaborate and co-create an action plan that meets their needs and delivers the aim to support access to good quality jobs for all in the Clackmannanshire area was the coordination of engagement sessions where relevant feedback was gathered. The process that was followed and the associated results are presented below. Based on this feedback, a recommended action plan was developed and is presented in the next section.

The engagement sessions

Throughout this project, various engagement sessions were organised with government and local authority officials, partner organisations, priority groups and employers operating in the Clackmannanshire area in order to create the space to provide input and share insights that will allow to design a person-centred approach to transitioning to sustained employment. Through this process, the aim was to gain clarity and deepen our understanding in relation to what works, what

does not work, what barriers need to be overcome and what success looks like when it comes to employability and access to good quality jobs for all.

Feedback from priority groups

The overarching issues which were explicitly and repeatedly mentioned by priority groups were the need for enhanced tailored, flexible and person-centred services; the significance of relationships and communication between service users and service staff that allow people to feel seen, heard and understood; the need for improved transport services; the provision of childcare and other types of care support; the requirement for flexible working opportunities.

Current Challenges

When reflecting on the challenges participants face when seeking and retaining employment, it was argued that:

- Although existing services already offer tailored and person-centred support, this approach needs to be enhanced taking more into account the individuals' needs and circumstances such as age and health requirements
- Training opportunities must be adjusted to the specific needs and level of skills and knowledge of service users
- Consistency in terms of staff is valuable as it allows relationships to be built, which can be challenging when constantly different staff members engage with service users
- Limited and unreliable transport services alongside poor connectivity of the public transport network are significant limiting factors as it requires much time to commute
- Childcare or other caring responsibilities could pose a challenge due to time constraints
- Employers are sometimes unsupportive of disabled people
- When applying for a job, candidates are not always contacted about the status of their applications (especially from SMEs with limited, if any, HR support) causing feelings of frustration and disappointment, which could subsequently be demotivating
- Having qualifications, applicable skills and work experience that match people's interests and employers' expectations can be challenging
- Health barriers, including anxiety and learning difficulties can sometimes prevent people from successfully looking for employment
- There is often not awareness of available options in terms of services and employment opportunities.

A re-designed process

When considering a process that is designed to support those looking for a job, participants highlighted again the requirement of an enhanced tailored and person-centred approach that takes more into consideration people's needs and the barriers they face.

First, it was advised that targeted recruitment suggestions (either in terms of recruitment options or existing services) would be helpful in order to provide tailored job opportunities. Participants

mentioned that tailored support could include the option to ask for help when needed and have a clear idea about what help is available, whom it is designed for, and how it can meet their needs. It was argued that currently some services are designed with a task-based approach instead of a person-centred one that does not allow for meaningful interaction and relationship building. This was highlighted as an important factor that enables people's needs and barriers to be understood and taken into account. On the other hand, it was advised that some existing services were providing particularly helpful interview preparation, which included the reimbursement of fees to purchase clothes for the interview, or free-of-charge cleaning services.

In relation to employers, the participants recommended that employers were clearer about their expectations, while they would value direct interaction with them in order to discuss job opportunities and receive feedback.

What works/ what has been helpful

Reflecting on their experiences with service providers, most participants emphasised the staff's willingness to support them and the relationships that have been established.

More particularly, participants advised that the attitude of the staff was very positive. They were passionate about helping people; if they were not aware of an issue, they were examining it further and advised the service users accordingly; they created a relaxed atmosphere when engaging with service users. Participants expressed that they felt seen, heard and understood, that staff exceeded their expectations and provided invaluable support. The level of communication was significant and support was available whenever it was requested. Examples that were mentioned included support to update CVs and learning new skills, which subsequently helped with service users' confidence.

In addition, the organisation of mental health awareness courses which provided information about mental health to job seekers; hosting events that offered networking opportunities; and providing IT support training to enhance individuals' competency were particularly helpful.

Finally, in terms of participants' experience with employers, they mentioned that some appreciated proactive applicants who sought work.

Additional support

Similarly, when participants were asked about their employment journey and what they would find helpful, they expressed the need for improved transport connectivity, further opportunities for flexible working arrangements, and enhanced support from existing service providers.

Reliable transport was mentioned again as a significant factor that would enable them to look for and retain employment. This alongside increased opportunities for flexible working and childcare was presented to be detrimental, especially for people with mobility issues and caring responsibilities.

In terms of the existing services, participants would prefer to be offered more practical experience across sectors (and not just in retail jobs) rather than solely classroom-based teaching. Also, it was mentioned that existing services could offer mentoring or coaching that would help people build their confidence, and support with their mental health or when changing careers. In addition, it was advised that support is needed throughout the employment journey: from the beginning when a service user requires information on career pathways and different types of available jobs, including the option of self-employment, to building interview skills, and lastly when they start a job and might need help with the onboarding process. Finally, it was suggested services be more connected as this would eliminate the need for individuals to have to repeat their background and be more flexible in terms of available hours.

Lastly, in relation to employers, it was pointed out that they should recognise their obligations with regard to recruiting and supporting disabled people, indicate how they are planning to do so, and proactively consider accessibility issues. In addition, further information and, in particular, feedback after interviews would be useful to those seeking employment.

What is missing from current services

When reflecting on the services that are currently available, participants highlighted again the need for an enhanced person-centred dignity first approach and for additional support.

More specifically, it was advised that certain services were proved to be particularly helpful and need to ensure the continuity of service provision. Also, participants mentioned again the need for further support throughout the process of seeking employment, from awareness of current support schemes such as Access to Work to completing applications, and, finally, for additional help, if required, after getting a job to ensure the individuals' needs are met.

Furthermore, some participants argued that in some cases there are gaps in terms of knowledge between partner organisations and the need for support by specialists might be required. Lastly, it was appreciated and considered helpful the fact that certain services were providing financial support to service users to attend appointments.

Challenges in retaining employment

Finally, participants were asked about their challenges when keeping their employment. The difficulties that were revealed align with the issues that arose and presented above, especially in relation to health, transport services, childcare provision and the need for further support.

The requirement for more reliable and improved transport connectivity was raised again, alongside the fact that childcare and other caring responsibilities could make it difficult for individuals to retain their job. In response to this challenge, home-based and flexible working were suggested to be alternative options.

Having health issues was also considered a factor that could make keeping a job more challenging. It was advised that if a health issue occurs, it is more difficult for an individual to remain in post. This

also applies in the cases of disability, where the barriers of being disabled can be more apparent once in a role.

In terms of mental health, participants shared their feelings of exhaustion from being in a full-time job while having various other commitments, including caring responsibilities, and anxiety to fit into a role and feel that they belong and are part of a team.

In relation to employers and available jobs, it was mentioned that employers need to be more adaptable, allow further time to develop the required skills and recognise the strengths and value of the new employees. In addition, current jobs that offer some progression opportunities might be of little interest, while, in general, available positions might not offer sufficient remuneration, which is demotivating as individuals do not have enough to meet their needs even when in work.

Feedback from employers

Current challenges

Reflecting on the challenges that employers face when recruiting and retaining employees, the most pressing issues were reported to be:

- Attracting new employees due to the current cost-of-living crisis and with wages not being increased
- Those applying for vacancies do not always have the required skills or might not be interested in particular roles that require digital skills, for instance, or are overqualified for the available positions
- The change and evolution of some roles might need additional or different skills in the future
- Some employers are not aware of the available support to them which could add another layer of difficulty to the burdens they face
- Different generations of employees as employers are trying to adapt and attract younger employees while avoiding to lose existing older ones
- Implementation and cost of flexible working arrangements:
 - In some occasions, flexibility leads to low productivity level due to lack of focus
 - Financial implications might occur as there might be particular days or shifts that employees are unwilling to work, creating a gap
 - Flexibility depends on roles i.e. those requiring physical presence or on-call employees cannot always be offered this option
 - Continuity of services might be challenging to be ensured in particular with part-time roles
- Transport connectivity and travel barriers, especially when employees live in remote areas, and in particular young people who often do not drive. For instance, in sectors such as hospitality, employers are called to change shifts to accommodate their staff's needs.

Attracting employees with required skills

According to employers, the skills required to operate their organisations vary from digital marketing and other digital support, programming, and administrative and financial skills to human resources, customer service, operations delivery, cooking and driving skills.

Employers pointed out that they faced a skills shortage when recruiting over the last 12 months when it came to catering and cleaning staff for schools, employees in the hospitality industry, people with project coordination skills, those with skills in supporting young people with additional support needs and people with more specific skills such as electrical safety trainers.

Apart from the skills, employers highlighted the significance of values and attitudes when running their businesses or organisations. For example, it was mentioned that communication, empathy and compassion are key attributes that employers are looking for when recruiting.

To attract these skills, employers advised that they mainly advertise through social media channels, online recruitment platforms and websites. Other means of advertising roles, although less frequently mentioned, included recruitment companies and an organisation's network.

Finally, when asked if employers have ever recruited staff who did not have the required skills but showed potential, this was not reported as a common practice. However, all of those who had this experience expressed a particularly positive reaction and mentioned that they would not hesitate to do it again, as long as the role allows it and training is in place.

Policies and practices to support employees

In return, employers were asked what policies (if any) they have in place to support employees in relation to flexible working, training or development opportunities, and practices to promote diversity and inclusion in the workplace.

In terms of flexible working, all employers advised that they offer flexible working arrangements with some clarifying that these depend on the role as for some positions it can be challenging. Some employers highlighted that for them it is the output that matters rather than the working hours and that these practices and management styles create trust and openness within organisations.

To be more specific, employers stated that, where possible, they were offering flexible hours, hybrid working, job shares, compressed hours, part-time roles, term-time working, partial retirement and compassionate transfers. These arrangements were particularly helpful for employees with mobility issues, for instance, as they allowed them to work from home and reduce their commute. For others that age would prevent them from re-entering the labour market, part-time opportunities allowed them to return to work.

With regard to training or development opportunities, most employers advised that these are in place and include either internal or external training (where an employee chooses a training course and the employer covers the fee), or apprenticeships and e-learning courses.

Lastly, when it comes to diversity and inclusion, most employers stated that they have relevant policies or practices in place with one of them mentioning that no such policy exists per se but they have an open and honest culture in the workplace and they would work with anyone who shares the same values. Also, another employer specified that such policies are implemented at all stages of the employment journey including recruitment. It is worth mentioning that in one case, employees working in the same organisation provided a different answer about the existence of diversity and inclusion policies demonstrating that these might be in place but employees might not necessarily be aware of them.

Additional support

Those employers who indicated that they are involved in business support programmes advised that these include business gateway and a range of other business support and employability intermediaries, such as the Employer Engagement Group (EEG), the Local Employability Partnership (LEP) and Developing Young Workforce (DYW).

In terms of additional support, employers indicated the need for wider awareness of available support for businesses, and that they would require further marketing support, line management training, flexible working policies, and help with recruitment methods due to limited knowledge of alternative practices. Employers also mentioned how challenging it is to keep up with new HR policies and procedures and they would welcome support in this area.

What success looks like when recruiting and retaining employees

When employers were asked to reflect on how they would define successful recruitment and retention of employees, they claimed that it includes attracting candidates with the right skills and attitudes to the organisations' needs. Success would also be considered when employees are happy and motivated, hard-working and punctual. At the same time, others mentioned the recruitment of multiple individuals from areas outside Clackmannanshire, while some employers indicated that they prefer when people approach them for opportunities even if they are not advertised as this demonstrates that they are an employer of choice.

DRAFT

Action Plan

Based on the feedback that was gathered during the engagement sessions, an action plan was developed and is presented below. The aim of this co-created action plan is to provide suggestions that will support everyone to have access to good quality jobs.

In particular, the recommended actions and potential cornerstone indicator areas (as possible ways to indicate and measure success in this area) were identified and discussed during the engagement process with priority groups, employers operating in the Clackmannanshire area and local authority officials.

In terms of the time horizon, it is suggested to be:

- Short: 0-6 months
- Medium: 6-24 months
- Long: 24 + months

Overall, this action plan is beneficial to be considered in conjunction with FWP's main workstreams: STRIVE (Safeguarding Through Rapid Intervention); Child Wellbeing Project; Community Around the School; and Employability, alongside FWP's commitments to integrate the Promise Plan with other strategic planning approaches and governance, and build a Data Map which will inform service planning and delivery, leading to improved outcomes for individuals and communities.⁴⁷

⁴⁷ Clackmannanshire Family Wellbeing Partnership Annual Report 2023

Vision	Recommended Action	Lead Organisation/ Partners	Time Horizon	Potential Cornerstone Indicator Areas
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Skills and Attitudes

<p>1) Applicants and employees have the required skills to enter and remain in the labour market</p>	<p>1.1 Employers have direct contact with potential employees and the local authority to communicate the skills they require and possible skills shortages e.g. through hosting events that offer networking opportunities</p> <p>1.2 People seeking employment are provided with the necessary training to ensure they develop the required skills to match the needs of the employers in the area.</p> <p>1.3 Support is provided to</p>	<p>Employers with support from Clackmannanshire Business Support Partnership⁴⁸</p> <p>Clackmannanshire Local Employability Partnership (LEP)⁴⁹</p> <p>Clackmannanshire Business</p>	<p>Medium to Long</p>	<p>1.a Employers report reduced skill shortages</p> <p>1.b Potential employees have a good level of understanding of what skills are in demand in their local area</p> <p>1.c Employees feel confident in their ability to carry out their tasks and report high levels of satisfaction</p> <p>1.d High percentage of employee retention</p>
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⁴⁸ The Clackmannanshire Business Support Partnership is comprised of: Clackmannanshire Council (Economic Development), Clackmannanshire Third Sector Interface (CTSI), Forth Valley College, Ceteris- Business Gateway, Forth Valley Chamber of Commerce, Federation of Small Businesses, Clacks First, Alloa First, Discover Clackmannanshire, Visit Scotland, Scottish Enterprise, Developing the Young Workforce

⁴⁹ The Clackmannanshire Local Employability Partnership is comprised of: Clackmannanshire Council (Economic Development, Community Learning and Development, Education, Housing & Community Justice), Department for Work & Pensions, Skills Development Scotland, Forth Valley College, NHS Forth Valley, Clackmannanshire Third Sector Interface (CTSI), Developing the Young Workforce (DYW) Forth Valley, Ceteris-Business Gateway

Vision	Recommended Action	Lead Organisation/ Partners	Time Horizon	Potential Cornerstone Indicator Areas
	<p>employers as skills change and evolve over time. Simultaneously, once these are identified, employability programmes are adapted to meet these needs</p> <p>1.4 Affordable and accessible training to employers (especially line managers) in order to develop skills to provide support to employees</p>	<p>Support Partnership and Local Employability Partnership</p> <p>Employers with support from Clackmannanshire Business Support Partnership, the Clackmannanshire Local Employability Partnership and the Scottish Government (through provision of subsidies)</p>		
<p>2) Employees' attitudes are valued alongside their skills</p>	<p>Employers communicate in job advertisements what attitudes and competencies they require and if these are equally important with the requested skills</p>	<p>Employers with support from Clackmannanshire Business Support Partnership</p>	<p>Short</p>	<p>2.a Employers are satisfied with the attitudes of their employees</p> <p>2.b Increased number of applications where candidates demonstrate the necessary for the job attitudes (even when not having the required skills)</p>
<p>3) Employees are provided with necessary practical training and work</p>	<p>3.1 Training courses (as part of employability support services) provide adequate</p>	<p>Clackmannanshire Local Employability Partnership</p>	<p>Medium</p>	<p>3.a Employees have adequate work experience and feel confident to apply</p>

Vision	Recommended Action	Lead Organisation/ Partners	Time Horizon	Potential Cornerstone Indicator Areas
experience	<p>support to ensure service users have qualifications, applicable skills and experience that match their interests and employers' expectations. Programmes include the development of practical skills alongside classroom-based teaching e.g. through apprenticeships and volunteering opportunities.</p> <p>3.2 Employers provide training during induction as well as ad hoc support when required</p>	Employers with support from Clackmannanshire Business Support Partnership		<p>for jobs where previous experience is required</p> <p>3.b Employers are satisfied with employees' practical skills, where they could build further support if required</p> <p>3.c. Employees feel confident to ask their employers for training support and potential development opportunities</p>
<p>4) Everyone has access to programmes that provide support with developing IT skills including how to use online services to apply for jobs</p>	Employability programmes continue to provide courses to develop digital skills for different competency levels	Clackmannanshire Local Employability Partnership	Medium	People feel confident to apply for jobs online and have the necessary digital skills that are required in various positions

Vision	Recommended Action	Lead Organisation/ Partners	Time Horizon	Potential Cornerstone Indicator Areas
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Policies, Practices and Procedures

<p>5) Employees are aware of existing policies and procedures, especially in relation to diversity and inclusion</p>	<p>5.1 Introduction of diversity and inclusion policies and procedures if they are not in place. Support could be found through local authorities providing public access to their policies for employers to adjust them if needed.</p> <p>5.2 In case these exist, employers make them available and easily accessible to all employees who are made aware of them during the onboarding process.</p>	<p>Employers with support from Clackmannanshire Business Support Partnership</p>	<p>Short to Medium</p>	<p>5.a Majority of businesses and organisations have policies and procedures in place, especially around diversity and inclusion</p> <p>5.b Employees feel confident that they are aware of the existing policies and procedures</p> <p>5.c Increased diversity and inclusion within organisations</p>
<p>6) Employers are updated with new required policies and procedures e.g. in relation to Brexit and EU regulations</p>	<p>Support is provided to employers, especially SMEs about employment changes following events such as Brexit regulations</p>	<p>Clackmannanshire Business Support Partnership and the Scottish Government</p>	<p>Medium</p>	<p>Businesses and organisations have necessary policies and procedures in place and are updated with latest requirements</p>
<p>7) Employees feel they fit into the role and are part of the team</p>	<p>7.1 Policies are in place to ensure that employees can provide feedback and discuss issues if required</p>	<p>Employers with support from Clackmannanshire Business Support Partnership</p>	<p>Medium</p>	<p>Employees report high satisfaction levels (through appraisals, staff surveys, conversations) and are able to raise issues with the</p>

Vision	Recommended Action	Lead Organisation/ Partners	Time Horizon	Potential Cornerstone Indicator Areas
	<p>7.2 Induction processes that ensure employees are aware of important aspects of the role</p> <p>7.3 Provision of ongoing training and development opportunities including internal and external courses</p>			employers. Feedback is then taken into account and incorporated into existing policies
<p>8) Recruitment processes take into consideration applicants' needs and characteristics</p>	<p>8.1 Applicants are supported throughout the employment journey: from completing applications to building interview skills (e.g. mock interviews, frequently asked questions, how to communicate requests such as option for flexible working). In addition, support is provided throughout the onboarding process.</p> <p>8.2 Applicants are aware of the available support (i.e. employability programmes and courses)</p> <p>8.3 Applicants are being contacted about the status of their application, are informed</p>	<p>Clackmannanshire Local Employability Partnership</p> <p>Employers with support from Clackmannanshire</p>	<p>Medium to Long</p>	<p>8.a Applicants feel confident to attend interviews and communicate their requests</p> <p>8.b Individuals have clarity when seeking support i.e. what support is available, what they could get out of it, if they are eligible</p> <p>8.c Employers have the necessary HR support in place allowing them to optimise the recruitment processes</p>

Vision	Recommended Action	Lead Organisation/ Partners	Time Horizon	Potential Cornerstone Indicator Areas
	<p>about employers' expectations, feedback is provided after the interviews, and outcomes are communicated</p> <p>8.4 Affordable and accessible HR support and training (i.e. templates, practices) is available to all businesses and organisations, especially SMEs</p> <p>8.5 Job applications can be submitted in paper format (not only online) especially when digital skills are not required i.e. construction or driving roles</p>	<p>Business Support Partnership</p> <p>Employers with support from Clackmannanshire Business Support Partnership</p> <p>Employers</p>		
<p>9) Everyone has equal access to job opportunities</p>	<p>9.1 Employers indicate practical steps they can take to proactively plan and recruit people from priority groups. These could include policies in relation to mental health, disabilities and health conditions, child care provision</p> <p>In particular, in terms of the Clackmannanshire Council as an employer, this could include actions such as the</p>	<p>Employers with support from the Clackmannanshire Business Support Partnership</p>	<p>Long</p>	<p>9.a Increased number of people from priority groups are recruited and maintain their positions</p> <p>9.b Reduced number of people report that they have challenges (re) entering the labour market because of certain characteristics</p>

Vision	Recommended Action	Lead Organisation/ Partners	Time Horizon	Potential Cornerstone Indicator Areas
	<p>implementation of the Corporate Parenting policy</p> <p>9.2 Existing employability programmes share targeted job opportunities and advise about available support Raised awareness of current support schemes e.g. Access to Work</p>	Clackmannanshire Local Employability Partnership		
<p>10) Travel to work is taken into account in order to accommodate employees' needs</p>	<p>10.1 Support transport frequency and connectivity 10.2 Flexible working arrangements are provided e.g. remote/hybrid working, flexible start and finish times</p>	<p>Scottish Government</p> <p>Employers with support from Clackmannanshire Business Support Partnership to implement flexible working policies</p>	Medium to Long	<p>10.a Reduced number of people reporting that travel is a barrier to seek and retain employment</p> <p>10.b Increased number of employees being offered flexible working arrangements</p>
<p>11) Flexible working arrangements are in place to support individuals and accommodate their needs</p>	<p>11.1 Flexible work is introduced to organisations and businesses to explore how it could be implemented. Case studies of other employers are offered to raise awareness, share knowledge, good practices and learnings.</p>	Employers with support from Clackmannanshire Business Support Partnership	Medium to Long	<p>11.a Increased number of employers offer flexible work.</p> <p>11.b Employees report that they have been offered flexible working arrangements and these support them overcome</p>

Vision	Recommended Action	Lead Organisation/ Partners	Time Horizon	Potential Cornerstone Indicator Areas
	<p>11.2 Flexible work is mentioned in job advertisements</p>			<p>barriers such as unreliable transport/ transport connectivity, accommodate their needs in terms of childcare and other care responsibilities, health issues and disabilities</p> <p>11.c Reduced number of economically inactive individuals</p> <p>11.d Increased productivity and stronger relationships between employers and employees as both parties benefit from flexible working arrangements</p>
<p>12) Employees are offered the Real Living Wage which allows them to cope with the rising cost-of-living crisis</p>	<p>Businesses and organisations are Real Living Wage employers (which is also imposed as a requirement in the Good Employment Charter)⁵⁰</p>	<p>Employers with support from the Clackmannanshire Support Partnership and the Scottish Government</p>	<p>Long</p>	<p>Increased number of Real Living Wage employers in the are</p>

⁵⁰ The Clackmannanshire Anchor Partnership has approved its Good Employment Charter, which is due to be published. [Link to be added when doc is publicly available.](#)

Vision	Recommended Action	Lead Organisation/ Partners	Time Horizon	Potential Cornerstone Indicator Areas
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Service Design

<p>13) Staff maintain the high level of services they provide (i.e. helpful and positive attitudes, building relationships with service users)</p>	<p>13.1 Support is being provided to staff members of employability programmes as requested through multi-annual funding</p> <p>13.2 The design of employability programmes is evaluated to ensure consistency in terms of staff to prevent service users from constantly having to engage with different staff members</p>	<p>Clackmannanshire Local Employability Partnership with support from the Scottish Government</p>	<p>Medium to Long</p>	<p>13.a Staff of employability programmes report high levels of satisfaction</p> <p>13.b People continue to provide positive feedback about their engagement with staff members of employability programmes. Service users feel seen, heard and understood</p>
<p>14) Employability programmes and services that receive positive feedback continue to exist depending on availability of funding</p>	<p>14.1 Services are evaluated based on service users' feedback and lessons are taken into consideration when making decisions about the future of programmes and the launch of additional support services</p> <p>14.2 Multi-annual funding to support programmes and</p>	<p>Clackmannanshire Local Employability Partnership</p> <p>Scottish Government</p>	<p>Medium to Long</p>	<p>14.a Employability programmes receive positive feedback from service users</p> <p>14.b Increased number of service users, especially from priority groups and those who have not engaged with employability programmes in the past</p>

Vision	Recommended Action	Lead Organisation/ Partners	Time Horizon	Potential Cornerstone Indicator Areas
	services that receive positive feedback and replicate their lessons across other services			
<p>15) Services take into account the needs of those with protected characteristics following a person-centred approach</p>	<p>15.1 Redesign services from being task-based to being person-centred to allow meaningful interactions through multi-annual funding</p> <p>15.2 Evaluation of services to ensure that the specific characteristics of priority groups are being taken into account and targeted support is provided.</p> <p>15.3 Courses are organised to provide the necessary training to staff members, especially in terms of mental health issues and learning difficulties</p> <p>15.4 Provision of mentoring and coaching programmes to help service users build</p>	<p>Clackmannanshire Local Employability Partnership with support from the Scottish Government</p> <p>Clackmannanshire Local Employability Partnership</p>	<p>Long</p>	<p>Service users report that they receive tailored, flexible and person-centred support targeted to their needs</p>

Vision	Recommended Action	Lead Organisation/ Partners	Time Horizon	Potential Cornerstone Indicator Areas
	their confidence and support them when changing careers			
16) Training courses are designed to take into account the level of skills and knowledge of service users	Training courses are adjusted and they offer various classes depending on the level of skills and knowledge of service users	Clackmannanshire Local Employability Partnership	Medium to Long	16.a Service users report that the courses match their level of skills 16.b Increased participation in employability programmes
17) Young people have the skills and necessary resources to seek employment when they leave school	17.1 All secondary schools implement a robust system to support young people in obtaining a Young Scot card, based on the example of Alloa Academy. 17.2 Implement the decision for a new Key Worker post to be introduced in schools to support young people	Clackmannanshire Local Employability Partnership		All young people have Young Scot card before leaving school if they wish
18) Services are connected and information is being shared across all employability programmes	18.1 Services are more connected to avoid individuals having to repeat their stories and engage with different staff	Clackmannanshire Local Employability Partnership	Long	Service users are aware of available support which they can easily access

Vision	Recommended Action	Lead Organisation/ Partners	Time Horizon	Potential Cornerstone Indicator Areas
	<p>members</p> <p>18.2 Services have the capacity to liaise with specialists (external support) in case of knowledge gaps between partner organisations</p> <p>18.3 Simplification of process and awareness of available support in order to be clear what programmes exist for all service users (which is also in line with the ambition of No One Left Behind programme aiming to streamline and simplify the employability system)</p>			

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Annex

Performance Indicators

The initial set of performance indicators agreed by the LEP is provided below. As stated above, these will be developed and added to over time.

Outcome	Indicator	Clacks Current	Baseline (Scottish Average)	Target	Source
Reduce unemployment – youth & all working age	Claimant Count	<u>March 2022</u>	<u>March 2022</u>		
	Age 16+	4.0% (1,280)	3,8%	Reduce Reduce Reduce Above Scottish average	Nomis
	Age 18 – 24	5.6% (215)	4,5%		
	Age 25 – 49	5.0% (755)	4.4%		
Age 50+	2.7% (310)	2.9%			
Reduce unemployment – youth & all working age	Unemployment Rate	<u>Jan – Dec 2021</u>	<u>Jan – Dec 2021</u>		
	Age 16+	3.8% (900)	3.9%	Above Scottish average	Nomis
	Participation Rate	90%	92.2%	Increase	NOLB Data Toolkit*
	% School Leavers in Positive Destination	96.5%	93.3%	Above Scottish average	NOLB Data Toolkit*
Increase employment rate of working age residents	Employment Rate (All People)	<u>Jan – Dec 2021</u>	<u>Jan – Dec 2021</u>		
	Economically Active In employment	73.7% (23,300) 72.8% (23,000)	76.2% 73.1%	Increase Increase	Nomis

Increase skills of working age population	Qualification Rates	<u>Jan – Dec 2021</u>	<u>Jan – Dec 2021</u>		
	No Qualifications Other Qualifications NVQ 1 & Above NVQ 2 & Above NVQ 3 & Above NVQ 4 & Above	8.5% (2,600) 9.2% (2,800) 82.3% (25,500) 78.5% (24,300) 55.6% (17,200) 40.7% (12,600)	7.7% 5.8% 86.5% 79.6% 64.9% 50.1%	Increase Above SA Increase Increase Increase	Nomis
	Degree Level Qualification Rate	47%	49.3%	Increase	NOLB Data Toolkit*
Reduce Child Poverty	% of Children in Child Poverty	27.3%	24.3%	Reduce	NOLB Data Toolkit*
	% of Children in Low Income Families	22.2%	18.6%	Reduce	NOLB Data Toolkit*
	% of Households that are Workless	25.8%	21.5%	Reduce	NOLB Data Toolkit*
Reduce Underemployment	Underemployment Rate	11.1%	8.1%	Reduce	NOLB Data Toolkit*
Reduce Gender Employment Gap	Gender Employment Gap (% difference between Male & Female Employment Rates)	-2.4%	8.0%	Reduce	NOLB Data Toolkit*

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* NOLB Data Toolkit data. Initial data was at January 2022 and latest data is at October 2022.

