
Report to: Clackmannanshire Council

Date of Meeting: 20 August 2026

Subject: Community Wellbeing Plan 2026-2027

Report by: Depute Chief Executive & Director of Wellbeing

1.0 Purpose

- 1.1. This report presents the overarching Community Wellbeing Plan (the One Plan) 2026-2027 (**Appendix 1**) for Council consideration and approval.

2.0 Recommendations

It is recommended that Council:

- 2.1. Approves the Community Wellbeing Plan 2026-2027, including its Strategic Priorities, Outcomes and System Actions.
- 2.2. Notes the Outcomes Improvement Framework and One Report approach that will support performance monitoring and assurance throughout 2026-2027.
- 2.3. Notes the Community Wellbeing Plan's role within the Council's developing Be the Future Target Operating Model.
- 2.4. Note that the final performance report for the Community Wellbeing Plan 2025-2026 will be presented to the Audit and Scrutiny Committee on 27 August 2026.

Background

- 2.5. The Community Wellbeing Plan (CWP) has been developed within the context of the Council's wider Be the Future Target Operating Model (TOM), which seeks to streamline strategic planning, strengthen performance management and ensure a clear line of sight between community priorities, corporate objectives and service delivery. Through the TOM's "Golden Thread" approach, local priorities are intended to align with the Local Outcome Improvement Plan, annual corporate priorities, business plans and operational activity, supported by a refreshed performance management framework.
- 2.6. The Community Wellbeing Plan will form an important component of this evolving framework, providing the local delivery mechanism for a range of shared ambitions relating to community empowerment, prevention, tackling poverty, partnership working and improving outcomes for residents. The Plan therefore represents a significant contribution towards delivering the Council's wider transformation agenda and the outcomes envisaged through the Target Operating Model.

- 2.7. Given the statutory reporting and planning timescales and requirements, it has been necessary to develop and present the Community Wellbeing Plan in advance of the wider suite of Council business plans and before the outcomes and performance elements of the TOM have been fully finalised. As implementation of the TOM progresses, further work will be undertaken to align the CWP with the emerging outcomes framework, performance measures and reporting arrangements. This will include strengthening the links between community wellbeing priorities, portfolio business plans and corporate performance reporting to ensure a coherent and integrated approach to planning, scrutiny and public performance reporting across the Council and its partners.
- 2.8. As approved by Council on 21 August 2025, the Community Wellbeing Plan already incorporates multiple community planning partnership and individual plans, consolidating into a single Community Wellbeing Plan. Developed collaboratively with Alliance partners, the Plan aligns partnership priorities, outcomes and actions to the delivery of the Local Outcomes Improvement Plan, providing a streamlined and integrated approach to planning and reporting. It builds on previous work to align statutory plans and partnership priorities, and the focus has shifted to demonstrating impact for children, families and communities through a smaller number of shared outcomes, strategic system actions and an enhanced Outcomes Improvement Framework. This approach continues to reduce duplication, strengthens accountability and supports evidence-informed decision-making across Community Planning Partners.
- 2.9. The Plan demonstrates a unified approach across community planning partnerships and service plans and is focused on the following strategic outcomes:
- Children and young people are safe, supported early and experience stable, positive relationships
 - People and communities are empowered, influence decisions and contribute to prevention and system change
 - People engage, progress and achieve sustained outcomes in learning, life and work
 - Poverty and inequality is reduced through early intervention, financial inclusion and whole family support
 - People experience improved mental health and wellbeing through prevention and early intervention

The principles of UNCRC, The Promise, and voice and participation are embedded throughout.

- 2.10. The Plan incorporates the following 2026 – 2027 Plans within the following and includes the Wellbeing Directorate Business Plan 2026-2027:
- Children's Services Plan 2026 25-2026 incorporating The Promise Plan
 - National Improvement Framework 2024-2027(incorporating the Scottish Equity Fund Plan)
 - Local Poverty Action Plan 2024-2030

- Violence Against Women and Girls' Plan 2023-2026
- Community Justice Outcome Improvement Plan 2023-2028
- Community Learning and Development Plan 2024-2027
- Sport and Active Living Framework 2024-2028
- Family Wellbeing Partnership Plan 2024-2026
- Library Service Plan 2024-27
- Educational Psychology Service 2026 2027
- United Nations Convention on the Rights of the Child (UNCRC) 2024/2027

2.11. All Plans contribute to the following four Strategic Priorities:

2.12. Empowered Families and Communities

- Health and Wellbeing

2.13. Skilled and Resilient Workforce

- Sustainable, Inclusive Growth

2.14. The One Plan is consistent with Council Business Planning Guidance and reflects outcomes from the National Performance Framework. The Strategic Actions identified have been developed following rigorous assessment and evaluation of data, analysis of the updated Demographic Profile and feedback from communities, children and families and other stakeholders. The Plan reflects innovative approaches to Public Sector Reform and collaboration with national and local organisations.

2.15. Evidence has shown us that the most significant and sustainable improvements occur when services work together to intervene early, strengthen family resilience and empower communities. Through the Outcomes Improvement Framework, we are able to quantify both the impact of our collective activity and the scale of remaining challenges using a combination of demographic, performance and outcome measures. The data shows measurable improvements in attendance, attainment, mental wellbeing and safeguarding outcomes, whilst also identifying persistent challenges relating to poverty, inequality and increasing levels of need. Therefore, rather than seeking to do more of everything, the Community Wellbeing Plan 2026-2027 intentionally prioritises those areas where the evidence indicates collective action will have the greatest impact. This approach ensures that resources, partnership effort and performance scrutiny are focused on the outcomes that matter most for Clackmannanshire's children, families and communities.

2.16. An updated Risk Register for the Community Wellbeing Plan 2026/27 (detailed in Appendix 2) has been developed and will be monitored through Directorate and Corporate Risk Management arrangements. Key risks include

ASN demand and capacity, workforce sustainability, delivery of the Wellbeing Hub, attainment, safeguarding, increasing complexity of need, poverty and inequality and community justice capacity. Partners remain committed to delivering the Plan through prevention, early intervention, community empowerment and whole-system collaboration.

3.0 Sustainability Implications

3.1 Sustainability is integrated into all People Directorate planning.

4.0 Resource Implications

4.1. *Financial Details*

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

Yes ☒

The Community Wellbeing Plan does not create additional financial commitments beyond approved budgets and external funding arrangements. Delivery will be undertaken through existing Council, partner and commissioned resources and this way of working leverages additional funding.

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

Yes ☒

4.4. *Staffing*

5.0 Exempt Reports

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

7.0 Declarations

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

(1) Our Priorities

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**

Complies with relevant Council Policies



8.0 Impact Assessments

8.1 Have you attached the combined equalities impact assessment to ensure compliance with the public sector equality duty and fairer Scotland duty? (All EFSIAs also require to be published on the Council's website)

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.

- Appendix 1 - Community Wellbeing Plan 2026 - 2027
- Appendix 2 - Corporate Business Plan Information 2026 – 2027
- Appendix 3 - EQIA

11.0 Background Papers

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

- People Community Wellbeing Plan 2025 - 2026
- People Community Wellbeing Plan Interim Report (April 2025 - December 2025)
- People Community Wellbeing Plan Final Report (April 2025 – March 2026 - unpublished)
- Clackmannanshire Council, Business Planning Guidance 2021

Author(s)

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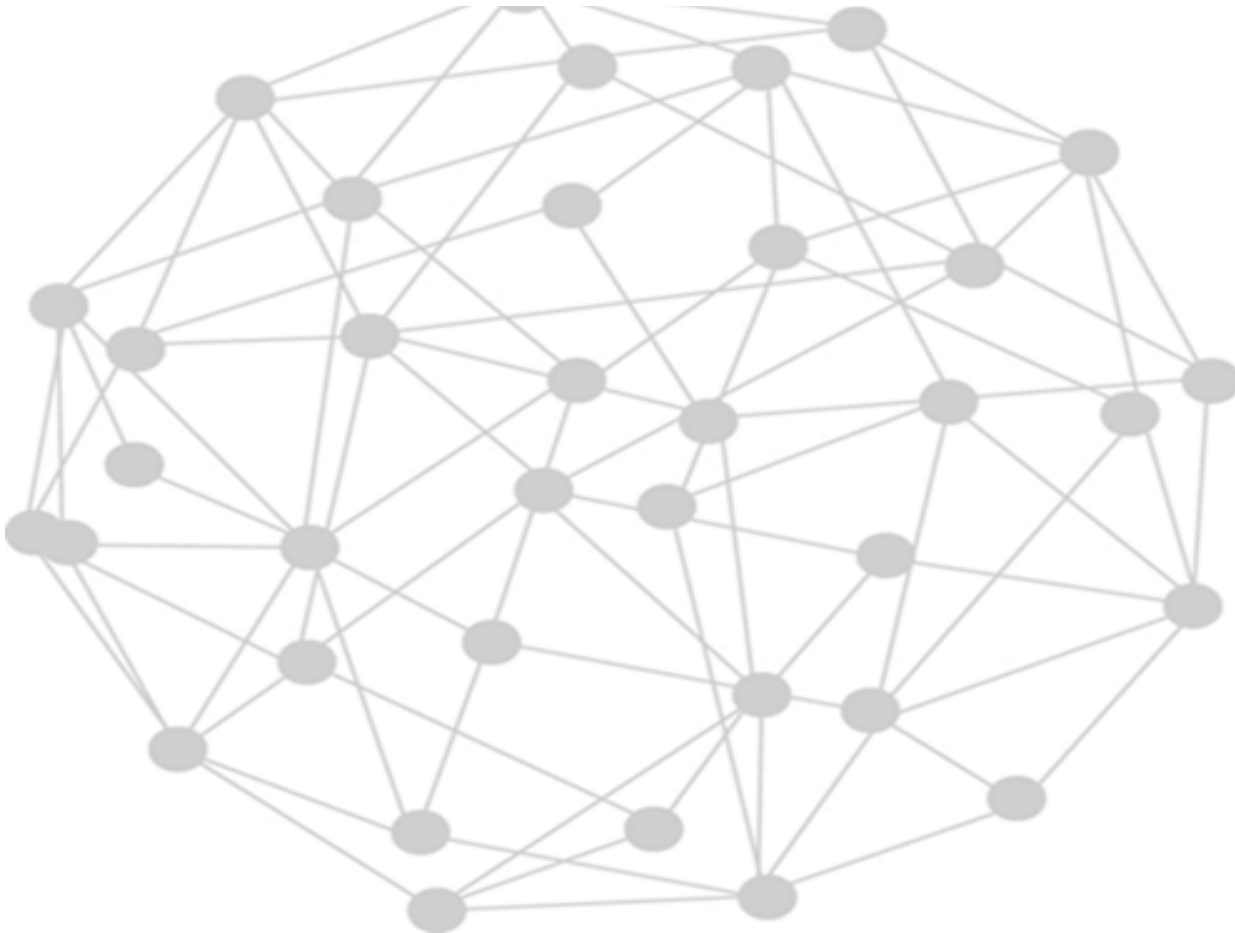
Approved by

NAME	DESIGNATION	SIGNATURE
Lorraine Sanda	Depute Chief Executive and Director of Wellbeing	

Community Wellbeing Plan 2026 - 2027

Prepared by Clackmannanshire Council, Wellbeing Directorate

*One Fund, **One PLAN**, One Report*



Contents

What is different in 2026/27 from previous ‘One Plan’ iterations.....2

Community Wellbeing Plan 2026/274

Outcomes Improvement Framework and Demographic Profile5

Core Indicators.....7

Corporate Indicators.....11

Introduction

The Community Wellbeing Plan 2026/27 (One Plan) is a shared strategic framework for improving wellbeing and life **outcomes for children, families and communities. It brings together statutory duties, partnership commitments and local priorities into a coherent outcomes-based integrated plan** and approach. The 2025/26 Year End Report, being submitted at Council Audit and Scrutiny on 27 August 2026, demonstrates that the integrated approach is delivering measurable improvements. Educational attainment has exceeded stretch aims, attendance has improved, young people's mental wellbeing has increased, youth justice indicators have improved and the number of children requiring statutory intervention has fallen significantly. The Family Wellbeing Partnership, Whole Family Support approach and Clackmannanshire Transformation Space have been key enablers of this progress.

The One Plan sets:

- What we are collectively trying to change
- How success will be evaluated
- How the system will learn and improve

This Plan is owned jointly by the Wellbeing Directorate of Clackmannanshire Council and its Community Planning Partners and reflects a shared commitment to prevention, early intervention, human rights and inclusive growth. This Plan also incorporates the People Business Plan for the forthcoming year (see Annex A) and has influenced the direction of the Council Target Operating Model.

What is different in 2026/27 from previous 'One Plan' iterations

This One Plan marks a further step in system maturity within Clackmannanshire. Previous years focused on required alignment, integration and reform infrastructure. In 2026/27, the emphasis shifts decisively toward, impact for people and communities, evidence-informed decision-making, clearer prioritisation, reducing duplication and reporting burden. This plan is supported by:

- A ONE Plan on a Page (Community Wellbeing Plan 2026/2027) setting out strategic priorities, outcomes and actions
- An Outcomes Improvement Framework (OIF) providing detailed performance evidence, trends and assurance

Detailed operational delivery continues beneath the One Plan but, hereafter, are no longer published as separate Plans on a Page. This reflects increased confidence in the positive impact of the integrated approach and fulfilment of statutory duties and partnership commitments. This is intended to strengthen clarity of the One Plan, rather than reduce transparency.

People Community Wellbeing Plan 2025/26: Strategic Priorities and Strategic Outcomes – agreed at Council on 21 August 2025



Community Wellbeing Plan 2026/27

Community Wellbeing Plan 2026/2027

An integrated outcomes framework bringing together statutory plans, partnership commitments and local priorities to improve wellbeing across Clackmannanshire ✱

Strategic Priorities	Strategic Outcomes	Strategic System Actions		
 - Empowered Families and Communities - Health and Wellbeing - Sustainable, Inclusive Growth - Skilled and resilient workforce	- Children and young people are safe, supported early and experience stable, positive relationships - People and communities are empowered, influence decisions and contribute to prevention and system change - People engage, progress and achieve sustained outcomes in learning, life and work - Poverty and inequality is reduced through early intervention, financial inclusion and whole family support - People experience improved mental health and wellbeing through prevention and early intervention	- Whole Family Support and integrated partnership working improve and sustain positive outcomes. - Early identification, prevention and demand management are consistently applied across the system - Children and young people thrive through strengthened protective factors and reduced inequalities - People of all ages are supported to lead active, healthy and independent lives - Economic security is improved through employability, fair work, income maximisation and reduced household costs - A comprehensive mental health and wellbeing prevention system is scaled and accessible - Integrated partnership planning, commissioning and accountability are embedded across the system - Data, insight and an adaptable, skilled and trauma-informed workforce drive continuous improvement and evidence-led decision making.		
* Includes: - Children Service's Plan (and The Promise), - Community Learning and Development - Community Justice - Local Child Poverty Action - National Improvement Framework - Violence Against Women and Girls - Sport and Active Living Framework - Libraries - Family Wellbeing Partnership - United Nations Convention of the Rights of the Child (UNCRC) - Educational Psychology Plan.	What People Experience	System Change	Performance & Accountability	
	- People receive the support they need, when they need it. - Support feels connected, coordinated and easy to access. - Trust in services increases. - People influence decisions affecting their lives. Barriers to opportunity are reduced. - Families experience greater economic security, wellbeing and stability	- Strong strategic leadership and accountability Whole Family Support governance through the Alliance - Reduced organisational and cultural barriers - Increased partnership working - Community voice and lived experience shape decisions and investment - Better use of data and insight - Improved data sharing and outreach - More efficient and coordinated public services	The Outcomes Improvement Framework (OIF) supports the One Plan approach, bringing together statutory duties, partnership commitments and local priorities within a shared outcomes framework.	

Delivered in collaboration with community planning partnerships and partners and aligned to the [Wellbeing Local Outcomes Improvement Plan \(LOIP\) 2024-2034](#).
Prepared by Clackmannanshire Council, Wellbeing Directorate

Outcomes Improvement Framework and Demographic Profile

The [Wellbeing Directorate Demographic Profile 2026](#) as well as the Community Wellbeing Plan **Outcomes Improvement Framework** has informed the evolution of the overarching Community Wellbeing Plan 2026/2027, the refinement of the Strategic Outcomes and Strategic Outcomes and the associated delivery Plans on Page for 2026/2027.

The Outcomes Improvement Framework (OIF) is a structured approach to measure, monitor, and evaluate how the Wellbeing Directorate and partners are making a difference into improving lives and communities across Clackmannanshire. It provides a way to link activities and resources (inputs) with the results achieved (impact against our outcomes), ensuring that progress is not only measured but also acted upon.

The OIF provides the scrutiny necessary for any independent or internal review, checking whether actions and investments are driving meaningful outcomes. It ensures there is accountability, transparency, and that decisions are evidence-based rather than assumed. The OIF also supports assurance tests on whether risks are being managed, policies are being followed, and any improvements made are sustainable.

Crucially, the data and evidence from scrutiny and assurance allows for improved decision making and continuous improvement by linking outputs to outcomes, identifying gaps and adapting and learning going forward.

Each delivery plan on a page, has a set of Contextual Indicators which supplement the Overarching (Core) Indicators used to measure impact against the strategic outcomes of the Community Wellbeing Plan. These are used alongside the Supplementary Indicators that provide more detailed evidence about progress, adding depth, context, flexibility and improving decision making. All indicators in this Framework rely on a range of available public resources, i.e., published data. This creates difficulties in the 'analysis' stage as organisations may publish their data at different times of the year and not always with the same time period, for example data reported as a rolling one year or three year average. In addition, there may be a lag in reporting with the most recent data being two or three years old by the time it is reported on. This is where supplementary indicators can often inform the 'gap' in reporting allowing agile response to service delivery.

Where possible threats and risks identified have mitigations in place, either through service delivery and/or partnership working.

Core Indicators

Core Indicators - Last updated 06 August 2026 *Where possible the "anticipated publication date" is included as to when the next set of data is available	KEY: AY – Academic Year (01 Aug – 31 July) CY – Calendar Year (01 Jan – 31 Dec) FY – Financial Year (01 April – 31 March)					Target
Child Poverty Rate (0 -15 years Clackmannanshire) – relative poverty after housing costs. Source: https://endchildpoverty.org.uk/child-poverty-2025/	FY 2021/22 28.3%	FY 2022/23 29.2%	FY 2023/24 28.5%	N/A	Now an Archived Data Set	N/A
Percentage of children (aged under 16) living in Relative low income families, after Housing Costs Source: https://www.gov.scot/publications/poverty-and-income-inequality-in-scotland-2022-25/	No data	No data	FY 2023/24 17.7%	FY 2024/25 17%	March 2027	(YE 2026) 16.5%
Percentage of children with one or more developmental concerns at 27-30 month reviews Source: https://publichealthscotland.scot/publications/early-child-development/early-child-development-statistics-scotland-2023-to-2024	FY 2020/21 21.3%	FY 2021/22 20.1%	FY 2022/23 17.7%	FY 2023/24 17.6%	*Apr 2027	15%
Reduction in the number of children who require statutory measures of intervention Source: SCRA CSO Number of Children subject to CSO at year end	FY 2021/22 162	FY 2022/23 146	FY 2023/24 113	FY 2024/25 119	FY 2025/26 90	110 or fewer
Number of children referred to Children's Reporter (non-offences) only) – rates per 1000 children Source: https://www.scra.gov.uk/resources_articles_category/official-statistics/ [SCRA Dashboard]	FY 2021/22 16.4	FY 2022/23 11.3	FY 2023/24 11.4	FY 2024/25 12.1	FY 2025/26 8.6	8.0
Number of children referred to Children's Reporter (offences) only) – rates per 1000 children Source: https://www.scra.gov.uk/resources_articles_category/official-statistics/ [SCRA Dashboard]	FY 2021/22 5.8	FY 2022/23 10.5	FY 2023/24 13	FY 2024/25 9.4	FY 2025/26 7.8	7.0
Number and percentage of children in the care system living within the community (not including residential care)	Aug 2021 to July 2022 94.9% (250)	Aug 2022 to July 2023 94.7% (213)	Aug 2023 to July 2024 93.7% (199)	Aug 2024 to July 2025 93% (205)	*April 2027	94%+

Core Indicators - Last updated 06 August 2026 *Where possible the “anticipated publication date” is included as to when the next set of data is available	KEY: AY – Academic Year (01 Aug – 31 July) CY – Calendar Year (01 Jan – 31 Dec) FY – Financial Year (01 April – 31 March)					Target
Source:- Pentana [CHC LAC B3a: https://www.gov.scot/publications/childrens-social-work-statistics-looked-after-children-2023-24/documents/						
Number of children (0-17 years) entering the ‘care system’ during the year [August – July] Source: https://www.gov.scot/publications/childrens-social-work-statistics-looked-after-children-2023-24/documents/ [Additional Tables]	Aug 2021 to July 2022 61	Aug 2022 to July 2023 44	Aug 2023 to July 2024 68	Aug 2024 to July 2025 69	*April 2027	60
Attendance Rate – all (taken from stretch aims) Source: https://www.gov.scot/publications/school-attendance-and-absence-statistics/	AY 2021/22 90.3%	AY 2022/23 90.7%	AY 2023/24 90.1%	AY 2024/25 91.2%	AY 2025/26 91.34% (unpublished)	92%
Attendance Rate – Care Experienced (taken from stretch aims) Source: https://www.gov.scot/collections/childrens-social-work/Educational Outcomes for Looked After Children – Table 4.4	AY 2021/22 89.5%	AY 2022/23 86.1%	AY 2023/24 85.6%	AY 2024/25 89.9%	AY 2025/26 90.1% (unpublished)	92%
Active Travel to School Source: Pentana: SAP PHO T01 - ScotPHO tool: care and wellbeing dashboard - PHS Planning Tools - Resources and tools - Public Health Scotland	AY 2021/22 66.1%	AY 2022/23 65.3%	AY 2023/24 62.2%	AY 2024/25 62.5%	*June 2026 overdue	65%
Percentage of Children and Young People who describe their mental health as good or very good Source: Planet Youth Survey Biannual 2021, 2023, 2025	2021 41%	2023 41%		2025 48%	2027 Survey TBC	53%
Proportion of adolescents who have consumed alcohol in last 30 days Source: Planet Youth Survey Biannual 2021, 2023, 2025	2021 36%	2023 28%		2025 29%	2027 Survey TBC	<25%
Percentage of Children and Young People (under 18's) participating in extracurricular school sport and physical activity	AY 2021/22 36%	AY 2022/23 42%	AY 2023/24 45%	AY 2024/25 48%	AY 2025/26 50%	55%

Core Indicators - Last updated 06 August 2026 *Where possible the “anticipated publication date” is included as to when the next set of data is available	KEY: AY – Academic Year (01 Aug – 31 July) CY – Calendar Year (01 Jan – 31 Dec) FY – Financial Year (01 April – 31 March)					Target
Source: https://sportscotland.org.uk/schools-colleges/active-schools/active-schools-reports/active-schools-report-2024-2025						
% of Girls in Clackmannanshire participating in recreational activity Source: Internal Data – Sport and Leisure Team	No data	No data	No data	AY 2024/25 50%	AY 2025/26 51%	55%
Percentage of P1, P4 and P7 pupils combined achieving expected CfE Level in Literacy (taken from stretch aims) Source: https://www.gov.scot/publications/achievement-of-curriculum-for-excellence-cfe-levels-2024-25/	AY 2021/22 63.3%	AY 2022/23 69.6%	AY 2023/24 74%	AY 2024/25 72.2%	AY 2025/26 75.5% (unpublished)	77%
Percentage of P1, P4 and P7 pupils combined achieving expected CfE Level in Numeracy (taken from stretch aims) Source: https://www.gov.scot/publications/achievement-of-curriculum-for-excellence-cfe-levels-2024-25/	AY 2021/22 71.7%	AY 2022/23 72.4%	AY 2023/24 77.3%	AY 2024/25 75.3%	AY 2025/26 79% (unpublished)	80%
Attainment gap at Senior Phase - SCQF Level 5 percentage points (pp) Source: Scotxed, INSIGHT	AY 2021/22 10.4	AY 2022/23 9.2	AY 2023/24 21	AY 2024/25 11.1	*Aug. 2026	<10 pp
Percentage of School Leavers achieving at SCQF Levels in Literacy and Numeracy (Levels 4, 5 & 6) Source: Scotxed, INSIGHT	AY 2021/22 54.5%	AY 2022/23 53.7%	AY 2023/24 63.8%	AY 2024/25 58.5%	*Feb 2027	65%
Percentage of Care Experienced School Leavers achieving at SCQF Levels in Literacy & Numeracy (Levels 4, 5 & 6) Source: Scotxed, INSIGHT	AY 2021/22 26.3%	AY 2022/23 30.2%	AY 2023/24 28.6%	AY 2024/25 30.6%	*Feb 2027	65%
Drug-related Hospital Admissions – Young People (11-25 years , per 100,000 population) - 3 year average Source: Pentana: SAP ADP D04ScotPHO ScotPHO tool: care and wellbeing dashboard - PHS Planning Tools - Resources and tools - Public Health Scotland	2019/20- 2021/22 150	2020/21- 2022/23 134	2021/22- 2023/24 133.2	2022/23- 2024/25 91.5	*Early 2027	<90 (3-year rolling average)

Core Indicators - Last updated 06 August 2026 *Where possible the “anticipated publication date” is included as to when the next set of data is available	KEY: AY – Academic Year (01 Aug – 31 July) CY – Calendar Year (01 Jan – 31 Dec) FY – Financial Year (01 April – 31 March)					Target
Number of diversions from prosecution successfully completed Source: https://www.gov.scot/publications/justice-social-work-statistics-additional-time-series-tables/	FY 2021/22 28	FY 2022/23 13	FY 2023/24 32	FY 2024/25 33	*Feb 2027	35+
Deaths from suicides – Young People (11-25 years) 5 year average – per 100,000 population Source: Pentana: SAP PHO O04 - ScotPHO tool: care and wellbeing dashboard - PHS Planning Tools - Resources and tools - Public Health Scotland	2017-2021 9.5	2018-2022 4.8	2019-2023 2.4	2020-2024 0	*Sep.2026	0
Teenage pregnancy (ending in a delivery or termination) by local authority of residence and year of conception (under 20 years) Rate per 1000 women (annual yearly rate – January to December) Source: https://publichealthscotland.scot/publications/teenage-pregnancies/teenage-pregnancies-year-of-conception-ending-31-december-2024/	CY 2021 29.0	CY 2022 33.0	CY 2023 23.6	CY 2024 42.8	*July 2027	<22
Unemployment Rate Young People (aged 16-24 years) Source: Pentana: DVM ECD F3c: ONS NOMIS Data Portal	FY 2021/22 4.5%	FY 2022/23 5.6%	FY 2023/24 4.9%	FY 2024/25 4.6%	FY 2025/26 5.3%	3.7%
Domestic Abuse Incidents (rate per 10,000 population)- Clackmannanshire Source https://www.gov.scot/publications/domestic-abuse-statistics-recorded-police-scotland-2024-25/documents/	FY 2021/22 146	FY 2022/23 127	FY 2023/24 141	FY 2024/25 128	*June 2027	116
Number of all sexual crimes (includes rape & attempted rape and sexual assault) per 10,000 population Source: https://www.gov.scot/publications/recorded-crime-scotland-2024-25/documents/	FY 2021/22 29	FY 2022/23 23	FY 2023/24 25	FY 2024/25 24	*June 2026	<22

Corporate Indicators

Corporate Indicator	2021/ 2022	2022/ 2023	2023/ 2024	2024/ 2025	2025/ 2026	Target 2026/ 2027
Average FTE working days lost through sickness absence PPL AB1 GOV	11.9	12.3	14.02	13.16	12.9	12.0
% of Freedom of Information requests dealt with within timescale PPL FOI GOV	90%	92%	86%	78.9%	94.2%	100%
% of Councillor Enquiries dealt with within timescale PPL CNQ BUS	91%	93%	96%	96.8%	87.5%	100%
% of MP/MSP enquiries dealt with within timescale PPL MPQ BUS*	76%	86%	83%	89.5%	98.3%	100%
% formal complaints closed within timescale (stages 1 and 2) PPL C02 CUS	55%	80%	96%	91.7%	77.2%	100%
% formal complaints dealt with that were upheld/partially upheld PPL C04 CUS [*Data is monitored to identify trends and inform service improvement]	23%	49%	37.3%	20.8%	38%	*Monitor only
% of employees who have completed mandatory training by the due date	No Data	10.3%	58%	63.32%	71%	85%

Appendix 2: People Directorate, Corporate Business Plan Information 2026 – 27

1 SERVICE OVERVIEW

1.1 SERVICE PURPOSE & OBJECTIVES

The Wellbeing Directorate, along with its key partners, plays a central role in delivering the vision and strategic priorities of the Clackmannanshire Alliance. Together, they are committed to improving life outcomes for children, families, and communities, particularly by empowering the most vulnerable.

Strategic Priorities, Strategic Outcomes and Strategic System Actions are detailed in Appendix 1: Community Wellbeing Plan 2026/2027.

Unpublished delivery Plans on a Page detail the actions of each individual/community plan (noted below *) drive forward collective efforts towards improving against the Strategic Priorities, Strategic Outcomes and Strategic System Actions of the Community Wellbeing Plan 2026/2027.

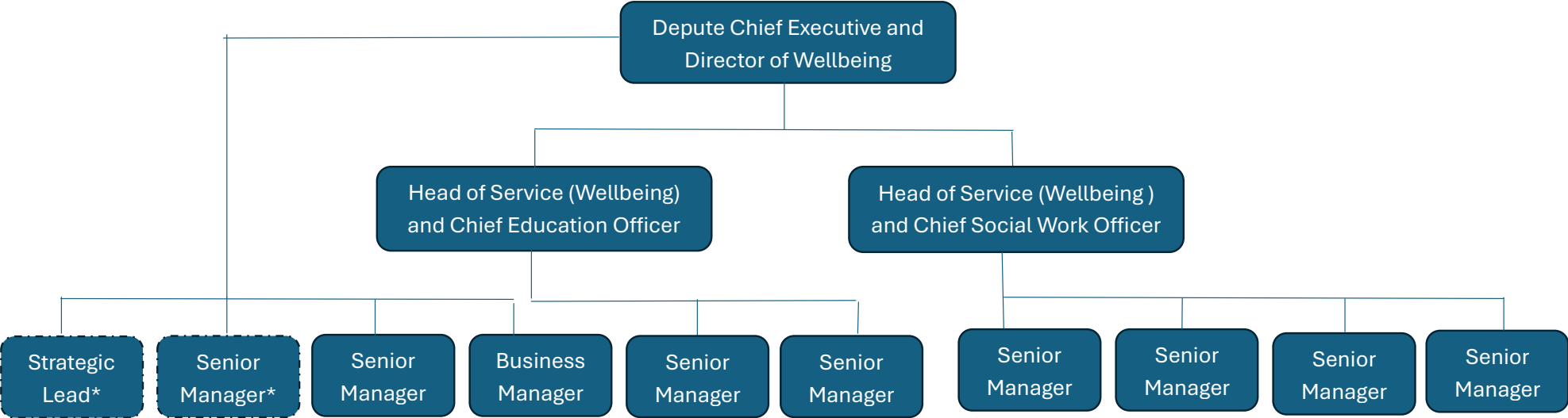
- Community Partnership Plans and Plans are as follows:

Children Service’s Plan (and Promise), Community Learning and Development, Community Justice Plan, Local Child Poverty Action Plan, National Improvement Framework, Violence Against Women and Girls, Sport and Active Living Framework, Libraries, Family Wellbeing Partnership, United Nations Convention of the Rights of the Child (UNCRC), Library Service Plan, Educational Psychology Plan.

1.2 SERVICE STRUCTURE

Appendix 2: People Directorate, Corporate Business Plan Information 2026 – 27

PUBLIC-Non Sensitive - Header



*Fixed Term Roles

PUBLIC-Non Sensitive - Footer

Appendix 2: People Directorate, Corporate Business Plan Information 2026 – 27

1.3 KEY SERVICE STRATEGIES & POLICIES REVIEW SCHEDULE

Strategy /Policy	Approved/ Last Reviewed	Review Date	Progress Update as of April 2026
Clackmannanshire Children’s Services Plan 2021-2024	August 2025	April 2026	Review underway with submission to Council in 26/27
Community Justice Improvement Plan 2023-2028	August 2025	August 2026	Due 2028
The Promise Plan 2023-2026	August 2023	August 2026	In progress

Appendix 2: People Directorate, Corporate Business Plan Information 2026 – 27

National Improvement Framework (NIF) Education Plan 2025	December 2024	August 2027	Reviewed April 2026
Family Wellbeing Partnership Plan 2024-2026	April 2025	April 2026	In progress
Digital Learning Strategy 2022-2025	May 2023	August 2026	Review underway with submission to Council in 26/27
Additional Support for Learning Strategy 2024-2027	February 2024	August 2026	Not due until 2027
Strategic Equity Fund Plan 2023-2024	September 2023	September 2024	Updated September 25. Submitted under One Plan.
Health and Wellbeing Strategy	August 2023	August 2024	In progress
Learning, Teaching and Assessment Strategy	Refreshed June 2024	June 2026	Review underway with submission to Council start of 26/27
Numeracy Strategy 2022-2026	Refreshed 2023	August 2026	In progress.
Literacy Strategy 2022 - 2026	Refreshed 2023	August 2026	Review underway with submission to Council start of 26/27
Parental Involvement and Engagement Strategy	May 2025	May 2028	Due 2028
Learning Estate Strategy, 2019-2040	2023	2026	Due 2040
Community Learning and Development Partnership Plan, 2024-2027	August 2025	August 2027	Due 2027
Sport and Active Living Framework Refresh 2024-2028	March 2024	August 2027	Due 2027
Violence against Women and Girls Strategy 2023-2026	August 2025	August 2026	Review underway with submission to Council start of 26/27
Clackmannanshire Transitions Policy for young people with additional support needs to adulthood	February 2024	August 2025	Updated September 2025
Forth Valley Inter Agency Child Protection Guidance 2023	May 2025	May 2026	In progress
Forth Valley GIRFEC Guidance	Refreshed July 2024	August 2025	Reviewed and refreshed December 2025
Forth Valley Guidance Getting our Priorities Right for Children and Families affected by Parental Alcohol and Drug Use (2019)	May 2025	May 2027	Due 2027

2.0 KEY LEGISLATION AND FRAMEWORKS AND KEY ISSUES FOR THE SERVICE & PRIORITIES FOR 2026/2027

2.1 KEY LEGISLATION AND FRAMEWORKS

A Time of Change: National Transitions to Adulthood Strategy for Young Disabled People (2025–2030)
Action Plan 'Learning Together' (launched August 2028)
Active Scotland Delivery Plan (2018)
Adoption Agencies (Scotland) Regulations 2009

Appendix 2: People Directorate, Corporate Business Plan Information 2026 – 27

Adoption and Children (Scotland) Act 2007
Adoption Support Services and Allowances (Scotland) Regulations 2009
Care and Justice (Scotland) Act 2024
Children (Care and Justice) (Scotland) Act 2024
Children (Scotland) Act 1995
Children (Scotland) Act 2020
Children and Young People (Scotland) Act 2014
Children's Hearings (Scotland) Act 2011
Children's Hearing Act (2020)
Children's Rights – United Nations Convention on the Rights of the Child (UNCRC)
Community Empowerment (Scotland) Regulations 2013
Curriculum for Excellence
Delivering Excellence and Equity in Scottish Education
Developing the Young Workforce and Youth Employment Strategy
Education (Additional Support for Learning) (Scotland) Act 2009
Education (Additional Support for Learning) (Scotland) Act 2013 (as amended)
Enhancing Learning and Teaching through the Use of Digital Technology
Equally Safe – Scotland's Strategy for Preventing and Eradicating Violence Against Women and Girls
Expansion of Early Learning and Childcare in Scotland
Foster Children (Private Fostering) (Scotland) Regulations 1985
Foster Children (Scotland) Act 1984
Forward: Scotland's Public Libraries Strategy (2021–2025)
Framework for Risk Assessment Management and Evaluation (FRAME) for children aged 12–17
Getting It Right for Every Child (GIRFEC)
Looked After Children (Scotland) Regulations 2009 (amended 2021)
Mental Health and Wellbeing Strategy (2023)
National Guidance for Child Protection in Scotland (2021)
National Improvement Framework
National Youth Justice Vision and Strategy (2024–2027)
Parental Involvement (Scotland) Act 2006 and national Parental Involvement and Engagement framework
Rehabilitation of Offenders Act
Secure Accommodation (Scotland) Regulations 2013
Secure Care Pathways and Standards Scotland (October 2020)
Social Care (Self-Directed Support) (Scotland) Act 2013
Social Work (Scotland) Act 1968
Standard, Guidance and Operational Requirements for Risk Practice (June 2021)

Appendix 2: People Directorate, Corporate Business Plan Information 2026 – 27

Support and Assistance of Young People Leaving Care (Scotland) Regulations 2003
Tackling Child Poverty Delivery Plan 2022–2026: Bright Start, Bright Futures
The Education (Additional Support for Learning) (Scotland) Act 2013 (as amended 2009)
The Promise Bill (2025)
United Nations Convention on the Rights of the Child (UNCRC)
United Nations Convention on the Rights of the Child (Incorporation) (Scotland) Act 2024
United Nations Convention on the Rights of the Child (Incorporation) (Scotland) Bill 2020

2.2 KEY ISSUES FOR THE SERVICE & PRIORITIES FOR 2026/2027

The Community Wellbeing Plan enters 2026/27 from a position of strong partnership delivery and demonstrable progress across many priority areas. However, delivery continues to be affected by a number of strategic risks and external pressures.

Demand for services continues to increase, particularly in relation to additional support needs, disability support, mental health and whole family support. At the same time, financial constraints and workforce recruitment and retention challenges place pressure on the capacity of services and partnerships to respond sustainably. These pressures have the potential to impact pace of delivery and progress towards outcomes. The successful implementation of the Council's Target Operating Model and the further embedding of the Whole Family Support approach are critical dependencies for delivery during 2026/27. This includes strengthening integrated planning, governance, accountability and performance management arrangements to ensure resources are aligned to prevention and early intervention. Delivery also depends upon sustaining effective partnership working across the Community Planning Partnership, maintaining meaningful community participation and ensuring that transformation activity continues to be informed by lived experience and evidence of what works.

An updated Risk Register for the Community Wellbeing Plan 2026/27 has been created (see 4.0) and will be monitored, specific areas requiring ongoing monitoring include safeguarding and protection, workforce sustainability, increasing complexity of need amongst children and families, delivery of the Wellbeing Hub, poverty and inequality, and community justice capacity. Notwithstanding these challenges, partners remain committed to delivering the Community Wellbeing Plan through a shared focus on prevention, early intervention, community empowerment and whole-system collaboration.

Appendix 2: People Directorate, Corporate Business Plan Information 2026 – 27

3 APPROACHES

3.1 TRANSFORMATION, INNOVATION & COLLABORATION

The Wellbeing Directorate continues to deliver transformation through the **One Fund, One Plan, One Report** approach, aligning statutory duties, partnership priorities and Council priorities within a single integrated framework. Delivery is underpinned by the Council's Target Operating Model and focuses on prevention, early intervention, whole-system working and improved outcomes for children, families and communities.

Key transformation and innovation approaches during 2026/27 include:

- Embedding **Whole Family Support (WFS)** as the default delivery model across services and partners
- Continued implementation of **Reimagining Social Care** and the Council's Target Operating Model
- Development of the **Wellbeing Hub and Lochies School** as an integrated community infrastructure supporting health, education and wellbeing outcomes.
- Expansion of **Family Wellbeing Hubs** to improve access to support
- Use of the **Outcomes Improvement Framework (OIF)** to drive evidence-based decision making and resource allocation
- Further development of the **Clackmannanshire Transformation Space**, enabling community-led investment decisions and preventative approaches
- Strengthening collaboration with NHS Forth Valley, Police Scotland, Scottish Fire and Rescue Service, third-sector organisations, educational establishments and community planning partners.
- Continued implementation of trauma-informed, rights-based practice aligned to **UNCRC**, **The Promise** and GIRFEC principles.
- Use of data, digital solutions and shared intelligence to improve early identification of need and target resources effectively

Appendix 2: People Directorate, Corporate Business Plan Information 2026 – 27

3.2 CUSTOMER & STAKEHOLDER ENGAGEMENT

The Wellbeing Directorate is committed to ensuring that children, young people, families, communities and partners actively influence service design, delivery and evaluation. Engagement is embedded within planning and decision-making processes and supports delivery of duties.

Engagement approaches include:

- Community-led decision making through the **Transformation Space, including Scottish Government's** Invest to Save grant and What Matters to You? and community groups funded through the Make It Happen Fund.
- Ongoing engagement with children and young people through educational settings, youth participation structures and rights-based forums.
- Co-design and consultation with families through Family Wellbeing Hubs and utilisation of **Family Voices, Community Voice Panels** and participation networks to inform service priorities.
- Co-design through the Child Wellbeing Partnership (Scottish Government's All Age Childcare funding) and Whole Family Support pathways.
- Partnership engagement through established governance arrangements including:
 - Children's Services Strategic Planning Partnership
 - Tackling Poverty Partnership
 - Community Justice Partnership
 - Violence Against Women and Girls Partnership
 - Family Wellbeing Partnership
 - Use of lived experience, qualitative feedback and performance data to inform policy development, commissioning decisions and service redesign.
 - Independent facilitation, learning and evaluation support from Animate Consulting to strengthen participation, capture learning and ensure that community voice influences system change and continuous improvement.

Appendix 2: People Directorate, Corporate Business Plan Information 2026 – 27

3.3 MANAGING SERVICE PERFORMANCE

Performance management is delivered through a comprehensive Outcomes Improvement Framework aligned to the Community Wellbeing Plan 2026/27 and the Council's corporate performance arrangements.

Performance is managed through:

- The **Outcomes Improvement Framework (OIF)**, linking activities and investment to measurable outcomes.
- Monitoring of Strategic Outcomes, Strategic System Actions and associated Plans on a Page.
- Regular scrutiny through Wellbeing Directorate Senior Management Team and through governance arrangements and Community Planning Partnership structures.
- Performance reporting through the **One Report** approach, reducing duplication while strengthening assurance and accountability
- Continuous improvement through audit activity, self-evaluation, inspection findings and partner review
- Use of quantitative data, qualitative evidence and lived experience to evaluate impact and inform service redesign
- Monitoring of key risks through the Directorate and Community Wellbeing Risk Registers, ensuring appropriate mitigation and governance arrangements are in place

Appendix 2: People Directorate, Corporate Business Plan Information 2026 – 27

3.4 SERVICE BUDGET AND LEVERAGED FUNDING

Revenue Budget 2026/2027 based on current allocations and may be subject to change due to additional financial burdens	£,000	Supplemental and Leveraged Funding 2026/2027	£,000
Care and Protection	19,955	Scottish Equity Funding (Including Pupil Equity Funding and Care Experienced)	2,343
Education and Learning	71,775	Whole Family Wellbeing Fund	410
Strategic Director-People	109	Community Mental Health and Wellbeing Fund	133
Support and Wellbeing	1,635	TOTAL	£43 476
TOTAL	93,474	Leveraged	£,000
Capital Budget	£,000	Child Wellbeing Partnership (Early Adopter Community) revenue	c2,797
Wellbeing Hub and Lochies school	35,420	Family Wellbeing Partnership (Fairer Futures Partnership)	300
Learning Estate – Development Driven (minimum requirements)	500	The Hunter Foundation – Catalyst Communities	1,500
Learning Estate – Indicative Future Investment Requirements	2,500	Foundation Scotland (through Transformation Space)	c72
Learning Estate DDA	17	Foundation Scotland, drawing on a combination of Foundation Scotland's own resources and contributions from private donors – to support displaced residents in the Coalsnaughton area.	20
Social Services adaptations	75	The Hunter Foundation (part running costs for CTS)	50
Social Work IT system	2,990	The Roberston Trust (part running costs for CTS)	200
Alloa Family Centre Investment	150	Roberston Construction	5 (TBC)
Interactive boards Primary schools	250		
Fir Park Centre	100		

Appendix 2: People Directorate, Corporate Business Plan Information 2026 – 27

Childrens' Adaptations	100	Kerry Group	5 (TBC)
Digital Learning Strategy	250	Ogilvie Construction	1.5 (TBC)
ICT Replacement (Secondary Schools)	125	Planet Youth * Subject to procurement process for associated fee	20*
ICT Upgrade (Primary Schools)	90	The Hunter Foundation (contribution to running costs for Clackmannanshire Transformation Space and Learning Partner?)	50
Fitness Suite Equipment	6	Tackling Poverty Partnership - Gambling Levy Bid, administered through CTI	78
TOTAL	42,573	Sportscotland Sports Facilities fund for Wellbeing Hub (capital costs)	500
		Scottish Sports Futures (staffing and programmes)	140
		Scottish Futures Trust Learning Estate Investment Programme (LEIP) secured for Lochies School, to be paid in revenue once building operational and set criteria met. On track to deliver	10,000
		Sportscotland Sports Facilities fund for Wellbeing Hub (capital costs)	500
		Scottish Sports Futures (staffing and programmes)	140
		The Roberston Trust (part running costs for CTS)	200
		Funding to CTSI to support collaboration, in recognition of working within a Fairer Futures Partnership (FWP) community	50
		TOTAL	<u>TBC</u>

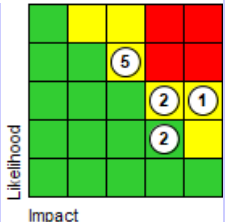
Appendix 2: People Directorate, Corporate Business Plan Information 2026 – 27

4 SERVICE RISK REGISTER

Community Wellbeing Plan Risk Register

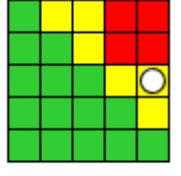
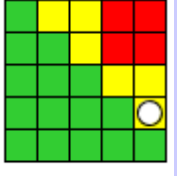
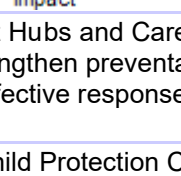
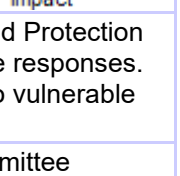
In the following pages risks are either grouped by parent outcomes from the Clackmannanshire Alliance Community Planning Partnership's Wellbeing Economy Local Outcomes Improvement Plan, or by Be the Future Transformation programme workstreams.

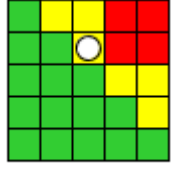
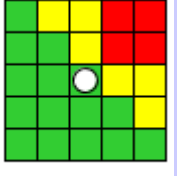
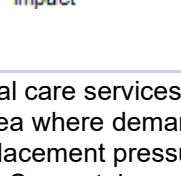
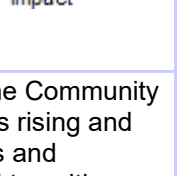
In addition to those below, the Wellbeing Directorate leads on Corporate Risks regarding Poverty and Compliance with UN Convention on the Rights of the Child (UNCRC) and is directly involved in Condition of the School Estate. Further detail is provided in quarterly Corporate Risk reports to Audit & Scrutiny Committee.

Score Distribution	Code	Title	Score	Status	Approach	Change	Owner
	WLB DRR 001	Insufficient safeguarding capacity and risk of harm to children	15		Treat		Senior Manager - Justice Services
	WLB DRR 002	Failure to meet the increasing demand for early help and whole family support	12		Treat		Senior Manager - Early Intervention
	WLB DRR 003	Failure to meet rising ASN and disability demand	12		Treat		Senior Manager - Inclusion & Partnerships
	WLB DRR 004	Inability to meet mental health demands	12		Treat		Senior Manager - Inclusion & Partnerships
	WLB DRR 005	Inability to recruit and retain key staff	12		Treat		Head of Service (Wellbeing)/Chief Social Work Officer
	WLB DRR 006	Failure to address cost of living pressures increase demand and reduce progress on outcomes	12		Treat		Senior Manager - Family Wellbeing Partnership
	WLB DRR 007	Failure to address increased justice demand and pathway complexity	12		Treat		Senior Manager - Justice Services
	WLB DRR 010	Failure to embed integrated One Plan / WFS / TOM delivery model consistently across services and partnerships	12		Treat		Senior Manager - Family Wellbeing Partnership
	WLB DRR 008	Delay in delivery of Wellbeing Hub and Lochies School	8		Treat		Senior Manager (Sport & Leisure)
	WLB DRR 009	Failure to sustain community-led transformation and participation	8		Treat		Strategic Lead - Community Collaboration & Redesign

Appendix 2: People Directorate, Corporate Business Plan Information 2026 – 27

Wellbeing - Outcomes for Young People

		Insufficient safeguarding capacity and risk of harm to children	WLB DRR 001	Current Score	15	Target Score	10
Strategic Priorities		1. Empowered Families & Communities; 2. Health & Wellbeing; 3. Sustainable Inclusive Growth; 4. Skilled & Resilient Workforce	Lead	Senior Manager - Justice Services			
Risk		Increasing demand, workforce capacity pressures and ineffective multi-agency safeguarding arrangements result in reduced ability to identify, assess and respond to risk at the earliest opportunity.	Last Review	17-Jul-2026			
Potential Impact		Children and young people may experience harm, poorer outcomes, delayed intervention and unmet needs, leading to legal, regulatory, financial and reputational consequences for partners.	Target Date	31-Mar-2027		Impact	Impact
Note		Partnership safeguarding arrangements remain in place through GIRFEC, Child Wellbeing Partnership, STRIVE, Family Support Hubs and Care and Protection governance structures. Significant investment in trauma-informed practice, family support and early intervention continues to strengthen preventative responses. However, demand for services remains high and ongoing monitoring of safeguarding capacity is required to ensure timely and effective responses to vulnerable children and families.					
Related Actions		Whole Family Support and integrated partnership working improve and sustain positive outcomes	CWP 267 001	Existing Controls	Child Protection Committee		
		Early identification, prevention and demand management are consistently applied across the system	CWP 267 002		Child Protection Procedures		
		Children and young people thrive through strengthened protective factors and reduced inequalities	CWP 267 003		Community Wellbeing Plan		

		Failure to meet rising ASN and disability demand	WLB DRR 003	Current Score	12	Target Score	9
Strategic Priorities		1. Empowered Families & Communities; 2. Health & Wellbeing; 4. Skilled & Resilient Workforce	Lead	Senior Manager - Secondary Education & Communities			
Risk		Rising demand and increasing complexity of ASN and disability support requirements, combined with workforce recruitment challenges and financial pressures, are reducing the capacity of services to respond effectively. As a result, demand for ASN and disability support is at risk of exceeding available system capacity, creating pressure across education, health and social care services and impacting the ability to provide timely, effective support to children and young people.	Last Review	17-Jul-2026			
Potential Impact		Children and young people do not receive timely support, needs escalate, pressure on education and partner services increases, and progress towards Community Wellbeing Plan outcomes relating to inclusion, wellbeing, early intervention and positive life outcomes is adversely affected	Target Date	31-Mar-2027		Impact	Impact
Note		Demand for ASN and disability support continues to increase, with growing complexity of need across education, health and social care services. The Community Wellbeing Plan identifies children with disabilities and additional support needs, including transitions to adulthood, as a priority area where demand is rising and capacity pressures are evident. Performance indicators such as referral volumes, requests for specialist support, waiting times, placement pressures and workforce vacancy levels provide early warning of this risk materialising. Mitigating actions are progressing through Whole Family Support, improved transition planning, partnership working, targeted capacity investment and service redesign, although capacity remains under significant pressure.					
		Children and young people thrive through strengthened protective factors and reduced inequalities	CWP 267 003		Integrated Children's Services Plan		

Appendix 2: People Directorate, Corporate Business Plan Information 2026 – 27

Related Actions	A comprehensive mental health and wellbeing prevention system is scaled and accessible	CWP 267 006	Existing Controls	Additional Support for Learning Strategy Family Wellbeing Partnership
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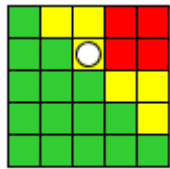
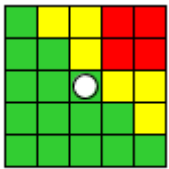
Wellbeing - Poverty

		Failure to address cost of living pressures increase demand and reduce progress on outcomes	WLB DRR 006	Current Score	12	Target Score	9
Strategic Priorities		1. Empowered Families & Communities; 2. Health & Wellbeing; 3. Sustainable Inclusive Growth	Lead	Senior Manager - Inclusion & Partnerships			
Risk		Rising cost of living pressures and increasing financial hardship for individuals and families, combined with an inability to sufficiently address these pressures through existing support and preventative measures, result in increased demand for services and reduced system capacity to respond effectively.	Last Review	17-Jul-2026			
Potential Impact		Poverty and inequality increase, demand for support services grows, and progress towards Community Wellbeing Plan outcomes relating to wellbeing, family resilience, mental health, learning, financial inclusion and reducing inequalities is adversely affected.	Target Date	31-Mar-2027			
Note		Cost of living pressures continue to affect families and communities, increasing demand for financial inclusion, welfare advice, family support, mental health and community-based services. The Community Wellbeing Plan identifies poverty and inequality as a key strategic challenge and that increasing demand places pressure on service capacity and the ability to sustain preventative approaches. Relevant indicators include child poverty measures, uptake of welfare and financial inclusion services, Scottish Welfare Fund applications, demand for Family Wellbeing Hub support and levels of financial hardship reported by families. Current controls, including the Tackling Poverty Partnership, Whole Family Support and financial inclusion initiatives, are helping to mitigate impacts; however, demand remains high and continued monitoring is required to ensure progress against outcomes is maintained.					
Related Actions		Whole Family Support and integrated partnership working improve and sustain positive outcomes	CWP 267 001				Family Wellbeing Partnership
		Children and young people thrive through strengthened protective factors and reduced inequalities	CWP 267 003	Existing Controls			Tackling Poverty Partnership
		Economic security is improved through employability, fair work, income maximisation and reduced household costs	CWP 267 005				Scottish Welfare Fund (Crisis & Community Grants)

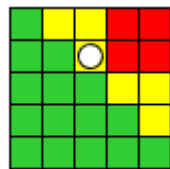
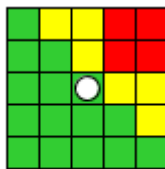
Wellbeing - Physical & Mental Health

		Failure to meet the increasing demand for early help and whole family support	WLB DRR 002	Current Score	12	Target Score	9
Strategic Priorities		1. Empowered Families & Communities; 2. Health & Wellbeing	Lead	Service Manager - Early Intervention			
Risk		Increasing complexity of need and rising demand for Whole Family Support, early help and mental health services, combined with workforce and financial pressures, reduces system capacity to meet need.	Last Review	17-Jul-2026			

Appendix 2: People Directorate, Corporate Business Plan Information 2026 – 27

Potential Impact	Families experience delayed or reduced support, needs escalate to crisis, pressure on statutory services increases and Community Wellbeing Plan outcomes are adversely affected.	Target Date	31-Mar-2027		
Note	Demand for early help and whole family support continues to increase as more children, young people and families present with complex needs relating to poverty, mental health, disability and additional support needs. Current performance information indicates sustained pressure across family support and mental health. However, the continued expansion of Family Wellbeing Hubs, implementation of Whole Family Support approaches, improved partnership working and targeted prevention activity are helping to manage demand and reduce escalation into crisis. While capacity pressures remain a significant risk, current controls are broadly effective and progress continues through service redesign, workforce development and strengthened early intervention pathways.				
Related Actions	Whole Family Support and integrated partnership working improve and sustain positive outcomes	CWP 267 001	Existing Controls	Family Wellbeing Partnership	
	Early identification, prevention and demand management are consistently applied across the system	CWP 267 002		Integrated Children's Services Plan	
	Integrated partnership planning, commissioning and accountability are embedded across the system	CWP 267 007		Community Wellbeing Plan	

Health & Wellbeing

		Inability to meet mental health demands				WLB DRR 004		Current Score		12	Target Score		9
Strategic Priorities	1. Empowered Families & Communities; 2. Health & Wellbeing; 4. Skilled & Resilient Workforce				Lead	Senior Manager - Secondary Education & Communities							
Risk	Rising demand and increasing complexity of mental health needs, combined with workforce and financial capacity pressures, reduce the ability of services to respond effectively, resulting in demand for mental health support exceeding available service capacity.				Last Review	17-Jul-2026							
Potential Impact	Individuals experience delays in accessing support, mental health needs escalate, pressure on statutory and community services increases and progress towards the Community Wellbeing Plan outcomes relating to improved mental health and wellbeing through prevention and early intervention is adversely affected.				Target Date	31-Mar-2027							
Note	Demand for mental health support continues to increase across children, young people and families, with the Community Wellbeing Plan identifying mental health services, particularly early intervention and community provision, as an area of growing pressure. Key indicators include referral volumes, waiting times, uptake of community-based mental health supports and evidence of escalating need requiring specialist intervention. Current mitigations include investment in prevention and early intervention, Whole Family Support approaches, Family Wellbeing Hubs and strengthened partnership delivery. These controls are helping manage demand; however, capacity pressures remain, requiring continued monitoring and targeted service development.												
Related Actions	Early identification, prevention and demand management are consistently applied across the system					CWP 267 002		Existing Controls	Mental Health Strategy				
	People of all ages are supported to lead active, healthy and independent lives					CWP 267 004			HSC Strategic Planning Group				
	A comprehensive mental health and wellbeing prevention system is scaled and accessible					CWP 267 006			Family Wellbeing Partnership				

Appendix 2: People Directorate, Corporate Business Plan Information 2026 – 27

Economy & Skills - Labour Market & Fair Work

		Failure to address Increased justice demand and pathway complexity	WLB DRR 007	Current Score	12	Target Score	9
Strategic Priorities		1. Empowered Families & Communities; 2. Health & Wellbeing; 3. Sustainable Inclusive Growth	Lead	Senior Manager - Justice Services			
Risk		Increasing demand for community justice services, combined with growing complexity of need and community justice pathways, places pressure on service capacity and partnership resources, resulting in an inability to respond effectively to demand and deliver coordinated support.	Last Review	17-Jul-2026			
Potential Impact		Reduced effectiveness of diversion, rehabilitation and reintegration pathways may lead to poorer outcomes for individuals and communities, increased pressure on partner services and reduced progress towards outcomes relating to wellbeing, inclusion, learning, employability and community resilience.	Target Date	31-Mar-2027			
Note		Demand across community justice services continues to increase, with individuals presenting with increasingly complex and interconnected needs relating to mental health, substance use, housing, poverty and employability. The Community Wellbeing Plan identifies community justice pathways, including diversion, reintegration and unpaid work capacity, as an area of growing pressure requiring strengthened capacity and partnership delivery. Relevant indicators include volumes of community justice referrals, unpaid work backlogs, completion rates, engagement with diversion and reintegration pathways, and reoffending measures. Current controls through partnership working, community justice planning and integrated support pathways are helping to manage demand; however, capacity pressures remain significant and require ongoing monitoring and service development.					
Related Actions		Early identification, prevention and demand management are consistently applied across the system	CWP 267 002	Existing Controls	Justice Services Performance Management Group		
		People of all ages are supported to lead active, healthy and independent lives	CWP 267 004		HSC Strategic Planning Group		
		A comprehensive mental health and wellbeing prevention system is scaled and accessible	CWP 267 006		Cross-service Working Between Teams/Depts		

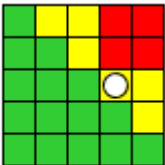
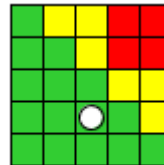
Workforce Strategy

		Inability to recruit and retain key staff	WLB DRR 005	Current Score	12	Target Score	9
Priorities		4. Skilled & Resilient Workforce	Lead	Head of Service (Wellbeing)/Chief Social Work Officer			
Risk		Increasing demand for services, workforce recruitment and retention difficulties, specialist skills shortages and financial pressures reduce workforce capacity, resulting in an inability to recruit and retain key staff across critical services.	Last Review	17-Jul-2026			
Potential Impact		Reduced workforce capacity impacts service delivery, increases pressure on existing staff, limits the ability to provide timely support and threatens delivery of the Community Wellbeing Plan's strategic priorities and outcomes relating to early intervention, wellbeing, inclusion and community resilience.	Target Date	31-Mar-2027			
Note		Recruitment and retention challenges continue to affect specialist and high-demand service areas . The Community Wellbeing Plan identifies workforce sustainability as a key dependency for delivering early intervention, Whole Family Support, mental health support, ASN provision and wider transformation activity.					

Appendix 2: People Directorate, Corporate Business Plan Information 2026 – 27

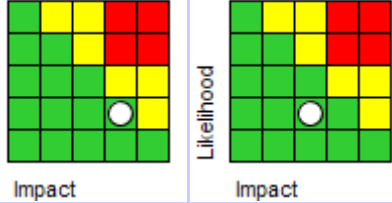
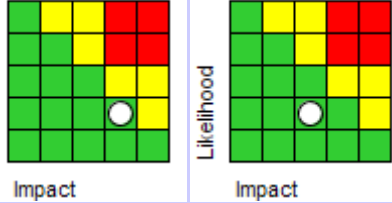
Related Actions	Relevant indicators include vacancy levels, turnover rates, time taken to fill posts, sickness absence, agency staffing costs and workforce wellbeing measures. Current controls include workforce planning, professional learning, partnership working and service redesign. While these measures are supporting resilience, workforce capacity remains a significant pressure requiring ongoing monitoring and intervention.			
	Economic security is improved through employability, fair work, income maximisation and reduced household costs	CWP 267 005	Existing Controls	Maximising Attendance & Wellbeing Policy
	Integrated partnership planning, commissioning and accountability are embedded across the system	CWP 267 007		Recruitment & Retention Policy
	Data insight and an adaptable, skilled and trauma-informed workforce drive continuous improvement and evidence-led decision making	CWP 267 008		Strategic Workforce Plan

Empowering Families & Communities

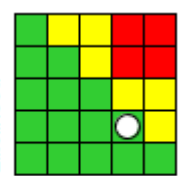
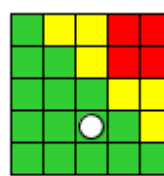
		Failure to embed integrated One Plan / WFS / TOM delivery model consistently across services and partnerships			WLB DRR 010		Current Score	12	Target Score	6
Strategic Priorities	1. Empowered Families & Communities; 2. Health & Wellbeing; 4. Skilled & Resilient Workforce			Lead	Senior Manager - Inclusion & Partnerships			Likelihood  Impact	Likelihood  Impact	
Risk	Variation in implementation, workforce capacity pressures, organisational change and inconsistent partnership practice result in failure to embed the integrated One Plan, Whole Family Support and Target Operating Model consistently across services and partnerships.			Last Review	17-Jul-2026					
Potential Impact	Integrated service delivery, prevention and early intervention are weakened, leading to inconsistent outcomes for children, families and communities, reduced system effectiveness and slower progress towards Community Wellbeing Plan priorities and outcomes.			Target Date	31-Mar-2027					
Note	The Community Wellbeing Plan identifies successful implementation of the One Plan, Whole Family Support (WFS) and Target Operating Model (TOM) as critical dependencies for delivery of improved outcomes. Progress is evident through the establishment of integrated planning arrangements, the One Plan/One Report approach, Family Wellbeing Partnership activity and continued development of Whole Family Support pathways. Key indicators include evidence of integrated assessments and plans, consistency of Whole Family Support delivery, partnership performance reporting, service user experience, and delivery of shared outcomes across agencies. Current governance and partnership arrangements provide strong controls; however, variation in practice, workforce capacity pressures and organisational change continue to require active monitoring to ensure consistent implementation across the system									
Related Actions	Whole Family Support and integrated partnership working improve and sustain positive outcomes			CWP 267 001		Existing Controls	Family Wellbeing Partnership			
	Integrated partnership planning, commissioning and accountability are embedded across the system			CWP 267 007			Community Planning Process			
	Data insight and an adaptable, skilled and trauma-informed workforce drive continuous improvement and evidence-led decision making			CWP 267 008			Community Wellbeing Plan			

		Delay in delivery of Wellbeing Hub and Lochies School	WLB DRR 008	Current Score	8	Target Score	6
Strategic Priorities	1. Empowered Families & Communities; 2. Health & Wellbeing; 4. Skilled & Resilient Workforce		Lead	Senior Manager (Sport & Leisure)			

Appendix 2: People Directorate, Corporate Business Plan Information 2026 – 27

Risk	Project delivery complexities, resource and programme dependencies, and partnership coordination challenges delay delivery of the Wellbeing Hub and Lochies School, resulting in the planned integrated facility and service model not being implemented within agreed timescales	Last Review	17-Jul-2026	
Potential Impact	Delivery of prevention, early intervention, Whole Family Support and integrated health, education and wellbeing services is delayed, reducing progress towards Community Wellbeing Plan outcomes and limiting the benefits expected from transformational system change.	Target Date	31-Mar-2027	
Note	The Wellbeing Hub and Lochies School remain key transformation projects within the Community Wellbeing Plan, intended to provide integrated infrastructure supporting health, education, wellbeing and Whole Family Support delivery. Progress is dependent on effective programme management, capital delivery, partnership coordination and resource availability. Indicators that would suggest the risk is materialising include slippage against project milestones, delays in key approvals, increased project costs, programme exceptions and delays to planned service integration. Current controls through corporate project governance, strategic oversight and partnership planning continue to support delivery; however, ongoing monitoring of timescales, dependencies and project milestones remains critical to ensure anticipated benefits are realised.			
Related Actions	Whole Family Support and integrated partnership working improve and sustain positive outcomes	CWP 267 001	Existing Controls	Change Management Board
	Integrated partnership planning, commissioning and accountability are embedded across the system	CWP 267 007		Corporate Transformation Programme
	Data insight and an adaptable, skilled and trauma-informed workforce drive continuous improvement and evidence-led decision making	CWP 267 008		Corporate Project Management Framework

Appendix 2: People Directorate, Corporate Business Plan Information 2026 – 27

		Failure to sustain community-led transformation and participation				WLB DRR 009		Current Score	8	Target Score	6
Strategic Priorities	1. Empowered Families & Communities; 2. Health & Wellbeing; 3. Sustainable Inclusive Growth				Lead	Strategic Lead - Community Collaboration & Redesign			Likelihood  Impact	Likelihood  Impact	
Risk	Competing pressures, reduced engagement capacity and failure to maintain meaningful participation opportunities result in community-led transformation and participation not being consistently sustained across services and partnerships.				Last Review	17-Jul-2026					
Potential Impact	Community voice and lived experience have less influence on decision-making, service design and transformation activity, reducing the effectiveness of prevention and whole-system reform and adversely affecting progress towards Community Wellbeing Plan outcomes				Target Date	31-Mar-2027					
Note	Community-led transformation remains a core component of the Community Wellbeing Plan, with participation, co-design and community influence embedded through initiatives such as the Transformation Space, Family Voices, Community Voice Panels and Family Wellbeing Hubs. Current indicators include participation levels in engagement activities, the number and diversity of people involved in co-design processes, community-led funding decisions, and evidence of community feedback influencing service redesign and decision-making. Existing controls are supporting continued engagement; however, sustaining participation requires ongoing investment, effective communication and demonstrable evidence that community views are shaping priorities, services and system change										
Related Actions	Whole Family Support and integrated partnership working improve and sustain positive outcomes				CWP 267 001		Existing Controls	Community Engagement Process			
	Integrated partnership planning, commissioning and accountability are embedded across the system				CWP 267 007			Community Planning Process			
	Data insight and an adaptable, skilled and trauma-informed workforce drive continuous improvement and evidence-led decision making				CWP 267 008			Participation & Engagement Strategy			

Appendix 3: EFSIA
**Clackmannanshire
Council**
www.clacks.gov.uk

 Comhairle Siorrachd
Chlach Mhanann

Equality and Fairer Scotland Impact Assessment (EFSIA) Summary of Assessment

Title: Community Wellbeing Plan 2026-2027

Key findings from this assessment (or reason why an EFSIA is not required):

The assessment found that the Community Wellbeing Plan is likely to have a positive impact across all protected characteristics and for people experiencing socio-economic disadvantage. The Plan promotes prevention, early intervention, whole family support, community empowerment, improved access to services, and reducing poverty and inequalities. The Plan is underpinned by the principles of equality, diversity, inclusion and human rights. No evidence of unlawful discrimination or adverse impacts was identified. The Plan is expected to advance equality of opportunity, improve outcomes for disadvantaged individuals and communities, and support good relations through inclusive partnership working, ongoing engagement, and continuous monitoring.

Summary of actions taken because of this assessment:

The Community Wellbeing Plan has been developed using an inclusive, partnership-based approach, bringing together a range of statutory plans and priorities within a single outcomes' framework. Equality and socio-economic considerations have been embedded throughout the Plan, with a focus on prevention, early intervention, whole family support, poverty reduction, community empowerment, and improving access to opportunities and services. This is evidenced through the 2026/27 strategic actions and outcomes. Ongoing monitoring through the Outcomes Improvement Framework and continued engagement with partners, communities and people with lived experience will help ensure that equality of opportunity is promoted and that any emerging impacts are identified and addressed.

Ongoing actions beyond implementation of the proposal include:

Monitoring progress and impact of strategic actions within the Community Wellbeing Plan 2026/27 including:

- reviewing performance data
- evaluating impact against the Outcomes Improvement Framework
- engaging with partners, communities and -those with lived experience ensuring services remain inclusive and responsive.

The impact of the Plan on equality groups and those experiencing socio-economic disadvantage will be kept under review, with findings informing future planning, service improvement and resource allocation.

Continued partnership working, co-design approaches, community participation and continuous evaluation will support the ongoing delivery of equitable and improved outcomes for individuals, families and communities.

Lead person(s) for this assessment:

Judith Morrison, Improving Outcomes Engagement Officer

Senior officer approval of assessment:

Veronica Cully, Senior Manager

Date: 14 July 2026

Equality and Fairer Scotland Impact Assessment (EFSIA)

An Equality and Fairer Scotland Impact Assessment (EFSIA) must be completed in relation to any decisions, activities, policies, strategies or proposals of the Council (referred to as 'proposal' in this document). The first stage of the assessment process will determine the level of impact assessment required.

This form should be completed using the guidance contained in the document: ['NAME']. Please read the guidance before completing this form.

The aim of this assessment is to allow you to critically assess:

- the impact of the proposal on those with protected characteristics and, where relevant, affected by socio-economic disadvantage (referred to as 'equality groups' in this document);
- whether the Council is meeting its legal requirements in terms of Public Sector Equality Duty and the Fairer Scotland Duty;
- whether any measures need to be put in place to ensure any negative impacts are eliminated or minimised.

The Fairer Scotland Duty requires public authorities to pay 'due regard' to how they can reduce inequalities of outcome caused by socio-economic disadvantage, when making **strategic decisions**. Strategic decisions are key, high-level decisions such as decisions about setting priorities, allocating resources, delivery or implementation and commissioning services and all decisions that go to Council or committee for approval.

Step A – Confirm the details of your proposal

1. Describe the aims, objectives and purpose of the proposal.

the purpose of this proposal is to present the Community Wellbeing Plan 2026/27. The Plan provides a shared strategic framework for community planning partners and council services to improve outcomes for individuals, families and communities across Clackmannanshire. The Plan aims to reduce inequalities, improve health and wellbeing, tackle poverty, support children and families through early intervention and whole family support, strengthen communities, and improve access to learning, employment and opportunities. It brings together a range of statutory plans and partnership priorities into a single outcomes focused approach, promoting collaboration, prevention and continuous improvement across services.

2. Why is the proposal required?

The Community Wellbeing Plan is required to provide a single, integrated framework for delivering improved outcomes for individuals, families and communities across Clackmannanshire. The Plan supports early intervention, prevention, whole family support, poverty reduction and community empowerment, ensuring that resources and services are aligned to address local needs and reduce inequalities.

3. Who is affected by the proposal?

The Community Wellbeing Plan affects residents of Clackmannanshire, particularly children, young people, families, adults and communities who experience inequalities or require additional support. The Plan is of relevance to people with protected characteristics, those experiencing socio-economic disadvantage, and individuals who access services delivered through community planning partnerships. It also affects partner organisations, service providers and staff responsible for delivering services and support across the area.

4. What other Council policies or activities may be related to this proposal? The EFSIAs for related policies might help you understand potential impacts.

- Wellbeing Local Outcomes Improvement Plan (WLOIP) 2024-2034
- Poverty Action Plan 2025–2030
- Children's Services Plan 2025-2026
- The Promise Plan 2025-2026
- National Improvement Framework 2024-2027(incorporating the Scottish Equity Fund Plan)
- Violence Against Women and Girls' Strategy 2023-2026
- Community Justice Plan 2023-2028
- Community Learning and Development Plan 2024-2027
- Sport and Active Living Framework 2024-2028
- Family Wellbeing Partnership Plan 2024-2026
- Library Service Plan 2024-27
- Educational Psychology Service 2025-2026
- Children and Young People's Strategic Partnership
- Tackling Poverty Partnership
- Child Protection Committee
- Community Justice Partnership
- Violence Against Women and Girls Partnership
- Clackmannanshire and Stirling Alcohol and Drug Partnership
- Local Employability Partnership
- Family Wellbeing Partnership
- Digital Learning Strategy 2022-2025
- Additional Support for Learning Strategy 2024-2027
- Strategic Equity Fund Plan 2023-2024
- Health and Wellbeing Strategy
- Learning, Teaching and Assessment Strategy
- Numeracy Strategy 2022-2026
- Literacy Strategy 2022 - 2026
- Parental Involvement and Engagement Strategy
- Learning Estate Strategy, 2019-2040
- Community Learning and Development Partnership Plan, 2024-2027
- Forth Valley Inter Agency Child Protection Guidance 2023
- Clackmannanshire Transitions Policy for young people with additional support needs to adulthood
- Forth Valley GIRFEC Guidance
- Forth Valley Guidance Getting our Priorities Right for Children and Families affected by Parental Alcohol and Drug Use (2019)
- UNCRC

5. Is the proposal a strategic decision? If so, please complete the steps below in relation to socio-economic disadvantage. If not, please state why it is not a strategic decision:

Yes, the proposal is a strategic decision. The Community Wellbeing Plan 2026/27 is a high level strategic framework that sets priorities, outcomes and partnership commitments for improving

wellbeing across Clackmannanshire. It informs the direction of service delivery, partnership working, resource prioritisation and performance management across the Wellbeing Directorate and Community Planning Partners.

Step B – Consider the level of EFSIA required

You should consider the available evidence and data relevant to your proposal. You should gather information in order to:

- help you to understand the importance of your proposal for those from equality groups,
- inform the depth of EFSIA you need to do (this should be proportionate to the potential impact), and
- provide justification for the outcome, including where it is agreed an EFSIA is not required.

6. What information is available about the experience of those with protected characteristics in relation to this proposal? Does the proposal relate to an area where there are already known inequalities? Refer to the guidance for sources of evidence and complete the table below.

Equality Group	Evidence source (e.g. online resources, report, survey, consultation exercise already carried out)	What does the evidence tell you about the experiences of this group in relation to the proposal? NB Lack of evidence may suggest a gap in knowledge/ need for consultation (Step C).
Age	Community Wellbeing Plan 2025–2026 year-end Report Wellbeing Local Outcomes Improvement Plan (WLOIP) 2024–2034 Partnership data from Council services, NHS Forth Valley and Third Sector organisations Local demographic and population data Consultation and engagement activity with children, young people, families and older people.	Evidence indicates that different age groups experience inequalities in different ways. Children and young people are more likely to be affected by poverty, educational attainment gaps, and mental health and wellbeing challenges, while older adults may experience social isolation, health inequalities and barriers to accessing services. The Community Wellbeing Plan seeks to address these issues through early intervention, prevention, whole family support, improved wellbeing services, and increased access to opportunities and support across all stages of life.
Disability	As above.	Evidence indicates that disabled people can experience barriers to accessing services, education, employment, community participation and health and wellbeing opportunities. They are also more likely to experience social and economic disadvantage. The Community Wellbeing Plan aims to improve outcomes for disabled children, young people and adults through a focus on inclusion, early intervention, whole family support, accessible services, partnership working and reducing inequalities. The Plan supports improved

Equality Group	Evidence source (e.g. online resources, report, survey, consultation exercise already carried out)	What does the evidence tell you about the experiences of this group in relation to the proposal? NB Lack of evidence may suggest a gap in knowledge/ need for consultation (Step C).
		access to opportunities and services, helping to advance equality of opportunity for people with disabilities.
Race	As above.	Evidence indicates that people from minority ethnic communities can experience inequalities in relation to health outcomes, educational attainment, employment opportunities, poverty, discrimination and access to services. The Community Wellbeing Plan promotes inclusive, person centred and accessible services, with a focus on reducing inequalities, improving outcomes and ensuring that communities are empowered to participate in decisions that affect them.
Sex	As above.	Evidence indicates that women and men can experience different outcomes and barriers in relation to health, wellbeing, employment, caring responsibilities, poverty and community safety. Women are more likely to be affected by issues such as gender-based violence, caring responsibilities and in-work poverty, while men may experience poorer outcomes in areas such as mental health and help-seeking behaviours. The Community Wellbeing Plan aims to reduce inequalities, improve access to services and opportunities, and support positive outcomes for all genders through prevention, early intervention, partnership working and inclusive service delivery.
Gender Reassignment	As above.	The Community Wellbeing Plan promotes equality, inclusion and person-centred support, with a focus on reducing inequalities and improving access to services for all communities.
Sexual orientation	As above.	The Community Wellbeing Plan promotes inclusive and equitable access to services, community participation, and improved health and wellbeing outcomes for all residents. Through its focus on prevention, early intervention, reducing inequalities and empowering communities, the Plan is expected to support equality of opportunity and help create more inclusive communities for people of all sexual orientations.
Religion or Belief	As above.	Evidence indicates that individuals from different religions, beliefs and faith communities may experience barriers to

Equality Group	Evidence source (e.g. online resources, report, survey, consultation exercise already carried out)	What does the evidence tell you about the experiences of this group in relation to the proposal? NB Lack of evidence may suggest a gap in knowledge/ need for consultation (Step C).
		participation, discrimination, prejudice or a lack of understanding of their cultural and religious needs. The Community Wellbeing Plan promotes inclusion, equality of opportunity and community empowerment, ensuring that services are responsive to the needs of diverse communities.
Pregnancy or maternity	As above.	Evidence indicates that pregnant women, new mothers and families with young children may face challenges relating to health and wellbeing, financial pressures, access to support services, childcare responsibilities and social isolation. The Community Wellbeing Plan places a strong emphasis on early intervention, whole family support, poverty reduction and improved health and wellbeing outcomes. The Plan is expected to have a positive impact by improving access to coordinated support services, strengthening family wellbeing and helping to reduce inequalities experienced during pregnancy and early parenthood.
Marriage or civil partnership (only the first aim of the Duty is relevant to this protected characteristic and only in relation to work matters)	As above.	Evidence does not indicate any specific negative impacts on people who are married or in a civil partnership as a result of this proposal. The Community Wellbeing Plan is designed to improve outcomes for all individuals, families and communities through inclusive and equitable access to support, services and opportunities. The Plan promotes fairness, wellbeing and community participation and is expected to have a neutral or positive impact on people who are married or in a civil partnership.
Socio economic disadvantage (if required)	As above.	Evidence indicates that people experiencing socio-economic disadvantage are more likely to face barriers relating to income, employment, education, health and wellbeing, housing stability and access to services. Poverty can have a significant impact on life outcomes for children, young people, families and communities. The Community Wellbeing Plan places a strong emphasis on reducing poverty and inequalities through early intervention, financial inclusion, employability, whole family support and community empowerment. The Plan is expected to have a positive impact by improving access to

Equality Group	Evidence source (e.g. online resources, report, survey, consultation exercise already carried out)	What does the evidence tell you about the experiences of this group in relation to the proposal? NB Lack of evidence may suggest a gap in knowledge/ need for consultation (Step C).
		opportunities, increasing economic security and helping to reduce inequalities of outcome across Clackmannanshire.

7. **Based on the evidence above, is there relevance to some or all of the equality groups?**
Y/ N/ unclear

If yes or unclear, proceed to further steps and complete full EFSIA

Yes.

If no, explain why below and then proceed to Step E:

Step C – Stakeholder engagement

This step will help you to address any gaps in evidence identified in Step B. Engagement with people who may be affected by a proposal can help clarify the impact it will have on different equality groups. Sufficient evidence is required for you to show 'due regard' to the likely or actual impact of your proposal on equality groups.

- 8. Based on the outcome of your assessment of the evidence under Step B, please detail the groups you intend to engage with or any further research that is required in order to allow you to fully assess the impact of the proposal on these groups. If you decide not to engage with stakeholders, please state why not:**

Engagement will continue through established participation and co-design arrangements including Clackmannanshire Transformation Space Community Voice Panel, Family Voices, Youth Forum and wider partnership engagement activity.

Particular attention will be given to ensuring the voices of people experiencing inequalities and socio-economic disadvantage are represented in decision-making and service improvement. Ongoing engagement with children and young people, families, adults, older people and people with protected characteristics will support understanding of impacts across equality groups. Performance information, service data, lived experience and community feedback will be used to monitor impact, identify emerging inequalities and inform future planning and resource allocation. No additional formal consultation is required specifically for this retrospective year-end report; however, continuous engagement and monitoring arrangements will remain in place to ensure equality and socio-economic impacts are understood and addressed.

- 9. Please detail the outcome of any further engagement, consultation and/or research carried out:**

Engagement has been undertaken through established participation and co-design arrangements, including Community Voice Panels, Family Voices etc. These approaches bring together lived experience, community insight, service intelligence and performance data to inform ongoing improvement and future priorities. Evidence from the Transformation Space demonstrates increasing community participation, strengthened representation of people with lived experience, and a growing focus on equity, inclusion and community-led decision making. No additional formal consultation was required specifically for this report, as it reflects ongoing delivery and performance. However, continuous engagement, learning and monitoring arrangements remain in place to ensure emerging issues, inequalities and community priorities are identified and addressed.

Step D - Impact on equality groups and steps to address this

10. Consider the impact of the proposal in relation to each protected characteristic under each aim of the general duty:

- Is there potential for discrimination, victimisation, harassment or other unlawful conduct that is prohibited under the Equality Act 2010? How will this be mitigated?
- Is there potential to advance equality of opportunity between people who share a characteristic and those who do not? How can this be achieved?
- Is there potential for developing good relations between people who share a relevant protected characteristic and those who do not? How can this be achieved?

If relevant, consider socio-economic impact.

Age	Place 'X' in the relevant box(es)			Describe any actions you plan to take, eg. to mitigate any impact, maximise positive impact, or record your justification to not make changes
	Positive impacts	Negative impacts	No impact	
risk of discrimination	X			No specific risk of age discrimination has been identified. The Community Wellbeing Plan adopts an inclusive approach that seeks to improve outcomes for children, young people, adults and older people.
potential for developing good relations	X			The Plan promotes positive relationships and understanding between different age groups by supporting inclusive community engagement, participation and collaborative working.
potential to advance equality of opportunity	X			The Community Wellbeing Plan is designed to improve outcomes across all age groups through early intervention, prevention, whole family support, improved access to services, and increased opportunities for participation, learning and wellbeing. No further changes are required at this stage, as advancing equality of opportunity is a core objective of the Plan.

Disability	Place 'X' in the relevant box(es)			Describe any actions you plan to take, e.g. to mitigate any impact, maximise positive impact, or record your justification to not make changes
	Positive impacts	Negative impacts	No impact	
risk of discrimination	X			No adverse impact on people with disabilities has been identified through the Community Wellbeing Plan
potential for developing good relations	X			The Community Wellbeing Plan presents opportunities to promote positive relationships between disabled and non-disabled people and to strengthen inclusion across communities.
potential to advance equality of opportunity	X			The plan will promote inclusive communication and accessible ways of working, consider disability impacts when developing or reviewing processes, and encourage a culture where staff feel comfortable discussing support needs.

Race	Place 'X' in the relevant box(es)			Describe any actions you plan to take, e.g. to mitigate any impact, maximise positive impact, or record your justification to not make changes
	Positive impacts	Negative impacts	No impact	
risk of discrimination	X			No negative impact relating to race has been identified through the Community Wellbeing Plan.
potential for developing good relations	X			The Community Wellbeing Plan does not contain specific actions or measures relating to race. However, its overarching commitments to inclusion, participation, human rights and reducing inequalities are intended to benefit all communities, regardless of race or ethnicity. No negative impacts have been identified, and existing engagement and equality processes will help ensure the needs of people from all racial and ethnic backgrounds are considered during implementation
potential to advance equality of opportunity	X			The plan will continue to promote fair and inclusive practices that ensure individuals from all racial and ethnic backgrounds have equal access to opportunities, support and development.
Sex	Place 'X' in the relevant box(es)			Describe any actions you plan to take, e.g. to mitigate any impact, maximise positive impact, or record your justification to not make changes
	Positive impacts	Negative impacts	No impact	
risk of discrimination	X			No significant risk of discrimination on the grounds of sex has been identified within the Community Wellbeing Plan 2026/27. The Plan adopts a whole-system, preventative and inclusive approach to improving outcomes for people and communities.
potential for developing good relations	X			The Community Wellbeing Plan 2026/27 has the potential to positively develop good relations between people of different sexes through its focus on inclusion, participation, community empowerment, prevention and reducing inequalities. The Plan promotes safe, supportive and respectful communities and includes activity aimed at improving outcomes for women, men, girls and boys through a whole system approach.
potential to advance equality of opportunity	X			The plan will support fair and inclusive practices that ensure individuals of all sexes have equal access to opportunities, development and support.

Gender Reassignment	Place 'X' in the relevant box(es)			Describe any actions you plan to take, e.g. to mitigate any impact, maximise positive impact, or record your justification to not make changes
	Positive impacts	Negative impacts	No impact	
risk of discrimination	X			No negative impact relating to gender reassignment has been identified through the Community Wellbeing Plan.
potential for developing good relations	X			Continue to promote a respectful, inclusive and supportive environment where all individuals are treated with dignity and respect.
potential to advance equality of opportunity	X			Inclusive rights-based approaches will support equitable access and participation.
Sexual Orientation	Place 'X' in the relevant box(es)			Describe any actions you plan to take, e.g. to mitigate any impact, maximise positive impact, or record your justification to not make changes
	Positive impacts	Negative impacts	No impact	
risk of discrimination	X			
potential for developing good relations	X			Partnership working and collaborative efforts to achieve outcomes.
potential to advance equality of opportunity	X			Evidence suggests inclusion, participation and human right approaches support positive outcomes.

Religion or Belief	Place 'X' in the relevant box(es)			Describe any actions you plan to take, e.g. to mitigate any impact, maximise positive impact, or record your justification to not make changes
	Positive impacts	Negative impacts	No impact	
risk of discrimination	X			The plan will continue to promote a culture of respect, dignity and inclusion, where individuals are treated fairly regardless of their religion, belief, or lack of belief.
potential for developing good relations	X			The Plan will promote mutual respect, understanding and inclusion across diverse faith and belief communities. Ongoing engagement and partnership working will help foster positive relationships and ensure services remain accessible and responsive to the needs of all communities.
potential to advance equality of opportunity	X			
Pregnancy/maternity	Place 'X' in the relevant box(es)			Describe any actions you plan to take, e.g. to mitigate any impact, maximise positive impact, or record your justification to not make changes
	Positive impacts	Negative impacts	No impact	
risk of discrimination	X			No significant risk of discrimination relating to pregnancy or maternity has been identified. The Plan

				promotes fair and inclusive access to support, services and opportunities for pregnant women, new parents and families
potential for developing good relations	X			The Plan supports positive relationships and community inclusion through family-focused approaches, early intervention and accessible support services.
potential to advance equality of opportunity	X			The plan will consider the impact of decisions, policies and processes to ensure they do not create barriers or disadvantage those affected by pregnancy or maternity.

Marriage/civil partnership	Place 'X' in the relevant box(es)			Describe any actions you plan to take, e.g. to mitigate any impact, maximise positive impact, or record your justification to not make changes
	Positive impacts	Negative impacts	No impact	
risk of discrimination (only the first aim of the Duty is relevant to this protected characteristic and only in relation to work matters)	X			The plan will take into account the potential impact of decisions, policies and processes to ensure that individuals are not disadvantaged or treated less favourably due to their marital status or civil partnership.

Socio-economic disadvantage	Place 'X' in the relevant box(es)			Describe any actions you plan to take, e.g. to mitigate any impact, maximise positive impact, or record your justification to not make changes
	Yes	No	No impact	
(If required) Will the proposal reduce inequalities of outcome caused by socio-economic disadvantage?	X			The Community Wellbeing Plan will promote fair and equitable access to services, information and opportunities, and seek to minimise any unnecessary barriers that may impact participation or outcomes.

11. Describe how the assessment might affect the proposal or project timeline?

Examples of the items you should consider here include, but are not limited to:

- **Communication plan:** do you need to communicate with people affected by proposal in a specific format (e.g. audio, subtitled video, different languages) or do you need help from other organisations to reach certain groups?
- **Cost:** do you propose any actions because of this assessment which will incur additional cost?
- **Resources:** do the actions you propose require additional or specialist resource to deliver them?
- **Timing:** will you need to build more time into the project plan to undertake research, consult or to complete any actions identified in this assessment?

The assessment should not affect the proposal or project timeline. The Community Wellbeing Plan 2026/27 and approaches align to the Clackmannanshire 'Be the Future' Programme, the WLOIP, Community Wealth Building and the Wellbeing Economy. The Plan sets out targeted priorities, outcomes and actions for 2025-2026. It focuses on collaboration and intelligence gathered from across the system; particularly, stakeholders' needs.

12. **Having considered the potential or actual impacts of your proposal, you should now record the outcome of this assessment.** Choose from one of the following:

Please select (X)	Implications for the proposal
X	No major change Your assessment demonstrates that the proposal shows no risk of unlawful discrimination and that you have taken all opportunities to advance equality of opportunity and foster good relations, subject to continuing monitoring and review.
	Adjust the proposal and/or implement mitigations You have identified ways of modifying the proposal to avoid discrimination or to better advance equality of opportunity or foster good relations. In addition, or alternatively, you will introduce measures to mitigate any negative impacts. Adjustments and mitigations should be recorded in the tables under Step D above and summarised in the summary sheet at the front of the document.
	Continue the proposal with adverse impact The proposal will continue despite the potential for adverse impact. Any proposal which results in direct discrimination is likely to be unlawful and should be stopped and advice taken. Any proposal which results in indirect discrimination should be objectively justified and the basis for this set out in the tables under Step D above and summarised in the summary sheet at the front of the document. If objective justification is not possible, the proposal should be stopped whilst advice is taken.
	Stop the proposal The proposal will not be implemented due to adverse effects that are not justified and cannot be mitigated.

Step E - Discuss and review the assessment with decision-makers

13. **You must discuss the findings of this assessment at each stage with senior decision makers during the lifetime of the proposal and before you finalise the assessment. Record details of these discussions and decisions taken below:**

Step F – Post-implementation actions and monitoring impact

It is important to continue to monitor the impact of your proposal on equality groups to ensure that your actual or likely impacts are those you recorded. This will also highlight any unforeseen impacts.

14. Record any post-implementation actions required.

Post-implementation actions include ongoing monitoring of outcomes, regular review of performance and equality data, and continued engagement with communities, partners and people with lived experience. This will inform the Community Wellbeing Plan 2026/27 interim and year end report.

15. Note here how you intend to monitor the impact of this proposal on equality groups.

The impact of the Community Wellbeing Plan on equality groups will be monitored through the Outcomes Improvement Framework and regular performance reporting. Where data is available, outcomes will be analysed by protected characteristics and other key groups to identify any disproportionate impacts and ensure services are delivering equitable outcomes for all communities

Ongoing engagement with communities and people with lived experience will help ensure that the Plan continues to promote equality, inclusion and improved outcomes for all.

16. Note here when the EFSIA will be reviewed as part of the post-implementation review of the proposal:

The EFSIA will be reviewed annually and alongside the Community Wellbeing Plan 2026/27 year end report.

Step G – Assessment sign off and approval

Lead person(s) for this assessment:

Signed: **Judith Morrison, Improving Outcomes Engagement Officer**

Date: 14 July 2026

Senior officer approval of assessment:

Signed: **Veronica Cully, Senior Manager, Family Wellbeing Partnership Lead**

Date: 14 July 2026

All full EFSIAs must be published on the Council's website as soon as possible after the decision is made to implement the proposal.