THIS PAPER RELATES TO ITEM 16 ON THE AGENDA

CLACKMANNANSHIRE COUNCIL

Report to Council

Date of Meeting: 1 October 2026

Subject: Community Wellbeing Plan End of Year Report 2025/2026

Report by: Depute Chief Executive & Director of Wellbeing

1.0 Purpose

1.1. This report sets out progress against the People Community Wellbeing Plan 2025-2026 (One Fund, One Plan, One Report). While a detailed summary is available in Appendix 1, key highlights and considerations are presented below.

2.0 Recommendations

2.1. Council is asked to note, comment on and challenge the report at Appendix 1, noting the explicit alignment between the Community Wellbeing Plan and the WLOIP Strategic Outcomes and Priority Themes for a Wellbeing Economy.

2.2. Note the explicit alignment to the Be the Future Transformation Plan, Best Value Duties and how the improvements demonstrate progress towards the Target Operating Model ambition of intervening earlier, reducing demand on crisis services and improving outcomes through collective action.

3.0 Considerations

3.1. The Clackmannanshire Alliance (Community Planning Partnership) and wider partners contribute to the Wellbeing Local Outcomes Improvement Plan (WLOIP) 2024-2034; the overarching strategic plan that binds together all Community Planning Partnership shared priorities and activity within Clackmannanshire.

3.2. The full report, available at Appendix 1, evidences how the Community Wellbeing Plan supports delivery of the WLOIP priorities, aligned with national commitments on child poverty, whole family support, economic growth and sustainable public services. It has been approved by the NHS Board. Key highlights and summary of impact are noted at Section 4.

3.3. The outcomes being progressed include:

3.4. **Outcome 1** – Our children and young people (including women and girls) have improved life outcomes by growing up loved, safe and respected

3.5. **Outcome 2** – Our empowered communities are well designed, inclusive, sustainable, resilient and safe

3.6. **Outcome 3** – People of all ages are able to successfully contribute to our communities as they are educated, skilled and confident individuals

3.7. **Outcome 4** – Poverty in our communities is reduced by improving outcomes for all

3.8. **Outcome 5** – Our people are healthy and active with improved health and wellbeing

3.9. **Outcome 6** – Our Equality and Human Rights are respected and fulfilled by tackling inequalities across our communities.

3.10. The One Plan incorporates various Plans and includes the People Business Plan 2025-26. More detailed operational plans sit behind the One Page Plans.

3.11. Implementation of the Be the Future Target Operating Model has continued through the One Plan/One Report approach, Whole Family Support, Transformation Space and strengthened partnership delivery. Together these are supporting a shift towards a more outcomes-focused, preventative and collaborative system, reducing fragmentation, strengthening collective accountability and creating the conditions for financially sustainable public services. This reflects the Council's ambition to deliver outcomes through a mixed economy of delivery models, supported by stronger performance management, community empowerment and integrated decision-making.

4.0 The report at Appendix 1 reflects tangible progress across key areas

Key Performance Indicators

4.1. 2025/26 KPI data demonstrates continued improvement in educational outcomes, attendance, physical and mental wellbeing, early intervention, community safety and health outcomes.

4.2. Educational attainment has exceeded stretch aims, with 75.5% of pupils achieving expected Curriculum for Excellence literacy levels and 79% achieving numeracy levels, both above the 2025/26 targets.

4.3. School attendance continues to improve, reaching 91.3% overall, while attendance for care experienced children and young people increased to 90.1%, the highest level recorded in recent years.

4.4. Children and young people report better mental wellbeing, with the proportion describing their mental health as good or very good increasing from 41% in 2021 to 48% in 2025, demonstrating sustained improvement.

4.5. Participation in sport and physical activity continues to grow, increasing from 36% to 48% since 2021, with participation by girls reaching the local target of 50%.

4.6. Youth justice and early intervention measures show positive impact, with non-offence referrals to the Children's Reporter reducing from 16.4 to 8.6 per 1,000 children, reflecting fewer children requiring formal intervention.

4.7. The number of children subject to compulsory supervision measures has reduced significantly, from 162 in 2021/22 to 90 in 2025/26, indicating continued progress in providing effective support earlier.

4.8. Health outcomes for young people continue to improve, with teenage pregnancy rates reducing to 23 per 1,000, below target levels, and drug-related hospital admissions falling to 91.5 per 100,000 population, substantially better than previous years.

4.9. Community safety indicators remain positive, with the rate of sexual crimes reducing from 29 to 22 per 10,000 population over the reporting period.

4.10. Safeguarding is increasingly operating as a shared, multi-agency responsibility, with STRIVE, Interagency Referral Discussions and coordinated early help enabling earlier, more proportionate responses to risk. This shift towards prevention is evidenced by sustained reductions in Child Protection Register rates and registrations since 2021, fewer children entering care, and greater stability for care experienced children. These improvements demonstrate progress towards the Target Operating Model ambition of intervening earlier, reducing demand on crisis services and improving outcomes through collective action.

4.11. Whole Family Support infrastructure is providing families with more accessible, coordinated and integrated support through a "no wrong door" approach. Families are increasingly receiving joined-up support across poverty, health, safeguarding and wellbeing services, reducing fragmentation and helping needs to be addressed before they escalate. This reflects the LOIP commitment to whole-system, community-based support and demonstrates how the One Plan/One Report approach is strengthening collective accountability across partners.

4.12. Significant workforce development, including Trauma Knowledge and Skills Framework training, Values Based Leadership, Keeping the Promise activity and UNCRC implementation ,add The Promise information is supporting a sustained culture shift across services. Practice is increasingly trauma-informed, relational and rights-based, resulting in more consistent responses for children, young people and families. This represents a key Target Operating Model achievement, moving from service-led interventions to a system that is designed around people, prevention and improved life outcomes.

4.13. The Clackmannanshire Transformation Space (CTS) has moved from design into full delivery, creating a new model of community-led decision-making. Through an active Community Voice Panel, local people are directly influencing investment priorities and resource allocation, with significant funding targeted towards mental health, women and girls' safety,

homelessness prevention and employability. This represents a significant shift in power towards communities and supports the Target Operating Model ambition of designing services and investment around local need and prevention. Leveraged CTS investment of £72,667 for Clackmannanshire projects has been secured through the fund manager, Foundation Scotland, drawing on a combination of Foundation Scotland's own resources and contributions from private donors they have identified.

4.14. Community empowerment is acting as a driver of prevention and system change, supporting more joined up approaches across wellbeing, poverty, justice, employability and community safety. Stronger partnership working, community-led investment and more integrated approaches are helping to address underlying causes of inequality and demand, supporting longer-term community resilience and sustainability. This reflects the Wellbeing LOIP vision of empowered communities playing a central role in improving outcomes.

4.15. There has seen significant progress in creating more connected pathways between education, housing, employability, justice and community services. Targeted support has increased participation amongst vulnerable and disadvantaged groups, with barriers such as cost, childcare and access being addressed through coordinated whole-system support. As a result, more people are engaging earlier, progressing more consistently and moving towards sustained positive destinations. This reflects the Target Operating Model ambition of delivering seamless support around people rather than services and is reflecting in the noted progress in our KPIs.

4.16. Progress has been sustained in improving attainment and reducing inequality. Clackmannanshire's poverty-related attainment gap in literacy and numeracy remains narrower than the national position, while attainment for learners with Additional Support Needs has improved across most Curriculum for Excellence levels. This reflects the impact of strengthened learning and teaching, targeted support and wider prevention activity linked to wellbeing, poverty reduction and inclusion.

4.17. Performance remains strong in supporting young people into education, employment and training, with positive destination rates continuing to exceed the national average and sustained destinations showing continued improvement. Gains for care experienced young people are particularly encouraging, demonstrating the benefits of coordinated support across education, employability, wellbeing and family services. This supports the LOIP ambition of enabling all people to contribute successfully to learning, life and work.

4.18. Clackmannanshire continues to strengthen a whole-system approach to poverty reduction, with services increasingly organised around families rather than organisational boundaries. Family Wellbeing Hubs, STRIVE, childcare, employability, income maximisation, housing and wellbeing services are becoming more integrated, enabling earlier intervention, reducing duplication and providing more coordinated support for families with complex needs. This reflects the Target Operating Model ambition of delivering seamless, preventative support through partnership working.

4.19. Partnership delivery through the Tackling Poverty Partnership has secured significant financial gains for local residents, including £2.45 million through Citizens Advice Bureau support and targeted crisis assistance for families experiencing hardship. For example, through close partnership working with Aberlour Children's Charity, families supported by FWP services were supported to access a cumulative ££89,785 in crisis financial support through the Aberlour Urgent Assistance Fund between March 2025 and March 2026.

4.20. Strengthened referral pathways between Council services, NHS Forth Valley, DWP, Housing, CAB and community partners are enabling earlier identification of financial difficulties and more effective prevention of crisis. Data also indicates a reduction in the number of children living in low-income families locally, demonstrating the impact of coordinated poverty reduction activity.

4.21. The FWP and Wellbeing Directorate continue to leverage additional funding and benefits in kind due to the strong vision and integrated approach to improving outcomes and remaining at the forefront of public sector reform and early adopter communities. Leveraged funding in 25/26 includes £300,000 for Fairer Futures Partnership (FWP), £111, 188sportscotland focused local authority (targeted work), £48,000 from Winning Scotland (Planet Youth) and additional funding for a youth worker within The Hive; £TBC sportscotland - New Ideas Fund (Feel good Friday), £TBC, Sporting Memories Scottish Government (SG) £1m Invest to Save Funding for Clackmannanshire Transformation Space, £264,856 SG Child Wellbeing Partnership (Early Adopter Community) capital funding, £2,946,903, Child Wellbeing Partnership (Early Adopter Community) revenue funding.

4.22. Leveraged benefits in kind include: 3 gifted Get SET Girls training programmes, Street Soccer project resource, Who Cares? Scotland staffing and training for ELCs and schools, Scottish Women's Budget Group delivery in kind - drawing on national equalities funding, private philanthropic donation for Columba 1400 values based leadership experiences for young people (£35,000).

4.23. Children, young people, families and communities are exercising greater influence over services, policies and investment decisions through mechanisms such as Family Voices, Community Panels, the Transformation Space and youth participation structures. This represents a significant shift from consultation to co-production and shared decision-making, ensuring that services are increasingly shaped by lived experience and focused on reducing inequalities.

4.24. Partners have strengthened a continuum of mental health and wellbeing support, spanning prevention, early intervention and targeted services. This integrated approach is contributing to improved outcomes for children, young people and families, including a sustained reduction in deaths by probable suicide amongst 11–25 year olds, with zero deaths recorded during 2024/25, alongside a significant reduction in drug-related hospital admissions for young people.

4.25. The Wellbeing Hub and Lochies School project has progressed from design into construction and represents a significant investment in integrated, place-based support. The development will bring together health, wellbeing,

education and community services in a single location, creating a long-term system enabler that supports prevention, early intervention and improved community access to services.

4.26. Participation in physical activity, wellbeing and community based programmes has increased, particularly amongst groups experiencing inequality. Initiatives such as Active Schools, Fit for Girls, Street Soccer, Dads and Daughters group and targeted outreach programmes are helping to improve physical health, mental wellbeing, confidence and social connection, demonstrating the benefits of coordinated action across health, education and community partners to reduce inequalities and promote wellbeing.

4.27. Progress during 2025/26 has strengthened support for women and girls through the Violence Against Women and Girls (VAWG) Partnership, delivering a more preventative and trauma-informed approach. Improved domestic abuse pathways, targeted support and school-based prevention programmes have enhanced safety and access to support. In 2024/25, domestic abuse incidents in Clackmannanshire reduced by 9.2%, with the ranking improving from the fourth to the ninth highest rate in Scotland, demonstrating positive progress in prevention and early intervention.

4.28. Significant progress has been made in embedding the principles of the UNCRC and The Promise across policy, practice and service delivery. Preparations for implementation of the UNCRC (Scotland) Act have strengthened governance, workforce awareness and rights-based decision-making, while participation, non-discrimination and children's best interests are increasingly informing how services are designed and delivered. Rights are now influencing resource allocation and service planning rather than being treated as a standalone policy requirement.

4.29. The principles of The Promise are increasingly reflected across strategic planning and frontline practice, with a stronger focus on early intervention, family support, relationship-based approaches and keeping children connected to their families, schools and communities wherever possible. Children, young people and families are playing a greater role in shaping services and decisions that affect them, supported by GIRFEC and multi-agency working arrangements. Improvements in inclusion, support for care experienced children and young people, trauma-informed practice and workforce development demonstrate a growing commitment to delivering services that are rights-respecting, responsive and centred on children's wellbeing. Collectively, these developments show that children's rights and The Promise are becoming embedded as core principles underpinning policy, service design and delivery across Clackmannanshire.

4.30. Progress has continued in improving inclusive practice and targeting support more effectively for children and young people with additional needs. Strong partnership working across education, health and social care has strengthened early intervention, workforce capability and preventative support, while revised processes are improving access to the right support at the right time. Although demand and capacity pressures remain, particularly for children with complex needs, the overall direction of travel is towards a more coordinated and inclusive system.

4.31. The Directorate Risk Register indicates that, whilst significant progress has been achieved across the Community Wellbeing Plan 2025/26, a number of strategic risks remain under active management. The most significant risks relate to increasing demand and resource pressures associated with ASN, workforce recruitment and retention challenges, delivery of the Wellbeing Hub and Lochies School programme and sustaining service quality across education, social work and community services. The positive performance achieved against key outcomes and KPIs demonstrates that current controls and improvement actions are mitigating risk effectively; however, continued focus on workforce capacity, financial sustainability, statutory compliance and increasing levels of complex need will be required to maintain progress and deliver the longer-term ambitions of the Wellbeing LOIP and Target Operating Model.

5.0 Sustainability Implications

5.1. Sustainability is integrated into all People Directorate planning.

6.0 Resource Implications

6.1. None

7.0 Exempt Reports

Is this report exempt? No ☒

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 Declarations

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

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

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

Women and girls will be confident and aspirational, and achieve their full potential ☒

Our communities will be resilient and empowered so that they can thrive and flourish ☒

(2) Council Policies (Please detail)

Complies with relevant Council policies ☒

10.0 Legality

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

Yes ☒

11.0 Appendices

Appendix 1 - Community Wellbeing Plan Report

Appendix 2 - Pentana Extract

Appendix 3 - Risk Register

Appendix 4 - Equality and Fairer Scotland Impact Assessment (EFSIA)

12.0 Background Papers

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 ☐

Wellbeing LOIP 2024-2034

Wellbeing Local Outcomes Improvement Plan 2024-2034

Community Wellbeing Plan (incorporating People Business Plan) 2025-2026:

Community Wellbeing Plan (incorporating People Business Plan) 2025-2026

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Community Wellbeing Plan 2025/2026

Year End Report: 01 April 2025 to 31 March 2026

"One Fund, One Plan, One REPORT"

A system-level assessment of progress against the Community Wellbeing Plan 2025/26, focusing on what has changed for people and communities as a result of ***collective action by Council, Community Planning Partnerships and partners.***

*Prepared by Clackmannanshire Council, Wellbeing Directorate * (April 2026) – fulfilling multiple statutory and non-statutory duties as an integrated approach and fulfilling the Wellbeing Directorate Business Planning Corporate Duty.*

**previously named People Directorate*

Reviewed and approved by NHS Forth Valley Children and Families Programme Board - May 2026

Clackmannanshire Alliance

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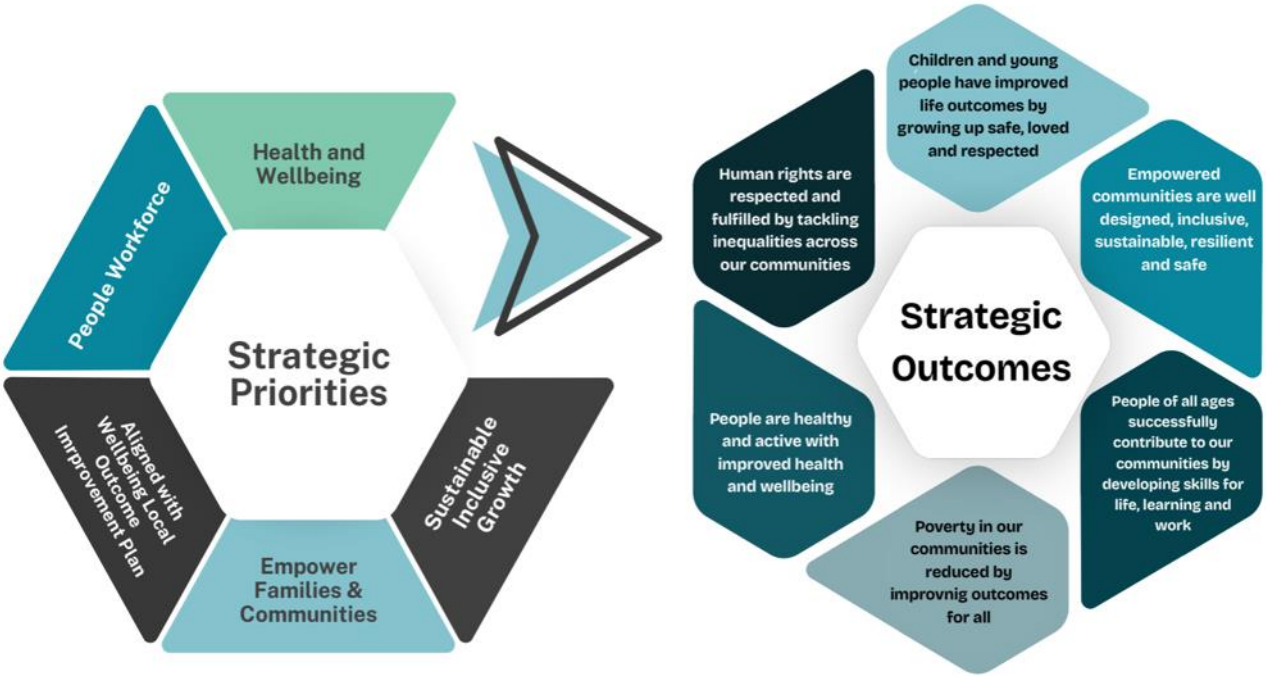
Introduction

This Year End Report provides a system-level assessment of progress against the Community Wellbeing Plan 2025/26, focusing on what has changed for people and communities as a result of collective action. It brings together **statutory assurance**, **partnership delivery** and **lived experience** within a single integrated narrative, supported by outcome-based evidence from the Outcomes Improvement Framework (OIF). The Wellbeing Directorate One Plan approach was **first approved at Council in August 2024.** Council also endorsed this approach as a future model across Council, whilst signalling to Scottish Government the significance of this approach nationally. This approach was preceded by several years of setting the conditions for change, through the Family Wellbeing Partnership. This One Plan approach is supported by a commitment to One Report, reducing duplication and providing a coherent narrative of system level progress. The One Plan 25/26 includes the following plans and partnership plans and explicitly aligns to the Wellbeing Local Outcome IOIP, Be the Future Transformation priorities and Best Value Duties. Statutory assurance, including delivery of Child Poverty duties with NHS Forth Valley, is threaded throughout and summarised in the Statutory Assurance section. This report includes the Wellbeing Directorate and partners contributions to the **United Nations Convention on the Rights of the Child (UNCRC),** incorporated into Scots Law in July 2024. Reporting on this duty, as required, in backdated to July 2024.This report informs the statutory corporate UNCRC report.

Delivery Plans	**Approval Date**	**Statutory / Strategic Status**
Children's Services Plan 2024–2026	August 2025	Statutory
Local Child Poverty Action Plan 2024–2030	August 2025	Statutory
Community Justice Plan 2023–2028	August 2025	Statutory
National Improvement Framework 2024–2027	August 2025	Strategic
Violence Against Women and Girls Plan 2023–2026	August 2025	Strategic and Statutory Equality Duty
Family Wellbeing Partnership Plan 2024–2026	October 2025	Strategic Priority/System Enabler
Libraries Plan 2024–2027	August 2025	Strategic
Community Learning and Development Plan 2024–2027	August 2025	Statutory
The Promise Plan 2023–2026	August 2025	National Reform Programme
Sport and Active Living Framework 2024–2028	August 2025	Strategic

People Community Wellbeing Plan 2025/26:Strategic Priorities and Strategic Oucomes



Agreed at Council on 21 August 2025

People Community Wellbeing Plan 2025/26: Strategic Actions aligned to Strategic Outcomes

OUTCOME 1: Children and young people have improved life outcomes by growing up loved, safe and respected.	
ACTION 101	Coordinate safeguarding efforts across sectors to deliver proactive and responsive support
ACTION 102	Ensure women and girls feel safe at home, work, and in the community
ACTION 103	Support children. young people, and families early through integrated services
ACTION 104	Deliver local accommodation and support for care experienced young people in partnership
ACTION 105	Enhance workforce and caregiver skills in line with Trauma Knowledge and Skills Framework
OUTCOME 2: Empowered communities are well designed, inclusive, sustainable, resilient and safe.	
ACTION 201	Implement Clackmannanshire Transformation Space and Invest to Save fund, guided by the Citizens Panel, building on FWP approaches
ACTION 202	Leverage data and voice insights to drive impactful decision making
ACTION 203	Strengthen and deploy Community Justice Partnership resources
ACTION 204	Develop sustainable transport solutions, including active travel options, in collaboration with key partners
OUTCOME 3: People of all ages successfully contribute to our communities by developing skills for learning life and work	
ACTION 301	Deliver targeted initiatives for vulnerable and disadvantaged groups, removing engagement barriers
ACTION 302	Promote desistance from offending and diversion from the justice service
ACTION 303	Improve attainment in Literacy and Numeracy with a focus on the poverty related attainment gap
ACTION 304	Implement learning, teaching and assessment guidance alongside new Raising Attainment Strategy
ACTION 305	Strengthen Workforce Development with a specific focus on improving follow up leaver destinations
OUTCOME 4: Poverty in our communities is reduced by improving outcomes for all.	
ACTION 401	Encourage voice-led transformation across services supporting families in or at risk of poverty
ACTION 402	Develop Whole Family Support (WFS) approaches tailored to community needs
ACTION 403	Optimise income maximisation opportunities and referral pathways
ACTION 404	Establish specialist employability support for those with criminal justice experience, including employer engagement
OUTCOME 5: People are healthy and active with improved health and wellbeing.	
ACTION 501	Ensure access to continuum of mental health and wellbeing services for children, young people and families and prioritise prevention - focused mental health and wellbeing initiatives
ACTION 502	Progress the Wellbeing hub and Lochies School project through design to construction
ACTION 503	Increase opportunities for healthier behaviours, focusing on those facing inequality
ACTION 504	Develop shared measures and targets to improve community health and wellbeing
OUTCOME 6: Human Rights are respected and fulfilled by tackling inequalities across our communities.	
ACTION 601	Champion UNCRC and the Promise across all policies and services
ACTION 602	Direct support and resources to improve experiences for children with disabilities
ACTION 603	Support learning potential by targeting Additional support for Learning resources effectively
ACTION 604	Facilitate reintegration of offenders into the community
ACTION 605	Embed voice and co-design in all policy and service development

Executive Summary

This report reflects the second full year of operating as One Plan, One Report; where prevention, early intervention and rights based practice are increasingly embedded across services and partnerships. The report highlights areas of strong progress and where continued focus is required to sustain impact under increasing demand. The purpose of this report is to assess what has changed for people and communities, what evidence tells us about impact, what the system is learning about this integrated way of learning and what this means for future priorities.

What has changed for people and communities?

- Children are safer and supported earlier.
- Sustained reductions in care entry and improved safeguarding coordination indicate earlier, more proportionate responses
- Families are receiving help earlier

Whole Family Support and Family Wellbeing Hubs are reducing crisis escalation and improving coordination.

- Mental health outcomes are improving at population level
- A sustained reduction in suicide rates, including zero deaths among young people to March 2026, alongside increased access to early intervention
- More people are engaging in learning, work and community activity

Participation and attainment are improving, particularly where barriers (cost, childcare) are removed.

- Financial hardship is being identified earlier and mitigated
- Over £2.4m secured in income maximisation, with earlier system identification of vulnerability
- Communities are influencing decisions and investment

Transformation Space has shifted power towards community-led priorities and prevention.

What is stronger in the system?

- A coordinated, whole-system approach is now established (One Plan / One Report) and influencing Council's Target Operating Model
- Early intervention and prevention are increasingly embedded across all outcomes
- Data, investment and decision-making are better aligned
- Workforce, including Council and partners capability in trauma-informed and relational practice has significantly improved
- Community voice is shaping decision making, resource allocation, not just service design

Where more focus is required (key pressures)

- Rising demand across early help, disability services and justice pathways
- Capacity constraints impacting sustainability (particularly workforce and specialist provision)
- Ongoing challenges in transitions (especially to adulthood)
- Structural barriers such as transport, poverty and inequality
- Need to strengthen consistency and scalability of Whole Family Support

Priorities for 2026/27

- Sustain and scale early intervention across all services
- Strengthen capacity in high-pressure areas (disability, justice, mental health)
- Embed Whole Family Support as the default delivery model
- Expand community-led investment and participation
- Improve system-wide use of data and performance for decision-making

Highlights 2025/26

During 2025/26, strong collaborative progress has been made across the Community Wellbeing Plan 2025/26. Progress continues in delivering a more preventative, integrated and outcomes focused system, with clear evidence of improved coordination across services and partners. In 2025/26 and building on the interim report, delivery of the Community Wellbeing Plan has continued to embed an increasingly coordinated, preventative and outcomes focused system, with stronger evidence of integration across services and partners.

The Family Wellbeing Partnership (FWP) is making a tangible difference by reducing social isolation , boosting confidence in accessing services , improving wellbeing and supporting parents into employment, education, or training .

COSLA Chairperson, November 2025

Highlights include:

Strategic infrastructure is strengthening system accountability

- By approving the One Plan/One Report model in August 2024, Council set the conditions for a step change in how the system works, enabling deeper integration, stronger collaboration both locally and nationally, leading to improved outcomes for families and communities.
- This approach continues to contribute to and learn from Scottish Government's Public Sector Reform, Fairer Futures Partnership, Whole Family Support Early Adopter Community and All Age Childcare Early Adopter Community and to influence the Council Target Operating Model and Community Planning Partnership structure
- The Outcomes Improvement Framework is now in active use across all outcomes
- Stronger alignment between data, investment and decision making is evident
- Improved ability to evidence collective impact for statutory duties (including LCPAR and Children's Services)

Reimagining Social Care is beginning to shift how the system manages demand

- Work has progressed from design into implementation and operational use
- Early evidence of improved workflow, access to services and referral pathways
- Increasing focus on directing people to early help and community-based support

Whole Family Support is now a shared partnership delivery model

- Community Planning Partnership (Alliance) is operating more cohesively and a restructure including a Whole Family support (WFS) Accountability and Reporting Group has been approved
- Stronger alignment between early help, poverty, health and safeguarding services

- Families increasingly experiencing coordinated, wraparound support rather than fragmented services

Clackmannanshire Transformation Space is now influencing real investment decisions

- Moved from establishment to active deployment of funding and decision making
- Community voice is now informing resource allocation, not just service design
- Investment is increasingly aligned to prevention and community priorities

I see everything from all walks of life...employment issues, physical illness, mental illness, addiction, justice system issues, autism support even veteran support...This could all be prevented for the most part if people were asked what they truly need in their community…it is a huge deal to be recognised and listened to.

Transformation Space, Community Voice Panel member

Early intervention and prevention approaches are now more embedded

- STRIVE (Safeguarding through Rapid Intervention), diversion activity and youth provision are now operating at greater scale and consistency
- Increased evidence of earlier identification of risk and need, including financial hardship and vulnerability
- Prevention activity (including Planet Youth and youth provision) is contributing to stronger protective factors

Pathways for children, young people and families are becoming more connected

- Strong outcomes in attendance, attainment and destinations are now being supported by better system alignment
- Increased participation is translating into clearer pathways between education, employability and justice
- Whole-system focus on “distance travelled” and sustained progress

Positive wellbeing outcomes are beginning to emerge at population level

- Continued strong performance in mental health (under 26) and early intervention services
- Reduction in suicide rates, including zero deaths among young people, indicates potential system-level impact
- Increased participation in physical activity and youth provision is supporting longer term wellbeing outcomes

Tackling poverty is increasingly integrated across all services

- Income maximisation, childcare and family support are now more clearly aligned within WFS pathways
- Financial hardship is being identified earlier through wider system touchpoints (e.g. STRIVE, education, health)
- Expanded capacity for provision for babies and toddlers, supported by All Age Childcare Early Adopter Communities Capital and Revenue funding

Rights based and trauma-informed practice is now more consistently embedded

- The Promise and UNCRC are increasingly informing policy, decision making and service delivery
- Workforce development (including Values Based Leadership) is supporting cultural and practice change
- Participation, co-design and community decision making is now more embedded across services and partnerships

Recognition of the impact of this system change was recognised at LGC and COSLA Awards:

- COSLA Awards –The Family Wellbeing Partnership and partners were shortlisted in the Strengthening Communities Category, and were awarded the COSLA Chairperson's Award 2025 in recognition of Family Wellbeing Partnership, place – based whole family approach
- Council Teams Named Winners in COSLA's Local Government Excellence Awards | COSLA

LGC Awards 2026 – Category Winner: Community Involvement

Clackmannanshire Council has demonstrated how sustained commitment and trusted community relationships can deliver truly transformational change. By reshaping engagement with those facing the greatest need, this initiative has driven meaningful participation, measurable outcomes, and evidence-led impact. What makes this work exceptional is its depth - showing how a deprived area can buck the trend of poverty - while influencing policy at government level and setting a powerful benchmark for community-driven change.

Judges comment – May 2026

Outcome 1: Children and young people have improved life outcomes by growing up loved, safe and respected

Code	Strategic Action	RAG Status
101	Coordinate safeguarding efforts across sectors to deliver proactive and responsive support	Green
102	Ensure women and girls feel safe at home, work, and in the community	Green
103	Support children. young people, and families early through integrated services	Green
104	Deliver local accommodation and support for care experienced young people in partnership	Green
105	Enhance workforce and caregiver skills in line with Trauma Knowledge and Skills Framework	Green

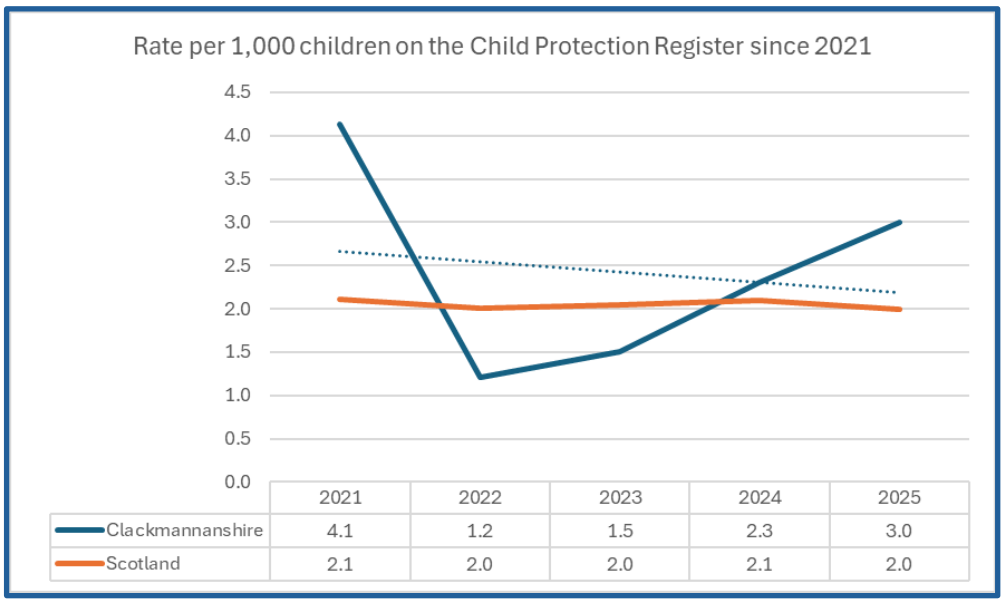
Progress during 2025/26 reflects a maturing, preventative safeguarding system, with stronger coordination across children's services, health, justice, education and the third sector. Activity has increasingly shifted upstream, supported by shared thresholds, multi-agency decision making and improved access to early help.

Coordinate safeguarding efforts across sectors - *Action 101*

Progress in 2025/26 has been strong and accelerating. Safeguarding is increasingly delivered as a shared, multi-agency responsibility rather than a single service function. Collaboration through STRIVE and Initial Referral Discussions (IRD) has strengthened joint ownership of risk and public protection planning, enabling earlier, more timely and proportionate responses.

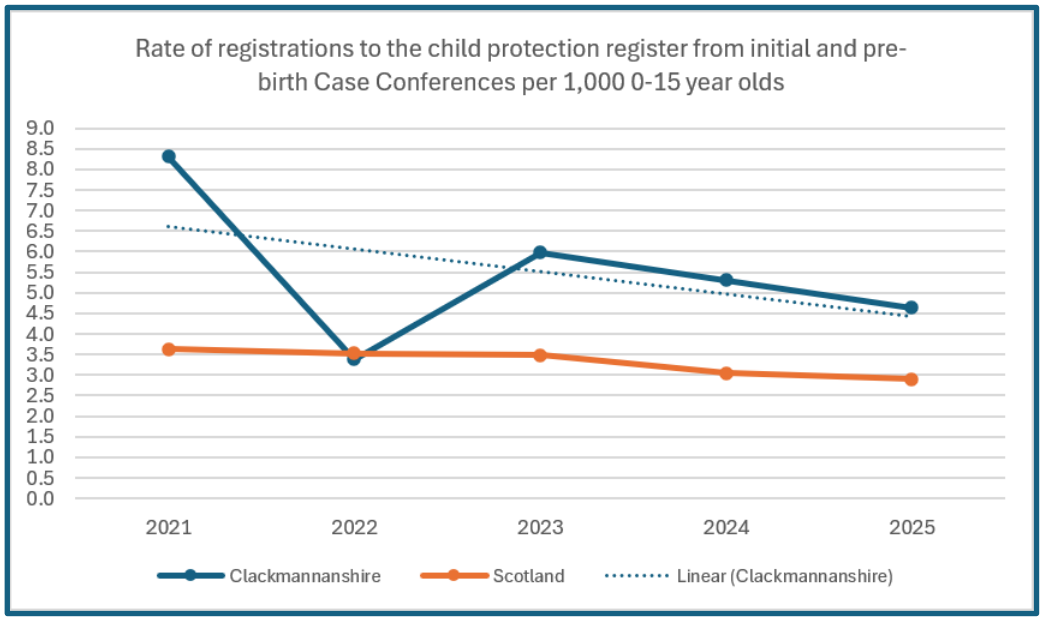
Senior leaders report increased confidence that safeguarding responses are timely, coordinated, and proportionate. Multi-agency audit activity, supported by the Care Inspectorate, has validated improvements in pre-birth and early intervention practice. Workforce feedback highlights stronger shared understanding of thresholds and improved professional dialogue across services.

Figure 1: Clackmannanshire - Rate per 1000 Children on the Child Protection Register since 2021



	2021	2022	2023	2024	2025
Clackmannanshire	4.1	1.2	1.5	2.3	3.0
Scotland	2.1	2.0	2.0	2.1	2.0

Figure 2: Clackmannanshire - Rate of registrations to the Child Protection Register since 2021 [from initial and pre-birth Case Conferences per 1,000 0–15-year-olds]



The rate of children on the Child Protection Register reports a yearly increase to 3.0 per 1,000, (July 2025 compared to 2024), despite the increase, this is a reduction of 27% since July 2021. Similarly, the trend in the rate of registrations indicated in Figure 5 remains downward. Together, these trends show proactive, coordinated safeguarding that is child-centred and timely, validated by recent multi-agency audit activity supported by the Care Inspectorate (pre-birth Interagency Referral Discussions).

The combination of earlier help, trauma-informed practice and strengthened community-based supports is reflected in improved system indicators and qualitative evidence of increased safety, stability and wellbeing for children, young people and families.

Key evidence of progress

- Sustained reductions in Child Protection Register rates and registrations since 2021
- Continued decline in care entry, reflecting effective early help and diversion
- Improved stability for care experienced children, with fewer experiencing multiple placements
- STRIVE is demonstrating high system reach and resilience, with significant increases in referrals and throughput without loss of quality.

Progress in coordinating safeguarding efforts across sectors has been enabled by a combination of contributory actions, aligned with the strategic focus set out in Action 101 for coordinated safeguarding:

- **Action 102 (Women and girls' safety)** Strengthening safeguarding through improved domestic abuse pathways, school-based prevention, and the integration of "no crime" domestic incidents into STRIVE decision-making
- **Action 103 (Early, integrated family support)** strengthened the early, preventative work through Early Help Team, Family Wellbeing Hubs, Child Wellbeing Partnership and whole family support pathways, reducing escalation by addressing multiple needs early
- **Action 105 (Trauma Knowledge and Skills Framework)** increased workforce confidence and consistency, enabling practitioners across services to identify risk earlier and respond in ways that build trust and reduce re-traumatisation.
- **Outcome 4 (poverty reduction)** reduced stressors that often underpin safeguarding concerns, with income maximisation, childcare and housing stability acting as protective interventions.
- **Outcome 5 actions (Mental Health and Wellbeing)** strengthening protective factors and access to support for children and families, particularly through counselling, therapeutic and digital supports that stabilise situations before crisis thresholds are reached.

Together, these actions have shifted safeguarding from reactive intervention towards a more preventative, relational and whole system approach.

Ensure women and girls feel safe - *Action 102*

Progress in 2025/26 has been strong and increasingly preventative, with a clear shift from awareness-raising towards earlier intervention, strengthened safeguarding pathways and

improved system responses to domestic abuse and gender-based violence (GBV), supported through the **Violence Against Women and Girls Partnership** and integrated across all delivery plans including Children's Services Plan, Local Child Poverty Action Plan, Education Services National Improvement Plan.

Targeted support for vulnerable women, particularly through integrated early intervention models such as the Young Parents' Project, has contributed to improved safety and stability. Prevention activity in schools and communities has expanded, with reinvigorated Mentors in Violence Prevention and Get SET Girls strengthening awareness. The school curriculum is complimented with targeted inputs from positive influencers. Work is progressing, informed by the Scottish Violence Reduction Unit and other research to support boys and men and to reframe positive masculinity. This includes early years prevention activity, such as the 'Think Equal' programme in Early Learning Centres, which supports the development of empathy, respect and positive relationships from an early age.

System responses to domestic abuse have also improved, with closer alignment between STRIVE, justice services and specialist providers enabling earlier identification, coordinated safety planning and improved access to support resulting in a fall in domestic abuse incidents in 2024/25.

Progress in ensuring women and girls feel safe has been enabled through coordinated activity across Outcome 1 and wider system actions:

- **Action 101 (Coordinated safeguarding)** strengthened multi-agency responses to domestic abuse, particularly through Interagency Referral Discussions and STRIVE, ensuring consistent and timely decision making
- **Action 103 (Early, integrated family support)** improved access to safe spaces, childcare and community-based provision, reducing isolation and enabling women to engage with support services
- **Action 105 (Trauma-informed workforce)** building practitioner confidence to identify, respond to and support women affected by trauma and abuse
- **Outcome 2 (Community voice and prevention)** through culture change approaches, including White Ribbon activity, youth-led prevention work and community led investment
- **Outcome 4 (Poverty reduction)** Enhancing safety through financial stabilisation, housing support, and income maximisation, addressing key drivers of vulnerability

Collectively, these actions have enabled a more connected, preventative, and trauma-informed approach to women and girls' safety.

Support children, young people and families early through integrated services - *Action 103*

Progress has been strong and system wide, with evidence of a more accessible, integrated, and preventative early help offer.

Family Wellbeing Hubs and the broader Family Wellbeing Partnership infrastructure have strengthened “no wrong door” access to support, enabling families to receive timely, coordinated responses to multiple and complex needs. Engagement levels have increased, with families accessing support earlier and for a wider range of issues, including mental health, financial hardship and housing.

Targeted interventions have improved timeliness and coordination, while expanded parenting support and evidence-based programmes are strengthening family resilience and reducing escalation to statutory intervention.

Progress in supporting children, young people and families early through integrated services has been enabled through alignment with key contributory actions:

- **Action 101 (Safeguarding coordination)** ensuring early help is directly connected to risk assessment and protective planning
- **Action 102 (Women and girls’ safety)** providing targeted pathways and support for vulnerable women, including childcare-enabled engagement with services
- **Action 104 (Care experienced support)** strengthening continuity of support for vulnerable young people and families
- **Outcome 4 (Income maximisation and whole family support)** reducing financial stressors that drive demand for crisis intervention
- **Outcome 5 (Mental health and wellbeing)** expanding access to counselling, therapeutic and digital supports, addressing key presenting needs in early help pathways

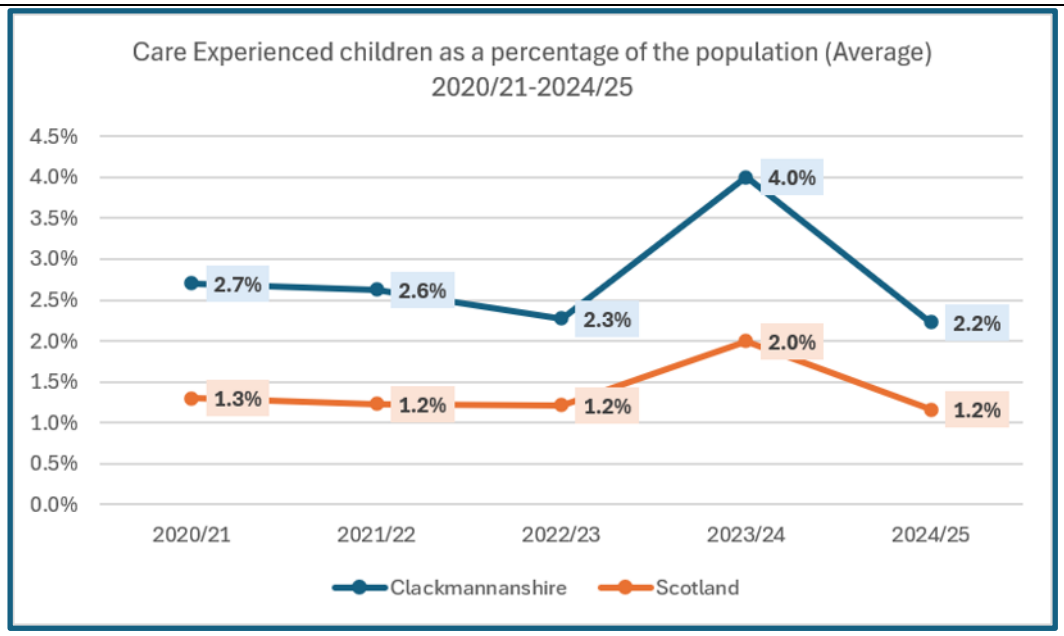
Collectively, this alignment has positioned early help as a core preventative mechanism within the safeguarding system, rather than a parallel offer

Deliver local accommodation and support for care experienced young people - *Action 104*

Progress has been strong, with evidence of improved stability, enhanced local support and strengthened pathways into accommodation, education and wellbeing support for care experienced young people. Delivery has resulted in increased access to local accommodation,

including first tenancies for vulnerable young people, supported by integrated housing and social work approaches. Educational and therapeutic supports have been strengthened and targeted provision, improving engagement and outcomes for care experienced young people. System improvements in throughcare and transition planning are progressing, with earlier intervention and more relational approaches supporting better outcomes over time.

Figure 3: Clackmannanshire, Number of care experienced children (year end)



Source: https://www.gov.scot/publications/childrens-social-work-statistics-looked-after-children-2024-25/documents/

Although there was a slight rise in the proportion of Care Experienced children and young people in Clackmannanshire in 2024, this rate declined in 2025. Over the five-year period, the overall trend in Clackmannanshire aligns with the national pattern, with the gap between national and local narrowing to just 1.1 percentage points by 2025.

Progress in delivering local accommodation and support for care experienced young people has been enabled through an integrated, cross-system approach:

- **Action 101 (Safeguarding coordination)** ensuring consistent multi-agency planning for care-experienced young people
- **Action 103 (Integrated early support)** reducing escalation and supporting stability for families and young people
- **Action 105 (Trauma-informed workforce)** improving the quality of care and consistency of support across placements and services
- **Outcome 3 (Education and skills pathways)** strengthening engagement, attainment and positive destinations

- **Outcome 4 (Housing and financial support)** supporting tenancy sustainment and reducing risk of homelessness

Collectively, these actions demonstrate that improved outcomes for care experienced young people depend on coordinated, cross-system support rather than single-service interventions.

Enhance workforce and caregiver skills in line with Trauma Knowledge and Skills Framework – *Action 105*

Progress has been strong and increasingly embedded, with evidence of a system-wide shift towards trauma-informed, relational practice. Workforce development has moved beyond one-off training to a more sustained model of professional learning, leadership development and shared practice frameworks. Large-scale staff development opportunities have strengthened knowledge and confidence across education, social work and partner services, contributing to more consistent and effective responses to children, young people and families.

Training aligned to the Trauma Knowledge and Skills Framework, alongside initiatives such as the Keeping the Promise Award and Safe and Together model, has supported a shared language and approach across services. This continues to be complemented by a range of Values Based leadership opportunities across Council staff, partners, young people and communities.

Progress in enhancing workforce and caregiver skills in line with the Trauma Knowledge and Skills Framework has been enabled through aligned contributory actions:

- **Action 101 (Safeguarding coordination)** providing real time application of learning through multi-agency decision-making
- **Action 102 (VAWG work)** strengthening workforce understanding of trauma in the context of domestic abuse and gender based violence
- **Action 103 (Early help services)** offering practical contexts for applying trauma-informed approaches within community-based support
- **Outcome 6 (UNCRC and The Promise)** embedding rights based and relational practice across policy and services

Together, these integrated actions have enabled workforce development to move from training delivery to embedded system practice.

Overall, progress under **Outcome 1** has been reinforced by community-led prevention (Outcome 2), poverty reduction (Outcome 4) and expanded wellbeing support (Outcome 5). This alignment has reduced duplication, strengthened protective factors and improved the system's ability to respond early and proportionately to risk.

Key Outcome Insights

- Safeguarding outcomes improve most where early help, mental health and poverty interventions are integrated, reinforcing that risk reduction depends on addressing underlying causes, not isolated action.
- Multiagency coordination is strengthening proportional decision-making, but requires continued alignment of thresholds, capacity and professional understanding.
- Demand is increasing but presenting earlier, reflecting improved access and trust in services, creating benefits for prevention but pressure on system capacity.

Looking ahead

The next phase of delivery will focus on consolidating and sustaining an integrated safeguarding system, ensuring that progress across Actions 101–105 continues to deliver improved outcomes under conditions of increasing demand. Key priorities will include:

- **Strengthening whole-family approaches across the system**, ensuring consistent alignment between children's services, adult services, health, justice and community provision.
- **Sustaining and scaling early intervention**, building on the Family Wellbeing Partnership and hub model to ensure accessible, coordinated support remains available at the earliest point of need.
- **Embedding trauma-informed practice across all services**, with a continued focus on workforce development, supervision and leadership to ensure consistency and quality.
- **Further developing prevention activity**, particularly in relation to gender-based violence, mental health and youth wellbeing, to strengthen protective factors across communities.
- **Managing demand and system capacity**, ensuring multi-agency processes such as STRIVE and IRD remain effective, timely and proportionate as referrals increase.
- **Strengthening the use of data, audit and lived experience**, ensuring that safeguarding practice continues to be evidence led and responsive to emerging need.

Through these priorities, the system will continue to strengthen its ability to identify risk earlier, respond proportionately and improve outcomes for children, young people and families, in line with the ambitions of the One Plan.

Outcome 2: Empowered communities are well designed, inclusive, sustainable, resilient and safe

Code	Strategic Action	RAG Status
201	Implement Clackmannanshire Transformation Space and Invest to Save fund, guided by the Citizens Panel, building on FWP approaches	Green
202	Leverage data and voice insights to drive impactful decision making	Green
203	Strengthen and deploy Community Justice Partnership resources	Amber
204	Develop sustainable transport solutions, including active travel options, in collaboration with key partners	Amber

Implement Clackmannanshire Transformation Space and Invest to Save fund, guided by the Citizens Panel, building on FWP approaches - Action 201

Progress has been strong, with the Transformation Space moving from design into full delivery and demonstrating clear early impact as a community led, preventative investment model. A Community Voice Panel of around 60 members is now actively involved in shaping funding priorities and decision making. Investment has been directed towards locally identified priorities including mental health, women and girls' safety, homelessness prevention and employability, with over £500,000 allocated to third sector delivery.

This represents a significant shift towards community-led decision making and system change" with early evidence that community voice has been mobilised at scale, significant funding has been distributed aligned to local need, collaboration has been strengthened across sectors and that confidence, agency and capacity has been built within communities", as detailed in report to Council and accompanying appendix "The Transformation Space: Learning from Year 0, the first year of operations", produced by Animate, Learning Partner.

Heather…discovered that her lived experience could help shape decisions and influence change. The confidence she gained has since enabled her to support others and develop new community initiatives.

"I started out wondering what I had to offer. Now I know that my questions, honesty and lived experience are valuable, and that speaking up can make a real difference."

Community Member (Make it Happen Fund and Transformation Space): Read Heather's story

Following completion of THRIVE (2026a) men's cohort, participants continued to meet with the aim of establishing a peer-support group, becoming ambassadors for mental wellbeing and encouraging positive conversations within their communities.

Progress has been enabled through key contributory actions supporting the Clackmannanshire Transformation Space:

- **Action 202:** Evidence-led data and insights providing robust evidence to inform community priorities and funding decisions
- **Action 401:** strengthened participation infrastructure and lived experience influence
- **Outcome 4:** Investment aligned to poverty and inequality drivers
- **Outcome 5:** shaping priorities around prevention, particularly mental health and youth wellbeing

Together, these contributions have enabled the Transformation Space to function as a core system enabler linking investment, community voice and prevention**.**

Leverage data and voice insights - *Action 202*

Strong progress has been made in embedding data informed and voice-led decision making across the system. There is increasing evidence that both quantitative data and lived experience are shaping priorities, service design and investment decisions.

The use of Planet Youth data, service level insight and community feedback has strengthened understanding of need, particularly in relation to young people's wellbeing, women and girls' safety and poverty related issues. Feedback loops are now more established, supporting continuous improvement and more responsive service delivery.

- Voice mechanisms such as Family Voices, Community Voice Panels and What Matters To You (WM2U) are increasingly influencing resource allocation as well as service design, marking a shift from consultation to co-production. Clackmannanshire has benefited from external funding leveraged through FWP for example WM2U were funded through the Hunter Foundation, BBC Children in Need, The Robertson Trust, and The William Grant Foundation and £43,500 has now been allocated to grassroots organisations throughout Clackmannanshire. Additionally, through the Transformation Space, investments have been made by the panel to **Homelessness Prevention (**£297,406), **Mental Health-under 25s (**£96,080), **Support for Women and Girls:** £105,000 and **Employability (**£321,160).

Progress in leveraging data and voice insights has been enabled through aligned contributory actions:

- **Action 101 (Safeguarding coordination)** using shared data and insight to inform risk assessment and planning

- **Action 201 (Transformation Space)** embedding voice in funding decisions and governance
- **Outcome 3 (Education and participation data)** strengthening understanding of engagement, attainment and progression
- **Outcome 6 (UNCRC and co-design)** embedding participation as a rights-based principle

This alignment has enabled a shift towards evidence led, community informed system change.

Strengthen Community Justice Partnership resources - *Action 203*

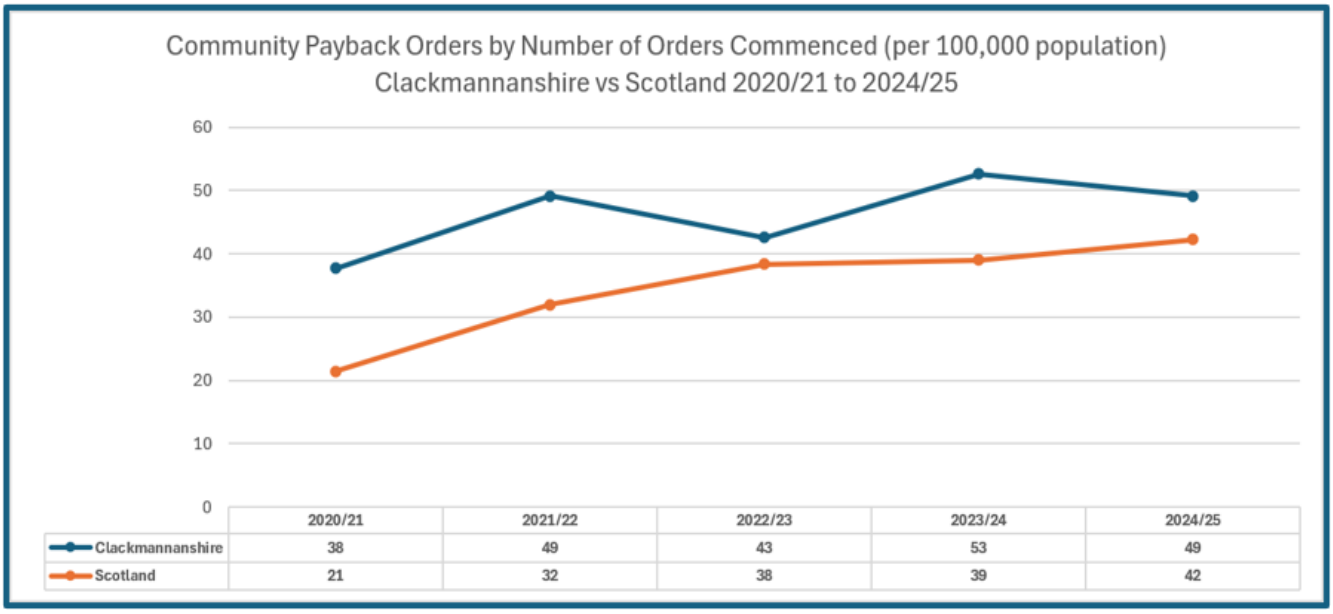
Progress has been positive, with stronger alignment of community justice resources and increased integration with wider system priorities, although capacity and demand pressures remain. Co-funded roles, such as the Addiction Recovery Worker, demonstrate a maturing whole-system approach, improving continuity of care and strengthening partnership working across justice, housing and health.

Progress on strengthening community justice partnership resources has been enabled through aligned contributory actions:

- **Action 101 (Safeguarding coordination)** strengthening responses to domestic abuse and vulnerability through STRIVE
- **Action 302 (Desistance and diversion)** aligning justice activity with prevention and employability pathways
- **Outcome 4 (Poverty and employability)** addressing underlying drivers of offending such as financial hardship and exclusion
- **Outcome 6 (Human rights)** reinforcing a rights-based approach to justice and reintegration

Taken together, these connections highlight that community justice outcomes are increasingly dependent on whole-system alignment rather than standalone services.

Figure 4: Community Payback Orders by Number of Orders Commenced (per 100,000 population) Clackmannanshire vs Scotland 2020/21 to 2024/25



	2020/21	2021/22	2022/23	2023/24	2024/25
Clackmannanshire	38	49	43	53	49
Scotland	21	32	38	39	42

Source: https://scotland.shinyapps.io/sg-criminal-disposals-dashboard/

Lived experience is increasingly embedded through the Community Justice Panel, contributing directly to service improvement and policy development. Improvements in transition support, unpaid work redesign and diversion pathways reflect a more preventative and rehabilitative approach to justice.

Over the past five years , the number of Community Payback Orders commenced has increased (which includes unpaid work orders). This brings benefits such as more visible community improvements, stronger accountability through “paying back,” and greater use of community-based sentences instead of custody, supporting rehabilitation.

Develop sustainable transport solutions - *Action 204*

Progress has been steady, with important foundations in place for a more sustainable and inclusive transport system, although delivery remains at an earlier stage compared to other actions. The Wellbeing Economy Transport Action Plan provides a clear strategic framework, linking transport to access to services, employment and wellbeing. Pilot activity, including the Volunteer Driver Scheme, has demonstrated positive impact in improving access to healthcare and reducing isolation.

Investment in active travel, infrastructure improvements and demand responsive transport is progressing, supported by strengthened governance and partnership working.

Progress on developing sustainable transport solutions has been enabled through aligned contributory actions:

- **Outcome 3 (Skills and employability)** highlighting transport as a barrier to participation
- **Outcome 4 (Poverty reduction)** identifying transport costs and access as key inequality drivers
- **Outcome 5 (Health and wellbeing)** linking transport to access to services and physical activity
- **Action 202 (Data and insight)** providing evidence of geographic and access barriers

This reinforces that transport is a critical enabler across multiple outcomes, rather than a standalone

Key Outcome Insights

Progress across Outcome 2 demonstrates that empowered communities are central to delivering prevention and system change, rather than an additional or parallel priority. Outcome 2 acted as a connector across Outcomes 1, 3, 4 and 5, supporting prevention, employability and wellbeing**.** Key learning includes:

Community voice improves both decision making and outcomes when it is linked to real influence, particularly in areas such as funding, service design and priority setting. The Transformation Space demonstrates that shifting power to communities leads to more relevant and preventative investment.

Data and lived experience together provide the strongest understanding of need and most effective targeting of prevention

Prevention requires alignment of resources across the system, including justice, employability, wellbeing and poverty reduction. Where this alignment is strongest, there is evidence of reduced duplication and improved outcomes.

Whole-system approaches to community justice are more effective than isolated interventions, particularly when linked to employability, housing and wellbeing pathways.

Structural barriers, such as transport and access to services, continue to impact participation and equity, particularly for rural communities and those experiencing poverty. Addressing these barriers is essential to achieving sustainable outcomes.

Overall, learning indicates that community empowerment is a key enabler of early intervention and system sustainability, but requires continued investment in infrastructure, facilitation and governance.

Looking ahead

The next phase will focus on deepening and sustaining community led system change, ensuring that progress under Outcome 2 continues to strengthen prevention, equity and long-term outcomes.

Key priorities include:

- **Scaling and embedding the Transformation Space**, ensuring that community voice continues to shape investment and that early impact is translated into long term system change.
- **Strengthening the use of data and insight**, particularly through the Outcomes Improvement Framework and Planet Youth, to support consistent, evidence led decision making across all services and partners.
- **Further integrating community justice within wider system approaches**, strengthening links to employability, housing, wellbeing and prevention.
- **Addressing structural barriers to participation**, including transport, digital exclusion and access to services, with a focus on those experiencing inequality.
- **Expanding youth participation and leadership**, ensuring children and young people play a central role in shaping services and community priorities.
- **Strengthening governance and learning structures**, ensuring that community led approaches remain consistent, accountable and sustainable as they scale.

Through these priorities, Outcome 2 will continue to support a preventative, community-led system where resources, decisions and services are aligned to improving outcomes for all.

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

Strategic Action	Title	RAG Status
301	Targeted initiatives for vulnerable and disadvantaged groups	Green
302	Promote desistance and diversion from justice	Amber
303	Improve attainment in Literacy and Numeracy (poverty gap focus)	Green
304	Implement learning, teaching and assessment guidance	Green
305	Strengthen workforce development (leaver destinations)	Green

Progress across Outcome 3 reflects a more coordinated system for learning, life and work, with stronger alignment between education, employability, justice and community-based services. Delivery is increasingly moving from isolated programmes towards connected pathways that support individuals from initial engagement through to sustained positive destinations.

This has been enabled by improved integration between targeted provision (Action 301), attainment and learning systems (Actions 303–304), justice pathways (Action 302) and employability support (Action 305), alongside wider contributions from wellbeing and poverty

reduction activity. As a result, more individuals, particularly those facing disadvantage, are engaging earlier, progressing more consistently and experiencing improved outcomes over time.

Deliver targeted initiatives for vulnerable and disadvantaged groups, removing engagement barriers - *Action 301*

Progress has been strong and demonstrably impactful, with clear evidence of increased participation, reduced barriers and improved progression outcomes amongst vulnerable and disadvantaged groups.

Targeted provision has expanded significantly, particularly through community-based activity such as Community Around the School and family support programmes, with substantial growth in both adult and young people's engagement. The removal of cost, childcare and practical barriers has enabled greater inclusion, particularly for those most affected by poverty and social isolation.

Tailored interventions, including the Young Parents' Project, supported employment, and Skills Academies, have strengthened pathways into education, training and employment, with growing evidence of movement towards sustained positive destinations. Programmes designed for care experienced and disengaged young people are successfully re-engaging individuals who are furthest from opportunity.

This reflects a shift towards a place-based, whole-system model of engagement, where barriers such as cost, childcare and access are addressed alongside skills development. As a result, participation is no longer dependent on single services, but on aligned support across education, community learning, employability, and wellbeing pathways.

Progress on delivering targeted initiatives for vulnerable and disadvantaged groups and removing engagement barriers has been enabled through aligned contributory actions

- **Action 201 (Transformation Space)** supporting targeted community led investment and targeted outreach
- **Action 303 (Attainment and skills)** improving educational outcomes and readiness for progression
- **Action 305 (Workforce and destinations)** strengthening transition pathways into employment, education and training
- **Outcome 4 (Poverty reduction)** addressing financial barriers that prevent engagement.
- **Outcome 5 (Wellbeing support)** improving confidence, mental health and readiness to participate

This integrated approach demonstrates that effective engagement relies on coordinated action across education, wellbeing, and poverty, rather than isolated interventions.

Promote desistance from offending and diversion from the justice system - *Action 302*

Progress has been positive and strengthening, with clear evidence of a shift towards early intervention, diversion and person-centred approaches to desistance.

Multi-agency arrangements such as the Early and Effective Intervention (EEI) forum are well established, supporting earlier identification of risk and providing alternatives to formal justice processes. Expanded diversionary activity, including bail supervision and partnership programmes, is enabling individuals to engage in positive pathways away from offending.

The redesign of unpaid work and strengthened links to employability and training demonstrate a developing focus on rehabilitation, skills development and long-term outcomes, rather than compliance driven approaches. Schools have supplemented the curriculum with inputs from positive speakers such as Graeme Armstong supporting young people to reflect on choices, consequences, and pathways away from offending.

This represents a broader system shift from reactive justice responses towards preventative, rehabilitative pathways, where individuals are supported through coordinated engagement with employability, wellbeing and community services to reduce reoffending and support long-term progression.

Progress in promoting desistance from offending and diversion from the justice system has been enabled through aligned contributory actions:

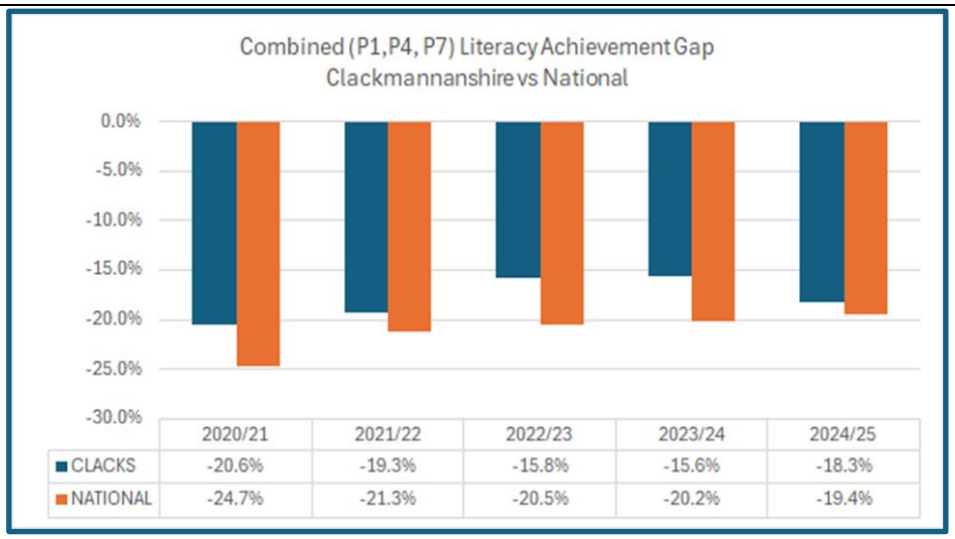
- **Action 101 (Safeguarding)** enabling earlier identification of risk through multi-agency processes
- **Action 203 (Community Justice Partnership)** strengthening integrated justice responses and shared resource
- **Action 301 (Targeted engagement)** providing alternative pathways for young people and vulnerable groups
- **Outcome 4 (Employability and poverty)** addressing underlying drivers of offending.
- **Outcome 5 (Wellbeing)** supporting behavioural change and resilience.

These links reinforce that desistance is most effective when aligned with wider social, economic and wellbeing support systems.

Improve attainment in Literacy and Numeracy with a focus on the poverty related attainment gap - *Action 303*

Progress has been strong and sustained, with evidence of improving attainment and progress towards narrowing the poverty related attainment gap, although some variability remains at specific stages. Targeted interventions, including the Virtual Headteacher programmes and structured literacy initiatives, have delivered particularly strong outcomes for vulnerable learners

Figure 5 Clackmannanshire - Combined P1, P4 P7 Literacy Achievement Gap



	2020/21	2021/22	2022/23	2023/24	2024/25
CLACKS	-20.6%	-19.3%	-15.8%	-15.6%	-18.3%
NATIONAL	-24.7%	-21.3%	-20.5%	-20.2%	-19.4%

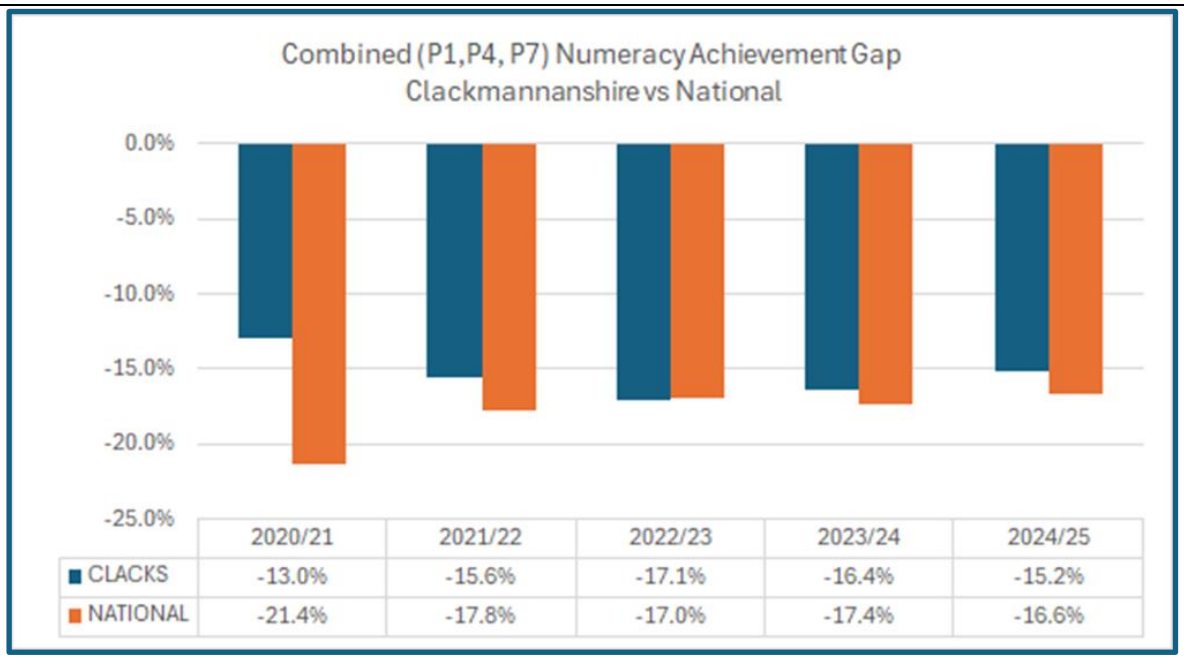
Source: https://www.gov.scot/publications/achievement-of-curriculum-for-excellence-cfe-levels-2024-25/

In Clackmannanshire, the poverty-related attainment gap at primary stage is narrower than the national position in both literacy and numeracy (figures 5 and 6).

While local attainment fell in 2024/25, the poverty related achievement gap in Numeracy narrowed and both the Literacy and Numeracy gap remain smaller than the gap nationally.

Despite overall improvement, the poverty-related attainment gap in primary remains substantial. At national level, the gap between pupils living in the most deprived areas (SIMD Quintile 1) and the least deprived areas (SIMD Quintile 5) for combined literacy reduced from 24.7 percentage points in 2020/21 to 19.4 percentage points in 2024/25. While this represents sustained national progress, the gap remains large. For combined numeracy, the national gap reduced from 21.4 percentage points in 2020/21 to 16.6 percentage points in 2024/25.

Figure 6 Clackmannanshire - Combined P1, P4 P7 Numeracy Achievement Gap



Source: https://www.gov.scot/publications/achievement-of-curriculum-for-excellence-cfe-levels-2024-25/

Attainment for learners with Additional Support Needs (ASN) shows a positive trajectory across most Curriculum for Excellence levels over the past five years. Improvements are evident in early level literacy (+5%) and numeracy (+2.1%), first level literacy (+5.2%) and numeracy (+10.9%), and second level literacy (+14%). These gains have been achieved within the context of a significant and increasing ASN cohort, reflecting strengthened inclusive practice and system response. However, attainment gaps between learners with and without ASN persist and, in some areas, are widening. Second level numeracy has remained broadly static (-0.8%), reinforcing the need for continued targeted intervention and support at key stages. The classification of ASN used in this context varies widely.

Early years provision has strengthened, with improved developmental outcomes and increased practitioner confidence. While some recent data shows slight fluctuations, overall trends demonstrate a positive trajectory supported by both universal and targeted approaches. Overall, improvement in attainment reflects not only strengthened learning and teaching, but also better alignment with early years provision, targeted support, and wider socio-economic interventions. This includes the implementation of the 'Think Equal' programme across Early Learning Centres, supporting children's social and emotional development alongside early learning, and strengthening readiness for learning through improved empathy, resilience and communication skills This reinforces that sustained improvement in attainment is dependent on whole-system conditions, including wellbeing, poverty reduction, and inclusion.

Progress in improving attainment in literacy and numeracy, with a focus on reducing the poverty-related attainment gap, has been enabled through aligned contributory actions:

- **Action 104 (Support for care experienced learners)** strengthening targeted educational pathways
- **Action 301 (Targeted initiatives)** supporting engagement of disadvantaged learners
- **Action 304 (Learning and teaching strategy)** improving consistency and quality of learning environments
- **Outcome 4 (Poverty reduction)** addressing wider barriers to attainment
- **Outcome 5 (Health and wellbeing)** supporting attendance, engagement and readiness to learn

Implement learning, teaching and assessment guidance alongside new Raising Attainment Strategy - *Action 304*

Progress has been good and increasingly embedded, with evidence of improved practitioner confidence, strengthened leadership and more consistent approaches to learning, teaching and assessment.

Implementation of national and local guidance is progressing well, supported by professional learning programmes, leadership development and collaborative working across establishments. Inspection evidence indicates strong foundations, with positive relationships, inclusive environments and effective leadership supporting high-quality learning.

Developments in early literacy, communication and speech and language support are contributing to improved learning environments, while leadership programmes are strengthening the system's ability to sustain improvement over time.

Progress in implementing learning, teaching and assessment guidance alongside the new Raising Attainment Strategy has been enabled through aligned contributory actions:

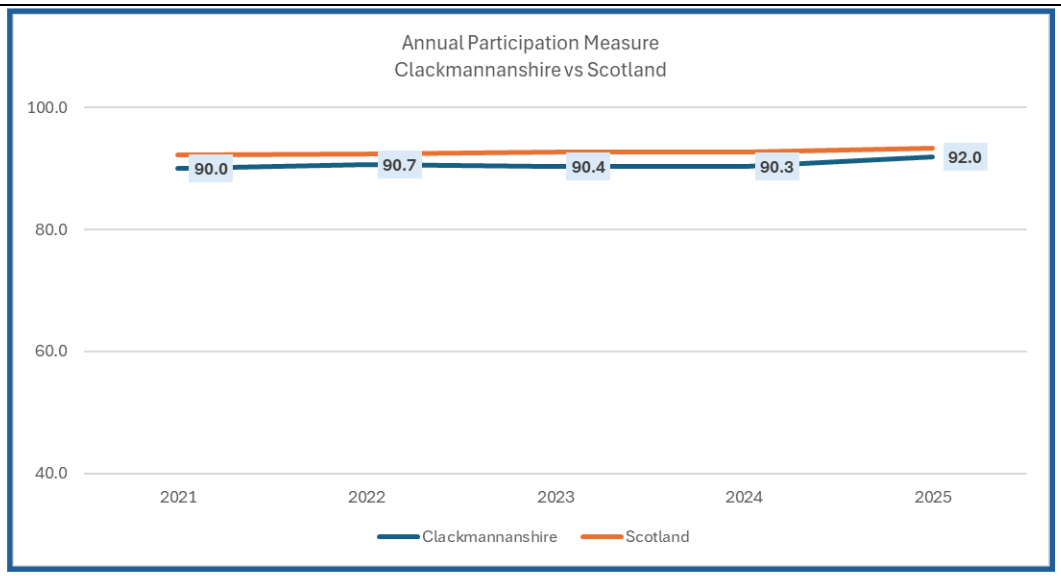
- **Action 105 (Workforce development)** Strengthening practitioner skills, confidence, and consistency in delivery
- **Action 303 (Attainment focus)** Providing clear outcomes and priorities to guide improvement
- **Outcome 5 (Wellbeing)** Supporting the conditions necessary for engagement, participation, and learning
- **Outcome 6 (Rights and inclusion)** reinforcing inclusive and learner centred approaches

This integrated approach reinforces that high-quality learning and teaching rely on coordinated system-wide support.

Strengthen Workforce Development with a specific focus on improving follow up leaver destinations Strengthen workforce development and leaver destinations – *Action 305*

Progress is emerging and positive, with early evidence of improved engagement, skills development and movement towards positive destinations, particularly for those furthest from the labour market. Targeted support programmes, including those linked to the wider employability initiatives, are engaging individuals with complex needs and supporting progression into education, training and employment. Early outcomes demonstrate movement along the employability pathway, with sustained destination outcomes improving.

Figure 7: Annual Participation Measure (%) Age 16 - 19



Source: Annual Participation Measure - Skills Development Scotland

The Annual Participation Measure (APM) for Clackmannanshire school leavers (figure 7) is improving, with more young people progressing into positive destinations such as employment, education, training, or volunteering. This indicates stronger transitions from school, reduced disengagement, and better support systems helping young people into meaningful opportunities.

Clackmannanshire continues to demonstrate strong performance in **Initial Leaver Destinations (ILD)**, with 96.8% of school leavers in a positive destination three months after leaving school (24/25). This remains above the national average of 95.7% for 2024/25. Notably, local performance has improved again this year (25/26), while the national rate has remained unchanged since 2023/24, reinforcing Clackmannanshire's consistently strong position relative to the national picture. Performance in ILD has been consistently above the national average over recent years, reflecting sustained effectiveness in supporting young people into positive post-school pathways. Local intelligence also indicates that this upward trajectory is continuing. Initial leaver destination rate for **Care Experienced school leavers** is reporting a yearly increase from 78.6% to 86.7% in

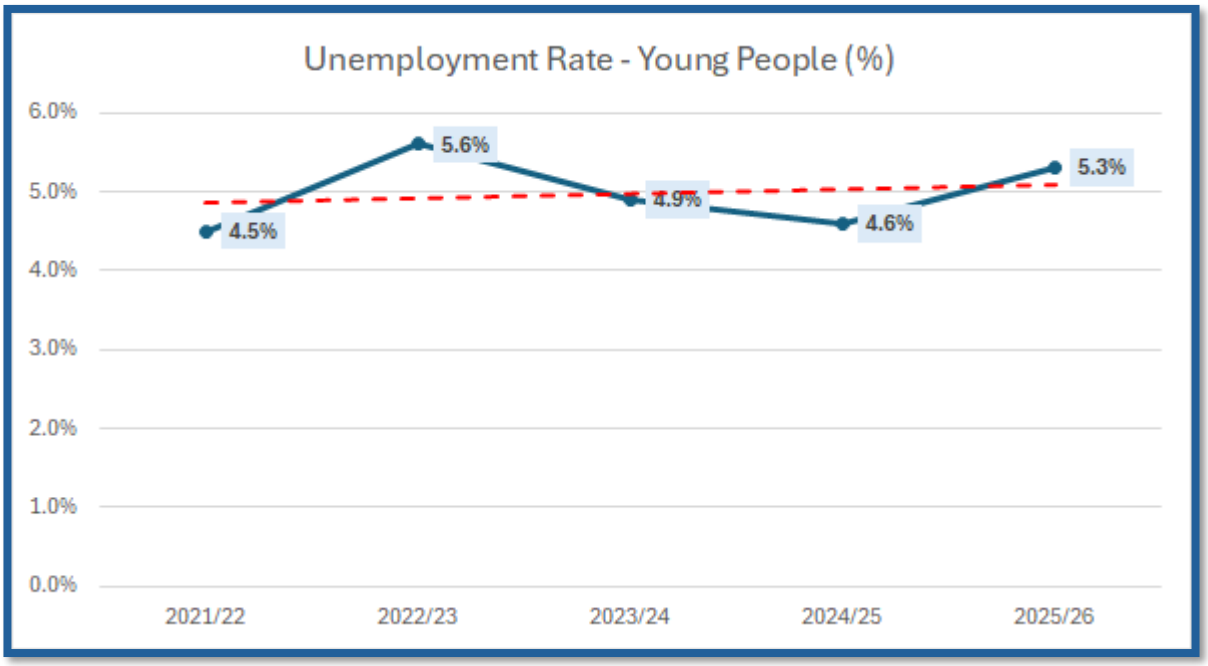
2024/25, an improvement of 8.1pp given the cohort over the past two years is similar in size. The CE destination rate is similar to the national rate (86.8%) whereas in 2023/24 it was lower.

The **Sustained Destinations** measure (nine months after leaving school), which has now been published for 2024/25, shows further improvement. Clackmannanshire has reached 92.6%, an increase from 92.0% in the previous year. This continues a positive trend evident since 2021/22, representing a total increase of 4.8 percentage points over this period

The approach reflects a longer-term, staged model of progression, focusing on confidence, skills development and readiness for employment.

While outcomes remain at an early stage, this work represents a shift towards a whole-system employability pathway, where individuals are supported through staged progression across education, justice, wellbeing and financial inclusion rather than through isolated interventions. This approach recognises that movement towards sustained employment is non-linear and requires coordinated, long-term support across multiple services. The five year average in Clackmannanshire unemployment rate is 5%, this represents an increase in 2025/26 for young people across Clackmannanshire (Figure 8). This remains a focus for the partnerships.

Figure 8: Clackmannanshire Unemployment Rate – Young People (%)



Source: Pentana: DVM ECD F3c: ONS NOMIS Data Portal

Progress in strengthening workforce development and improving follow-up leaver destinations has been enabled through aligned contributory actions:

- **Action 202 (Data and insight)** improving identification of need and targeting of services

- **Action 301 (Targeted engagement)** increasing participation and reducing barriers to entry
- **Action 302 (Desistance)** supporting individuals with justice experience into positive pathways
- **Outcome 4 (Employability and income maximisation)** strengthening financial stability and support
- **Outcome 5 (Wellbeing)** supporting confidence and readiness for progression

Key outcome insights

Learning across Outcome 3 confirms that outcomes for learning, life and work are strongest where services operate as a coordinated system rather than discrete programmes. Key learning includes:

Barrier removal is fundamental to engagement, particularly for those experiencing poverty, caring responsibilities or disadvantage. Access to childcare, financial support and local provision is enabling earlier and more sustained participation.

Progression is most effective when pathways are connected, linking education, employability, justice and wellbeing support. Individuals are more likely to achieve positive destinations where support is continuous rather than fragmented.

Attainment and employability outcomes are interdependent, with wellbeing, poverty and family circumstances significantly influencing engagement, achievement and progression.

Early intervention is improving long-term outcomes, with increased engagement in community-based and targeted provision contributing to confidence, skills development and readiness for transition.

A “distance travelled” approach is required, particularly for those furthest from opportunity, recognising that progression is incremental and requires sustained, multi-agency support.

Overall, learning indicates that improving outcomes in this area depends on the system’s ability to operate as an integrated pathway from early engagement through to sustained destination, rather than focusing on individual stages in isolation.

Looking ahead

The next phase will focus on strengthening and sustaining a whole-system approach to learning, life and work, ensuring that progress across Outcome 3 translates into consistent and long term improvements in participation, attainment and positive destinations.

Key priorities include:

- **Further strengthening integrated pathways**, ensuring individuals experience seamless transitions between education, employability, justice and community services.
- **Continuing to remove structural barriers to participation**, particularly childcare, transport and financial obstacles, to ensure equitable access to opportunities.

- **Improving progression into sustained positive destinations**, with a continued focus on those most at risk of disengagement and those with complex needs.
- **Strengthening alignment between education, skills and labour market demand**, including deeper employer engagement and more flexible pathways into employment.
- **Embedding a consistent "distance travelled" approach**, recognising incremental progress and supporting long term engagement and progression.
- **Enhancing the use of data and insight**, ensuring both attainment and destination outcomes are tracked and used to inform continuous improvement.

Through these priorities, Outcome 3 will continue to develop as a coherent system of support that enables people of all ages to engage, progress and contribute to their communities.

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

Code	Strategic Action	RAG Status
401	Encourage voice-led transformation across services supporting families in or at risk of poverty	Green
402	Develop Whole Family Support (WFS) approaches tailored to community needs	Amber
403	Optimise income maximisation opportunities and referral pathways	Green
404	Establish specialist employability support for those with criminal justice experience, including employer engagement	Amber

Encourage voice-led transformation across services supporting families in or at risk of poverty - *Action 401*

Progress has been strengthened through a more integrated employability, childcare, and family support pathway, reducing barriers to work and enabling more sustainable routes out of poverty. Targeted employability interventions, including sector-based courses such as hospitality pathways, are achieving strong conversion rates, with several cohorts reaching or approaching full progression into employment.

This reflects the Whole Family Support approach in practice, with childcare, employability, youth work, and income support coordinated around families rather than delivered in isolation. As a result, families are accessing support earlier, experiencing more connected pathways, and are better supported to progress towards employment, education, and financial stability.

"Going to work allows me to continue to be me and not just a carer"

Parent receiving childcare, from Putting children and Families First Impact Story, Animate March 2026

Community voice is now embedded across key decision-making structures, including the Transformation Space, Family Support Collaborative, and Local Employability Partnership. Mechanisms such as Family Voices, Community Panels, and What Matters to You (WM2U) are enabling children, families, and communities experiencing poverty to shape priorities, funding decisions, and service delivery.

Family Voices continues to inform the Family Support Collaborative and Family Wellbeing Hubs, supported by Community Connectors who are strengthening engagement. The Transformation Space Community Voice Panel (over 60 members) brings lived experience into service design across council services, with Housing, Educational Psychology, Family Wellbeing Partnership, and Employability contributing funding to support community-led decisions. There is committed continued investment into 2026/27. The Local Employability Partnership Community Leadership Panel embeds lived experience within employability system design, while Housing has further strengthened tenant voice through enhanced participation and co-produced policy development.

This represents a significant shift aligned to Local Child Poverty Action Report (LCPAR) duties, with partners including NHS Forth Valley contributing to a model where lived experience informs both strategic and operational delivery. Engagement is increasingly focused on those least likely to participate, using relational, community-based approaches to reach families experiencing the greatest disadvantage.

Progress in encouraging voice-led transformation has been enabled through aligned contributory actions:

- **Action 201 (Transformation Space)** embedding and community led investment decisions
- **Action 202 (Data and insight)** integrating lived experience with quantitative data
- **Outcome 1 (Whole family support and early help)** building trusted relationships that enable meaningful engagement
- **Outcome 5 (Wellbeing)** providing safe, accessible spaces for participation
- **Outcome 6 (UNCRC and co-design)** reinforcing participation as a rights-based duty

This integrated approach has shifted participation from consultation to co-production, strengthening the system's ability to target resources effectively and deliver impact on poverty.

Develop Whole Family Support (WFS) approaches tailored to community needs – *Action 402*

Progress in developing Whole Family Support (WFS) approaches tailored to community needs is evolving but remains strategically significant, with WFS increasingly embedded as the core delivery model for tackling poverty in Clackmannanshire.

Through the Tackling Poverty Partnership and wider Community Planning Partnership structures, services are increasingly organised around families rather than organisational boundaries. Delivery through Family Wellbeing Hubs, STRIVE, THRIVE for Wellbeing and targeted family support programmes has strengthened integrated pathways across social services, income maximisation, childcare, mental health, housing, and employability.

As a Scottish Government WFS early adopter area, Clackmannanshire continues to inform national WFS development, with local learning and the Outcomes Improvement Framework (which underpins the One Plan approach) contributing to the **Scottish Government's WFS Outcomes framework** and approach. NHS Forth Valley and Council work closely on this agenda. This reflects a **maturing system where early intervention, prevention, and relational practice are replacing fragmented, service-led responses**.

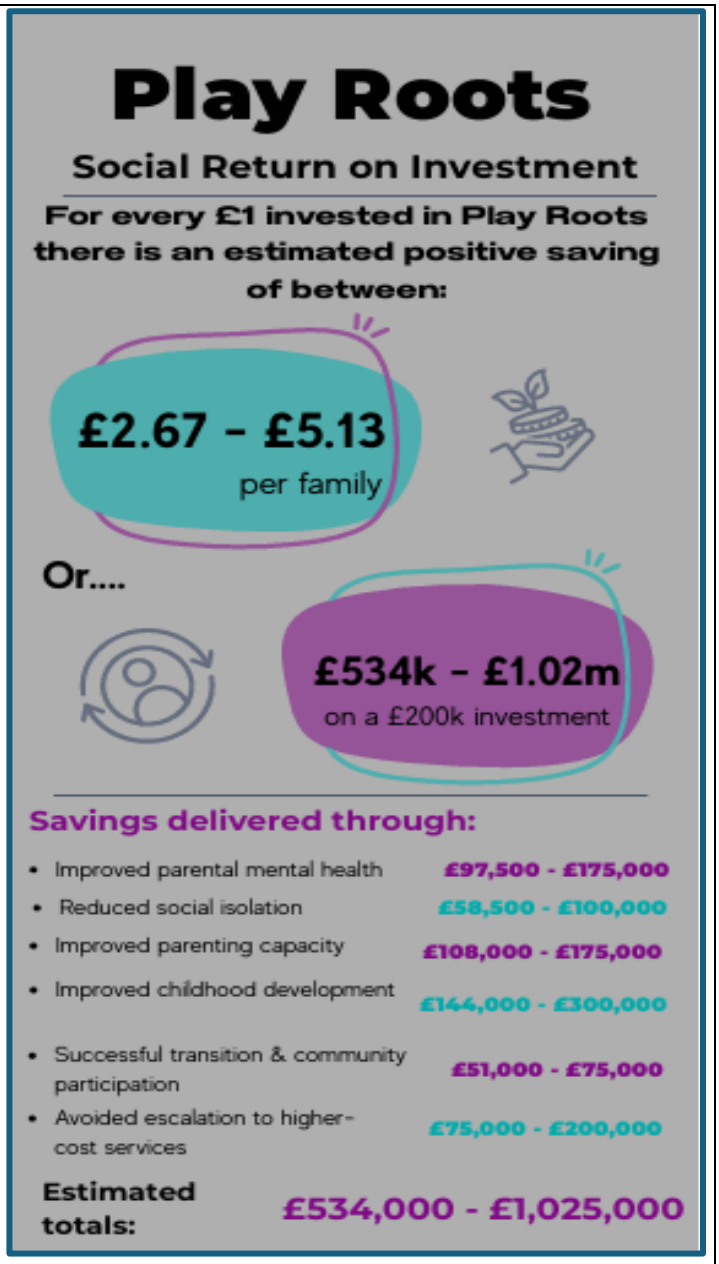
As part of our commitment to offering high-quality wrap-around support with a whole-family approach, the THRIVE team have begun working in close partnership with the STRIVE team to identify and respond to wider support needs.

The THRIVE programme is mapped below to WFS Outcomes demonstrates one element of WFS in action.

Wellbeing Outcome: People are healthy and active with improved health and wellbeing		
Whole Family Support Outcomes: The mental health of children, young people and families is improved; Holistic wellbeing (as understood through GIRFEC) is improved		
THRIVE Objective	**2026a Outcome**	
	% of participants recording improvement	**Average % improvement on baseline score (where applicable)**
Improved knowledge and management of day-to-day stress and anxiety	100%	124%
Improved self-esteem and confidence	Self-esteem: 100% Confidene: 100%	Self-esteem: 174% Confidence: 76%
Uptake of NHS Keep Well health assessments	91%	N/A
Wellbeing Outcome: Children and young people have improved life outcomes by growing up safe, loved and respected		
Whole Family Support Outcomes: Holistic wellbeing (as understood through GIRFEC) is improved; All children grow up feeling loved, safe and respected to realise their full potential		
Improved parental capacity and family relationships	71%	39%
Improved involvement in children's learning, development and attainment	86%	N/A
Wellbeing Outcome: People of all ages successfully contribute to our communities by developing the skills for learning, life and work		
Whole Family Support Outcomes: People enter, sustain and progress in fair work opportunities; Income is maximised		
Improved confidence and motivation to further employability skills	Motivation – 82% Employability Skills - 55%	Motivation – 111% Employability Skills - 50%
Participants exhibit health behaviour change through sustaining motivational goal-setting techniques	100%	N/A
Improved access to community-based supports and opportunities	100%	N/A
Wellbeing Outcome: Poverty in our communities is reduced by improving outcomes for all		
Whole Family Support Outcomes: Income is maximised; Increased financial security		
Improved financial health	55%	56%
Improved housing satisfaction	36%	31%

While impact is still emerging, early evidence indicates improved engagement, reduced duplication, and stronger coordination of support, particularly for families with complex and multiple needs.

Play Roots, one of many stands of the Child Wellbeing Partnership is a key example of families, practitioners and professionals working together to improve outcomes for families . This is funded through Scottish Government, Age Childcare



"It's completely life changing for us... it's truly a lifeline."

Parent of a child with additional support needs (accessing childcare through the Child Wellbeing Partnership), Scottish Government funded All Age Childcare Early Adopter Community)

Progress in developing Whole Family Support approaches tailored to community needs has been enabled through aligned contributory actions:

- **Action 103 (Early help and integrated services)** Providing the operational infrastructure for WFS delivery
- **Action 202 (Data and insight)** Strengthening targeting, coordination and service integration
- **Action 401 (Voice-led transformation)** Ensuring services are shaped by lived experience
- **Action 403 (Income maximisation)** Embedding financial support within family pathways
- **Outcome 5 (Mental health and wellbeing)** Addressing key drivers of family need

This demonstrates that Whole Family Support is not a standalone intervention, but a system-wide delivery model linking multiple actions across third sector and public service partners. Reflecting this shared commitment, the Clackmannanshire Alliance has approved a restructure which includes a new **Whole Family Support Accountability and Reporting Group.**

Optimise income maximisation and referral pathways – *Action 403*

Progress has been strong and evidence rich, with clear and measurable impact on household income, financial stability and crisis prevention.

Delivery through the Tackling Poverty Partnership has resulted in significant financial gains for households, including:

- £2.45 million secured through Citizens Advice Bureau support
- £94,690 in crisis support through Aberlour, supporting 343 individuals (195 children)
- Direct financial gains through targeted programmes such as the Young Parents' Project

Referral pathways have strengthened significantly, with improved coordination between Department for Work & Pensions (DWP) , Citizens Advice Bureau (CAB), Clacks Works, Housing Services and NHS Forth Vally partners. Income maximisation support is now increasingly embedded in universal and targeted services, including Family Wellbeing Hubs, health settings and community provision.

Figure 9: Percentage of Children (Aged under 16) living in Relative Low Income Families AFTER Housing Costs (2024 – 2025) - Clackmannanshire

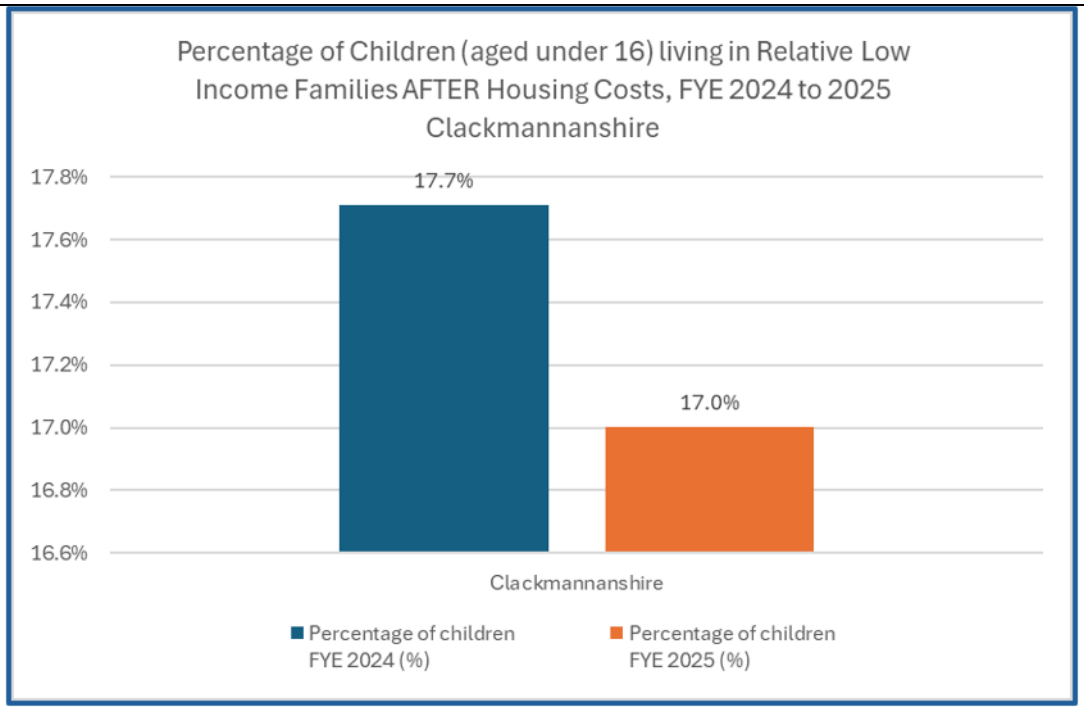


Figure 9 illustrates the fall in poverty rates for children living in low income families. This data now includes DWP data which provides a more accurate reflection of the local poverty rates. In just a year Clackmannanshire has reported a fall in poverty rates which equates to 84 less children living in poverty.

Source **https://www.gov.uk/government/statistics/children-in-low-income-families-local-area-statistics-2022-to-2025/children-in-low-income-families-local-area-statistics-financial-year-ending-2025#at-a-local-authority-level**

FYE (For year-end) = January to December

As part of this integrated approach, childcare has played a critical enabling role. The childcare Single Point of Contact (SPOC) works closely with the Child Wellbeing Partnership and Clackmannanshire Works to promote childcare as a route into employment. Outreach activity across Jobcentre settings, community hubs and schools has increased awareness of childcare support and improved access for parents who would otherwise face barriers to work or training.

Regular presence at the One Stop Shop at The Hive, alongside youth work colleagues, has supported connected engagement with parents and young people. This has led to direct referrals and follow-up support, including additional outreach at Sauchie Resource Centre and Action for Children in Tullibody.

This partnership-based outreach model is now operating across most areas of the county, strengthening access to childcare, employability and wider family support. This integrated approach is contributing to positive employment outcomes. Throughout 2025/26, a consistent proportion of Universal Credit customers moved into work each month, with stronger outcomes evident when excluding health-journey customers.

For customers with Limited Capability for Work and Work-Related Activity (LCWRA), progress is measured through **distance travelled**, rather than immediate job outcomes.

Through dedicated Pathways Work Coaches, customers are receiving tailored, trauma-informed support that is enabling meaningful progress — including engagement with education, confidence-building, CV development and early job search activity. These steps represent significant change for individuals who were previously disengaged due to health or wellbeing challenges and form a critical part of long-term poverty reduction.

STRIVE has enhanced early identification of financial hardship, with increased referrals relating to financial insecurity and high rates of successful onward referral to specialist support. This demonstrates a system that is increasingly able to intervene early to prevent escalation into crisis.

Through embedded STRIVE assessments within THRIVE, participants were connected to housing support, income maximisation and disability benefit advice. Three participants received financial support linked to Adult Disability Payment and housing issues were resolved for several families, removing barriers to wellbeing and progression.

Progress in income maximisation has been enabled through aligned contributory actions:

- **Action 402 (Whole Family Support)** integrating financial support into family-centred pathways
- **Outcome 1 (Safeguarding)** identifying financial stress as a key risk factor
- **Outcome 3 (Employability and skills)** improving longer term income potential
- **Outcome 5 (Wellbeing)** supporting engagement with advice and support services
- **Housing and prevention activity** reducing risk of eviction and homelessness

This alignment demonstrates that income maximisation is most effective when delivered as part of a coordinated, preventative system rather than a standalone service.

Establish specialist employability support for those with criminal justice experience, including employer engagement - *Action 404*

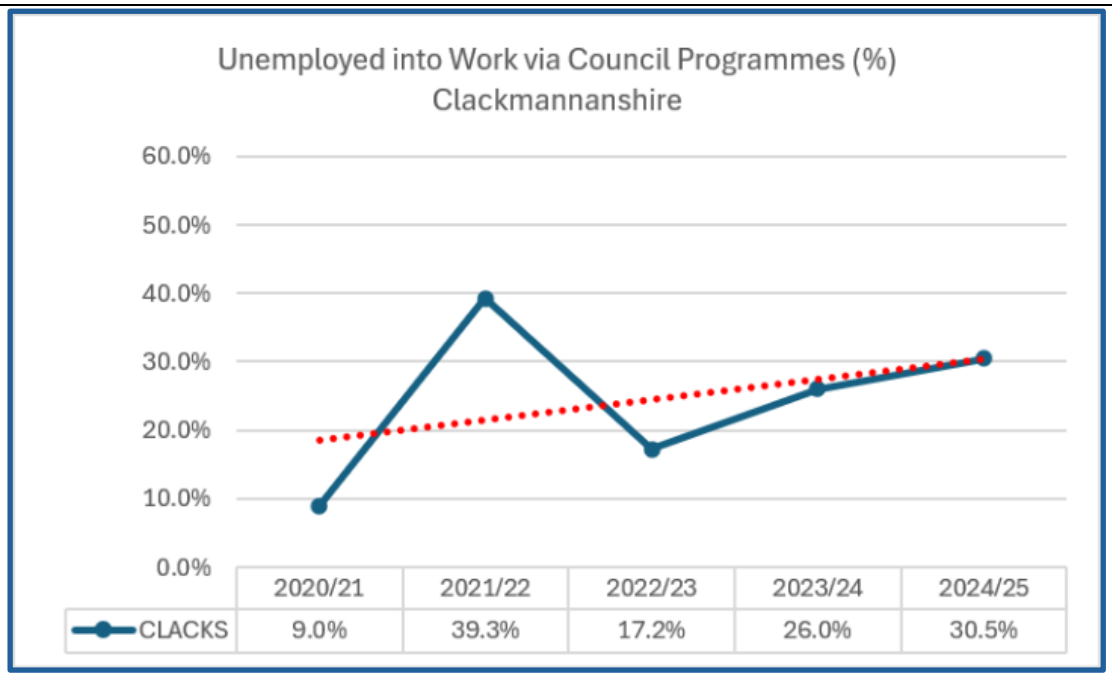
Progress is developing but strategically important, with early evidence of improved coordination between justice services, employability provision and wider poverty reduction activity.

Through the Tackling Poverty Partnership and Community Justice Partnership, employability support is increasingly aligned with income maximisation, financial inclusion and early intervention models such as STRIVE. This is enabling individuals with justice experience to access more holistic, person-centred pathways into employment and training.

While provision remains at an early stage, emerging activity reflects a system shift towards inclusive employability, recognising the link between justice involvement, poverty and long-term disadvantage.

Figure 10 shows that more unemployed people, supported by Employability Programmes by Clackmannanshire Council, are being assisted into work; an increase of 21.5 percentage points since 2020-21.

Figure 10: Unemployed People assisted into work via Council Employability Programmes



Source: ONS NOMIS Data Portal

Progress in providing employability support for those with justice experience (Action 404) has been enabled through aligned contributory actions:

- **Action 203 (Community justice partnership)** strengthening coordinated justice pathways
- **Action 302 (Desistance)** linking justice to employability outcomes
- **Action 403 (Income maximisation)** addressing financial barriers
- **Outcome 2 (Transformation Space)** supporting funding for targeted interventions
- **Outcome 3 (Skills and pathways)** providing progression routes

This demonstrates that employability for this group depends on integrated support across justice, poverty and skills systems.

What we are learning

Learning across Outcome 4 confirms that tackling poverty requires coordinated, multi-agency system delivery, rather than isolated programmes or services. Key learning includes:

- **Financial gains are significant and impactful**, but sustainable poverty reduction requires alignment with employability, housing, childcare and wellbeing support.
- **Whole Family Support is a critical delivery model**, enabling services to respond to multiple and interconnected needs in a coordinated way. Early evidence shows improved engagement and reduced duplication where this approach is embedded.
- **Voice-led approaches improve targeting and effectiveness**, particularly when families experiencing poverty influence both design and resource allocation.
- **Early identification of financial hardship is improving**, particularly through STRIVE, health services and community based provision, enabling more preventative responses.
- **Partnership delivery is essential**, with the Tackling Poverty Partnership (including NHS Forth Valley) providing a critical mechanism for aligning resources, data and delivery.
- **Structural economic factors continue to influence outcomes**, meaning local interventions must be sustained, targeted and preventative to mitigate wider pressures.
- **System impact –** a maturing system where barriers to employment, including childcare, confidence and access to opportunities, are being addressed in a coordinated way, services are aligned around shared outcomes rather than operating in isolation and families are supported through connected pathways, rather than navigating multiple services

This integrated model is strengthening the system's ability to support individuals and families to move out of poverty and towards more stable, sustainable futures.

Overall, learning indicates that progress is strongest where the system operates as a **coordinated poverty reduction model**, combining income maximisation, early intervention and whole-family support.

Looking Ahead

The next phase will focus on strengthening the system-wide delivery of the Local Child Poverty Action Plan 2026/27, ensuring continued alignment across Council services, NHS Forth Valley and wider partners through the Tackling Poverty Partnership.
Key priorities will include:

Further embedding Whole Family Support across all partnerships, through the WFS Accountability and Reporting Group, ensuring consistent, preventative and coordinated support across all services and communities.

Strengthening early identification of financial vulnerability, with enhanced pathways from health, education and community services into money advice and income maximisation support, reducing escalation into crisis.

Sustaining and increasing income maximisation activity, including social security uptake and benefits in kind, while improving access through digital platforms and self-referral routes.

Reducing cost-of-living pressures, with a strengthened partnership approach to tackling debt, fuel poverty and food insecurity, alongside improved understanding of impacts across priority and equality groups.

Improving employability pathways for priority groups, including those with justice experience and families at risk of poverty, through a more integrated, person-centred employability system and stronger engagement with local employers to support fair work and progression.

Strengthening integration between financial inclusion, childcare, housing and wellbeing services, ensuring coordinated, whole-family support that addresses the underlying drivers of poverty.

Enhancing partner accountability and performance reporting, ensuring contributions to delivery are clearly evidenced across all partners, supported by strengthened use of data and lived experience.

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

Code	Strategic Action	RAG Status
501	Ensure access to continuum of mental health and wellbeing services for children, young people and families and prioritise prevention - focused mental health and wellbeing initiatives	Green
502	Progress the Wellbeing hub and Lochies School project through design to construction	Green
503	Increase opportunities for healthier behaviours, focusing on those facing inequality	Green
504	Develop shared measures and targets to improve community health and wellbeing	Green

Ensure access to continuum of mental health and wellbeing services for children, young people and families and prioritise prevention - focused mental health and wellbeing initiatives – *Action 501*

Progress has been strong and increasingly embedded, with clear evidence of a whole-system approach to mental health and wellbeing, spanning prevention, early intervention and targeted support.

Delivery across partners, has strengthened a continuum of support, ensuring that children, young people and families can access the right support at the right time. This includes community-based prevention, school-based provision, targeted therapeutic interventions and digital mental health supports.

There is robust evidence of early intervention and preventative activity having a measurable impact. The Counselling in Schools Service continues to demonstrate strong outcomes, with high referral levels and a majority of young people showing improvement. Complementary services, including digital platforms and community-based interventions, are expanding reach and reducing barriers to support.

THRIVE participants demonstrated strong progression outcomes, with 100% sustaining activity towards personal goals, 55% engaging in wider community opportunities, 45% applying to volunteer and 18% progressing into employability support. Additionally,

100% improved mental wellbeing

100% improved confidence

100% improved self-esteem

91% sustained progress towards goals

71% improved parental capacity

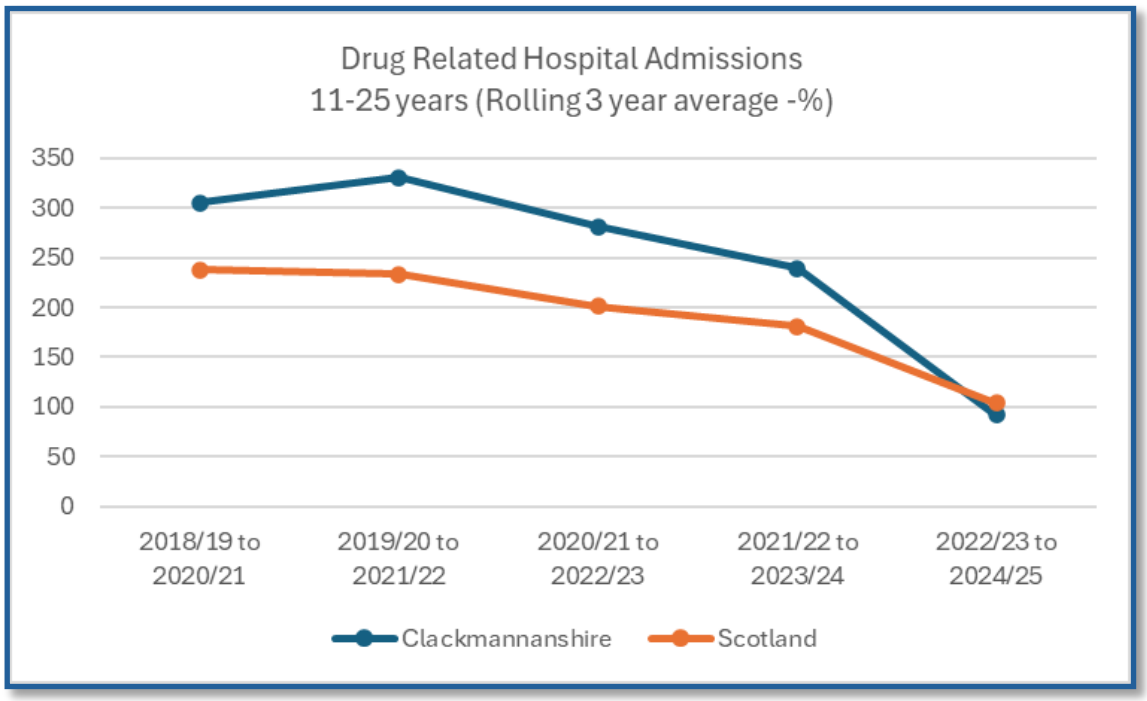
THRIVE participants, 2026a report

Importantly, population level indicators show significant improvement in mental health outcomes, most notably:

- **A sustained reduction in deaths by probable suicide among 11–25 year olds**
- **A zero death rate recorded in 2024/25, unique across Scotland**

A fall of more than **62%** in the number of **drug related hospital admissions for young people (11-25 years)** – Figure 11.

Figure 11: Drug related Hospital Admissions (Young People 11-25 years)



Source: https://scotland.shinyapps.io/ScotPHO_profiles_tool/

Progress in ensuring access to a continuum of mental health and wellbeing services for children, young people and families, with a focus on prevention (Action 501), has been enabled through strong system-wide alignment, including:

- **Action 103 (Early help and family support)** ensuring timely access to mental health and wellbeing services
- **Action 105 (Trauma-informed workforce)** improving quality and consistency of responses
- **Action 201 (Transformation Space)** enabling investment in community based mental health provision
- **Action 503 (Healthy behaviours)** strengthening physical health, confidence and social connection
- **Outcome 4 (Poverty reduction)** addressing key drivers of poor mental health

NHS Forth Valley has played a central role in leading and coordinating elements of this work, particularly in ensuring clinical pathways, early intervention models and population health approaches are aligned with community based delivery.

Together, these contributions demonstrate a whole-system approach to mental health, rather than a reliance on specialist services alone.

Progress the Wellbeing hub and Lochies School project through design to construction – *Action 502*

Progress is strong and on track, with the Wellbeing Hub and Lochies School project advancing through design and into construction, representing a major long-term investment in preventative infrastructure.

The project is progressing in line with programme and budget, with key construction milestones achieved and strong governance in place. Partnerships with NHS, education, third sector and community organisations are being formalised, with Memoranda of Understanding supporting future integrated service delivery.

Critically, the Hub represents a system enabler rather than a standalone facility, bringing together health, wellbeing, education and community services in a single location. Co-design activity, including engagement with lived experience groups, is ensuring that services will be responsive, accessible and aligned to community need.

While impact will be realised over the longer term, early progress demonstrates strong alignment with prevention, integration and place-based delivery principles.

Progress in advancing the Wellbeing Hub and Lochies School project from design through to construction, with a focus on prevention, integration, and place-based delivery, has been enabled through aligned contributory actions:

- **Action 103 (Early help)** aligning services around families and communities
- **Action 501 (Mental health continuum)** shaping the design of integrated wellbeing services
- **Outcome 2 (Community voice and transformation)** ensuring co-design and community influence
- **Outcome 4 (Poverty and inequality**) targeting areas of greatest need

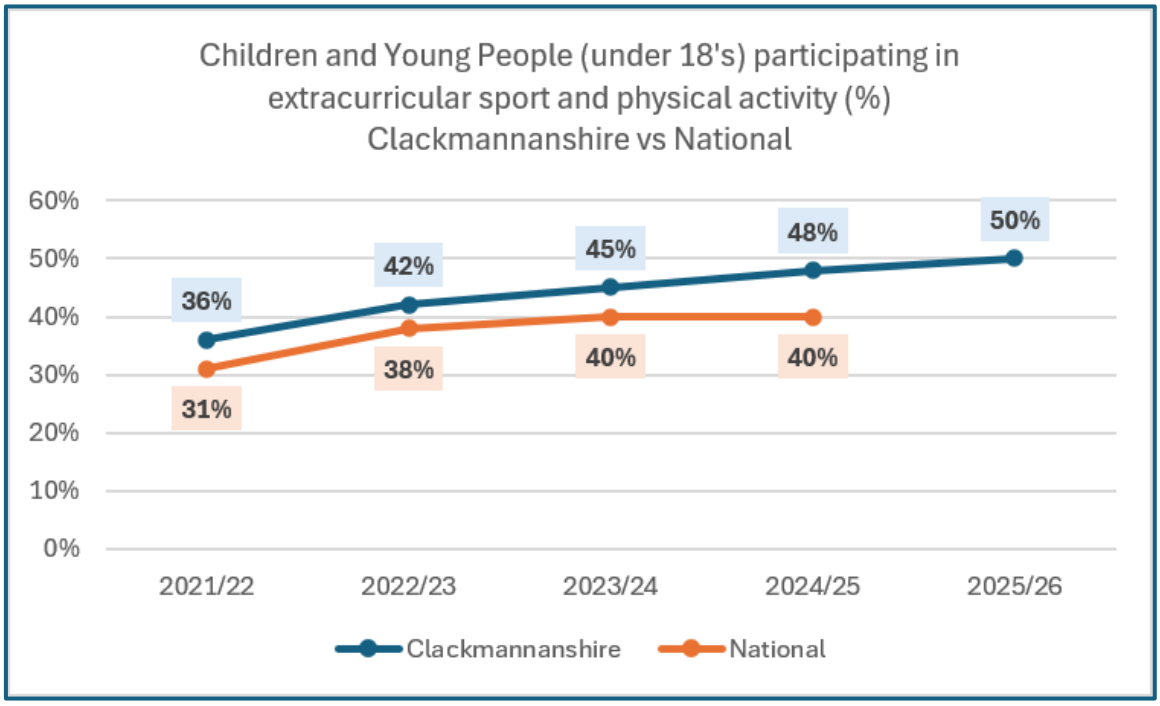
This demonstrates that the Hub is being developed as part of a whole-system approach to wellbeing, inclusion and prevention, rather than a capital project in isolation.

Increase opportunities for healthier behaviours, focusing on those facing inequality - *Action 503*

Progress has been very strong, with clear evidence of increased participation in healthier behaviours and improved outcomes for those experiencing inequality. Clackmannanshire's Active School Participation Rate has continued to increase from 2021/2022 data to 2025/2026 9sourced

from Source: https://scotland.shinyapps.io/ScotPHO_profiles_tool/ and remains above the national rate. Likewise the number of under 18s participating in extracurricular sport and physical activity continues to increase and based on last national published data, remains above the national rate (see Figure 12).

Figure 12: Children and Young People (under 18s) participating in extracurricular sport and physical activity (%) Clackmannanshire vs National



Source: https://sportscotland.org.uk/schools-colleges/active-schools/active-schools-reports/active-schools-report-2024-2025

A wide range of initiatives, delivered through schools, community settings and partnerships, are successfully reducing barriers to participation and supporting physical activity, nutrition, social connection and mental wellbeing. **Planet Youth data supports this trend, showing improvements in physical activity, wellbeing and protective behaviours among young people.**

Evidence of impact includes:

- Increased participation in school and community physical activity programmes, including strong engagement from priority groups.
- Sustained growth in initiatives such as Active Schools and targeted programmes for girls and vulnerable groups.

- Measurable improvements in confidence, wellbeing and social connection, supported by qualitative and participation data.
- Initiatives such as Fit for Girls, cash first leisure access scheme and targeted outreach programmes are contributing to cultural change as well as behaviour change, supporting longer-term health outcomes

Progress in increasing opportunities for healthier behaviours, with a focus on those experiencing inequality, has been enabled through aligned contributory actions:

- **Action 301 (Targeted initiatives)** engaging disadvantaged groups
- **Action 501 (Mental health and wellbeing)** linking physical activity to emotional wellbeing
- **Outcome 2 (Community empowerment)** supporting community-led activity and engagement
- **Outcome 4 (Poverty reduction)** removing financial barriers to participation

This demonstrates that improvements in healthier behaviours are driven by **coordinated action across health, education and community systems**.

Develop shared measures and targets to improve community health and wellbeing - *Action 504*

Progress has been strong, with the Outcomes Improvement Framework (OIF) now fully established as a core system enabler for measuring, assuring and improving outcomes across the entire Community Wellbeing Plan.

The OIF provides a single, integrated framework that links activity, investment and outcomes across all six strategic outcomes, supporting a One Plan, One Report approach. It enables partners, including Clackmannanshire Council, NHS Forth Valley and wider community planning partners, to assess whether collective action is delivering meaningful change for children, families and communities.

The framework supports a structured and balanced approach to performance, incorporating:

Core indicators – measuring progress against outcomes

Contextual indicators – providing insight into wider economic and social factors

Supplementary indicators – including service activity, case studies and lived experience

This approach ensures that performance is interpreted in context and supports continuous improvement, rather than isolated reporting of outputs. The OIF is now being used to inform:

- strategic decision-making and resource allocation

- partnership governance and scrutiny
- statutory assurance requirements
- system-wide learning and evaluation

Importantly, the framework shifts the focus from measuring activity to understanding impact, providing clearer line of sight between what the system delivers and what changes for people.

Progress in developing shared measures and targets to improve community health and wellbeing has been enabled through aligned contributory actions:

- **Action 202 (Data and insight)** strengthening availability and quality of data
- **All strategic outcomes (1–5)** contributing data, evidence and learning into a shared framework
- **Outcome 2 (Transformation Space and governance)** linking performance information to decision making and investment
- **Outcome 6 (Rights, participation and accountability)** reinforcing transparency and scrutiny

This demonstrates that the OIF operates as a whole-system infrastructure—supporting integration, accountability, and continuous improvement rather than being owned by a single service or outcome.

Key outcome insights

Learning across Outcome 5 confirms that improving health and wellbeing outcomes requires a preventative, whole-system approach, rather than reliance on specialist or clinical services alone. Key learning includes:

Early intervention and prevention are having a measurable impact, particularly where mental health support is accessible, community based and integrated with wider services.

Mental health outcomes are improving where a full continuum of support is in place, combining universal, targeted and specialist provision with strong referral pathways.

Population-level indicators, including reductions in suicide, suggest positive system impact, although continued monitoring is required given small numbers and external factors.

Physical activity and healthier behaviours are closely linked to mental wellbeing, highlighting the importance of integrated approaches across health, education and community services.

Partnership leadership is critical, with NHS Forth Valley playing a key role in aligning clinical pathways with community based and preventative provision.

Infrastructure and system enablers, such as the OIF and Wellbeing Hub, are essential to sustaining long term improvement, supporting coordination, learning and accountability.

Overall, learning indicates that improvement is strongest where the system operates as a coordinated health and wellbeing model, focusing on prevention, early intervention and reducing inequalities.

Looking ahead

The next phase will focus on sustaining and scaling a preventative, whole-system approach to health and wellbeing, ensuring continued improvement in outcomes and reduction in inequalities.

Key priorities include:

- **Strengthening the mental health continuum**, ensuring consistent access to prevention, early intervention and specialist support
- **Building on progress in reducing suicide and improving mental health outcomes**, maintaining focus on early identification, community support and partnership working
- **Maximising the impact of the Wellbeing Hub**, ensuring integrated, place-based service delivery aligned to community need
- **Further increasing participation in healthier behaviours**, particularly for those experiencing inequality
- **Strengthening partnership delivery and accountability**, with NHS Forth Valley continuing to play a central leadership role
- **Enhancing use of data and evaluation through the OIF**, ensuring continuous learning and improvement

Through these priorities, Outcome 5 will continue to deliver a coordinated, preventative health and wellbeing system, supporting improved outcomes for individuals, families and communities across Clackmannanshire.

Outcome 6 - Human rights are respected and fulfilled by tackling inequalities across our communities

Code	Strategic Action	RAG Status
601	Champion UNCRC and The Promise across policies and services	Green
602	Improve experiences for children with disabilities	Amber
603	Support learning potential by targeting Additional support for Learning resources effectively	Amber
604	Facilitate reintegration of offenders into the community	Amber
605	Embed voice and co-design in policy and service development	Green

Outcome 6 reflects the Council and its partners' commitment to human rights, participation and tackling inequalities as core principles underpinning all activity within the Community Wellbeing Plan.

This includes delivery of statutory duties arising from the United Nations Convention on the Rights of the Child (UNCRC) (Scotland) Act, which came into force during the reporting period, **with provisions applied from July 2024**.

While this report covers the period 1 April 2025 to 31 March 2026, it also **incorporates relevant backdated activity from July 2024 onwards, reflecting the contribution of the Wellbeing Directorate to the new statutory duty**. This will inform the corporate UNCRC report, which will be submitted separately.

Outcome 6 is therefore cross-cutting, demonstrating how rights-based approaches, participation and tackling inequalities are embedded across all outcomes, services and partnerships.

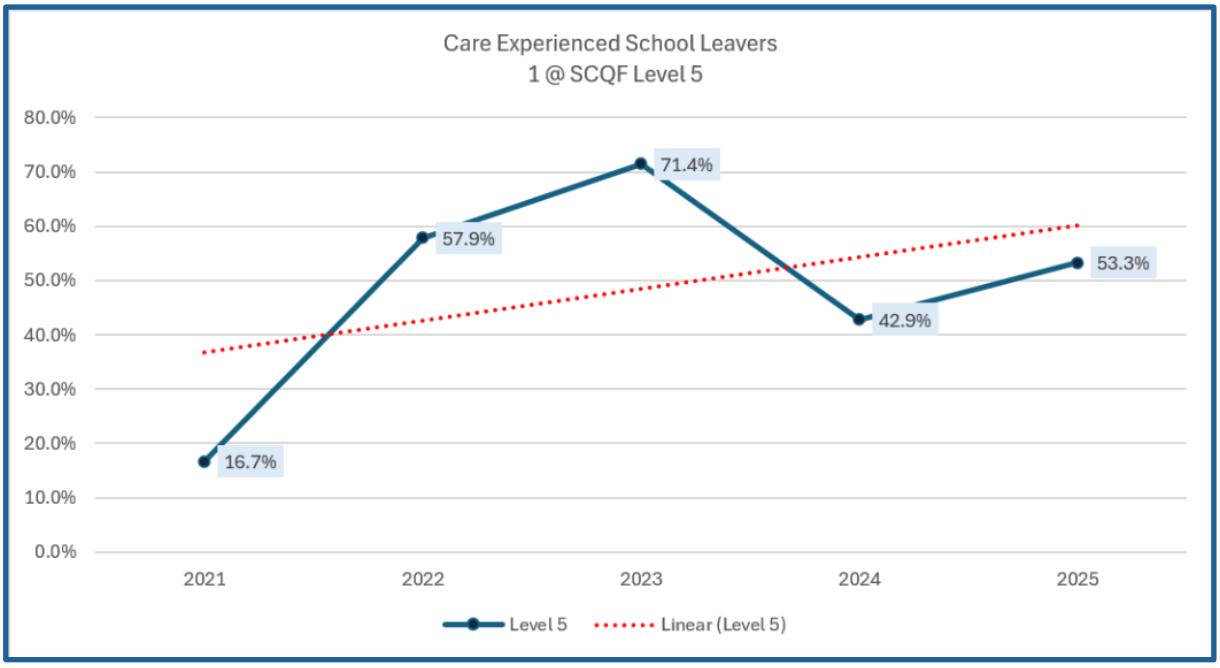
Champion UNCRC and the Promise across all policies and services - *Action 601*

Progress has been strong and system-wide, with clear evidence that UNCRC principles and The Promise are increasingly embedded in policy, practice and service delivery across the Wellbeing Directorate and partner organisations.

Significant progress has been made in preparing for, and implementing, the statutory duties under the UNCRC (Scotland) Act, including the development of governance structures, workforce awareness and alignment of policies and processes. A cross Council working group has supported implementation, with a particular focus on ensuring children's rights are understood and applied consistently across services.

Education settings continue to demonstrate strong rights-based practice, with full participation in the Rights Respecting Schools programme and strengthened internal capacity through trained assessors and shared learning. Across services, the principles of participation, non-discrimination and best interests of the child are increasingly evident in decision-making.

Figure 13: Care Experienced School Leavers Attainment (1 @ SCQF Level 5)



Source: Insight, Scottish Government Benchmarking Tool

Delivery of The Promise remains a key driver of system change, with progress in trauma-informed practice, care experienced support and relational approaches. Workforce training and engagement activity has strengthened shared understanding across partners, contributing to a more consistent, rights-based culture. Attainment for Care Experienced School Leavers at SCQF Level 5 (Figure 13)
is on an upward trend with an increase of 37 percentage points since 2021 (Figure13). Importantly, rights are increasingly being operationalised rather than referenced, with evidence that they are shaping service design, resource allocation and practice.

Progress in championing UNCRC and The Promise across all policies and services has been enabled through aligned contributory actions:

- **Action 105 (Trauma-informed workforce)** Supporting relational and rights-based practice
- **Outcome 1 (Safeguarding)** Embedding children's rights within protection and care systems
- **Outcome 2 (Voice and participation)** Strengthening mechanisms for children and young people to influence decisions
- **Outcome 4 (Poverty reduction)** Addressing inequalities in line with UNCRC principles
- **Outcome 5 (Wellbeing)** Supporting the right to health and wellbeing

This demonstrates that delivery of UNCRC is dependent on **whole-system alignment across all outcomes**, rather than a single programme of work. Reflecting this approach, UNCRC will be embedded across all actions within the Community Wellbeing Plan 2026/27, rather than positioned as a standalone strategic action.

Direct support and resources to improve experiences for children with disabilities – *Action 602*

Progress is developing, with meaningful improvements in **early intervention, partnership working and workforce capacity**, alongside recognition of ongoing pressures relating to demand and system capacity.

Specialist provision, co-designed and funded through the Child Wellbeing Partnership (Scottish Government All Age Childcare), including Play Alloa SAC, Wee Play Alloa and ASN-specific childcare, continues to play a critical role in enabling children with additional support needs to access equitable opportunities for play, learning and social development. These services remain an important preventative resource for families and contribute positively to inclusion and wellbeing.

"They gave me confidence as a parent. They gave advice on co-regulation and helping to de-escalate situations." – Child Wellbeing Partnership, Play Roots parent

Partnership working with Speech and Language Therapy (SLT) has delivered particularly strong impact through a preventative, system-focused model of practice. Caseloads remain well below pre-pandemic levels, reflecting effective early help conversations and capacity building approaches, with 84% of early contacts supporting education staff to continue meeting children's needs without escalation to formal referrals. Responsiveness remains a key strength, with 83% of first contacts made within four weeks and 98% within twelve weeks, alongside immediate advice through helplines and in-placement consultations. A comprehensive workforce development programme has strengthened universal provision, delivering 46 training sessions across 26 establishments to over 500 staff. This has been reinforced through in-context coaching and modelling, contributing to sustained improvement in communication-friendly environments, evidenced by multiple Gold and Diamond Communication Environment Awards across early years,

primary and secondary settings. Collectively, this work demonstrates effective demand management, improved practitioner confidence and stronger early intervention across the system.

At a regional level, the Paediatric Neurodiversity Improvement Collaborative continues to provide a valuable forum for shared learning and system development across Forth Valley. Progress has been made in developing focused workstreams, including assessment pathways and engagement, while partners continue to recognise and articulate the need for national level change on issues such as the purpose and function of diagnosis. This reflects mature, realistic joint working within the limits of local influence.

Demand for Children with Disability services has continued to rise, consistent with earlier identification of needs in Early Learning and Childcare (ELC) settings and schools. Despite this sustained pressure, and ongoing workforce challenges, particularly within social work and Occupational Therapy (OT), the service has maintained delivery through targeted use of agency staff and partial OT cover. This has enabled continued progress with assessments and care packages, alongside market shaping activity that has expanded the provider landscape through the introduction of five new providers.

However, significant pressures remain. Persistent gaps are evident in meeting the needs of children with complex autism, and transitions to adult services continue to be an area of heightened risk. Some children remain on waiting lists for appropriate support packages, and capacity constraints within adult services have impacted negatively on transition planning, placing strain on families. These challenges are recognised and being actively addressed through service development and commissioning activity.

In response, the service has piloted new autism support in partnership with Scottish Autism and Alloa Family Centre and strengthened joint working with Education and Educational Psychology. These initiatives are informing a wider commissioning exercise aimed at addressing unmet need and improving the coherence of autism support.

Encouragingly, by March 2026 the waiting list for Children with Disability Team assessments had begun to reduce through targeted deployment of agency staff, and occupational therapy capacity improved following a successful capital bid that enabled progress on outstanding aids and adaptations. This demonstrates effective use of short-term resource to stabilise pressures while longer-term solutions are developed.

Strategic focus is now appropriately shifting toward sustainability and improved lived experience. Planned developments include expanded group and outreach provision for children with autism, strengthened partnership commissioning from 2026 onwards, and closer joint governance with Health and Social Care Partnership colleagues to improve transitions to adulthood. This integrated approach across Children's, Education and Adult Services is critical to improving continuity, reducing family distress and achieving better long-term outcomes.

Overall, progress against this strategic action reflects strong preventative practice, effective partnership working and targeted mitigation of system pressures, alongside a clear and realistic understanding of remaining gaps. The emphasis on sustainability, integration and commissioning

reform positions the service well to improve experiences for children with disabilities and their families over the next phase. Specialist services and targeted provision continue to support children with complex needs, with expansion of provider capacity and new service developments, particularly in relation to autism support. Early evidence shows improvements in responsiveness and reductions in waiting lists through targeted interventions.

However, challenges remain in meeting demand, particularly for children with complex needs and during transitions to adult services. This highlights the need for continued system development and commissioning approaches to improve long-term sustainability and outcomes.

Progress in directing support and resources to improve experiences for children with disabilities has been enabled through aligned contributory actions:

- **Action 603 (ASL resources)** Strengthening inclusive practice within education
- **Outcome 1 (Safeguarding and early help)** Enabling earlier identification of need
- **Outcome 4 (Whole Family Support)** Addressing wider family needs
- **Outcome 5 (Health partnerships, including NHS Forth Valley)** Supporting integrated clinical and community pathways

This demonstrates that improving experiences for children with disabilities requires coordinated delivery across education, health and social care systems.

Support learning potential by targeting Additional support for Learning resources effectively - *Action 603*

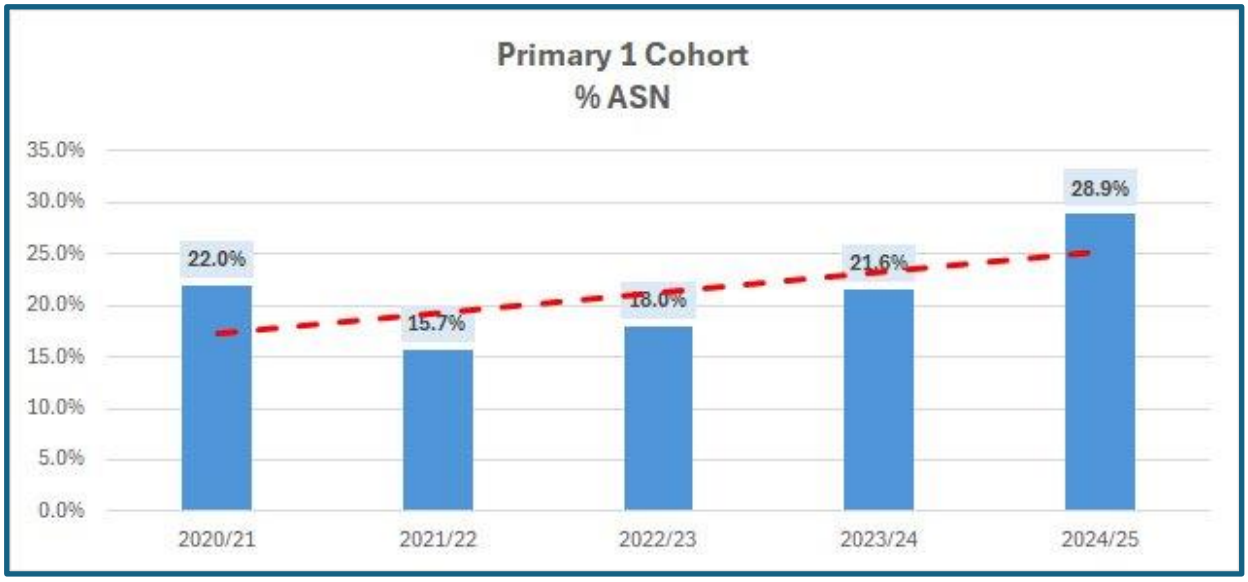
Progress has been good, with evidence of improved targeting of resources, strengthened professional learning and more consistent decision making across the system. This is against a backdrop of increasing numbers of children and young people with Additional Support Needs (ASN as indicated in Figures 14 and 15).

Revised guidance and strengthened processes, including Internal Resource Groups, are supporting earlier and more proportionate decision making, reducing inappropriate referrals and reinforcing inclusive practice within mainstream settings.

Workforce development remains a key strength, with targeted training for learning assistants and practitioners improving confidence and capability. Collaboration with partners has strengthened rights-based approaches, including improved mechanisms for capturing and responding to children's views.

Figure 14: Clackmannanshire - % Additional Support Needs (ASN) Overall Cohort 2020/21 to 2024/25

Figure 15: Clackmannanshire - % Additional Support Needs (ASN) Primary 1 Cohort 2020/21 to 2024/25



Source – SEEMiS Group LLP

The Educational Psychology Service continues to provide a valued, relational model of support, although capacity pressures remain. Work is underway to adapt delivery models to maintain impact and respond to demand.

Overall, progress reflects a system that is increasingly able to balance inclusive practice with targeted support, ensuring resources are used effectively to improve outcomes for children and young people.

Progress on supporting learning potential by effectively targeting Additional Support for Learning (ASL) resources has been strengthened through alignment with several key actions and outcomes across the system:

- **Action 105 (Workforce development)** improving practitioner capability
- **Action 304 (Learning and teaching)** strengthening system consistency
- **Outcome 6 (UNCRC)** reinforcing participation and inclusion
- **Outcome 5 (Wellbeing)** supporting engagement and readiness to learn

This demonstrates that effective ASL delivery depends on alignment between workforce, policy and inclusive practice across the system.

Facilitate reintegration of offenders into the community-A*ction 604*

Progress has been positive, with strengthened approaches to reintegration, early intervention and coordinated support for individuals involved in the justice system. Partnership working across justice, housing, employability and health services has improved the continuity of support for individuals at key transition points, particularly liberation from custody. Early engagement, supported through STRIVE and community justice pathways, is reducing immediate risk and improving access to housing, financial support and employability services.

Preventative activity, including strengthened pathways into employability and support for underlying needs such as substance use and mental health, is contributing to improved outcomes and reducing the risk of re-offending.

While challenges remain, particularly in relation to accommodation and long-term employment, progress demonstrates a shift towards a more coordinated, rights-based and rehabilitative system of support.

Facilitating reintegration of offenders into the community has been enabled through alignment with key system actions and outcomes:

- **Action 302 (Desistance and diversion)** Strengthening preventative justice approaches and earlier intervention
- **Action 404 (Employability and poverty)** Improved access to progression pathways, including education, training, and employment opportunities

- **Outcome 4 (Income maximisation)** Enhanced financial stability, supporting individuals to sustain reintegration
- **Outcome 5 (Mental health)** Supporting underlying needs

This demonstrates that reintegration is most effective when delivered through a whole-system approach addressing social, economic and health factors.

Embed voice and co-design-*Action 605*

Progress has been strong and increasingly embedded, with clear evidence that participation and co-design are shaping services, policy and resource allocation across the system.

Mechanisms such as Family Voices, Community Panels, Transformation Space and youth participation structures are enabling children, young people and communities to influence decision-making in meaningful ways. This includes involvement in funding decisions, service design and strategic planning.

Participation is increasingly focused on reaching those experiencing inequality and disadvantage, with relational and community-based approaches strengthening engagement with groups traditionally under-represented in decision-making.

This reflects a shift from consultation to shared decision-making and co-production, aligned with UNCRC principles and wider system objectives.

Contributory actions that enabled progress on Action 605.

Progress has been enabled by:

- **Outcome 2 (Community empowerment and Transformation Space)** embedding voice in governance
- **Action 202 (Data and insight)** linking voice with evidence
- **Outcome 1 (Family and early support)** building trusted relationships
- **Outcome 4 (Tackling poverty)** ensuring inclusion of those experiencing hardship

This demonstrates that meaningful participation is now a core system function, rather than an additional activity.

Key outcome insights

Learning across Outcome 6 confirms that human rights, meaningful participation and tackling inequalities are fundamental to achieving all other outcomes, rather than separate priorities. Key learning includes:

- **Embedding UNCRC requires system-wide change**, including workforce development, governance and policy alignment, rather than standalone initiatives.
- **Participation improves outcomes when linked to influence**, particularly where children, young people and communities shape decisions about services and resources.
- **Rights-based approaches strengthen prevention,** ensuring that services respond earlier and more appropriately to need.
- **Inequalities remain a key determinant of outcomes,** particularly for children with disabilities, those experiencing poverty and those involved in the justice system.
- **Partnership working is critical to delivering statutory duties,** including UNCRC, with contributions required from all partners, including NHS Forth Valley.

Overall, learning indicates that progress is strongest where human rights are embedded as a core operating principle across the entire system, influencing all aspects of planning and delivery.

Looking Ahead

The next phase will focus on embedding UNCRC duties and strengthening a rights-based approach across all services and partnerships, ensuring sustained delivery and continued improvement in outcomes. Key priorities include:

Supporting delivery of the first statutory UNCRC corporate report, with continued contribution from the Wellbeing Directorate.

Further embedding children's rights within all policies, services and decision-making processes, ensuring consistency across the Council and partners.

Strengthening participation and co-design, particularly for children and young people experiencing inequality.

Improving outcomes for children with disabilities, through continued system development and partnership working.

Strengthening workforce confidence in rights-based practice, supported by training and leadership.

Enhancing performance and accountability, ensuring progress against UNCRC and equality duties is clearly evidenced and monitored.

Progress: Strategic Priorities – aligned to Wellbeing Local Outcomes Improvement Plan

During 2025/26, the Wellbeing Directorate has delivered the Community Wellbeing Plan as a single, integrated system, aligning services, partnerships and statutory duties to the four Strategic Priorities set out in the Wellbeing Local Outcomes Improvement Plan (WLOIP) and in line with Council Best Value Duties and Be the Future Transformation themes.

Rather than being delivered through separate plans and programmes, these priorities are progressed through coordinated system action across all six strategic outcomes, ensuring shared accountability and alignment across partners.

This reflects the Council's Target Operating Model (TOM), which places outcomes, integration and partnership delivery at the centre of service design, with leadership accountability focused on improving outcomes rather than managing individual services.

Evidence from the Outcomes Improvement Framework (OIF), together with qualitative learning and lived experience, demonstrates that this approach is supporting a shift towards prevention, early intervention and reduced inequality, with tangible improvements emerging across the system.

Health and Wellbeing

Progress against the **Health and Wellbeing priority** reflects a **whole system shift towards prevention, with increasing integration** across safeguarding, mental health, poverty and community-based wellbeing services.

A whole system mental health continuum is now in operation, linking community, education and clinical support and improving access to early help.

Early intervention models (including STRIVE and Family Wellbeing Hubs) are enabling earlier identification of need and more proportionate responses.

OIF indicators show positive trends in wellbeing, including increased physical activity and improved self-reported health.

A sustained reduction in suicide, including zero deaths among 11–25 year olds, indicates strengthening protective factors across the system.

Integration between health, poverty and wellbeing interventions is improving the system's ability to address the underlying determinants of poor health.

Overall, the system is moving from reactive service provision towards a preventative, community based wellbeing model, with improved coordination across partners.

This **reflects the LOIP focus on improving population wellbeing and reducing inequality** and aligns with the **TOM ambition to deliver outcomes through integrated, preventative and partnership based approaches**.

Empowering Families and Communities

Empowering Families and Communities has functioned as a **core system enabler**, strengthening how the system responds to need through participation, codesign and place based delivery. Community voice mechanisms, including Transformation Space and Family Wellbeing Partnership structures, are increasingly influencing both service delivery and investment decisions. Families and communities are playing a more active role in shaping priorities, supporting more responsive and locally relevant solutions. Delivery is becoming more place based and relational, particularly

through hubs and community settings. Increased integration between services is reducing duplication and improving access for families.

Evidence indicates that where community voice is embedded, delivery becomes more preventative, better targeted and more effective in addressing underlying causes of inequality.

This supports the LOIP ambition for empowered, resilient communities and aligns with the TOM emphasis on community led delivery and collaboration as the default approach.

Sustainable, Inclusive Growth

Progress against Sustainable, Inclusive Growth demonstrates a **shift towards integrated pathways into employment and economic participation, aligned with a wellbeing economy approach.** Employability, skills, childcare and family support are increasingly delivered through coordinated pathways, reducing barriers for those facing disadvantage. Targeted programmes and employer engagement are supporting movement into work and training opportunities

A “distance travelled” approach is supporting progression for those furthest from the labour market. Stronger links between local labour market intelligence and delivery are improving alignment between opportunity and need. This approach ensures that economic participation is not treated in isolation but is connected to poverty reduction, wellbeing and community stability.

It **reflects the LOIP ambition for a strong, inclusive economy** and aligns with the TOM focus on fair work, skills and partnership led delivery models.

People Workforce

The People Workforce priority underpins delivery across all outcomes, enabling the system to operate in a more integrated, outcomes focused way. Workforce development is increasingly aligned to system priorities, including trauma informed practice, relational approaches and values based leadership. Improved multi agency working is supporting more consistent and coordinated responses across services. Staff are increasingly working across organisational boundaries, contributing to a shared understanding of outcomes and responsibilities. Professional confidence and consistency of practice are improving, particularly in early intervention and prevention contexts. This **reflects the TOM requirement for a workforce capable of delivering collaborative, outcomes led services,** rather than operating within traditional service silos.

Workforce development is therefore functioning as a **key enabler of system change**, supporting improved outcomes through integrated practice.

System Enablers and Reform Infrastructure

Delivery of the Strategic Priorities has been supported by a strengthening set of system enablers aligned with the Target Operating Model, including:

- the One Plan as an overarching outcome led framework
- the Outcomes Improvement Framework approach as a shared evidence base

- the Family Wellbeing Partnership and Transformation Space
- integrated governance and partnership working arrangements

These enablers provide a clear line of sight between strategy, delivery and impact, reduce duplication, and support the shift towards whole system, partnership-based delivery.

Statutory assurance, governance and future planning

This section provides statutory assurance to Council, Community Planning Partners that legal duties relating to children's services, child poverty, community justice and human rights have been discharged during 2025/26. The Community Wellbeing Plan operates as the primary mechanism through which Clackmannanshire Council and Community Planning Partners, including NHS Forth Valley, discharge their collective statutory duties.

Building on the detailed position set out in the 2023/24 and 2024/25 report, this report adopts a streamlined assurance approach, avoiding duplication while maintaining clear accountability across all relevant legislation, including Children's Services, The Promise and the Child Poverty (Scotland) Act.

In particular, Child Poverty duties are delivered jointly with NHS Forth Valley through the Local Child Poverty Action Plan and wider Tackling Poverty Partnership. This is evidenced through:

- the Whole Family Support model as the core delivery approach
- integrated pathways across health, early years, education, employability and income maximisation
- earlier identification and intervention through universal and targeted services

NHS Forth Valley's role as a statutory and system partner is central, particularly in addressing health inequalities and supporting place-based, preventative delivery.

This integrated approach ensures statutory duties are met through increasingly aligned planning, shared outcomes and collective accountability with the Outcomes Improvement Framework providing the basis for assurance and impact (for the LCPAR -for example.

Assurance is provided through alignment with:

- the WLOIP
- Best Value duties
- national policy expectations

Supported by the Outcomes Improvement Framework and integrated governance arrangements, this provides a clear, outcomes led line of sight across strategy, delivery, performance and assurance, consistent with the Target Operating Model. **Crucially, outcomes for people and communities are improving; with consistent and important shifts in Key Performance Indicators.**

Whole-System Priorities 2026/27

The priorities for 2026/27 reflect a system that has made strong progress in prevention, integration and outcomes, but is now operating under increasing demand and capacity pressure. The next phase requires a focus on sustaining what is working, scaling early intervention, and strengthening capacity in key areas, while continuing to embed a whole-system, partnership-led approach.

Sustain and Scale Early Intervention and Prevention

Continue to embed early intervention as the default system response, ensuring that risk and need are identified and addressed at the earliest possible stage across all services.

Key actions:

- Sustain and expand Family Wellbeing Hubs and early help pathways
- Strengthen integration between safeguarding, mental health, poverty and employability services
- Expand community-based prevention, including youth provision, wellbeing and gender-based violence prevention
- Ensure consistent “no wrong door” access across all services

Strengthen Capacity

Target system capacity where demand is increasing most and risks to outcomes are highest.

Priority areas include:

- Children with disabilities and additional support needs, including transitions to adulthood
- Mental health services, particularly early intervention and community provision
- Community justice pathways, including diversion, reintegration and unpaid work capacity
- Early help and whole-family support services, where demand is rising

Key actions:

- Expand workforce and service capacity through targeted investment and commissioning
- Strengthen partnership delivery with NHS Forth Valley and third sector providers
- Improve demand management through earlier identification and triage

Embed Whole Family Support (WFS) as the Core Delivery Model

Consolidate WFS as the primary way services are designed and delivered, ensuring families experience coordinated, relational and consistent support.

Key actions:

- Scale WFS consistently across all services and communities
- Strengthen alignment between income maximisation, childcare, health, education and employability
- Embed WFS governance through the Accountability and Reporting Group
- Improve outcome tracking and evaluation of WFS impact

Address Structural Barriers to Participation and Equality

Reduce barriers that limit access to services, opportunities and wellbeing, particularly for those experiencing poverty and inequality.

Priority barriers include:

- Transport and access to services
- Financial constraints and cost of living pressures
- Digital exclusion
- Childcare availability

Key actions:

- Progress the Wellbeing Economy Transport Action Plan and demand-responsive transport models
- Strengthen income maximisation, debt support and financial inclusion
- Expand accessible childcare and community-based provision
- Improve outreach and engagement for underserved groups

Expand Community-Led Decision Making and Participation

Build on progress in participation to ensure communities and lived experience continue to shape priorities, investment and service design.

Key actions:

- Scale and embed the Transformation Space as a core system function
- Strengthen participation through Family Voices, Community Panels and youth leadership structures
- Ensure participation reflects those most affected by inequality and poverty
- Increase transparency and feedback loops between communities and decision-makers

Strengthen the system's ability to use data, insight and lived experience to drive continuous improvement and resource allocation.

Key actions:

- Further embed the **Outcomes Improvement Framework (OIF)** across all services and partners
- Improve real-time data use for **decision making, performance and demand management**
- Strengthen integration of **quantitative data and lived experience**
- Address data gaps and ensure timely access to key indicators

Strengthen Workforce Capability and Sustainability

Ensure the workforce is equipped and supported to deliver a relational, trauma-informed and collaborative system.

Key actions:

- Continue to embed trauma-informed practice and values-based leadership
- Strengthen workforce capacity and resilience in high-demand services
- Improve recruitment, retention and wellbeing, particularly in specialist roles
- Support multi-agency working and shared professional learning

Strengthen System Governance, Accountability and Integration

Continue to align governance, planning and delivery to support a **single, integrated system approach**.

Key actions:

Implement the **One Plan on a** Page (2026/27) approach

- Strengthen partnership accountability through the Community Wellbeing Partnership
- Align statutory duties, performance reporting and decision-making processes
- Ensure continued alignment with the Target Operating Model and LOIP priorities

Conclusion

The priorities for 2026/27 build on a system that is increasingly **preventative, coordinated and outcomes-focused**.

The key challenge for the next phase is to **sustain momentum while managing rising demand**, ensuring that early intervention, whole-family support and community-led approaches continue to deliver improved outcomes for children, families and communities across Clackmannanshire.

Strategic Key Performance Indicators [2025/26 Plan]

The Community Wellbeing Plan – strategic One Plan and all **associated delivery plans (Plans on a Page), approved at Council in August 2025, are linked to the Overarching Key Performance Indicators (KPIs),** detailed below and also have Plan specific Management KPIs.

Overarching Key Performance Indicators, Updated 29/07/2026 ⇩ Reduced ⇧ Increased ☐ Consistent	**KEY**: AY – Academic Year (01 Aug – 31 July) CY – Calendar Year (01 Jan – 31 Dec) FY – Financial Year (01 April – 31 March) **Anticipated publication date*				Target 2025/26	Actual 2025/26	Diff. - last 2 data sets
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%	FY 2024/25 N/A	24%	Now an Archived Data Set	⇩
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%	NEW data Set- No previous target set	March 2027	⇩
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%%	17.5%	*Apr 2027	⇩
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	107	FY 2025/26 90	⇩
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	9.5	FY 2025/26 8.6	⇩

Overarching Key Performance Indicators, Updated 29/07/2026 ⇩ Reduced ⇧ Increased ☐ Consistent	**KEY**: AY – Academic Year (01 Aug – 31 July) CY – Calendar Year (01 Jan – 31 Dec) FY – Financial Year (01 April – 31 March) **Anticipated publication date*				Target 2025/26	Actual 2025/26	Diff. - last 2 data sets
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	4.0	FY 2025/26 7.8	⇩
Number and percentage of **children in the care system** living **within the community** (not including residential care) Source:- Pentana [CHC LAC B3a: https://www.gov.scot/publications/childrens-social-work-statistics-looked-after-children-2023-24/documents/	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 July2025 93% (205)	94%	*April 2027	⇩
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	70	*April 2027	⇧
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%	94%	AY 2025/26 91.3% (unpublished)	⇧
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%	94%	AY 2025/26 90.1% (unpublished)	⇧

Overarching Key Performance Indicators, Updated 29/07/2026 ⇩ Reduced ⇧ Increased ☐ Consistent	**KEY**: AY – Academic Year (01 Aug – 31 July) CY – Calendar Year (01 Jan – 31 Dec) FY – Financial Year (01 April – 31 March) **Anticipated publication date*				Target 2025/26	Actual 2025/26	Diff. - last 2 data sets
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%	64%	*June 2026 overdue	⇧
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 53% target	2027 Survey TBC	⇧
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 target 14%	2027 Survey TBC	⇧
Percentage of **Children and Young** People (**under 18's**) participating in **extracurricular school sport and physical activity** Source:https://sportscotland.org.uk/schools-colleges/active-schools/active-schools-reports/active-schools-report-2024-2025	AY 2021/22 36%	AY 2022/23 42%	AY 2023/24 45%	AY 2024/25 48%	50%	AY 2025/26 50%	⇧
% of Girls in Clackmannanshire participating in **recreational activity** Source: Internal Data – Sport and Leisure Team	No data			AY 2024/25 50%	52%	AY 2025/26 51%	⇧
Percentage of **P1, P4 and P7** pupils combined achieving expected **CfE Level in Literacy** (taken from stretch aims) Source: Achievement of Curriculum for Excellence (CfE) Levels 2024-25 - gov.scot	AY 2021/22 63.3%	AY 2022/23 69.6%	AY 2023/24 74%	AY 2024/25 72.2%	75%	AY 2025/26 75.5% (unpublished)	⇧

Overarching Key Performance Indicators, Updated 29/07/2026 ⇩ Reduced ⇧ Increased ☐ Consistent	**KEY**: AY – Academic Year (01 Aug – 31 July) CY – Calendar Year (01 Jan – 31 Dec) FY – Financial Year (01 April – 31 March) **Anticipated publication date*				Target 2025/26	Actual 2025/26	Diff. - last 2 data sets
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%	78%	AY 2025/26 79% (unpublished)	⇧
Attainment **gap at Senior Phase - SCQF Level 5** (percentage points) Source: Scotxed, INSIGHT	AY 2021/22 10.4	AY 2022/23 9.2	AY 2023/24 21	AY 2024/25 11.1	6	*Aug. 2026	⇩
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%	60.1% (national)	*Feb 2027	⇩
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%	(Virtual Comparator) 38.7%	*Feb 2027	⇧
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	35	*Feb 2027	⇧
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	Target 24/25: 111 *Apr. 26 Overdue	115	2022/23-2024/25 91.5	⇩

Overarching Key Performance Indicators, Updated 29/07/2026 ⇩ Reduced ⇧ Increased □ Consistent	**KEY**: AY – Academic Year (01 Aug – 31 July) CY – Calendar Year (01 Jan – 31 Dec) FY – Financial Year (01 April – 31 March) **Anticipated publication date*				Target 2025/26	Actual 2025/26	Diff. - last 2 data sets
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	0	*Sep. 2026	⇩
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-2023/	CY 2021 29.0	CY 2022 33.0	CY 2023 23.6	CY 2024 42.8	<22	*July 2027	⇩
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%	3.3%	FY 2025/26 5.3%	⇧
Domestic Abuse Incidents (rate per 10,000 population)- Clackmannanshire Source:https://www.gov.scot/publications/domestic-abuse-statistics-recorded-police-scotland-2023-24/pages/incidents-of-domestic-abuse/	FY 2021/22 146	FY 2022/23 127	FY 2023/24 141	FY 2024/25 128	116	*June 2027	⇩
Number of **all sexual crimes** (includes rape & attempted rape and sexual assault) per 10,000 population	FY 2021/22 29	FY 2022/23 23	FY 2023/24 25	FY 2024/25 24	22	*June 2026 Overdue	⇩

Overarching Key Performance Indicators, Updated 29/07/2026 Reduced / Increased / Consistent	**KEY**: AY – Academic Year (01 Aug – 31 July) CY – Calendar Year (01 Jan – 31 Dec) FY – Financial Year (01 April – 31 March) **Anticipated publication date*				Target 2025/26	Actual 2025/26	Diff. - last 2 data sets
Source:https://www.gov.scot/publications/recorded-crime-scotland-2024-25/documents/							

The Council Wellbeing Directorate also measure the following corporate KPIs.

Wellbeing Directorate: Common Business Plan Indicators Reduced / Increased / Consistent							
Corporate Indicator	2021/ 2022	2022/ 2023	2023/ 2024	2024/ 2025	Target 2025/ 2026	Actual 2025/ 2026	Diff. latest two data sets
Average FTE working days lost through sickness absence PPL AB1 GOV	11.9	12.3	14.02	13.16	12	12.9	⇩
% of Freedom of Information requests dealt with within timescale PPL FOI GOV	90%	92%	86%	78.9%	100%	94.2%	⇧
% of Councillor Enquiries dealt with within timescale PPL CNQ BUS	91%	93%	96%	96.8%	100%	87.5%	⇩
% of MP/MSP enquiries dealt with within timescale PPL MPQ BUS*	76%	86%	83%	89.5%	100%	98.3%	⇧
% formal complaints closed within timescale (stages 1 and 2) PPL C02 CUS	55%	80%	96%	91.7%	100%	77.2%	⇩
% formal complaints dealt with that were upheld/partially upheld PPL C04 CUS	23%	49%	37.3%	20.8%	35%	38%	Monitor Only
% of employees who have completed mandatory training by the due date	No data	10.3%	58%	63.32%	100%	71%	⇧
I feel valued for the work I do PPL S12 HWD	23%	49%	37.3%	TBC	100%	Nil	Outdated
I feel that I am treated with dignity and respect within my team PPL S17 HWD	75%	N/A	74%	TBC	100%	Nil	Outdated

Wellbeing Directorate: Common Business Plan Indicators

⇩ Reduced	⇧ Increased	▭ Consistent

Corporate Indicator	2021/ 2022	2022/ 2023	2023/ 2024	2024/ 2025	Target 2025/ 2026	Actual 2025/ 2026	Diff. latest two data sets
I am clear about how I contribute to the organisation's goals PPL S21 HWD	74%	N/A	69%	TBC	100%	Nil	Outdated
Survey response rate. PPL S26 HWD	23%	N/A	31%	TBC	100%	Nil	Outdated
No staff survey was undertaken in 2025/26, hence there is a 'Nil' return							

Wellbeing Directorate: Financial Results

KPI	2021/ 2022	2022/ 2023	2023/ 2024	2024/ 2025	2025/ 2026	Progress Update at June 2026
	Value	Value	Value	Value	Target	
Percentage of People budget savings achieved	83%	92.15	87.65%	82.07%	100%	100%
Outturn variance based on budget – People £'000		(£2.898 m)	(£551k)	(£1.607m)	0	TBC
Lead – Strategic Director of Wellbeing						

Appendix 2 - People Directorate Progress Report: Community Wellbeing Plan 2025/26

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Action Symbols

Status		Completed		In Progress, On Track		Check Progress/Unassigned		Overdue		Cancelled
Expected Outcome		Already Complete		Complete Within Target		Complete Outwith Target		Fail to Complete		Cancelled

Priority shows 'golden thread' links to Wellbeing Economy Local Outcomes Improvement Plan (WELOIP), Be the Future Transformation (BtF) and Best Value Duties (BV)

Plan Summary

PPL CWP 256 **People Directorate Business Plan 2025/26** Overall Progress 99%

Lead Depute Chief Executive/Director of Wellbeing **Portfolio Owners** Head of Service (Wellbeing)/Chief Education Officer; Head of Service (Wellbeing)/Chief Social Work Officer

Outcomes			Expected Outcome	Due By	Completed	Progress
	CWP 256 100	Children and young people have improved life outcomes by growing up loved, safe and respected		31-Mar-2026	25-Jun-2026	100%
	CWP 256 200	Empowered communities are well designed, inclusive, sustainable, resilient and safe		31-Mar-2026		98%
	CWP 256 300	People of all ages successfully contribute to our communities by developing skills for learning life & work		31-Mar-2026		99%
	CWP 256 400	Poverty in our communities is reduced by improving outcomes for all		31-Mar-2026		99%
	CWP 256 500	People are healthy and active with improved health and wellbeing		31-Mar-2026	25-Jun-2026	100%
	CWP 256 600	Human Rights are respected and fulfilled by tackling inequalities across our communities		31-Mar-2026		98%

Outcome Summary

Children and young people have improved life outcomes by growing up loved, safe and respected						Overall	100%
High-level Action Areas		Lead Service Area	Expected Outcome	Due By	Completed	Progress	
	CWP 256 101	Coordinate Proactive & Responsive Safeguarding	Children's Social Work	31-Mar-2026	25-Jun-2026	100%	
	CWP 256 102	Ensure Women & Girls Feel Safe	Justice Services	31-Mar-2026	25-Jun-2026	100%	
	CWP 256 103	Provide Early & Integrated Support	Early Intervention	31-Mar-2026	25-Jun-2026	100%	
	CWP 256 104	Support Care Experienced Young People	Permanence	31-Mar-2026	25-Jun-2026	100%	
	CWP 256 105	Enhance Workforce & Caregiver Skills	Wellbeing Directorate	31-Mar-2026	25-Jun-2026	100%	

Empowered communities are well designed, inclusive, sustainable, resilient and safe						Overall	98%
High-level Action Areas		Lead Service Area	Expected Outcome	Due By	Completed	Progress	
	CWP 256 201	Implement Transformation Space & Invest to Save	Wellbeing - Transformation	31-Mar-2026	25-Jun-2026	100%	
	CWP 256 202	Leverage Data & Voice Insights	Wellbeing - Transformation	31-Mar-2026	25-Jun-2026	100%	
	CWP 256 203	Strengthen & Deploy Justice Resources	Justice Services	31-Mar-2026		97%	
	CWP 256 204	Develop Sustainable Transport Solutions	Wellbeing - Transformation	31-Mar-2026		95%	

People of all ages successfully contribute to our communities by developing skills for learning life & work						Overall	99%
High-level Action Areas		Lead Service Area	Expected Outcome	Due By	Completed	Progress	
	CWP 256 301	Remove Barriers for Vulnerable Groups	Justice Services	31-Mar-2026	25-Jun-2026	100%	
	CWP 256 302	Promote Desistance & Diversion from Offending	Justice Services	31-Mar-2026		95%	
	CWP 256 303	Improve Attainment & Reduce Poverty Gap	Early Learning, Primary Education & Libraries	31-Mar-2026	25-Jun-2026	100%	
	CWP 256 304	Implement Guidance & Raising Attainment Strategy	Early Learning, Primary Education & Libraries	31-Mar-2026	25-Jun-2026	100%	

	CWP 256 305	Strengthen Workforce Development	Education		31-Mar-2026	25-Jun-2026	100%

Poverty in our communities is reduced by improving outcomes for all — Overall 99%

High-level Action Areas		Lead Service Area	Expected Outcome	Due By	Completed	Progress
	CWP 256 401	Encourage Voice-led Transformation	Education	31-Mar-2026	25-Jun-2026	100%
	CWP 256 402	Develop Whole Family Support Approaches	Education	31-Mar-2026	06-Jul-2026	100%
	CWP 256 403	Optimise Income Maximisation & Referral Pathways	Education	31-Mar-2026	25-Jun-2026	100%
	CWP 256 404	Establish Justice Employability Support	Education	31-Mar-2026		98%

People are healthy and active with improved health and wellbeing — Overall 100%

High-level Action Areas		Lead Service Area	Expected Outcome	Due By	Completed	Progress
	CWP 256 501	Ensure Access to Mental Wellbeing Services	Psychological Services	31-Mar-2026	25-Jun-2026	100%
	CWP 256 502	Progress Wellbeing Hub & Lochies School Project	Sport & Leisure	31-Mar-2026	25-Jun-2026	100%
	CWP 256 503	Increase Opportunities for Healthier Behaviours	Sport & Leisure	31-Mar-2026	25-Jun-2026	100%
	CWP 256 504	Develop Health & Wellbeing Measures & Targets	Wellbeing Directorate	31-Mar-2026	25-Jun-2026	100%

Human Rights are respected and fulfilled by tackling inequalities across our communities — Overall 98%

High-level Action Areas		Lead Service Area	Expected Outcome	Due By	Completed	Progress
	CWP 256 601	Champion UNCRC & The Promise	Inclusion & Partnerships	31-Mar-2026	25-Jun-2026	100%
	CWP 256 602	Improve Experiences for Children with Disabilities	Inclusion & Partnerships	31-Mar-2026		98%
	CWP 256 603	Target Additional Support for Learning Resources	Inclusion & Partnerships	31-Mar-2026	06-Jul-2026	100%
	CWP 256 604	Facilitate Offender Reintegration	Justice Services	31-Mar-2026		95%
	CWP 256 605	Embed Voice & Co-design	Wellbeing - Transformation	31-Mar-2026	25-Jun-2026	100%

Summary of High-level Action Areas

Children and young people have improved life outcomes by growing up loved, safe and respected

✔	**Coordinate Proactive & Responsive Safeguarding**			Coordinate safeguarding efforts across sectors to deliver proactive and responsive support				
Lead	Service Manager - Child Protection	Progress	100%	Expected Outcome	✔	Priority	WELOIP 1.2	Wellbeing - Outcomes for Young People	CWP 256 101

Safeguarding arrangements are increasingly proactive, trauma-informed and coordinated across partners, with earlier identification of risk and more consistent multi-agency decision-making. The IRD process and expansion of STRIVE have strengthened joint responses, with increased referrals managed alongside improved throughput and outcomes. Implementation of the Scottish Child Interview Model and development of Bairns' Hoose are improving child-centred and trauma-responsive practice. Wellbeing services are demonstrating positive impact, supporting emotional resilience, engagement and protective factors. Overall, the system is shifting from crisis response to earlier intervention, though sustained focus on capacity and timeliness is required to respond to continued increases in demand.

✔	**Ensure Women & Girls Feel Safe**			Ensure women and girls feel safe at home, work, and in the community				
Lead	Senior Manager (Justice Services)	Progress	100%	Expected Outcome	✔	Priority	WELOIP 1.1	Wellbeing - Physical & Mental Health	CWP 256 102

Progress reflects a strengthened, preventative and trauma-informed response to violence against women and girls. Early intervention is delivering tangible improvements in safety, stability and financial security, particularly for vulnerable women. Domestic abuse pathways have been enhanced through STRIVE, improving early identification, safety planning and access to specialist support. Prevention activity is expanding across schools and communities, supported by workforce development and increased confidence in responding to VAWG. Lived experience is increasingly informing system design and improvement. Continued focus is required to sustain capacity, respond to rising demand and further strengthen primary prevention and early intervention.

✔	**Provide Early & Integrated Support**			Support children. young people, and families early through integrated services				
Lead	Service Manager (Early Intervention)	Progress	100%	Expected Outcome	✔	Priority	WELOIP 1.3	Wellbeing - Poverty	CWP 256 103

Early help services are becoming more integrated, accessible and preventative. Family Wellbeing Hubs and "no wrong door" approaches are enabling earlier engagement and coordinated responses to complex needs. Families are increasingly accessing support before escalation, with improved multi-agency working and clearer pathways across services. Parenting support, mental health provision and targeted interventions are strengthening outcomes and reducing demand on statutory services. Links between early help and safeguarding continue to improve through STRIVE and partnership working. Sustaining consistency and capacity as demand grows remains a key priority.

✔	**Support Care Experienced Young People**			Deliver local accommodation and support for care experienced young people in partnership				
Lead	Senior Manager (Permanence)	Progress	100%	Expected Outcome	✔	Priority	WELOIP 1.3	Wellbeing - Poverty	CWP 256 104

Partnership working is strengthening local accommodation and support for care experienced young people. There is evidence of improved access to first tenancies and support to sustain them, alongside enhanced education pathways and therapeutic provision. The Virtual Headteacher model and targeted programmes are improving engagement and attainment. Strengthened throughcare arrangements and development of the 15+ planning framework are supporting improved transitions to adulthood. While progress is strong, several developments remain at implementation stage and require further evaluation to evidence long-term outcomes, particularly around tenancy sustainment and stability.

✓	**Enhance Workforce & Caregiver Skills**			Enhance workforce and caregiver skills in line with Trauma Knowledge and Skills Framework				
Lead	Depute Chief Executive/Director of Wellbeing	Progress	100%	Expected Outcome	✓	Priority	BtF vii.	Workforce Strategy	CWP 256 105

A strong system-wide approach to workforce development is embedding trauma-informed practice across services. Large-scale training aligned to the Trauma Knowledge and Skills Framework has improved staff confidence, consistency and relational approaches. Professional learning, leadership development and shared frameworks are strengthening the quality of engagement with children, young people and families. This is contributing to improved experiences and outcomes. Ongoing rollout, supported by train-the-trainer models, is supporting sustainability. Continued focus is required to ensure consistent application across all services and respond to emerging development needs.

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

✓	**Implement Transformation Space & Invest to Save**			Implement the Clackmannanshire Transformation Space (CTS) and Invest to Save (ItS) fund, guided by the Citizens Panel and building on FWP approaches				
Lead	Strategic Lead (Community Collaboration & Redesign)	Progress	100%	Expected Outcome	✓	Priority	BV 4.	Being Accountable & Transparent	CWP 256 201

Transformation Space is now established with strong governance, community participation and aligned investment processes. The Community Voice Panel is actively shaping funding decisions, representing a significant shift towards community-led approaches. Investment has been directed towards preventative activity aligned to local priorities, achieving strong early reach and engagement. Delivery has been adaptive, with continuous improvement based on feedback and learning. Confidence and participation from the third sector continues to grow. The programme provides a strong foundation for scaling impact and supporting longer-term system change.

✓	**Leverage Data & Voice Insights**			Leverage data and voice insights to drive impactful decision making				
Lead	Strategic Lead (Community Collaboration & Redesign)	Progress	100%	Expected Outcome	✓	Priority	BtF ix.	Collaborative Community Models	CWP 256 202

Significant progress has been made in integrating data, insight and lived experience into decision-making. Service-level data, population insight and community voice are being used collectively to shape priorities, allocate resources and improve service delivery. Feedback loops are more consistently embedded, ensuring learning informs planning and continuous improvement. Participation structures such as Family Voices and the Community Voice Panel are strengthening the quality, relevance and legitimacy of decisions. The system is increasingly evidence-led and responsive to need.

	Strengthen & Deploy Justice Resources			Strengthen and deploy Community Justice Partnership resources				
Lead	Senior Manager (Justice Services)	Progress	97%	Expected Outcome		Priority	BV 3.	Promoting Equality & Diversity	CWP 256 203

The Community Justice Partnership has strengthened the deployment of resources through effective multi-agency collaboration and increased use of lived experience. Progress includes improved diversion pathways, enhanced recovery support and strengthened transition arrangements for individuals leaving custody. Preventative, person-centred approaches are increasingly embedded across services. Collaborative working with housing, health and justice partners is improving coordination. While progress is positive, further work is required to consistently evidence outcomes and strengthen performance reporting.

	Develop Sustainable Transport Solutions			Develop sustainable transport solutions, including active travel options, in collaboration with key partners				
Lead	Strategic Lead (Community Collaboration & Redesign)	Progress	95%	Expected Outcome		Priority	BtF iii.	Sustainable Transport	CWP 256 204

The Wellbeing Economy Transport Action Plan provides a clear and strategic framework for improving access to sustainable and inclusive transport. Progress includes pilot initiatives, improved partnership governance and development of demand-responsive and active travel options. Some initiatives have demonstrated strong impact, while others require further evaluation. Transport remains a key barrier to access for some communities, and continued effort is required to develop scalable, equitable solutions that support participation in services and opportunities.

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

	Remove Barriers for Vulnerable Groups			Deliver targeted initiatives for vulnerable and disadvantaged groups, removing engagement barriers				
Lead	Senior Manager (Justice Services)	Progress	100%	Expected Outcome		Priority	WELOIP 2.2	Economy & Skills - Economic Opportunities	CWP 256 301

Targeted initiatives are improving engagement and progression for vulnerable and disadvantaged groups. Provision has expanded across community settings, with removal of financial and practical barriers increasing participation. Integrated childcare, employability pathways and tailored interventions are supporting individuals to progress into education, training and employment. There is clear evidence of improved wellbeing, confidence and inclusion. Partnership working is strong, supporting a more coordinated and preventative system. Continued focus is required to address persistent structural barriers.

	Promote Desistance & Diversion from Offending			Promote desistance from offending and diversion from the justice service				
Lead	Senior Manager (Justice Services)	Progress	95%	Expected Outcome		Priority	WELOIP 2.2	Economy & Skills - Economic Opportunities	CWP 256 302

Progress is evident in strengthening diversion from the justice system and supporting desistance through coordinated, multi-agency approaches. Early and Effective Intervention is established and increasingly aligned with whole-family support. Programmes are supporting individuals to engage in positive pathways and reduce reoffending risk. Redesign of unpaid work is strengthening its rehabilitative value. Further development is required to strengthen earlier preventive intervention before offending occurs and to evidence long-term outcomes.

✓	**Improve Attainment & Reduce Poverty Gap**			Improve attainment in Literacy and Numeracy with a focus on the poverty related attainment gap				
Lead	Improving Outcomes Team Leader	Progress	100%	Expected Outcome	✓	Priority	WELOIP 1.2	Wellbeing - Outcomes for Young People	CWP 256 303

Attainment in literacy and numeracy continues to improve, with measurable progress across key stages. Primary attainment has increased, alongside improvements in senior phase literacy. Through targeted interventions and early years investment, outcomes for learners in disadvantaged areas now exceed pre-pandemic levels, indicating meaningful equity progress. Early years numeracy has also improved, supported by enhanced practitioner confidence and planning tools. Overall, impacts include raised attainment, reduced inequity, improved learner engagement and stronger early intervention. Continued focus on sustaining gains and improving progressions at higher levels is required.

✓	**Implement Guidance & Raising Attainment Strategy**			Implement learning, teaching and assessment guidance alongside new Raising Attainment Strategy				
Lead	Improving Outcomes Team Leader	Progress	100%	Expected Outcome	✓	Priority	WELOIP 1.2	Wellbeing - Outcomes for Young People	CWP 256 304

Implementation of learning, teaching and assessment guidance is progressing well, supported by strengthened leadership and professional learning. Improvements are evident in early literacy, communication and learning environments. Inspection evidence is positive overall, though greater consistency is required in pace, challenge and assessment practice. Continued focus is needed to embed high-quality practice across all settings.

✓	**Strengthen Workforce Development**			Strengthen Workforce Development with a specific focus on improving follow up leaver destinations				
Lead	Head of Service (Wellbeing)/Chief Education Officer	Progress	100%	Expected Outcome	✓	Priority	BtF vii.	Workforce Strategy	CWP 256 305

Progress is emerging in improving follow-up destinations for young people facing significant barriers. Targeted programmes are supporting re-engagement, skill development and progression into education, training and employment. Outcomes reflect a “distance travelled” approach, though progression into sustained employment remains limited. Ongoing support is required to strengthen pathways and improve long-term outcomes.

Poverty in our communities is reduced by improving outcomes for all

✓	**Encourage Voice-led Transformation**			Encourage voice-led transformation across services supporting families in or at risk of poverty				
Lead	Senior Manager Inclusion & Partnerships	Progress	100%	Expected Outcome	✓	Priority	WELOIP 1.3	Wellbeing - Poverty	CWP 256 401

Voice-led approaches are embedded across services, with increasing evidence of co-production informing service design and investment decisions. Participation structures are strengthening engagement and ensuring services reflect lived experience. This is contributing to more responsive and preventative approaches. Continued focus is required to ensure inclusion of the most marginalised groups.

✓	**Develop Whole Family Support Approaches**	Develop Whole Family Support (WFS) approaches tailored to community needs

Lead	Senior Manager Inclusion & Partnerships	Progress	100%	Expected Outcome	✔	Priority	BtF ix.	Collaborative Community Models	CWP 256 402

Whole Family Support is progressing through improved integration, earlier intervention and strengthened partnership working. Services are increasingly aligned around family-centred approaches, with improved coordination and flexibility. Implementation remains variable and further work is required to embed consistency and demonstrate long-term impact.

Optimise Income Maximisation & Referral Pathways

Optimise income maximisation opportunities and referral pathways

Lead	Senior Manager Inclusion & Partnerships	Progress	100%	Expected Outcome	✔	Priority	WELOIP 1.3	Wellbeing - Poverty	CWP 256 403

Strong progress is evident in income maximisation, with significant financial gains and improved household stability. Integrated referral pathways, early identification and proactive support are reducing financial hardship and preventing escalation to crisis. Partnership working is contributing to a more coherent and preventative system.

Establish Justice Employability Support

Establish specialist employability support for those with criminal justice experience, including employer engagement

Lead	Senior Manager Inclusion & Partnerships	Progress	98%	Expected Outcome	⚠	Priority	WELOIP 2.1	Economy & Skills - Labour Market & Fair Work	CWP 256 404

Foundations are in place to support employability for individuals with criminal justice experience, with improved integration across services. Progress includes better identification of need and more coordinated support. Further work is required to scale provision and strengthen employer engagement to support sustained outcomes.

People are healthy and active with improved health and wellbeing

Ensure Access to Mental Wellbeing Services

Ensure access to continuum of mental health and wellbeing services for children, young people and families and prioritise prevention - focused mental health and wellbeing initiatives

Lead	Senior Manager (Secondary Education & Communities)	Progress	100%	Expected Outcome	✔	Priority	WELOIP 1.1	Wellbeing - Physical & Mental Health	CWP 256 501

Progress to ensure access to a continuum of mental health and wellbeing services and prioritise prevention is strong with a clear and strengthening focus on early intervention, integrated support, and improved accessibility being demonstrated. A wide range of preventative, partnership-led initiatives across health, education and the third sector are increasingly embedded, supporting children, young people and families at varying levels of need. Targeted programmes and school-based and digital supports show strong engagement and positive outcomes, particularly in emotional wellbeing, resilience and participation. Investment in community and third sector provision, alongside leadership development, is contributing to a more proactive, cohesive system aligned to prevention.While demand and capacity pressures remain, with some challenges in referral pathways and specialist access, overall progress is positive and developing. These efforts are contributing meaningfully to the strategic outcome of improving health and wellbeing and supporting people to be healthier and more active.

Progress Wellbeing Hub & Lochies School Project

Progress the Wellbeing hub and Lochies School project through design to construction

Lead	Senior Manager (Sport & Leisure)	Progress	100%	Expected Outcome	✔	Priority	WELOIP 3.1	Places - Sustainable Places	CWP 256 502

The Wellbeing Hub and Lochies School project is progressing well, with delivery firmly on track and key milestones achieved. The project has successfully moved through design stages to a fixed-price Design and Build contract, providing financial certainty and enabling transition into construction. Build progress is substantial and remains on schedule, despite external challenges, with major structural elements in place and clear timelines towards completion.Robust financial management has maintained the project within budget, while partnership development and service planning are advancing well, supporting future integrated delivery. Community engagement and co-design activity further strengthen inclusivity and local ownership. Overall, the project is progressing very well and is expected to deliver high-quality, integrated facilities that will enhance preventative services and contribute significantly to improved health and wellbeing outcomes for local communities.

Increase Opportunities for Healthier Behaviours

Increase opportunities for healthier behaviours, focusing on those facing inequality

Lead	Senior Manager (Sport & Leisure)	Progress	100%	Expected Outcome	✔	Priority	WELOIP 1.3	Wellbeing - Poverty	CWP 256 503

A wide range of inclusive and accessible initiatives are increasing participation across priority groups and supporting healthier behaviours particularly amongst those facing inequalities. Targeted programmes such as Feel Good Friday and the Family Leisure Pass are effectively reducing financial and social barriers, supporting sustained engagement, confidence and wellbeing among older adults and families. School and community-based interventions, including Active Schools and Riding Beyond Limits, demonstrate high participation and strong impact, particularly for disadvantaged groups and those with additional support needs. Preventative approaches are well embedded through youth, library and nutrition programmes, promoting early behaviour change and social connection. Work to address gender inequality and wider system indicators, such as improved school attendance, further highlight positive outcomes. Overall, progress is delivering meaningful improvements in participation and wellbeing, contributing strongly to reduced inequalities and improved health.

Develop Health & Wellbeing Measures & Targets

Develop shared measures and targets to improve community health and wellbeing

Lead	Depute Chief Executive/Director of Wellbeing	Progress	100%	Expected Outcome	✔	Priority	WELOIP 1.3	Wellbeing - Poverty	CWP 256 504

Progress against the strategic action to develop shared measures and targets to improve community health and wellbeing is strong, with a comprehensive Outcomes Improvement Framework (OIF) now established. This provides a structured, evidence-based approach to measuring impact, linking activities and resources to outcomes, and strengthening accountability, transparency and continuous improvement. The framework integrates core, contextual and supplementary indicators, enabling a more balanced and nuanced understanding of progress across the strategic outcomes. The OIF is further strengthened through alignment with national developments, including contribution to the Scottish Government's Whole Family Support Framework. The introduction of the Transformation Space and citizen panel also supports shared measurement by embedding community voice in decision-making and resource allocation.While challenges remain around data consistency and reporting timelines, overall progress is positive, providing a robust foundation for informed decision-making and improved health and wellbeing outcomes.

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

Champion UNCRC & The Promise

Champion UNCRC and the Promise across all policies and services

Lead	Senior Manager (Secondary	Progress	100%	Expected Outcome	✔	Priority	BV 3.	Promoting Equality & Diversity	CWP 256 601

	Education & Communities)								

Clackmannanshire is making strong progress in embedding UNCRC and The Promise through a coherent, whole-system rights-based approach. Services increasingly reflect GIRFEC principles, with preventative, family-centred support such as the Young Parents' Project demonstrating a commitment to early intervention and family stability. Implementation of the UNCRC Act is advancing across Directorates, supported by governance structures, improved child-friendly complaints processes and preparation for statutory reporting. Education continues to lead a strong rights culture with full engagement in Rights Respecting Schools. Children's rights are promoted through events and ensuring meaningful involvement in decision-making. National leadership is evident through full engagement in Keeping the Promise Awards and training. Partnerships and targeted initiatives are improving outcomes for care-experienced young people, alongside growing opportunities for young people to influence resource allocation and future priorities.

	Improve Experiences for Children with Disabilities			Direct support and resources to improve experiences for children with disabilities				
Lead	Senior Manager (Secondary Education & Communities)	Progress	98%	Expected Outcome	Priority	BV 3.	Promoting Equality & Diversity	CWP 256 602

Clackmannanshire has made meaningful progress in improving experiences for children with disabilities, with stronger early intervention, partnership working and workforce development. Specialist services such as Play Alloa and ASN childcare continue to support inclusion, wellbeing and access to play and learning. Partnership with Speech and Language Therapy has had significant impact, reducing demand for specialist referrals through early support and building staff confidence via training and coaching. Despite rising demand and workforce pressures, services have been sustained through targeted resources and expanded provision, including new providers and autism support initiatives. Waiting lists have begun to reduce, supported by short-term capacity measures. Challenges remain in meeting complex needs and supporting transitions to adulthood, with a growing strategic focus on sustainability, commissioning and integrated service delivery to improve long-term outcomes.

	Target Additional Support for Learning Resources			Support learning potential by targeting Additional support for Learning resources effectively				
Lead	Senior Manager (Secondary Education & Communities)	Progress	100%	Expected Outcome	Priority	BV 2.	Ensuring Services are Sustainable	CWP 256 603

Good progress has been made in improving how ASL resources are targeted, with clearer guidance, stronger early intervention and increased professional confidence across schools and ELCs. The refinement of IRG processes has reduced inappropriate specialist placements and strengthened inclusive, solution-focused practice. New guidance, including the ASL Professional Learning Framework, has improved clarity and consistency, supported by ongoing consultation and review. Strategic developments, including an ASN Review Group and a new specialist team (from August 2026), are strengthening capacity to meet complex needs. Workforce development has been a key strength, particularly for learning assistants, alongside rights-based training with Enquire. Educational Psychology Service support is highly valued and has resultant positive impact.Overall, more effective and sustainable targeting of ASL resources is emerging. Whilst these developments are improving the system's ability to respond to need, demand continues to grow, with increasing numbers of children and young people requiring support, greater complexity of presentation, and ongoing pressures on staffing and specialist services which will require continued strategic investment and careful prioritisation of resources.

	Facilitate Offender Reintegration			Facilitate reintegration of offenders into the community				
Lead	Senior Manager (Justice Services)	Progress	95%	Expected Outcome	Priority	BV 3.	Promoting Equality & Diversity	CWP 256 604

Positive progress has been made in strengthening reintegration pathways, with earlier engagement, improved continuity of support and stronger partnership working. Unpaid

work is increasingly recognised as a rehabilitative and community-focused intervention, with growing confidence in its impact. Expanded employability support, including a new pilot funded through the Local Employability Partnership, targets key transition points such as pre-release and completion of unpaid work. Earlier engagement with all individuals appearing in court has increased access to preventative support. The introduction of the national Upside Service has enhanced throughcare for short-term prisoners, supporting earlier planning and improved release readiness. Multi-agency collaboration continues to address housing, health, employability and wellbeing needs. Overall, a more preventative, inclusive and coordinated approach is improving reintegration outcomes and community safety.

	Embed Voice & Co-design			Embed voice and co-design in all policy and service development				
Lead	Strategic Lead (Community Collaboration & Redesign)	Progress	100%	Expected Outcome		Priority	BV 5.	Engaging with Local Communities	CWP 256 605

Positive and sustained progress has been made in embedding voice and co-design, with children, young people and families increasingly shaping services in meaningful ways. Practice is becoming more person-centred and responsive, as seen in the Young Parents' Project, where support is tailored to individual needs and experiences. Co-design is well established in youth justice transformation, ensuring young people's voices influence policy and service design. Tangible outputs include child-friendly materials and digital tools developed directly with young people, improving accessibility and understanding. Participation is increasingly structured and joined-up across key groups, strengthening consistency and influence. Family voice is also embedded through the Family Voices group, informing system change. There is clear cultural shift from consultation to co-production, with voice driving more inclusive, rights-based and responsive services.

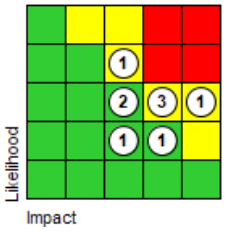
Appendix 3

Directorate of Wellbeing Risk Register

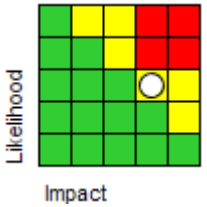
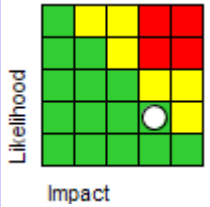
Community Wellbeing Plan End of Year Report 2025-2026

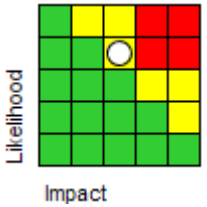
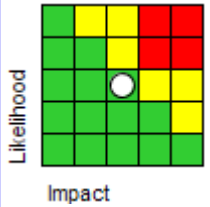
Risk Register Summary

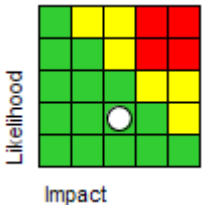
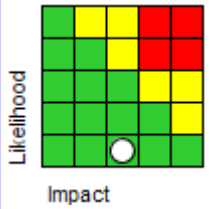
In addition to those below, the People Directorate also leads work on Corporate Risks including those regarding Poverty Levels and Compliance with the UN Convention on the Rights of the Child (UNCRC), as well as being directly involved in the risk regarding Condition of the School Estate. The detail of these can be found in quarterly Corporate Risk reports to Audit & Scrutiny Committee.

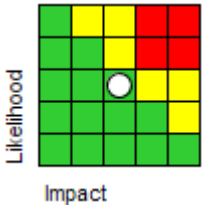
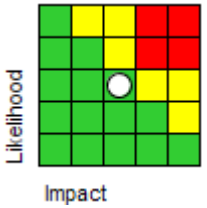
Register	Score Distribution	Code	Title	Score	Status	Approach	Change	Owner
PPL DRR People Directorate Risk Register		PPL DRR 001	Grading of below 'Good' in Early Learning and Childcare establishment gradings	12		Treat		Senior Manager, ELCs & Primaries
		PPL DRR 002	Harm to Children	6		Treat		Senior Manager, Care & Protection
		PPL DRR 003	Failure to recruit Primary Leadership positions	9		Treat		Chief Education Officer
		PPL DRR 004	Failure to close the attainment gap	8		Treat		Chief Education Officer
		PPL DRR 005	Inability to recruit & retain qualified Social Work staff	12		Treat		Chief Social Work Officer
		PPL DRR 006	Lack of investment in Library Service improvement	12		Treat		Senior Manager, ELCs & Primaries
		PPL DRR 007	Insufficient resources to meet learners' needs	15		Treat		Senior Manager, Additional Support Needs
		PPL DRR 008	Failure to meet timeline of Wellbeing Hub and Lochies School	12		Treat		Senior Manager, Sport & Leisure
		PPL DRR 009	Failure to meet national expectations regarding staffing (teachers)	9		Treat		Chief Education Officer

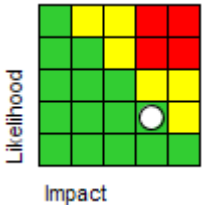
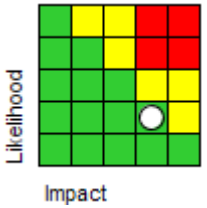
Directorate of Wellbeing Risk Register

		Grading of below 'Good' in Early Learning and Childcare establishment gradings	Senior Manager, ELCs & Primaries	Current Score	12	Target Score	8
Risk		Risk of ELC establishments not achieving gradings of 'Good' or above through inspection by the Care Inspectorate and the reputational damage this would bring to the Council.					
Potential Impact		All ELCs are expected to meet the national standard of Good or above in each area of a Care Inspectorate Inspection. There is a risk that if ELCs do not achieve this, there would be serious reputational damage to the Council and a requirement for the ELC concerned to be placed on a Service Improvement Plan and monitored, also leading to potential workforce harm.					
Note		Care Inspectorate Inspections provide written reports and gradings and are conducted at regular intervals. Post Covid, Early Learning and Childcare settings (ELCs) were prioritised for inspection according to the risk they presented e.g. parental complaints, number of incidents and near misses. Whilst an element of prioritising remains, inspections have now mainly returned to a 2-3 year cycle. A new national framework for inspection was launched in September 2025. This is used by both HMIe and the Care Inspectorate. Clackmannanshire has 14 Local Authority ELCs; 10 classes and 4 extended year standalone ELCs. In addition, we have 5 partner ELC providers and 17 childminders. Our current partner contracts expire on 31 July 2026 with procurement in progress. There is potential for new partnerships following the outcome of the procurement process. Current controls have supported an increase in the number of ELCs graded as good or above by the Care Inspectorate with a return to the top quintile within the LGBF, however due to potential changes ahead risks remain.					
Related Actions		Increased level of Quality Assurance and implementation of key networks across the sector to mitigate against the risk of below Good gradings. Deliver targeted initiatives for vulnerable and disadvantaged groups, removing barriers to engagement. Enhance workforce and caregiver skills in line with the Trauma Knowledge and Skills Framework. Consistent focus on early intervention, inclusion and family wellbeing. Support children, young people and families early through integrated services.		Existing Controls	- Local Outcomes Improvement Plan Community Wellbeing Plan - Validated Self Evaluation Visits - Audit & Scrutiny Committee		

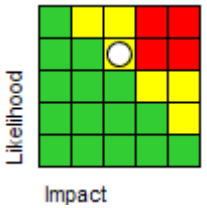
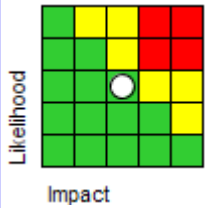
	Inability to Recruit & Retain Qualified Social Work Staff	Chief Social Work Officer		Current Score	12	Target Score	9
Risk	Current labour market challenges, particularly in the Social Work field, result in inability to recruit and retain qualified staff.						
Potential Impact	Difficulty in attracting and retaining qualified social work professionals may lead to increased workloads/caseload ratios, reduced service quality and insufficient staff to meet statutory responsibilities, possible impacts on individuals & communities, with associated legal & reputational implications.						
Note	The social work sector is experiencing high demand for qualified professionals, but the supply of social workers is not keeping pace. There is a challenge in attracting and retaining qualified staff in a sector facing increased demand and limited resources, making it difficult to fill vacant positions.						
Related Actions	Several initiatives are in place, including flexible working and an enhanced induction programme, strategic workforce planning, investment in professional development and support to gain additional qualifications. There is ongoing monitoring of vacancy rates and staff turnover. Recruitment of statutory posts is prioritised, as is statutory training.		Existing Controls	- Social Services Supervision policy - Staff induction and Development - Strategic Workforce Plan			

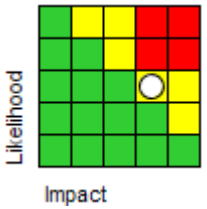
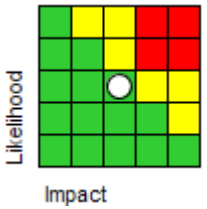
	Harm to Children	Senior Manager, Care & Protection		Current Score	6	Target Score	3
Risk	A lack of capacity, stability or skillset in key roles limits the Council's ability to fulfil statutory requirements and intervene to identify and reduce risk of serious harm to a child/children.						
Potential Impact	Effects of injury or death on individual, family, friends & staff, reputational & legal implications, with associated costs, as well as impact of reputational damage & negative publicity on morale, workforce development and sustainability.						
Note	The e-IRD system enables real time response to children at risk of harm for assessments and interventions. The Scottish Child Interview Model team is fully embedded, undertaking 100% of joint interviews. Whilst the risk continues to reduce, its significance means it is appropriate for constant review of this register.						
Related Actions	Clackmannanshire's Promise Plan 2023-26, Child Protection Committee Risk Register - ongoing review & mitigations, Children's Services Plan 2024-26.		Existing Controls	Child Protection Procedures Child Protection Committee Public Protection Chief Officers Group Local Outcomes Improvement Plan			

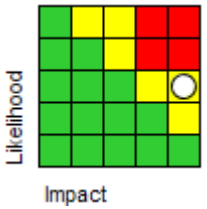
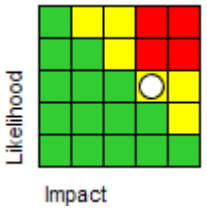
	Failure to recruit Primary Leadership positions	Chief Education Officer		Current Score	9	Target Score	8
Risk	The Service may struggle to recruit and retain senior leaders within primary schools due to the national shortage of people willing to undertake such roles, posing a risk to Strategy, Workforce, Governance and Reputation.						
Potential Impact	Changes in leadership and /or acting positions can lead to periods of uncertainty for staff, families and communities, whilst failure to recruit and retain senior leaders puts the council at risk of reputational damage and low morale amongst the existing workforce. Such change and uncertainty may interrupt improvement, slow down progress and may be evident in inspection gradings as part of external scrutiny, with resultant possible impacts on individuals & communities and associated legal & reputational implications.						
Note	Over the past year, we have strengthened workforce capacity through targeted professional learning opportunities and enhanced support for school leaders. There has been a strong uptake in leadership development, with several staff applying for and successfully completing the Into Headship professional learning programme. In addition, we continue to see healthy engagement from leaders across Education (including ELC) participating in the Columba 1400 Leadership Academies. We have also successfully recruited to a number of Head of Establishment and Depute Head of Establishment posts over the past year, which has significantly helped to build leadership capacity and resilience within the system.						
Related Actions	Strengthen Workforce Development and address any issues. Continued collaboration and partnerships to develop a coherent and whole systems approach and whole family approaches to tackling local and national priorities. Scottish Government has acknowledged the challenges in recruitment and has established a Headteacher Recruitment and Retention Working Group to address these issues.		Existing Controls	- Recruitment & Retention Policy - Staff Induction Programmes - Professional Learning Opportunities			

	Failure to close the attainment gap	Chief Education Officer		Current Score	8	Target Score	8
Risk	There is a risk to the Council's reputation if there is failure to close the poverty related attainment gap between young people from more and less deprived areas due to financial pressures, workforce issues or wider economic, demographic and poverty-related issues.						
Potential Impact	The risk of not closing the attainment gap could harm the Council's reputation, as young people would fail to reach their potential because of socio-economic disadvantage. This could have longer term impacts on social mobility, poverty, life chances and economic growth, plus implications for inspection gradings and funding.						
Note	In primary schools, attainment has improved for learners in both Quintile 5 (Q5) and Quintile 1 (Q1). However, while progress has been positive for learners in Q1, it has not been at the same rate as Q5, resulting in the attainment gap remaining despite overall improvements.						

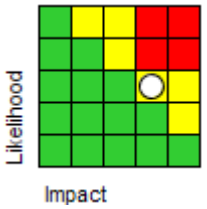
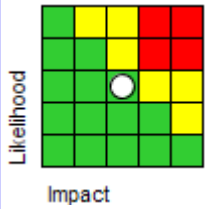
	In secondary schools, attainment continues to present challenges. Since the COVID period, a higher proportion of S4 learners from areas of poverty have chosen college or employment pathways rather than remaining within the senior phase of school. While these are positive and appropriate destinations for many young people, this shift has impacted on traditional attainment measures and contributes to the ongoing challenge of closing some gaps. Importantly, tracking data indicates that for learners who remain in the senior phase, performance has improved. Attainment for both Q1 and Q5 learners currently in S4–S6 is stronger than pre-COVID levels, suggesting that targeted support, improved tracking, and curriculum adaptation are having a positive impact for those learners. This improvement is evident across a range of measures and demonstrates increased resilience and engagement among senior phase learners who remain in school. Schools continue to work closely with Education Scotland to strengthen curriculum offers, widen and improve pathways, and ensure targeted support for learners affected by poverty. Closing the attainment gap remains a priority, with a continued focus on both attainment and wider achievement, alongside recognising and valuing positive post-school destinations for all learners.			
Related Actions	Deliver targeted initiatives for vulnerable and disadvantaged groups, removing barriers to engagement. Improve attainment in Literacy and Numeracy, with a focus on the poverty elated attainment gap. Implement learning, teaching and assessment guidance as part of the development of a new Raising Attainment Strategy. Strengthen workforce development with a specific focus on improving follow-up leaver destinations so that initial destinations are sustained. Support learning potential by targeting Additional Support for Learning resources.		Existing Controls	Education Senior Management Team Strategic Equity Funding National Improvement Framework Validated Self Evaluation Visits

	Inability to Recruit & Retain Qualified Social Work Staff	Chief Social Work Officer	Current Score	12	Target Score	9
Risk	Current labour market challenges, particularly in the Social Work field, result in inability to recruit and retain qualified staff.					
Potential Impact	Difficulty in attracting and retaining qualified social work professionals may lead to increased workloads/caseload ratios, reduced service quality and insufficient staff to meet statutory responsibilities, possible impacts on individuals & communities, with associated legal & reputational implications.					
Note	The social work sector is experiencing high demand for qualified professionals, but the supply of social workers is not keeping pace. There is a challenge in attracting and retaining qualified staff in a sector facing increased demand and limited resources, making it difficult to fill vacant positions.					
Related Actions	Several initiatives are in place, including flexible working and an enhanced induction programme, strategic workforce planning, investment in professional development and support to gain additional qualifications. There is ongoing monitoring of vacancy rates and staff turnover. Recruitment of statutory posts is prioritised, as is statutory training.		Existing Controls	- Social Services Supervision policy - Staff induction and Development - Strategic Workforce Plan		

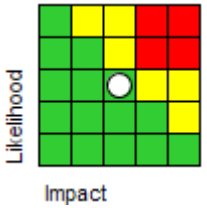
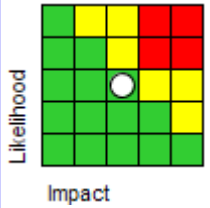
	Lack of investment in Library Service improvement	Senior Manager, ELCs & Primaries		Current Score	12	Target Score	9
Risk	Lack of investment in library service improvement resulting in community spaces being devalued.						
Potential Impact	Following a re-design, Clackmannanshire's main Library located in the Speirs Centre and new community based library service delivery model is at the earliest stages of implementation. The new delivery model will develop over the next 12 months. Due to staffing changes, recruitment provides a further opportunity to shape the service, however there is some potential threat to recruitment due to recent re-design and branch closures resulting in a perception that the service could be at risk This could lead to harming the Council's reputation whilst having a detrimental impact on individuals and/or communities.						
Note	Our cost per visit 2024/25 is in line with our family group median and the Scottish average. The last customer satisfaction survey conducted by SLIC in 2023 stated: 84.9% of responders said that the library service was very important to them, whilst 93.5% either agreed or strongly agreed that the library service improved their quality of life. Local consultation through Citizen Space in 2025 identified 85.36% of responders said the library service was very important to them, whilst 81.7% either agreed or strongly agreed that the library service improved their quality of life.						
Related Actions	Maintain a focus on collaboration and co-design, leading to service improvement so that our library service will be valued by communities, served by a skilled workforce supporting the needs of our communities. A consultation for improvement conducted in 2025 informed plans for improvement, with the initial implementation of the new service delivery model on track for April 2026. Implement the Clackmannanshire Transformation Space and Invest to Save fund, guided by the Citizens' Panel and building on Family Wellbeing Partnership approaches. Embed voice and co-design in all policy and service development		Existing Controls	- Library Services Plan - Local Outcomes Improvement Plan			

	Insufficient resources to meet learners' needs	Senior Manager, Additional Support Needs (ASN)		Current Score	15	Target Score	12
Risk	Increased cases of children and young people with Neurodevelopmental Disorders (NDD) is putting a strain on resources to deliver Section 15 of the Standards in Scotland's Schools etc. Act 2000, which introduced a 'presumption of mainstreaming' for children and young people with Additional Support Needs (ASN).						
Potential Impact	If the Council is unable to fully meet the needs of all learners, there is a risk of failure to adhere to the legislative duties outlined in Section 15 of the Standards in Scotland's Schools Act 2000, namely that children and young people should learn in a mainstream environment except in particular circumstances. Additionally, this could harm the wellbeing, achievement and life chances of individuals and the reputation of the Council.						
Note	Demand for Additional Support for Learning (ASL) continues to increase in scale and complexity both nationally and locally. The Final Progress Report of the National Additional Support for Learning Review (March 2026) concludes that, while Scotland has a strong legislative framework and progress has been made against the Morgan Review recommendations, delivery remains inconsistent and under sustained pressure, with support not always available at the right time and systems struggling to keep pace with levels and complexity of need that have evolved faster than the infrastructure designed to support them. In						

	Clackmannanshire, these national pressures are intensified by consistently higher levels of identified ASN than the national average across all deprivation quintiles, an 84% increase in recorded ASN between 2014 and 2023, and a 61% increase in Educational Psychology referrals since 2019, with growing prevalence of complex neurodevelopmental need, particularly autism spectrum conditions. This has significantly increased reliance on staffing-intensive and individualised support within mainstream settings. While the Council remains committed to inclusive education and the presumption of mainstreaming, the pace, scale and complexity of ASN demand are now placing sustained pressure on financial sustainability, workforce resilience and service capacity. There is an increasing strategic risk that the Council's ability to deliver timely, equitable and sustainable support, in line with statutory duties, may be compromised. This risk is heightened by the UNCRC (Incorporation) (Scotland) Act 2024 and the conclusions of the ASN Review Final Progress Report, which together reinforce expectations around children's rights to have their voices heard, to access proportionate support without delay and to experience consistent delivery within available public resources.			
Related Actions	The ASN Review Group and the Wellbeing and Inclusion Empowerment Group, have considered feedback from parents/carers, children, young people and staff, examining what the data shows regarding this increase in numbers. This has resulted in the establishment of a Flexible Learning Outreach Team, creating diversity in our current offer for children and young people with complex NDD profiles, whilst retaining and extending expertise within local authority staffing, working in partnership with others, as well as minimising the risk of placement breakdowns, and avoiding costly placements outwith Clackmannanshire, offer significant positive benefits to our children and their families.		Existing Controls	- Local Outcomes Improvement Plan - Community Wellbeing Plan - Additional Support for Learning Strategy - Validated Self Evaluation Visits

	Failure to meet timeline of Wellbeing Hub and Lochies School	Senior Manager, Sport & Leisure	Current Score	12	Target Score	9
Risk	Delay to the construction, completion and handover of the Wellbeing Hub and Lochies School and the resultant implications.					
Potential Impact	Delay to the operation of the Wellbeing Hub could potentially result in loss of revenue and reputational damage. Additionally, a delay to migration of Lochies in time for October term could lead to the risk of harm not only to the reputation of the Council but to the families, individuals and communities affected.					
Note	Contract signed in September 2025 with a revised completion date of September 2027. The Construction programme is currently on schedule however, there is very limited flexibility in the programme to adjust to any delays caused by severe weather, delivery issues etc. Complexity and volume of operational preparations (recruiting, training a full complement of staff to coincide with handover, operational documentation etc.) could place significant pressure in the coming year.					
Related Actions	Fully costed and timetable construction schedule: - RCCE, Hubco and T&A has finalised programme. Currently in Steel frame phase – on schedule. Should walls and roof be completed on schedule, poor winter weather should be largely mitigated. Procurement for loose Equipment, LMS, Fitness provider (rental), Marketing all commenced. Recruitment requires input from across the council. Training and recruitment plan being established with input from partners. Contingency plans addressing delays: Contingency for Lochies, staff		Existing Controls	- Project Board Oversight of project timetable and comms plan - External scrutiny on Construction and technicals (Hubco and T&A)		

	training/utilisation and comms plan for public awareness to be considered.			- Capitalise resources to establish work strategies

	Failure to meet national expectations regarding staffing (teachers)	Chief Education Officer	Current Score	9	Target Score	9	
Risk	The impact of national discussions on proposed reduction in class contact time for teaching staff and the implications for the local authority.						
Potential Impact	Non contact time for teachers is in the Scottish Government Manifesto from 2021, reducing contact time by 90 minutes per week, from 22.5 to 21 hours. There has been a delay in decision making at national level on implementation, however when it is actioned, we would potentially require additional staffing in secondary establishments and recruiting such staff, particularly in shortage subjects, would prove difficult. Schools would have to reduce the curricular offer, thereby disadvantaging our young people who want to pursue particular pathways. Potential industrial action if COSLA and the Scottish Government can't reach an agreement. Risk Categories: Governance, Wellbeing, Workforce, Continuity.						
Note	Staffing levels have been maintained in line with Scottish Government expectations. While, as a council, we had previously agreed to make some reductions in teacher numbers in response to falling school rolls, this position has now changed. We are no longer planning to implement these reductions. This is primarily due to the need to plan for new national expectations around reductions in teachers' class contact time (non-contact time). Once these changes are fully implemented, additional teacher capacity will be required to ensure schools can continue to operate effectively while meeting contractual and professional requirements. As a result, workforce planning is now focused on maintaining, and, where necessary, increasing, teacher numbers to meet these new expectations, rather than reducing staffing levels. The risk scores remain the same for staffing, due to the demands ahead to support the reduction in class contact. It will require further recruitment and retention to meet this new demand.						
Related Actions	Stay informed with developments at national level between Scottish Government and COSLA. Attendance at Association of Directors of Education in Scotland (ADES meetings).		Existing Controls	- ADES - COSLA - Bi-partite			

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

Title: Community Wellbeing Plan 2025-2026 Year End Report

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

The Community Wellbeing Plan year-end report delivers positive impacts across equality groups, with a strong focus on reducing inequalities, improving access to early help, and embedding a rights-based, inclusive approach. Evidence shows improved outcomes for vulnerable children and families, increased participation in learning and employment, enhanced mental health and wellbeing, and more coordinated support through Whole Family Support and partnership delivery.

Summary of actions taken because of this assessment:

Actions taken as a result of this assessment include strengthening and embedding a whole-system, rights-based approach to service delivery, ensuring equality and inclusion are integral to all planning and decision-making. This has involved scaling early intervention and Whole Family Support, improving access to coordinated services through hubs and partnership working, and targeting resources towards vulnerable and disadvantaged groups to reduce inequalities. Community voice have been further embedded to ensure services reflect lived experience, while data and insight are being used more effectively to monitor impact and inform resource allocation. In addition, steps have been taken to address identified pressures by enhancing workforce capacity, improving access to mental health and wellbeing support, and tackling structural barriers such as poverty, transport and access to services.

Ongoing actions beyond implementation of the proposal include:

Refined Strategic Outcomes and revised Strategic Actions for 26/27 will be integrated into the Wellbeing Directorate, Community Wellbeing Plan 26/27

Lead person(s) for this assessment:
Judith Morrison, Improving Outcomes Engagement Officer

Senior officer approval of assessment:
Catriona Scott and Veronica Cully, Senior Managers

Date: 30th June 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 2025/26 Year End Report. The report provides a retrospective assessment of progress against the approved Community Wellbeing Plan 2025/26 and does not establish new policy, allocate resources, alter service provision or introduce new strategic priorities.

2. Why is the proposal required?

The report is required to provide performance monitoring, accountability and assurance regarding delivery of the approved Community Wellbeing Plan 2025/26 and statutory duties. The report itself does not create new impacts; rather, it reports on impacts arising from implementation of existing plans and activities during 2025/26.

3. Who is affected by the proposal?

Publication of the Year End Report does not directly affect any individual or group. However, the report describes outcomes experienced by a wide range of population groups and this assessment considers whether the evidence presented demonstrates differential impacts for equality groups, communities and people experiencing socio-economic disadvantage.

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 Strategy2022-2025
- Additional Support for Learning Strategy2024-2027
- 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

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:

No. This assessment relates to a retrospective performance and assurance report and does not constitute a new strategic decision. The report does not approve policy changes, allocate resources, commission services or alter strategic priorities. However, this assessment has been completed voluntarily as good practice due to the report's focus on outcomes, inequalities and community wellbeing.

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 2025/26 Year End Report. Outcomes Improvement Framework. Administrative data and service data. Partnership data from Council services, NHS Forth Valley and third sector organisation. Lived experience and community feedback (e.g. Family Voices, community panels and engagement activity)	The evidence indicates that this group is experiencing improved access to early, coordinated support, leading to better outcomes. For children and young people, there are clear improvements in safety, safeguarding, education and mental health, reflecting the positive impact of early intervention and integrated services. Young people are also benefiting from increased opportunities to engage in education, training and employment, with smoother transitions into positive destinations and reduced barriers to participation. For adults and families, the experience shows greater access to employability support, financial advice and whole-family services, helping to improve financial stability and reduce poverty-related pressure. Overall, the evidence suggests that the proposal is improving outcomes and reducing inequalities, with services becoming more accessible, preventative and better coordinated for people across different age groups
Disability	As above	Evidence suggests that people with disabilities are more likely to experience poverty and poorer outcomes. Families supporting children and young people with additional support needs may face multiple and overlapping barriers relating to income, participation and access to services. The Report addresses Additional Support Needs (ASN), promotes inclusive education and ensures access to mental health and wellbeing services. The report provides substantial and detailed evidence in relation to disability (particularly children and young people with additional support needs or complex disabilities). Overall, it shows progress in early intervention and inclusion but also highlights significant ongoing challenges and inequalities. There is clear evidence of improved early intervention, especially through: • Targeted ASN support Early Learning and Childcare (ELC) settings e.g. Play Roots

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).
		• Integrated family support and safeguarding systems
Race	As above	The report focuses strongly on inequality, disadvantage and vulnerability, mainly framed around poverty, disability, justice involvement, age, and gender (particularly women and girls). rather than race. However, all work to address poverty (e.g. Tackling Poverty Partnership plan, Family Wellbeing Partnership and Child Wellbeing Partnership (All Age Childcare) and takes cognisance that to tackle child poverty successfully, actions deliver for the families at greatest risk of poverty, which includes priority families (including minority ethnic families.
Sex		Women experiencing poverty, caring responsibilities or domestic abuse may experience multiple and overlapping disadvantages which can impact wellbeing, financial security and participation. Analysis suggests the Plan is having a positive and increasingly preventative impact, particularly for women. Progress in 2025/26 shows a clear shift towards early intervention and strengthened system responses, especially in relation to domestic abuse and gender-based violence (GBV). This includes improved safeguarding pathways and coordinated action through partnerships such as the Violence Against Women and Girls Partnership, alongside integration across wider plans. There is targeted support for vulnerable women, with integrated early intervention models (e.g. the Young Parents' Project) contributing to greater safety, stability, and improved outcomes. Prevention activity has also expanded across schools and communities, including programmes such as Mentors in Violence Prevention and Get SET Girls, which build awareness, confidence, and support early identification of risk. In addition, early years prevention approaches, such as the 'Think Equal' programme, are helping to promote empathy, respect, and healthy relationships from a young age, supporting longer-term cultural change.
Gender Reassignment		Plan supports inclusive environments and services for LGBTQ+ youth, including co-design and participation.

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).
		There is no detailed data on the experiences and needs of LGBTQ+ individuals, especially adults within the report.
Sexual orientation		The Report emphasises Human rights and tackling inequalities (Outcome 6) and participation, inclusion, and voice across communities It uses a whole-population / whole-system approach rather than focusing on specific equality groups.
Religion or Belief		The Plan supports inclusive service design and community engagement that respects cultural and religious diversity. Data on how religious or belief-based needs are being met is not within the scope of the report.
Pregnancy or maternity		Report indicates a clear and positive impact on people experiencing pregnancy and maternity, particularly through early intervention, targeted support, and preventative approaches.
Marriage or civil partnership (only the first aim of the Duty is relevant to this protected characteristic and only in relation to work matters)		The Report does not contain specific provisions or impacts related to marital or civil partnership status.
Socio economic disadvantage (if required)		Evidence indicates that socio-economic disadvantage often overlaps with other protected characteristics, particularly disability, age, caring responsibilities and gender. Individuals and families experiencing multiple forms of disadvantage may face additional barriers to participation, employment, education, health and wellbeing, and are therefore a key focus of preventative and targeted support. The Report shows a strong and positive impact on people experiencing socio-economic disadvantage and directly targets poverty and inequality, with support such as income maximisation, employability, and financial inclusion. There has been a clear shift towards early intervention and prevention, helping people access support sooner and avoid crisis.

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).
		Whole Family Support and integrated services have improved access, reduced complexity, and provided more coordinated care. Actions to reduce barriers (e.g. cost, transport, childcare) have made services more accessible. Increased community involvement and community decision making has helped ensure services better meet local needs. The Report delivers a significant positive impact, improving access, stability, and outcomes for disadvantaged individuals and families.

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	
potential for developing good relations	x			Partnership working and collaboration.
potential to advance equality of opportunity	x			Continued delivery of early intervention, Whole Family Support and participation opportunities will help improve outcomes and reduce inequalities across age groups.

Disability	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	
potential for developing good relations	x			
potential to advance equality of opportunity	x			Inclusive approaches, ASN support and coordinated family services will continue to improve access, participation and outcomes for people with disabilities. No significant negative impacts relating to disability have been identified, this will remain a key area of focus given the increasing demand for services and the complexity of needs identified across the system

Race	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	
potential for developing good relations	x			
potential to advance equality of opportunity	x			Whilst direct race-related evidence is limited, available evidence suggests that anti-poverty and inclusion activity is likely to benefit minority ethnic families.

Sex	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	
potential for developing good relations	x			
potential to advance equality of opportunity	x			The Plan advances equality of opportunity between sexes by prioritising the safety and wellbeing of women and girls, improving access to services through childcare, Whole Family Support and targeted interventions, and removing barriers to participation, employment and community engagement. It strengthens prevention of gender-based violence, promotes participation in health and community activities, and embeds lived experience in service design and delivery. Support for boys and men is also available through wider wellbeing and prevention approaches. Overall, the focus is on sustaining and scaling existing preventative and targeted activity to improve outcomes and reduce inequalities.

Gender Reassignment	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	
potential for developing good relations	x			Partnership working and collaborative efforts to achieve outcomes.
potential to advance equality of opportunity	x			Evidence relating specifically to gender reassignment is limited; however, inclusive and rights-based approaches support equitable access and participation.
Sexual Orientation	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	
potential for developing good relations	x			Partnership working and collaborative efforts to achieve outcomes.
potential to advance equality of opportunity	x			Evidence relating specifically to sexual orientation is limited; however, available evidence suggests that inclusion, participation and human rights approaches support positive outcomes.

Religion or Belief	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	
potential for developing good relations	x			Partnership working and collaborative efforts to achieve outcomes.
potential to advance equality of opportunity	x			Services will continue to be delivered in a culturally sensitive and inclusive way that respects different faiths, beliefs and backgrounds

Pregnancy/maternity	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	
potential for developing good relations	x			Partnership working and collaborative efforts to achieve outcomes.
potential to advance equality of opportunity	x			

Marriage/civil partnership	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 (only the first aim of the Duty is relevant to this protected characteristic and only in relation to work matters)			x	No specific impacts identified.

Socio-economic disadvantage	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
	Yes	No	No impact	
(If required) Will the proposal reduce inequalities of outcome caused by socio-economic disadvantage?	x			The Plan will continue to support improved outcomes for people experiencing disadvantage through preventative, inclusive and coordinated approaches that help reduce inequalities and improve access to opportunities and support

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 2025/2026 and approaches align with 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:**

Ongoing discussion and review of the community Wellbeing Plan as part of the Wellbeing SMT discussions and at associated partnership and Community Planning Partnership forums (e.g. Tackling Poverty Partnership).

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.**

No post-implementation actions are required as a result of publication of this report. This report informs the refreshed Community Wellbeing Plan 26/27. Equality, human rights and socio-economic outcomes will continue to be monitored through the Community Wellbeing Plan performance framework, Outcomes Improvement Framework and bi-annual reporting arrangements.

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

No post-implementation actions are required as a result of publication of this report. This report informs the refreshed Community Wellbeing Plan 26/27. Equality, human rights and socio-economic outcomes will continue to be monitored through the Community Wellbeing Plan performance framework, Outcomes Improvement Framework and bi-annual reporting arrangements.

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

On the development of the Community Wellbeing Plan 2026/2027.

Step G – Assessment sign off and approval

Lead person(s) for this assessment:

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

Date: 10 July 2026

Senior officer approval of assessment:

Signed: **Catriona Scott**

Date: 10July 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.