



**Clackmannanshire
Council**

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Greenfield, Alloa, Scotland, FK10 2AD (Tel.01259-450000)

Clackmannanshire Council

Thursday 15 December 2011 at 9.30 am

Venue: Council Chamber, Greenfield, Alloa, FK10 2AD

Date	Time
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Clackmannanshire Council

There are 32 Unitary Councils in Scotland. Clackmannanshire Council is the smallest mainland Council. Eighteen Councillors are elected to represent the views of the residents and businesses in Clackmannanshire. The Council has approved Standing Orders that detail the way the Council operates. Decisions are approved at the 6 weekly meetings of the full Council and at Committee Meetings.

The Council is responsible for approving a staffing structure for the proper discharge of its functions, approving new policies or changes in policy, community planning and corporate governance including standards of conduct. Co-option of religious representatives in respect of Education policy decisions is also a Council responsibility.

The Council has further responsibility for the approval of budgets for capital and revenue expenditure, it also has power to make, alter or cancel any scheme made under statute and to make, alter or cancel any orders, rules, regulations or bye-laws and to make compulsory purchase orders. The Council also determines the level of Council Tax and approves recommendations relating to strategic economic development.

Members of the public are welcome to attend our Council and Committee meetings to see how decisions are made.

Details of all of our Council and Committee dates and agenda items are published on our website at www.clacksweb.org.uk

If you require further information about Council or Committee meetings, please contact Finance and Corporate Services by e-mail at customerservice@clacks.gov.uk or by telephone on 01259 452106 or 452004.

7 December 2011

A MEETING of the CLACKMANNANSHIRE COUNCIL will be held within the Council Chamber, Greenfield, Alloa, FK10 2AD, on THURSDAY 15 DECEMBER 2011 at 9.30 am.

NIKKI BRIDLE
Director of Finance and Corporate Services

B U S I N E S S

9.15 am - PRESENTATION of AWARDS - Services to Communities

Presentation of Customer Service Excellence re-accreditation/certification to Development Quality, Building Standards, Environmental Heath and Roads and Transportation.

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1. Apologies	--
2. Declaration of Interests Elected Members are reminded of their obligation to declare any financial or non-financial interest which they may have in any item on this agenda in accordance with the Councillors' Code of Conduct. A Declaration of Interest form should be completed and passed to the Committee Officer.	--
3. Minute of Meeting held on 3 November 2011 (Copy herewith)	01
4. Disposal of Land by Local Authorities (Scotland) Regulations 2010 - Minute of Meeting of Council of 3rd November 2011 (Item CC.71) Alva Pool: Ochil Leisure Enterprise Business Case - report by the Monitoring Officer (Copy herewith)	11

Services to People

5. Children and Young People's Integrated Services Plan 2011-2013 - report by Head of Joint Social Services Clackmannanshire and Stirling (Copy herewith)	17
6. Early Years Framework/Model for Early Co-ordinated Intervention for Vulnerable Families with children aged 0-5 years - report by Head of Joint Social Services Clackmannanshire and Stirling (Copy herewith)	83

Finance and Corporate Services

7.	Tillicoultry Local Public Services - report by the Customer Services Manager, Head of Social Services and Head of Facilities Management (Copy herewith)	127
8.	Budget Strategy Update - report by Director of Finance and Corporate Services (Copy herewith)	175
9.	Council Tax Discount Reduction - report by Revenue and Payments Manager (Copy herewith)	183
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	(b) Shared Services: Social Services Progress Update	237
	(c) Shared Services and Infrastructure Progress Update	247
13.	Proposed New Scheme for the Establishment of Community Councils - report by the Strategy and Performance Manager (Copy herewith)	255
14.	Her Majesty The Queen's Diamond Jubilee 2012 - report by the Senior Support Services Manager (Copy herewith)	275
15.	Tree Preservation Orders - Alloa Park North and Hallpark, Sauchie - report by the Governance Manager (Copy herewith)	281

Services to Communities

16.	Council New Build - Hallpark, Sauchie - report by the Head of Community and Regulatory Services (Copy herewith)	287
17.	National Housing Trust Initiative - report by Head of Community and Regulatory Services (Copy herewith)	293

EXEMPT INFORMATION

It is considered that the undernoted report be treated as exempt from the Council's general policy of disclosure of all papers by virtue of Schedule 7A, Part 1, Paragraphs 6, 8, 9 and 10 of the Local Government (Scotland) Act 1973. It is anticipated, (although this is not certain) that the Council will resolve to exclude the press and public during consideration of this item.

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| 18. | Council Office Rationalisation - report by the Director of Services to Communities (Copy to follow) | -- |
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Clackmannanshire Council – Councillors and Wards

Councillors		Wards		
Councillor	Eddie Carrick	1	Clackmannanshire West	LAB
Councillor	George Matchett, QPM	1	Clackmannanshire West	LAB
Councillor	Tina Murphy	1	Clackmannanshire West	SNP
Councillor	Janis Paterson	1	Clackmannanshire West	SNP
Councillor	Donald Balsillie	2	Clackmannanshire North	SNP
Councillor	John S Biggam	2	Clackmannanshire North	SLD
Councillor	Walter McAdam, MBE	2	Clackmannanshire North	SNP
Councillor	Robert McGill	2	Clackmannanshire North	LAB
Councillor	Sam Ovens	3	Clackmannanshire Central	LAB
Provost	Derek Stewart	3	Clackmannanshire Central	LAB
Councillor	Gary Womersley	3	Clackmannanshire Central	SNP
Councillor	Janet Cadenhead	4	Clackmannanshire South	LAB
Councillor	Kenneth Earle	4	Clackmannanshire South	LAB
Councillor	Mark English	4	Clackmannanshire South	SNP
Councillor	Craig Holden	4	Clackmannanshire South	IND
Councillor	Alastair Campbell	5	Clackmannanshire East	CON
Councillor	Irene Hamilton	5	Clackmannanshire East	SNP
Councillor	Harry McLaren	5	Clackmannanshire East	LAB

Religious Representatives

Reverend Mhairi Lovett	Church of Scotland
Father Michael Freyne	Roman Catholic Church



**Clackmannanshire
Council**

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**THIS PAPER RELATES TO
ITEM 03
ON THE AGENDA**

MINUTE OF MEETING of the CLACKMANNANSHIRE COUNCIL held within the Council Chamber, Greenfield, Alloa, FK10 2AD, on THURSDAY 3 NOVEMBER 2011 at 9.30 am.

PRESENT

Provost Derek Stewart (In the Chair)
Councillor Donald Balsillie
Councillor John Biggam
Councillor Janet Cadenhead
Councillor Alastair Campbell
Councillor Eddie Carrick
Councillor Kenneth Earle
Councillor Mark English
Councillor Irene Hamilton
Councillor Craig Holden
Councillor George Matchett, QPM
Councillor Walter McAdam, MBE
Councillor Bobby McGill
Councillor Harry McLaren
Councillor Tina Murphy
Councillor Reverend Sam Ovens
Councillor Janis Paterson
Councillor Gary Womersley
Father Michael Freyne

IN ATTENDANCE

Elaine McPherson, Chief Executive
Nikki Bridle, Director of Finance and Corporate Services
Garry Dallas, Director of Services to Communities
Stephen Crawford, Head of Facilities Management
John Gillespie, Head of Community and Regulatory Services
Belinda Greer, Joint Head of Education
David Thomson, Solicitor, Legal Services (Clerk to the Council)
Mac West, Roads and Transportation Manager

Also in Attendance:

Stewart Turnbull, Jacobs (Item 12)

Presentation of Award

Before the start of business, the Council congratulated the Housing Services in achieving the Customer Service Excellence (CSE) Award.

Intimations

The Provost welcomed Father Michael Freyne, Religious Representative, Roman Catholic Church, to his first meeting of the Council.

CC.67 APOLOGIES

Apologies for absence were received from Reverend Mhairi Lovatt.

CC.68 DECLARATIONS OF INTERESTS

Councillor Craig Holden declared an interest in Item 8 NHS/Council Partnership Board as he is an employee of NHS Forth Valley.

**CC.69 MINUTE OF MEETING: CLACKMANNANSHIRE COUNCIL 29
SEPTEMBER 2011**

The minute of the meeting held on 29 September 2011 was submitted for approval.

Decision

The minute of the meeting of the Clackmannanshire Council held on 29 September 2011 was approved as a correct record of the proceedings and signed by the Provost.

**CC.70 QUESTION TO THE PROVOST - RESPONSE TO SUPPLEMENTARY
QUESTION RAISED AT THE COUNCIL MEETING HELD ON 29
SEPTEMBER 2011**

In terms of Standing Order 18.6, a Supplementary Question to the Provost was submitted by Councillor Walter McAdam, MBE. In terms of Standing Order 18.7, the question was referred to the Chief Social Work Officer for response. A copy of the question and the answer were made available to members at the beginning of the meeting.

Q. Which of the three firms got the telecare project?

A. There is no single telecare contract. Services are provided by more than one supplier according to the assessed needs of the individual. Current Suppliers are:

Chubb	Sensors and other equipment based in the home, connected through a telephone line to monitoring software.
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Stirling Council Call handling

In House	Response arrangements
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Tunstall	Service and additional equipment to the nurse call system installed in Menstrie House and Ludgate House.
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Sensorium	More Specialist equipment e.g. epilepsy monitors.
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Tyne Tech	Currently on trial for fall monitoring equipment.
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CC.71**ALVA POOL: OCHIL ENTERPRISES BUSINESS CASE**

A report was submitted by the Head of Facilities Management presenting to Council an analysis of the Interim Business Plan submitted by Ochil Leisure Enterprises on 30 September 2011.

Councillor Rev. Sam Ovens moved the suspension of Standing Orders in order that a motion could be put.

The Clerk advised members that if a motion were to be lodged which, if passed, would have the effect of altering the Council decision taken on this item within the previous 6 months, standing orders would require to be suspended since the conditions required to consider such a motion (Standing Order 35, Withdrawing Previous Decisions) could not be met.

Following this explanation by the Clerk, the Council agreed unanimously to suspend Standing Orders during consideration of this item.

Councillor Rev. Sam Ovens lodged the undernoted motion which the Clerk confirmed would be treated as an amendment to the report by reason of Standing Order 13.4.

Amendment 1

"That Council continues to maintain Alva Pool on a care and maintenance basis in order that a full business case can be prepared by OLE and examined by officers and an independent external source and that a further report be brought before Council by no later than September, 2012."

Moved by Councillor Reverend Sam Ovens. Seconded by Councillor Eddie Carrick.

Councillor Balsillie gave notice of an amendment.

- *Following questions to officers, the Provost agreed to a short adjournment at this point in the proceedings (10.20 am) to allow members opportunity to consider the proposed amendment to the motion tabled by Councillor Reverend Sam Ovens. The meeting resumed at 10.35 am.*
- *Father Freyne withdrew from the meeting during the adjournment.*

Councillor Balsillie lodged the undernoted amendment.

Amendment

"Replace 2.1 with 2.1 below:

2.1 Council is recommended to transfer the Alva Pool complex and associated car park ("the Complex") to Ochil Leisure Enterprises ("OLE") for a sum of £1, along with a sum of not less than £100,000 (i.e. the sum identified for demolition costs) to operate the Complex as a community facility for the benefit of the people of Alva and Clackmannanshire. In the event that the Complex is no longer required by OLE, the Complex to be re-transferred back to the Council."

Moved by Councillor Donald Balsillie. Seconded by Councillor Gary Womersley.

Councillor Rev. Ovens stated he would accept Councillor Balsillie's amendment on behalf of the Labour Group and would withdraw his amendment.

Voting

- *Councillor McAdam MBE withdrew from the meeting prior to the vote taking place.*

Councillor Craig Holden asked for a roll call vote. The Council agreed that a vote be taken by calling the roll and at this stage there were 17 Members present who were eligible to vote. On the roll being called the Members present voted as follows:-

For the Motion (17)

Provost Derek Stewart (In the Chair)
Councillor Donald Balsillie
Councillor John Biggam
Councillor Janet Cadenhead
Councillor Alastair Campbell
Councillor Eddie Carrick
Councillor Kenneth Earle
Councillor Mark English
Councillor Irene Hamilton
Councillor Craig Holden
Councillor George Matchett, QPM
Councillor Bobby McGill
Councillor Harry McLaren
Councillor Tina Murphy
Councillor Reverend Sam Ovens
Councillor Janis Paterson
Councillor Gary Womersley

Decision

The Council agreed unanimously to transfer the Alva Pool complex and associated car park ("the Complex") to Ochil Leisure Enterprises ("OLE") for a sum of £1, along with a sum of not less than £100,000 (i.e. the sum identified for demolition costs) to operate the Complex as a community facility for the benefit of the people of Alva and Clackmannanshire. In the event that the Complex is no longer required by OLE, the Complex to be re-transferred back to the Council.

Action

Head of Facilities Management

- *In line with Standing Order 10.25, the Provost adjourned the meeting at this point in the proceedings (11.05 am).*
- *When the meeting resumed at 11.20 am; there were 15 members present at this point as Councillors Carrick and Hamilton had withdrawn from the meeting during the adjournment.*

CC.72 BUDGET STRATEGY UPDATE

The report, submitted by the Director of Finance and Corporate Services, updated Council on the outcome of the recent Autumn Spending Review announcement by the Cabinet Secretary for Finance and Sustainable Growth. The report also updated Council on progress made in delivering key activities being taken forward in implementing the Council's approved Budget Strategy.

Motion

That Council approves the recommendations set out in the report.

Moved by Councillor Reverend Sam Ovens. Seconded by Councillor Harry McLaren.

Decision

The Council unanimously agreed to:

1. note the key issues and impacts arising from the Scottish Government's September 2011 Spending Review announcement
2. note the work in hand to revise the estimated potential funding gap following the recent Spending Review announcement
3. note the new specific commitments which Scottish Government intends to monitor and which may result in the imposition of sanctions if not delivered
4. note the intention to report to the next Council, progress in meeting the Scottish Government's 2011/12 specified commitments
5. note progress in the approval of spend to save initiatives and the intention to prepare a Council report in respect of one initiative
6. note the constitution of the Capital Investment Forum(CIF)
7. endorse the intention to prepare an initial list of savings initiatives which will be shared through joint elected member briefing sessions as in 2011/12.

Action

Director of Finance and Corporate Services

CC.73 CONSULTATIONS ON REFORMING POLICE AND FIRE AND RESCUE SERVICES IN SCOTLAND

The report, submitted by the Chief Executive, invited the Council to agree its response to the consultation exercise being undertaken by the Scottish Government on reforming the Police and Fire and Rescue Services.

Motion

That Council approves the recommendations set out in the report.

Moved by Councillor George Matchett QPM. Seconded by Councillor Bobby McGill.

Decision

The Council unanimously agreed to approve the document attached as Appendix 1 to the report, as its submission to the Scottish Government.

Action

Chief Executive

- *Councillor English withdrew from the meeting prior to the next item.*

CC.74 NHS / COUNCIL PARTNERSHIP BOARD - REVISED ARRANGEMENTS

The report, submitted by the Chief Executive, sought approval for the Council to participate in a reconfigured Partnership Board established by NHS Forth Valley.

Councillor Craig Holden declared an interest in this item as he is an employee of NHS Forth Valley. Councillor Holden remained within the Chamber but agreed that he would not participate in discussion and voting.

Motion

That Council approves the recommendations set out in the report.

Moved by Councillor Bobby McGill. Seconded by Councillor Reverend Sam Ovens.

Decision

The Council unanimously agreed to:

- a) note the proposal by NHS Forth Valley to create a single Partnership Board covering both Clackmannanshire and Stirling
- b) participate in the revised Partnership Board arrangements
- c) reaffirm that the Council Leader and the Portfolio Holder for health will represent the Council on the Partnership Board.

Action

Chief Executive

CC.75 HUBCO EAST CENTRAL TERRITORY

The report, submitted by the Head of Facilities Management, outlined with Scottish Futures Trust Initiative and sought Council approval for Clackmannanshire Council to formally engage with the East Central Hub Partnership. The Partnership is a joint procurement initiative amongst public sector bodies to deliver better value for money in managing construction projects. This is delivered through the establishment of a company "hubco".

Motion

That Council approves the recommendations set out in the report.

Moved by Councillor Reverend Sam Ovens. Seconded by Councillor Janet Cadenhead.

Decision

The Council unanimously agreed to:

- a) The selection of Amber Blue as the private sector development partner in order to establish hubco.
- b) Enter into the Territory Partnering Agreement, Shareholders Agreement, Participants Agreement (and any documents ancillary hereto) and the delegation of authority to execute the above agreements on behalf of the Council to the Head of Facilities Management and the Asset Service Manager, Facilities Management (or either of them together with a witness), subject to the satisfactory resolution of final clarifications through the preferred bidder process.

Action

Head of Facilities Management

CC.76 CENTRAL HEATING - FUEL SWITCHING STRATEGY

The report, submitted by the Head of Facilities Management, sought approval of a fuel switching strategy to assist with fuel poverty and Scottish Housing Quality Standard compliance through addressing inefficient central heating systems in Council owned homes which are not currently connected to the local gas network.

Motion

That Council approves the recommendations set out in the report.

Moved by Councillor George Matchett. Seconded by Councillor Kenneth Earle.

Decision

The Council unanimously agreed, (subject to consultation with the Tenants and Residents Federation), to:

- a) approve a strategy to connect to the gas network properties that can be reasonably accessed at a reasonable cost
- b) convert an additional 226 electric central heated properties that would have been the subject of an electric upgrade programme in 2013/14 and beyond to mains Gas upgrading.

Action

Head of Facilities Management

**CC.77 REVISION OF CLACKMANNANSHIRE COUNCIL'S HALL LETTING
CONDITIONS**

The report, submitted by the Head of Facilities Management, updated and refreshed the current Hall Letting Conditions.

Motion

That Council approves the recommendations set out in the report.

Moved by Councillor Bobby McGill. Seconded by Councillor Harry McLaren.

Amendment

To replace recommendation 2.1b, with a new 2.1b and an additional recommendation 2.1c:

- "b) agrees to establish a cross party working group tasked with producing detailed guidance on those uses and/or activities it considers to be offensive, lewd or potentially contributing to the promotion of prejudice or discrimination
- c) instructs the working group to submit the guidance to the next regular meeting of Clackmannanshire Council with a recommendation that it be incorporated into the Conditions of Let."

Moved by Councillor Craig Holden. Seconded by Councillor Alistair Campbell.

Councillor Bobby McGill stated he would accept Councillor Holden's amendment.

Decision

The Council unanimously agreed to:

- a) approve the revised Conditions of Let (Appendix 1)
- b) establish a cross party working group tasked with producing detailed guidance on those uses and/or activities it considers to be offensive, lewd or potentially contributing to the promotion of prejudice or discrimination
- c) instruct the working group to submit the guidance to the next regular meeting of Clackmannanshire Council with a recommendation that it be incorporated into the Conditions of Let.

Action

Head of Facilities Management

CC.78 ALLOA TOWN CENTRE CAR PARKING STRATEGY

At the Special Meeting of the Council held on Thursday 10th February 2011, Council passed an amended motion, part of which read "At an early date, but no later than 30th October 2011, a report should be presented to Council on the feasibility of the removal of parking subsidies in Alloa Town Centre and the expansion of Alloa Town Centre Controlled Parking Zone.

The report, submitted by the Head of Community and Regulatory Services, presented the findings and recommendations of the independent consultants employed to carry out the feasibility study.

Motion

That Council approves the recommendations set out in the report.

Moved by Councillor Bobby McGill. Seconded by Councillor Harry McLaren.

Voting

The voting on the motion was as follows:

For the motion	8 votes
Against the motion	0 votes
Not voting	5 abstentions

Decision

On a division of 8 votes to 0 with 5 abstentions, the Council agreed:

- a) to consider the attached 'Alloa Town Centre Parking Strategy, Final Report' and agree to implement Phase 1 of the proposed strategy, the main elements of which are:-
 - Review Traffic Regulation Orders and ensure that all signs and road markings are current and in suitable condition
 - Redistribute, reduce or restrict taxi lay-bys and loading bays to provide additional on-street parking provision
 - Reduce parking demand through the implementation of sustainable travel initiatives
 - Provide 160 - 200 free parking spaces in a new car park at Marshall at an estimated cost of £65,000 (to be added to the 2011/12 Capital Programme)
 - Continue to monitor parking habits on-street and in the car parks
- b) that a further report is tabled within 12 months identifying any issues arising out of our monitoring of the impact of this phase of the strategy which require further action.

Action

Head of Community and Regulatory Services

ENDS 14.40 pm

CLACKMANNANSHIRE COUNCIL

Report to: Clackmannanshire Council

Date: 15 December, 2011

Subject: The Disposal of Land by Local Authorities (Scotland) Regulations 2010 - Minute of Meeting of Council of 3rd November, 2011 - Item CC.71 - Alva Pool: Ochil Leisure Enterprise Business Case

Report by: Chief Executive (as Monitoring Officer)

1.0 Purpose

- 1.1 The purpose of this report is to enable officers to implement a Council decision lawfully by:
- 1.2
 - a) Alerting Council to the requirements of Section 74 of the Local Government (Scotland) Act 1973 (as amended) which provides that a local authority shall not dispose of land for a consideration less than the best that can reasonably be obtained except in circumstances set out in The Disposal of Land by Local Authorities (Scotland) Regulations 2010; and
 - b) Seeking confirmation that the Council is satisfied that those circumstances have been satisfied in relation to its decision recorded at Item CC.71 of the Minute of Meeting of Council of 3rd November, 2011 (Alva Pool: Ochil Enterprises Business Case).

2.0 Recommendation

- 2.1 It is recommended that the Council considers its decision as detailed at paragraph 3.1 of this report and confirms that it is satisfied that it has adequately appraised the proposal and applied the statutory requirements of section 74 of the Local Government (Scotland) Act 1973 and related Regulations to enable it to dispose of the Alva Pool Complex and associated car park legally for a consideration less than the best that can be obtained.

3.0 Considerations

- 3.1 The decision at item CC.71 states:- *"The Council agreed unanimously to transfer the Alva Pool Complex and associated car park ("the Complex") to Ochil Leisure Enterprises ("OLE") for a sum of £1, along with a sum of not less than £100,000 (ie. the sum identified for demolition costs) to operate the Complex as a community facility for the benefit of the people of Alva and*

Clackmannanshire. In the event that the Complex is no longer required by OLE, the Complex to be transferred back to the Council."

- 3.2 Section 74 of the Local Government (Scotland) Act 1973 (as amended) provides that a local authority shall not dispose of land for a consideration less than the best that can reasonably be obtained except in circumstances set out in The Disposal of Land by Local Authorities (Scotland) Regulations 2010.
- 3.3 The Regulations specify two essential requirements whereby the Council must:-
- (a) *appraise and compare the costs and other disbenefits and the benefits of the proposal; **and***
 - (b) *be satisfied (i) that the disposal for that consideration (in this case £1) is reasonable and (ii) that the disposal is likely to contribute to the promotion or improvement of (a) economic development or regeneration, (b) health, (c) social well-being, or (d) environmental well-being in respect of the whole or part of the Council's area or any persons resident or present in that area.*
- 3.4 The power to advance "well-being" includes power to incur expenditure, give financial assistance, and provide staff, goods, materials, services or property to any person.
- 3.5 Having taken the decision as detailed at 3.1 Members must be satisfied that their decision meets the requirements set out at paragraph 3.3, otherwise they are acting ultra vires i.e outwith their legal powers.

4.0 Background

- 4.1 The position now before Members arises in slightly unusual circumstances. What Members had before them at the Council Meeting of 3rd November, 2011 was not an appraisal of the benefits and disbenefits of the proposal ultimately adopted by the Meeting, but a report on the Interim Business Plan put forward by Ochil Leisure Enterprises by the Head of Facilities Management which expressed the officer's professional opinion and which Council was invited to note.
- 4.2 This report is not submitted because Members declined to accept the recommendation of that report but because the decision ultimately taken by the Council on the matter requires confirmation of certain matters which were not explicitly and formally agreed by the meeting.
- 4.3 Specifically, there are legal requirements which must be met before the land and buildings comprising Alva Swimming Pool can be disposed of at less than the best price that can reasonably be obtained. In order to comply with those legal requirements and thus allow officers lawfully to implement Council's unanimous decision, it is a requirement that members' conclusions and reasons with reference to the above regulations are properly set out and recorded.

5.0 Consideration of the Relevant Requirements of Disposal of Land by Local Authorities Regs etc

Contribution to the Promotion or Improvement Well-Being

- 5.1 The decision involves the retention of a swimming pool and narrates that the disposal is to operate as a community facility for the benefit of the people of Alva and Clackmannanshire. Substantial local community support for the proposal has already manifested itself to the Council in various forms. Sections 2.1 and 3 of the OLE Business Plan describe how the community running of the pool complex would contribute to economic and social well-being and health improvement.
- 5.2 Copies of the Interim Business Plan had been provided individually to members, who are invited to confirm that they:
- a) have had regard to these sections of the Interim Business Plan and that these sections form part of the basis for the decision CC71; and
 - b) are, therefore, satisfied that there is a reasonable basis for their concluding that the disposal is likely to contribute to the health and social wellbeing of at least part of the Council's area and persons resident in that part.

Disposal At Consideration Less Than Can Reasonably Be Obtained

- 5.3 Having regard to the imposed restriction on use and provided that the stipulation in the decision that the Complex is to be transferred back to the Council when it is no longer required as a community facility for the benefit of the people of Alva and Clackmannanshire can be adequately and legally secured, Members may consider that a consideration of £1.00 is reasonable in the circumstances.
- 5.4 Members were made aware that the Council has rated the Alva Pool Complex building as in need of major repair immediately which would involve major refurbishment expenditure (circa £3M). It is difficult to apply a positive asset value to the land and buildings in the context of the premises as a swimming pool requiring major refurbishment identified in previous Council feasibility studies. Community swimming pools are not regarded as major profit generators and, therefore, if the Swimming Pool were to be advertised as a going concern, it would be unlikely to find a buyer, far less achieve a substantial capital receipt. The potential value to the Council lies, as it would to any potential buyer, in the demolition and clearance of the site and its marketing as a development site along with the adjoining site created from the demolition of the Alva Academy. The specified retention as a community swimming pool and facility with the requirement that it will be transferred back when no longer required as such a community facility was viewed by Council as justifying that to transfer the asset for £1 is reasonable.
- 5.5 Further the Council was aware of strength of community support for the retention of the swimming pool. It was considered that OLE would have the best opportunity to obtain external funding support if the transfer took place early for a nominal value allowing the group and funders clarity on asset

ownership. This would support early decisions by funders. In the event that OLE were not able to operate/develop the facility in accordance with the objectives contained in their interim business plan the asset would revert via a clawback to the Council.

- 5.6 Council is invited to confirm that these factors were part of the basis for their concluding that disposal at a nominal consideration is reasonable.

Appraise and Compare Cost, Benefits and Disbenefits

- 5.7 It is estimated that capital expenditure of £100,000 will be required to meet the demolition and clearance costs of the existing building but this cannot be regarded as a saving since the decision taken requires that this sum is given to OLE to assist their re-opening of the pool.
- 5.8 As required by a previous council decision, the swimming pool has been retained on a care and maintenance basis at an approximate cost of £8,000 per month (approximately £96,000 per annum) and as soon as the responsibility for the building transfers to OLE, there will be an immediate revenue saving to the Council.
- 5.9 Having regard to the current economic climate and, in particular, what can only be regarded as a depressed housing property market, it is difficult to assess when a sale as a development site might be achieved and, more significantly, the size of any capital receipt which might be generated. This is certainly not the optimum time to assemble and market a potential housing site and the Council has already experienced the consequences of the changed property market.
- 5.10 A comparison of the benefits and disbenefits is not limited to purely financial considerations and the retention and operation of the community swimming pool facility represents a benefit greater in community terms than, for example, the ultimate development of the site for housing, particularly when there does still remain a site which can be marketed for housing purposes and is capable of achieving a capital receipt, as well as a redevelopment for private housing with an element of social housing. The development of the adjoining site can be undertaken in such a way that it allows for further development of the swimming pool site should it return into the Council's ownership.
- 5.11 At the Council meeting, Members had before them the report by the Head of Facilities Management highlighting his assessment of the interim Business Plan. That report was not an appraisal of the proposal adopted by Council. As such, members are invited to confirm that having regard to the considerations set out in this report, the Interim Business Case and the report by the Head of Facilities Management, they consider sufficient information has been available to them whereby they have been able to weigh up the costs and disbenefits on the one hand and the benefits on the other.

6.0 Conclusions

- 6.1 Members are asked to consider their position in the light of the legal requirement and to confirm that, in reaching their decision, they had

sufficiently appraised and compared the costs, the disbenefits and the benefits of the proposal to fulfill the legal requirement. If Members are not satisfied that this requirement has been met in any respect, the decision at the Council Meeting must be considered to be legally invalid and implementation will require to be postponed until such time as members are so satisfied.

7.0 Sustainability Implications

7.1 This report raises no sustainability issues.

8.0 Resource Implications

8.1 Financial Details

8.2 The financial implications for the Council arise from the decision already taken and there are no additional financial implications arising from this report.

8.3 Staffing

8.4 There are no staffing implications arising from this report.

9.0 Exempt Reports

9.1 Is this report exempt? No

10.0 Declarations

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

- (1) **Our Priorities 2008 - 2011** (Please double click on the check box)
- | | |
|--|---|
| The area has a positive image and attracts people and businesses | |
| Our communities are more cohesive and inclusive | √ |
| People are better skilled, trained and ready for learning and employment | |
| Our communities are safer | |
| Vulnerable people and families are supported | |
| Substance misuse and its effects are reduced | |
| Health is improving and health inequalities are reducing | √ |
| The environment is protected and enhanced for all | |
| The Council is effective, efficient and recognised for excellence | √ |

(2) **Council Policies** (Please detail) N/A

11.0 Equalities Impact

11.1 N/A

12.0 Legality

12.1 This report is submitted to ensure that the Council acts within its legal powers. It is submitted to Members by the Chief Executive as Monitoring Officer and to fulfill the statutory duty in terms of section 5(2) of the Local Government and Housing Act 1989, to prepare a report to the authority, "if it appears that any

proposal, decision or omission by the authority constitutes, has given rise to or is likely to give rise to, or would give rise to a contravention by the authority of any enactment, or rule of law, or of any code of practice made or approved by or under any enactment".

13.0 Appendices

13.1 None

14.0 Background Papers

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


Yes:

- a) Report to Council on 3rd November, 2011 (Item 5) and subsequent draft Minute relating thereto.
- b) OLE Interim Business Plan

Author(s)

NAME	DESIGNATION	TEL NO / EXTENSION
Elaine McPherson	Monitoring Officer	452002
Andrew Wyse	Solicitor	452088

Approved by

NAME	DESIGNATION	SIGNATURE
Elaine McPherson	Monitoring Officer	

Report to Council

Date of Meeting: 15 December 2011

Subject: Children & Young People's Integrated Services Plan 2011-2013

Report by: Head Of Joint Social Services Clackmannanshire & Stirling

1.0 Purpose

- 1.1. The Council is required under the Children (Scotland) Act 1995 to prepare an Children & Young People's Integrated Services Plan. The plan is attached as an appendix to this report, and replaces the 2008-2010 plan. It sets out a targeted framework of strategic priorities and objectives, for development and improvement across the range of services for children and young people in Clackmannanshire up to 2013.

2.0 Recommendations

- 2.1. The Council is invited to adopt the 2011-2013 Children & Young People's Integrated Services Plan.

3.0 Considerations

- 3.1. Section 19 of the Children (Scotland) Act 1995 places a statutory duty on each local authority, in consultation with other relevant agencies, to prepare and publish plans for the provision and development of children's services in their area.

The first Integrated Plan was developed in May 2005, and subsequent plans (March 2009) have continued to work on jointly improving outcomes for children. The Children & Young People's Group is a multi-agency community planning partnership led by the Council and is responsible for the statutory document known as the Children & Young People's Integrated Services Plan. The partnership is also responsible for driving forward improvement agendas¹ throughout services working with children and young people in

¹ *Getting It Right For Every Child, Curriculum for Excellence, and More Choices, More Chances.* These programmes all sit within the context of the Early Years and Early Intervention Framework which promotes a culture of early intervention and prevention.

Clackmannanshire. In accordance with national guidance², and good practice, strategic links were strengthened when this group formally became a Community Planning Partnership in June 2009. This ensures that Children's Services Planning;

- *"has the formal opportunity to contribute to joint strategies in pursuit of overall outcomes*
- *can recommend priority areas for action, within the context of agreed strategies, that will support achievement of community planning outcomes*
- *will evaluate and report formally on progress towards action areas in the Single Outcome Agreement and community planning outcomes*
- *can advise the Alliance on specific policy issues; and contribute to joint responses on policy issues on behalf of the Alliance and to overall policy cohesion."*

The Plan³, is the means by which overall outcomes for children and young people are evaluated, and sets out how local partnerships intend to plan jointly and strategically to deliver the relevant Single Outcome Agreement commitments in relation to children and young people and families. It also links together relevant national policies such as the Early Years Framework and focuses on objectives and actions, which ensure the better integration and provision of services which have a positive impact on children and young people. A key priority up to 2013 is the integration of services across Clackmannanshire and Stirling for Social Services, Education, and NHS Community Health Partnerships.

The plan was produced in collaboration with a wide range of partners including NHS Forth Valley, Central Scotland Police, the Clackmannanshire Third Sector Interface, as well as other Community Planning Partnerships (Alcohol & Drugs, Community Learning & Development, Community Health). A range of consultation methods have been used to inform the final version attached, including a public consultation on Clacksweb.

The vision for Clackmannanshire's children is "that every child and young person has the best possible start in life, and achieves their potential". Following evaluation of progress on the previous 2008-2010 plan, and taking into consideration a range of factors such as national agendas, research and need, the following priorities are being proposed:

- Ensure that **GIRFEC principles** and processes are embedded in all partner organisations.
- **Improve targeted services for vulnerable children** especially in the area of early intervention with an emphasis on pre-5s and those affected by parental substance misuse.
- **Developing skills within young people (aged 13-24)** especially those most vulnerable.
- Drive forward the **integration of services across Clackmannanshire and Stirling** to improve outcomes for service users.

² The Scottish Government guidance on Integrated Children's Services Plans is set in the context of the obligations on local agencies to promote and participate in Community Planning.

<http://www.scotland.gov.uk/about/ED/CnF/00017842/Planning.aspx>

These Are Our Bairns - a guide for community planning partnerships on being a good corporate parent.

<http://www.scotland.gov.uk/Publications/2008/08/29115839/24>

³ <http://clacksweb/children/childrenservicesplanning/>

These priorities sit within a broader framework of objectives and outcomes which support both national⁴ and local SOA priorities.

3.2. Key national drivers include the following agendas:

- Getting It Right For Every Child⁵
- Early Years Framework⁶
- National Outcomes, and National Indicators.⁷

4.0 Sustainability Implications

4.1. The prevention and early intervention agenda promoted in the appended plan, will have a positive effect on social and economic issues within Clackmannanshire.

There is strong evidence of a positive economic and social return from early years investment, e.g. spending on programmes that are targeted, high quality and based on an effective methodology can save more than they cost over a number of years.

5.0 Resource Implications

5.1. *Financial Details*

5.2. The strategic priorities set out in the appended plan can be funded within existing and proposed service budgets. Some re-adjustments of these budgets may be required as the implementation of the plan proceeds over time.

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

5.4. Finance have been consulted and have agreed the financial implications as set out in the report. Yes ☒

5.5. *Staffing*

6.0 Exempt Reports

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

⁴ In order to become successful learners, confident individuals, effective contributors and responsible citizens: all children and young people need to be safe, nurtured, active, healthy, achieving, included, respected and responsible.

⁵ <http://www.scotland.gov.uk/Publications/2006/06/22092413/0>

⁶ <http://www.scotland.gov.uk/Topics/People/Young-People/Early-years-framework>

⁷ <http://www.scotland.gov.uk/About/purposestratobjis>

7.0 Declarations

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

(1) **Our Priorities 2008 - 2011** (Please double click on the check box ☒)

The area has a positive image and attracts people and businesses	<input type="checkbox"/>
Our communities are more cohesive and inclusive	<input checked="" type="checkbox"/>
People are better skilled, trained and ready for learning and employment	<input checked="" type="checkbox"/>
Our communities are safer	<input checked="" type="checkbox"/>
Vulnerable people and families are supported	<input checked="" type="checkbox"/>
Substance misuse and its effects are reduced	<input checked="" type="checkbox"/>
Health is improving and health inequalities are reducing	<input checked="" type="checkbox"/>
The environment is protected and enhanced for all	<input type="checkbox"/>
The Council is effective, efficient and recognised for excellence	<input checked="" type="checkbox"/>

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

8.0 Equalities Impact

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

Yes ☒ No ☐

9.0 Legality

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

10.0 Appendices

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

Appendix 1 - Clackmannanshire Children & Young People's Integrated Services Plan 2011 – 2013

11.0 Background Papers



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

Yes (please list the documents below) No ☒

Author(s)

NAME	DESIGNATION	TEL NO / EXTENSION
Carol Johnson	Policy Officer Children's Services	01259 452368

Approved by

NAME	DESIGNATION	SIGNATURE
Deirdre Cilliers	Head of Joint Social Services	
Elaine McPherson	Chief Executive	

CLACKMANNANSHIRE CHILDREN & YOUNG PEOPLE'S INTEGRATED SERVICES PLAN 2011 – 2013 **DRAFT**



Nov 2011

TRANSLATION PAGE

This document is about Children & Young People's services in Clackmannanshire. If English is not your first language and you require assistance to read this document, please call 01259 450000 and ask to speak to the Social Services Support Officer.

ਇਹ ਦਸਤਾਵੇਜ਼ ਬੱਚੇ/ਯੁਵਕੀਆਂ ਲਈ ਹੈ ਜੋ ਅੰਗਰੇਜ਼ੀ ਨਹੀਂ ਸਮਝਦੇ ਹਨ। ਜੇਕਰ ਤੁਸੀਂ ਇਸ ਦਸਤਾਵੇਜ਼ ਨੂੰ ਪੜ੍ਹਣ ਲਈ ਮਦਦ ਦੀ ਜ਼ਰੂਰਤ ਮਹਿਸੂਸ ਕਰਦੇ ਹੋ, ਤਾਂ ਕਿਰਪਾ ਕਰਕੇ 01259 450000 'ਤੇ ਫੋਨ ਕਰੋ ਅਤੇ ਸੋਸ਼ਲ ਸਰਵਿਸ ਸਪੋਰਟ ਆਫਿਸਰ ਨਾਲ ਗੱਲ ਕਰੋ।

Tha an sgrìobhainn seo mu dheidhinn seirbhiscean na cloinne ann an Sierrachd Clach Mhansinn. Mura bi Beurla na ciad cànan agaibh agus ma bhios sibh feumach air cuideachadh airson an sgrìobhainn seo a leughadh, mas e bhur toil e, fònaibh gu 01259 450000 agus faighnichibh airson Oifigear Poileasaidh Dealbhadh airson seirbhiscean na cloinne.

本文件是關於赫夫蘭郡(Clackmannanshire)的兒童服務。如果您的第一語言不是英語，且您需要協助理解文件內容，請致電兒童服務部的政策及規劃主任，電話是01259 450000。

Ten dokument dotyczy usług dla dzieci w Clackmannanshire. Jeżeli język angielski nie jest Twoim pierwszym językiem i potrzebujesz pomocy do przeczytania tego dokumentu, proszę zadzwonić na numer 01259 450000 i poprosić o rozmowę z "Policy and Planning Officer for children's services". [Przetłumaczono z angielskiego]

01259 450000 - 01259 450000

01259 450000 - 01259 450000
01259 450000 - 01259 450000

If you require a copy of this document in a different format e.g. large print or audio tape please call 01259 450000 and ask to speak to the Social Services Support Officer.

Or email cjohnson@clacks.gov.uk

The most up to date version of this document can be found on the Children's Services Planning section of Clackmannanshire Council website:

www.clacksweb.org.uk/children/childrensservicesplanning/

Executive Summary

Our Vision For Clackmannanshire's Children & Young People

That every child and young person has the best possible start in life and achieves their potential.

2011/2013 Priorities

- Ensure that **GIRFEC principles** and processes are embedded in all partner organisations.
- **Improve targeted services for vulnerable children** especially in the area of early intervention with an emphasis on pre-5s and those affected by parental substance misuse.
- **Developing skills within young people (aged 13-24)** especially those most vulnerable.
- Drive forward the **integration of services across Clackmannanshire and Stirling** to improve outcomes for service users.

Objectives:

- Protect children and young people from neglect and abuse, and support those experiencing abuse
- Support parents, carers, and their families
- Support children affected by parents' and other family members' substance misuse
- Ensure children, parents & carers are involved in & consulted about key decisions that affect them
- Improve access to services
- Develop systems that ensures children will receive the most appropriate services at the most appropriate time
- Reduce children and young peoples substance misuse
- Promote positive mental health and emotional wellbeing
- Improve the sexual health of children and young people
- Support young people to reduce offending

Outcomes

- Reduction in the neglect & abuse of children and young people
- Children and young people benefit from strategies to minimise harm & are helped by the actions taken in immediate response to concerns
- Vulnerable children and families benefit from early intervention and support strategies
- Provide support and education to children and their families
- Greater involvement of children & young people in the development of services to meet their needs
- Vulnerable young people are helped to voice their views
- Improved Identification of vulnerable young people
- Services are delivered that ensure children and young people are safe, nurtured, healthy, achieving, active, respected and responsible, and included
- Parents/carers and families report that they are satisfied with the quality of services provided and are receiving services that are well integrated at the point of delivery
- Barriers are removed that restrict access to services for children and young people
- Provision of impartial, factual information about the effect of drugs to children & young people. Reduction in risk taking behaviour including the misuse of drugs, alcohol, and other substances
- Support for children affected by substance misuse
- Improvement of the health & well being of children & young people and range of services. Support for children who have experienced trauma
- Raised awareness of mental health & earlier identification of needs. Improved coordination of care and access to services
- Young people will acquire the knowledge, skills and values necessary for sexual well-being & appropriate services, which meets the needs of young people
- Young people reduce risk taking behaviour that leads to offending
- Support young people to live independently

Strategic Framework - we will strive to ensure that services work together, involve children & their families in decisions, respect the contribution and expertise of other professionals.

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FOREWORD

This is an update on our Integrated Children's Services Plan 2008-2010. The aims are to continue to draw together the existing separate plans for school education, children's social work, child health and youth justice. In doing so, it is intended to "add value" by producing consistent improvement objectives that deliver the strategies across universal and targeted services for children and young people.

The plan was produced in partnership with a wide range of statutory agencies and the third sector, in consultation with carers, parents, children and young people. It builds upon the aspirations and targets outlined within the Clackmannanshire Single Outcome Agreement.

All the partner agencies that contributed to the Children & Young People's Integrated Services Plan are working towards the vision of 'Getting It Right For Every Child', which aims to place the child at the centre of service provision.

Good parenting lies at the heart of good outcomes for children and this plan aims to focus on this issue as a key theme over the next couple of years. The principles contained within the national agenda of the Early Years Framework guide and focus our efforts.

Planning across agencies has continued to improve and is becoming more integrated within the Community Planning process. For Social Services, Education and the Community Health Partnership, the next few years will see us concentrating on integration and streamlining with our respective services in Stirling. Opportunities are being explored that ensure we are more efficient and effective. As a result the next version of this Plan will cover Clackmannanshire and Stirling, and will be a joint Integrated Children's Services Plan.

We would value your comments and contributions as we take forward this plan and look to the future.

Chair of the Clackmannanshire Children & Young Persons Partnership

December 2011

1 INTRODUCTION

This Plan sets out a **targeted framework of strategic priorities and objectives**, for development and improvement across the range of services for children and young people in Clackmannanshire throughout 2011/2013. The Plan is the single vehicle through which plans and strategies for children and young people will be implemented. It is the means by which outcomes for children and young people will be evaluated, and sets out how local partnerships intend to plan jointly and strategically to deliver the relevant Concordat and Single Outcome Agreement commitments in relation to children and young people and their families.

2011/2013 Priorities:

- Ensure that **GIRFEC principles** and processes are embedded in all partner organisations.
- **Improve targeted services for vulnerable children** especially in the area of early intervention with an emphasis on pre-5s and those affected by parental substance misuse.
- **Developing skills within young people (aged 13-24)** especially those most vulnerable.
- Drive forward the **Integration of services across Clackmannanshire and Stirling** to improve outcomes for service users.

This document is very much a snapshot in time, looking at what we have been doing and beginning to measure the impact of this work.

1.1 Our Vision For Clackmannanshire's Children

That every child and young person has the best possible start in life, and achieves their potential.

Running through this plan is the commitment to Scotland's Vision:

In order to become successful learners, confident individuals, effective contributors and responsible citizens: all children and young people need to be safe, nurtured, active, healthy, achieving, included, respected and responsible.

The Children and Young People's Integrated Services Plan is based on key themes which reflect relevant legislation and core values of Clackmannanshire Council and our partners.

Strategic Framework - we will strive to ensure that:

Services work together, and inclusively, in a coordinated approach that supports the delivery of appropriate, proportionate and timely help to all vulnerable children and young people, and those 'at risk'.

The experience and needs of each child are central, and their views are considered. **Involving children & their families in decisions** about their lives in ways and at a pace which suits the child, their age, stage and circumstances.

Services respect the contribution and expertise of other professionals; and co-operate with them to meet the needs of children and young people, for example this may be through consultation, sharing information, shared assessment, planning, action, or material support.

2011/2013 Objectives:

- Support parents, carers, and their families
- Protect children and young people from neglect and abuse, and support those experiencing abuse.
- Support children affected by parents' and other family members' substance misuse
- Ensure children, parents & carers are involved in & consulted about key decisions that affect them
- Improve access to services
- Develop systems that ensures children will receive the most appropriate services at the most appropriate time

1.2 Key Drivers

Getting It Right For Every Child¹

The Scottish Government introduced the Getting It Right programme in 2006. **It was envisaged that practitioners would develop the *Getting it right* approach in their own organisations, regions and sectors to reflect local circumstances & needs**, synchronised and in unison with all other partner services, and most importantly, adaptable to the needs of each and every family, child and young person.

The core components of the 'Getting It Right For Every Child' approach.

A focus on improving outcomes for children, young people and their families based on a shared understanding of well-being.

An integral role for children, young people and families and those with a relevant interest in reaching the decisions that affect children's lives as part of assessment, planning and intervention.

Maximising the skilled workforce within universal services to address concerns at the earliest point themselves, where they can, bringing others around them as needed.

A common approach to gaining consent and to sharing information where

¹ The consultation document "Getting It Right For Every Child: Proposals for Action" was published in June 2005. A year later the Scottish Government published its implementation plan. <http://www.scotland.gov.uk/Publications/2006/06/22092413/0>

appropriate.

A coordinated and unified approach to identifying concerns, assessing needs, agreeing actions and outcomes based on indicators of well-being.

Streamlined planning, assessment and decision making processes that lead to the right help at the right time for the child.

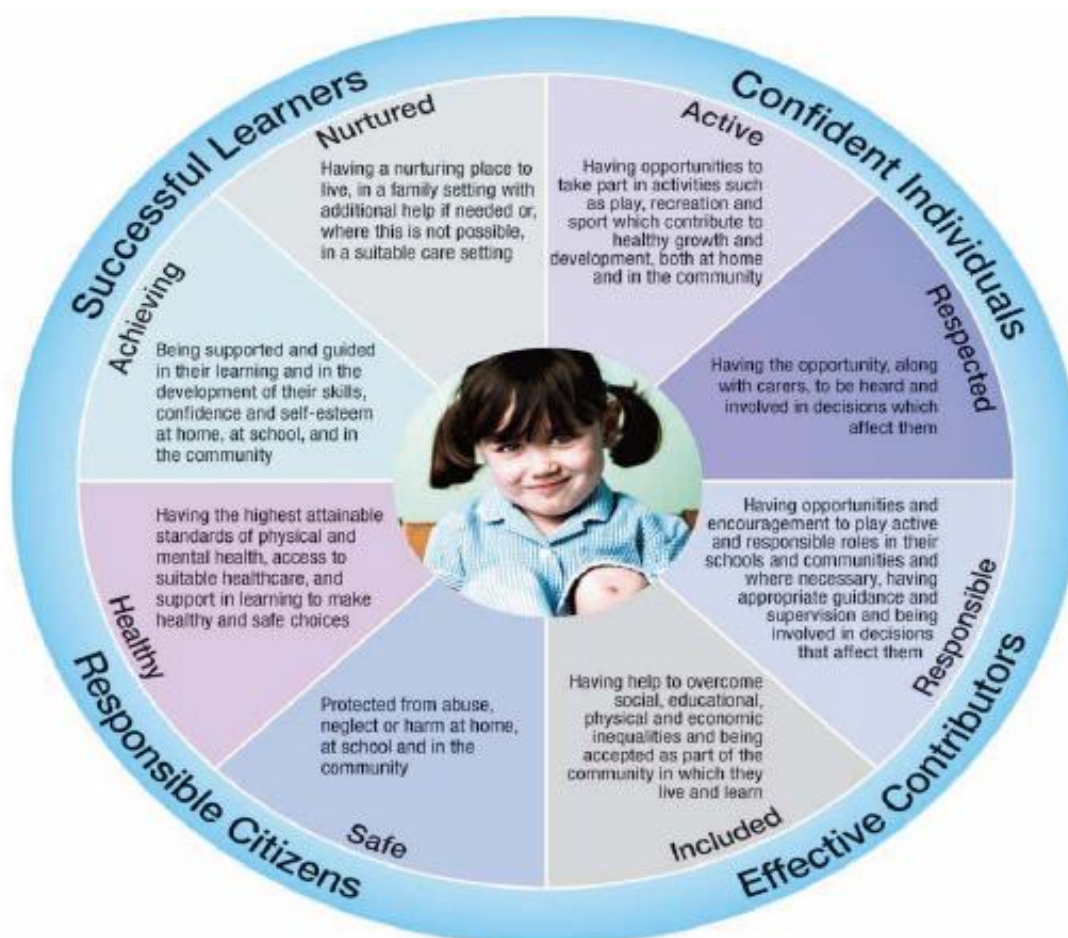
Consistent high standards of co-operation, joint working and communication, where more than one agency needs to be involved.

A confident and competent workforce in the statutory universal and targeted services as well as the independent sector.

A lead professional to co-ordinate and monitor multi-agency activity where necessary.

The capacity to share demographic, assessment, planning and outcome information electronically within and across agency boundaries through the national eCare programme where appropriate.

The wellbeing of Scotland's children is at the heart of Getting it Right for Every Child. The following Wellbeing Wheel briefly explains the main areas of consideration which are crucial to the development of all children and should be considered when identifying the concerns that might be relevant when considering the needs of a child:



Early Years Framework²

It is increasingly evident that inequalities in health, education and employment opportunities are passed from one generation to another. The framework signals local and national government's joint commitment to break this cycle through prevention and early intervention and give every child in Scotland the best start in life. The framework covers the interests of children from pre-conception to the age of 8 years over a 10 year period.

The framework focuses on preventing problems and intervening early and effectively, to correct problems before they have a long term effect on life chances for the child and their family.

Parents and communities play a crucial role in outcomes for children. That role needs to be valued by parents and communities themselves, but also supported by the community planning process. The vision also highlights the importance of high quality, flexible and engaging services delivered by a valued and appropriately qualified workforce in delivering the ambitions of this framework.

Principles of intervention:

- we want all to have the same outcomes and the same opportunities
- we identify those at risk of not achieving those outcomes and take steps to prevent that risk materialising
- where the risk has materialised, we take effective action
- we work to help parents, families and communities to develop their own solutions, using accessible, high quality services as required

Putting the vision into action³

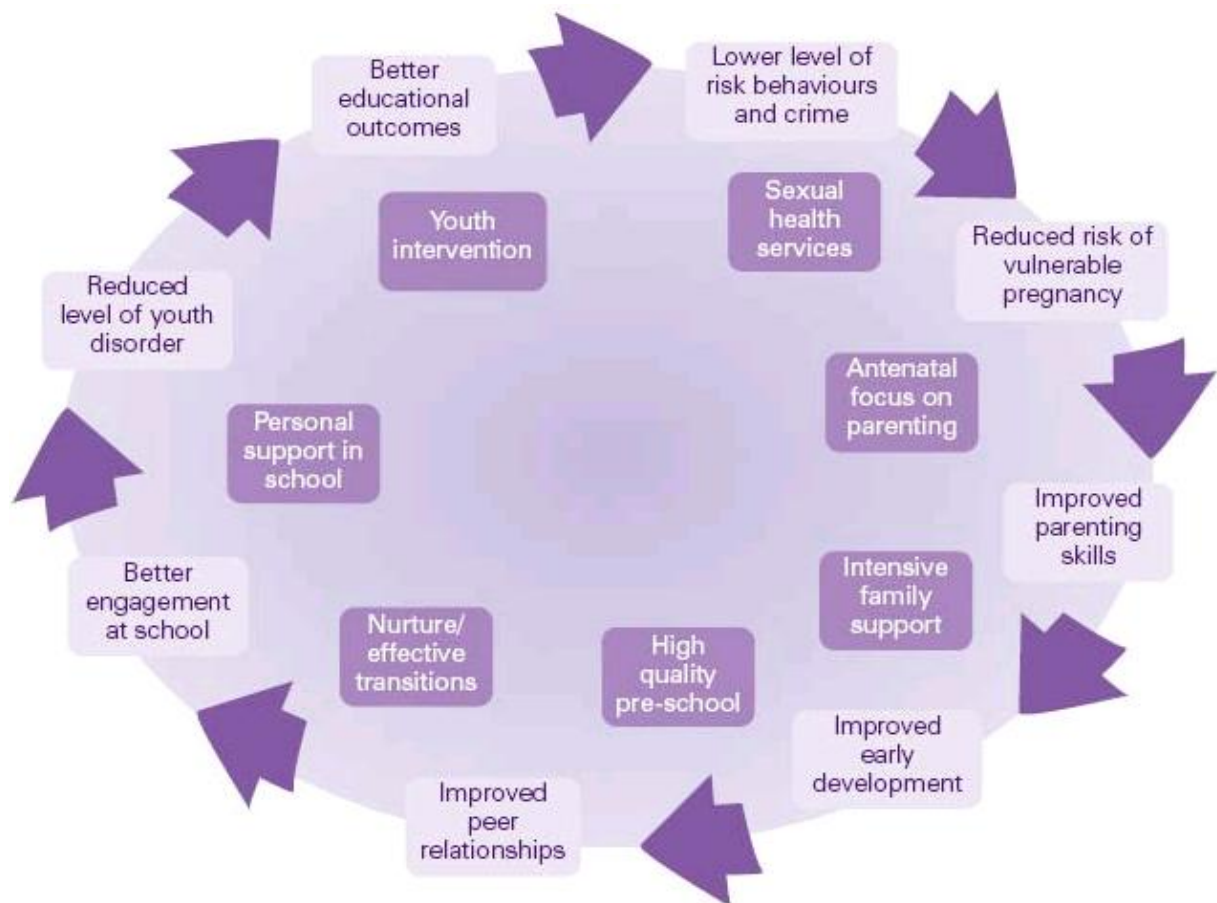
These ambitions cannot be achieved by a business as usual approach. Transformational change is required, and 10 elements have been identified. These are:

- a coherent approach
- helping children, families and communities to secure outcomes for themselves
- breaking cycles of poverty, inequality and poor outcomes in and through early years
- a focus on engagement and empowerment of children, families and communities
- using the strength of universal services to deliver prevention and early intervention
- putting quality at the heart of service delivery
- services that meet the needs of children and families
- improving outcomes and children's quality of life through play
- simplifying and streamlining delivery
- more effective collaboration

² <http://www.scotland.gov.uk/Topics/People/Young-People/Early-years-framework>

³ National Pre-birth to three guidance - Scottish Government

<http://www.ltscotland.org.uk/earlyyears/prebirthtothree/nationalguidance/index.asp>



Scottish Government are currently developing a National Parenting Strategy which will ensure parents are supported to help their children reach their full potential. They also intend to establish a £50 million Early Years Change Fund and introduce legislation early on in this parliamentary term to ensure that investment in early years is not just an optional extra.

Source: Scottish Government news release 2011

8 core indicators have been identified as providing a consistent way of measuring progress on the Early Years Framework:⁴

- pregnancies amongst 16 year olds
- appropriate birth weight for gestational age
- % newborns exclusively breastfed at 6-8 weeks
- % parents who rate their neighbourhood as a good place to live
- children in benefit dependent households
- % of obese children in P1
- % of children with dental decay in P1
- % of young people in sustainable post school destinations

At a local level the indicators can be used as a resource to help inform local authorities as to how progress towards SOA's can be presented. These indicators are included in either this plan or the SOA.

⁴ the following indicators are still under consideration. children (prebirth-8) referred to reporter on care and protection grounds, number of children prebirth-8 looked after either at home or accommodated.

Moving forward

Nationally, Single outcome agreements and the community planning processes are seen as the key local mechanisms for putting the Early Years Framework into practice. In doing so, the focus remains on outcomes rather than inputs, and the Scottish Government will work to develop better indicators of outcomes from early years policies and services.

The Children & Young Peoples Integrated Services Plan and the community planning partnership which oversees this plan, works towards the implementation of the framework. This is pulled together in to the Action Plan found in Appendix D at the rear of this document.

Locally the Shared Service Agenda will have a growing influence on these areas, and it is anticipated that it will enable services to be more consistent and efficient in improving outcomes for children and young people across Clackmannanshire and Stirling.

1.3 National Priorities

In 2007 the Scottish Government set out their overarching purpose, strategic objectives, national outcomes, and national indicators.⁵

Many of the national outcomes benefit young people either directly or indirectly:

- We are better **educated**, more **skilled** and more **successful**, renowned for our research and innovation.
- Our young people are **successful learners, confident individuals, effective contributors** and **responsible citizens**.
- Our children have the **best start in life** and are **ready to succeed**.
- We live longer, **healthier lives**.
- We have tackled the significant **inequalities** in Scottish society.
- We have **improved the life chances** for children, young people and families at risk.
- We live our lives **safe from crime, disorder and danger**.
- Our public services are **high quality, continually improving, efficient** and responsive to local people's needs.

Examples of the national indicators⁶ that apply to young people and track progress towards the achievement of the national outcomes and the overarching purpose are:

- Increase the proportion of **school leavers** (from Scottish publicly funded schools) in positive and sustained destinations (FE, HE, employment or training)
- Increase the proportion of **schools** receiving positive inspection reports
- **Child protection** inspection findings: increase the overall proportion of local authority areas receiving positive inspection reports
- Increase the proportion of **pre-school centres** receiving positive inspection reports

⁵ <http://www.scotland.gov.uk/About/purposestratobjis>

⁶ <http://www.scotland.gov.uk/About/scotPerforms/indicators>

- Increase **healthy life expectancy at birth** in the most deprived areas
- Reduce the rate of increase in the proportion of children with their **Body Mass Index** outwith a health range by 2018

These principles are all integral to the development of an action plan and monitoring and evaluation framework summarised in Appendix D, which will deliver positive outcomes for children and young people in Clackmannanshire.

1.4 How Will We Achieve This - The Planning Process

The Children and Young People's Integrated Services plan is intended to be a **driver for change** across many organisations. It links together relevant policies and focuses on objectives and actions, which ensures the **better integration and provision of services** which have a positive impact on children and young people.

Planning Services For Children & Young People

The Children and Young People's Integrated Services plan is overseen and steered by the Children and Young Peoples Partnership⁷, which consists of senior management representation from the key service areas working in Clackmannanshire. They in turn feedback to their relevant services and provide **strategic leadership and guidance** ensuring the development of key objectives and priorities for the plan, and improvements to integrated planning and working. In October 2011 the partnership undertook a self evaluation to ensure effectiveness and ongoing improvement. Over the coming months the partnership will merge with Stirling to drive forward multi-agency planning for Children's services across Clackmannanshire and Stirling.

Other groups that feed into the development and implementation of the Children and Young People's Integrated Services Plan are:

- Clackmannanshire Alliance (Community Planning Partnership)
- Community Health Partnership Integrated Health Improvement Team
- Corporate Parenting Strategy Group
- Young people involved in Meet The Bosses
- Clackmannanshire ADP & Reference Group
- Child Protection Committee
- Vulnerable Families Steering Group
- Interventions Group (Youth Justice)
- Regional & local 'Violence Against Women' Group
- Regional & Local Sexual Health Strategy Groups
- Regional GIRFEC group
- Clackmannanshire Third Sector Interface
- Other Strategic Planning Forums at Forth Valley level.

⁷ See Appendix A for details.

Community Planning⁸

Community planning is the process through which services are jointly planned and provided for in Clackmannanshire, through consultation and co-operation with all the public bodies involved and with the community. The Children and Young People's Partnership sits within this structure.

Integrated Children's Services Plans (ICSP) are a statutory obligation for local authorities and should be seen as the children and young people's component of Community Plans.

The priority outcomes relevant to children and young people are:

- Our communities are and feel safer.
- Health is improving.
- Our communities are more cohesive and inclusive.
- Vulnerable people and families are supported.
- People are better skilled, trained and ready for learning and employment.
- Substance misuse and its effects are reduced.
- Public services are improving.

Within the framework of its nine long term priority outcomes, the Alliance has agreed that in 2011-12 there will be four action areas to which effort will be particularly directed.⁹ The Children and Young People's Integrated Services plan has adopted two of these action areas into its 2011/2013 Priorities:

- **Early intervention, with an emphasis on pre-5s and the impact of parental substance misuse on children**
- **Developing skills within young people (aged 13-24)¹⁰**

Single Outcome Agreement (SOA)

All councils and community planning partnerships are required under the terms of the Concordat¹¹ to produce a Single Outcome Agreement (SOA) which demonstrates how the local partners are contributing to the agreed national objectives. The Clackmannanshire SOA for 2011-12¹² is structured around local community planning outcomes, and has been approved by Council, the Scottish Government, and endorsed by the Clackmannanshire Community Planning Alliance.

⁸ <http://www.clacksweb.org.uk/community/planning/>

⁹ see rear of 2011-2012 SOA for details p36

¹⁰ In March 2011 the Alliance agreed to extend the original age range from 16-24 to 13-24 following a recommendation from the Children & Young Persons Partnership

<http://clacksweb/site/documents/communityplanning/clackmannanshireallianceminutesofmeetings/>

¹¹ Further information on the Concordat can be found at <http://www.scotland.gov.uk/Resource/Doc/923/0054147.pdf>

¹²

<http://www.clacksweb.org.uk/site/documents/communityplanning/clackmannanshiresingleoutcomeagreement20092012/>

The 2011-2012 SOA highlights the following priority areas:

EARLY INTERVENTION, WITH AN EMPHASIS ON PRE-5s IN VULNERABLE FAMILIES

It states that "the focus of this early intervention is on parents who are susceptible to the risks and behaviours which will limit their child's options in later life. Evidence shows that the influences on the early years of children's lives will determine their social, educational and spiritual aspirations, so while remedial work will continue with children who have grown up in chaotic environments, partners will also prioritise the family setting from as early as pre-birth.

Partners will improve how they weave together the different strands of work which will help us to address this action, by simplifying information sharing and broadening links with other partners with expertise in community education, substance rehabilitation and preventing violence against women."

SOA ACTIONS

- The development of a multi-disciplinary early co-ordinated intervention service for vulnerable families with young children
- Direct engagement with a range of partners to deliver targeted and appropriate services

SOA TARGET

- Reduce the number of children where partners are required to provide alternative care on a temporary or permanent basis by increasing the capacity of parents and carers to care for very young children

These actions are primarily being taken forward by the Early Co-ordinated Intervention Project¹³ working with vulnerable families with children aged 0-5. Actions relating to this work are contained within the Action Plan at the rear of this document (Appendix D).

SKILLS, EDUCATION & TRAINING - 13-24s

The SOA states that "The focus of this action is ensuring that people, particularly young people, in Clackmannanshire have the right skills to take up existing and new opportunities to be economically active. In 2011-12 the partners will further develop their progressive model of moving people towards employment.

Significant resources have been invested in the past three years by the partnership to develop intensive support services for individuals who are outwith the labour market or who are at risk of being unable to enter it. In 2011 the focus will be integrating and streamlining these employability services to ensure that the most effective and efficient approach is taken. The newly formed Clackmannanshire Employability Partnership will have a key role in ensuring that there is co-ordinated provision of services in the area. Significant progress

¹³ Further details about this project can be found in the Appendices.

has been made in recent years in supporting vulnerable young people into positive destinations once they leave school and this will be built on in 2011.

SOA ACTIONS

- Integrated and streamlined services to support individuals to overcome barriers to entering the labour market
- Development of Youth Employability Strategy

SOA TARGET

- 70% employability service clients progressing into economic activity
- all school leavers have structured learning offers in place

Details of the Local Employability Strategy can be found at the rear of this document. The Children & Young People's partnership has acknowledged the need to improve links with other partnerships and invited representation from this strategy group onto the Children's partnership.

Service Planning - Clackmannanshire Council

Clackmannanshire Council aims to; provide a wide range of necessary services to a high standard, provide services in as efficient and cost effective way as possible, promote the interests and well-being of the people of Clackmannanshire, ensure the people of Clackmannanshire receive the very best care and consideration from us.

Services for children and young people provided by Clackmannanshire Council sit within a combined service known as "Services To People" which includes Education, Social Services, Youth Work, Psychological Services, and Sports Development. Services To People carries a **corporate responsibility for social inclusion** and brings a unified management structure to a very broad range of public services that include children and families. Both Education and Social Services are now operating a Shared Service Agenda across Clackmannanshire and Stirling Councils. **Strategic leadership is taken forward by key representatives forming an integral part of the multi-agency partnership known as the Children and Young People's Partnership.**

Clackmannanshire Council business planning reflects the aims & priorities identified within the Council's Corporate Plan 2008-2011 and is underpinned by a comprehensive planning framework, which encompasses a range of statutory (and other) plans¹⁴. The Children & Young People's Integrated Services Plan feeds into the Social Services Business Plan and is important in bringing a focus of integration and joint working, enabling and facilitating initiatives such as joint training, and information sharing.

¹⁴ Including Educational Improvement Objectives found in Appendix B.

Service Planning - Health

Given the importance of primary and community based care in the provision of health services to children and young people, Community Health Partnerships (CHPs) offer a key vehicle for the integration of healthcare with the work of other agencies.

Guidance¹⁵ which accompanied the introduction of CHPs, stated that “CHPs will have a prominent role to play in the health sector’s contribution to Integrated Children’s Service Plans, Joint Inspections and the implementation of the Additional Support for Learning Act and Getting it Right for Every Child.”¹⁶

The **Community Health Partnership** (CHP) sits formally with the community Planning process and is the Health element of the Clackmannanshire Alliance. Its role is to develop action plans to give effect to the strategic vision outlined by the Alliance. Links are also made between Health, Community Planning and Children’s Services Planning through the Clackmannanshire Integrated Health Improvement Team. This is where integrated and joint working at operational and strategic levels is discussed, and health related issues/priorities are fed into the Joint Health Improvement Plan (JHIP) and the Community Plan. Clackmannanshire and Stirling CHP’s are currently merging which will impact on current structures and strategies.

Key Direct Action Areas from the 2010-2012 Joint Health Improvement Plan¹⁷ (JHIP) that are relevant to children & young people are:

- Sexual Health,
- Health & Homelessness,
- Parenting Initiatives.
- Obesity
- Mental Wellbeing
- Alcohol

The NHS are a key partner in planning services for children and young people, and the Children & Young People’s Integrated Services Plan. As well as direct involvement from key players, priorities from the Joint Health Improvement Plan, Local Strategic Plan¹⁸ and the Report from the Director of Public Health,¹⁹ inform the development of priorities.

Inspection report showing that significant progress had been made across all agencies to ensure the needs of children and families are being met in Clackmannanshire.

Source:HMle Inspection April 2010

¹⁵ <http://www.sehd.scot.nhs.uk/chp/replies/ami01303dftguidance.pdf>

¹⁶ <http://www.scotland.gov.uk/Resource/Doc/165782/0045104.pdf>

¹⁷ <http://www.clacksweb.org.uk/community/communityhealth/>

¹⁸ <http://www.clacksweb.org.uk/community/communityhealth/>

¹⁹ http://www.nhsforthvalley.com/home/About/PublicHealth/PH_Publications/PH_AnnualReports.html

Partnership Developments

- A Child Health Group has recently been established and it is hoped that this forum will take forward and develop relevant outcomes from the Children & Young People's Integrated Services Action Plan. Although it is still in its initial phase, the group will provide a link between strategic and operational functions.
- A Forth Valley HOLAC (Health of Looked After Children) Group has been established. An action plan has been developed by NHS whose mission is to **"work in partnership with Clackmannanshire, Falkirk and Stirling Local Authorities to assess and address the health needs of all children and young people in and leaving the care of the three local authorities within Forth Valley"**.
- There is strong evidence of the significant long term health and well-being benefits of good nutrition in pregnancy and early years.. Clackmannanshire has a maternal and infant nutrition multiagency partnership with responsibility for implementation of the maternal and infant nutrition Framework locally. The priority outcomes include: education and training for key staff, strengthening policy support, promotion of 'baby friendly' breastfeeding venues in the community, communication with stakeholders and practical support plan for parents/carers.

Further information on health can be found in Section 2.

2 CLACKMANNANSHIRE - THE LOCAL PICTURE

Critical Issues & Challenges

Demographics

source: Single Outcome Agreement 11/12

- Population increasing, households increasing.
- The number of children aged 0-15 will increase by 16.7% (3rd highest in Scotland).

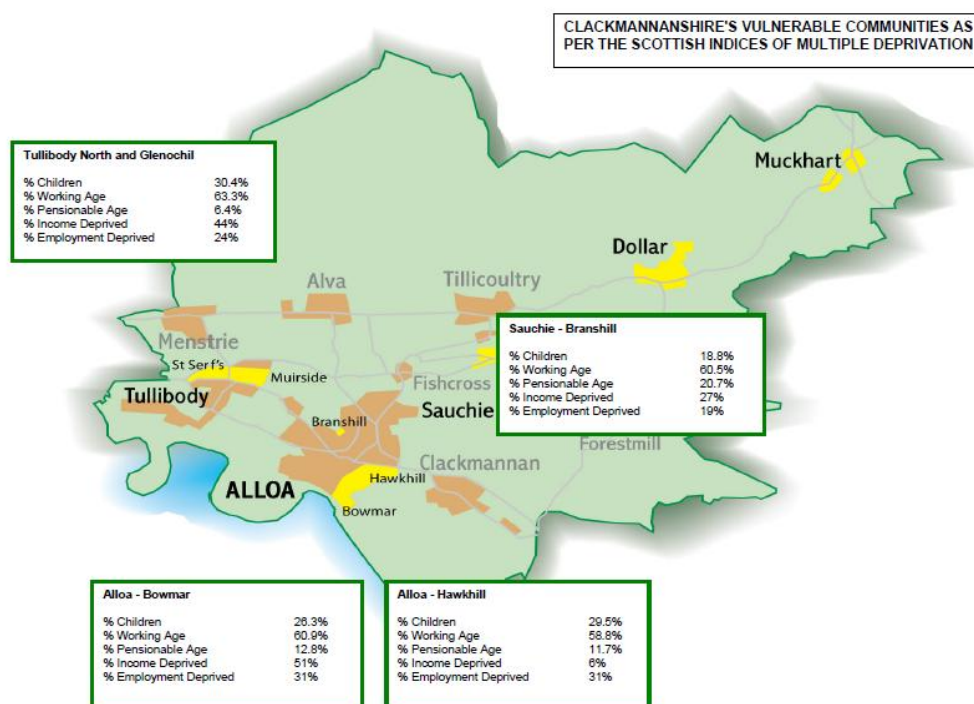
Health

source: Community Health Partnership profiles <http://www.scotpho.org.uk/profiles/> 2010

- Rates of women smoking during pregnancy are higher than the national average (significantly worse in our most vulnerable communities)
- Generally, life expectancy in Clackmannanshire is shorter than the national average.
- Breastfeeding rate lower than national average. (significantly worse in our most vulnerable communities)
- Obesity rate in Primary 1 is higher than national average.
- Low weight babies rate higher than national average. (significantly worse in our most vulnerable communities)

Community

- Clackmannanshire has higher proportions of looked-after children and child protection referrals compared with Scotland as a whole.
- Clackmannanshire has a higher % of homeless applicants aged 16-24 than Scotland as a whole, for at least three years. Source: Housing Key Statistics
- Despite improvements across the overall deprivation, we have seen the position of our most deprived areas worsen in the past six years. Two areas which are in the 5% most deprived areas in Scotland are Bowmar and Hawkhill, both in Alloa South and East. source: Single Outcome Agreement 11/12
- Clackmannanshire has a higher proportion of 16-19 year olds in the MCMC group and a higher proportion of 18-24 year olds unemployed than Forth Valley or Scotland.
- Youth unemployment is rising as a result of recession. <http://www.skillsdevelopmentscotland.co.uk/knowledge/local-lmi-reports/clackmannanshire.aspx>
- Clackmannanshire continues to have an above average number of referrals to the reporter on offence grounds per 1,000 population for 8-16 year olds. Source: http://www.scr.gov.uk/publications/online_statistical_service.cfm



Source: Single Outcome Agreement 2011-2012

2.2 Child Health

Children's circumstances in the earliest years of life are critical to future health inequalities.

Source: Equally Well - A report of the ministerial task force on health inequalities. June 2008

This plan acknowledges that child health is particularly important because there is strong research evidence that a healthy childhood is vital to maintaining health throughout adulthood. **The root cause of many diseases and conditions can be traced back to early childhood**, and some conditions are caused by the health behaviour of the parents before conception and during pregnancy. **There is a growing realisation that ensuring the health of children should be at the heart of efforts to improve the health of the population as a whole and to help combat inequality.**

2011/2013 Health Objectives For Children & Young People:

- Reduce substance misuse
- Promote positive mental health and emotional well-being
- Improve sexual health

These objectives were identified through the planning process which took into consideration statistical information²⁰, research into the causal links to poor health, and good practice that promotes the establishment of an integrated framework for improving child health.

2.3 Vulnerable Groups

As well as services for those children and young people who have additional support needs such as those with physical or learning disabilities, the Children & Young People's Integrated Services Plan also takes into consideration other vulnerable groups of young people and households such as:

- vulnerable families
- young carers
- looked after young people
- young people at risk

2011/2013 Objectives For Vulnerable Groups:

- Protect children and young people from neglect and abuse, and support those experiencing abuse
- Support parents, carers, and their families
- Support children affected by parents' and other family members' substance misuse
- Improve access to services
- Reduce children and young people's substance misuse
- Support young people to reduce offending
- Support young people to live independently

²⁰ Clackmannanshire CHP Health & Wellbeing Profiles 2008 <http://clacksweb/social/communityhealthpartnership/>

Independent inspection tells us that *"vulnerable customers have trusting relationships built up by staff who know children well"*

Source: HMle April 2010

Families

Both the SOA and this plan have a focus on improving the life chances of vulnerable families and their children across Clackmannanshire. This involves changing the way the Council works along with the move across all agencies to put in place GIRFEC principles and good practice. In particular early and co-ordinated intervention.

In 2012 Barnardo's Scotland will deliver 'You First' a 20 week programme for new parents aged under 21 with a baby under the age of one. The programme will use a mix of hands-on practical and group work to help improve parenting skills and support parents to access other services within their communities. In addition to gaining improved parenting skills, parents are supported with financial planning, budgeting, preparing healthy meals and are supported to attain a Bronze Youth Achievement Award. You First programmes will be delivered in conjunction with NHS across Forth Valley.

Young Carers

Young carers are children and young people whose lives are constrained by the need to care for a person who is ill, affected by disability or incapacitated by the misuse of drugs or alcohol. They **are twice as likely as their peers to have mental health issues**, and over a quarter of secondary school **young carers have serious educational problems** or have dropped out of school, with nearly all reporting missing school when the person they care for is having difficulties.²¹

Young Carers are supported in Clackmannanshire by a dedicated service for young people provided by the Princess Royal Trust For Carers.

Looked After Young People

Circumstances which lead to children becoming 'looked after and accommodated'²² vary widely, and they can be placed in various settings, depending on the child's circumstances and needs such as; residential home, residential school, secure unit, foster care or adoptive family. Those looked after away from home can lack stability and the chance to put down roots, and being moved from one care setting to another can be damaging.

There is in place a protocol for engagement between Housing and Child Care services to enable those coming out of care (Through Care After Care) to be allocated somewhere to live without going through the homeless route

A small supported housing project is underway through a voluntary organisation.

Nationally research tells us that on average, 30 per cent of young single homeless people have been looked after and 20 per cent of care leavers experience some form of homelessness within two years of ceasing to be looked after.

²¹ These are national trends and do not refer specifically to Clackmannanshire.

²² For definition see Glossary in Appendix H

There is mounting evidence of the severe difficulties commonly experienced by looked after young people.

- Children looked after by local authorities have significantly poorer **physical, mental and emotional health than their peers, and a much lower uptake of health services.** ²³
- **School attendance rate is lower, and exclusion rate is higher compared to the general population, and they leave school with fewer qualifications.**

Educational psychologists are involved in a number of levels in contributing to the improvement of the educational outcomes and emotional well-being for Looked After Children (LAC).

Psychologists have a monitoring role in schools for all LAC and maintain a database of all LAC by school/establishment cluster. Psychologists are involved in planning for LAC through casework, attendance at LAAC Reviews and Children's Hearings where appropriate, liaison with school and social work staff, provision of drop-in services to foster and kinship carers, the delivery of training on attachment and trauma and other issues relevant to the LAC population and the provision of direct therapeutic work on either an individual, family or group work basis.

Looked after children continue to need care well into young adulthood. Work is currently ongoing through the **corporate parenting strategy** to make changes and improve outcomes for these very vulnerable children.²⁴

Young People At Risk

Action to reduce risk in children's lives and enhance protection, can not only enable them to achieve their potential, but also reduce the chances of involvement in crime, substance misuse and other problem behaviour.

We know what we need to do. We need to prevent the causes of offending by giving every child the best start in life. We need to **intervene early** with children and families at risk to give them the support they need to thrive. We need to give young people **more positive choices and chances**, and build their capacity to capitalise on opportunity. For the small number of young people who pose a serious threat to themselves and their communities, we need to **intervene quickly and effectively** to turn their lives around.

Source: Preventing Offending by Young People: A Framework for Action Jun 2008²⁵

Examples of young people at risk include those who are living in substance misusing households, homeless, those with low self esteem, those misusing substances themselves, those who are offending, and those with poor sexual health. Support is provided by Council services as well as third sector organisations such as Barnardo's and Action For Children.

A multi-agency inspection by HMle in 2010 found that there had been significant progress in how staff gather information and assess the risks and needs of vulnerable children.

²³ SWIA The health of looked after and accommodated children and young people in Scotland Jun 2006

²⁴ <http://www.swia.gov.uk/swia/files/Health%20of%20Looked%20After%20and%20Accommodated%20Children%20in%20Scotland.pdf>

²⁵ <http://www.clackswest.org.uk/site/documents/childcare/corporateparentingstrategy20092012/>

²⁵ <http://www.scotland.gov.uk/Publications/2008/06/17093513/7>

Interventions for Recovery is a community-based project which provides a range of services to children and families affected by loss and trauma. The project is managed and delivered by Clackmannanshire Psychological Service.

Adverse life events, especially unexpected events, can pose serious threats to the emotional wellbeing of an individual. Children and adults with insecure attachment histories are particularly vulnerable to the impact of sudden loss and other traumatic experiences. The purpose of the project is to promote emotional wellbeing and to minimise the potentially damaging effects of trauma on children's development.

A key aim of the project is early identification of those children and young people who have been exposed to traumatic events and to offer, where appropriate, therapeutic help. In addition to direct intervention the project offers *psycho-education* on the effects of trauma for parents and others responsible for the care and education of children and *training* on loss, bereavement and trauma management for school, voluntary bodies and agencies working for children.

The **impact of homelessness** on young people's health and life chances is considerable. There is a compelling body of evidence showing that homeless young people are particularly vulnerable to:

- poor mental health
- poor physical health
- risk taking behaviour (such as self neglect, self-harming, suicide, sexual risk behaviour, substance use and criminal activity)
- being a victim of crime
- exclusion from education, employment and social support.

Youth Justice

It is particularly common for young offenders aged 16 to 20 years to run away from home and to become homeless.

An **Early and Effective Intervention for Youth offending** (8-16 year olds) pilot has been introduced (29/08/11). The aim is to ensure that when a child is identified for committing a crime, all available information about that child and their circumstances is shared by partner agencies. By doing this, partners will be able to identify the risk factors which are impacting on that child's life and underly the offending behaviour. This process has been designed to ensure that the current duplication in reporting mechanisms is removed to reduce bureaucracy and ensure the relevant information is shared as early as possible to address the child's behaviour. It is anticipated that this process will provide better outcomes for children, families, victims and the wider community whilst reducing bureaucracy and improving information sharing between police and partner agencies.

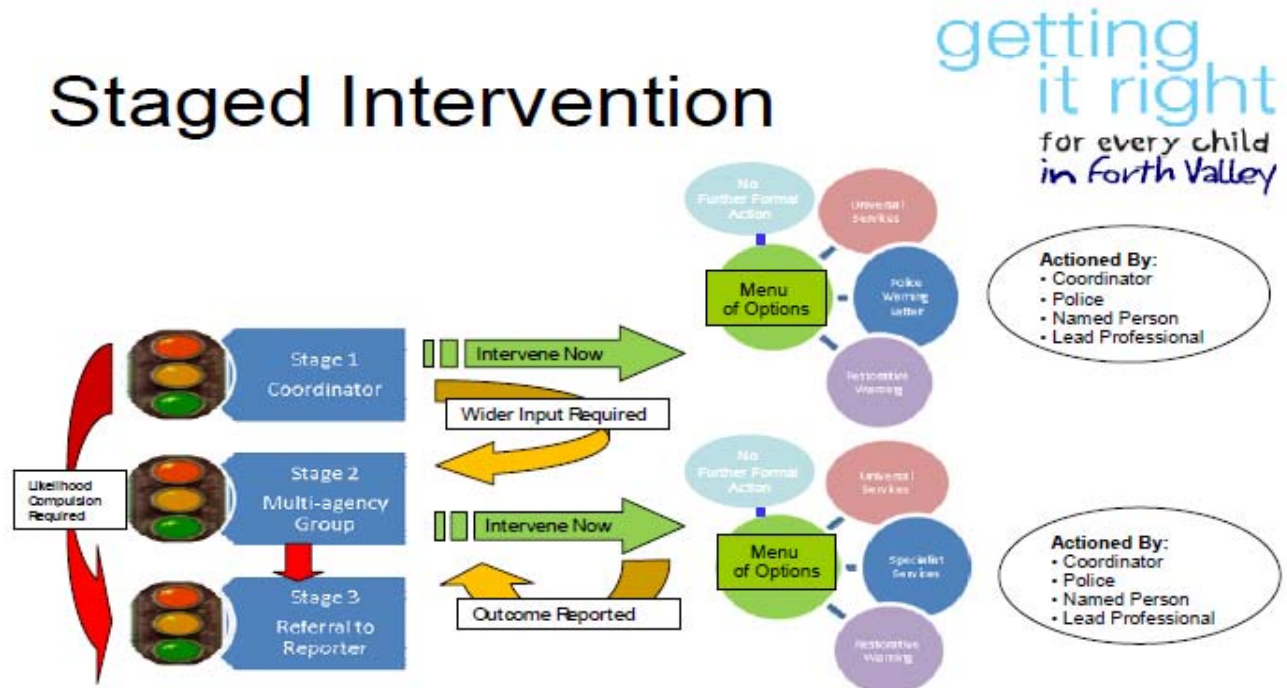
Implementation of the Protocol will ultimately reduce reoffending, enhance partnership working and identify the most appropriate and proportionate response to individual concerns in line with the *Getting It Right For Every Child* (GIRFEC) approach, *Multi-Agency Early and Effective Intervention – Implementation Guidance*²⁶ and *Preventing Offending By Young People – A Framework For Action*²⁷. It will ensure that only those vulnerable children who

²⁶ <http://www.scotland.gov.uk/Resource/Doc/254429/0081716.pdf>

²⁷ <http://www.scotland.gov.uk/Resource/Doc/228013/0061713.pdf>

are likely to require compulsory measures of supervision are referred to the Children's Reporter.

The Forth Valley Early and Effective Intervention Model focuses on the management of youth offending across Forth Valley which comprises of Clackmannanshire, Falkirk and Stirling local authorities. It will have a close interface with the development of Forth Valley's Multi-Agency Screening Hub (MASH) for care and protection concerns to ensure a holistic approach.



Source: Forth Valley EEI Protocol

The **Local Employability Partnership** has agreed that the groups it should prioritise over the period 2011-2014 include Young people aged 14-24. Especially the following vulnerable groups:

- Young people (14-16) at risk of becoming MCMC
- Young people (16-19) not in education, employment or training (including both those without a positive destination on leaving school and those that went into a positive destination but have subsequently dropped out)
- Looked after children
- Young parents/carers
- Young offenders or those at risk of offending
- Young people that are homeless or at risk of becoming homeless

Support for young people should build on current 16+ Learning Choices provision to ensure that all young people are able to compete in labour market.

- Need to ensure wide range of options for young people at all stages (i.e. still at school, 16-19 year olds MCMC, 18-24 year olds unemployed) including volunteering, work experience and training.
- Roll out coordinated Key Worker approach and establish Activity Agreements for individuals (both currently being developed by 16+ Learning Choices Group).
- Employers should be encouraged to partner with schools to raise young people's awareness of world of work and aspirations.

Source: Local Employability Strategy 2011

2.4 Child Protection

Independent inspection states 'Staff are clear about their responsibilities to make sure children are kept safe and they use the law effectively to protect them. They find somewhere safe for children to stay if they are unable to remain at home.'

Source: HMle April 2010

Child protection in Clackmannanshire and Stirling is overseen by the Clackmannanshire and Stirling Child Protection Committee (CPC) which is a multi-agency forum responsible for the development, co-ordination and review of child protection inter-agency policy and practice. **Key members of the C.P.C. are also members of the Children & Young People's Partnership.**

The C.P.C. is responsible for ensuring that child protection activity complies with national and local standards and aims to promote better outcomes for children and young people. It reviews its work on an annual basis with the compilation of an annual report and business plan, which is developed on an inter-agency basis and reflects the child protection needs of the local area.

The Lead Officer Child Protection for the C.P.C. is also a member of the Clackmannanshire Children's Partnership.

The Forth Valley G5 Group ensures **consistency in strategic planning** and a reduction in the duplication of child protection work across agencies in the Forth Valley area.

Independent inspectors have seen significant progress in how staff gather information. Police and social workers are now involving health staff more regularly to share information at an early stage and to plan child protection investigations.

Source: HMle Inspection April 2010

2.5 Structures In Place To Ensure Multi-Agency Delivery

Integration is a key theme running through many services working with children and young people in Clackmannanshire and Stirling. Examples below evidence how agencies have come together to improve service delivery.

Community Health Partnerships are the central focus within the NHS, at a local level, for partnership working in the planning and delivery of integrated health services. A multi-agency integrated Health Improvement Team has been developed which includes representatives from Health Promotion, Community Planning and Children's Services Planning.

A joint Clackmannanshire and Stirling **GIRFEC Implementation Group** linked to the Children's Planning Process will drive forward implementation of relevant principles, focussing initially on vulnerable young people and child protection. To date this has included multi-agency GIRFEC training across Forth Valley, and training on the Integrated Assessment Framework.

The Forth Valley **Early and Effective Intervention Hub** has been operational since August 2011 and will ensure that responses are coordinated, appropriate and responsive. Locally this work is taken forward by the Clackmannanshire Early Co-ordinated Intervention with Vulnerable Families with Children aged 0-5.

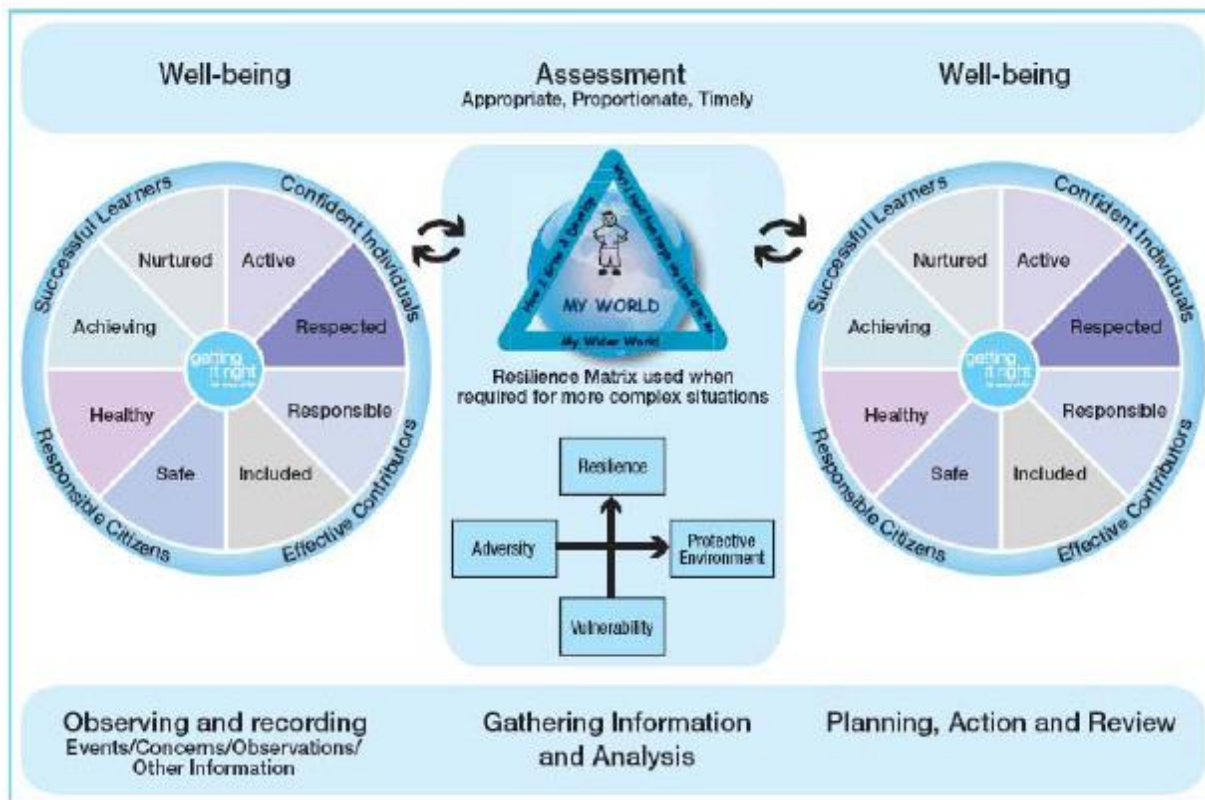
Independent inspection states that Chief officers are working well together to promote partnership working. There is a strong commitment to partnership working by managers and staff. Managers in all services now know each other better and are communicating and working well together. Staff across services are enthusiastic about developing new ways of working to ensure better outcomes for children.

Source: HMle Inspection April 2010

The Regional GIRFEC strategy group are developing an **Integrated Assessment Framework** for Forth Valley, and this group reports to the Joint Chief Executives Group (G5)²⁸.

A **Multi-Agency Assessment and Screening Hub (MASH)** is being developed within the Public Protection Unit. This will become a core identification route for vulnerable children and prioritisation of services. Whilst delivering earlier and more effective intervention for vulnerable children in need.

The Getting It Right For Every Child National Practice Model



²⁸ Forth Valley has a Chief Officer's Strategic Group entitled G5. The G5 Group has membership from the 3 local authorities that make up Forth Valley (Clackmannanshire, Falkirk and Stirling); Central Scotland Police and NHS Forth Valley. They have a subgroup entitled G5 Reporting Group.

The Council's educational psychologists contribute to the **Community Early Assessment Team** (CEAT). CEAT provides an easily accessible route to early integrated assessment for pre-school children with complex needs . The team comprises a consultant paediatrician, speech and language therapist, psychologist , occupational therapist and ,where indicated, physiotherapist and social worker. Referrals are made by agencies across health and education and the assessments provide the basis for planning and interventions by health and education services.

The Corporate Parenting Strategy is the framework for elected members, officers and partners in fulfilling their duties and responsibilities, as corporate parents of Looked After children and young people in Clackmannanshire. This is taken forward by the **Corporate Parent Strategy Group** and is a partnership chaired by the Council's Children's Champion and Leader of the Council. Members of the group are key stakeholders and include; Social Services, Housing & Homelessness, Clacks Works, Education, Workforce Development, Central Scotland Police, Health NHS, Educational Psychologist, Skills Development Scotland.

3 CONCLUSION - STRATEGIC AIMS & OBJECTIVES

This section reflects on the agreed priorities and objectives for integrating services to children and young people over the period of the 2011-2013 plan. It also links the Scottish Government national vision statements, with local priorities.

3.1 Priorities

Taking into consideration recent inspections and ongoing self-evaluations the following priorities have been identified:

- Ensure that **GIRFEC principles** and processes are embedded in all partner organisations.
- **Improve targeted services for vulnerable children** especially in the area of early intervention with an emphasis on pre-5s and those affected by parental substance misuse.
- **Developing skills within young people (aged 13-24)** especially those most vulnerable.
- Drive forward the **integration of services across Clackmannanshire and Stirling** to improve outcomes for services users.

This strategy is not the end of the planning process; rather it gives a broad overview of where we are now, and sets out a framework for establishing the structures and processes to help us get to where we want to be.

3.2 Monitoring & Evaluation

Progress against the 2008-2010 objectives has been evaluated and summarised below. The information gathered has been used to inform a review of the plan's actions, priorities, and resource direction.

How Did We Do 2010?

- Independent inspection confirms that excellent services have been provided that meets the needs of some very disadvantaged and hard to reach young people in residential accommodation.
- Inspection report showing that significant progress had been made across all agencies to ensure the needs of children and families are being met in Clackmannanshire. HMle
- Consultation with vulnerable young people is improving.
- Children and families are now more involved in decisions about their lives. Most parents are listened to and their views taken seriously in meetings. ²⁹

For the purposes of this document a simple traffic light system has been used to indicate progress against the 2008-2010 plans' priorities. This is a snapshot in time.

²⁹ Source: Joint inspection of services to protect children and young people in the Clackmannanshire Council area. 29 April 2010 source: Social Services Performance web page www.clacksweb.org.uk/document/2670.pdf.
www.clacksweb.org.uk/document/2621.pdf

Where do we want to go 2013?

Evaluation of the 2008-2010 plan has informed the production of priorities for 2011-2013, and the development of long term planning beyond 2013. A more detailed breakdown of the priorities including outcomes and impact targets can be found at the rear of this document.

The Community Planning Partnership (Children and Young People) has also undertaken a self-evaluation of the group using the PSIF model. This will ensure that the partnership, who is responsible for driving forward the action plan, is fit for purpose.

DRAFT

How Did We Do 2010?

2008-2010

ICSP	NATIONAL PRIORITIES	Safe	Nurtured	Achieving	Respect & Responsibility	Healthy	Active	Included	HOW ARE WE DOING?
1.0	LOCAL PRIORITY Protect children and young people from neglect and abuse	√						√	IMPROVING
2.0	LOCAL PRIORITY: Support children affected by parents' and other family members' substance misuse	√		√		√		√	IMPROVING
3.0	LOCAL PRIORITY Support children and young people in care, and develop the Corporate Parent agenda	√	√	√		√		√	IMPROVING
4.0	LOCAL PRIORITY Ensure children, parents and carers are involved in and consulted about key decisions that affect them				√			√	IMPROVING
5.0	LOCAL PRIORITY Develop systems that ensures children will receive the most appropriate services at the most appropriate time	√	√	√	√	√	√	√	IMPROVING
6.0	LOCAL PRIORITY Improve access to services	√						√	IMPROVING
7.0	LOCAL PRIORITY Continue to develop inclusive services							√	IMPROVING
8.0	LOCAL PRIORITY Set up and support a self-evaluation process							√	IMPROVING
9.0	LOCAL PRIORITY Reduce young people's health inequalities					√			IMPROVING
10.0	LOCAL PRIORITY Reduce children and young peoples substance misuse					√			IMPROVING
11.0	LOCAL PRIORITY Promote positive mental health and emotional wellbeing		√		√	√		√	IMPROVING
12.0	LOCAL PRIORITY Improve the sexual health of children and young people	√				√			IMPROVING

WHERE DO WE WANT TO GO 2013?

2011-2013

ICSP	LOCAL PRIORITY	NATIONAL PRIORITIES Wealthier & Fairer, Healthier, Safer & Stronger, Smarter.	Single Outcome Agreement Strengthen communities, build confidence & raise aspirations, improve well being.	Getting It Right For Every Child Safe, Nurtured, Healthy, Achieving, Active, Respected & Responsible, Included.
	Improving targeted services for vulnerable children & young people			
1.0	Protect children and young people from neglect and abuse, and support those experiencing abuse.	✓	✓	✓
2.0	Support parents, carers, and their families	✓	✓	✓
3.0	Support children affected by parents' and other family members' substance misuse	✓	✓	✓
4.0	Ensure children, parents and carers are involved in and consulted about key decisions that affect them	✓	✓	✓
	Integration of services across Clackmannanshire & Stirling to improve outcomes for service users			
5.0	Develop systems that ensures children will receive the most appropriate services at the most appropriate time	✓	✓	✓
6.0	Improve access to services.	✓	✓	✓
	Developing skills within young people (aged 13-24)			
8.0	Promote positive mental health and emotional wellbeing	✓	✓	✓
9.0	Improve the sexual health of children and young people	✓	✓	✓
7.0	Reduce young people's substance misuse	✓	✓	✓
10.0	Support young people to reduce offending	✓	✓	✓

APPENDICES

- A. Partners Involved In Children's Services Planning
- B. Education Improvement Objectives 2010-2013
- C. Glossary
- D. 2011-2013 Objectives & Outcomes
- E. Clackmannanshire Employability Strategy
- F. Early Co-ordinated Intervention with Vulnerable Families with Children
- G. Strategic Links
- H. Partnership Links
- I. Comments & Suggestions on this plan

APPENDIX A

Partners Involved In Children's Services Planning Group.

	Agency	Title
	Central Scotland Police	Community Policing Inspector
	Clackmannanshire Council - Social Services & Criminal Justice	Head Of Social Services & Criminal Justice Clackmannanshire & Stirling
	Chair of Clackmannanshire Alcohol & Drug Partnership	
	Clackmannanshire Council - Childcare	Service Manager
	Clackmannanshire Council - Youthwork	Service Manager Pupil Support and Youth Work
	Clackmannanshire Council – Education	Head Of Schools Stirling & Clackmannanshire
	Clackmannanshire Council – Early Years	Manager
	Clackmannanshire Council – Services To People	Social Policy Support Officer
	Clackmannanshire Council – The Psychological Service	Principal Psychologist
	Health – Forth Valley Health Improvement	Health Promotion Manager - Clacks, Sexual Health & Substance Misuse.
	Scottish Children' Reporter Administration (SCRA)	Reporter
	Health – Clackmannanshire & Stirling CHP	Lead Nurse
	Health – Clackmannanshire & Stirling CHP	CHP General Manager
	Health Board	Senior Planning Manager
	Third Sector Interface	Representative
	Clackmannanshire Alcohol & Drug Partnership	Substance Development and Customer Care Officer
	Clackmannanshire Community Planning Alliance	Community Planning Policy Officer
	Clackmannanshire Council	Team Leader Community Learning & Development
	Child Protection Committee	Lead Officer for Stirling & Clackmannanshire
	Clackmannanshire Council	Head of Community & Regulatory Services

APPENDIX B

Clackmannanshire Council: Services to People .

Educational Improvement Objectives:

CP = Corporate Priority

TARGET OUTCOME 1		To implement 'A Curriculum for Excellence (ACE)'				
Ref.	3 Year Target	CP ref	Partners	Target 2010/11	Target 2011/12	Target 2012/13
1.1	Continue to employ curriculum flexibility to address the needs of young people	1.1 1.2 1.7 1.8	Schools, pupils, parents, the community, HMIE and other external agencies	A broad general education is in place for S1 - allowing opportunities for personalisation and choice Planning for the Senior Phase has begun in all Secondary Schools	Broad general education in place for S1/S2. There are increased opportunities for personalisation and choice. Senior Phase Planning is further developed to an advanced stage.	A broad general education in place for S1/S3. Senior Phase plans are finalised. New qualifications plans are at an advanced stage.
1.2	Maintain young people's opportunities to become involved in enterprise education activities	1.1 1.2 1.7 1.8	Schools, pupils, parents, the community, HMIE and other external agencies	To have a wide range of enterprise activities available to all young people available through the implementation of the authority's Education for Enterprise/Determined to Succeed Action Plan AND almost all pupils participate in at least one quality enterprise activity each session AND Audit, inspections, reports, and pupil surveys indicate that enterprise activities are having a positive impact on young people	Inspection reports and pupil surveys continue to indicate that this is having a positive impact on young people	Audit, inspections, reports and pupil surveys continue to indicate that enterprise activities are having a positive impact on young people
1.3	Increase young people's opportunities to become involved in activities promoting personal and social development, citizenship	1.1 1.2 1.7 1.8 2.3	Schools, pupils, parents, the community, HMIE and other external agencies	All schools have effective pupil councils and other ways of giving pupils a voice in the life and work of their schools; all schools operate programmes of activity which promote citizenship including involvement in the Eco Schools Programme/RRSA AND Health Promoting Schools To increase pupil opportunities to follow personal development programmes, eg ASDAN,; the pupils taking these courses achieve >90% success rate in these courses audit, inspections, reports, and pupil surveys indicate that schools make a positive contribution to the personal and social development of young people	The range and scale of citizenship activity in schools increases and audit, inspections, reports and pupil surveys continue to indicate that they are having a positive impact on young people	The range and scale of citizenship activity in schools increases and audit, inspections, reports and pupil surveys continue to indicate that they are having a positive impact on young people
1.4	Continue to promote health and well-being of young people	2.3 2.9	Schools, pupils, parents, the community, HMIE and other external agencies	Implement the school's (Health Promotion and Nutrition's(Scotland) Act 2007 to ensure that <ul style="list-style-type: none"> All food and drink provided in schools comply with the nutritional requirements specified in regulations School lunches are promoted leading to an increase in uptake of school meals All schools engage in the new promoting health and well-being, positive approaches to health in Forth Valley accreditation scheme	School meal up-take continues to rise from 2011/2012 baseline reports, and pupil surveys indicate that school are making a positive contribution to developing the health and well-being of young people At least 20% of schools	School meal up-take continues to rise from 2012/2013 baseline AND audit, inspections, reports, and pupil surveys indicate that school are making a positive contribution to developing the health and well-being of young people

					have gained a revised accreditation. AND Level audit, inspections, Reports, and pupil surveys indicate that a positive contribution to developing the health and well-being of young people	At least 50% of schools have gained a revised accreditation level
1.5	Increase young people's access to sporting and cultural activities	2.3 2.9 1.3	Schools, Sports Development Manager, Arts Link Officer, Music development Officer, pupils, parents, the community, HMIE and other external agencies	Establish a PE and Physical activity pathway from 3 - 18 in accordance with the provisions of C of E	Base levels of engagement in PE and the arts are maintained AND at least 60% of pupils are engaged in such activity at least once a week outwith school	Base levels of engagement in PE and the arts are maintained AND at least 85% of pupils are engaged in such activity at least once a week outwith school
TARGET OUTCOME 2		To raise attainment and achievement for all children and young people				
Ref.	3 Year Target	CP ref	Partners	Target 2010/11	Target 2011/12	Target 2012/13
2.1	Continue to raise standards of attainment in reading, writing and mathematics in primary schools	1.2 1.7	Schools, pupils, parents and the community	Establish a baseline of achievement for all primary pupils in literacy and numeracy	% of pupils making good progress in literacy and numeracy standards matches or exceeds comparator authorities	Levels of attainment in literacy and numeracy increase year on year.
2.2	To fully implement new models of assessment in accordance with the requirements of C of E aiming to continue to raise standards of attainment in reading, writing and mathematics	1.2 1.7	Schools, pupils, parents and the community	% of pupils attaining national standards by the end of S2 in reading will be >60% from 2010/2011 onwards AND % of pupils attaining national standards by the end of S2 in writing will be greater than 55% from 2010/2011 onwards AND % of pupils attaining national standards by the end of S2 in mathematics will be greater than 65% from 2006/2007 onwards	Levels of attainment in reading writing and mathematics will rise by an average of 3-5% on the 2010/2011 baseline	Levels of attainment in reading writing and mathematics will rise by an average of 3-5% on the 2011/12 baseline
2.3	Raise the overall levels of attainment of pupils by the end of S4	1.2 1.7	Schools, pupils, parents and the community	To achieve equal to or greater than 94%	To achieve equal to or greater than 95%	To achieve equal to or greater than 96%
2.4	Raise the attainment of the lowest performing 20% of pupils at the end of S4	1.2 1.7	Schools, pupils, parents and the community	That the average tariff score of the lowest performing 20% at the end of S4 will equal or be greater than 97.	That the average tariff score of the lowest performing 20% at the end of S4 will equal or be greater than 105.	That the average tariff score of the lowest performing 20% at the end of S4 will equal or be greater than 110.
2.5	Raise overall levels of attainment of school leavers	1.2 1.7	Schools, pupils, parents and the community	% of pupils leaving school having attained 5+ awards at Level 3 will be greater than or equal to 92%	Levels of attainment will rise by a further 1% on the 2010/2011 baseline	Levels of attainment will rise by a further % on the 2011/12 baseline

2.6	Raise overall levels of attainment of pupil at the end of S6	1.2 1.7	Schools, pupils, parents and the community	% of pupils attaining 1+ awards at Level 6 or better will increase by 2% from 2009 - 10 baseline (42%) and % of pupils attaining 3+ awards at Level 6 or better will increase by 2% from 2009 10 baseline (27%)	Levels of attainment will rise by a further 1% on the 2010 - 11	Levels of attainment will rise by a further 1% on the 2011/12 baseline
2.7	Develop further pupils' employability skills	1.2 1.7 1.8	Schools, pupils, parents and the community	Local and other employers report high levels of satisfaction with the skills of job applicants and employees recently attending school AND The numbers of young people leaving school and not funding a positive destination reduces from 2009-10 baseline (12%) AND At least 90% of pupils report themselves as having well-developed core/employability skills; they are confident and optimistic	As for 2010-11	As for 2011-12
2.8	Raise the overall levels of achievement and attainment of LAC, other vulnerable young people and children from black and ethnic minorities	1.2 1.7	Schools, pupils, parents and the community	Educational and other progress of LAC and other groups is tracked, monitored and reported on; appropriate interventions are undertaken AND The attainment generally, in primary and secondary schools of LAC, other vulnerable children and children from black and ethnic minorities will be at least the equivalent of the average of their peers	As for 2010-11	As for 2011-12
2.9	Develop further pupils' problem-solving and thinking skills	1.2 1.7	Schools, pupils, parents and the community	AIFL and co-operative learning techniques will be widely used in all schools and having a positive impact on learning and teaching.	Audits and inspections comment favourably on the importance of these on young people	
2.10	Raise standards of attainment of pupils with ASN	1.2 1.7	Schools, pupils, parents and the community	Pupils with ASN have access to a wide range of appropriate course, units, etc AND Pupils' achievement/attainments at least match national standards AND Inspection and other audits indicate courses well-matched to report that children and young people with ASN are making appropriate progress in line with targets.	As for 2010-11	As for 2011-12
2.11	Reduce the numbers of school leavers, and other young people who do not go on to positive destinations	1.2 1.7	Schools, pupils, parents and the community generally	At least 88% of June school leavers are in education, employment or training by the end of September 2010. AND Staying-on rates at school increase from 2009-10 baseline (71%)	As for 2010-11 AND Staying-on rates at school increase from 2010-11 baseline	As for 2011-12 AND Staying-on rates at school increase from 2011-12 baseline
TARGET OUTCOME 3		Create conditions conducive to learning				
Ref.	3 Year Target	CP ref	Partners	Target 2010-11	Target 2011-12	Target 2012-13
3.1	Inclusion: Continue to implement the existing policy on inclusion	1.1	Schools, pupils, parents, the community, support services, both internal and external	All schools familiar and compliant with the policy	As for 2010-11	As for 2011-12
3.2	Introduce a common assessment	1.7	Schools, pupils, parents, the	A common assessment framework is in operation with which staff, pupils and parents/carers express a high degree of satisfaction.	As for 2010-11	As for 2011-12

	framework in relation to pupils with ASN		community, support services, both internal and external	AND Inspection and other audits indicate courses, activities, etc well matched to pupils' needs		
3.3	Continue to operate a programme of staged intervention including revised policy & guidelines	1.7	Schools, pupils, parents, the community, support services, both internal and external	Inspection and other audits report the effective use of staged intervention AND Pupils involved in the staged intervention process are making appropriate progress in line with their targets AND	As for 2010-11	As for 2011-12
3.4	Continue to meet the needs of all learners	1.1 1.7	Schools, pupils, parents, the community, support services, both internal and external	Inspection and other audits report schools are meeting learners' needs AND Parents report high levels of satisfaction with support for learning services AND Pupils' attainments in reading, writing and mathematics make appropriate progress and matches targets set for and with them	As for 2010-11	As for 2011-12
3.5	Continue to improve transition arrangements for pupils with ASN	1.1 1.7	Schools, pupils, parents, the community, support services, both internal and external	Almost all pupils are satisfied with their transition arrangements	As for 2010-11	As for 2011-12
3.6	Continue to improve ICT provision for and within schools	1.1 1.4	Schools, nurseries and family centres, pupils, parents, the community, support services, both internal and external, ICT services both local and national	All desktop systems in schools at the start of 2002/2003 replaced by the end of 2006/2007; all schools have access to an enhanced, local education intranet and all schools have access to the SSDN and this services and have all staff trained in its use All schools have access to an enhanced local education intranet and all schools have access to GLOW. Staff are trained as required Inspection in other audits indicate increased effective use of ICT in support of pupils' learning.	As for 2010-11	As for 2011-12 Inspection in other audits indicate increased effective use of ICT in support of pupils' learning.
3.7	Complete the introduction of SEEMIS and further develop the use of SEEMIS	1.4	Schools, pupils, parents, the community, support services, both internal and external, ICT services both local and national	All relevant staff are able to use SEEMIS to support effective learning and teaching	As for 2010-11	As for 2011-12
3.8	Establish and implement an ICT strategy that supports share services within education	1.4	Head of Education, support services, both internal and external, ICT services both local and national	Begin to put in place infrastructure to support the effective working of the shared Education Service.	As for 2010-11 Further Develop	As for 2011-12 Further Develop
3.9	Schools continue to provide their pupils	1.4	Schools, pupils, parents and the	Ongoing support for the implementation of the Community Safety Strategy as it relates to schools and Inspection and other audits,	As for 2010-11	As for 2011-12

	and staff with a safe working environment Maintain		community Service Manager (Inclusion)	surveys of pupils and parents indicate that schools provide a safe environment for teaching and learning; schools have a positive ethos AND Schools make appropriate use of praise and appropriate use of sanctions, including exclusions and restorative practices, to create a positive working environment for pupils and staff AND All schools have clear arrangements in place for dealing with bullying; they all use buddying and similar arrangements to promote positive relationships between and amongst pupils		
3.10	Improve attendance in primary and secondary schools	1.2 1.7	Schools, pupils, parents and the community	Primary School attendance is greater than 95% AND Secondary school attendance is greater than 92%	As for 2010-11	As for 2011-12
3.11	Secure the implementation of relevant new legislation, e.g. The Parental Involvement Act, Children's Services Act (GIRFEC) The schools (Health Promotion and Nutrition (Scotland) Act 20-7	1.2 1.7	Schools, pupils, parents, other Council services, CSP, FVHB	Council's actions, procedures, etc are compliant with legislation	As for 2010-11	As for 2011-12

APPENDIX C

GLOSSARY

ADP	Alcohol and Drug Partnership
ASL	Additional Support For Learning
Assessment	The process of defining an individual person's needs, the help that they require and determining their eligibility for services.
CAMHS	The Child and Adolescent Mental Health Service (CAMHS) provides assessment and intervention for children and young people with mental health difficulties and their families.
Children's Hearing	Rather than going to Court, this body deals with cases where a child has committed an offence or has been offended against and is in need of care and protection.
Child Protection Register	A list held by the Local Authority of children who are at risk of abuse or neglect and require protection.
CHP	Community Health Partnership
Clacks	An abbreviated version of Clackmannanshire
CLD	Community Learning & Development (Community Planning Partnership)
C&YP	Children & young people
EEI	Early & Effective Intervention
EIO	Education Improvement Objectives
FV	Forth Valley
GIRFEC	Getting It Right For Every Child. A Scottish Government national change agenda.
HEAT	Health, Efficiency, Access and Treatment. NHS statutory performance indicators.
HMIE	Her Majesty's Inspectors of Education
Home Supervision Order	A statutory order made by the children's panel where a child remains at home.
ICSPG	Integrated Children's Services Planning Group
ICT	Information and communication technology.
Looked After	Children who may be supervised, subject to Place of Safety Orders, Child Protection Orders, Parental Responsibility Orders or Warrants and those who are on supervision living at home. Those children who require to be looked after out with their family are referred to as looked after and accommodated children.
Mean	The mid-point between the highest and lowest number in a set - not the average.
MCMC	More Choices More Chances
NEET	Not in employment, education or training. This term of identifying young vulnerable people who are not in work has now been superseded by the term MCMC.
NHS	National Health Service, usually refers to the Forth Valley area and includes Clacks, Stirling and Falkirk Councils.
SCRA	The Scottish Children's Reporter Administration.
Scottish Children's Reporters Administration	The organisation that assesses the appropriateness of referring a particular case involving Children's Hearing.
STI	Sexually Transmitted Infection
SWIA	Social Work Inspection Agency now called Care Inspectorate (SCSWIS)

APPENDIX D - Monitoring & Evaluation - 2011-2013 - OBJECTIVES & OUTCOMES

Community Planning SOA Action: The development of a multi-disciplinary early co-ordinated intervention service for vulnerable families with young children. & • Direct engagement with a range of partners to deliver targeted and appropriate services						
ICSP Priority Ensure that GIRFEC principles and processes are embedded in all partner organisations. & Improve targeted services for vulnerable children especially in the area of early intervention with an emphasis on pre-5s and those affected by parental substance misuse.						
	Objective	Lead	Outcome	Target	Timescale	Measures Of Performance
1.0	Protect children and young people from neglect and abuse, and support those experiencing abuse.	Children's Partnership & Child Protection Committee	1.1 Reduction in the neglect & abuse of children and young people	Implementation of Common Concern Form & SHANARRI Indicators	Jan 2012	Grounds for referral to children's reporter - ground c lack of parental care <small>SCRA stats</small>
			1.2 Children and young people are helped by the actions taken in immediate response to concerns	Support of Feel Think Do resource (NHS)	Ongoing	% of children on child protection register has a Child Protection Plan <small>Child care balanced scorecard</small>
				Multi-agency assessment and screening is implemented	Mar 2012	
			1.3 Children and young people benefit from strategies to minimise harm.	Implementation of Early & Effective Intervention protocols	Mar 2012	Number of children on child protection register for more than 18 months. <small>National Child Protection Statistic</small>
2.0	Support parents, carers, and their families	Children's Partnership	2.1 Vulnerable children and families benefit from early intervention and support strategies	Development of Clacks Early Co-ordinated intervention service with vulnerable families with children aged 0-5	Feb 2012	Increase the capacity of parents and carers to care for very young children. <small>Partial SOA Indicator³⁰</small>
				Implementation of the 'You First' Initiative with Barnardo's providing 20 wk parenting and support prog for new parents under 21 with a baby under 1	Apr 2012	Appropriate birth weight for gestational age <small>Early Years Framework</small>
						% of newborn children exclusively breastfed at 6-8 weeks <small>Early Years Framework</small>
						% of children with dental decay in P1 <small>Early Years Framework</small>
3.0	Support children affected by parents' and other family members' substance misuse	Deirdre Cilliers Chief Social Work Officer	3.1 Provide support and education to children and their families	Develop a family support model for Clackmannanshire within the Forth Valley initiative.	Apr 2012	Total number of CP referrals on the grounds of drug abuse <small>Forth Valley Child Protection Performance Framework Indicator EEI A4</small>
				Implement the Clackmannanshire ADP Action/Delivery Plan	Mar 2012	Total number of CP referrals on the grounds of alcohol abuse <small>Forth Valley Child Protection Performance Framework Indicator EEI B4 -</small>

³⁰ Reduce the number of children where partners are required to provide alternative care on a temporary or permanent basis by increasing the capacity of parents and carers to care for very young children.

4.0	Ensure children, parents and carers are involved in and consulted about key decisions that affect them	Children's Partnership	4.1 Greater involvement of children & young people in the development of services to meet their needs.	Promote and support the use of Viewpoint across services and partners. Gather statistics and analysis that will help inform the service planning process.	Dec 2011	Annual report on Viewpoint statistics and analysis.
			4.2 Vulnerable young people are helped to voice their views	Undertake listening events in the community through the Asset Based Approach	Dec 2011	Indicator not established

Community Planning SOA Priority Outcome. • Our public services are improving

ICSP Priority: Drive forward the integration of services across Clackmannanshire and Stirling to improve outcomes for service users

	Objective	Lead	Outcome	Target	Timescale	Measures of Performance
5.0	Develop systems that ensures children will receive the most appropriate services at the most appropriate time	Children's Partnership	5.1 Improved Identification of vulnerable young people.	Implement the Integrated Assessment Framework within Clackmannanshire	Dec 2012	Number of children pre-birth to 8 looked after a) at home b)and accommodated <small>Early Years Framework</small>
			5.2 Services are delivered that ensure children and young people are safe, nurtured, healthy, achieving, active, respected and responsible, and included.	Implementation of Common Concern Form & SHANARRI Indicators	Jan 2012	Independent inspection reports
				Take forward the Shared Services Agenda with Stirling	2013	
			5.3 Parents/carers and families report that they are satisfied with the quality of services provided and are receiving services that are well integrated at the point of delivery.	Undertaken annual service user surveys within Child Care Social Services	2013	Feedback report and action plan
6.0	Improve access to services		6.1 Barriers are removed that restrict access to services for children and young people	Development of the Corporate Parenting Strategy	2013	100% of children who leave care and are eligible for aftercare support will have a pathway plan <small>Corporate parenting action plan</small>

Community Planning SOA Action. • Integrated and streamlined services to support individuals to overcome barriers to entering the labour market

ICSP Priority: Developing skills within young people (aged 13-24) especially those most vulnerable.

	Objective	Lead	Outcome	Target	Timescale	Measures of Performance
7.0	Reduce children and young peoples substance misuse	Kathy O Neil CHP General Manager	7.1 Reduction in risk taking behaviour including the misuse of drugs, alcohol, and other substances.	Establishment of Health Spot in all 3 local authority academies.	Mar 2012	% of young people in sustainable post school destinations <small>Early Years Framework & SOA</small>
				Implement the Clackmannanshire ADP Action/Delivery Plan	Mar 2012	Referral to SCRA on ground of substance misuse
			7.2 Provision of impartial, factual information about the effect of drugs to children & young people	Pilot NHS 'Gone' resource in Alloa Academy	Dec 2011	SOA indicator
				Implementation of Youth Smoking Toolkit and training for workers who are regularly in contact with young people	Mar 2012	Number of workers trained in Toolkit. <small>Grace Christie</small>
8.0	Promote positive mental health and emotional wellbeing	Kathy O Neil CHP General Manager	8.1 Improvement of the health & well being of children & young people	Child Health Group to be established & action plan developed	Mar 2012	Annual Health Spot Evaluation
			8.2 Improvement in the range of services to children & young people	Development of an integrated referral pathway	2013	To be established
			8.3 Support for children who have experienced trauma.	Ongoing provision of support and training through the Interventions for Recovery	2013	To be established

				community-based project, by Psychological Services.		
				Implementation of the Early Years Service. Open Secret will deliver therapy activities to children up to age of 8 and their families who have experienced a period of trauma.	2012	Number of families who received a service
				Health Spot developing an early intervention approach	2012	Annual Health Spot Evaluation
			8.4 Improved coordination of care and access to services	Pilot NHS 'Gone' resource in Alloa Academy	2012	
			8.5 Raised awareness of mental health & earlier identification of needs.	Establishment of Health Spot in all 3 local authority academies.	Mar 2012	Annual Health Spot survey
				CAMHS and Mental Health First Aid training programme provided for partners	2013	Attendance from Clacks partners
Community Planning SOA Action. • Integrated and streamlined services to support individuals to overcome barriers to entering the labour market						
ICSP Priority/: Developing skills within young people (aged 13-24) especially those most vulnerable.						
	Objective	Lead	Outcome	Target	Timescale	Measures of Performance
9.0	Improve the sexual health of children and young people	Deirdre Cilliers/ Kathy O Neil	9.1 Appropriate services, which meets the needs of young people	Partnership working and development of a local action plan SHIG.	Mar 2012	Clacks Sexual Health Implementation Group annual evaluation
					2013	Teenage pregnancy rate (pregnancies among under 16 year olds) <small>Early Years Framework & SOA (<18)</small>
			9.2 Young people will acquire the knowledge, skills and values necessary for sexual well-being	Development of Central Sexual Health Website	Mar 2012	Hits on young persons web page
				Establishment of Health Spot in all 3 local authority academies.	Mar 2012	Annual Health Spot survey
				Inclusion of Sexual Health within the external inspection process & internal audit process		Positive inspection report (HMIe for all Clackmannanshire secondary schools)
10.0	Support young people to reduce offending	Deirdre Cilliers	10.1 Young people reduce risk taking behaviour that leads to offending	Monitor and evaluation of the Early & Effective Intervention for Youth Offending Pilot (8-16 yrs) launched 29/8/2011.	Oct 2012	Reduction in referrals to Social Work and SCRA
				Explore the implementation of Whole System Approach for Youth Justice	May 2012	Referrals to reporter on offence grounds <small>scra stats</small>
				Implementation of the youth elements of the local employability strategy	Dec 2012	All school leavers have structured learning offers in place <small>SOA indicator</small>
11.0	Support young people to enable independent living	John Gillespie	11.1 Young people can sustain their tenancy	Take forward partnership working through the Local Housing Strategy	2013	Increase in the number of tenancies sustained. <small>LHS Indicator</small>
			11.2 Interim supported accommodation developed for young people			

Appendix E

Clackmannanshire Council - Employability Strategy³¹

Priorities for Local Employability Partnership (LEP)

Limited resources will mean that the Local Employability Partnership (LEP) must focus its efforts. The LEP has agreed that the groups it should prioritise over the period 2011-2014 are:

- **Young people aged 14-24.**
- **Individuals with significant disadvantages – but who want help to move towards and into work.**
- **Short-term unemployed at risk of becoming long term unemployed, and clients in jobs at risk of not sustaining employment.**

Young people aged 14-24

- Young people (14-16) at risk of becoming MCMC
- Young people (16-19) not in education, employment or training (including both those without a positive destination on leaving school and those that went into a positive destination but have subsequently dropped out)
- Looked after children
- Young parents/carers
- Young offenders or those at risk of offending
- Young people that are homeless or at risk of becoming homeless

Rationale

- Clackmannanshire has a higher proportion of 16-19 year olds in the MCMC group and a higher proportion of 18-24 year olds unemployed than Forth Valley or Scotland
- Youth unemployment is rising as a result of recession
- Looked after children are priority group for Clackmannanshire Council
- Alignment with principles of spend to save and early intervention – i.e. preventing 'lost generation' and costs associated with this

Over the long term, the LEP want to help create a Clackmannanshire where:

'All residents (aged 14-64) aspire to be in employment or progressing towards it, and the resources at the LEP members' disposal are being used to provide the most appropriate services to help them achieve this ambition.'

To achieve this strategic vision, Clackmannanshire must deliver against 3 **strategic goals**.

1. Reduce the proportion of school leaver destinations 'unemployed', percentage of 16-19 year olds in the MCMC group and youth unemployment (18-24).
2. Increase the proportion of individuals with significant health (including mental health) problems and individuals that are homeless or in the criminal justice system that either sustain or move into work.
3. Ensure that those becoming unemployed rejoin workforce quickly, measured by the proportion of Jobseekers Allowance claimants that have been unemployed for 6 months plus and 12 months plus.

Strategic Objective

SO1: To ensure that young people, including the most disadvantaged young people, have the skills, aspirations and motivations to compete for, secure and sustain employment by

³¹

<http://www.clacksweb.org.uk/site/documents/economicdevelopment/employabilitystrategyandframeworkforactionforclackmannanshire/>

increasing the range of employment, volunteering and training options available to young people and developing progression routes and the 16+ Learning Choices key worker model

Strategic Projects

(a) Young people

Support for young people should build on current 16+ Learning Choices provision to ensure that all young people are able to compete in labour market.

- Need to ensure wide range of options for young people at all stages (i.e. still at school, 16-19 year olds MCMC, 18-24 year olds unemployed) including volunteering, work experience and training.
- Roll out co-ordinated Key Worker approach and establish Activity Agreements for individuals (both currently being developed by 16+ Learning Choices Group).
- Employers should be encouraged to partner with schools to raise young people's awareness of world of work and aspirations.

Clackmannanshire Council has placed significant emphasis on fulfilling its responsibilities as a corporate parent. As part of this process, they consult regularly with young people in care about how the Council can support them more effectively and young people have asked for more help finding work when they leave school or college. The thinking here is parents play an important role in helping young people make this transition, so as a corporate parent the Council should be doing this too. A pilot project has been developed to provide short work tasters and longer-term work placements for looked after children within the Council. These help develop an understanding of the world of work, different types of jobs and help young people develop skills and gain work experience. This project should be developed further.

In Year 1, priority is to ensure opportunities are available for all looked after children leaving care (c.12).

By Year 3, the programme should have in place opportunities for all 'at risk' young people (c. 70).

It is critical that a dedicated resource is put in place to support young people and host employers.

It is essential that the work trials and work placements meet the needs, interests and aspirations of young people. As such, once the project is up and running they should work to identify employment opportunities in other public agencies and private and voluntary sector employers. This should be done through the employer engagement service outlined in Project 3.

This project provides an opportunity to make a significant difference to the outcomes for this group and for Clackmannanshire to take the lead on this issue within Scotland.

Appendix F

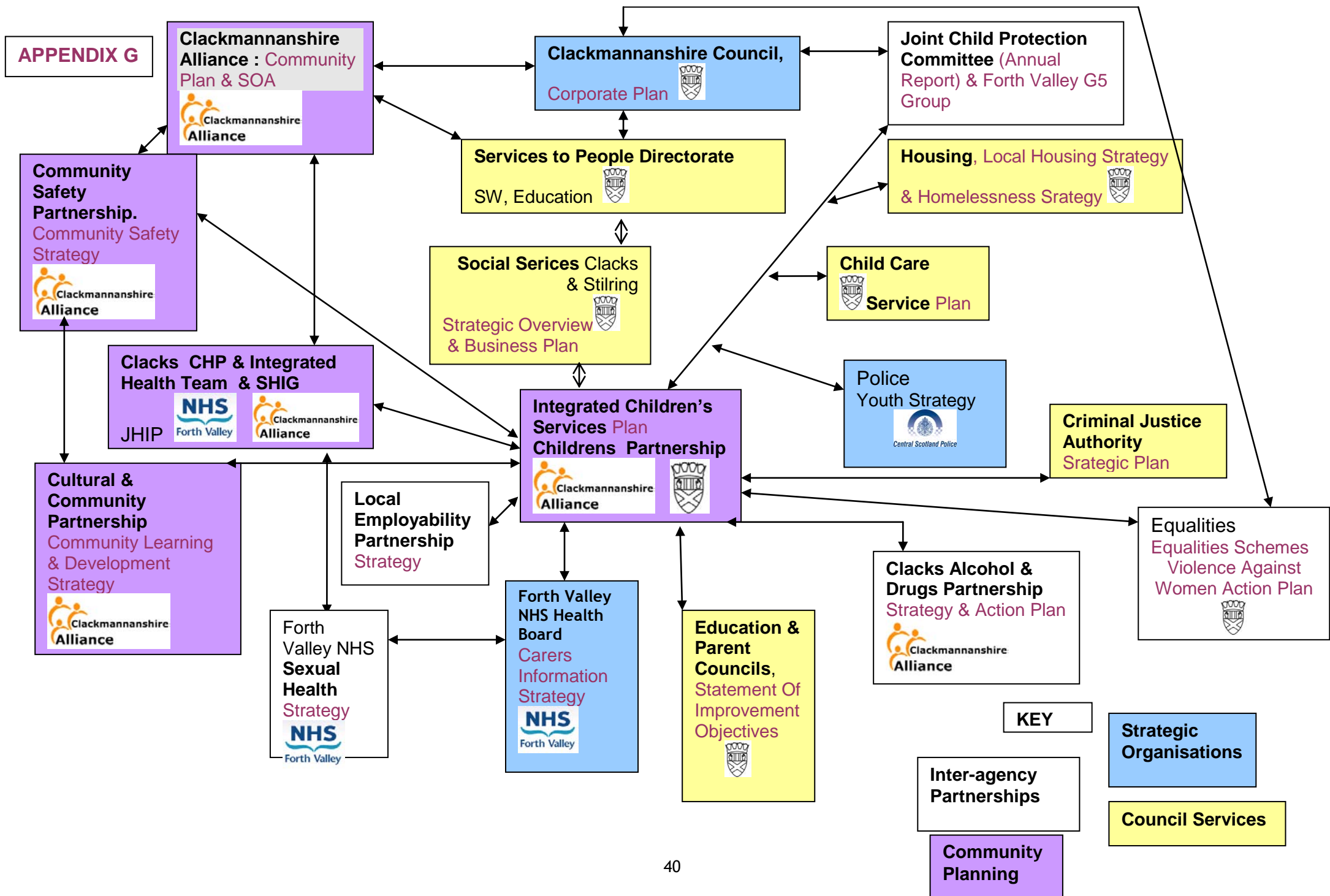
Early Co-ordinated Intervention with Vulnerable Families with Children aged 0-5

Clackmannanshire Council has established an Early Years/ Early Interventions working group. The multidisciplinary group made up of representatives from Central Scotland Police, NHS Forth Valley, Mental Health Services, Social work, Education, Psychological Services, Housing, Third Sector, and Social Policy Portfolio holder were brought together to take forward a new model of working with our most vulnerable of families with a particular focus on those families with children aged 0-5 years and those affected by substance misuse.

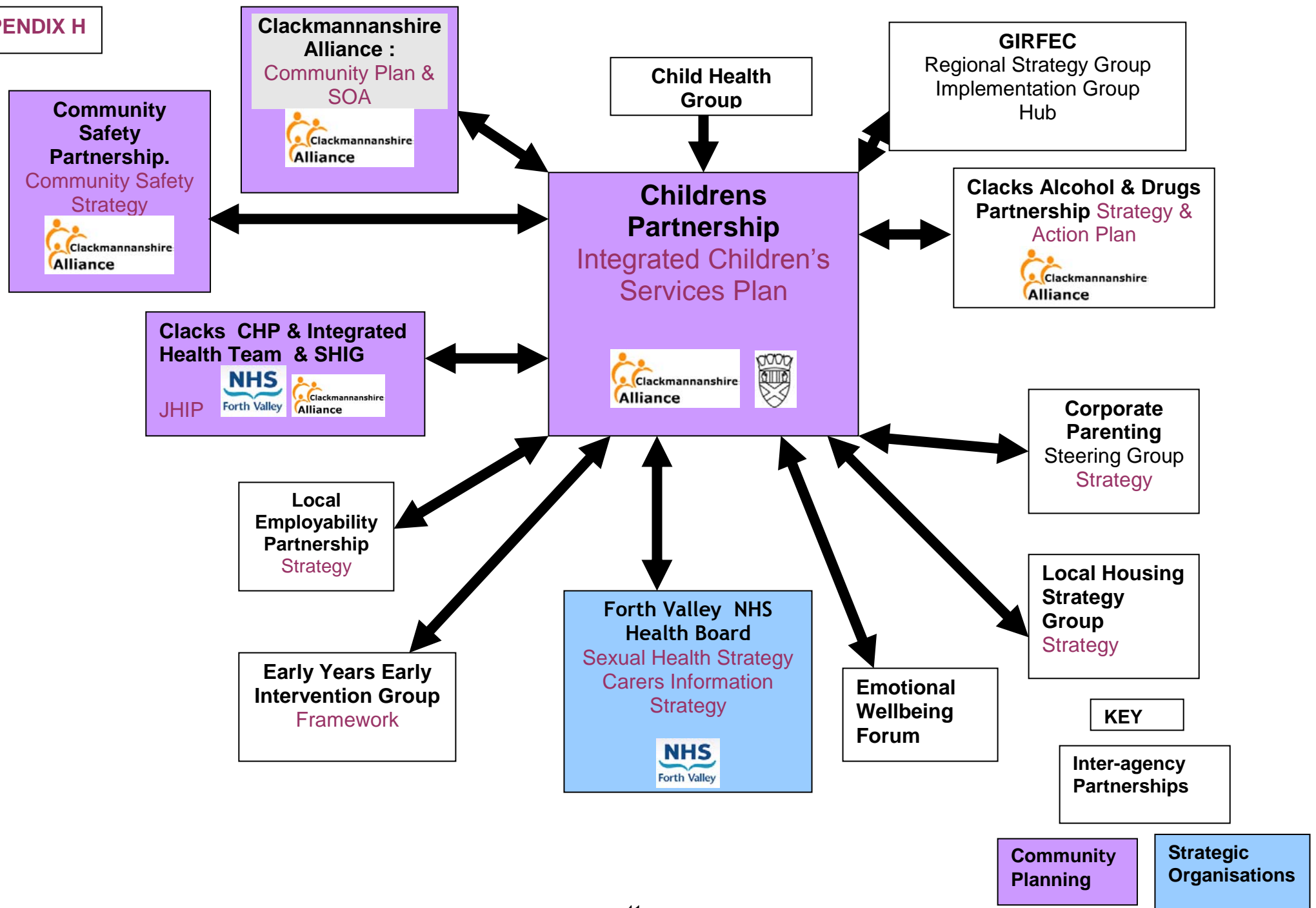
The key priority in establishing the new model was ensuring that services make the most effective use of resources and to ensure we target the most vulnerable children and families in Clackmannanshire.

The working group agreed that the new model would be taken forward with the following agreed.

- Focus and target will be to sustain improvements in the life chances of vulnerable families and their children across Clackmannanshire.
- Identification and appropriate levels of support for those families as early as possible remains a key priority for the Council.
- Re-provision of services to support the most vulnerable of families Clackmannanshire wide
- Change of delivery of services using current resources to maximum effect
- Services working closely together in a co-ordinated way to identify families at the earliest point possible
- Service continues to work closely with partners across a range of services including Police, Health and Voluntary Sectors
- The new model of working is consistent with the recommendations in the recently published paper "joining the dots" and will address our delivery of both Getting It Right for Every Child (GIRFEC) 0-5 years and the Early Years Framework
- The Clackmannanshire Single Outcome Agreement (SOA) priorities to support vulnerable families will be met
- Delivery will be robust, appropriate and supportive of the needs of families in Clackmannanshire



APPENDIX H



APPENDIX I

CONSULTATION – YOUR COMMENTS & SUGGESTIONS

We would welcome your suggestions or comments on the 2011-2013 Children & Young People's Integrated Services Plan. Contact can be made via email cjohnson@clacks.gov.uk or. Fax 01259 452440, telephone 01259 450000 or send it to; The Children's Services Policy Officer, Clackmannanshire Council, Services To People, Lime Tree House, Castle Street, Alloa FK10 1EX.

General Comments

Name

Address

.....

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Email

Telephone

Would you like to be added to the Children's Services computerised mailing list ? Please sign if you agree to your name being on the list.

Signature



Central Scotland Police



**Clackmannanshire
Council**

www.clacksweb.org.uk



SCOTTISH
CHILDREN'S REPORTER
ADMINISTRATION



Carol Johnson
Social Policy Support Officer
cjohnson@clacks.gov.uk
01259 452368

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