Clackmannanshire Council | Comhairle Siorrachd
Chlach Mhanann

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Kilncraigs, Greenside Street, Alloa, FK10 1EB (Tel.01259-450000)

Audit and Scrutiny Committee

Thursday 25 August 2022 at 9.30 am

Venue: Council Chamber, Kilncraigs, Greenside Street, Alloa, FK10 1EB

Audit and Scrutiny Committee

The remit of the Audit and Scrutiny Committee is:

Audit & Finance

a) Receive, review and consider reports on the Council's finance
b) Receive, review and consider reports on value for money and best value
c) Consideration and monitoring of the Council's Annual Governance Statement
d) Consider internal audit reports and results of internal audit investigations
e) Consider external audit and resultant action plans
f) Monitor and review actions taken on internal and external audit recommendations
g) Consider the effectiveness of the Council's risk management procedures and the control environment
h) Receive and consider reports on countering fraud and corruption.

Scrutiny

a) Monitor council services, including the Health and Social Care Partnership (HSCP) against agreed outcomes, standards and targets
b) Monitor the achievement of organisation-wide agreed outcomes, standards and targets
c) Monitor the achievement of agreed outcomes, standards and targets by the community planning partnership
d) Monitor Police and Fire performance against Plans approved by the Council
e) Scrutiny of Council decision-making, with the ability to call in decisions
f) Initiate or undertake scrutiny reviews
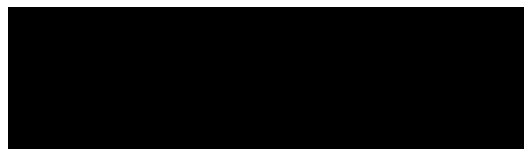g) Deal with matters referred by the Council for scrutiny purposes.

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.clacks.gov.uk

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17 August 2022

A MEETING of the AUDIT AND SCRUTINY COMMITTEE will be held in the COUNCIL CHAMBER, KILNCRAIGS, ALLOA, on THURSDAY 25 AUGUST 2022 at 9.30 am.

STUART CRICKMAR
Strategic Director (Partnership and Performance)

B U S I N E S S

<u>Scrutiny</u>

Audit and Scrutiny Committee – Committee Members (Membership 8 - Quorum 4)

Councillors
Wards

Councillor	Kenneth Earle (Chair)	4	Clackmannanshire South	LABOUR
Councillor	Denis Coyne (Vice Chair)	5	Clackmannanshire East	CONSERVATIVE
Councillor	Phil Fairlie	1	Clackmannanshire West	SNP
Councillor	Martha Benny	2	Clackmannanshire North	CONSERVATIVE
Councillor	William Keogh	2	Clackmannanshire North	LABOUR
Councillor	Janine Rennie	3	Clackmannanshire Central	LABOUR
Councillor	Ellen Forson	4	Clackmannanshire South	SNP
Councillor	Bryan Quinn	4	Clackmannanshire South	SCOTTISH GREEN

The Council agreed that the Convenor of the Audit Committee will rotate between the 2 Opposition parties on an annual basis.

CLACKMANNANSHIRE COUNCIL

Report to: Audit & Scrutiny Committee

Date of Meeting: 25 August 2022

Subject: Council Financial Performance 2021/22

Report by: Chief Finance Officer

1.0 Purpose

1.1 This paper provides an update on the financial performance for the Council, for the year ended 31 March 2022. The figures provided in this report are draft pending completion of the audit of the 2021/22 annual accounts.

1.2 The report details the draft outturn position for the:

- the General Fund (GF) revenue and capital spend and the achievement of savings, for the current financial year, 2021/22,

- the Clackmannanshire element of the Stirling & Clackmannanshire Health and Social Care Partnership (H&SCP) revenue spend; and

- the Housing Revenue Account (HRA) revenue and capital spend, for the financial year, 2021/22.

2.0 Recommendations

2.1 Committee is asked to note the report, commenting and challenging as appropriate on:

2.1.1 General Fund revenue underspend of £(10.324)m for the year to 31 March 2022, of which £(7.455)m is earmarked for specific purposes in future years;

2.1.2 the Clackmannanshire element of the Health and Social Care Partnership (H&SCP) underspend for the year of £(1.647)m, however noting a nil variance as the whole budgeted amount is passed over to the Partnership reserves;

2.1.3 the HRA revenue surplus over budgeted surplus for the year of £(1.554m) to 31 March 2022;

2.1.4 the HRA Capital programme underspend of £(3.717)m and carry forward of £(2.282)m;

2.1.5   the General Fund Capital Programme underspend of £(7.156)m, and

2.1.6   delivery of the £2.126m savings programme, £1.796m (84.5%) achieved as at 31 March 2022.

3.0   Background

3.1   This report summarises the draft financial position of the Council for the financial year ended 31 March 2022. This report consolidates all of the detailed financial data to provide a summary position for the Council. The report also provides detail of individual Directorate positions within the appendices.

4.0   General Fund Revenue

4.1   For the year to 31 March 2022, the General Fund revenue account underspent its budget by £(10.324)m. This underspend includes £7.455m of funds earmarked for specific purposes to be carried forward to future years. The remaining £2.869m underspend contributes to uncommitted reserves. This summary position is presented in **Appendix 1** with a more detailed position provide in **Appendices 2 to 7.** This position is draft and will be confirmed on completion of the external audit of the 2021/22 annual accounts.

4.2   The actual underspend of £(10.324)m is a favourable movement of £(10.306)m (excluding H&SCP) compared to the forecasted £0.018m overspend variance position reported to Council in March 2022 as part of the General Fund Revenue and Capital Budget 2022/23. Whilst this is a significant movement, it should be noted that the previous reported position did not include underspends relating to earmarked sums (£7.455m) or allocation of additional funding received within the 2022/23 Budget Settlement relating to 2021/22.

4.3   Uncertainty due to the continued challenges from the Covid19 pandemic including further lockdown restrictions during the third and fourth quarters of 2021/22 resulted in fluctuations in anticipated spend.

4.4   The Council Summary at Appendix 1 shows the under and overspend positions for each of the Directorates and Corporate Areas. The overall underspend is mainly attributable Council movement of £(10.324)m is across all 4 Directorates: People £(1.993)m, Place £(4.010)m and Partnership & Performance £(0.497)m, Transformation £(0.125) with the balance in Corporate Services £(3.699)m. £7.455m of this movement relates to earmarked funds for specific purposes.

4.5   In 2021/22 the Council drew down £7.149m from earmarked reserves, £2.973m was allocated across services for committed spend. £4.176m was from Covid specific earmarked reserves: £0.977m was related to Education and 0.957m was allocated to mitigate loss of income, £0.478m was paid to businesses to support Covid recovery and £1.034m was allocated to Childcare to offset additional demand and increased provider costs. The remaining £0.730m of the Covid specific earmarked reserves was allocated across services to support Covid recovery activities.

8

Loss of Income

4.6 As was seen in 2020/21, the level of income the Council has been able to generate during the 2021/22 financial year has been impacted in certain service areas. Further lockdown restrictions took place during 2021/22 and demand for some services have not yet recovered to pre COVID levels. This has been seen across various income streams and has resulted in an income reduction of £0.957m. Funding previously received from the Scottish Government to mitigate loss of income due to COVID has been used to offset this shortfall in full. The allocations across Directorates are included within the final outturn positions reported within this report and are as follows;

Allocation of funding to mitigate Loss of Income due to Covid:

Directorate	£'m
People	0.230
Place	0.636
Partnerships & Performance	0.091
Total	**0.957**

General Fund Reserves

4.7 Of the £10.324m underspend, as noted above, £7.455m is earmarked for spend within 2022/23. This is summarised by service in **Appendix 1**. After earmarked funds from Service underspends, this leaves a contribution to uncommitted reserves in 2021/22 of £2.869m.

4.8 The total general reserves position including committed and uncommitted reserves at 31 March 2022 are £23.200m. Further detail on the movement in reserves has been reported in the draft annual accounts also being presented to this Committee.

COVID19 Funding

4.9 As part of the settlement, the Council received an additional £5.036m from the Scottish Government to support the financial impact as a consequence of COVID19. £2.399m was provided on a discretionary basis where the Council could allocate the funding to the areas of greatest need within their local authority area. A further £2.637m was allocated for specific funding priorities. Details of funding received are provided in the table below:

Funding	Council Share
	£'000
General Covid funding	2,399
TOTAL Non ringfenced COVID funding	**2,399**
Low income pandemic payments	750
Business support and low income households	771
Admin funding	61
Other specific funding	1,055
Total Ringfenced COVID Funding	**2,637**
TOTAL COVID FUNDING	**5,036**

4.10 In addition to the funding above, the Council was also required to provide funding to Businesses and Individuals on behalf of the Scottish Government through various support schemes. A total of £6.736m was issued by the Council through these schemes which was fully funded by the Scottish Government. Detail of grants and amounts paid out is provided in the following table.

Support Grants	To Businesses £000	To Individuals £000	Total £000
Childcare Omicron Impacts Fund	27		27
Hospitality Fund - December 2021	359		359
Hospitality and Leisure Fund - January 2022	159		159
Public House Table Service Fund	65		65
Nightclub Closure Fund	50		50
Scottish Brewers Fund	60		60
Taxi and Private Hire Operator support Pre Omicron Fund	162		162
Taxi and Private Hire Operator support Omicron Fund	85		85
Additional Soft Play Fund	9		9
Localised Restrictions Fund	79		79
Route Map Extension Fund	81		81

Restart & Transition Fund	2,806		2,806
Self Isolation Grant		725	725
Ventilation Grant	12		12
£400 Secondary Teachers & Lecturers	-	103	103
£500 Health & Social Care payment to Council staff	-	184	184
£500 Health & Social Care payments to Private providers	166		166
Low Income Pandemic Payment	-	765	765
Scottish Child payment- Bridging payments	-	839	839
Total	**4,120**	**2,616**	**6,736**

5.0 Clackmannanshire & Stirling Health and Social Care Partnership (H&SCP)

5.1 At the end of 2021/22 the Clackmannanshire element of the H&SCP reported an underspend of £(1.647)m. However, the final outturn reflects a nil variance as in line with the Integration Scheme, the Council's full approved budgeted contribution for 2021/22 is paid over to the Partnership. This underspend then contributes to the overall financial position of the Partnership. In line with the terms of the Integration Scheme the underspend on the Integrated Budget will transfer to the IJB general reserve. This reserve can then be used to mitigate any future unforeseen financial pressures. The reserve for the Clackmannanshire element at 31 March 2022 was £2.396m.

5.2 Details of the forecast variances that make up this underspend are shown in **Appendix 7** which has also been provided to the Partnership for inclusion in their consolidated financial report up to 31 March 2022.

6.0 General Fund Capital

6.1 During 2021/22, the General Fund Capital programme delivered significant gross investment in Clackmannanshire amounting to £10.659m. This reflects an underspend of £(7.156)m against the budgeted programme, of which £(7.505)m is proposed to be carried forward to 2022/23.

6.2 Similar to other areas of Council activity, the capital programme for 2021/22 was again adversely impacted by the Covid19 pandemic. Many projects faced delays during the financial year due to slow market recovery from the previous years lockdown restrictions, reprioritisation of Council resources and availability of contractors and supplies.

Appendix 8 provides detail of the expenditure as at 31 March 2022, variances and proposed carry forward for each capital project.

6.3 A summary of the projected outturn position for each of the Asset plans with main variances are shown in the table below.

Asset Management Strategy	Budget	Actual at 31 March 2022	Over / (under) Spend	Main Variances
	£m	£m	£m	
Community Investment Strategy	7.463	4.262	(3.201)	The underspend against budget is primarily due to the following projects: -City Deal Project - Innovation Hub Delivery £0.350m, underspend proposed to be carried forward in full. -Park Primary £0.360m, underspend proposed to be carried forward in full. - Village and Small Town Alva £0.393m underspend and carryforward; - Tullibody South Campus £0.756m underspend proposed to be carried forward in full. - Clackmannan Regeneration £0.890m underspend proposed to be carried forward in full. The total proposed carryforward for this strategy area is £3.304m.
Property	3.225	2.190	(1.035)	The underspend is primarily due to the following projects which have been delayed and will be progressed during 2022/23: - Alloa Town Centre Regeneration £0.455m underspend and carryforward; -Wellbeing Complex £0.392m, proposed carryforwward Cemetery Walls £0.220m, proposed carryforward The total proposed carryforward for this strategy area is £1.356 m.
Roads	3.014	2.268	(0.746)	Underspend mainly caused by delays experienced due to continued delays due to Covid19 in the following projects: - Cycle Routes underspend of £0.191m, proposed carryforward. - Carriageways underspend of £0.381m, proposed carryforward. - Bridge improvements underspend of £0.123m, proposed carryforward. Total proposed carryforward fro this strategy area is £0.906m.
Land	0.037	0.217	0.180	Overspend relates to improvements at West End Park that was funded through

Asset Management Strategy	Budget	Actual at 31 March 2022	Over / (under) Spend	Main Variances
	£m	£m	£m	
				additional income.
Fleet	1.124	0.577	(0.547)	Underspend due to delays in delivery of vehicle orders. Delivery expected 2022/23, proposed carryforward £0.410m
IT	2.952	1.145	(1.807)	Underspend driven predominately by three projects: - Social service integrated system £0.700m, - Digital infrastructure £0.456m, proposed to be carried forward in full. Upgraded telephony systems £0.349m, proposed carryforward of underspend. Total proposed carryforward for this strategy area is £1.404m.
Gross Capital Expenditure	17.815	10.659	(7.156)	
Allocation of Capital Funding	(6.601)	(6.711)	(0.110)	Funding is allocated to projects as it is spent. Due to underspends noted above, any funding has not been utilised in full and will be carried forward to 2022/23 where grant conditions allow. Variance includes additional unbudgeted funding streams received through the year.
Net capital programme	11.214	3.948	(7.266)	

Capital Receipts

6.4 During 2021/22, in year capital receipts of £0.943m were received as result of asset sales. Within this figure there were property receipts of £0.748m and vehicle receipts of £0.195m. Property was purchased at a cost of £0.201m from previously received capital receipts. A further £0.115m was transferred from the HRA to capital receipts for the transfer of properties at Coalsnaughton.

6.5 During 2021/22 Capital Receipts of £1.135m were used to offset Revenue spend in line with the permitted use of Capital Receipts. Of this, £0.729m of Capital Receipts have been used to offset loans fund charges as approved by Council in its 2021/22 budget setting, £0.389m was also transferred to fund revenue spend on Transformation and a further £0.017m was transferred to support the permitted statutory element of voluntary redundancy.

6.6 Local Government Finance Circular No 2/2021 provided Councils with flexibility to use capital receipts received in year to fund the impact of Covid19. This flexibility has not been applied in 2021/22.

7.0 Delivery of 2021/22 Approved Savings

7.1 At its budget meeting in March 2021, Council approved savings of £2.126m for the financial year 2021/22. The table below shows the split of these savings across Directorates and achievement of those savings by 31 March 2022.

General Services Revenue Budget 2021/22 - Achievement of Approved Savings by Directorate

Directorate	Total Approved Savings £000	Achieved £000	Unachieved £000
People	682	582	100
Place	776	711	65
Partnership & Performance	668	503	165
Total Approved Savings	**2,126**	**1,796**	**330**
		84.5%	15.5%

7.2 The above table indicates that 84.5% of savings have been achieved, with 15.5% unachieved in 2021/22. Detail of individual savings within each directorate is provided in **Appendix 9.**

8.0 Housing Revenue Account (HRA)

Revenue

8.1 The HRA Revenue account outturned a surplus of £(7.199)m which is £(1.554)m above the budgeted surplus. This is an increase of £0.973m from the forecast figure of £6.146m reported to Council in February 2022. £5.265m of this surplus has been used to fund capital expenditure which mitigated the requirement to borrow in the year. This has resulted in a net contribution to reserves of £1.942m and closing reserves at 31 March 2022 of £9.552m. **Appendix 10** provides a summary of the variances and movement from the previous period. As with most Council services, Covid has contributed to the actual outturn position.

Capital

8.2 The HRA Capital Programme underspent by £(3.717)m against a budget of £8.992m inclusive of carry forwards from 2020/21.

8.3 The programme has been impacted by the Covid19 restrictions as was the case in 2020/21 with further lockdown restrictions, contractor availability and supply chain issues. Unspent funds of £2.282m are proposed to be carried forward to progress work during 2022/23.

8.4 **Appendix 11** provides details of the approved budgets and outturn by individual project on the HRA capital programme for the current year.

9.0 Conclusions

9.1 The General Fund Revenue Services outturned an underspend of £(10.324)m for the year to 31 March 2022, of which £7.455m is earmarked to be carried forward for specific purposes.

9.2 The Clackmannanshire element of the H&SCP outturned an underspend of £(1.647)m for the year to 31 March 2022. This underspend remains in the partnership contributing to its overall year end financial position.

9.3 The HRA revenue outturned a surplus over budget for the year of £(1.554)m to 31 March 2022.

9.4 The General Fund Capital programme outturned an underspend of £(7.156)m.

9.5 The HRA Capital programme outturned an underspend of £(3.727)m with a proposed carry forward of £(2.282)m.

9.6 Of the £2.126m approved savings programme, £1.796m (84.5%) have been achieved by 31 March 2022.

9.7 The figures provided above are draft subject to external audit. Final figures will be confirmed in the final audited accounts to be presented to the relevant Committee later in the year.

10.0 Sustainability Implications

10.1 There are no direct environmental sustainability implications arising from this report.

11.0 Resource Implications

11.1 *Financial Details*

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

appropriate.
Yes ☑

11.3 Finance has been consulted and has agreed the financial implications as set out in the report.
Yes ☑

11.4 *Staffing*

11.5 There are no direct staffing implications arising from this report.

12.0 Exempt Reports

12.1 Is this report exempt?   Yes ☐ (please detail the reasons for exemption below)
No ☑

13.0 Declarations

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

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

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

(2) Council Policies (Please detail)

14.0 Equalities Impact

14.1 Have you undertaken the required equalities impact assessment to ensure that no groups are adversely affected by the recommendations?
Yes ☐   No ☑

15.0 Legality

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

16.0 Appendices

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

Appendix 1 – Draft Council Summary at 31 March 2022

Appendix 2 - People Directorate Variances at 31 March 2022

Appendix 3 - Place Directorate Variances at 31 March 2022

Appendix 4 - P&P Directorate Variances at 31 March 2022

Appendix 5 - Transformation Directorate Variances at 31 March 2022

Appendix 6 - Corporate Variances at 31 March 2022

Appendix 7 - HSCP Variances at 31 March 2022

Appendix 8 - General Fund Capital Outturn at 31 March 2022

Appendix 9 - Summary Savings by Directorate at 31 March 2022

Appendix 10 - HRA Revenue Variances at 31 March 2022

Appendix 11 - HRA Capital Outturn at 31 March 2022

17.0 Background Papers

17.1 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
Elizabeth Hutcheon	Management Accountancy Team Leader	6214

Approved by

NAME	DESIGNATION	SIGNATURE
Lindsay Sim	Chief Finance Officer	
Stuart Crickmar	Director of Partnership & Performance	

Council Summary 2021/22

As at 31 March 2022

	Revised Budget £'000	Revised Actual £'000	Variance Actual to Budget £'000	Earmarked 2022/23 £'000	Over (under) spend after earmarked £'000
Directorate					
People	74,405	72,412	(1,993)	1,766	(227)
Place	31,331	27,321	(4,010)	1,529	(2,481)
Partnership & Performance	10,460	9,963	(497)	68	(429)
Transformation	337	212	(125)	125	0
Directorate Expenditure	116,533	109,908	(6,625)	3,488	(3,136)
Corporate					
Corporate Centrally Held	3,796	1,099	(2,698)	2,399	(299)
Health & Social Care Partnership	21,583	21,583	(0)		
Corporate Services	1,018	19	(999)	1,568	569
Misc Services - Non Distributed Costs	1,264	1,264	(0)		
	27,662	23,965	(3,697)	3,967	270
			0		
	144,195	133,873	(10,322)	7,455	(2,866)
less allocated to non general fund	(1,305)	(1,307)	(2)		(2)
	142,890	132,566	(10,324)	7,455	(2,868)
Add Requisitions from Joint Boards					
Central Scotland Valuation	445	445	(0)		0
Corporate Expenditure	143,335	133,011	(10,324)	7,455	(2,868)
Add/Deduct					
Interest on Revenue Balances	(91)	(37)	54		54
Loans Fund Contribution	4,829	5,210	381		381
Contribution to Bad Debt Provision	200	86	(114)		(114)
Total Expenditure	148,273	138,269	(10,003)	7,455	(2,547)
Sources of Funding					
General Revenue Funding	(102,433)	(102,496)	(63)		(63)
Non-Domestic Rates	(13,650)	(13,650)	0		0
Council Tax	(23,716)	(23,974)	(258)		(258)
	(139,799)	(140,120)	(321)	0	(321)
			0		
Outturn before budgeted funding from reserves	8,474	(1,850)	(10,324)	7,455	(2,869)
	0				
Application of unapplied Capital receipt	(729)	(729)	0		
Transfers from HRA	(192)	(192)	0		
Contribution from Earmarked Reserves	(5,994)	(5,994)	0		
Contribution from Capital Receipts	(406)	(406)	(0)		
Contribution from Uncommited Reserves	(1,155)	(1,155)	0		
Earmarked for 2022/23	0	7,455	0		
Total Funding	(8,475)	(1,021)	(0)		
			0		
Projected (Surplus)/Shortfall	(1)	(2,869)	(10,324)	7,455	

People	Annual Budget 2021/22	Actual to March 2022	Variance Actual to Budget at March	Narrative
	£'000	£'000	£'000	
Strategic Director	64	66	2	Small overspend due to historic unachieved saving.
Support & Wellbeing				
Strategy & Customer Services	1,695	1,320	(375)	**Libraries:** £(0.048)m underspend due to vacancy management as a result of staff turnover, decreased spend on books and an increase in income. **Leisure:** £(0.328)m - £(0.286)m underspend due to Alloa leisure Bowl subsidy reduction; £(0.065) vacancy management underspend; £(0.020)m additional income received; £(0.005)m various small underspends. EMR - £0.263m proposed for wellbeing hub; underspend after EMR £(0.113)m.
Sports Development	380	233	(147)	**Sports Development:** £(0.146)m - £(0.076)m underspend due to casual sports coaches and equipment due to non delivery due to Covid closures; £(0.034)m underspend due to discontinuation of some programmes; £(0.036)m underspend on vacancy management as a result of staff turnover.
Total Support & Wellbeing	**2,075**	**1,553**	**(522)**	
Education & Learning				
Devolved Schools	31,459	30,829	(630)	**Devolved Schools:** £(0.631)m - £(0.720)m underspend in Primary due to staffing; £(0.104)m underspend in Secondary consisting of £(0.223)m underspend in staffing and £0.119m overspend in per capita; £0.199m overspend in ASN consisting of, £0.136m overspend in staffing, £0.038m income shortfall, £0.025m overspend on per capita; £(0.006)m underspend in Early Years per capita. Earmarked Reserves - £0.631m proposed; underspend after EMR £0.00m
Early Years	9,717	9,910	193	**Early Years:** £0.194m - £0.064m overspend in ABC Nursery due to historic unachievable income budget, partly offset by reduction in staffing & non staffing expenditure as the facility is now closed; £0.042m overspend in Nursery provision consisting of £0.012m overspend on insurance, £0.009m overspend on staffing, £0.011m reduction in income and £0.010m overspend on other non staffing; £0.013m overspend on milk and snack funding; £0.075m overspend on 1140hrs expansion.
ASN Non Devolved	5,920	6,145	225	**ASN Non Devolved:** £0.0225m - £0.130m overspend in Learning Assistants due to increasing demand, £0.113m overspend on pupil transport, £0.037m overspend on accessibility strategy, £0.012m overspend on insurance costs, £0.010m overspend on Lochies building works, £0.009m overspend on legal costs, partially offset by a £(0.066)m underspend in other staffing budgets due to staff turnover and £(0.018)m underspend on and Summer Of Activities. EMR - £0.018m proposed for Summer of Activities; overspend after EMR £0.243m
Primary Non Devolved	2,389	2,042	(347)	**Primary Non Devolved:** £(0.347)m - £(0.111)m underspend in core primary non devolved, consisting of £(0.087)m underspend on teachers supply, (£0.054)m underspend in staffing as a result of turnover, £(0.033)m underspend in clothing grants, £(0.022)m underspend on pupil transport, £0.037m overspend on non staffing overspend such as parent pay and equipment , £0.034m overspend on probationers waivers, £0.014m overspend on insurance; £(0.233)m underspend in teachers "flexibility" reflects uncommitted staffing related funding (Education Recovery, and 100 days commitment Teachers & PSA's).
Secondary Non Devolved	1,770	1,721	(49)	**Secondary Non Devolved:** £(0.049)m - £0.039m overspend due to reduced music income as a result of fees no longer charged; £0.006m overspend on Gaelic, £(0.034)m underspend in teachers supply; £(0.012)m underspend in clothing grants; £(0.041)m underspend in staffing; £0.011m overspend on unachieved income; £(0.010)m underspend on EMA's; £(0.010)m underspend on admin fee & Curriculum Charges funding and £0.002m various small overspends.
Pupil Equity Funding	2,469	1,789	(680)	**PEF:** £(0.680)m underspend. This is allocated on an Academic Year basis and will be carried forward to next year to be utilised by end of July 2022. EMR - £(0.680)m proposed; nil variance after EMR.
Business Management	996	945	(51)	**Business Management:** £(0.051)m - £(0.037)m underspend in cleaning & hygiene costs in other areas; £(0.033)m underspend due to vacant post and staff turnover; £0.007m overspend on training; £0.007m shortfall on NHS Income; £0.005m overspend on long service award.
Other Areas	799	712	(87)	**Other Areas: £(0.087)m** - £(0.052)m underspend on psychology service; £(0.017)m underspend on school crossing patrols; £(0.017)m underspend on youth and adult services. £(0.045m) underspend relates to staffing across all areas and £(0.041)m underspend in Mental Health funding to be carried forward to 2022-23. EMR - £(0.041)m proposed for mental health funding; underspend after EMR £(0.046)m.

People	Annual Budget 2021/22	Actual to March 2022	Variance Actual to Budget at March	Narrative
	£'000	£'000	£'000	
Education & Learning Total	**55,518**	**54,092**	**(1,426)**	
Care & Protection				
Children's Commissioned Services	686	873	187	**Childrens Commissioned Services:** £0.187m overspend relates to payments to third sector organisations.
Corporate Parenting	7,195	7,794	599	**Corporate Parenting:** £0.599m **o**verspend relates to: External Fostering £0.541m; Kinship Payments £0.156m and Home Care £0.013m **T**here are 71 children in external fostering placements, which is an increase of 16 since the start of the year. External Foster placements increased by 18 during 2020/21 that have contined into 2021/22.. There were offseting underspend on Legal fees £(0.100)m and staffing costs £(0.011)m.
Fieldwork Children And Families	2,261	2,121	(140)	**Fieldwork Children & Families:** £(0.140)m - £(0.197)m underspend in vacancy management due to turnover, £0.019m overspend on stationery, £0.018m overspend on transport, £0.017m overspend due to pressures within Section 22 spend, £0.003m various small overspends. EMR - £0.033m proposed for Family Wellbeing Partnership, £0.050m proposed for Trauma funds; underspend after EMR £0.057m.
Residential Placements	2,777	3,444	667	**Residential Placements:** £0.667m - £0.571 overspend due to volume of clients in residential placements. At the end of March there were 20 young people in residential placements a reduction of 5 since October. £0.061m overspend on expenditure on out of area education as a result of 20 children receiving educational support from other local authorities. £0.027 overspend due to inflationary increases ranging from 1% to 4%. £0.008m various small overspends.
Strategy And Planning	379	390	11	**Strategy & Planning:** £0.011m Various small overspends.
Management Support	869	579	(290)	**Management Support:** £(0.290)m underspend as a result of staffing vacancies.
Allocation of Covid funding	1,034	0	(1,034)	Allocation of Covid funding to mitigate increased demand and service costs due to Covid.
Criminal Justice Service	1,548	1,499	(49)	**Criminal Justice Services**: £(0.049)m underspend proposed to be earmarked as reserve. EMR - £0.050m proposed; overspend after EMR £0.001m.
Total Care & Protection	**16,749**	**16,700**	**(49)**	
Directorate Total	**74,405**	**72,412**	**(1,994)**	

Place Directorate
Variances at 31 March 2022

Place	Annual Budget 2021/22	Actual to March 2022	Variance Actual to Budget at March	Narrative
	£'000	£'000	£'000	
Strategic Director	209	187	(22)	Recharge to HRA for Directors support.
Development	2,597	1,154	(1,443)	**Economic Development:** £(0.939)m underspend due to lower throughput of clients against funding provided. £0.840m grant funding has been proposed to be carried forward as an EMR into 2022/23. **Development Services:** £(0.369)m underspend due to increased income, relating to 2 development applications (£(0.250)m Cambus development). **Energy & Sustainability:** £(0.065)m underspend on vacancy management due to delayed recruitment. **Environmental Health:** £(0.019)m underspend on vacancy management due to delayed recruitment. **Trading Standards:** £(0.052)m underspend due to actual charge for service from Stirling Council lower than anticipated. Earmarked Reserves - £0.840m proposed; underspend after EMR £(0.603)m.
Environment	8,743	7,957	(786)	**Land Services:** £(0.184)m underspend relates to grounds maintenance and play parks. The underspend is due to vacancy management due to delayed recruitment across all areas. **Street Care:** £0.047m overspend due to overtime. This is a statutory service. **Fleet:** £(0.161)m underspend due to vacancy management, vehicle costs, equipment and repairs. **Waste Management:** £(0.278)m underspends due to vacancy management (delay in filling posts), materials and increase in garden waste income. **Roads:** £(0.195)m underspend in bridges and drainage as schedule of work was delayed and underspend on Winter Maintenance as mild winter.
Housing	140	(127)	(267)	**Housing Services:** £(0.007)m underspend from various small underspends. **Homelessness:** £(0.260)m underspend due to reduction of use of B&B's and resulting impact on housing benefit income. EMR - £0.515m proposed EMR for tenant grant fund, smoke alarms, VPR, affordable housing, rapid rehousing, homelessness, CO2 monitors and recovery worker post; overspend after EMR £0.248.

Place	Annual Budget 2021/22 £'000	Actual to March 2022 £'000	Variance Actual to Budget at March £'000	Narrative
Property	19,641	18,150	(1,491)	**Building Ops:** £(0.584)m - £(0.341)m underspend due to reduced spend on external contractors; £(0.184)m underspend relating to the end of a lease agreement; £(0.173)m underspend on utilities due to lower occupancy in office buildings; £(0.012)m underspend in office moves as requirement for portacabins was less than anticipated; £0.126m overspend in property admin relating to a historical unachieved saving. **Catering:** £(0.570)m underspend due to vacancy management; increase in income from nursery meals. **Cleaning:** £(0.196)m underspend due to vacancy management and additional funding for covid cleaning. **Rental Properties:** £(0.119)m underspend due to vacancy management, posts realigned in restructure. **Secondary Schools PPP:** £(0.100)m underspend due to higher Bi Annual Insurance rebate, previously forecast on budget. EMR - £0.173 proposed EMR to help mitigate impact of rising utility costs in 2022/23; underspend after EMR £(1.318)m.
Directorate Total	**31,331**	**27,321**	**(4,010)**	

Partnership & Performance Directorate
Variances as at 31 March 2022   **Appendix 4**

Partnership & Performance	Annual Budget 2021/22 £'000	Actual to March 2022 £'000	Variance Actual to Budget at March £'000	Narrative
Strategic Director - P&P	86	132	46	Overspend relating to a legacy unachievable saving on a staffing restructure.
Finance & Revenues	3,571	3,753	182	**Accountancy:** £(0.082)m underspend due to vacancies and difficulty in recruiting. **Revenues:** £0.265m overspend - £0.135m overspend in Scottish Welfare Fund due to £0.166m overspend in external support, partially offset with £(0.084)m underspend in staffing, £0.053m overspend on community care and crisis grants; £0.273m overspend on Housing Benefits due to the continued use of homeless units impacting the eligible grant that can be claimed against the award; £(0.143)m underspend in staffing across Revenues.
HR & Workforce Development	1,703	1,243	(460)	**Corporate Training** : £(0.077)m underspend. **HR & Payroll**: £(0.382)m underspend - £(0.409)m underspend due to refund of employer contributions from Scottish Public Pensions Agency, £0.076m increase in contract costs and £(0.049)m underspend due to vacancy management. EMR - £0.022m proposed; underspend after EMR £(0.438)m.
Legal & Governance	1,453	1,335	(118)	**Elections**: £(0.088)m underspend. **Legal & Democracy** : £(0.033)m underspend due to: £(0.044)m underspend for vacancy management offset by £0.011m overspend in Licensing due to reduced income. **Member Services:** £(0.021)m underspend due to vacancy management. **Registrars:** £0.027m overspend due to staffing costs which were partially offset by an increase in income. **Business Support:** £(0.003)m various small underspends. EMR - £0.046m proposed for May 2022 Elections; underspend after EMR £(0.072)m
Partnership & Transformation	3,647	3,499	(148)	**IT**: £0.015m overspend - £(0.008)m underspend on equipment & maintenance; £(0.068)m underspend due to vacancy management; £0.070m overspend on telephones / mobiles, £0.021m overspend on printing & photocopier costs. **Strategy & Performance:** £(0.163)m - £(0.267)m underspend due to vacancy management, £0.107m reduced income.
Partnership & Performance Total	**10,460**	**9,963**	**(498)**	

Transformation Directorate
 Variances at 31 March 2022 **Appendix 5**

Transformation	Annual Budget 2021/22	Actual to March 2022	Variance Actual to Budget at March	Narrative
	£'000	£'000	£'000	
Transformation	337	212	(125)	Underspend due to income being carried forward into 2022/23 EMR - £0.125m proposed EMR for Levelling Up Capacity Fund
Directorate Total	**337**	**212**	**(125)**	

Corporate Budgets & Sources of Funding
Variances at 31 March 2022

Corporate	Annual Budget 2021/22	Actual to March 2022	Variance Actual to Budget at March	Narrative
	£'000	£'000	£'000	
Corporate Centrally Held	3,796	1,099	(2,698)	Additional Covid funding received from Scottish Government - £2.339m proposed EMR
Corporate Services	1,018	19	(999)	Additional funding - £1.290m proposed EMR; flexible funding, business support and low income household (LACER), play park funding, low income pandemic payments (LIPP). Offset by unachieved redesign saving £0.206m and corporate savings achieved within services- family friendly, turnover and mileage.
Misc Services - Non Distributed Costs	1,264	1,264	(0)	Nil variance
Central Support	(1,305)	(1,307)	(2)	Minimal variance
Central Scotland Valuation Joint Board	445	445	0	Nil variance
Interest on Revenue Balances	(91)	(37)	54	Interest income lower than budget due to low interest rates on deposits during the year
Loans Fund Contribution	4,829	5,210	381	Lower charge to HRA based on no borrowing requirement in year and unbudgeted premium charge
Contribution to Bad Debt Provision	200	86	(114)	Actual required to increase provision lower than estimated
Sources of Funding	(139,799)	(140,120)	(321)	Additional income from Business Rates Incentivisation Scheme (BRIS) £0.063m and additional Council tax income £0.258m
Directorate Total	**(129,643)**	**(133,341)**	**(3,698)**	

HSCP	Annual Budget 2021/22	Actual to March 2022	Variance Actual to Budget at March	Narrative
	£'000	£'000	£'000	
Employees	8,741	8,162	(579)	Staffing underspend across a range of services - £(0.424)m underspend integrated mental health, £(0.180)m underspend disability day care, £(0.168)m underspend assessment & care management including hospital discharge, £(0.052)m underspend intermediate care and £(0.058)m undersoend in reablement, £(0.015)m various small underspends, £0.220m overspend at Menstrie House, £0.068m overspend at Ludgate respite.
Long Term Care				
Nursing Homes	7,626	7,491	(135)	Nursing Home places increased during the year to over 200 as homes have re-opened to admissions.
Residential Homes	3,169	3,005	(164)	Underspend is the result of some care packages being transferred to Home Care. Overall numbers remain stable at approximately 53.
Community Based Care				
Care at Home	9,443	9,036	(407)	The underspend reflects the impact of Covid on the delivery of care at home. Weekly hours currently stand at around 11,000 compared to pre covid levels of 10,000.
Day Care	230	271	41	Overspend due to day care for approximately 42 service users of which 19 have complex needs.
Direct Payments	1,006	890	(115)	Numbers have increased with 73 service users receiving a direct payment.
Housing Aids and Adaptations	159	78	(81)	Adaptations within private sector homes. The number of adaptations was significantly impacted by Covid, but are now picking up again.
Housing with Care	163	119	(45)	This budget is for Supported Accommodation provided by external organisations. Expenditure is less than budget as some of the care transferred to Care at Home.
Respite	129	41	(88)	Costs for respite continue to increase as Respite plans for the year are confirmed.
Misc. Third Party Payments	1,995	4,148	2,153	This heading covers various payments to other agencies including other local authorities, registration fees and payments to voluntary organisations. This heading includes expenditure on covid support payments
Premises Expenditure	11	103	92	The budget covers cleaning materials within operational buildings and Covid related costs for cleaning materials.
Supplies and Services	403	450	46	Includes equipment, house adaptations, food and insurance, postage, printing and administration. Movement reflects an updated forecast for insurance (+£10k) and equipment (£+45k)
Transport Expenditure	48	42	(6)	Travel costs underspent as a result of Covid
Income				
Income	(4,269)	(4,427)	(158)	This income is largely contributons towrds the cost of care. Movement reflects increased income for Residential Care and Home Care as services re-open.
Resource Transfer (Health)	(7,271)	(7,825)	(554)	Includes Income from NHS, integration funding and contributions for complex care as well as forecat contributions from the NHS Mobilisation fund for Covid.
Total	21,583	21,583	(0)	**Variance shown on budget as any underspend is held within the reserves of the Integrated Joint Board**

General Fund Capital Projects Outturn 2021/22
At March 2022

Project ID	Project ID Description	Amended Budget	Expenditure	(under) over spend	Carryforward Per budget paper	Additional carry forward requested by Project Managers	Total Carryforward
		£	£	£			
Community Investment Strategy							
All Clackmannanshire Areas							
10042	Community Investment Grants	80,000	56,981	-23,019	0	0	0
10156	City Deal (Land)	50,000	13,750	-36,250	0	36,250	36,250
10174	Fitness Suite Replacement	12,000	11,475	-525	0	0	0
10209	City Deal RPMO	100,000	72,254	-27,746	0	0	0
10213	Innovation Hub Delivery	350,000	-	-350,000	150,000	200,000	350,000
10251	Wellbeing Hub - Permanant	-	29,687	29,687	0	-29,687	-29,687
10086	Renewable Energy Projects	50,000	-	-50,000	0	50,000	50,000
							0
Total All Clackmannanshire Areas		**642,000**	**184,148**	**- 457,852**	**150,000**	**256,563**	**406,563**
Alloa Cluster							
10000	Schools ICT Replacement - Alloa	55,433	34,772	-20,661	0	20,661	20,661
10005	Park, Play Area & Open Space Improvements - Alloa	49,011	29,079	-19,932	0	19,800	19,800
10006	Park Primary School - School Development	2,240,170	1,880,905	-359,265	48,000	311,265	359,265

Project ID	Project ID Description	Amended Budget £	Expenditure £	(under) over spend £	Carryforward Per budget paper	Additional carry forward requested by Project Managers	Total Carryforward
10007	School Interactive Display Replacement - Alloa	42,087	37,152	-4,935	0	4,935	4,935
10008	Heritage Improvement	47,590	31,608	-15,982	0	0	0
10009	Sunnyside Cemetery Extension	60,000	60,000	0	0	0	0
10168	Forthbank Road Operational Facilities	20,000	-	-20,000	16,000	4,000	20,000
10183	Forthbank Recycling Centre Improvements	23,356	27,397	4,041	0	0	0
							0
Total Alloa Cluster		**2,537,647**	**2,100,914**	**-436,733**	**64,000**	**360,661**	**424,661**
Hillfoots Cluster							
10030	Village and Small Town - Tillicoultry	100,000	-	-100,000	0	100,000	100,000
10031	Schools ICT Replacement - Alva Academy	45,115	30,226	-14,889	0	1,373	1,373
10035	School Interactive Display Replacement - Alva	41,087	37,152	-3,935	0	3,935	3,935
10039	Village and Small Town - Dollar	51,617	-	-51,617	0	51,617	51,617
10085	Dumyat Visitor Hub	-	113,797	113,797	0	0	0
10118	Coalsnaughton Primary School - School Development	210,000	143,619	-66,381	106,000	0	106,000

Project ID	Project ID Description	Amended Budget £	Expenditure £	(under) over spend £	Carryforward Per budget paper	Additional carry forward requested by Project Managers	Total Carryforward
10121	Menstrie Primary School - School Development	32,000	31,783	-217	0	0	0
10124	Tillicoultry Primary School - School Development	-	2,495	2,495	0	0	0
10140	Village and Small Town - Alva	1,432,000	1,039,051	-392,949	300,000	92,949	392,949
							0
Total Hillfoots Cluster		**1,911,819**	**1,398,124**	**-513,695**	**406,000**	**249,874**	**655,874**
Lornshill Cluster							
10011	Schools ICT Replacement - Lornshill	48,103	41,561	-6,542	0	31,036	31,036
10014	Craigbank Primary School Refurbishment	9,669	17,023	7,354	0	-7,354	-7,354
10017	School Estate - Tullibody South Campus	1,267,646	511,728	-755,918	50,000	705,918	755,918
10020	School Interactive Display Replacement - Lornshill	42,098	3,543	-38,555	0	38,555	38,555
10024	Clackmannan Primary School Refurbishment/Locality Hub	-	202	202	0	0	0
10125	Banchory Primary School - School Development	21,387	5,308	-16,079	0	16,079	16,079
10149	Clackmannan Regeneration	890,000	-	-890,000	890,000	0	890,000

Project ID	Project ID Description	Amended Budget £	Expenditure £	(under) over spend £	Carryforward Per budget paper	Additional carry forward requested by Project Managers	Total Carryforward
10164	Clackmannan CAP	93,000	-	-93,000	93,000	0	93,000
Total Lornshill Cluster		**2,371,903**	**579,366**	**-1,792,537**	**1,033,000**	**784,233**	**1,817,233**
Total Community Investment Strategy		**7,463,369**	**4,262,552**	**-3,200,817**	**1,653,000**	**1,651,330**	**3,304,330**
Fleet Asset Management Strategy							
10062	Vehicle Replacement	1,124,000	577,037	-546,963	0	410,448	410,448
Total Fleet Asset Management Strategy		**1,124,000**	**577,037**	**-546,963**	**-**	**410,448**	**410,448**
IT Asset Management Strategy							
10041	Schools ICT Replacement - All Primaries	156,390	42,539	-113,851	0	113,851	113,851
10227	CRB System	40,000	-	-40,000	40,000	0	40,000
10064	IT Infrastructure	162,678	84,004	-78,674	0	16,515	16,515
10065	Social services adaptations	75,000	69,721	-5,279	0	0	0
10066	Social Services IT System	700,000	-	-700,000	331,500	0	331,500
10067	Digital Transformation	10,445	42,651	32,206	0	0	0
10187	Digital Infrastructure	468,000	12,173	-455,827	0	455,827	455,827
10202	Digital Learning Strategy	432,411	416,170	-16,241	0	16,241	16,241

Project ID	Project ID Description	Amended Budget £	Expenditure £	(under) over spend £	Carryforward Per budget paper	Additional carry forward requested by Project Managers	Total Carryforward
10207	Digital Foundations : M365	129,295	85,462	-43,833	0	43,833	43,833
10210	Homeworking	58,227	90,872	32,645	0	-32,645	-32,645
10225	Upgraded Telephony System	350,000	1,069	-348,931	0	348,931	348,931
10231	Building Energy Management System	70,000	380	-69,620	20,000	49,620	69,620
10242	VM Ware	300,000	299,536	-464	0	0	0
Total IT Asset Management Strategy		**2,952,446**	**1,144,576**	**-1,807,870**	**391,500**	**1,012,174**	**1,403,674**
Land Asset Management Strategy							
All Clackmannanshire Areas							
10252	Wellbeing Hub - Interim Pool	-	5,614	5,614	0	-5,614	-5,614
10245	West End Park Improvements	-	184,402	184,402	0	119,158	119,158
10061	Wheeled Bins	30,000	26,857	-3,143	0	3,143	3,143
10096	Gartmorn Dam Country Park	7,000	-	-7,000	7,000	0	7,000
Total Land Asset Management Strategy		**37,000**	**216,874**	**179,874**	**7,000**	**116,687**	**123,687**
Property Asset Management Strategy							
All Clackmannanshire Areas							
10191	Town Centre Regeneration Fund	1,173,795	718,323	-455,472	100,000	355,472	455,472
10208	Bowmar Community Hub	601,028	598,391	-2,637	0	2,637	2,637
10214	Kilncraigs - Roof	300,000	300,063	63	0	0	0
10224	Learning Estate Cleaning Equipment	23,000	10,871	-12,129	0	12,129	12,129

Project ID	Project ID Description	Amended Budget	Expenditure	(under) over spend	Carryforward Per budget paper	Additional carry forward requested by Project Managers	Total Carryforward
		£	£	£			
10226	Wellbeing Complex	400,000	2,665	-397,335	300,000	97,335	397,335
10268	Nature Restoration Fund		23,892	23,892	0	0	0
10267	CO2 Monitors in Schools	-	49,972	49,972	0	0	0
10045	Statutory Compliance DDA Schools	17,000	10,020	-6,980	0	0	0
10046	Compliance - Asbestos Removal (Schools)	28,000	15,995	-12,005	0	0	0
10212	Car park works	106,782	57,877	-48,905	8,000	56,905	64,905
10219	Learning Estate Condition Surverys	75,000	252	-74,748	0	74,748	74,748
10220	Clackmannan Town Hall Roof and Wall Upgrade	200,000	71,148	-128,852	117,000	11,852	128,852
10221	Cemetery Walls Upgrade	300,000	79,616	-220,384	179,000	41,384	220,384
10237	Future Inv Requirements - Coalsnaughton PS - Heating	-	19,739	19,739	0		0
10236	Future Inv Requirements - AlvaPS - Heating	-	30,000	30,000	0	0	0
10243	Greenfield House	0	201,300	201,300	0	0	0
Total Property Asset Management Strategy		**3,224,605**	**2,190,124**	**-1,034,481**	**704,000**	**652,462**	**1,356,462**
Roads Asset Management Strategy							
All Clackmannanshire Areas							
10176	Electric Vehicle Charge Points	75,000	149,037	74,037	0	0	0
10093	Active Travel Route Railway Station	25,000	-	-25,000	0	25,000	25,000
10049	Flood Prevention	206,000	127,069	-78,931	56,800	22,131	78,931
10050	Cycle Routes	300,000	109,105	-190,895	177,000	13,895	190,895
10051	Carriageways	1,951,966	1,570,824	-381,142	0	381,142	381,142
10054	Bridge Improvements	137,000	14,031	-122,969	137,000	-14,031	122,969
10055	Road Safety	-	86,861	86,861	0	0	0
10056	Lighting Replacement	250,000	204,577	-45,423	0	45,423	45,423

Project ID	Project ID Description	Amended Budget	Expenditure	(under) over spend	Carryforward Per budget paper	Additional carry forward requested by Project Managers	Total Carryforward
		£	£	£			
10218	Bus Priority Rapid Development Fund	39,117	7,323	-31,794		31,794	31,794
10222	Active Travel Route - Alloa-Alva-Menstrie	30,000	-	-30,000		30,000	30,000
Total Roads Asset Management Strategy		**3,014,083**	**2,268,828**	**-745,255**	**370,800**	**535,353**	**906,153**
Total Capital Programme Spend		**17,815,503**	**10,659,991**	**-7,155,512**	**3,126,300**	**4,378,454**	**7,504,754**

Total Capital Programme Income		**-6,601,100**	**-6,710,500**	**-109,400**

Total Capital Programme Net Spend		**11,214,403**	**3,949,491**	**-7,264,912**

Detailed Schedule of Savings - People
Management Efficiencies

Service Reference	Division	Description of Saving	2021/22 £	Achieved £	Red £	Unachieved due to Covid £	Service Updates
PEMGT2	People	External recharges to Regional Improvement Collaborative - CASH	79,830	79,830			Saving achieved Education & Executive Team
PEMGT3	People	Devolved school management savings	40,009	40,009			Saving achieved
PEMGT5	People	Saving on subscription- Community L&D	3,600	3,600			Saving achieved
PEMGT6	People	Saving on Book Fund	5,000	5,000			Saving achieved
PEMGT7	People	PPP insurance rebate	7,000	7,000			Saving achieved
PEMGT8	People	Speech & Language therapy	37,000	37,000			Saving achieved
PEMGT9	People	Devolved underspend- CASH	100,000	100,000			Saving achieved
PEMGT10	People	Educational Psychology post into mental health	30,000	30,000			Saving achieved
PEMGT11	People	Care cubed- Review of high cost placements	100,000		100,000		There is currently a review of Commissioned Servces for Children underway. Saving not achieved in 21/22 but will be progressed for 22/23
Total		**Management Efficiencies**	**402,439**	**302,439**	**100,000**	**0**	

Transformation

Service Reference	Division	Description of Saving	2021/22 £	Achieved £	Red £	Unachieved due to Covid £	Service Updates
PEMGT1	People	Transforming secondary curriculum	247,275	247,275			Saving achieved
	People	Transforming Early Years Curriculum	32,000	32,000			Saving achieved
			279,275	**279,275**	**0**	**0**	

Summary By Type			2021/22 £	Achieved £	Red £	Unachieved due to Covid £
Management Efficiencies			402,439	302,439	100,000	0
Transformation			279,275	279,275	0	0

Total Division			681,714	581,714	100,000	0
	check					
			85.3%	14.7%	0.0%	

Detailed Schedule of Savings - Place Division
Management Efficiencies

Service Reference	Division	Description of Saving	2021/22 £	Achieved £	Red £	Unachieved due to Covid £	Service updates
PLMGT1	Place	Modern Apprenticeship Scheme	21,550	21,550			Saving achieved
PLMGT2	Place	Trading Standards SLA - CASH	30,000	30,000			Saving achieved
PLMGT3	Place	Corporate Energy Budget Savings	2,917	2,917			Saving achieved
PLMGT6	Place	Homelessness Income	300,000	300,000			Saving achieved
PLMGT7	Place	Homelessness Income - CASH	100,000	100,000			Saving achieved
PLMGT8	Place	Office moves	20,000	20,000			Saving achieved
PLMGT9	Place	Mail room	2,500	2,500			Saving achieved
PLMGT12	Place	Cash saving - Budget realignment within Economic Development - CASH	60,000	60,000			Saving achieved
PLMGT14	Place	GF Housing realignment	20,000	20,000			Saving achieved
PLMGT15	Place	GF Housing realignment- CASH	80,000	15,000	65,000	65,000	Staffing continue to support Corporate recovery
PLMGT16	Place	Garden waste	50,000	50,000			Saving is achieved
PLMGT17	Place	Decrease in Non Domestic Rates due to Rate poundage	44,000	44,000			Saving is achieved
Total		**Management Efficiencies**	**730,967**	**665,967**	**65,000**	**65,000**	

Policy

Service Reference	Division	Description of Saving	2021/22 £	Achieved £	Red £	Unachieved due to Covid £	Service updates
PLPOL01	Place	Generate income through corporate sponsorship of Council Assets: Roundabouts, Parks, Open Spaces, Roads, Cycle Paths	10,000	10,000			Service achieved
PLPOL10	Place	Targeted reduction in council generated waste	25,000	25,000			Service achieved
Total		**Policy**	**35,000**	**35,000**	**0**	**0**	

Transformation

Service Reference	Division	Description of Saving	2021/22 £	Achieved £	Red £	Unachieved due to Covid £	Service updates
PLMGT17	Place	Community Participation in the Provision of Annual Bedding Schemes	10,000	10,000			Saving achieved
Total		**Transformation**	**10,000**	**10,000**	**0**	**0**	

Summary By Type			2021/22 £	Achieved £	Red £	Unachieved due to Covid £
Management Efficiencies			730,967	665,967	65,000	65,000
Policy			35,000	35,000	0	0
Transformation			10,000	10,000	0	0
Total Division			775,967	710,967	65,000	65,000
	check					
				91.6%	8.4%	8.4%

Detailed Schedule of Savings - Partnership & Performance Division
Management Efficiencies

Service Reference	Division	Description of Saving	2021/22 £	Achieved £	Red £	Unachieved due to Covid £	Service Updates
P&PMGT1	P&P	Reduction in Corporate Training Budget	12,000	12,000			Saving achieved
P&PMGT2	P&P	To consolidate various approaches around cash handling	15,000		15,000		Work is progressing, however, no saving achieved this financial year.
P&PMGT3	P&P	Reduction in Various Budget Lines	1,200	1,200			Saving achieved
P&PMGT4	P&P	Budget realignment in Strategy and Performance (across mileage, supplies and subscriptions).	3,000	3,000			Saving achieved
P&PMGT5	P&P	Homeless Income - CASH	150,000	-	150,000		Income less than expected, however overachievement of related saving within Place
P&PMGT6	P&P	Vacancy management based on turnover levels	290,000	290,000			Saving achieved - outturned within Services
P&PMGT9	P&P	Triennial valuations of pensions	162,000	162,000			Saving achieved
P&PMGT11	P&P	Budget Realignment - postages & stationery	2,000	2,000			Saving achieved
P&PMGT12	P&P	Mileage - CASH	30,000	30,000			Saving achieved - outturned within Services
Total		**Management Efficiencies**	**665,200**	**500,200**	**165,000**	**0**	

Policy

Service Reference			2021/22 £	Achieved £	Red £	Unachieved due to Covid £	Service Updates
P&PPOL3	P&P	To remove the residual budget remaining to conduct a citizens survey previously titled Clacks 1000.	3,000	3,000			Saving achieved.
			3,000	**3,000**	**0**	**0**	

Summary By Type			2021/22 £	Achieved £	Red £	Unachieved due to Covid £
Management Efficiencies			665,200	500,200	165,000	0
Policy			3,000	3,000	0	0
Total Division			**668,200**	**503,200**	**165,000**	**0**

check

	75.3%	24.7%	0.0%

Place Directorate

HRA Variances at 31 March 2022
Appendix 10

Housing Revenue Account	Annual Budget 2021/22	Actual to March 2022	Variance Actual to Budget at March	Narrative
	£'000	£'000	£'000	
Employee expenditure	7,918	7,546	(372)	Underspend due to vacancy management
Premises expenditure	1,547	1,454	(92)	Underspend in tenancy overheads
Transport expenditure	373	375	3	Small overspend on vehicle maintenance
Supplies and Services	1,763	1,769	6	Net small overspend. Overspend of increased costs in stock and materials arising from Brexit & Covid of £0.222m. This has been offset with an underspend from the IT replacement systems as progress has been delayed. This is due to competing priorities and the availability of staff resources to implement a successful transition.
Third Party Payments	1,219	1,421	202	Overspend due to contractor payments
Support services	1,204	1,168	(36)	Underspenddue to central support recharge being lower than budgeted
Capital financing costs	1,482	1,471	(11)	
Total Gross Expenditure	**15,504**	**15,204**	**(300)**	
Income	(21,150)	(22,404)	(1,254)	Additional income due to an increase of repairs work on General Fund Properties and in Housing Rents
Total Net Expenditure	**(5,645)**	**(7,199)**	**(1,554)**	

HRA Capital Outturn for 2021/22
At 31 March 2022

Housing Capital Programme 2021-22	Project Code	2021-22 Net Budget	Gross Expenditure to 31/03/22	Income to 31/03/22	Net Expenditure to 31/03/22	Actual to Budget Variance	Year end comments	Carry Fwd to 2022/23
SCOTTISH HOUSING QUALITY STANDARD								
TACKLING SERIOUS DISREPAIR								
PRIMARY BUILDING ELEMENTS								
Structural Works								
Structural Upgrades	10192	400,000	72,782		72,782	(327,218)	Work subject to Owners legal dispute	
Asbestos Testing for Council Houses	10071	20,000	4,804		4,804	(15,196)		
Asbestos Removal Works for Council Houses	10072	50,000	46,277		46,277	(3,723)		
Structural Works		**470,000**	**123,863**	**0**	**123,863**	**(346,137)**		
SECONDARY BUILDING ELEMENTS								
Damp/Rot								
Damp & Rot Works	10195	100,000	95,084		95,084	(4,916)		
Damp/Rot		**100,000**	**95,084**	**0**	**95,084**	**(4,916)**		
Roofs / Rainwater / External Walls								
Roof & Render Upgrading Works	10196	1,000,000	974,430	0	974,430	(25,570)		
Roofs / Rainwater / External Walls		**1,000,000**	**974,430**	**0**	**974,430**	**(25,570)**		
Windows								
Window Replacement	10197	1,768,000	857,268		857,268	(910,732)	Bulk purchase of frames provided saving	
Windows		**1,768,000**	**857,268**	**0**	**857,268**	**(910,732)**		
		2,868,000	**1,926,782**	**0**	**1,926,782**	**(941,218)**		
ENERGY EFFICIENCY								
Central Heating - Design and Installation 2019-22	10193	112,000	144,155		144,155	32,155		
Weir Multicon Upgrade 2018-2020	10178	750,000	899,769	(290,000)	609,769	(140,231)	Grant of £290k confirmed from BEIS	
Renewable Central Heating Systems	10232	60,000	46,256		46,256	(13,744)		
Energy Performance Certificates Programme	10233	10,000	10,000		10,000	0		
Full/Efficient Central Heating		**932,000**	**1,100,181**	**(290,000)**	**810,181**	**(121,819)**		
MODERN FACILITIES & SERVICES								
Kitchen Renewal								
Kitchen Replacement 2017-20	10158	200,000	307,995		307,995	107,995	Increased spend on Kitchens from unndespend on Windows	
Kitchen Renewal		**200,000**	**307,995**	**0**	**307,995**	**107,995**		

Housing Capital Programme 2021-22	Project Code	2021-22 Net Budget	Gross Expenditure to 31/03/22	Income to 31/03/22	Net Expenditure to 31/03/22	Actual to Budget Variance	Year end comments	Carry Fwd to 2022/23
Bathrooms								
2016-20 Bathroom Replacements PCU Team	10141	50,000	52,403		52,403	2,403		
Bathrooms		**50,000**	**52,403**	**0**	**52,403**	**2,403**		
		250,000	**360,398**	**0**	**360,398**	**110,398**		
HEALTHY, SAFE & SECURE								
Safe Electrical Systems / CO Detectors								
Safe Electrical systems 2018-22	10171	1,100,000	755,705		755,705	(344,295)	Requirement for additional carry forward to ensure EEESH2 achieved.	344,200
Safe Electrical Systems		**1,100,000**	**755,705**	**0**	**755,705**	**(344,295)**		
Communal Areas (Environmentals)								
External Works : Fencing, Gates, Paths	10090	315,000	213,439		213,439	(101,561)	Carry Forward for land services new Capital Works team.	101,500
Secure Door Entry Upgrade 2021-25	10160	130,000	129,343		129,343	(657)		
Communal Areas (Environmentals)		**445,000**	**342,782**	**0**	**342,782**	**(102,218)**		
		1,545,000	**1,098,487**	**0**	**1,098,487**	**(446,513)**		
NON-SHS ELEMENTS **PARTICULAR NEEDS HOUSING (CITC)**								
Conversions & Upgradings								
Conversions & Upgradings	10092	75,000	5,541		5,541	(69,459)		
Conversions & Upgradings		**75,000**	**5,541**	**0**	**5,541**	**(69,459)**		
Disabled Adaptations								
Aids & Adaptations	10161	50,000	52,956		52,956	2,956		
Disabled Adaptations		**50,000**	**52,956**	**0**	**52,956**	**2,956**		
Environmental Improvements								
HRA Roads & Footpaths Improvements	10099	100,000	97,570		97,570	(2,430)		
MCB Tenant Community Improvement Fund	10100	402,000	296,764		296,764	(105,236)	carried forward to complete Argyle St/ Whins road project	105,000
Environmental Improvements		**502,000**	**394,334**	**0**	**394,334**	**(107,666)**		
		627,000	**452,831**	**0**	**452,831**	**(174,169)**		

Housing Capital Programme 2021-22	Project Code	2021-22 Net Budget	Gross Expenditure to 31/03/22	Income to 31/03/22	Net Expenditure to 31/03/22	Actual to Budget Variance	Year end comments	Carry Fwd to 2022/23
Council New Build Housing								
Off The Shelf Purchase	10105	1,353,000	607,304	(200,000)	407,304	(945,696)	Carry forward of underspend to progress in 22/23	945,000
Estate Management Redesign	10234	50,000	6		6	(49,994)		
Council New Build Housing		**1,403,000**	**607,310**	**(200,000)**	**407,310**	**(995,690)**		
		1,403,000	**607,310**	**(200,000)**	**407,310**	**(995,690)**		
OTHER								
Other Costs / HBMS								
Construction Design Management	10143	30,000	11,963		11,963	(18,038)		
Computer Equipment - New (HBMS)	10111	260,000	0		0	(260,000)	Delay in procurement of new system.	260,000
Lock Up Strategy	10185	200,000	21,267		21,267	(178,733)	Only one site cleared	178,700
Westhaugh Travelling Site - Alva	10186	239,000	25,786		25,786	(213,214)	Start of project delayed	213,200
IT Infrastructure - Clacks IT	10188	21,000	13,715		13,715	(7,285)		
Demolitions	10200	147,000	12,115		12,115	(134,885)		134,800
Other Costs / HBMS		**897,000**	**84,846**	**0**	**84,846**	**(812,154)**		
TOTAL CAPITAL EXPENDITURE		**8,992,000**	**5,754,698**	**(490,000)**	**5,264,698**	**(3,727,302)**		
Sale of Council Property								
Sale of Council Land	10148	0			0	0		
Sale of Council Property		**0**	**0**	**0**	**0**	**0**		
NET EXPENDITURE		**8,992,000**	**5,754,698**	**(490,000)**	**5,264,698**	**(3,727,302)**		**2,282,400**

3,727,302

CLACKMANNANSHIRE COUNCIL

Report to: Audit & Scrutiny Committee

Date of Meeting: 25 August 2022

Subject: Draft Annual Accounts 2021/22

Report by: Chief Finance Officer

1.0 Purpose

1.1. The Council is required by law to prepare a statement of accounts in accordance with 'proper practices' which set out its financial position at the end of each financial year. This is defined as meaning compliance with the terms of the Code of Practice on Local Authority Accounting in the United Kingdom prepared by the CIPFA/LASAAC Joint Committee.

1.2. The Code specifies the principles and practices of accounting required to give a 'true and fair' view of the financial position and transactions of the Council, including group financial statements where Councils have material interests in subsidiaries, associates or joint ventures. The financial statements aim to identify the key factors affecting the finances of the Council and that affect the physical resources that the Council can control to provide services.

1.3. The Local Authority Accounts (Scotland) 1985 Regulations require the Chief Finance Officer, as the Council's s95 officer, to prepare the Statement of Accounts as soon as practicable after the end of each financial year and to submit for Audit to the Councils External Auditor. This is normally by the 30th June, however due to COVID 19 pandemic, this was extended in agreement with the External Auditors.

1.4. Within the Draft Annual Accounts, a Management Commentary is included that presents the collective view of those charged with governance and apply relevant sections of the Companies Act 2006 in respect of the preparation of a Strategic Report. The Management Commentary is signed by the Leader of the Council, Chief Executive and Chief Finance Officer (as s95 officer). The Management Commentary includes information on the financial year just passed along with a forward financial outlook for the Council for 2022/23. Further detail of the Councils financial forecast for 2022/23 will be presented to the Audit and Scrutiny Committee during the year.

1.5. The Council's Draft Annual Accounts also include the annual Remuneration Report, and the Annual Governance Statement (AGS) which is signed on behalf of the Council by the Leader of the Council and the Chief Executive. Improvement actions associated with the AGS are incorporated within routine performance reporting using the Pentana system.

2.0 Recommendations

2.1 Committee is asked to:

2.1.1   note the 2021/22 draft annual accounts;

2.1.2   note that the draft annual accounts will be submitted for audit to the Councils external auditors on 31 August;

2.1.3   note that audited annual accounts will be presented to Council following conclusion of the audit, and

2.1.4   otherwise note the contents of the report.

2.2   Committee is also asked to approve the following recommendation to go forward for approval by Council:

2.2.1   an additional £311k to be earmarked from in year capital receipts to top up the transformation fund (paragraph 3.11).

3.0   Considerations

3.1.   The accounts have been prepared in accordance with proper practices as set out in the *Code of Practice on Local Authority Accounting in the United Kingdom 2021/22.* The Annual Accounts show the actual figures for 2021/22 and the comparable figures for 2020/21.

Revenue Outturn

3.2   The financial results for 2021/22 are positive and provide a platform from which to address the challenging times ahead. Against the background of reducing resources and the impact of the Covid 19 pandemic, the Council has successfully delivered services within budget and achieved a high percentage of its approved savings.

3.3   Gross revenue expenditure for the year was £138.272m. This represents the running costs of the Council and indicates the significant size and complexity of the organisation. In addition to this, the Council administered Support Grants to Businesses and Individuals on an Agency basis on behalf of the Scottish Government. This amounted to £6.736m and has been excluded from gross expenditure in line with specified Accounting guidance.

3.4   The surplus achieved in the year compared to budget was £10.324m. This includes carry-forward earmarked reserves of £7.455m for ring-fenced areas of spend such as PEF, ELCC and DSM and COVID funding. This results in a net underspend of £2.869m compared to budget which is a favourable movement on the nil variance position as at December 2021 (excluding Clackmannanshire element of the Clackmannanshire and Stirling Health and Social Care Partnership (HSCP), reported in the 2022/23 Budget paper to Council in March 2022.

3.5   The General Fund started the year with a balance of £20.025m. £7.149m was utilised from earmarked general reserves during the year, new earmarked reserves of £0.585m were created and £1.254m of commitments were released. Within the earmarked reserves £4.406m relates to funds provided for COVID related activity. The in year surplus along with the utilisation of reserves results in a net increase in general reserves of £3.175m and a closing general reserve balance at 31 March 2022 of £23.200m.

3.6   Of the £23.200m balance at 31 March 2022, £17.152m is earmarked for specific purposes, much of which is for use either by individual services or to meet corporate liabilities. This committed balance can be summarised as follows:

Devolved School Management (DSM)	£0.631m
Pupil Equity Funding (PEF)	£0.680m
Early Learning & Childcare (ELCC)	£0.226m
Education COVID Recovery	£0.500m
Ring-fenced Housing & Community Safety Grants	£1.008m
Contractual Repairs & Maintenance	£0.315m
Organisational Change Fund	£0.198m
Employment Fund	£0.853m
Transformation Fund	£1.841m
Miscellaneous commitments	£2.094m
Amount to Support 2022/23 Revenue Budget	£3.942m
Developer Contributions	£0.118m
Employability Funding	£0.840m
COVID General Funding	£2.580m
COVID Specific Funding	£1.326m
Total	**£17.152m**

3.7   The Council's Reserves Strategy stipulates that it should retain uncommitted reserves at a minimum level of 2.4% of budgeted net expenditure as amended in the 2022/23 budget paper. Based on 2022/23 approved budget this equates to a figure of £3.393m. At the end of 2021/22, uncommitted reserves are £6.048m, therefore, £2.655m in excess of this minimum reserve figure. Total uncommitted reserves therefore represent a level of 4.3% of budgeted net expenditure.

3.8   At the end of 2021/22, the Clackmannanshire locality of the Clackmannanshire and Stirling Health and Social Care Partnership (HSCP) reported an underspend of £1.647m. However, the final outturn reflects a nil variance as the Councils full approved budgeted contribution for 2021/22 is paid over to the Partnership and carried forward within reserves for utilisation in 2022/23.

Housing Revenue Account

3.9   The Housing Revenue Account achieved a surplus within the year of £7.119m against a budgeted surplus of £5.645m, £1.554m greater than budget. This is a movement of £0.973m greater than the forecast figure of £6.146m reported to Council in February 2022. During the year £5.265m of this surplus has been used to fund capital expenditure which mitigated the requirement to borrow. This has resulted in a net contribution to reserves of £1.942m. The outcome of these in year results is that the opening housing reserve balance of £7.610m at the start of the year, has increased to £9.552m as at 31st March 2022, which equates to 46.5% of 2022/23

budgeted Housing Rents. This is £8.731m above minimum reserves of 4% which can be used to offset future capital expenditure and reduce the requirement to borrow.

Other Reserves

3.10   The opening balance on the Capital Receipts Reserve was £1.333m. Of this balance, £0.097m was earmarked for the capital element of the Employment Fund to fund the statutory element of voluntary severance. £0.017m was utilised in the year and as the flexibility to use capital receipts for this purpose is due to end in March 2023, £0.034m was approved to be released from this fund as part of the 2022/23 Budget Setting process. This leaves a balance of £0.046m earmarked from Capital Receipts for the capital element of the Employment Fund.

3.11   During 2021/22 receipts of £0.943m were received as a consequence of asset sales. A further £0.115m was received from the transfer of property to the HRA. £0.729m was transferred to General reserves to support the 2021/22 budget and as above, £0.017m was used to support the statutory element of voluntary severance. £0.632m was transferred to the Transformation Fund as per the approved budget in 2022/23 and this paper also asks that the additional in year receipts of £0.311m are also transferred to the Transformation Fund for future use. Also as part of the 2022/23 budget, £0.099m was released from Capital Grants Unapplied to general receipts increasing the general receipts balance to £0.801m.

3.12   The opening balance on the Capital Grants and Contributions Unapplied account was £2.850m. Within this balance were earmarked receipts of £0.766m for the Transformation Fund. During the year £0.389m has been utilised from this Fund leaving a balance of £0.377m. Further top ups of this fund as mentioned above of £0.632m and £0.311m increase the closing balance on this fund to £1.320m. Within the Economic Stimulus Fund, £0.099m was released back to General Capital Receipts as per the approved 2022/23 Budget and £0.201m was utilised for the purchase of assets in the year leaving £0.182m in this part of the fund. In the year, no funding has been utilised and £0.198m has been added for new grants to be used in future years, leaving a balance at 31 March 2022 including earmarked of £3.302m.

Pensions Liability

3.13   The estimation of the Council's net liability in respect of pensions payable is a complex set of judgements. It requires estimates of the life expectancy of scheme members, assumptions about changes in retirement ages and expected returns on pension fund assets such as stock market investments. The Council engages actuaries to provide expert advice about prevailing assumptions.

3.14   As a result of the latest valuation of our Pension accounts in accordance with International Accounting Standard 19 (IAS19), the net liability within the Balance Sheet increased to £88.9m compared to £151.7m at March 2021. This favourable movement in the year which has reduced the liability is due to a combination of an increase in the net discount rate and asset returns.

Provisions

3.15   There have been no new provisions created in the year. As at 31 March 2022, only one Provision remains in respect of the provision for Municipal Mutual Insurance Limited (MMI).

3.16   The provision for MMI was established in 2012/13 on the advice of our insurers to cover a potential 30% levy triggered under the Scheme of Arrangement in respect of

the winding down of the former MMI. This exposure relates back to former District and Regional Council operations. During the year £9k was paid out of which none was provided for and the provision was increased to offset this additional amount. No material amounts are expected for 2022/23 therefore there is no short term provision. The long term provision was increased by £13k to £60k to reflect an increase in the estimate of the amount required to meet future claims.

Contingent Liabilities

3.17   In order to reflect as yet potential uncertain and/ or unquantified timing and liabilities issues, aspects of those matters referenced in respect of Insurance set out in paragraph 3.16 above, are also reflected in the draft annual accounts as a contingent liability. In addition to this, the potential for claims of Historic Sexual Abuse and Equal pay remain as contingent liabilities. During 2021/22 a further contingent liability has been added representing the judicial review of a number of Social Services cases. As with all contingent liabilities, the timing and quantification of any liability in relation to these cases is unknown. No Contingent Assets have been identified as at 31 March 2022.

Capital Expenditure and Financing

3.18   During 2021/22 the Council spent £16.415m on Capital Expenditure across both General Fund and HRA. Of this, £16.358m was invested in its own assets with £0.057m granted to third parties including Common Good. This reflects an underspend of £10.393m on the approved budgeted programmes for both HRA and General Fund.

3.19   Capital expenditure in the year has been financed by: government grants and contributions (£7.037m) and direct revenue funding (£5.429m). The remaining balance of £3.949m was funded through internal borrowing.

3.20   The Councils gross external debt as at March 2022 stands at £137.919, a decrease of £1.245m from the position as at March 2021. This was as a result of no additional borrowing being undertaken during the year and repayments of £0.072m towards PWLB and Market Loans and £1.173m towards Public Private Partnership (PPP) arrangements. Further detail will be provided in the Annual Treasury Report presented at the next Council meeting.

Group Accounts

3.21   Group accounts are required to be prepared and included in the financial statements. The council's group accounts consist of; Clackmannanshire and Stirling Integration Joint Board, Central Scotland Valuation Joint Board, and Common Good.

Public Inspection

3.22   Following submission to the External Auditor the draft annual accounts will be made available for public inspection on the Councils website.

3.23   Following conclusion of the External Audit, the Council's final audited Annual Accounts will be presented to Council at a future meeting along with the External Auditors Report.

4.0   Conclusion

4.1   The results for the year are positive with a surplus being achieved in the year on General Fund which ensures the Councils uncommitted reserves remain in excess of

the Council's minimum level. This position is an improvement on that previously forecast at Budget setting in March 2022 due to a more favourable outturn than anticipated at that time.

4.2   Throughout the year, regular updates on progress in implementing the Budget Strategy and performance monitoring has been provided to Elected members through Council and Committee reports and briefings. Despite rising pressures, services worked hard to manage spend within budget to ensure the Council did not overspend its budget during 2021/22. In doing so, the Council consistently applied its agreed budget, finance and investment strategies throughout 2021/22.

4.3   In summary, the year end financial position, although favourable, remains challenging in light of the current financial circumstances of rising inflation and the ongoing impact of the COVID19 Pandemic.

5.0   Sustainability Implications

5.1   Not applicable

6.0   Resource Implications

6.1   Financial Details

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

6.3   Finance have been consulted and has agreed the financial implications as set out in the report.   Yes ☑

6.4   Staffing

7.0   Exempt Reports

7.1   Is this report exempt?   Yes ☐ (please detail the reasons for exemption below) No ☑

8.0   Declarations

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

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

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

(2)   Council Policies (Please detail)

9.0   Equalities Impact

9.1   Have you undertaken the required equalities impact assessment to ensure that no groups are adversely affected by the recommendations?
Yes ☐   No ☑

10.0   Legality

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

11.0   Appendices

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

Appendix A - Draft Annual Accounts 2021/22 – to be circulated separately

12.0   Background Papers

12.1   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
Elizabeth Hutcheon	Management Accountancy Team Leader	6214
Helen Coleman	Corporate Accountancy Team Leader	2256
Lindsay Sim	Chief Financial Officer	2022

Approved by

NAME	DESIGNATION	SIGNATURE
Lindsay Sim	Chief Finance Officer	
Stuart Crickmar	Director of Partnership and Performance	

CLACKMANNANSHIRE COUNCIL	THIS PAPER RELATES TO ITEM 5
	ON THE AGENDA

Report to **Audit & Scrutiny Committee**

Date of Meeting: 25th August 2022

Subject: **Corporate Risk Register**

Report by: **Strategic Director – Partnership & Performance**

1.0 Purpose

1.1. This report provides Committee with the regular update on Clackmannanshire Council's Corporate Risk Register (Appendix A), and information on the revised arrangements for the Corporate Risk & Integrity Forum (Appendix B). While this report presents the most recent risk assessments, see also the Corporate Plan report, showing alignment to performance indicators, strategies and corporate priorities.

2.0 Recommendations

2.1. That Committee notes the report, commenting and challenging as appropriate.

3.0 Considerations

3.1. Purpose of Risk Management

3.1.1. The Council has several key goals regarding how it will achieve the priorities set out in the Local Outcomes Improvement Plan (LOIP) and how it will transform services under the Be the Future programme. In order to effectively plan how we will achieve these goals, we must also consider the internal and external challenges with the potential to prevent or hinder their achievement. An effective risk management approach ensures that the Council is aware of such factors and, where appropriate, takes action to reduce or remove risks to ensure the success of its initiatives.

3.1.2. The purpose of risk management is not to prevent activities from taking place, but to ensure that all relevant factors are taken into account in their planning and execution so that the best possible outcomes are realised. In recent years it has been well-recognised that Council officers and services deal, on a daily basis, with a wide variety of operational risks to individuals, communities and internal management processes. However, the corporate risk management approach must take a wider, more strategic view and consider short-, medium- and long-term implications, as well as (often complex) inter-dependencies.

3.1.3. The impact of the pandemic on Council services and the local community has been significant, and this approach remains critical in light of the Council's ongoing response and recovery planning. The hierarchy of risk logs from teams, services, directorates and partnerships up to the corporate log should ensure that each level has holistic oversight of the most significant issues which must be monitored and managed. In addition, consideration of risk at a Civil Contingencies and Incident Management level has been critical, as has the risk assessment process which has formed a significant part of the Council's ability to respond and manage service provision safely.

3.2. Corporate Risk Management Process

3.2.1. The corporate risk register is owned by the Strategic Leadership Group, and the Strategic Director – Partnership & Performance is responsible for the corporate Risk Management approach. The Council follows a systematic risk process, reporting corporate and service risks to Committee on a regular basis. The process is assessed via internal and external governance and audit mechanisms, and peer-reviewed by other authorities and partners.

3.2.2. Each corporate risk review involves gathering information from internal and external sources (environmental scanning) and review of the register by a range of individuals and groups. Discussions are held with risk owners and/or delegated officers to:

- Review changes and developments in existing corporate and service risks;
- Investigate emerging externally-identified risks for local relevance;
- Evaluate emerging internally-identified risks (Internal Audit/self-assessment); and
- Consider significant risks, or those with implications across multiple services, for escalation to the corporate log, where they are managed until their severity reduces.

3.2.3. It would be impossible to remove all risk from our operations as most of our functions have inherent risks, as do most changes. Moreover, we cannot choose not to make changes, as this would involve exposure to other risks, such as failing to fulfil statutory duties, comply with new legislation or take advantage of new opportunities/technologies. The aim, therefore, is not to be 'risk averse' but 'risk aware'.

3.2.4. We identify our approach to managing each risk as:

Treat:	we will take action to reduce the risk;
Tolerate:	actions within our control have been completed and plans are in place;
Transfer:	the risk will be passed to another party, such as insurers;
Terminate:	the activity that is causing the risk will be ceased.

3.3. Current Risk Profile & Development Activity

3.3.1. As can be seen from Appendix A, the positive impact of mitigations is currently being outweighed in a number of areas by worsening external factors, resulting in little direct change in many scores, and a number of increased scores. Interdependencies between risks are also clearly evident, and while significant external factors are already having a directly negative impact in a number of areas, it is foreseen that further tertiary and indirect impacts are likely in the months and years to come. These factors include economic, environmental, geopolitical, societal and technological concerns.

3.3.2. The ongoing pandemic response, the war in Ukraine, and energy and cost of living crises are compounding pre-existing risks, such as EU withdrawal, climate change, and financial and workforce stability. These are materialising in increased potential for cyber threats, data breaches, health & safety incidents, civil unrest, industrial action, and disruption to supply chains and recruitment. These issues may also have an impact on our ability to implement new initiatives, systems and legislative changes, and our ability to respond to increased service demand arising from local deprivation levels, and greater and more complex community needs, particularly in the most vulnerable residents.

3.3.3. It cannot be denied that the Council is currently managing some of the greatest challenges it has ever experienced. We are not alone in this, and one factor within our control is how we lead by example to ensure that high standards of diligence are applied in all areas of our work. The Corporate Risk & Integrity Forum has, therefore, expressed the key message that it is currently more important than ever that all staff adhere to corporate governance processes at all times. Managers have been asked to continually reinforce this need, and specific requirements and issues are outlined in the following section.

3.4. Corporate Risk & Integrity Forum

3.4.1. Arrangements for the quarterly Corporate Risk & Integrity Forum have recently been revised, as shown in Appendix B, with current attendees shown below. This group continues to raise and address issues around governance and compliance, ensuring visibility, ownership and input at a senior level, and enabling timely action to minimise negative impacts. Attendees will be revised on an ongoing basis to ensure they remain appropriate to the current risk profile.

Partnership & Performance	Chair	Strategic Director, Partnership & Performance
	Civil Contingencies	Emergency Planning Officer
	Contest/Organised Crime/Cyber	Senior Manager, Partnership & Transformation
	Health & Safety	Health & Safety Manager
	HR & Workforce Planning	Senior Manager, HR & Workforce Dev.
	Data Protection/Monitoring Officer	Senior Manager, Legal & Governance
	Internal Audit	IA, Risk, & Corporate Fraud Manager
	Finance	Management Accountancy Team Leader
	Procurement	Procurement Manager
	Strategic Risk Management	Performance & Information Adviser
	Annual Governance Statement	Strategy & Performance Adviser
Transformation	Transformation	Senior Manager, Transformation
Place	Building Security/Duty Holder	Strategic Director, Place
	Energy, Sustainability & Climate Change	Senior Manager, Development
People	Attainment/Education	Chief Education Officer
	Child Protection/Social Work	Chief Social Work Officer
Health & Social Care	Adult Protection	Head of Community Health and Care
		Locality Manager

3.4.2. The Forum has reiterated the following key points for all staff and managers:

- Inductions and annual mandatory training should be completed by all staff;
- Public health and building security procedures should be followed at all times;
- Health & safety guidance and protocols should never be sacrificed in favour of managing other risks – these should always be strictly adhered to;
- Staff should be vigilant regarding cyber security and the potential for scams and fraud;
- Business Continuity Plans should be revised frequently to ensure fitness for purpose;
- Data protection and records management guidance and duties should be prioritised, and appropriate documentation maintained for all required types of request;
- Workforce Development Plans should be developed and implemented by all services, and there should be a keen focus on staff communication, awareness and inclusion;
- Internal Audit actions should be progressed, and updates provided when requested;
- Procurement processes should be followed at all times, particularly regarding the raising of purchase orders, and focus on local supply to support economic stability;
- Governance systems and procedures are designed to ensure appropriate oversight while efficiently and effectively managing resources, therefore these should never be bypassed and corporate support should be sought where appropriate.

3.4.3. Training continues to be provided via our risk management partners, Gallagher Bassett, with 7 staff members achieving accreditation in 2021/22, and additional Health & Safety training for senior managers, as well as guidance and materials circulated internally. Work also continues on supporting services, implementing internal audit recommendations, and partnership work, such as a current review of the Health & Social Care Partnership joint risk strategy. The local risk strategy is also currently under review, and the World Economic Forum recently published their Global Risks Report 2022, a summary of which will be presented at the next forum meeting.

4.0 Sustainability Implications

4.1. There are no direct sustainability implications arising from this report.

5.0 Resource Implications

5.1. Financial Details – There are no direct financial implications arising from this report.

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

5.3. Finance have been consulted and have agreed the financial implications as set out. Yes ✓

5.4. Staffing – There are no direct staffing implications arising from this report.

6.0 Exempt Reports

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

7.0 Declarations

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

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

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

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

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

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

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

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. If there are no appendices, please state "none".

Appendix A – Corporate Risk Log

Appendix B – Corporate Risk & Integrity Forum Terms of Reference

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 ✓
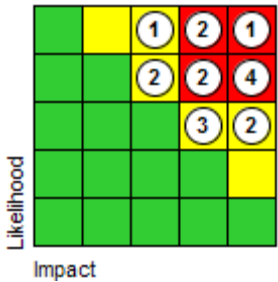
Author(s)

NAME	DESIGNATION	TEL NO / EXTENSION
Judi Richardson	Performance & Information Adviser	2105

Approved by
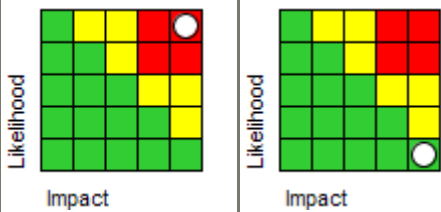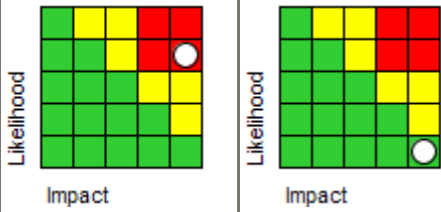
NAME	DESIGNATION	SIGNATURE
Stuart Crickmar	Strategic Director – Partnerships & Performance	S. Cliu.
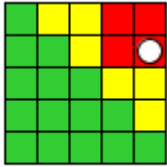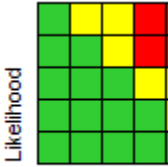
Appendix A - Corporate Risk Register
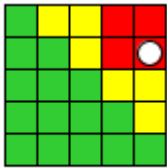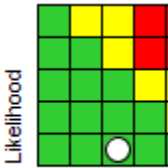
Summary of Changes	Distribution of Scores
At the end of Quarter 1, 2022/23 (out of a total of 17 risks): **Status** 9 risks are red (8 in previous report - 2021/22 year end) 8 risks are amber (same as previous) No risks are green (previously 1 – few green as often demoted to other logs) **Approach** 12 risks are being **Treated** (same as previous) 5 risks must be **Tolerated** (same as previous) **Change in Scores Since Last Review** 4 risks have increased 13 risks remain the same No risks have reduced No risks have been added or removed	
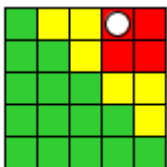
Code	Title	Score	Status	Approach	Change
COU CRR 008	Insufficient Financial Resilience	25	🔴	Treat	➖
COU CRR 022	Public Health Emergency	20	🔴	Tolerate	➖
COU CRR 005	Impact of Poverty, Inequality & Changing Demographics	20	🔴	Treat	➖
COU CRR 034	Insufficient Pace and Scale of Organisational Transformation	20	🔴	Treat	➖
COU CRR 050	Supply Chain & Labour Market Disruption	20	🔴	Tolerate	➖
COU CRR 047	Inadequate Workforce Planning	20	🔴	Treat	⬆️
COU CRR 012	Health & Safety Breach	20	🔴	Treat	⬆️
COU CRR 048	Increasing Attainment Gap	16	🔴	Treat	➖
COU CRR 009	Information Not Managed Effectively	16	🔴	Treat	⬆️
COU CRR 049	Continued Contribution to Climate Change	15	🔺	Treat	➖
COU CRR 046	IT System Failure	15	🔺	Treat	➖
COU CRR 038	Failure to Prevent Extremism and/or Radicalisation	15	🔺	Treat	➖
COU CRR 011	Harm to Child(ren)	12	🔺	Treat	➖
COU CRR 037	Failure to Address Serious Organised Crime	12	🔺	Treat	➖
COU CRR 040	Failure of Public Utility Supply	12	🔺	Tolerate	➖
COU CRR 031	Failure to Prepare for Severe Weather Events	12	🔺	Tolerate	➖
COU CRR 023	Industrial Unrest	12	🔺	Tolerate	⬆️
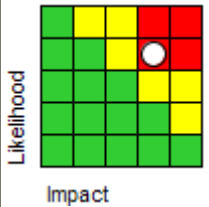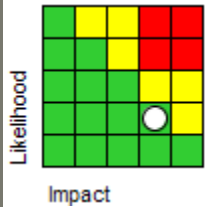
Approach Treat

🛑 ➖ **Insufficient Financial Resilience**	Senior Manager Finance & Revenues	Current Score	25	Target Score	5

Risk	The Council does not have a balanced budget to meet essential service demands, customer needs, or external agendas.	
Potential Impact	Reputational and legal implications and severe, extended loss of service provision. Possibility of Alliance, Health & Social Care and other partners also experiencing budget pressures contributes to potential impact, given the interdependencies.	
Note	The cumulative funding gap to 2028 is £33m as reported in the Council's 2022/23 budget. There is a continuing need for service redesign to ensure service delivery. Given the significant savings already achieved, as well as impacts and costs relating to Covid, and challenges around national budget uncertainty, it is extremely challenging to identify new proposals. Significant priority is being given to progressing the Council's organisational redesign and transformational change.	

Related Actions	Audit of 2021/22 Accounts by Audit Scotland	COU EXA 212	Existing Controls	Budget Strategy & Monitoring
	Use the agreed strategic change framework and organisational design principles to implement a whole organisation redesign	EXA BVA 1A0		Contract Standing Orders
	Balance the drive for savings with the need for sufficient officer time and skills to support change and consider how to make more use of external assistance to support improvement	EXA BVA 4F0		Financial Regulations

🛑 ➖ **Impact of Poverty, Inequality & Changing Demographics**	Chief Executive	Current Score	20	Target Score	5

Risk	Services are not appropriately redesigned based on changing needs in relation to the ageing population, health, complexity of care or socio-economic factors, specifically poor outcomes associated with welfare reform, poverty and/or inequality.
Potential Impact	Inappropriate allocation of resources & assets, misalignment of corporate objectives to need, inability to demonstrate Best Value, and possible financial and reputational consequences of responding to unplanned situations.
Note	The LOIP and Health & Care Strategic Plan set out partnership outcomes to strengthen community & place-based services. Key priorities are to reduce children living in poverty, develop inclusive growth and empower families & communities. Relevant actions include City Region Deal, Community Wellbeing & Community Wealth Building, as well as data analysis to inform decision-making and Poverty Impact Assessments. The risk score takes into account EU withdrawal, pandemic impacts and recent Child Poverty statistics.

Related Actions	Clackmannanshire Alliance Local Outcomes Improvement Plan 2017-27	CPP LOI	Existing Controls	Customer Consultation & Engagement
	Implement Health & Care Partnership Strategic Delivery Plan	CRR HSC SDP		Budget Strategy & Monitoring

Appendix A – Corporate Risk Log ✓ Low: 9 or less ⚠ Medium: 10 – 15 🔴 High: 16 or more ⬆Increased ➖ Consistent ⬇Reduced **N**ew Risk **R**emove from log Page 2 of 8

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		Insufficient Pace and Scale of Organisational Transformation	Chief Executive		Current Score	20	Target Score	5

Risk	The Council fails to proactively drive the fundamental redesign of services and organisational planning/development with the speed required to address the funding gap due to ineffective change management.
Potential Impact	Failure to maintain the required level of provision for statutory services. The corporate business improvement programme does not establish sustainable service delivery and a sustainable cost base for the future.
Note	Five new Transformation Officers were appointed in May 2022 for a period of 12 months. The key focus of the Transformation team is to increase focus on accelerating transformational activity towards the Council's Target Operating Model to increase our organisational resilience and our ability to move on new opportunities quickly. The Target Operating Model is under-pinned by principles of digital transformation, Community Wealth Building and investment-led recovery that put collaboration with our communities at the centre of our work.

Actions	Be the Future Transformation Programme	COU BTF	Controls	Be the Future Board
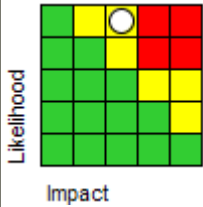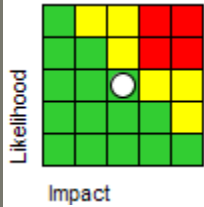
		Inadequate Workforce Planning	Senior Manager HR & Workforce Development	Current Score	20	Target Score	3

Risk	Due to lack of workforce planning the Council fails to ensure sufficient capacity/resource to deliver key Council service or fails to adequately develop its workforce to ensure that skills, knowledge and structures are appropriate, sustainable financially viable and compatible with our corporate vision.
Potential Impact	Loss of key staff from posts identified as single points of failure, including statutory officers, leading to inability to delivery key functions and lack of adequate professional advice to Council Officers/Elected Members.
Note	The main risks at present relate to a stretched and fatigued workforce as a result of balancing "business as usual" with ongoing pandemic recovery as well as progressing key transformation activities. Beyond this an aging workforce, with a number of key staff approaching potential retirement, turnover in key posts or single points of failure, impacted by turnover or absence overlays presents significant future challenges. A fundamental review of workforce planning is necessary to ensure the sustainability of service provision, particularly in the context of statutory duties. This review will be informed by the outputs of the demands/capacity/skills audit which will also inform the review of our Strategic Workforce Plan 22-25

Actions	Develop & implement the strategic workforce plan 2022-25	CRR P&P HR3	Controls	Strategic Workforce Plan
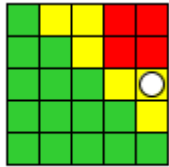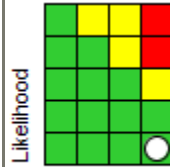
		Health & Safety Breach	Chief Executive		Current Score	20	Target Score	5

Risk	Incident or statutory breach results in injury or death of staff member or customer due to lack of awareness or non-compliance with policies and procedures. Incidents may also arise from third parties actions, outwith Council control.
Potential Impact	The effects on individuals and their families, financial penalties (including Health & Safety Executive intervention fees), criminal proceedings, adverse publicity, increased insurance or damage to Council assets.
Note	Significant work is being undertaken to ensure that all Council activities are risk assessed and that all managers have a basic level of health & safety awareness training. Work is also ongoing in conjunction with Trade Unions to reinforce messages with front line workers that they have responsibilities and must report concerns to allow these to be addressed.

Related Actions	Revised Health & Safety Strategy & Actions Plan	CRR P&P HR1	Existing Controls	Health & Safety Management System
	Governance improvement actions across all services	CRR P&P LD1		Health & Safety Training Programme
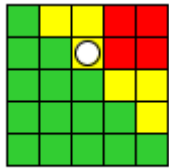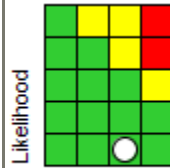
Appendix A – Corporate Risk Log   ✅ Low: 9 or less   ⚠️ Medium: 10 – 15   🔴 High: 16 or more   ⬆️Increased   ➖ Consistent   ⬇️Reduced   **N**ew Risk   **R**emove from log   Page 3 of 8

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	Increasing Attainment Gap	Chief Education Officer	Current Score	16	Target Score	8
Risk	The Council fails to reduce the educational attainment gap between pupils from more and less deprived areas due to financial pressures, workforce issues, or wider economic, demographic and poverty-related issues.					
Potential Impact	Poor school leaver destinations/participation, young people failing to reach potential, longer-term impacts on social mobility, poverty, life chances & economic growth, plus reputational damage and implications for inspections & funding.					
Note	Recovery Plans now form part of School Improvement Plans and support continues from Centre Teams & government funding. Health & wellbeing impacts and emerging challenges being addressed by Educational Psychology & partners. Redesigned approach to Scottish Attainment Challenge has seen funding to 9 Challenge Authorities (£43m) distributed equitably between all 32 local authorities - now named Strategic Equity Funding. This significantly reduces finance available for local Programme Plans, tapering down over next 4 years (2022-25). We continue to monitor attainment closely, with targeted support to close any identified gaps, and funding will be carefully allocated to mitigate risks.					

	Related Actions			Existing Controls	
	Increased attainment in Literacy and Numeracy	NIF 21 10		Education Senior Management Team	
	Collective efforts ensure that interventions continue to be targeted to those areas of greatest need to improve outcomes and close the poverty related attainment gap	NIF 21 16		Strategic Equity Funding	
	Covid-19 Education Recovery Plan	PPL EDU CRP		National Improvement Framework	
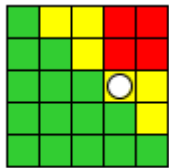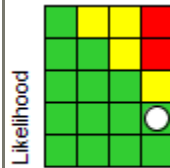
	Information Not Managed Effectively	Senior Manager - Legal & Governance	Current Score	16	Target Score	8
Risk	Information is not protected, managed or used effectively due to lack of compliance with information sharing, data protection, records management or IT principles/protocols, potentially leading to data breaches, inefficiency/duplication and strategic/performance management decisions based on poor quality/inaccurate business intelligence.					
Potential Impact	Legal/reputational/financial implications from breaches (regulators being the ICO and SIC can impose monetary penalties and enforcement notices), inefficiencies costing time/money, non-completion of (possibly statutory) duties. Loss of productivity, impacting morale, or misinformed decision-making if information not available/used.					
Note	There is currently no Records Management Officer in post, and the Data Protection Officer is externally appointed. The likelihood of this risk occurring has increased in relation to external cyber security threats, with cyber essentials accreditation remaining outstanding. Work continues around opportunities from MS365, review of Data Protection policies and partnership sharing agreements, and ensuring the completion of mandatory training by all staff.					

	Related Actions			Existing Controls	
	GDPR Implementation Project Plan	COU GDP		Data Sharing Agreements	
	Develop & deliver the Council's Digital Transformation Strategy	CRR P&P IT1		GDPR Guidance & Training	

Appendix A – Corporate Risk Log   ✔ Low: 9 or less   ⚠ Medium: 10 – 15   🔴 High: 16 or more   ⬆Increased   ▬ Consistent   ⬇Reduced   Ⓝew Risk   Ⓡemove from log   Page 4 of 8

60

⚠ ▬	**Continued Contribution to Climate Change**	Strategic Director - Place	Current Score	15	Target Score	5

Risk	The Council fails to play its part in addressing the climate emergency, such as by not adapting to climate change, by not reducing waste and the need to travel, making available adequate resources, developing/using/promoting sustainable practices, materials & technologies (including energy efficiency & emissions) or failing to act as an ambassador for national & international good practice as it emerges.
Potential Impact	Worsening environmental impacts including flooding (see related Severe Weather risk), increased fuel poverty (with knock-on health/social impacts), missed efficiency savings, economic opportunities and poorer air quality. Political/reputational impacts of not supporting national/international policy, and potential legal implications of not meeting targets or demonstrating progress.
Note	We submit Climate Change Duties reports annually, and are developing/implementing several related strategies & projects around our own practice and dissemination to local residents & businesses. These relate to assets, housing stock, energy & fuel poverty advice, community food growing, waste reduction, low-carbon technology and sustainable transport. Scotlands International Environment Centre proposal, as part of the City Region Deal, will place Clackmannanshire at the forefront of Scotland's Climate Change mitigation efforts. A recent internal audit found systems to be largely satisfactory, and provided recommendations around reporting processes, strategy review and establishing a Carbon Management Group. However, a comprehensive Climate Change/Net Zero Strategy is now required to guide the Council and communities to a net zero future.

Related Actions	Develop Net Zero strategy and action plan	PLC 213 101	Existing Controls	Local Biodiversity Action Plan
	Develop routemap to compliance with EESSH2 for all Council Housing stock.	PLC 213 104		Regional Energy Masterplan
	Deliver CRD programme in line with delivery plan/financial profile	PLC 213 111		Sustainable Food Growing Strategy

⚠ ▬	**IT System Failure**	Senior Manager Partnership & Transformation	Current Score	15	Target Score	9

Risk	Full or partial loss of network/hardware/software/telecoms technologies (temporary or prolonged) due to cyber attack/other emergency, failure to manage maintenance/backups/suppliers/contracts, or lack of investment in systems/staff/training (i.e. failure of IT services to uphold priorities of Confidentiality, Integrity and Availability).
Potential Impact	Financial impact from loss of productivity, service disruption (inc. statutory/vulnerable groups), inability to communicate, harm to staff/customers (access to records/Potentially Violent Persons register) & legal/regulatory/reputational implications.
Note	The Council is investing in ICT infrastructure as part of its Digital Transformation Strategy & roadmap. This will introduce cloud hosted services, retire/replace legacy systems, implement m365 & invest in modern technology to support delivery, future ways of working & Digital Transformation ambitions. Digital Maturity Assessment, Audit Scotland review and work in partnership with Digital Office is helping shape this work. A report on Cyber Security compliance is scheduled, however, recent global issues have increased this risk, and work is ongoing around security and improving staff & public awareness.

Related Actions	Develop & deliver the Council's Digital Transformation Strategy	CRR P&P IT1	Existing Controls	Business Continuity Plans
	Complete actions from IT Asset Management Plan	CRR P&P IT2		Service Level Agreements & Contracts

Appendix A – Corporate Risk Log   ✓ Low: 9 or less   ⚠ Medium: 10 – 15   ● High: 16 or more   ⬆Increased   ▬ Consistent   ⬇Reduced   **N**ew Risk   **R**emove from log   Page 5 of 8

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		Failure to Prevent Extremism and/or Radicalisation		Senior Manager Partnership & Transformation		Current Score	15	Target Score	4
Risk		Radicalisation of someone from the area results in terrorist incident (or other malicious attack), causing physical or financial harm to individuals or groups (here or elsewhere), or fear of such an incident affects quality of life.							
Potential Impact		Casualties/fatalities, property/infrastructure damage, need for evacuation/temporary housing or wider economic damage. Financial harm to individuals, businesses or the Council. Disruption to services or reputational/legal implications.							
Note		Continue to implement delivery plan with partners and FV CONTEST Board. Prevent is the strand focussed on preventing radicalisation and extremism in communities. Training for staff is provided as part of mandatory training programmes and on specific aspects of the national Prevent strategy. The national Prevent referral pathway has also been reviewed in 2021.							
Related Actions		Actions from Internal Audit of CONTEST, Prevent & Serious Organised Crime Readiness		CRR P&P SP2	Existing Controls	Forth Valley Resilience Partnership			
						CONTEST Plan & Working Groups			
						WRAP Training (High Priority Staff)			

		Harm to Child(ren)		Strategic Director - People		Current Score	12	Target Score	3
Risk		A lack of capacity or stability in key roles reduces the Council's ability to fulfil statutory requirements and intervene to prevent the serious harm of a child/children.							
Potential Impact		Effects of injury or death on individual, family, friends & staff members, reputational & legal implications, with associated costs, as well as impact of reputational damage & negative publicity on morale, workforce development and sustainability.							
Note		Planning and measures are in place to address staffing, leadership, assurance and improvement planning, including quarterly reports to Committee. We are currently recruiting to the vacancies for team leaders and social workers.							
Related Actions		Children's Services Plan 2021-24		PPL CHC CSP	Existing Controls	Child Protection Procedures			
		Covid-19 Education Recovery Plan		PPL EDU CRP		Public Protection Chief Officers Group			
		People Business Plan 2021-22		PPL PBP 212		Public Protection Committee			

		Failure to Address Serious Organised Crime		Senior Manager Partnership & Transformation		Current Score	12	Target Score	8
Risk		Public bodies fail to address organised crime involving drugs, violence, fraud, corruption, money laundering and/or human trafficking (with women and girls particularly vulnerable), due to a lack of preventative processes or information sharing.							
Potential Impact		Physical or financial harm to individuals, businesses, communities or the Council. Direct or indirect disruption to Council services and associated reputational and/or legal implications.							
Note		Situational awareness and monitoring of significant developments or intelligence is ongoing. Web pages for staff have been updated with the latest advice on cyber crimes and keeping safe and briefings are shared with staff from Scottish Business Resilience Centre and the National Crime Agency.							
Related Actions		Serious Organised Crime action plan, based on Police Scotland self-assessment		COU SOC	Existing Controls	Serious Organised Crime Delivery Plan			
		Implement Council CONTEST Delivery Plan, based on the Government's CONTEST Strategy		CRR P&P SP1		Let Scotland Flourish Strategy			
		Actions from Internal Audit of CONTEST, Prevent & Serious Organised Crime Readiness		CRR P&P SP2		National Fraud Initiative			

Appendix A – Corporate Risk Log   ✔ Low: 9 or less   ⚠ Medium: 10 – 15   ⬤ High: 16 or more   ⬆Increased   ▬ Consistent   ⬇Reduced   **N**ew Risk   **R**emove from log   Page 6 of 8

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Approach Tolerate

		Public Health Emergency		Chief Executive	Current Score	20	Existing Controls
Risk		Significant numbers of Council staff and customers become ill due to the occurrence of a public health emergency, such as a flu pandemic, with spread potentially exacerbated through failure to vaccinate or follow hygiene protocols.					Business Continuity Plans
Potential Effect		Short- & long-term health implications for public & staff (inc. absence if ill or caring for others). Disruption to support & front-line services, inc. to already vulnerable groups. Consideration required of minimal service provision requirements.					Pandemic Flu Plan
Note		The Covid 19 pandemic remains an ongoing incident requiring Council's continued response and recovery activity. The Council's Incident Management Plan was implemented on the 9 March, 2020 and Major Emergency Operating Procedures (MEOPs) were agreed and enacted. All Business Continuity plans have been reviewed and we are actively involved in response planning with the Forth Valley Resilience Partnership. Continuity of crucial services has been achieved and response and recovery work for outbreak management, community testing, vaccinations and community support for those people isolating has been established. Council has agreed an internal debrief process and a recent survey undertaken to identify lessons learned and inform ongoing response and recovery work, this is an ongoing process. In light of lessons learned and work undertaken over the past two years the risk score can be reduced.					Major Incident Procedures

		Supply Chain & Labour Market Disruption		Chief Executive	Current Score	20	Existing Controls
Risk		Disruption to UK supply chains & labour markets as a result of EU withdrawal, increasing costs & delays in sourcing goods (particularly in construction), already materialising and could continue for an extended period or escalate					SLAs & Contracts
Potential Effect		The Council could fail to recruit or retain staff with the required knowledge & experience, and/or be subject to direct or third-party impacts if suppliers are unable to source goods/materials or staff to fulfil contractual obligations					Recruitment & Retention Policy
Note		While contracts and other mechanisms may reduce impact to a certain extent, we must broadly tolerate this significant external risk. Where possible, mitigations are being sought, particularly in Procurement and Human Resources, as well as analysis, forecasting and contingency planning. Specific concern around school transport operators requesting price increase due to rising costs, which we have been resisting on budget grounds. Risk of contract discontinuation with insufficient time to get new operator in place for start of term, resulting in inability to fulfil statutory duty to provide school transport. We are working to maintain good relationships, bearing in mind they are a Clackmannanshire-based business.					Procurement Processes & Procedures

Appendix A – Corporate Risk Log   ✔ Low: 9 or less   ⚠ Medium: 10 – 15   ● High: 16 or more   ⬆Increased   ➖ Consistent   ⬇Reduced   N ew Risk   R emove from log   Page 7 of 8

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		Failure of Public Utility Supply	Strategic Director - Partnership & Performance	Current Score	12	Existing Controls
Risk		Loss of gas, electricity, water or communications over a significant area due to failure of a provider's infrastructure as a result of a local or national event.				Business Continuity Plans
Potential Effect		Fatality, injury or health risk, requirement to evacuate & find alternative accommodation, including for vulnerable people. Disruption to businesses, with potentially large costs, and impact on contact with health, care and emergency services.				Major Incident Procedures
Note		This risk remains a concern due to infrastructure & power interdependencies, particularly black start outage recovery time (now believed to be minimum 7 days). Priority for the Resilience community, particularly due to Councils' duty of care. Planning & work ongoing, regular testing of plans, lessons learned from previous incidents and quarterly meetings with resilience partners including SPEN, SGN and Scottish Water.				Emergency Response Plan

		Failure to Prepare for Severe Weather Events	Strategic Director - Place	Current Score	12	Existing Controls
Risk		Inability to respond to severe weather events due to lack of appropriate planning & equipment (e.g. 4x4 vehicles). Most likely flooding from rain/coastal surge, winter weather or heatwave (increasing frequency & severity due to climate change).				Business Continuity Plans
Potential Effect		Widespread community dislocation, damage to property, businesses, roads & utility infrastructure (inc. telecoms & power), or inability of staff to get to workplace. Impact on delivery, reputation & finances, and increased workload in numerous services to support communities, and clear roads and the core path network (e.g. from fallen trees & other debris).				Winter & Flood Management Plan
Note		Resilience groups continue to plan and mitigate risks, and discussions held with Police Scotland on how to improve community resilience response for flooding e.g road closures on minor roads. Increased resilience is, however, seasonally dependant and in light of the potential 'layering' of risks this year including ongoing pandemic response, the score remains consistent. Lessons learnt from Storm Arwen are being built into plans, including mutual aid with neighbouring Councils.				Forth Valley Local Resilience Partnership

		Industrial Unrest	Chief Executive	Current Score	12	Existing Controls
Risk		Industrial action by Council staff, partners or suppliers arises, normally in relation to local or national budget-related changes to terms and conditions, or restructuring.				Business Continuity Plans
Potential Effect		Immediate effects on service delivery & those dependent on services, with financial and reputational damage, and residual impact on staff morale & productivity. In case of partners/suppliers may have to support or reduce activity/service delivery.				Trade Union Comms Protocol
Note		Pay negotiations for 2022/2023 are ongoing at National Level between CoSLA representatives and the national unions. It is likely that these will be protracted and difficult negotiations given that the pay claims submitted by union colleagues (circa 10%) are significantly different to the current tabled proposal of 2%. CoSLA representatives will continue to meet with union side however it is likely that, if agreement cannot be reached, unions may look to ballot their membership to take strike/industrial action. Unions balloted specific areas of our workforce during 2021/2022 negotiations which, had the relevant thresholds been reached and action taken, would have impacted on areas of critical business delivery e.g. Waste services, School Catering, cleaning and janitorial. It would be likely that a similar approach would be taken during current negotiations with sectors of the workforce balloted e.g. teachers, waste, care, etc. Where relevant thresholds are reached there would be an impact on service delivery in key areas.				Forth Valley Local Resilience Partnership

Appendix A – Corporate Risk Log   ✓ Low: 9 or less   △ Medium: 10 – 15   ● High: 16 or more   ⬆Increased   ➖ Consistent   ⬇Reduced   N ew Risk   R emove from log   Page 8 of 8

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Appendix B – Clackmannanshire Council
Corporate Risk & Integrity Forum
Terms of Reference

Purpose & Remit

The aim of the Corporate Risk & Integrity Forum is to reduce the Council's overall risk profile by sharing information and proactively managing existing concerns and emerging issues in an efficient, effective, timely and integrated manner. The Forum provides a governance mechanism for monitoring the fulfilment of statutory duties and policy commitments, by discussing strategic and operational progress, and prioritising actions to minimise potential barriers to the implementation of plans, ensuring the best possible outcomes are achieved. The Forum provides assurance to the Strategic Leadership Group on the robustness of policies and processes in key risk-related areas and, in turn, escalates concerns and compliance issues, to ensure that risk owners and senior management are held collectively accountable for the completion of remedial mitigations that support continuous improvement and Best Value.

The specific tasks completed by Forum members are:

- Participating in high-level risk reviews, contributing knowledge and identifying new risks via horizon scanning;
- Feeding back on corporate risk policy and processes, and opportunities for streamlining/consolidation;
- Providing updates on their own corporate risks, and peer-reviewing others' for consistency and integration;
- Providing more detailed internal updates on their respective risks/service areas, including:
    o Significant recent issues/incidents;
    o Recent achievements/progress;
    o New developments/legislation;
    o Key risks and any required actions.
- Signposting guidance, support and development opportunities, including agreeing the annual allocation of (insurance contract) risk control days for strategy review and/or training provision;
- Monitoring the completion of mandatory training and policy adherence across services;
- Communicating and raising awareness of concerns and compliance issues, including prioritising their escalation to the Strategic Leadership Group for maximum impact and benefit.

Arrangements

The Forum is chaired by the Strategic Director – Partnership & Performance, as owner of the Corporate Risk Management approach (with the Performance & Information Adviser deputising). Forum membership is based on the organisation's current risk profile, in order to flexibly address the most significant risks at any given time, and includes:

- Owners (or delegated officers) for current corporate risks (or specialist aspects thereof); and
- Representatives of each of the Council's Directorates and major partnerships.

The Forum is held quarterly, with the following standing agenda:

1. Welcome and Introductions	Strategic Director – Partnership & Performance
2. Review of Detailed Risk/Service Updates	Forum members to submit/present quarterly
3. Review of Corporate Risk Log	Owners to provide quarterly updates
4. Prioritisation of Issues for Escalation	All with issues to escalate to SLG
5. Review of Action Log	All with assigned actions
6. Any Other Business	

Submission deadlines for Items 2 & 3 are around 10 days before the meeting, to ensure papers can be distributed 1 week before (communication/reminder will be sent). To limit workload and meeting length, and ensure focus, updates for item 3 should not exceed 1 page. To similarly promote focus on action, rather than discussion, no detailed minute is recorded but, instead, a log of key points agreed and future actions maintained.

The Forum is accountable to the Strategic Leadership Group, with issues for escalation collated into a quarterly update, presented by the Strategic Director – Partnership & Performance who also provides feedback to the Forum, and raises issues regarding strategic direction and governance on behalf of the Strategic Leadership Group.

Version control: v1 Oct-2013 Agreed when Forum originally convened (Chair: Governance Manager)
                 v2 Mar-2016 Arrangements & membership revised (joint Chairs: Head of Strategy & Customer Services and Head of Resources & Governance)
                 v3 Dec-2018 Arrangements revised to take place at Extended Strategic Leadership Group (Chair: Chief Executive)
                 v4 Apr-2022 Arrangements revised (Chair: Strategic Director – Partnership & Performance)

CLACKMANNANSHIRE COUNCIL	THIS PAPER RELATES TO ITEM 6
Report to Audit & Scrutiny Committee	**ON THE AGENDA**

Date of Meeting: **25th August 2022**

Subject: **Corporate Plan Report**

Report by: **Strategic Director – Partnership & Performance**

1.0 Purpose

1.1. This report presents a performance summary for Clackmannanshire Council's Corporate Plan 2018-22. Appendix A forms part of the Council's statutory Public Performance Reporting (PPR) duties and, for each corporate priority, summarises: Local Government Benchmarking Framework (LGBF) indicators; corporate risks; and key enabling strategies. While this is the first opportunity to present for scrutiny, Appendix A was published on the web by 31-Mar-2022, in accordance with statutory duties. Please note that risks show the year-end position, which is superseded by the quarter 1 review also being presented.

2.0 Recommendations

2.1. That Committee notes the report, commenting and challenging as appropriate.

3.0 Considerations

3.1. Corporate Plan 2018-22

3.1.1. The Council's Corporate Plan 2018-22 – Be the Future was approved by Council in December 2018 and represents the Council's contribution to the Clackmannanshire Alliance's Local Outcomes Improvement Plan (LOIP). The Corporate Plan's development included staff and public consultations, feedback from partner organisations and local groups, and further work by the Extended Strategic Leadership Group.

3.1.2. The report presents an introduction and overview, then summarised and detailed information around the six Corporate Priorities of:

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

3.1.3. This is the first time this information has been presented as a combined corporate report, including indicators, risks and strategies, with the aim of presenting a more comprehensive picture. The report takes a balanced, realistic and transparent view of positives and negatives regarding performance levels, areas for improvement and the challenges we face, and our strategies detail how we will address these issues in order to achieve our goals and improve outcomes for the area. Risk and strategy summaries show the year-end position, while the most recent LGBF data is for 2020/21 (for most indicators).

3.2.   Local Government Benchmarking Framework

3.2.1. This report includes only LGBF indicators, while a wider range of local indicators are presented in LOIP reports, and other plans listed in the Appendix. The LGBF forms part of Councils' statutory PPR duties, with remaining duties fulfilled by other reports throughout the year, presented on the Council's website (www.clacks.gov.uk/council/performance/). Since the LGBF was introduced 9 years ago, progress in framework development has been limited in several areas, and significant concerns still exist around indicator validity, data integrity & consistency, submission processes, and timeliness. Issues around a lack of robust satisfaction measurement, in particular, have not yet been resolved and have worsened this year, with no 20/21 data available in time for this report.

3.2.2. Officers contribute, where possible, to framework development and the resolution of such issues via national groups, including the Scottish Performance Management Forum. As well as analysing and reporting data, work to share knowledge and good practice is also conducted in 'family groups' of authorities with similar deprivation levels (for Education, Social Work and Housing) or similar population density (for all other areas). LGBF data for all Scottish local authorities is published by the Improvement Service in Jan/Feb each year on the My Local Council tool (http://scotland.mylocalcouncil.info/).

3.2.3. Changes are made to the national framework each year, however, the method of applying these over six months after the end of the reporting year makes it extremely difficult for Councils to follow appropriate performance management processes, such as setting targets in advance. While the areas newly added to the framework this year (below) were already monitored locally, different calculations have been selected for use nationally. Therefore, for these indicators, 2020/21 will provide the baseline for future targets:

Economic Development	- Gross Value Added (per Capita);
	- Unemployment Rate – Working Age (16-64 years); and
	- Unemployment Rate – Young People (16-24 years).
Partnership & Transformation	- Child Poverty Rate (After Housing Costs).

3.2.4. Data integrity and adherence to statutory duties is reviewed annually by external audit, and no concerns have been raised with Clackmannanshire's submissions for many years, as confirmed in Audit Scotland reports to Audit Committee (most recently 03-Feb-2022). The indicator summaries in Appendix A aim to follow recognised good practice from Audit Scotland, the European Foundation for Quality Management and others. This includes reporting: Trends (annual variance); Targets (red/amber/green status); Comparisons (benchmarks); and Causes (management commentary on initiatives/remedial action). Information is presented in accordance with the Publication of Information (Standards of Performance) Direction 2018, set by the Accounts Commission.

3.2.5. As can be seen from the positives and negatives presented, performance management is a complex area, with the needs of many groups, and numerous other factors to be taken into account, as well as the principles of Best Value. The pandemic introduced new complexity and compounded existing issues, such as consistent reporting across authorities, most significant in the case of Leisure, with different areas in lockdown for different durations, with facilities closed. In other areas, methodological changes either mask results or affect comparability with previous years, such as in Adult Care inspections, unemployment (partially masked by the furlough scheme), absence (masked by the exclusion of Covid), and Education (attendance and attainment). Substantial refocussing of services and resources was also required, due to rapidly changing community need, rendering some targets unachievable. We continue to develop performance management approaches to improve accuracy, and use benchmarking to inform recovery planning.

3.3. Corporate Risk Management

3.3.1. In addition to performance indicators, corporate planning also requires consideration of internal and external challenges with the potential to prevent or hinder the achievement of goals. An effective risk management approach ensures that the Council is aware of such factors and, where appropriate, takes action to reduce or remove risks to ensure initiatives are successful. The purpose of risk management is not to prevent activities from taking place, but to ensure that all relevant factors are taken into account in their planning and execution so that the best possible outcomes are realised for the area.

3.3.2. Council officers and services deal with a wide variety of operational risks to individuals, communities and internal management processes on a daily basis. A corporate risk management approach, however, must take a wider, more strategic view and consider the implications of short-, medium- and long-term concerns, as well as (often complex) inter-dependencies. The hierarchy of risk logs, from teams, services, directorates and partnerships, up to the corporate log should ensure that each level has holistic oversight of the most significant issues that must be monitored and managed in that area.

3.3.3. The Council follows a systematic risk process, reporting corporate and directorate risks to Committee on a regular basis. Our risk processes are assessed via internal and external governance and audit mechanisms, and peer-reviewed by other local authorities. Steps are taken to integrate the assessment process with key functions, such as Internal Audit, Legal & Governance, Workforce Development, Equalities, Communications, Emergency Planning, Asset Management, Sustainability, etc. One of the key mechanisms for this, as well as disseminating information, is the Corporate Risk & Integrity Forum.

3.3.4. Each corporate risk review involves gathering information from internal and external sources (environmental scanning) and engagement with a range of individuals and groups, using corporate guidance to ensure consistency. It would be impossible to remove all risk from our operations as most Council functions have inherent risks, as do most changes, but failing to develop and improve as an organisation would also involve risk. Thus, never taking risks could also mean failing to fulfil statutory duties, comply with new legislation or take advantage of improvement opportunities, new technologies, etc. The aim, therefore, is not to be 'risk averse' but 'risk aware'.

3.3.5. While the LGBF is reported annually, corporate risk is reported to Audit Committee on a bi-monthly basis (most recently 03-Feb-2022), therefore, there is less movement in risk scores in this report. At the year-end stage, mitigating actions had been successful in reducing three risks, while a further two had increased as a result of wider global events. Though some other risks had increased or decreased slightly, this was not with the materiality required to change the score. While this summary demonstrates alignment to indicators, strategies and corporate priorities, the risk assessments themselves are superseded by the separate, quarter 1, risk report also being considered on this agenda.

3.4. Corporate Strategies

3.4.1. Enabling strategies, either on a thematic or organisational unit basis, demonstrate how the vision, priorities and outcomes of the LOIP and Corporate Plan will be delivered, taking into account performance levels and key risks. For the first time, this report links our key indicators and risks to a summary of our high-level corporate strategies with these, in turn, underpinned by other strategies, policies, processes and operational procedures. Many of these are delivered in close partnership with other public, private and 3rd sector organisations, though this report focusses more on Council activity and the most significant strategies on which we lead. Other partnership activities are examined in more detail in Local Outcomes Improvement Plan reports and in the other plans and strategies listed, for which links to further information are provided.

3.4.2. The Corporate Strategy Guidance & Summary shows the lead directorate and team for each plan as well as scrutiny bodies (at the time), with a wide distribution across the People, Place and Partnership & Performance Directorates. While the Health & Social Care Partnership and 'Be the Future' Transformation Programme have differing management arrangements, the Council's Strategic Leadership Group includes representatives of both. These functions each work to a single strategic plan, similarly to Business Plans providing a holistic overview of all work undertaken by the Council's other three directorates.

3.4.3. The summaries throughout the Appendix aim to present information on the purpose of the strategy, the main aims, priorities or areas of work, key achievements made so far (though these may be fewer for more recently developed or approved plans), and links to further information. Again, there are a wide range of common themes and interdependencies within and between strategies, and each should include details of how it integrates with the wider policy environment. This demonstrates the 'how', 'when' and 'by whom' for delivery of the Corporate Priorities and LOIP outcomes. Work continues to develop and implement plans, incorporating intelligence from demographic, performance and risk analyses.

3.5.   Conclusion

3.5.1. While Appendix A contains extensive information, it is hoped that this provides a more useful view of activities than reporting each component in isolation. It is important for the Council to take a broad view of performance, risk and transformational planning to ensure that decisions are robust and evidence-based, incorporating the knowledge and experience of as many internal and external professionals as possible, as well as having a clear focus on community engagement. As with all areas of work, the streamlining and improvement of performance, risk and planning processes is necessary and it is hoped that this report meets as many needs as possible, and provides a helpful summary for the Council's workforce, Elected Members and the public.

3.5.2. It cannot be denied that the Council currently faces unprecedented challenges, both in relation to national and international issues, as well as those specific to, and felt more acutely in the Forth Valley and Clackmannanshire area. Since this Corporate Plan was written in 2018, many aspects of the public sector landscape have changed, all of which will inform the development of the new plan. One thing that has not changed, however, is our clear ambition and intent to be a valued, responsive, creative organisation, through collaboration, inclusive growth and innovation, in order to improve the quality of life for every person in Clackmannanshire.

4.0 Sustainability Implications

4.1. There are no direct sustainability implications arising from this report.

5.0 Resource Implications

5.1. Financial Details – There are no direct financial implications arising from this report.

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

5.3. Finance have been consulted and have agreed the financial implications as set out. Yes ✓

5.4. Staffing – There are no direct staffing implications arising from this report.

6.0 Exempt Reports

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

7.0 Declarations

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

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

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

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

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

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

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

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. If there are no appendices, please state "none".

Appendix A – Corporate Plan Performance Report
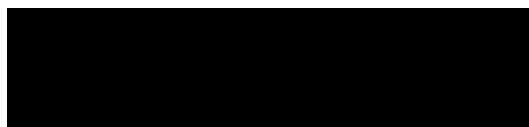
11.0 Background Papers

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
Judi Richardson	Performance & Information Adviser	2105

Approved by

NAME	DESIGNATION	SIGNATURE
Stuart Crickmar	Strategic Director – Partnership & Performance	

Clackmannanshire Council Corporate Plan 2018-22

Performance Report

Be the FUTURE

Contents

1. Introduction

This report presents information on Clackmannanshire Council's 2018-22 Corporate Plan: Be the Future.

Approved by Council in December 2018, the Corporate Plan represents the Council's contribution to the Clackmannanshire Alliance's Local Outcomes Improvement Plan (LOIP, both can be found on the Council's website: www.clacks.gov.uk/council/performance/). The Corporate Plan's development included public and staff consultations, feedback from partner organisations and local groups, and further work by the Extended Strategic Leadership Group to incorporate feedback and develop the organisational vision and values.

Clackmannanshire has much to be proud of: its long history and rich heritage; its stunning scenery and places to visit; its welcoming communities and strong and proud local identity; its central location and digital infrastructure; and its traditions of public service. These strengths make Clackmannanshire a great place to raise a family and feel part of the community.

The Plan's aim, therefore, is to celebrate these strengths and build on them to achieve ambitious goals for the future of the area and its people. This also involves identifying areas where improvements are necessary, and looking inwardly at how things are managed, as well as looking outwith the Council, to how we can learn from other local authorities, work better with other public services and partners, and engage meaningfully with local groups, communities and individuals.

In order to achieve these goals, we must take a realistic view of the challenges we face, some of which are unique to the area (or more acute here than elsewhere), some specific to the current public sector landscape, and some wider issues affecting all of Scotland, the UK, Europe, or the world.

This report, therefore, presents information on:

- performance indicators – which help us identify the areas where attention must be focussed;
- corporate risks – which we must bear in mind to ensure our goals are achieved; and
- key corporate strategies – which demonstrate how these areas will be addressed.

Since this plan was written in 2018, the coronavirus pandemic and other factors have changed the world. Some of this change is temporary, some with longer-lasting implications and concerns, and some presents opportunities for building towards a better future. One thing that has not changed, however, is our clear ambition and intent to be a valued, responsive, creative organisation, through collaboration, inclusive growth and innovation, in order to improve the quality of life for every person in Clackmannanshire.

Our Vision

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

This Plan

- Sets the strategic direction for the Council to 2022
- Describes the priorities that we believe will deliver better outcomes
- Describes what we will do and how we will measure progress

Our Priorities

We will achieve our vision through prioritising:

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

Our Outcomes

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

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

Our Values

Be the CUSTOMER	Listen to our customers, communicate honestly and with respect and integrity
Be the TEAM	Respect each other and work collectively for the common good
Be the LEADER	Make things happen, focusing always on our vision and outcomes, and deliver high standards of people leadership and corporate governance
Be the COLLABORATOR	Work collaboratively with our partners and communities to deliver our vision and outcomes
Be the INNOVATOR	Look outwardly, be proactive about improvement and strive always for innovation and inclusive growth
Be the FUTURE	Work always towards ensuring that we deliver our vision and live our values, so that we become a valued, responsive Council with a reputation for innovation and creativity

The Local Government Benchmarking Framework

LGBF	The Local Government Benchmarking Framework enables comparisons across Councils, and 'family groups' (with similar deprivation levels or population density). This report includes all LGBF measures, and additional local indicators are reported in the LOIP as well as the other strategies shown on page 5. While 'league tables' can encourage undesirable behaviours, it is important to know how we are progressing in relation to other authorities, and the country as a whole, as well as analysing trends and target achievement. National forums and family groups continue working to develop and benchmark the processes behind the data, to determine which approaches may be best suited to achieve positive outcomes for communities in each unique Scottish authority.
Years	The value achieved by Clackmannanshire Council in the financial year shown. Indicators for which 2020/21 data is not available are purple and the summary is for the most recent year held (lagging, delayed, biennial or Children's Social Work, where national publication timescales do not allow for inclusion here). Costs for previous years may differ slightly elsewhere as they are reported here as actual costs, but are sometimes reported using a 'deflator' to cancel out inflation.
Trend	Whether performance levels have improved or declined since the previous year. Though we cannot realistically expect to improve in all indicators, for each area, we must determine whether efficiency, effectiveness or satisfaction (or a balance of all three) is the priority, and set targets accordingly. 👍 Performance has improved ▬ Performance is consistent 👎 Performance has declined ❓ Missing data for previous or current year
Target/ Status	The target set and whether it was met (within tolerance). This highlights areas requiring attention, while those achieving (or close to) target remain green. ✅ Meeting target or within 5% 🔺 5 - 15% worse than target 🛑 >15% worse than target ❓ No target (new measure or 'no service')
Rank/ Quartile	Authorities' results are ranked best (1st) to worst (32nd) to support learning from strong performers. Rankings are grouped into 4 quartiles for a higher-level summary. If not all authorities report, there are fewer than 32 rankings so quartiles are smaller (such as Housing, not reported by 6 authorities due to differing arrangements). Minimising costs is a broad financial sustainability goal, however, this also represents investment, so spend may be higher in priority areas. ▉▉▉▉ Top quartile - 1st to 8th place ▉▉▉ 2nd quartile - 9th to 16th ▉▉ 3rd quartile - 17th to 24th ▉ Bottom quartile - 25th to 32nd ❓ No rank
Scotland	The overall figure for Scotland (calculated from raw figures), or the average result reported by local authorities (where raw data is not available).

Summary of Performance (in the most recent year available for each indicator)

Corporate Priority	Trend (comparison to previous)				Status (comparison to target)				Quartile (comparison to benchmarks)					Total
	👍	▬	👎	❓	✅	🔺	🛑	❓	▉▉▉▉	▉▉▉	▉▉	▉	❓	
1. Inclusive Growth, Jobs & Employment	7	1	11		10	1	5	3	6	5	5	3		**19**
2. Reducing Child Poverty	4		2		3		2	1	2	1		3		**6**
3. Raising Attainment	14	2	9		12	6	7		5	4	6	10		**25**
4. Sustainable Health & Social Care	5		6		7	1	3		4	2	2	3		**11**
5. Empowering Families & Communities	10		13	1	13	6	4	1	6	4	5	8	1	**24**
6. Organisational Transformation	7	3	5		13	2			6	2	5	2		**15**
Total (100 indicators so percentages the same)	**47**	**6**	**46**	**1**	**58**	**16**	**21**	**5**	**29**	**18**	**23**	**29**	**1**	**100**

Corporate Risks describe major undesirable events we want to avoid or manage, as well as potential causes and consequences. The corporate lead (or delegated officer) provides updates and reviews scores, setting a target threshold for when it will be considered for demotion to a lower-level risk log. Actions show work in progress to 'Treat' (mitigate) risks and once complete, though they remain under review, these become Controls and the risk may be 'Tolerated'.

As with indicators and strategies, risks are aligned to Corporate Priorities, some of which are more specific and focussed, while others involve broader issues, so may have more risks linked to them. In addition, we have greater control and more explicit responsibilities regarding internal management of the Council, therefore, Priority 6 has substantially more associated risks. Much of our work includes inherent risk, and we must carefully consider options in light of priorities.

Changes & Distribution of Scores	Priority	Risk Title	Score	Status	Approach	Change
At 2021/22 year end, there are 17 risks on the Corporate Register.	1. Inclusive Growth, Jobs & Employment	Supply Chain & Labour Market Disruption	20	🔴	Tolerate	➖
		Failure of Public Utility Supply	12	🔺	Tolerate	➖
		Failure to Prepare for Severe Weather Events	12	🔺	Tolerate	➖
The previous report to Audit Committee (Feb-2022) contained 19, advising that 3 were being removed from the log, however, this decision has been reversed in the case of Attainment.	2. Reducing Child Poverty	Impact of Poverty, Inequality & Changing Demographics	20	🔴	Treat	➖
		Harm to Child(ren)	12	🔺	Treat	⬇️
	3. Raising Attainment	Increasing Attainment Gap	16	🔴	Treat	⬆️
	4. Sustainable Health & Social Care	Public Health Emergency	20	🔴	Tolerate	⬇️
Status	5. Empowering Families & Communities	Continued Contribution to Climate Change	15	🔺	Treat	➖
8 risks are red (previously 9)		Failure to Prevent Extremism and/or Radicalisation	15	🔺	Treat	➖
8 risks are amber (previously 10) 1 risk is green (previously 0 – few green as often demoted to lower-level registers)		Failure to Address Serious Organised Crime	12	🔺	Treat	➖
	6. Organisational Transformation	Insufficient Financial Resilience	25	🔴	Treat	➖
Approach		Insufficient Pace and Scale of Organisational Transformation	20	🔴	Treat	➖
12 risks are being **Treated** (previously 14) 5 risks must be **Tolerated** (previously 5)		Health & Safety Breach	16	🔴	Treat	➖
		Inadequate Workforce Planning	16	🔴	Treat	➖
Change in Scores Since Last Review		IT System Failure	15	🔺	Treat	⬆️
2 risks have increased 12 risks remain the same 3 risks have reduced		Information Not Managed Effectively	12	🔺	Treat	➖
No risks have been added or removed		Industrial Unrest	8	✅	Tolerate	⬇️

Corporate Strategies detail agreed actions and targets to fulfil local & national ambitions, and statutory duties. These are the delivery mechanisms for the Corporate Plan and its contribution to the Local Outcomes Improvement Plan.

This report summarises each strategy's purpose, main aims, themes, objectives or areas of work, key achievements (fewer for recently approved plans), and how they link to national strategies, as well as providing links to further information.

Priority	Strategy/Approach	Lead Director	Lead Team	Scrutiny Body
1. Inclusive Growth, Jobs & Employment	City Region Deal	Place	Economic Development	Council/Joint Programme Board
	Local Development Plan	Place	Planning & Building Standards	Place Committee
	Local Employability Partnership Delivery Plan	Place	Economic Development	Clackmannanshire Alliance
	Local Transport Strategy	Place	Roads & Transportation	Place Committee
	Strategic Housing Investment Plan	Place	Housing	Place Committee
2. Reducing Child Poverty	Children's Services Plan	People	Children's Social Work	People/CP Committee
	Child Poverty Action Plan	People	Partnership & Transformation	P&P Committee
	Corporate Parenting Plan	People	Children's Social Work	People/CP Committee
	Community Justice Outcome Improvement Plan	People	Community Justice Partnership	Clackmannanshire Alliance
3. Raising Attainment	National Improvement Framework & Attainment Challenge	People	Education	People Committee
	Community Learning & Development Plan	People	Community Learning & Development	People Committee
4. Sustainable Health & Social Care	Health & Social Care Strategic Commissioning Plan	HSC	Health & Social Care Partnership	P&P Committee/IJB
	Housing Contribution Statement	Place	Housing	P&P Committee/IJB
	Sport & Active Living Framework	People	Sports Development	People Committee
5. Empowering Families & Communities	Community Empowerment	P&P	Communications & Community	Council
	Local Housing Strategy	Place	Housing	Place Committee
	Sustainability & Climate Change Strategy	Place	Energy & Sustainability	Place Committee
	Community Wellbeing & Resilience	P&P	Partnership & Transformation	Clackmannanshire Alliance
	Mainstreaming Equalities	P&P	Partnership & Transformation	P&P Committee
	Violence Against Women Strategy (Equally Safe)	P&P	Partnership & Transformation	Clackmannanshire Alliance
6. Organisational Transformation	Organisational Redesign & 'Be the Future' Programme	Transformation	Programme Management Office	Council
	Local Code of Governance	P&P	Legal & Governance	Audit Committee
	Internal/External Audit & Best Value Assurance	P&P	Legal & Governance	Audit Committee
	Financial Strategy	P&P	Finance & Revenues	Audit Committee
	Procurement Strategy	P&P	Finance & Revenues	Audit Committee
	Digital Strategy	P&P	ICT Services	P&P Committee
	Strategic Workforce Plan	P&P	HR & Workforce Planning	Audit Committee
	Communication & Engagement Strategy	P&P	Communications & Community	Council
	Directorate Business Plans	P&P	Legal & Governance	People/Place/P&P Committee

CP = Child Protection
ICT = Information & Communication Technologies
HR = Human Resources
IJB = Integration Joint Board
HSC = Health & Social Care
P&P = Partnership & Performance

Corporate Priority 1: Inclusive Growth, Jobs & Employment   **Performance Indicators**

While this report only includes Local Government Benchmarking Framework indicators, a wider range of local indicators are also reported for the other plans and strategies listed. Many indicators, risks & strategies are relevant to more than one Priority, with various links and interdependencies, and most initiatives aiming to address multiple challenges. The key service areas working around the theme of Inclusive Growth, Jobs & Employment include Roads & Transportation, Education, Economic Development and Development Planning.

With lower jobs density, and relatively high travel costs, there are often limited pathways out of poverty for people in Clackmannanshire. Local businesses, however, are highly productive and our central location, vibrant communities and environment are key assets. A buoyant local economy is essential to improving outcomes, and encouraging inward investment and visitors to the area. We must enable more people to both contribute to, and benefit from, economic success, working to both create opportunities, and enable local people to access them.
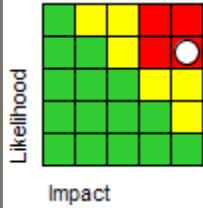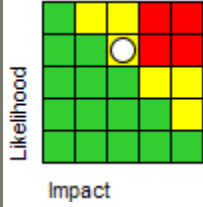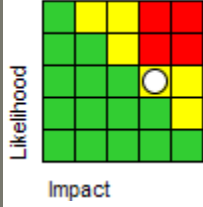
Roads & Transportation	2018/19	2019/20	2020/21	Target	Rank	Scotland	Management Comments
Cost of maintenance per kilometre of road	£18,029	£17,066	£12,968 👍	£9,707 🛑	22	£9,761	Capital increase of 16.8% (£2.54m to £2.97) due to new investment in Safer Routes to School, increased investment in Cycling Walking Safer Street offset by a reduction works on the road network (66.5% reduction in Road & Winter Maintenance revenue expenditure). There are concerns regarding the accuracy and consistency of authorities' reporting for this measure.
A class roads that should be considered for treatment	24.3%	24.8%	26.5% 👎	25.0% 🔺	16	29.8%	Roads Maintenance activities were emergency works only from March 2020 to June 2020 at the start of the first lockdown - and thereafter maintenance activities picked back up - incurring additional costs for social distancing, more vehicles being used etc. Cost figures also include discrete schemes such as Alva Regeneration, whilst this £1m public realm improvement is spent on roads infrastructure it represents less than 0.003% of the road network (this also includes footways, street lighting, drainage etc).
As above – B Class	22.2%	18.0%	18.5% 👎	20.0% ✅	1	34.0%	
As above – C Class	30.4%	29.0%	27.4% 👍	30.0% ✅	9	33.6%	
As above – Unclassified	40.2%	43.0%	43.2% 👎	42.0% ✅	24	38.3%	

Education	2018/19	2019/20	2020/21	Target	Rank	Scotland	Management Comments
School leavers entering positive destinations	94.2%	96.5% 👍	Not yet available	94.8% ✅	3	93.3%	Improved partnership work with Skills Development Scotland & Forth Valley College across all 3 Secondary Schools & CLD has seen an increase in our destination rate.
16-19 year-olds participating in employment, education or training	90.1%	89.3%	90.0% 👍	92.1% ✅	30	92.2%	When analysed by participation category, there are more school leavers participating in employment and training & personal development than the Scottish average.

Economic Development	2018/19	2019/20	2020/21	Target	Rank	Scotland	Management Comments
Cost of Economic Development & Tourism per 1,000 population	£35,447	£34,459	£37,707 👎	£102,811 ✅	4	£87,793	Further investigation into the detailed inclusions and exclusions in this calculation will be conducted in order to set future targets, as investment in essential employability and business support services is critical for inclusive growth.
Business gateway startups per 10,000 population	23.0	20.4	17.9 👎	23.0 🛑	10	11.2	The number has declined slightly (-12%), though to a lesser extent than nationally (-32%), therefore our 10th place ranking has been maintained. Please note that the target for Business Gateway Startups was reduced during the year 2020/21 to allow the BG team to support COVID enquiries.
Town vacancy rate (vacant retail units as % of total) – Alloa town centre only	12.4%	7.5%	13.6% 👎	11.7% 🛑	23	12.4%	The town centre vacancy rate has risen as it has done nationally as retailers respond to the challenges of the pandemic.
Gross Value Added (per Capita)	£20,058	£20,702 👍	Not yet available	❓	20	£26,240	Figures for 2020/21 not yet available. The trend up to 2019/20 continues to show GVA increasing year on year. Clackmannanshire has the greatest ranking improvement over the last 10 years of any Local Authority.
Properties with Superfast Broadband	94.0%	94.8%	95.8% 👍	95.0% ✅	15	93.8%	There is a small increase this year and the figure remains above the Scottish figure of 93.8%.
Residents earning less than the Living Wage	26.3%	22.9% 👍	Not yet available	19.4% 🛑	21	16.9%	It is disappointing that Clacks has not been provided with a 20/21 value for this critical measure. As yet, no explanation has been given as to why we (and 5 other authorities) were excluded from results.
Unemployed people assisted into work via Council employability programmes	10.0%	14.6%	9.0% 👎	12.7% 🛑	9	6.4%	Numbers supported into work are lower for the year which is to be expected in line with the reduction in face to face services, redeployment of staff to Covid support tasks and the lower numbers of opportunities available as businesses were not operating.
Unemployment Rate – Working Age (16-64 years)	4.3%	4.2%	6.5% 👎	❓	25	6.1%	Figure to March 2021 shows an increase in unemployment rate for both Working Age and Young People in line with the overall Scottish rates / trend. This increase is most likely due to the impact of the Covid pandemic finally filtering through after rates remained quite static in 18/19 and 19/20. The gap between Clacks and Scotland narrowed to March 2021 in both age groups. Worth noting that latest data to January 2022 shows Unemployment rates for overall working population falling back towards 19/20 figures for both Clacks and Scotland.
Unemployment Rate – Young People (16-24 years)	6.6%	6.8%	9.3% 👎	❓	28	7.2%	

Development Planning	2018/19	2019/20	2020/21	Target	Rank	Scotland	Management Comments
Cost per local planning application	£2,586	£2,818	£3,575 👎	£4,440 ✅	6	£5,044	Lower than average and variable depending on number of applications received by small planning team. Staff undertake additional functions beyond assessment of planning applications (eg. capital project management, bid preparation, Local Development Plan assistance and environmental improvement work).
Average weeks to process commercial planning applications	7.6	6.3	6.5 👎	10.5 ✅	2	10.6	Slight increase (3%) due to Covid but reduced for previous 3 years (32% improvement from 9.5 weeks in 16/17) following focus on economic development. Lower than national average and top quartile ranking maintained for 3rd year.
Immediately available employment land (as % of employment land allocated in Local Development Plan)	5.3%	68.5%	68.5% ▬	36.2% ✅	11	38.9%	Higher than average but related to market conditions. The Local Development Plan has identified sufficient land availability however this has not always been effective as planning permission has not been granted to result in immediately available land. This is outwith Council control as it cannot apply for planning permission for private land and is therefore subject to market forces. However planning permission has been granted for significant employment sites (such as Kilbagie) and further permissions are expected to be granted for other sites (such as Carsebridge) in the coming year. The percentage of immediately available land is therefore expected to increase significantly by the next reporting period.

Again, several of the risks mentioned elsewhere in this document are also relevant to this Priority, but those most directly linked are shown below. Many of the expected impacts of EU Withdrawal, and those forecasted to be more acute in Clackmannanshire, relate to the local economy and unemployment.

Substantial preparations have been made for this, and continue to develop, as do plans for managing the potential impact of utility failures and severe weather. Continuity & response plans, and close work with partners, will minimise the impact on local people and businesses, with specific focus on vulnerable groups.

Supply Chain & Labour Market Disruption	Chief Executive	Current Score	20	Existing Controls
Risk	Disruption to UK supply chains & labour markets as a result of EU withdrawal, increasing costs & delays in sourcing goods (particularly in construction), already materialising and could continue for an extended period or escalate			SLAs & Contracts
Potential Effect	The Council could fail to recruit or retain staff with the required knowledge & experience, and/or be subject to direct or third-party impacts if suppliers are unable to source goods/materials or staff to fulfil contractual obligations			Recruitment & Retention Policy
Note	While contracts and other mechanisms and monitoring may reduce the impact to a certain extent, we must broadly tolerate this significant external risk. Where possible, mitigations are being sought, particularly in relation to Procurement and Human Resources, as well as analysis of potential future impacts in order to inform and develop contingency plans.			Procurement Processes & Procedures

Failure of Public Utility Supply	Strategic Director - Partnership & Performance	Current Score	12	Existing Controls
Risk	Loss of gas, electricity, water or communications over a significant area due to failure of a provider's infrastructure as a result of a local or national event.			Business Continuity Plans
Potential Effect	Fatality, injury or health risk, requirement to evacuate & find alternative accommodation, including for vulnerable people. Disruption to businesses, with potentially large costs, and impact on contact with health, care and emergency services.			Major Incident Procedures
Note	This risk remains a concern due to infrastructure & power interdependencies, particularly black start outage recovery time (now believed to be minimum 7 days). Priority for the Resilience community, particularly due to Councils' duty of care. Planning & work ongoing, regular testing of plans, lessons learned from previous incidents and quarterly meetings with resilience partners including SPEN, SGN and Scottish Water.			Emergency Response Plan

Failure to Prepare for Severe Weather Events	Strategic Director - Place	Current Score	12	Existing Controls
Risk	Inability to respond to severe weather events due to lack of appropriate planning & equipment (e.g. 4x4 vehicles). Most likely flooding from rain/coastal surge, winter weather or heatwave (increasing frequency & severity due to climate change).			Business Continuity Plans
Potential Effect	Widespread community dislocation, damage to property, businesses, roads & utility infrastructure (inc. telecoms & power), or inability of staff to get to workplace. Increased workload in numerous services, impact on delivery, reputation & finances.			Winter & Flood Management Plan
Note	Resilience groups continue to plan and mitigate risks, and discussions held with Police Scotland on how to improve community resilience response for flooding e.g. road closures on minor roads. Increased resilience is, however, seasonally dependant and in light of the potential 'layering' of risks this year including the ongoing pandemic response the risk score remains consistent.			Forth Valley Local Resilience Partnership

We have a wide range of strategies in place to manage performance levels and risks in relation to this Priority. In addition to the opportunities City Region Deal will provide, growth and employment is a key priority of the Local Development Plan.

Much work to implement the national 'No One Left Behind' employability agenda is conducted with a range of partners, and the Local Transport Strategy and Strategic Housing Investment Plan are also vital for enabling inclusive growth.

City Region Deals offer the potential for new collaborative regional partnerships, focused on long-term strategic approaches to improving regional economies. They can deliver positive outcomes in line with Scottish and UK Government policy: they encourage Local Authorities to operate strategically at the regional level and they can support a long-term focus on the priorities required to deliver Scotland's Economic Strategy. Each deal is bespoke to the city region and will include a package of measures designed to work as a coherent whole.

Further Information can be found at: www.clacks.gov.uk/citydeal

In February 2020, Clackmannanshire Council, Stirling Council and the University of Stirling joined with the Scottish and UK Governments to formally sign the Stirling & Clackmannanshire City Region Deal. Subject to further business case development, this secures £90.2 million regional investment announced in the Heads of Terms Agreement in May 2018.

Clackmannanshire is set to benefit from £45.1 million investment over the next 10 years through:
- Scotland's International Environment Centre (training facilities & business incubator) with Stirling University;
- Skills and inclusion programmes to complement regional programmes;
- Clackmannanshire based capital projects and digital investment in an Alloa hub;
- Investment in culture, heritage and tourism assets, in recognition of opportunities to strengthen offerings;
- Improved active travel routes, working with Transport Scotland to improve regional connectivity; and
- A Regional Energy Masterplan to support the region's low carbon ambitions.
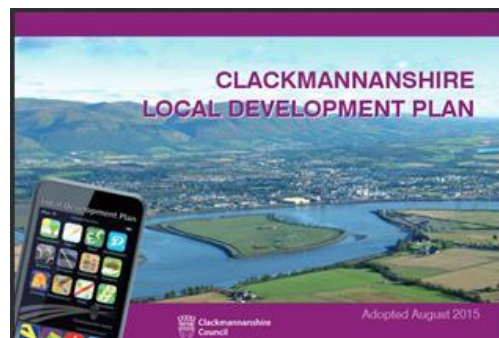
The **Local Development Plan** plays a key role in the delivery of the Scottish Government's overall aim of creating a more successful country, with opportunities for all of Scotland to flourish, through increasing sustainable economic growth. The Clackmannanshire Local Development Plan (LDP) seeks to place sustainable development at the heart of its vision, strategy and policies. The goal of sustainable development is to enable all people throughout the world to satisfy their basic needs and enjoy a better quality of life without compromising the quality of life of future generations.

Within this context, the LDP provides strategic direction and a set of policies and proposals which guide the future development of the area. It provides the basis for stakeholders, developers and investors to contribute to shaping the future of the area, and provides the framework against which planning applications are determined.

Further information can be found at: www.clacks.gov.uk/property/developmentplanupdate/

The Scottish Government are consulting on a new National Planning Framework (NPF4) which will inform a new Local Development Plan. Timings for this are still to be confirmed. A mid-year annual Housing Land Audit provides an up-to-date account of the housing land supply position for development during the first 5 years and then to the longer term.

A bi-annual Employment Land Audit provides similar intelligence on land allocated for employment uses, comprising a summary statement, and a map of sites. The Scottish Vacant and Derelict Land Survey is nationwide and has been operating since 1988, managed by the Scottish Government, to monitor and progress bringing land into re-use.

The updating of these audits and survey has been affected by Covid, which has restricted the opportunity to carry out the site visits required. It is hoped that the team will be able to catch up with this schedule during 2022.
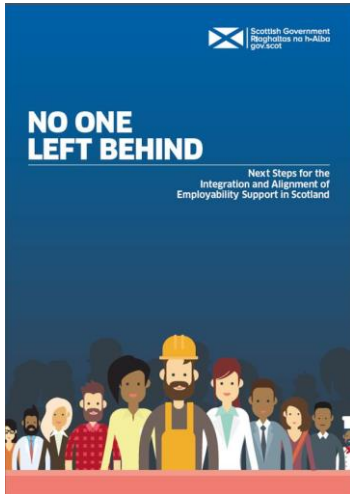
The **Local Employability Partnership,** chaired by our Economic Development Team, is developing a 3 year plan to implement the shared ambitions of No One Left Behind, the Scottish Government's employability strategy, placing people at the centre of design & delivery.

Tackling labour market inequalities and supporting those at risk of being left behind to move closer to and into fair, sustainable jobs is the core purpose of the local Delivery Plan. LEP partners will build on the strengths of existing national and local services, to better align funding and to improve the integration of employability services with other support to ensure that services are designed and delivered to meet the individual needs of local people.

To support the implementation of NOLB locally, the LEP has undertaken a self-assessment and agreed an Improvement Plan with the following actions:

- Improved Reporting Structures & Links to CPP;
- Strengthen Collaboration - shared approach and commitment / more partner accountability (to include reviewing & updating LEP membership);
- Partnership provision & resource mapping, including improved knowledge & understanding of LEP partner remits and priorities;
- Shared knowledge and understanding of local needs and employer needs including from communities & individuals.

Further information can be found at:
https://www.clacks.gov.uk/community/lep/
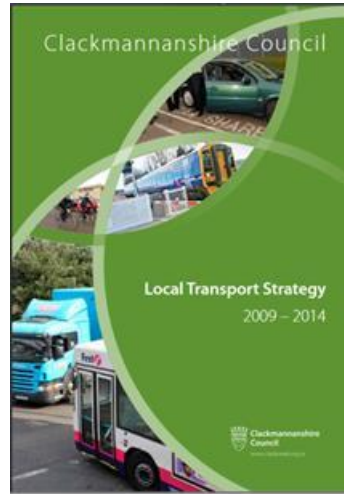
The **Local Transport Strategy** is essential to economic & social well-being. Efficient movement of people and goods is vital for a successful economy, linking people with markets and opportunities. Transport influences many aspects of daily life from economy to environment, from communities to health and quality of life.

Further information can be found at:
www.clacks.gov.uk/transport/localtransportstrategy/

The Local Transport Strategy:

- Outlines the strategy for the next 5 years;
- Looks to how roads & transport will develop;
- Supports future roads & transport improvements;
- Sets out actions to provide travel choices for all;
- Ensures job opportunities are not restricted to those with access to a car;
- Seeks to protect the environment.

The strategy outlines policy and actions around:

- Influencing behaviour, inc. walking & cycling;
- Vulnerable road users, mobility & travel safety;
- Public transport, school travel & managing traffic;
- Roads & network development & maintenance;
- Freight, parking, winter provision & street lights.

The Connected Clackmannanshire strategy is in development, and will summarise how the Council is leading on a number of world class transformational projects that aim to advance our network, connect settlements and increase connectivity by promoting Active Travel via cycling, walking & public transport.
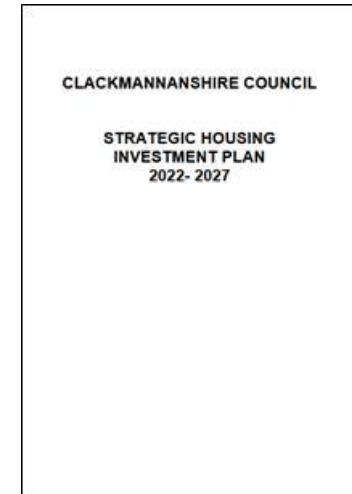
The **Strategic Housing Investment Plan** defines the priorities and operational framework for investment, aligned to the Local Housing Strategy (LHS, see Priority 5) vision that: "Everyone should have a safe area to live in, a well maintained house and help when they need it."

Our aim is to create a more effective local housing system, which delivers both economically balanced and sustainable communities. This in turn shapes our key objectives of providing the right houses, in the right location, delivering choice & affordability.

Further information can be found at:
www.clacks.gov.uk/housing/housingstrategyteam/

Our LHS identifies six priorities: Investing in New Housing Supply; Best Use of Existing Housing; Homelessness; Specialist Housing & Independent Living; Energy Efficiency & Fuel Poverty; and Improving Neighbourhoods & Communities.

Achievements and updates include progress in:

- LHS and LOIP key actions;
- Rapid Rehousing Transition Plan;
- Links to Child Poverty;
- Links to City Deal and Transformational Change;
- Housing Supply, Needs and Specialist Housing;
- Gypsy/Traveller Accommodation;
- Partnerships, planning, policy & resource;
- Shadow Programme & Affordable Housing;
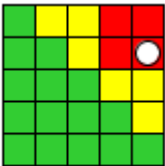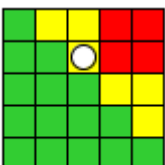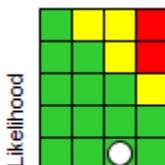- Consultation, Equalities & Sustainability.

Poverty is closely linked to the previous Priority, and a range of mechanisms focus on reducing the impact on children. Extensive demographic analysis informed the Local Outcomes Improvement Plan, highlighting this as a key local challenge, with historically high levels of deprivation. Ensuring that sound, integrated approaches are implemented will be vital to breaking cycles. We are clearly focussed on ensuring that children experience the evidenced benefits of being looked after in the community, that they are moved to different care settings as infrequently as possible, and that protection interventions are successful.

Bold action will be necessary to meet targets and mitigate negative impacts on children and their families through ensuring income maximisation (such as benefit uptake & employment opportunities) and providing sustainable pathways out of poverty. Working with local communities and a wide range of partners is critical, and empowering communities to develop and co-produce local solutions that work to help local people into pathways out of poverty will be a key focus of our efforts. Ensuring that local people living in poverty are 'connected' into opportunities and support will be an important enabler of change in Clackmannanshire.

Partnership & Transformation	2017/18	2018/19	2019/20	Target	Rank	Scotland	Management Comments
Child Poverty Rate (After Housing Costs)	27.3%	26.1%	27.3% 👎	❓	28	24.3%	Reflects historically high deprivation levels & further challenges endured by local communities over the past 18 months, with partnership progress and measures to address issues outlined in the Local Child Poverty Action Report.

Children's Social Work	2017/18	2018/19	2019/20	Target	Rank	Scotland	Management Comments
Cost of Looked After Children in residential care per child per week	£2,861	£2,473	£2,077 👍	£3,111 ✅	1	£3,853	Reducing trend also reflects higher numbers in residential care. Dependency on external due to insufficient local provision to meet needs of our most vulnerable care experienced children & young people. Reducing external placements remains a key aim of The Promise, keeping children & young people in their local community. No children placed in secure accommodation for several years.
Cost of Looked After Children in the community per child per week	£336	£375	£307 👍	£349 ✅	13	£346	The most significant change has been an increase in children & young people in family based provision, particularly kinship care (friends/relatives). Reducing external foster care and increasing local continues to be a key priority.
Looked After Children being cared for in the community	93.8%	93.0%	93.1% 👍	89.9% ✅	6	90.1%	In the community, 19% at home with parents (Scottish average 22%), 39% with friends/relatives (SA 31%), 12% local foster care (SA 23%). Notably 23% external fostering (SA 10%). We continue to build capacity, focusing on early intervention & family based services to support more children in local communities.
Looked After Children with more than 1 placement in the last year	27.0%	22.2%	23.8% 👎	19.7% 🛑	27	16.7%	A safe place to live & secure relationships are key. More an issue for older young people where risky behaviours & deteriorating relationship with carers are factors. Not all moves caused by disruption, some returned young people to local area, assessed as in the child/young person's best interests but more to be done to minimise instability. Continued effort to increase local community placements will minimise unnecessary moves & maintain young people within their community.
Child Protection re-registrations within 18 months	6.9%	19.0%	12.9% 👍	7.2% 🛑	28	6.9%	Rates were higher than the Scottish figure, suggesting that removal from register may have been premature. 53 de-registrations was a 25% decrease from 71 in 2019, while Scottish average decreased by 8.6%. Impacted by our high number of large sibling groups, which create spikes in trend data.

The Council has worked for many years, in close partnership with public, private and 3rd sector bodies, to mitigate risks around poverty, inequality, and harm to children. Efforts are clearly focussed on improving engagement with the hardest to reach groups, particularly those who experience multiple inequalities due to being in more than one 'at risk' group. Poverty does not recognise Council boundaries, so the joint Clackmannanshire and Stirling Child Protection Committee, and other Forth Valley-wide initiatives are vital for ensuring success.

Council policies, projects and committee reports must consider Equalities and Fairer Scotland Impact Assessments to ensure that decisions do not adversely affect protected groups, and that particular attention is focussed on providing additional support to ensure that all services are suitable, accessible and inclusive. Managing the risk of Harm to Children is obviously also critical to ensuring their protection, and the strategies on the following pages demonstrate the controls already in place and future actions to address these areas.

🔴 ➖ **Impact of Poverty, Inequality & Changing Demographics**		Chief Executive		Current Score	20	Target Score	5
Risk	Services are not appropriately redesigned based on changing needs in relation to the ageing population, health, complexity of care or socio-economic factors, specifically poor outcomes associated with welfare reform, poverty and/or inequality.						
Potential Impact	Inappropriate allocation of resources & assets, misalignment of corporate objectives to need, inability to demonstrate Best Value, and possible financial and reputational consequences of responding to unplanned situations.						
Note	The LOIP and Health & Care Strategic Plan set out partnership outcomes to strengthen community & place-based services. Key priorities are to reduce children living in poverty, develop inclusive growth and empower families & communities. Relevant actions include City Region Deal, Community Wellbeing & Community Wealth Building, as well as data analysis to inform decision-making and Poverty Impact Assessments. The risk score takes into account EU withdrawal, pandemic impacts and recent Child Poverty statistics.						
Related Actions	Clackmannanshire Alliance Local Outcomes Improvement Plan 2017-27		CPP LOI	Existing Controls	Customer Consultation & Engagement		
	Implement Health & Care Partnership Strategic Delivery Plan		CRR HSC SDP		Budget Strategy & Monitoring		

🔺 ⬇ **Harm to Child(ren)**		Strategic Director - People		Current Score	12	Target Score	3
Risk	A lack of capacity or stability in key roles reduces the Council's ability to fulfil statutory requirements and intervene to prevent the serious harm of a child/children.						
Potential Impact	Effects of injury or death on individual, family, friends & staff members, reputational & legal implications, with associated costs, as well as impact of reputational damage & negative publicity on morale, workforce development and sustainability.						
Note	Senior management positions have been filled. Planning and measures are in place to address staffing, leadership, assurance and improvement planning, including quarterly reports to People Committee. A new Children's Services Plan and Public Protection Framework have been implemented, as well as continuing work on implementing and analysing the Child Protection minimum dataset and ongoing review of Public Protection risk logs.						
Related Actions	Children's Services Plan 2021-24		PPL CHC CSP	Existing Controls	Child Protection Procedures		
	Covid-19 Education Recovery Plan		PPL EDU CRP		Public Protection Chief Officers Group		
	People Business Plan 2021-22		PPL PBP 212		Public Protection Committee		

The indicators & risks on the previous pages (amongst others) are addressed primarily through the Children's Services Plan, Child Poverty Action Report, Corporate Parenting Plan and Community Justice Improvement Plan.
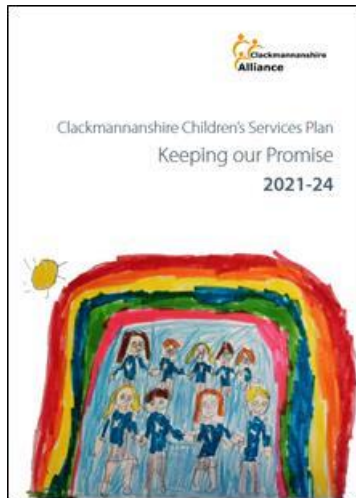
Our **Children's Services Plan** sets out our shared vision, aspirations & ambitions, and our collective promise to focus key priorities on areas that matter to children, young people and their families in order to achieve the required change that will make a meaningful difference to improving their lives.

The plan sets out our vision: We want Clackmannanshire to be a great place for children and young people to grow up. We will do this by ensuring they have the best opportunities and life chances; experience a safe and happy childhood; develop positive wellbeing; and can access high quality learning and development opportunities.

In addition to this vision, the plan sets out our principles, aims and priorities, as well as an action plan and performance measures to evidence progress and outcomes. In early 2021, The Promise Scotland published Plan 21-24, the first of three overarching plans, followed up with The Change Programme One outlining five priority actions, under which organisations will work to achieve the required change over the next three years. The five priority areas are: A good childhood; Whole Family Support; Supporting the Workforce; Planning; and Building Capacity.

Progress reported by Children's Social Work in 2020/21 includes:

- Transfer of Strategic Commissioning Service to HSCP ensuring whole systems approach, and ongoing review of Commissioning Frameworks;
- Review of resource needs in accordance with restructure and workforce plan;
- Continued progress in replacement of the Social Work IT system;
- Development of innovative Getting it Right for Every Child (GIRFEC) plans;
- Embedding approaches to case recording, case loads and quality assurance;
- Investment in workforce learning & development with external consultants;
- Implementing recommendations from child protection and care case reviews;
- Staff engagement sessions in response to staff survey results;
- Redesign of policy, planning, risk and performance reporting.

Further information: www.clacks.gov.uk/children/childrensservicesplanning/

As mentioned, due to the many complexities, partnership approaches are essential in harnessing skills and resources, and reducing duplication. The plans below demonstrate how activities are focussed on Reducing Child Poverty.

The Local **Child Poverty Action Report** was produced in accordance with the Child Poverty Scotland Act 2017 and subsequent guidance. Reports are required to set out both achievements and local actions to deliver Scotland's national strategy Every Child Every Chance: Tackling Child Poverty Delivery Plan 2018/22.

Further information can be found at: www.clacks.gov.uk/council/childpoverty/

The report identifies the priority areas for focus:

- Increasing the hours worked per household;
- Maximising benefits and grants take-up;
- Access to affordable credit and debt advice;
- Increasing hourly pay, particularly for women;
- Reducing food and fuel poverty, and impact of the cost of the school day;
- Enabling affordable transport and housing;
- Improving attainment, and enabling digital inclusion;
- Connecting people and families to community assets to build resilience;
- Improving health and wellbeing and support for vulnerable families.

The report highlights the key drivers of child poverty, the local challenges and statutory targets, and key achievements in the areas of:

- Fairer Scotland Poverty Impact Assessment to identify future priorities;
- Hosting 2 virtual events as part of Challenge Poverty Week;
- Implementing a range of support services in response to the pandemic;
- Targeting support to reduce digital exclusion in protected groups;
- Identifying Poverty & Wellbeing as a key Wellbeing Economy theme;
- Community Wealth-building focus around gender justice and fair employment;
- Evidencing the impact of the Cost of the School Day on children & families;
- The STRIVE multi-agency partnership to support rapid intervention & support;
- Authentic and ethical empowerment through trauma-informed responses;
- Readiness for Learning and the Parental Employability Support Fund;
- The New Baby Financial Health Service, and Sustainable Food Places;
- A new Multi-agency Tackling Poverty Partnership.
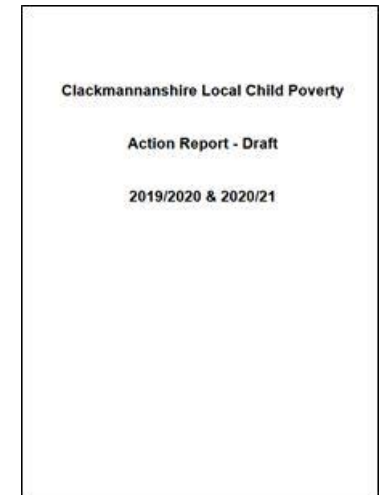
The **Corporate Parenting Plan** provides the framework for elected members, officers and partners in fulfilling their duties and responsibilities, as corporate parents of Looked After children and young people in Clackmannanshire. This strategy takes forward actions from the Children's Services Plan and themes from the Local Outcomes Improvement Plan around supporting vulnerable people and making them more included.

Our vision: "We are committed to ensuring every child and young person in our care has the opportunity to achieve the outcomes we would want for our own children."

Further information can be found at:
www.clacks.gov.uk/children/corpparent/

Corporate Parenting means the partnerships needed between all departments and services, and associated agencies, who are responsible for working together to meet the needs of Looked After children and young people, and care leavers.

Corporate parenting applies to:
- Every child who is looked after by a local authority, and
- Every young person who
- Is under the age of 26, and
- Was, but is no longer, looked after by a local authority.

As good corporate parents we will all:
- Respect and nurture our looked after children and young people.
- Be ambitious for our looked after children and young people.
- Ensure that our looked after children and young people can access play, sporting, leisure and cultural activities.
- Promote the health needs of our looked after children and young people.
- Promote the social inclusion of our looked after children and young people.

The plan sets out ambitious goals and measures of success against the outcomes: Rights & Participation; Skills for Life, Work & Learning; Being Safe & Belonging; Health & Wellbeing; and Continuing Care, Support & Stability.

The plan will be refreshed, and will closely align to the recently reviewed Children's Services Plan, which includes many actions related to this area.

The **Community Justice Outcome Improvement Plan** was developed in line with national guidance and the Community Justice (Scotland) Act 2016, building on strengths and good practice. It aligns with national outcomes, and a new national strategy & performance framework will be published in 2022, further informing local planning.

Local plans identify 3 key priorities, linking to the LOIP and specific community justice evidence:

- Developing healthy relationships, healthy minds and healthy gender constructs;
- Enabling worthwhile work and financial inclusion – with a focus on Alloa South & East;
- Addressing misuse of alcohol & substances.

Further information can be found at: www.clacks.gov.uk/community/ccjp/

Developed through wide stakeholder engagement, plans recognise challenges & reducing partner resources, so support synergy & improvement within existing or external resources. Good practice approaches are used, such as Communities of Practice; Engagement with Communities of Interest; Ambassadors Programme; Trauma Informed Approaches; Inclusive Services & Know Clackmannanshire.

The CJ Partnership recently reported progress to Community Justice Scotland in:

- Partner engagement, information events & virtual communication processes;
- Employing 2 local people, and plans to employ 3 more, with complex lived experience of justice in the Resilience Learning Partnership social enterprise (to empower/support/employ) and providing many work experience opportunities;
- Development & rollout of National Trauma Training for staff via RLP & NES;
- Use of the 'Place Standard Tool' to support engagement;
- Extensive work to use service user feedback & insight and empower voices;
- Development of Safeguarding Through Rapid Intervention (STRIVE): a multi-agency response for our most vulnerable residents through a whole systems approach. 192 referrals were received between Feb-2020 and Feb-2021;
- Provision of employability support & devices to access training through APEX;
- Development of a third squad for All Cleaned Up to support Criminal Justice Social Work to cover the backlog of Community Payback Orders;
- 'Addressing Poverty after COVID19' virtual event in Oct-2020 with 73 attendees from HSCP, DWP, Forth Valley College, NHS Forth Valley, Social Security Scotland, elected members, third sector partners and community stakeholders;
- Police & Council co-location in Oct-2021, to improve integration & reduce costs.
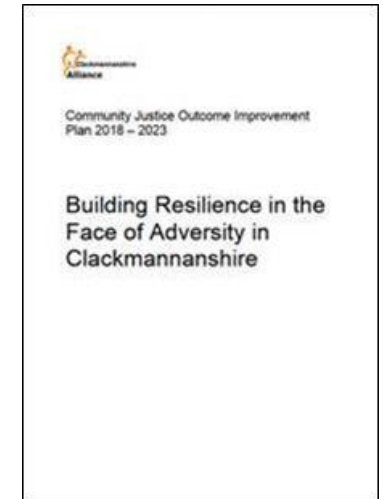
Our vision is that all people have an equal chance and the opportunity to live fulfilled lives. Achieving this vision starts with our children and young people. We want all children and young people to leave education skilled and well prepared for life, work and future learning, with a bright, positive future ahead of them.

While exam results are clearly a priority of our work around the Scottish Attainment Challenge, we also have a keen focus on other awards and achievements, tailoring pathways around individual needs, and ensuring our schools and services provide a nurturing environment in which all children and young people flourish.

All Schools	2018/19	2019/20	2020/21	Target	Rank	Scotland	Management Comments
Average working days lost through sickness absence per teacher	8.5	10.0	7.1 👍	7.9 ✅	32	4.2	Schools were closed for a significant part of 20/21 and some of 21/22, as a result the target remains unchanged. There was a noticeable reduction in the level of shorter term absence for teaching staff during the early stages of the COVID pandemic. Longer terms absences continue to be managed in line with Council processes. A significant amount of resources are available, and continue to be added to, to support teaching staff to manage their health and wellbeing.
Satisfaction with schools (3 year average)	73.1%	69.5% 👎	Not yet available	71.8% ✅	24	71.8%	The Scottish Household Survey does not cover a statistically valid sample size at local authority level. 3-year average to 19/20 still reflects out of date perceptions as far back as 2017, and 3.5% error margin means rankings are not reliable. This is compounded for this service area as citizens' views are included regardless of whether any family members are engaged in the school system.

Exclusions & Attendance (Biennial)	2016/17	2018/19	2020/21	Target	Rank	Scotland	Management Comments
School exclusions – all pupils (per 1,000 pupils)	29.9	1.2 👍	Not yet available	29.8 ✅	1	21.6	School exclusions are falling due to a different approach being encouraged within the school environment with exclusions only being considered as a last resort. A new exclusion policy has led to a significant fall in the exclusion rate with minimal exclusions now being reported across all schools.
School exclusions – Looked After Children (per 1,000 Looked After Children)	145.5 👍	N/A	Not yet available	123.8 🛑	7	210.1	No value for 18/19 as figures were supressed to protect anonymity (therefore our result must have been substantially lower than in 16/17, and lower than the Scottish average).
School attendance – all pupils	92.9%	92.9%	92.9% ▬	93.0% ✅	13	92.0%	School attendance data was impacted by Covid.
School attendance – Looked After Children	91.6%	89.5% 👎	Not yet available	86.8% ✅	6	86.8%	Attendance of LAC pupils is closely monitored. Education staff have continued to promote and encourage attendance throughout the pandemic and despite a fall, the rate remains on target and higher than the national average.
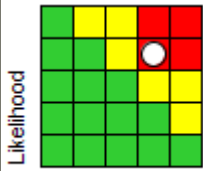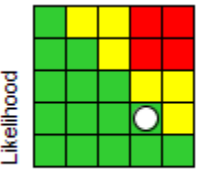
Early Years	2018/19	2019/20	2020/21	Target	Rank	Scotland	Management Comments
Cost per pre-school education registration	£5,852	£7,637	£9,853 👎	£6,787 🔴	20	£9,255	Clackmannanshire were one of the first Councils to fully implement 1140 hours and offer full parental choice.
Funded Early Years provision graded good or better in inspections	94.4%	100.0%	94.7% 👎	96.1% ✅	10	90.9%	Given the small number of inspections that are carried out one inspection result can skew the percentages.
Children with 'no developmental concerns' at 27-30 month health review	84.8%	86.2% 👍	Not yet available	85.5% ✅	16	85.7%	Clackmannanshire's figures are average ac ross Scotland and are better than expected given our demographics.

Primary Schools	2018/19	2019/20	2020/21	Target	Rank	Scotland	Management Comments
Cost per primary school pupil	£4,909	£5,516	£6,081 👎	£5,599 🔼	24	£5,904	COVID funding from Scottish Government increased teacher numbers.
Primary 1, 4 & 7 pupils achieving expected Curriculum for Excellence level in Literacy	71.2%	N/A	60.0% 👎	72.3% 🔴	26	67.0%	Despite being on an improving trajectory prior to COVID, our overall CfE achievement levels have fallen. Support to learners has been enhanced with small group interventions. and cluster working. Attainment at Primary 4 saw the greatest fall and small group intervention work is ongoing in all Clackmannanshire Primary Schools for Literacy and Numeracy.
As above – Numeracy	76.8%	N/A	69.0% 👎	79.1% 🔼	24	75.0%	
Literacy attainment gap (Primary 1, 4 & 7 pupils)	22.4%	N/A	20.7% 👍	20.7% ✅	6	24.7%	Despite the overall fall in achievement above, the gap is narrowing with the increased focus on our most vulnerable. During lockdown periods, digital learning has helped to support learners, with increased centre support. The gap has narrowed for both Literacy and Numeracy and Quality Improvement Officers continue to support schools to maintain.
As above – Numeracy	17.7%	N/A	13.0% 👍	16.8% ✅	1	21.4%	

Secondary Schools	2018/19	2019/20	2020/21	Target	Rank	Scotland	Management Comments
Cost per secondary school pupil	£8,103	£8,579	£8,854	£7,538	28	£7,644	COVID funding from Scottish Government increased teacher numbers. As Clackmannanshire only has 3 secondary schools of a medium size, we do not get the economies of scale that bigger authorities have.
Pupils gaining 5+ awards at level 5 or above – All Pupils	53%	51%	58%	64%	31	67%	Widened curriculum as part of the Developing the Young Workforce agenda to ensure there are multiple pathways for young people.
As above – Deprived areas	35%	40%	40%	47%	24	49%	Targeted interventions to ensure that all young people are able to achieve.
Pupils gaining 5+ awards at level 6 or above – All Pupils	27%	25%	30%	38%	31	41%	Young people are following alternative pathways to 5+ at Level 6 or above.
As above – Deprived areas	14%	12%	13%	21%	28	23%	Targeted interventions, however young people are following alterative pathways to 5+ at Level 6 or above.
Average tariff score in SIMD quintile 1 (most deprived)	516	525	551	649	26	688	Positive trajectory over 5 years, thanks to targeted interventions and support for most deprived areas, as well as widened curriculum choice and partnership with Forth Valley College. Pupils who live in our most deprived areas are achieving more qualifications as a result of increased learner pathways, a range of additional supports eg MCR pathways (Motivation, Commitment & Resilience) and focus on Developing the Young Workforce. This is impacting positively on attainment in all cohorts except the least deprived. This is a small cohort where the overall size impacts on the results.
As above – quintile 2	749	685	827	759	16	817	
As above – quintile 3	876	775	958	904	19	975	
As above – quintile 4	843	974	1,024	1,029	23	1,108	
As above – quintile 5 (least deprived)	1,136	1,155	1,097	1,240	27	1,320	
Overall average tariff score - all pupils	774	749	837	929	31	972	Highest for 5 years. Continued collaboration across the secondaries.

We know that children living in poverty experience poorer life long outcomes. We also know that some children are born into circumstances and live in environments where they do not flourish. Addressing this inequality of opportunity, and raising attainment for all children and young people in Clackmannanshire is key to our focus. Work in this area will be investing in our future generations and making a real sustainable impact on reducing inequality in Clackmannanshire.

Again, there are intrinsic links between attainment and the areas of employability and deprivation already mentioned, as well as the health & care and community empowerment factors described in the following sections. Our range of integrated strategies is, therefore, designed to focus not only on one particular priority, but also to maximise complementary positive impacts on other areas. Implementation of our National Improvement Framework Plan will not only address attainment itself, but will also be a key enabler for other economic and social improvements.

🛑 ⬆️	**Increasing Attainment Gap**	Chief Education Officer		Current Score	16	Target Score	8
Risk	The Council fails to reduce the educational attainment gap between pupils from more and less deprived areas due to financial pressures, workforce issues, or wider economic, demographic and poverty-related issues.						
Potential Impact	Reputational damage, implications for inspection & funding, and continued poor school leaver destinations, participation & young people reaching potential, longer-term impacts on social mobility, poverty, life chances and economic growth.						
Note	Recovery Plans now form part of School Improvement Plans (2021-22). Support continues from Centre Teams, government funding for staff, digital resources & equipment, and focus on outdoor learning. Health & wellbeing impacts and emerging challenges are being addressed by Educational Psychology and partners, and targeted support provided to close any identified attainment gaps. The pandemic has affected attainment and educational recovery is now a priority.						
Related Actions	Increased attainment in Literacy and Numeracy	NIF 21 10	Existing Controls	Education Senior Management Team			
	Collective efforts ensure that interventions continue to be targeted to those areas of greatest need to improve outcomes and close the poverty related attainment gap	NIF 21 16		Scottish Attainment Challenge			
	Covid-19 Education Recovery Plan	PPL EDU CRP		National Improvement Framework			

As well as links to all other Priorities, our local National Improvement Framework Plan provides a holistic and comprehensive direction for the Education service as a whole, combining all statutory duties and activities.

Though work with children & young people is clearly key, our aspirations do not end there, and Community Learning & Development targets a range of additional areas to provide support to leaners in all ages stages of life.

The **National Improvement Framework for Education** describes the Scottish Government's priorities, and all education authorities are required to prepare and publish a plan to address these. We will deliver improvement activity in relation to the 4 strategic priorities of the National Improvement framework, with activity clearly focused on aims and outcomes for all children and young people, with a specific focus on reducing inequalities of outcome.

Further information can be found at:
www.clacks.gov.uk/learning/nif/

Clackmannanshire's Education Service has set out the steps to improve in 4 key priority areas to achieve excellence and equity:

- Improvement in attainment, particularly in literacy and numeracy;
- Closing the attainment gap between the most and least disadvantaged children;
- Improvement in children's and young people's health and wellbeing;
- Improvement in employability skills and sustained, positive school leaver destinations.

In the 2020/21 NIF progress report, key achievements were reported across the areas of:

- School Leadership;
- Teacher Professionalism;
- Parental Engagement;
- Assessment of Children's Progress;
- School Improvement;
- Performance Information.

Our 2021/22 **Scottish Attainment Challenge** report presents achievements and future plans around:

- Financial investments in Primary/Secondary;
- Pedagogy and Practice/Learning and Teaching;
- Families and Communities/Health and Wellbeing;
- Research, Evaluation and Governance; and
- Case studies and details of initiatives and impacts.

Further information can be found at:
www.clacks.gov.uk/learning/attainmentchallenge/

Community Learning & Development is delivered by a broad range of partner organisations and includes youth work, community based adult learning, English for Speakers of Other Languages (ESOL), Community Development and Engagement.

The report provides updates in the areas of:

- CLD sector response during Covid-19;
- Universal provision;
- Targeted provision for vulnerable groups;
- Collaborative working;
- Stakeholder engagement;
- Governance and the CLD partnership Strategic Group.

The 2021-24 CLD plan presents planned actions against the key priorities of:

- Developing support for staff and service users to address Mental Health & Wellbeing;
- Developing clear pathways to support learner accreditation and progression from CLD service provision into volunteering, training, education and support;
- Developing adult and family learning opportunities to meet the needs of priority groups;
- Working with partners towards building the capacity of individuals and community groups to develop services to meet their needs;
- Working with partners to support the continued professional development of staff and volunteers to enhance skills and knowledge within the sector.

Further information can be found at: www.clacks.gov.uk/community/alliancestructures/

The way we provide care needs to change in order to meet both current and future challenges and demands. If we do nothing, health and care services as they are will not be able to deliver the high quality service we expect.

Clackmannanshire is facing an unprecedented rise in our older people demographic profile and it is essential that we develop services that both meet the demand and nature of provision that will be required in decades to come.

Adult Care	2018/19	2019/20	2020/21	Target	Rank	Scotland	Management Comments
Self-directed Support spend on adults as % of social work spend on adults	1.9%	3.5%	2.5% 👎	4.1% 🛑	31	8.2%	We have appointed a lead to ensure principles & practices are embedded and make ongoing improvements. The post will focus on reviewing policy, practice & principles as well as ensuring practitioners are confident and informed. The SDS Plan is currently being developed which will outline the work required to be reviewed/implemented to ensure values and principles align. Currently exploring how to ensure input on an ongoing basis from all stakeholders, partners, voluntary organisations, workforce, supported people and their carers to see how their experiences/feedback can influence the Partnership's approach to SDS.
Hospital re-admissions within 28 days (per 1,000 discharges)	111.7	112.3	163.9 👎	104.6 🛑	32	120.0	This data is complicated by Covid-19 and reasons for readmission may not be related to the original health admission. NHS FV have introduced a Hospital At Home service, and it is hoped this will help reduce readmissions going forward.
Adult Care services graded good or better in inspections	97.1%	97.1%	97.4% 👍	85.6% ✅	1	82.5%	Due to Covid-19 risks, following Scottish Government advice, limited inspections were undertaken in 20/21. None took place within Clacks Council adult care establishments therefore existing 'good' grading retained by Menstrie House, with 'very good' retained by Whins Centre Space, Ludgate House and Reablement & Technology Enabled Care Service. (Note: increase shown is due to registration cancellations with grades less than good and includes establishments outwith Council Adult Care Services e.g. Housing Support Services and Nurse Agency).

Adult Care Perceptions (Biennial)	2015/16	2017/18	2019/20	Target	Rank	Scotland	Management Comments
Adults agreeing 'support improved or maintained quality of life'	78.0%	76.3%	82.3% 👍	80.0% ✅	11	80.0%	The HSCP continues to focus on the development of care and support which will offer individuals, their families and carers more choice and control.
Adults agreeing they are supported to live as independently as possible	86.6%	77.0%	85.1% 👍	81.1% ✅	6	80.8%	
Adults agreeing they had a say in how support was provided	80.5%	73.9%	75.4% 👍	75.6% ✅	17	75.4%	
Unpaid carers who feel supported to continue in their caring role	32.3%	39.1%	30.9% 👎	36.6% 🛑	29	34.3%	The reduction has been across the country. Draft strategy has been worked on with people in the Carers Planning Group. Work continues to further engage with carers in communities, i.e. we go to them to hear their views on what we are proposing to do and whether this will influence the measure in a positive way.

Older People's Care	2018/19	2019/20	2020/21	Target	Rank	Scotland	Management Comments
Older people's (65+) home care costs (expenditure) per hour	£14.60	£12.70	£16.46 👎	£21.54 ✅	2	£27.65	These costings are nationally regulated and continue to remain well within target and less than national average.
Older people's (65+) residential care costs (expenditure) per resident per week	£395	£364	£426 👎	£401 ⚠️	14	£439	These costings are nationally regulated.
Delayed discharge days per 1,000 population (75+)	654	310	587 👎	774 ✅	23	484	Discharges continue to be treated as priority 1 under eligibility criteria. Performance in this key area has been challenging during the pandemic and related crisis within care services. Attendances at hospital has been variable due to public behaviour during lockdowns, creating surges of demand within a sector that is struggling with the impact of self isolation on staff and clients.
People aged 65+ with long-term needs receiving care at home	73.6%	73.8%	76.1% 👍	66.4% ✅	1	61.7%	In line with the HSCP vision, the provision of care at home to meet the long term needs of people aged 65+ remains a priority.

Many of the indicators and actions linked to this Priority are focussed on the longer-term and often more complex and deep-rooted risks relating to poverty, inequality and changing demographics already presented in Priority 2. We also, however, have well-developed and continually evolving plans for managing more immediate risks, such as that posed by the current Coronavirus outbreak, with the potential to directly threaten life, particularly for those with existing medical conditions.

At the time of writing this report, this is a fast-moving issue and our Emergency Planning Officer is working closely with the NHS & Local Resilience Partnership to ensure the effective communication and dissemination of information on status and mitigation plans. Other Forth Valley, Scottish, UK and international sources are being closely monitored and recommendations followed, and an up to date summary will be provided verbally when this report is presented to committee.

🔴 🔽 **Public Health Emergency**		Chief Executive	Current Score	20	Existing Controls
Risk	Significant numbers of Council staff and customers become ill due to the occurrence of a public health emergency, such as a flu pandemic, with spread potentially exacerbated through failure to vaccinate or follow hygiene protocols.				Business Continuity Plans
Potential Effect	Short- & long-term health implications for public & staff (inc. absence if ill or caring for others). Disruption to support & front-line services, inc. to already vulnerable groups. Consideration required of minimal service provision requirements.				Pandemic Flu Plan
Note	The Covid 19 pandemic remains an ongoing incident requiring Council's continued response and recovery activity. The Council's Incident Management Plan was implemented on the 9 March, 2020 and Major Emergency Operating Procedures (MEOPs) were agreed and enacted. All Business Continuity plans have been reviewed and we are actively involved in response planning with the Forth Valley Resilience Partnership. Continuity of crucial services has been achieved and response and recovery work for outbreak management, community testing, vaccinations and community support for those people isolating has been established. Council has agreed an internal debrief process and a recent survey undertaken to identify lessons learned and inform ongoing response and recovery work, this is an ongoing process. In light of lessons learned and work undertaken over the past two years the risk score can be reduced.				Major Incident Procedures

There are opportunities to make better use of resources to transform services. This includes innovative and integrated approaches and delivery models to explore sector leading services to support people living with a wide range of needs.

The Clackmannanshire & Stirling Health & Social Care Partnership lead work in this area with support from many other services and partners, some of which is defined in the Housing Contribution Statement and Sport & Active Living Framework.

The **Health & Social Care Strategic Commissioning Plan** describes how the Clackmannanshire & Stirling Partnership will develop health and social services for adults over the next 3 years. The plan provides the strategic direction for shaping services and the transformation required to achieve this vision.

The aim is to improve wellbeing through services that:

- are integrated from the service-users' point of view;
- respect service-users' rights and dignity;
- are locally-led, with full community engagement;
- protect and improve the safety of service-users;
- improve service quality and better use resources.

The 2020-21 report presents achievements in:

- Care Closer to Home;
- Primary Care Transformation;
- Caring Connected Communities;
- Mental Health;
- Supporting People with Dementia;
- Alcohol and Drugs;
- Adult Protection; and
- Finance, Best Value and Governance.

Further information can be found at:
www.clacksandstirlinghscp.org/about-us/

The **Housing Contribution Statement** links the Local Housing Strategy and Health & Care Strategic Plan, setting actions around shared outcomes & priorities. Scottish Government guidance, focussing on Housing as integral to Health & Care, sets out requirements for a Contribution Statement as part of the Strategic Commissioning Plan.

The Statement highlights the issues to be addressed:

- Older People;
- People with physical disabilities;
- People with learning disabilities;
- People experiencing mental health difficulties;
- People affected by drug and alcohol misuse;
- Survivors of domestic abuse;
- Vulnerable young people;
- Black and ethnic minority communities;
- Gypsy/Traveller community.

These are being addressed in line with LHS priorities;

- Investing in new housing supply;
- Best Use of Existing Housing;
- Homelessness;
- Specialist Housing & Independent living.

Further information can be found at:
www.clacks.gov.uk/housing/

The **Sport & Active Living Framework** states that, over the next 10 years, partners will create a culture where people of all ages enjoy sport & physical activity. We want to reduce barriers to participation and improve understanding of the benefits. We want families and communities to enjoy being active together as part of daily life.

Our Vision: Clackmannanshire ... Inspiring people to get out – get going – get active.

Our priorities have been identified as: Active Communities; Infrastructure & Places; Schools & Education; and Leadership & Governance.

Progress has already been reported in the areas of:

- Managers' review, leadership & Coach education;
- Young people & apprentices, Active Communities, PEPASS group & Changing Lives through Sport;
- Working with sports clubs & holiday provision;
- Active Schools in Statistics & ongoing projects, inc. club partnerships, and pre-school & school PE;
- School sport competition calendar & awards;
- Activities for people with additional support needs;
- Sports Council Awards & Firpark Ski Centre.

Further information can be found at:
www.clacks.gov.uk/learning/sportsdevelopment/

Tackling the causes and consequences of poverty is essential. We want safe, strong and resilient communities where local people are engaged and connected to opportunities and the support that they require. We want to ensure that early, collaborative and preventative interventions are in place that gives all families and communities the best possible opportunities. We want women to be aspirational and to access opportunities and support that provide routes out of poverty. We want children, young people and adults to have access to the support they need to be resilient in the face of childhood trauma and to achieve positive outcomes in spite of difficult and challenging life circumstances.

As with all Priorities, there are direct links between this area and inclusive growth/ employability, child poverty, attainment and health & social care. Access to high quality housing and local amenities, facilities and services that promote lifelong learning, cultural, leisure and fitness opportunities are critical to enhancing local neighbourhoods, and diverting people (particularly children & young people) away from more risky and less positive activities and behaviours. Services also provide key links between the built and natural environments, from ensuring that bins are emptied and well-maintained streets & parks demonstrate a pride in our local area, to wider environmental concerns around recycling and sustainability.

Culture & Leisure	2018/19	2019/20	2020/21	Target	Rank	Scotland	Management Comments
Cost per attendance at sports facilities	£0.75	£0.84	£17.37	£2.71	7	£40.36	Due to the pandemic, leisure facilities were closed most of the year. Even when some opened, events/bookings were limited due to ongoing Scottish Government restrictions. Alloa Leisure Bowl closed down in 2020 and has not reopened since Therefore physical visits were well down across all locations.
Cost per visit to libraries	£0.45	£0.64	£1.90	£2.00	7	£2.88	Physical visits down across all locations due to COVID pandemic, with libraries closed most of the year (2/5 closed all year & remaining 3 operated limited service for 4 months of the year). Reduction in virtual visits may be due to all customers visiting the Council website being redirected to the Coronavirus Updated Information page, where they were able to access information on the service without 'hitting' the dedicated libraries pages.
Satisfaction with sports facilities (3 year average)	69.7%	66.3%	Not yet available	71.4%	27	70.1%	The Scottish Household Survey does not cover a statistically valid sample size at local authority level. 3-year average to 19/20 still reflects out of date perceptions as far back as 2017, and 3.5% error margin means rankings are not reliable. This is compounded for this service area as citizens' views are included regardless of whether they have used sports facilities or libraries.
Satisfaction with libraries (3 year average)	73.6%	69.2%	Not yet available	72.4%	24	72.4%	

Legal & Governance	2018/19	2019/20	2020/21	Target	Rank	Scotland	Management Comments
Cost per visit to museums & galleries	N/A	N/A	N/A	N/A	N/A	£9.80	Clackmannanshire Council does not have a permanent museum.
Satisfaction with museums & galleries (3 year average)	42.4%	50.1%	Not yet available	69.3%	30	69.3%	

Housing Services	2018/19	2019/20	2020/21	Target	Rank	Scotland	Management Comments
Rent arrears as a % of rent due in the year	9.05%	10.11%	9.56% 👍	10.11% ✅	16	8.19%	Housing officers worked very well to maximise where possible supports that where available to maximise rent collection in difficult circumstances. We were assisted by the rollout of the moby soft tool, to help target cases effectively.
Rent loss due to empty (void) properties	1.14%	0.45%	0.94% 👎	0.90% ⚠️	10	1.38%	Waiting period between receiving keys and work being allowed to start under Health & Safety Guidance, plus formal waiting periods between trades resource and before let, resulted in artificially increasing days taken to complete voids.
Average working days to complete non-emergency repairs	6.22	7.16	4.24 👍	7.33 ✅	2	7.28	Due to the focus on emergency repairs with the pandemic resulted in artificially improved performance.
Council housing meeting all Scottish Housing Quality Standard (SHQS) criteria	97.73%	96.12%	98.77% 👍	100.00% ✅	2	90.30%	This remains a priority for our investment, challenges remaining with owners not participating in SHQS works (no obligation to do so) and non traditional building fabric where no current technical solution exits to improve the thermal efficiency.
Council houses meeting the Energy Efficiency Standard for Social Housing (EESSH)	72.75%	84.16%	78.39% 👎	84.10% ⚠️	21	86.40%	The reduction in EESH is due to a significant number of EPC's reaching the end of their 10 year lifespan and the resource capacity not being available during the pandemic to action updates. The Scottish Government updated SHQS guidance affecting element 35 of EESSH which came into force on 01-Jan-21. Some landlords overlooked the update and misreported compliance, and the regulator asked us to review data in December, resulting in data corrections for 20/21.

Regulatory Services	2018/19	2019/20	2020/21	Target	Rank	Scotland	Management Comments
Cost of Trading Standards per 1,000 population	£2,724	£2,600	£1,891 👍	£4,439 ✅	1	£5,857	While costs have reduced as part of partnership delivery with Stirling Council, it is essential that staffing and provision of protective services remain sufficient to meet community needs, and particularly those of potentially vulnerable groups.
Cost of Environmental Health per 1,000 population	£10,953	£11,253	£13,648 👎	£13,776 ✅	21	£12,606	For the last two years Environmental Health has been focussed on enforcing the regulations controlling the spread of Coronavirus. This required a suspension of many of our existing duties. We have received Scottish Government funding to provide extra officer resources to complete this task and are now transitioning from Coronavirus regulation to resume our full pre-Coronavirus duties.

Sustainability	2017/18	2018/19	2019/20	Target	Rank	Scotland	Management Comments
CO_2 emissions area wide per capita – all emissions	10.2 tonnes	10.3	10.1 👍	9.0 ⚠️	27	5.7	The rationalisation of the Council's building portfolio has been a significant factor in the reduction as has the national decarbonisation of the gas and electricity network. Inroads are also being made into electrifying our fleet transport and ongoing energy efficiency projects are contributing towards the reductions.
As above – emissions within local authority scope	7.0 tonnes	7.1	6.7 👍	6.0 ⚠️	30	4.6	
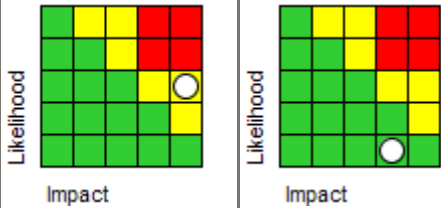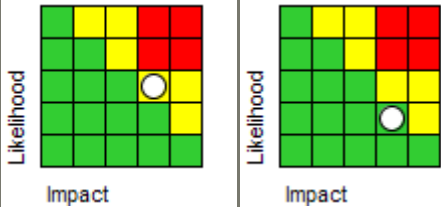
Waste Management	2018/19	2019/20	2020/21	Target	Rank	Scotland	Management Comments
Cost of refuse collection per premise	£60	£59	£45 👍	£59 ✅	2	£72	Number of efficiencies arising from reduction in operatives required for food collections. Also replacement of aging vehicles in waste fleet resulting in fewer breakdowns and delays with subsequent need for overtime payments.
Cost of refuse disposal per premise	£100	£105	£110 👎	£105 ✅	19	£105	Increase in non-recyclable waste produced due to home working accompanied by increase in Landfill Tax. Increase also likely linked to introduction of chargeable garden waste scheme – diverting garden waste to landfill bins.
Household waste composted or recycled	56.3%	55.4%	48.6% 👎	55.4% ⚠️	12	42.0%	Number of Covid related factors e.g. increase in non-recyclable waste attributed to increase in home working and reduction in visits to Recycling Centre. Significant reductions in wood and scrap metal through Centre.
Satisfaction with refuse collection (3 year average)	71.7%	64.0% 👎	Not yet available	76.3% 🛑	29	74.3%	The Scottish Household Survey does not cover a statistically valid sample size at local authority level. 3-year average to 19/20 still reflects out of date perceptions as far back as 2017, and 3.5% error margin means rankings are not reliable.

Lands Services	2018/19	2019/20	2020/21	Target	Rank	Scotland	Management Comments
Cost of street cleaning per 1,000 population	£10,175	£10,613	£12,537 👎	£15,230 ✅	18	£14,845	Costs have been kept relatively low to align with available budgets.
Cost of parks & open spaces per 1,000 population	£13,541	£19,325	£14,272 👍	£19,325 ✅	10	£19,112	Costs are low because an increasing number of staff are working on income generation projects at the detriment of grounds maintenance.
Street cleanliness score (% 'acceptable')	92.9%	95.1%	89.6% 👎	92.2% ✅	24	90.1%	Cleanliness scores are consistent due to the routine cleanliness programmes and regimes in place.
Satisfaction with street cleaning (3 year average)	56.6%	55.0% 👎	Not yet available	66.3% 🛑	29	62.6%	In order to improve satisfaction levels Land Services will be working in partnership with Waste colleagues to improve targeted hot spot areas and more demand driven street cleansing arrangements. The reduction in labour allocated to maintenance results in less grounds maintenance being conducted which leads to an increase in complaints and dissatisfaction. Covid-19 has resulted in significant increase in usage of parks & open spaces with the subsequent expectation levels rising versus static or reduced maintenance budgets. The Scottish Household Survey does not cover a statistically valid sample size at local authority level. 3-year average to 19/20 still reflects out of date perceptions as far back as 2017, and 3.5% error margin means rankings are not reliable.
Satisfaction with parks & open spaces (3 year average)	82.7%	84.0% 👍	Not yet available	84.8% ✅	16	83.5%	

We know that poverty and inequality limit choices, opportunities and quality of life. For decades families in Clackmannanshire have experienced persistently high proportions of a range of social issues connected to poor outcomes. Alcohol and substance misuse; poor mental health and high rate of suicides; domestic abuse; teenage pregnancy and childhood trauma affect a disproportionate number of families in Clackmannanshire when compared with many other areas in Scotland.

While it may appear that more deprived areas would have a lower risk of extremism or organised crime, the evidence demonstrates that many people in these areas, particularly children & young people, may be highly vulnerable and susceptible to radicalisation or exploitation. We, therefore, have extensive programmes of support for staff in key roles to identify indicators and implement interventions to divert and deter, with a clear focus on prevention & early intervention.

		Continued Contribution to Climate Change	Strategic Director - Place		Current Score	15	Target Score	5
Risk		The Council fails to play its part in addressing the climate emergency, such as by not adapting to climate change, making available adequate resources, developing/using/promoting sustainable practices, materials & technologies (including energy efficiency & emissions) or failing to act as an ambassador for national & international good practice as it emerges.						
Potential Impact		Worsening environmental impacts (see related Severe Weather risk), increased fuel poverty (with knock-on health/social impacts), missed efficiency savings, economic opportunities and poorer air quality. Political/reputational impacts of not supporting national/international policy, and potential legal implications of not meeting targets or demonstrating progress.						
Note		We submit Climate Change Duties reports annually, and are developing/implementing several related strategies & projects around our own practice and dissemination to local residents & businesses. These relate to assets, housing stock, energy & fuel poverty advice, community food growing, waste reduction, low-carbon technology and sustainable transport. The International Environment Centre proposal, as part of the City Region Deal, will place Clackmannanshire at the forefront of Scotland's Climate Change mitigation efforts. A recent internal audit found systems to be largely satisfactory, and provided recommendations around reporting processes, strategy review and establishing a Carbon Management Group.						
Related Actions		Develop Net Zero strategy and action plan		PLC 213 101	Existing Controls	Local Biodiversity Action Plan		
		Develop routemap to compliance with EESSH2 for all Council Housing stock.		PLC 213 104		Regional Energy Masterplan		
		Deliver CRD programme in line with delivery plan/financial profile		PLC 213 111		Sustainable Food Growing Strategy		

⚠ ▬ **Failure to Prevent Extremism and/or Radicalisation**	Senior Manager Partnership & Transformation	Current Score	15	Target Score	4

Risk	Radicalisation of someone from the area results in terrorist incident (or other malicious attack), causing physical or financial harm to individuals or groups (here or elsewhere), or fear of such an incident affects quality of life.
Potential Impact	Casualties/fatalities, property/infrastructure damage, need for evacuation/temporary housing or wider economic damage. Financial harm to individuals, businesses or the Council. Disruption to services or reputational/legal implications.
Note	Continue to implement CONTEST delivery plan through work with our partners and through the Forth Valley CONTEST Board. Prevent is the strand within CONTEST focussed on preventing radicalisation and extremism in communities. Training for staff is provided as part of mandatory training programmes and on specific aspects of the national Prevent strategy. The national Prevent referral pathway has also been reviewed in 2021.

Related Actions	Actions from Internal Audit of CONTEST, Prevent & Serious Organised Crime Readiness	CRR P&P SP2	Existing Controls	Forth Valley Local Resilience Partnership
				CONTEST Delivery Plan & Working Groups
				WRAP Training (High Priority Staff)

⚠ ▬ **Failure to Address Serious Organised Crime**	Senior Manager Partnership & Transformation	Current Score	12	Target Score	8

Risk	Public bodies fail to address organised crime involving drugs, violence, fraud, corruption, money laundering and/or human trafficking (with women and girls particularly vulnerable), due to a lack of preventative processes or information sharing.
Potential Impact	Physical or financial harm to individuals, businesses, communities or the Council. Direct or indirect disruption to Council services and associated reputational and/or legal implications.
Note	Situational awareness and monitoring of significant developments or intelligence is ongoing. Web pages for staff have been updated with the latest advice on cyber crimes and keeping safe and briefings are shared with staff from Scottish Business Resilience Centre and the National Crime Agency.

Related Actions	Serious Organised Crime action plan, based on Police Scotland self-assessment	COU SOC	Existing Controls	Serious Organised Crime Delivery Plan
	Implement Council CONTEST Delivery Plan, based on the Government's CONTEST Strategy	CRR P&P SP1		Let Scotland Flourish Strategy
	Actions from Internal Audit of CONTEST, Prevent & Serious Organised Crime Readiness	CRR P&P SP2		National Fraud Initiative

To achieve this Priority we will work with communities to develop & co-produce local solutions that meet the needs of families & communities. Work with the 3rd sector and communities to empower local people and families will be critical.

The Community Empowerment agenda drives this work, with key links to Housing, Sustainability & Climate Change, and Equalities, as well as ongoing community safety, wellbeing & resilience initiatives, including around violence against women.

The **Community Empowerment** Bill sets out the Council's formal duty to enable our local communities to be involved in decision-making about the services we provide. This will empower community bodies through ownership of land and buildings, and by strengthening their voices in the decisions that matter to them.

The Community Empowerment Fund supports groups to influence the provision of community-led services. As part of wider work, the council will make 1% of our main budget available for participatory budgeting. We've also worked with national charity Greenspace Scotland to develop a Local Allotments and Food Growing Strategy in a project called #GrowClacks.

The most recent report details achievements in:

- Community Asset Transfer (voluntary or community groups taking responsibility for a Council asset);
- Participation Requests (for communities to be more active in service planning and delivery); and
- Promotion and Support (information & guidance, single point of contact and dedicated email address, engagement with community bodies, reporting and signposting to external training).

Further information can be found at:
www.clacks.gov.uk/community/

The **Local Housing Strategy** has a commitment to deliver on its own priorities, while acknowledging contribution to the wider policy framework aimed at tackling inequalities, poverty and socio-economic disadvantage. Future plans will demonstrate how we will deliver the Scottish Government's 'Housing to 2040' vision and route map.

Our priorities for the Local Housing Strategy are:

- Investment and new Housing Supply;
- Best Use of Existing Housing;
- Homelessness;
- Specialist Housing and Independent Living;
- Energy Efficiency and Fuel Poverty;
- Improving Neighbourhoods and Communities.

Progress has already been reported in the areas of:

- Allocation policy, void properties and repairs;
- Tenant satisfaction & Participation Strategy;
- Staff training, apprenticeships, and health & safety;
- Property purchase from open market &new build;
- Improvements, condition, upgrades & energy;
- Repairs and compliance in public buildings; and
- General fund projects and procurement.

Further information can be found at:
www.clacks.gov.uk/housing/

Sustainability and Climate Change are increasingly prominent issues that affect us all, requiring major, long-term changes. We have legal duties in this area & are in the early stages of reviewing this strategy, but we all have a responsibility. Together we can make Clackmannanshire a happier, healthier and greener place for the next generation.

A recent Motion to Council identified key priorities of:

- Declaring a 'Climate Emergency';
- Developing strategy for shift to net-zero by 2045;
- Establishing a Climate Change Forum;
- Proactively ensuring young people have a voice;
- Confirming to Cabinet Secretary & seeking support.

Working with communities, we have already delivered:

- Insulation & energy efficiency in houses & public buildings, and modern LED equivalent street lights;
- Financial assistance for households in fuel poverty;
- Flood Risk & Surface Water Management Plans and Community Flood resilience Groups;
- The Inner Forth Landscape Initiative, Ranger-led outdoor events and support for schools;
- Reduced emissions & home energy public events.

Further information can be found at:
www.clacks.gov.uk/environment/
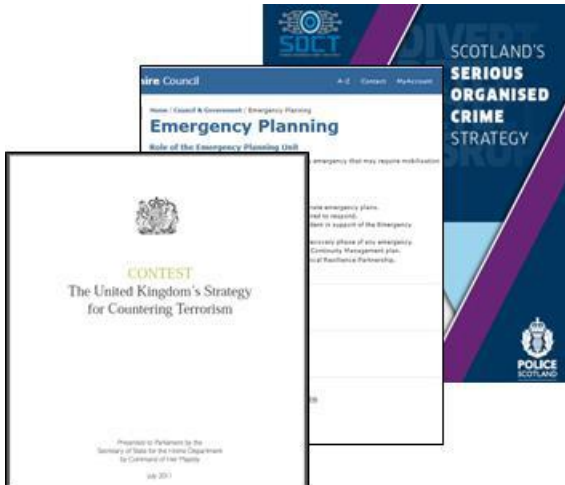
Community Wellbeing & Resilience is the focus of a wide range of transformational projects, plans, services & partnerships, with various civil contingency risks managed by Local & Regional Resilience Partnerships for major incidents (such as flooding), continuity advice for local businesses, Counter-terrorism & Serious Organised Crime.

Partners have identified the following priorities:

- Reducing substance misuse & antisocial behaviour;
- Referral/signposting of money, benefits & debt services;
- Fuel & food poverty, and suicide rates;
- Mental health & resilience (particularly for women & girls);
- Employability and access to advice services;
- Sport & active living for young people (especially girls);
- Learning & volunteering, especially in deprived areas.

Progress has been made in the areas of:

- Employment, money, benefits & debt advice;
- Lifelong learning & volunteering opportunities;
- Women's life choices and resilience;
- Employment & learning barriers for women;
- Young Parents Programme;
- Activity & sports programmes and health & fitness;
- Community learning & development plan & activities;
- Mental, social, physical & economic wellbeing;
- Community safety planning, and fuel & food poverty;
- Engagement mechanisms & community-led solutions;
- Integrated multi-agency services.

Further information can be found at:
www.clacks.gov.uk/community/planning/

The **Mainstreaming Equalities & Diversity Strategy** states Council's recognition that equality is fundamental to improving outcomes for the area. The Council is committed to tackling discrimination, advancing equality of opportunity & promoting good relations both in our workforce and wider community.

Further information can be found at:
www.clacks.gov.uk/council/eqopps/

Our 7 newly agreed outcomes focus on reducing socio-economic disadvantage; promoting a sense of belonging & identity; improving attainment & achievement; increasing knowledge & capacity; ensuring people feel safe; promoting inclusive value & respect for all; and improving access to services.

The 2019-21 report summarises progress made, including in the following areas:

- Data collection & use, training & workforce support, and 3rd sector partnerships;
- Communication (translation/interpretation) and protected group engagement;
- Developing a British Sign Language Plan, and support for LGBT Youth Forum;
- Hate Crimes, anti-bullying, substance misuse, domestic abuse and poverty;
- Parent & family support, employability, mental health & community-led response;
- Health & wellbeing, and alignment with many other plans and strategies.

The **Violence Against Women** Partnership's vision is to have a strong & flourishing Clackmannanshire where all individuals are equally safe and respected, and where they live free from all forms of violence and abuse, and the attitudes that help perpetuate it.

The partnership's priorities are that:

- Society embraces equality and mutual respect, and rejects all forms of violence and abuse against women and girls;
- Women and girls thrive as equal citizens: socially, culturally, economically and politically;
- Interventions are early and effective, preventing violence or abuse and maximising the safety and wellbeing of women, children and young people;
- Men desist from all forms of violence and abuse against women and girls and perpetrators receive a robust & effective response.

Local Outcomes Improvement Plan actions show progress in:

- Equally safe priorities, domestic abuse support, & women's choices & resilience;
- Prevention of gender-based abuse, including online;
- Gender-based abuse support for both those affected and perpetrators.

Further information can be found at: www.clacks.gov.uk/social/vaw/

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How and what services we deliver is fast-changing and we must enable significant transformation in order to deliver. Residents' needs & preferences and advances in technology mean we must collaborate with other public and 3rd sector bodies to deliver joined-up, efficient and cost effective services, and enable digital services that our customers use in other aspects of their lives. Robust financial planning builds a strong foothold for organisational sustainability, and effective corporate governance enables sound systems and processes for control.

How we manage, nurture and optimise the potential of our skilled and dedicated workforce is also an essential component of organisational success, and we have a clear focus on consultation, engagement and support to develop our culture and ensure our Corporate Values are evident in everything we do. Other assets and resources, such as buildings, equipment and information also require efficient and effective management, and the 'Be the Future' Programme will transform and prepare our Council to meet future challenges and achieve our aspirations.

HR & Workforce Development	2018/19	2019/20	2020/21	Target	Rank	Scotland	Management Comments
Average working days lost through sickness absence per local government employee (excluding Teachers – see Priority 3)	15.0	13.5	10.1 👍	11.9 ✅	20	9.7	During the period 2020/2021 the pandemic contributed to a reduction in short term absences. Longer term absences continue to be managed through the Council's maximising attendance processes. As a Council we endeavour to ensure the right support to our staff at the right time to enable our employees to thrive and be productive at work.

Partnership & Transformation	2018/19	2019/20	2020/21	Target	Rank	Scotland	Management Comments
Women in the highest paid 5% of Council earners	55.8%	56.9%	53.8% 👎	50.7% ✅	23	58.3%	Our rank is 23 if results are ordered high to low, however, this is misleading as our gender balance is better than in most other authorities. 4 authorities reported less than 50%, but 9 have over 60% (2 with over two thirds females in the highest earning roles). Nationally, results were closest to gender balance in 2013/14, with men being increasingly under-represented since. 50.7% of the Scottish working age population is female (our target), therefore, if rankings are based on variance from this, we have the 6th best gender balance among high earners.
Gender pay gap (Council employees)	1.3%	1.3%	0.9% 👍	0.0% ✅	6	3.6%	Similarly to gender balance among high earners, the way this indicator is viewed nationally does not represent equality. Our 6th place ranking is based on ordering authorities from low to high, however, there are 4 authorities who report negative figures (i.e. women being paid, on average, more than men). Therefore, if based on variance from 0 (equal pay), our ranking is 3rd.

Revenues	2018/19	2019/20	2020/21	Target	Rank	Scotland	Management Comments
Cost of Council Tax collection (per dwelling)	£3.58	£0.85	£4.21 👎	£6.58 ✅	5	£6.64	The increase is due to the reduction in income in statutory costs, this has dropped by 20%, it fluctuates every year but this change is mainly due to the pandemic and the limited ability to recover debt.
Income due from Council Tax collected within year	95.9%	95.7%	94.8% 👎	96.2% ✅	21	94.8%	Collection rate has been severely impacted due to COVID pandemic and the related decision to delay recovery activity until 4th quarter of 20-21.

Finance	2018/19	2019/20	2020/21	Target	Rank	Scotland	Management Comments
Support services as % of total expenditure	7.2%	6.1%	6.3%	6.5%	31	4.1%	The level of support services has been maintained reflecting required level of support provision to other Council services and fulfilling statutory duties.
Useable reserves (as % of budgeted net revenue)	16.0%	17.5%	24.8%	16.9%	12	23.6%	Reserves increased by £10m mainly due to underspends in both GF (£8m) and HRA (£3m) as a result of disruption to services during the pandemic. It is anticipated that £7m of the GF underspend will be utilised in 21/22.
Uncommitted general fund balance (as % of budgeted net revenue)	3.8%	4.8%	4.8%	3.8%	7	3.5%	Year-end underspends have contributed to uncommitted funds being above target level. This also contributes to the ability of the Council to meet unforeseen financial pressures within the year.
Ratio of financing costs to net revenue stream – general fund	8.3%	5.5%	4.7%	7.2%	8	6.2%	During 19/20, the Council reviewed and amended its Loans Fund policy for both General Fund and HRA. The amendments aimed to smooth the repayment profile of debt over average life of assets and as a consequence reduced loans fund principal repayments for 20/21.
As above – housing revenue account	14.9%	9.7%	8.8%	22.6%	2	22.9%	
Outturn as % of budgeted expenditure	97.9%	96.0%	93.1%	99.4%	25	97.4%	Spend in 20/21 was less than budgeted mainly due to additional grant income received late in the year carried forward into 21/22 to match spend. Spending restraint in 20/21 also contributed to the lower percentage figure. In-year underspends are transferred to reserves to be used in future years.
Invoices paid within 30 days	89.9%	92.2%	94.8%	91.0%	10	91.8%	Developments in invoice processing, including in the TechOne financial system and internal processes, continue to increase invoices paid within 30 days.
Procurement spend with local businesses	15.6%	19.7%	23.4%	16.5%	18	29.1%	The relatively small geographic areas covered by Clackmannanshire are key factors in the share of spend (24%). However it could easily be argued that Forth Valley as an area could be considered "Local" our expenditure in Forth Valley is 40% The data used to calculate these figures are based on expenditure by invoiced postcode. This brings up anomalies as a number of our suppliers head offices are not based in the area that the services or goods are supplied from.
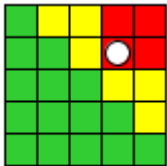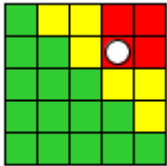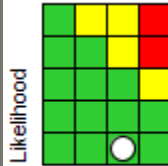
Property Services	2018/19	2019/20	2020/21	Target	Rank	Scotland	Management Comments
Operational buildings suitable for current use	79.7%	80.0%	80.0%	85.0%	23	82.3%	New criteria for Educational establishments was applied in 19/20, with some schools categorised as C. Expected to improve following further Capital spend on the Primary Education Estate. Core Facts Monitoring (testing/certification for fire, legionella, electrics, etc.) continues to improve. Extensive Asbestos Management Plan surveys have been commissioned and continue to be updated.
Council buildings in satisfactory condition (by floor area)	97.6%	97.7%	97.7%	95.0%	4	89.2%	Secondary School Support Building was temporarily closed pending structural monitoring and former St Bernadettes school was opened as a temporary decant building. This was in July, and temporary, therefore no change since last year.
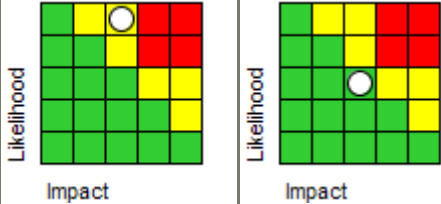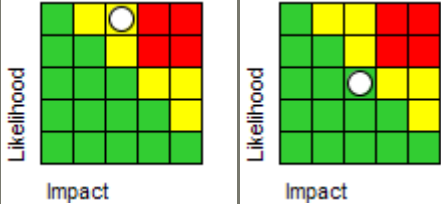
As mentioned, we have greater control and more explicit responsibilities regarding the internal management of the Council than in relation to our more outward-facing Priorities, where wider external factors, socio-economic issues, etc. outwith our control may have a more limiting impact. Therefore, this Priority has substantially more associated risks, though each of these is still influenced heavily by factors which cannot be fully controlled.
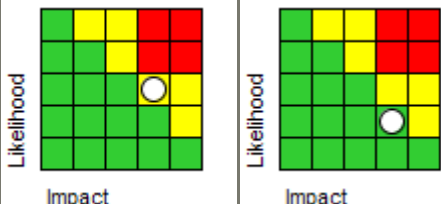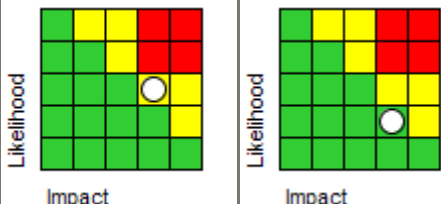
This is why, for each risk identified, we must assess whether we can influence the likelihood of the risk occurring or, where we cannot prevent it, how we will manage the impact, should it materialise. Financial, workforce & project management are key, as is ensuring that everyone is clear on responsibilities regarding Health & Safety, IT systems (including cyber security) and information management, and that governance processes provide assurance that duties are being fulfilled.

🛑 ➖ **Insufficient Financial Resilience**	Senior Manager Finance & Revenues	Current Score	25	Target Score	5

Risk	The Council does not have a balanced budget to meet essential service demands, customer needs, or external agendas.	
Potential Impact	Reputational and legal implications and severe, extended loss of service provision. Possibility of Alliance, Health & Social Care and other partners also experiencing budget pressures contributes to potential impact, given the interdependencies.	
Note	The cumulative funding gap to 2028 is £33m as reported in the Council's 2022/23 budget. There is a continuing need for service redesign to ensure service delivery. Given the significant savings already achieved, as well as impacts and costs relating to Covid, and challenges around national budget uncertainty, it is extremely challenging to identify new proposals. Significant priority is being given to progressing the Council's organisational redesign and transformational change.	

Related Actions	Audit of 2020/21 Accounts by Audit Scotland	COU EXA 201	Existing Controls	Budget Strategy & Monitoring
	Use the agreed strategic change framework and organisational design principles to implement a whole organisation redesign	EXA BVA 1A0		Contract Standing Orders
	Balance the drive for savings with the need for sufficient officer time and skills to support change and consider how to make more use of external assistance to support improvement	EXA BVA 4F0		Financial Regulations

🛑 ➖ **Insufficient Pace and Scale of Organisational Transformation**	Chief Executive	Current Score	20	Target Score	5

Risk	The Council fails to proactively drive the fundamental redesign of services and organisational planning/development with the speed required to address the funding gap due to ineffective change management.	
Potential Impact	Failure to maintain the required level of provision for statutory services. The corporate business improvement programme does not establish sustainable service delivery and a sustainable cost base for the future.	
Note	The Transformation team will move into the Chief Executive Office for 2022/23 but will continue to be led by the Strategic Director (Transformation) in order to strengthen the connection between strategic planning, budget processes and transformation. There will be an increased focus on accelerating the activity towards the Council's Target Operating Model to increase our organisational resilience, our ability to move on new opportunities quickly and prepare our workforce for new ways of working. The Target Operating Model is also under-pinned by principles of digital transformation, Community Wealth Building and Participatory Budgeting that put collaboration with our communities at the centre of our work.	

Actions	Be the Future Transformation Programme	COU BTF	Controls	Be the Future Board

		Health & Safety Breach	Chief Executive	Current Score	16	Target Score	5
Risk		Incident or statutory breach results in injury or death of staff member or customer due to lack of awareness or non-compliance with policies and procedures. Incidents may also arise from third parties actions, outwith Council control.					
Potential Impact		The effects on individuals and their families, financial penalties (including Health & Safety Executive intervention fees), criminal proceedings, adverse publicity, increased insurance or damage to Council assets.					
Note		H&S development work has been interrupted as the team is heavily involved in establishing safe working arrangements in light of the pandemic. However a new IT system is being developed to help manage H&S risks across the Council.					
Related Actions		Health & Safety action plan, based on recommendations from Gallagher Bassett	CRR P&P HR1	Existing Controls	Health & Safety Management System		
		Governance improvement actions across all services	CRR P&P LD1		Health & Safety Managers' Handbook		

		Inadequate Workforce Planning	Senior Manager HR & Workforce Development	Current Score	16	Target Score	3
Risk		Due to lack of workforce planning the Council fails to ensure sufficient capacity/resource to deliver key Council service or fails to adequately develop its workforce to ensure that skills, knowledge and structures are appropriate, sustainable financially viable and compatible with our corporate vision.					
Potential Impact		Loss of key staff from posts identified as single points of failure, including statutory officers, leading to inability to delivery key functions and lack of adequate professional advice to Council Officers/Elected Members.					
Note		The main risks at present relate to a stretched and fatigued workforce as a result of balancing "business as usual" with ongoing pandemic recovery as well as progressing key transformation activities. Beyond this an aging workforce, with a number of key staff approaching potential retirement, turnover in key posts or single points of failure, impacted by turnover or absence overlays presents significant future challenges. A fundamental review of workforce planning is necessary to ensure the sustainability of service provision, particularly in the context of statutory duties. This review will be informed by the outputs of the demands/capacity/skills audit which will also inform the review of our Strategic Workforce Plan 22-25.					
Actions		Implement the Workforce Plan 2019-22	CRR P&P HR3	Controls	Strategic Workforce Plan		

IT System Failure

⚠️ ⬆️	**IT System Failure**	Senior Manager Partnership & Transformation	Current Score	15	Target Score	9

Risk	Full or partial loss of network/hardware/software/telecoms technologies (temporary or prolonged) due to cyber attack/other emergency, failure to manage maintenance/backups/suppliers/contracts, or lack of investment in systems/staff/training (i.e. failure of IT services to uphold priorities of Confidentiality, Integrity and Availability).
Potential Impact	Financial impact from loss of productivity, service disruption (inc. statutory/vulnerable groups), inability to communicate, harm to staff/customers (access to records/Potentially Violent Persons register) & legal/regulatory/reputational implications.
Note	The Council is investing in ICT infrastructure as part of its Digital Transformation Strategy & roadmap. This will introduce cloud hosted services, retire/replace legacy systems, implement m365 & invest in modern technology to support delivery, future ways of working & Digital Transformation ambitions. Digital Maturity Assessment, Audit Scotland review and work in partnership with Digital Office is helping shape this work. A report on Cyber Security compliance is scheduled, however, recent global issues have increased this risk, and work is ongoing around security and improving staff & public awareness.

Related Actions	Develop & deliver the Council's Digital Transformation Strategy	CRR P&P IT1	Existing Controls	Business Continuity Plans
	Complete actions from IT Asset Management Plan	CRR P&P IT2		Service Level Agreements & Contracts

Information Not Managed Effectively

⚠️ ➖	**Information Not Managed Effectively**	Strategic Director - Partnership & Performance	Current Score	12	Target Score	8

Risk	Information is not protected, managed or used effectively due to lack of compliance with information sharing, data protection, records management or IT principles/protocols, potentially leading to data breaches, inefficiency/duplication and strategic/performance management decisions based on poor quality/inaccurate business intelligence.
Potential Impact	Legal/reputational/financial implications from breaches, inefficiencies costing time/money, non-completion of (possibly statutory) duties. Loss of productivity, impacting morale, or misinformed decision-making if information not available/used.
Note	There is currently no Records Management Officer in post, though an externally appointed Data Protection Officer is a partial mitigation. Work continues around cyber essentials accreditation, opportunities from MS365, review of Data Protection policies and partnership sharing agreements, and ensuring the completion of mandatory training by all staff.

Related Actions	GDPR Implementation Project Plan	COU GDP	Existing Controls	Data Sharing Agreements
	Develop & deliver the Council's Digital Transformation Strategy	CRR P&P IT1		GDPR Guidance & Training

Industrial Unrest

✅ ⬇️	**Industrial Unrest**	Chief Executive	Current Score	8	Existing Controls

Risk	Industrial action by Council staff, partners or suppliers arises, normally in relation to local or national budget-related changes to terms and conditions, or restructuring.	Business Continuity Plans
Potential Effect	Immediate effects on service delivery & those dependent on services, with financial and reputational damage, and residual impact on staff morale & productivity. In case of partners/suppliers may have to support or reduce activity/service delivery.	Trade Union Comms Protocol
Note	Ongoing discussions are taking place at national level with SNCT to settle the pay award for 21/22, all other bargaining groups have now settled, Negotiations are also underway nationally in relation to the 22/23. At a local level the Council continues to engage with our trade unions both informally and formally through our agreed consultative framework.	Forth Valley Local Resilience Partnership

The strategies below demonstrate how we will transform our organisation to ensure we are equipped to deliver on all Priorities and meet future needs & demands.

Appendix A: Clackmannanshire Council Organisational Redesign Framework
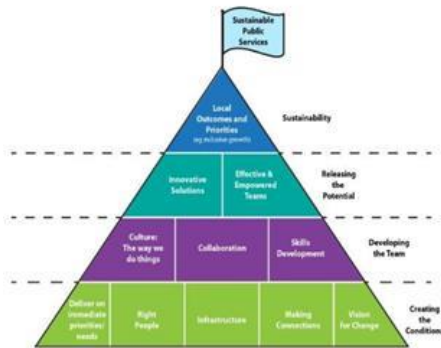
Our **Organisational Redesign Framework** is in place for monitoring and evaluating progress and refining activity based on four key phases which need to be progressed to allow the Council to deliver medium to long term service and financial sustainability.

The four key phases are:

- Creating the conditions;
- Developing the Team;
- Releasing the potential;
- Sustainability.

The **Local Code of Governance** shows key governance documents, underpinned by detailed deployment processes, with corporate & directorate improvement actions identified annually. The code is reviewed annually to ensure it remains fit for purpose, whilst maintaining alignment with CIPFA guidance and the principles that:

- resources are directed in accordance with agreed policy & according to priorities;
- there is sound & inclusive decision making;
- there is clear accountability for the use of those resources in order to achieve desired outcomes for service users and communities.

Further information at: www.clacks.gov.uk/council/codeofgovernance/
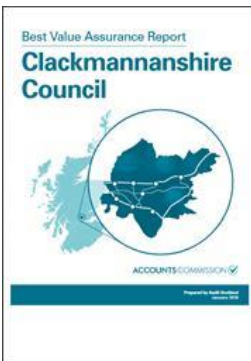
Internal & External Audit mechanisms complement these self-assessment & benchmarking assurances with challenge from an independent perspective. The Internal Audit team and the range of external audit and inspection bodies identify areas for improvement, which are then incorporated into review, development, and transformation activities.

Our Audit Committee is presented with reports detailing:

- Internal Audit Plan progress & findings (bi-monthly);
- Local Scrutiny & Audit of Accounts (annually);
- Best Value Audits by Audit Scotland (5 year cycle).

Strategies include details of governance and reporting arrangements, and we engage with a range of audit and inspection bodies to improve services and plans.

During 20/21, the 'Be the Future' **Transformation Programme** made progress in:

- Establishing a Transformation team, roadmap and Strategic Oversight approach;
- Commitment to & alignment of The Promise in the new Children's Services Plan;
- Funding, Transformation Zones & Children's Mental Health & Wellbeing;
- Acceleration of priority projects, and work with Scottish Futures Trust;
- People services redesign and permanent Chief Officer appointments;
- Repurposing funds to accelerate Scotland's International Environment Centre;
- City Region Deal Skills and Inclusion projects (Digital and Active Travel);
- Wellbeing Complex, community & partner engagement, and interim provision;
- Family Wellbeing Partnership, values-based leadership, and STRIVE.

Further information can be found at: www.clacks.gov.uk/council/perfintrans/

The **Annual Governance Statement** reports self-assessment findings regarding:

- Leadership, values & culture;
- Strategy & performance management;
- Working in partnership;
- Communication & engagement;
- Sustainable asset management;
- Financial management;
- Information & knowledge management;
- People management.

We have received **Best Value** assurance from the Controller of Audit that:

- There is evidence of improved relationships between councillors and officers;
- There are signs that councillors and officers support a more collaborative approach and have a shared understanding of the need to do things differently;
- The council acknowledges a need to better link use of resource to priorities;
- The council recognises that to transform it needs to increase collaboration;
- The council has taken steps to build organisational change & redesign capacity, though further work is required to maintain momentum and embed change;
- The council has secured a range of external assistance to support improvement.

Further information can be found at: www.clacks.gov.uk/council/councilperf/

Financial Strategy updates (including Treasury Management, Revenue & Capital Budgets & Financial Statements) are regularly reported to Audit Committee, presenting a timely and holistic overview for the effective scrutiny of the financial position and processes, as well as proactive identification and mitigation of financial risks.

Reports present summary & detailed information on:

- Directorate & Council Revenue & capital outturns for General Fund & Housing Revenue Accounts;
- Contribution from reserves, variance & reasons;
- The achievement of approved savings;
- Financial risks on provisions & contingent liabilities;
- Material changes to Financial Statements in areas such as Pension Liability, General Reserves, Remuneration & Investment Properties;
- Scottish Government Settlement and allocations;
- Indicative residual funding gap after savings, taking into account demand pressures; and
- The overall process and timeline for consultation, budget-setting and change proposals.

In 20/21, 7.5% of approved savings were not achieved due to Covid, though 90.6% were achieved, including:

- £1.3m by the People Directorate;
- £1.0m by the Place Directorate;
- £0.7m by Partnership & Performance Directorate;
- With additional underspend of £1.7m in the Clacks element of the Health & Social Care Partnership.

Further information can be found at:
www.clacks.gov.uk/council/press/?release=4477

The purpose of the Council's **Procurement Strategy** is to support the delivery of high quality public services that offer value for money and, in a sustainable way, take account of best practice and Scottish procurement legislation.

The Strategy provides a high-level view of the Council's direction of travel, identifies actions that the Council will take and the principles it will follow to maximise value from its procurement activity.

The strategic themes stated in the strategy aim for Council Procurement to be: Straightforward; Professional; Maximise local opportunities; Strategic; Fair; and Compliant.

The 20/21 Annual Procurement report presents progress & performance on:

- Procurement Strategy position, background, key statistics, categories of spend & details of savings already achieved;
- Contract standing orders & exception reports;
- Local suppliers, community benefits & supported businesses;
- Purchasing system & cards;
- The Scottish procurement agenda;
- Future priorities and other activities.

Further information can be found at:
www.clacks.gov.uk/business/procurementstrategy/
www.clacks.gov.uk/business/procurementannualreport

The **Digital Strategy**, as part of the wider 'Be the Future' Programme, sets out how the Council will adopt the use of Digital to support its vision. Digital goes beyond moving services online. It requires that we redesign services to take advantage of digital technologies: smart buildings, streets & transport, to adapt to customer needs.

Digital Strategy principles cover the areas of:

- Digital by default (where appropriate), but ensuring those not digitally-enabled can access services;
- Services designed around the Citizen or customer;
- Innovative, re-usable & low maintenance solutions;
- Proactive information-sharing, while respecting privacy and meeting governance requirements;
- Technologies from a range of sources, focussed on collaboration, sharing & reducing duplication;
- Leaders will embrace Digital Delivery and integrate it into their core business processes and planning;
- Our workforce will be skilled in using technologies;
- ICT Professionals will be expert and highly skilled.

We recently evidenced progress to Audit Scotland in:

- Citizen Portal (piloted with Bulky Uplifts);
- Digital Strategy Workshop;
- Digital readiness, risk, Equality & Fairer Scotland;
- Governance via the Digital Transformation Board;
- Online applications (Blue Badge & Garden Waste);
- Education Maintenance Allowance, Parent Pay, Cashless schools & mobile technology in catering.

Further information can be found at:
www.clacks.gov.uk/council/press/digital/

Successful **Workforce Planning** is key to realising our LOIP outcomes, and critical to developing our workforce for the future, changing our culture and having a workforce which is underpinned by strong leadership at all levels. This plan outlines our priorities for the next three years and is due to be refreshed for the period 2022-25.

Our Workforce Planning priorities are to:

- Create a positive & inclusive organisational culture;
- Have a sustainable & resilient workforce;
- Ensure our workforce feels supported, empowered, respected & engaged; and
- Ensure our workforce has the knowledge, skills & behaviours capable of meeting future demands.

Our Workforce programme has shown progress in:

- Leadership Development & staff suggestions;
- Communication & engaging 'hard to reach' groups;
- Matching & alignment to the Fair Work Framework;
- Review of the Healthy Working Lives approach;
- Communications Strategy for Health & Wellbeing;
- Analysis of staff survey results and areas of action;
- Review of communications & information cascade;
- A structured approach to Learning & Development;
- eLearning comms & social skills manager courses;
- Integration with the 'Be the Future' Programme;
- Digital Performance Review (including Chief Exec).

Further information can be found at:
www.clacks.gov.uk/council/ccorr/

A key Partnership & Performance Business Plan action for is to develop a new **Communication & Engagement Strategy**. The Council is committed to and understands the importance of clear, honest, timely & relevant communication. We understand the link between comms and reputation, and that services are better when we listen to those using them.

The strategy, fully aligned to the 'Be the Future' Transformation Programme, will set out the approach to ensuring excellent communication and work to implement priorities. Key outcomes, priorities and principles will be set out, as well as a delivery plan & performance framework for the strategy.

The following plans and policies will support delivery:

- Consultation Toolkit;
- Social Networking Policy;
- Customer Charter;
- Digital Strategy;
- Media Policy;
- Design Protocol.

Further information can be found at:
www.clacks.gov.uk/

Business plans are high level, strategic plans giving direction for the Council's directorates, and linking each service's work to the vision & outcomes in this Corporate Plan. They summarise key issues & activities within the directorates and focus on matters of strategic importance.
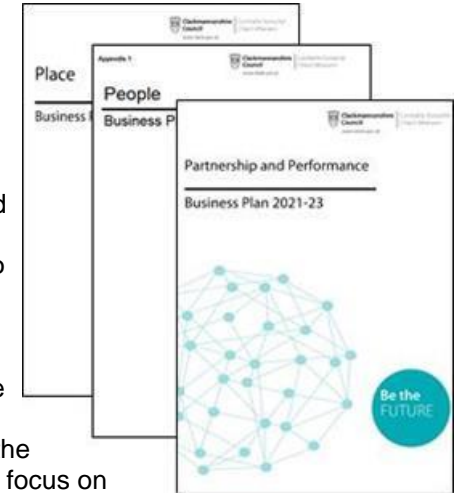
Plans set out key service strategies & actions, demonstrating contribution to the Council's ambitions. They provide clear direction for more detailed service and partnership plans, down to individual work plans to ensure a linked 'Golden Thread'. In the current period of transformation, plans reflect transitional arrangements and will develop throughout the year.

Recent reports detail progress & achievements in:

- Place: Property; Planning & Building Standards; Economic Development; Waste; Roads & Transport; Environmental Health; Sustainability; Soft Facilities Management; & Housing.
- People: Service structure; Early intervention strategies; Transformation; Mental Health Services; Staff attendance, engagement & wellbeing; and specific Education & Social Services priorities.
- Partnership & Performance: Redesign & senior management appointments; Budget, Finance & Revenues, HR & Workforce Planning, Legal & Governance; and Partnership & Transformation.

Further information can be found at:
www.clacks.gov.uk/council/meetings/

CLACKMANNANSHIRE COUNCIL

Report to: Audit and Scrutiny Committee

Date of Meeting: 25 August 2022

Subject: Internal Audit Annual Assurance Report 2021/22

Report by: Internal Audit Manager

1.0   Purpose

1.1.   This report provides an overall assurance on the Council's arrangements for risk management, governance, and control, based on Internal Audit work undertaken during 2021/22.

2.0   Recommendations

2.1.   The Committee is asked to note that:

- sufficient Internal Audit work was undertaken to support a balanced assurance;

- Internal Audit can provide **SUBSTANTIAL** assurance on the Council's arrangements for risk management, governance, and control for the year to 31 March 2022; and

- Internal Audit met, or exceeded, each of its Key Performance Indicators.

3.0   Overall Adequacy of the Council's Control Environment and Summary of Internal Audit Work Undertaken During 2021/22

3.1.   Financial Regulations are clear that it is senior managers' responsibility to establish and maintain effective and proportionate risk management, governance, and control arrangements. Internal Audit is not an extension of, or substitute for, operational management.

3.2.   The 2017 Public Sector Internal Audit Standards (the Standards) require the Internal Audit Manager to prepare an Annual Assurance Report. This report should include:

- a statement on the overall adequacy of the Council's control environment;

- a summary of Internal Audit work undertaken during the year; and

- a statement on the Internal Audit Section's conformance with the Standards.

3.3.   This report has been prepared to meet those requirements.

3.4.   Internal Audit's Plan for 2021/22 was agreed by the Audit Committee on 27 April 2021. It proposed fifteen assignment areas (seventeen reviews). Sixteen main assignments were completed by Internal Audit during 2021/22. The main change to the Plan over the course of the year was the deferment to 2022/23 of the planned review of Non-Domestic Rates.

3.5.   Sufficient Internal Audit work was undertaken to support a balanced opinion on the overall adequacy of the Council's control environment. Internal Audit use a set of Assurance Categories. A summary of these is set out at **Appendix 1**.

3.6.   On the basis of work undertaken, Internal Audit can provide **SUBSTANTIAL** assurance in relation to the Council's arrangements for risk management, governance, and control for the year to 31 March 2022.

3.7.   A summary of work completed over the course of the year is set out at **Appendix 2** with the scope of, and findings arising from, each finalised assignment set out at **Appendix 3**.

3.8.   Internal Audit measures performance against the following Key Performance Indicators.

Key Performance Indicator	2021/22	2020/21	2019/20
Complete **85%** of main audit programme	88%	89%	94%
Have **90%** of recommendations accepted	100%	100%	100%
Issue **75%** of draft reports within 3 weeks of completion of fieldwork	100%	78%	100%

3.9.   Actual performance met or exceeded target for all three indicators. Performance dropped slightly in one of the indicators. I am content, however, that this was appropriate and necessary and was due to priorities, resources, and Directorate capacity fluctuating and changing during 2021/22. In overall terms, the programme of work was completed within the agreed time allocation.

4.0   Compliance With Public Sector Internal Audit Standards

4.1.   Internal Audit seeks to undertake all work in compliance with the Public Sector Internal Audit Standards 2017 (PSIAS). These standards have four objectives:

- to define the nature of Internal Auditing within the UK public sector;

- to set basic principles for carrying out Internal Audit in the UK public sector;

- to establish a framework for providing Internal Audit services, which add value to the organisation, leading to improved organisational processes and operations; and

- to establish the basis for the evaluation of Internal Audit performance and to drive improvement planning.

4.2.   The Standards require the Internal Audit Manager to establish a Quality Assurance and Improvement Programme (QAIP) to allow evaluation of compliance with the Standards. This comprises an annual self assessment and a five yearly external assessment.

4.3.   Internal Audit services are provided on the basis of a Joint Working Agreement with Falkirk Council. The Internal Audit Manager undertook a detailed self assessment against the Standards during March 2022. This confirmed continuing compliance with the Standards, and will be subject to independent, external validation as part of a national review process established by the Scottish Local Authorities Chief Internal Auditors' Group.

5.0   Sustainability Implications

5.1.   None Noted.

6.0   Resource Implications

6.1.   Financial Details

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

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

6.4.   Staffing

7.0   Exempt Reports

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

7.0   Declarations

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

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

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

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

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**: Definition of Internal Audit Assurance Categories.

- **Appendix 2**: Summary of 2021/22 Internal Audit Programme.

- **Appendix 3**: Details of 2021/22 Internal Audit Programme.

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
Isabel Wright	Internal Audit Manager	01324 506342

Approved by

NAME	DESIGNATION	SIGNATURE
Stuart Crickmar	Strategic Director Partnerships and Performance	███████

Definition of Internal Audit Assurance Categories

Level of Assurance	Definition
Substantial assurance	Largely satisfactory risk, control, and governance systems are in place. There is, however, some scope for improvement as current arrangements could undermine the achievement of objectives or leave them vulnerable to error or abuse.
Limited assurance	Risk, control, and governance systems have some satisfactory aspects. There are, however, some significant weaknesses likely to undermine the achievement of objectives and leave them vulnerable to an unacceptable risk of error or abuse.
No assurance	The systems for risk, control, and governance are ineffectively designed and operated. Objectives are not being achieved and the risk of serious error or abuse is unacceptable. Significant improvements are required.

Summary of 2021/22 Internal Audit Programme

	Directorate	Assignment	Level of Assurance
Other Client Work			
1.	Central Scotland Valuation Joint Board	Records Management	**Reported to Board on 01 July 2022**
2.	Clackmannanshire and Stirling IJB	Strategic Commissioning Plan	**In Progress - to be reported to IJB Audit Committee**
Annually Recurring Assignments			
3.	All Directorates	National Fraud Initiative	**Not Applicable – Ongoing Assurance**
4.	All Directorates	Continuous Auditing	**Not Applicable – Ongoing Assurance**
5.	Place	Climate Change Act Public Body Duties Audit	**Substantial Assurance**
6.	All Directorates	Consultancy Work	**No Assurance Level Applicable**
Committed Assignments			
7.	Place / All Directorates	Covid-19 Grants: • Discretionary Fund • Contingency Fund / Contingency Fund Plus Taxi and Private Hire Driver Support Fund / Taxi and Private Hire Vehicle Driver and Operator Support Fund	**3 x Final Reports issued – Substantial Assurance**
8.	Partnership and Performance / All Directorates	Staff Wellbeing and Support Arrangements	**Substantial Assurance**
9.	Place / All Directorates	Legionella Management Arrangements	**Substantial Assurance**
10.	Partnership and Performance / All Directorates	Use and Control of Social Media	**Substantial Assurance**
Indicative Assignments			
11.	All Directorates	Savings Tracking	**Substantial Assurance**
12.	People	Leisure Banking	**No Assurance Level Applicable**

	Directorate	Assignment	Level of Assurance
Other Client Work			
13.	All Directorates	Contract Management and Monitoring	**No Assurance Level Applicable**
14.	Place / All Directorates	Operational Fleet – Management and Monitoring	**Substantial / Limited Assurance**
15.	Place / All Directorates	Non Domestic Rates	**Not Started – Included in 2022/23 Internal Audit Plan**

Details of 2021/22 Internal Audit Programme

Assignment	Service	Assurance
National Fraud Initiative	All Services	**N/A – Ongoing Assurance**
Scope	**Final Report Executive Summary**	

The purpose of the NFI exercise is to review and investigate the outcomes of data matching undertaken by Audit Scotland on behalf of the Cabinet Office. Matches cover areas such as Payroll, Pensions, Housing / Council Tax Benefit, Council Tax Single Person Discount, and Creditors.

The Internal Audit Manager acts as Key Contact for NFI, with responsibility for co-ordinating the process of ensuring that relevant matches are followed-up. | The 2020/21 NFI exercise is now complete. The 'high risk' matches have been risk assessed and followed up as appropriate. No instances of fraud or error have been identified.

In addition to the core NFI exercise, Clackmannanshire Council participates in a related exercise designed to detect wrongly claimed Council Tax Single Person Discount. As a result of participation in this exercise (which matches Council Tax and Electoral Roll data), 104 cases were reviewed, with 31 cases identified where there was wrongly claimed discount. This totalled £18,400 for recovery.

Revised Council Tax demand notices were issued and recovery action is in progress. Recovery action is taken via adjustments to future Council Tax bills. |

Assignment	Service	Assurance
Continuous Auditing	All Services	**N/A – Ongoing Assurance**
Scope	**Final Report Executive Summary**	

This involves analysing Creditors payment data (payments to suppliers) to identify potential duplicate payments.

We use audit interrogation software to identify matches on invoice date, amount, and number. We then check our initial results on TechOne to identify any cancelled payments; payments made to different suppliers; and duplicate payments already identified (and either cancelled or monies recovered). | For the period April 2021 to March 2022 we identified potential duplicate payments with a value of c£30k. Details of these have been passed to the Chief Finance Officer for appropriate recovery action.

As of July 2022, recovery action has been undertaken on potential duplicates identified in 2021/22. This has resulted in recovery of £8,312 so far, with full recovery of the remaining duplicates being progressed. |

Assignment	Directorate	Assurance
Climate Change Act Public Body Duties Audit	Place	**Substantial Assurance**
Scope	**Final Report Executive Summary**	

Scope	Final Report Executive Summary
We undertook validation work on the Council's 2020/21 Annual Report. The Climate Change (Scotland) Act 2009 (the Act), introduced the requirement for public bodies to report on their climate change duties. In line with the timescales from the Act, the Council's annual report has to be submitted to the Sustainable Scotland Network (SSN) by end November 2021. Our work focused on reviewing the reporting arrangements and the accuracy of the information in the report.	To ensure the consistency of returns across public bodies, the Annual Report format is a standard template split into five areas: • Profile of Reporting Body; • Governance, Management, and Strategy; • Emissions, Targets, and Projects; • Adaptation; and • Procurement. We were able to provide Substantial Assurance on the Council's reporting arrangements and the accuracy of the information set out in each section of the Annual Report. During the course of our work we also identified a range of findings relating to the Council's Climate Change governance, management, and strategy arrangements. These are not specific to our validation of the Public Body Duties Annual Report and did not impact on the assurance. We made a recommendation to agree completion dates (including provision of necessary resources to complete these tasks) for: • revising the Sustainability and Climate Change Strategy; • providing elected member training on the Climate Emergency; • developing a Regional Energy Masterplan; • establishing Climate Change as a priority within the new Council structure; • establishing a Carbon Management Group; and • developing the Carbon Management Plan and Project Register.

Assignment	Directorate	Assurance
COVID 19 Grants – Discretionary Fund (Round 1 and Round 2)	Place	**Substantial**

Scope	Final Report Executive Summary

As at 28 May 2021 Clackmannanshire Council approved 124 grant applications, resulting in expenditure of £558,000.
 	
We reviewed the action taken to assess a sample of 20 grant applications, and the validity of the decisions reached by the Assessing Officers on each occasion.
	Comprehensive documentation was held to support the decisions reached by the Assessing Officers for each application in our sample, with robust measures also found to be in place to facilitate the applications assessment and grant payment processes. Appropriate segregation of duties were in place.
	
	Our post payment transactional testing involved:
	• getting an overview of the grant application and award process from the staff involved;
	• ensuring that the Council's log of applications could be reconciled to the information provided on the monitoring return to the Scottish Government;
	• reviewing the Council's log of applications to ensure that no duplicate or fraudulent applications had been processed; and
	• reviewing the completeness and accuracy of the supporting documentation for a sample of transactions to ensure that:
	  ° a completed application form had been received;
	  ° sufficient documentation was submitted along with the application;
	  ° the payee information on the payment file (that is uploaded onto Techone) was accurate; and
	  ° no other COVID-19 related support had been received.
	
	From reviewing the log of applications we also confirmed:
	• the log could be reconciled to the information on the monitoring returns;
	• no duplicate applications had been processed; and
	• no payments had been made to bank accounts associated with potentially fraudulent BSF Grant applications that had been identified across Scottish Local Authorities.

Assignment	Directorate	Assurance
COVID 19 Grants – Contingency Fund / Contingency Fund Plus	Place	**Substantial**
Scope	**Final Report Executive Summary**	

As at 02 June 2021, Clackmannanshire Council approved 8 applications, resulting in expenditure of £131,250.
 	
We reviewed the action taken to assess these 8 grant applications, and the validity of the decisions reached by the Assessing Officers on each occasion.
	Comprehensive documentation was held to support the decisions reached by the Assessing Officers for each application in our sample, with robust measures also found to be in place to facilitate the applications assessment process.
	
	Our post payment transactional testing involved:
	• getting an overview of the grant application and award process from the staff involved;
	• reviewing the Council's log of applications to ensure that no duplicate or fraudulent applications had been processed; and
	• reviewing the completeness and accuracy of the supporting documentation to ensure that:
	   ° a completed application form had been received;
	   ° sufficient documentation was submitted along with the application; and
	   ° the payee information on the payment file (that is uploaded onto Techone) was accurate.
	
	From reviewing the log of applications we also confirmed:
	• the Contingency Fund Plus applications could be reconciled to the information on the monitoring returns;
	• no duplicate applications had been processed; and
	• no payments had been made to bank accounts associated with potentially fraudulent BSF Grant applications that had been identified across Scottish Local Authorities.
	
	We did, however, identify one area where there was scope for further improving the existing framework of control.
	
	The decision to approve a grant application, and subsequently award a grant payment was carried out by the same Officer who assessed the application. We recommended that adequate segregation of duties be put in place for grant application assessment and approval processes to ensure that no Officer has sole responsibility for all elements of a financial transaction.	

Assignment	Directorate	Assurance
COVID 19 Grants – Taxi and Private Hire Driver Support Fund / Taxi and Private Hire Vehicle Driver and Operator Support Fund	Partnership and Performance	**Substantial**

Scope	Final Report Executive Summary
As at 13 August 2021, Clackmannanshire Council approved: • 89 Taxi and Private Hire Driver Support Fund applications; • 87 Taxi and Private Hire Vehicle Driver and Operator Support Fund driver payments; and • 11 operator applications. This resulted in expenditure of £295,000. We reviewed the action taken to assess a sample of: • 15 Taxi and Private Hire Driver Support Fund applications / payments; • 15 Taxi and Private Hire Vehicle Driver and Operator Support Fund driver payments; and • 5 Taxi and Private Hire Vehicle Driver and Operator Support Fund operator applications / payments.	Comprehensive documentation was held to support the decisions reached by the Assessing Officers for all approved applications / payments, with robust measures in place to facilitate the application assessment process. Our post payment transactional testing involved: • getting an overview of the grant application and award process from the Assessing Officer; • reviewing the applications / payments to ensure that no duplicate or fraudulent applications / payments have been processed; and • reviewing the completeness and accuracy of the supporting documentation to ensure that: ° a completed application form had been received; ° a valid licence was held; ° sufficient documentation was submitted along with the application; and ° the payee information on the payment file (that is uploaded onto Techone) was accurate. From reviewing the applications / payments, we also confirmed: • the Taxi and Private Hire Driver Support Fund applications could be reconciled to the information on the monitoring returns; • no duplicate applications had been processed; and • no payments had been made to bank accounts associated with potentially fraudulent BSF Grant applications that had been identified across Scottish Local Authorities. We did, however, identify one area where there was scope for further improving the existing framework of control. The decision to approve a grant application, and subsequently award a grant payment was carried out by the same Officer who assessed the application. We recommended that adequate segregation of duties be put in place for grant application assessment and approval processes to ensure that no Officer has sole responsibility for all elements of a financial transaction.

Assignment	Directorate	Assurance
Staff Wellbeing and Support Arrangements	Partnership and Performance	**Substantial**
Scope	**Final Report Executive Summary**	

Scope	Final Report Executive Summary
We reviewed the governance, oversight, and the decision-making structure around staff wellbeing arrangements. This included: • roles and responsibilities; the adequacy of policies, procedures, and guidance; and arrangements for ensuring their practical application; and • progress to date with implementing the staff wellbeing related actions that were recorded in the workforce development delivery plan.	The Council has adapted to the changing environment and has taken a wide range of steps to continue to support the wellbeing of its employees during the Covid-19 pandemic. The Council recognises that workplace wellbeing policies enables people to reach their full potential in the workplace by supporting them with their mental, physical, emotional and psychological health and wellbeing. A new Mental Health, Stress and Wellbeing Policy was approved by the Partnership and Performance Committee in October 2021. The Council can demonstrate a strong commitment to staff wellbeing, with a clear policy and wellbeing approach in place. This includes the involvement of staff representatives / trade unions. There is also an annual staff survey which is part of the Council's commitment to carry out regular review of staff views and opinions. The Council uses the staff intranet, to signpost the wide range of wellbeing information, guidance, and advice; training; and activities and initiatives that in are place. We confirmed that the availability of the information, guidance, and advice; training; and activities and initiatives were being well publicised. The Mental Health, Stress and Wellbeing Policy includes measures to be pursued to ensure good mental health and wellbeing for all staff. We have recommended that consideration is given to how progress with implementing the measures will be monitored and reported.

Assignment	Directorate	Assurance
Legionella Management Arrangements	Place	**Substantial**
Scope	**Final Report Executive Summary**	

Scope	Final Report Executive Summary
We reviewed the overarching arrangements at a corporate level for legionella management. This included: • the overall governance and accountability framework and risk management arrangements. To include roles and responsibilities of the Corporate Facilities Team, the Corporate Health and Safety Team, Council staff at operational premises, and contractors; • the adequacy of corporate policies, procedures, guidance; and training, for ensuring consistency and compliance with legislation/regulations; • monitoring and inspection procedures. To include arrangements for ensuring that all maintenance work is undertaken within required timescales, to appropriate standards, and with appropriate records and quality control measures in place; • the adequacy of plans to deal with any legionella incident; and • the accurate and timely production of corporate management information.	Corporately, we found that a robust internal control framework was in place. The Legionella Policy and Guidance are comprehensive, and set out roles and responsibilities. These were developed in 2018 and we recommended areas where the Policy could be further enhanced. We found that roles and responsibilities for legionella management have been defined, personnel identified, and staff have received appropriate training. The Council has a formally appointed Legionella Responsible Person who is responsible for manging the legionella risk within the Council's Corporate Public Buildings. The services of a specialist contractor have been engaged to provide legionella management services to undertake a check for the bacteria in order to prevent disease and to ensure the health and safety of facilities staff, visitors, and occupants. The contractor completes Legionella Risk Assessments for the Council's Corporate Public Buildings and as a result key risks have been identified. The Legionella Responsible Person reviews the Legionella Risk Assessments to identify any remedial works required.

Assignment	Directorate	Assurance
Use and Control of Social Media	Partnership and Performance / All Directorates	**Substantial**
Scope	**Final Report Executive Summary**	

Scope	Final Report Executive Summary
We reviewed the arrangements at a corporate level for the use, management, and monitoring of the Council's social media accounts: This included: • the adequacy of corporate strategy, procedures, guidance; training, and support to social media account holders; • arrangements for identifying and assessing social media risks; • the clarity of roles and responsibilities; • social media user account management arrangements; and • the adequacy of management information and reporting of social media channel performance.	A visible and strong social media presence is an important element of communication for the Council. The corporate Facebook and Twitter accounts are regularly updated and monitored by the Communications Team. Social Media has been a key communication tool for the Council during the pandemic. It has been used, for example, to inform communities about changes to Covid regulations as well as changes to Council service provision. Corporately, we found that a robust internal control framework was in place. The corporate Social Networking Policy and Social Media Acceptable Use Guidelines are comprehensive, and set out roles and responsibilities. It has been identified, by the Communications Team, that both documents require to be updated and we have made some suggestions of areas where the Policy and Guidelines could be further enhanced. We found that robust systems of controls are in place for the management of the corporate Facebook and Twitter accounts. The Communications Team are also responsible for monitoring all corporate account posts.

Assignment	Directorate	Assurance
Savings Tracking	All Directorates	**Substantial**

Scope	Final Report Executive Summary
We reviewed a sample of savings proposals from across all Directorates to ensure that: • they have been accurately assessed both in terms of the costs that can be saved and the timescale in which the savings are to be achieved; • firm plans are in place to outline how savings will be delivered; and • actual savings being reported are supported by credible data.	At the October 2021 outturn stage 84.3% of savings were forecast to be achieved by 31 March 2022, with 15.7% at risk of not being achieved in year. We found that roles and responsibilities were clear, and we were content they were well understood and being consistently applied. We were also content with the arrangements for monitoring and reporting Savings Tracking progress. These were in line with the timescales defined in the Council's Budgetary Control Framework. Regular reports have been issued, and are planned to be issued, to the Strategic Leadership Group and elected Members. The Chief Finance Officer presents individual Directorate forecasted outturn positions to each of the portfolio Committees and a consolidated report to each meeting of the Audit Committee. Also, a Budget Strategy Update is provided quarterly to the Council and this sets out progress on delivery of the savings (and an update on the 2022/23 budget process). In addition, regular forecast information from the financial ledger is available to the Directorate Accountants, and Project Owners. The frequency and accuracy of monitoring and reporting ensures that the Project Owners can make robust and accurate judgements in relation to their individual Projects, and that the Strategic Leadership Group, and elected Members, are aware of the progress in achieving the savings targets. We reviewed a sample of savings projects, relating to £1.519m (71%) of the total savings, including all projects with in year savings targets in excess of £100k. These covered all Directorates. We were content that the RAG (Red / Amber / Green) status and forecast savings reported to Committee up to the October 2021 outturn reporting cycle could be reconciled to the financial ledger, and to the supporting documentation that the Directorate Accountants and Project Owners provided.

Assignment	Directorate	Assurance
Leisure Banking	People	**N/A**

Scope	Final Report Executive Summary

The Chief Finance Officer commissioned an Internal Audit review into potential banking discrepancies relating to Leisure Services. The aim of the work was to:
 	
• confirm the accuracy and value of the April / May 2019 banking discrepancies identified by the Accountancy Team;
• identify, where possible, the reason(s) for the banking discrepancies. In particular, to establish whether these are due to:
   o system or staff error;
   o the deliberate circumvention of internal controls;
   o failure / weakness in operational arrangements; and
• identify, lessons learned for Leisure Services and the Accountancy Team.
	The Internal Audit work confirmed that in 2019 the internal control framework for Leisure Services income collection and banking at was ineffective. This included:
	
	• no segregation of duties in the income collection and banking arrangements;
	• daily banking records were unclear and incomplete;
	• no periodic independent management checks on the income collection and banking arrangements; and
	• no regular reconciliations.
	
	The failure and / or absence of these key internal controls in both Leisure Services and the Accountancy Team at the same point in time meant there was a risk of serious error or abuse resulting in a substantial amount of income which is not accounted for.
	
	In our view, the reason for these discrepancies was due to both the circumvention of internal controls and weaknesses in operational arrangements.
	
	The Internal Audit work highlighted:
	
	• various dates in April and May 2019 where the income collected was not subsequently banked;
	• several areas of non-compliance with Financial Regulations. In particular, the failure to ensure that adequate internal controls were in place; and
	• that significant improvements have since been made to the internal control framework.
	
	We are content that the improvements to the internal control framework are operating effectively. If followed correctly this will ensure that income is recorded accurately and will be fully and regularly banked with any discrepancies promptly identified.

Assignment	Directorate	Assurance
Contract Management and Monitoring	All Directorates	**N/A**

Scope	Final Report Executive Summary
To review progress with implementing each of the seven recommendations we made in our 2020/21 review of the Education Primary Schools and Early Years project. The recommendations were split into four categories: • Project Governance; • Roles and Responsibilities; • Project Management / Scope; and • Finance.	We found that significant work had been progressed in all areas by Directorates with all seven recommendations fully implemented. The status of each of the recommendations has been updated on the performance management system (Pentana).

Assignment	Directorate	Assurance
Operational Fleet - Management and Monitoring	Place / All Directorates	**Substantial / Limited**

Scope	Final Report Executive Summary
We reviewed the arrangements at a corporate level for fleet management and monitoring. This included: • roles, responsibilities and arrangements for the purchase, lease, hire, and disposal of Council vehicles; • arrangements for the provision of fuel to Council vehicles; • arrangements for the hire of vehicles; and • the availability and adequacy of management information at a Directorate and corporate level.	We provided **Substantial** Assurance in relation to the arrangements for the provision of fuel to Council vehicles and the availability of management information. All staff consulted during the review were clear about their roles and responsibilities. In addition, the Council's Driving at Work Policy also details Fleet Management, Driver, Chief Officers, and Senior Managers' responsibilities. All suppliers utilised for our sampled vehicle purchases, hires, and leases were from National Framework contracts. Additionally, there was appropriate segregation of duties for the requisition, order, receipt, and payment of these vehicles We provided **Limited** Assurance in relation to the adequacy of policies, procedures, and guidance, as well as the arrangements for the hire of vehicles. The Fleet Asset Management Plan (FAMP) which provides direction and guidance to ensure the efficient and effective management of fleet assets was last approved by Committee in 2013. Weaknesses were identified in relation to the purchase, lease, and hire of vehicles. Although we found that Fleet Services had developed a new vehicle specification form which records agreement of vehicle specification between Fleet and Section Management this had not been completed for our sample of purchase, lease, and hire vehicles. We also found that no formal record of testing of the Council's approach to acquiring vehicles (purchasing versus leasing) has been undertaken for over 10 years to determine whether best value is being achieved. Our review of the arrangements for the hire of vehicles found 4 have been on-going for more than 18 months at a considerable cost to the Council (c£78k). We were advised that these vehicles were required in order to meet Covid-19 social distancing requirements, however, these vehicles were still on hire after the requirements had been lifted. There remains some scope to further improve the existing controls for the disposal of vehicles. We were content that vehicles are being disposed of at public auction in line with the Financial Regulations, with proceeds paid directly to the Council's bank account, and reconciled to auction sales reports. We found, however, there was no rationale recorded as to why over the last 3 years the Council exclusively utilised the Services of just one auction house for vehicle sales.

CLACKMANNANSHIRE COUNCIL

Report to: Audit and Scrutiny Committee

Date of Meeting: 25 August 2022

Subject: Internal Audit Charter

Report by: Internal Audit Manager

1.0 Purpose

1.1. This report seeks Audit Committee's approval of an updated Internal Audit Charter. The Charter sets out the role, authority, and responsibility of the Internal Audit team.

2.0 Recommendations

2.1. The Committee is asked to consider and approve the Internal Audit Charter attached at Appendix 1.

3.0 Considerations

3.1 The Public Sector Internal Audit Standards 2017 (the Standards) were developed jointly by the Chartered Institute of Public Finance and Accountancy (CIPFA) and the Chartered Institute of Internal Auditors (CIIA). The objectives of the Standards are to:

- define the nature of Internal Auditing within the UK public sector;

- set basic principles for carrying out Internal Audit in the UK public sector;

- establish a framework for providing Internal Audit services, which add value to the organisation, leading to improved organisational processes and operations; and

- establish the basis for the evaluation of Internal Audit performance and to drive improvement planning.

3.2 The Standards require that all public sector Internal Audit providers establish an Internal Audit Charter. The Charter is a high level document that sets out guiding principles; it must set out the role, authority, and responsibility of the Internal Audit team, and must be approved by 'the board' (in this case Clackmannanshire Council's Audit and Scrutiny Committee).

3.3 The previous Internal Audit Charter was approved by Audit Committee on 03 December 2020. The Internal Audit Charter has been reviewed to take into account some minor structure changes, and an updated version is attached at

Appendix 1. This reflects the joint working arrangement with Falkirk Council, and consolidates each Council's Charter into one document.

3.4   The Internal Audit Charter will continue to be kept under review, with any changes presented to Audit Committee on a two yearly basis (or sooner if any changes require it).

4.0   Sustainability Implications

4.1.   None Noted.

5.0   Resource Implications

5.1.   Financial Details

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

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

5.4.   Staffing

6.0   Exempt Reports

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

7.0   Declarations

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

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

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

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

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 and Falkirk Councils – Internal Audit Charter.

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
Isabel Wright	Internal Audit Manager	01324 506342

Approved by

NAME	DESIGNATION	SIGNATURE
Stuart Crickmar	Strategic Director Partnerships and Performance	████████████

INTERNAL AUDIT CHARTER

1.1 This Internal Audit Charter sets out the role, authority, and responsibility of Falkirk and Clackmannanshire Councils' (the Councils') Internal Audit Sections, in accordance with the UK Public Sector Internal Audit Standards 2017 (PSIAS).

1.2 It is a requirement of PSIAS that the Charter is approved by the 'Board'. Within the Councils, the Audit Committee is deemed to be the Board.

2. ROLE OF INTERNAL AUDIT

2.1 Internal Audit is an independent and objective assurance and consulting activity that aims to add value to, and improve the operations of, the Councils.

2.2 The main objective of Internal Audit is to provide a high quality, independent, and innovative assurance service. This culminates in an Annual Assurance Report providing an opinion on the adequacy of each Council's arrangements for risk management, governance, and control.

2.3 In addition to this assurance role, Internal Audit:

- present periodic Progress Reports to Audit Committee;

- provide ad hoc consultancy and advice to Services / Directorates;

- monitor and report on the implementation of Internal Audit recommendations; and

- help promote a zero tolerance fraud and corruption culture.

2.4 The Internal Audit Manager acts as Key Contact for the bi-annual National Fraud Initiative exercise at both Councils and, at Falkirk Council, as the Single Point of Contact (SPOC) with Police Scotland in relation to Serious Organised Crime.

3. PROFESSIONALISM

3.1 Internal Audit aims to work in compliance with PSIAS. These Standards set out the requirements for the professional practice of Internal Auditing, and are based on the Chartered Institute of Internal Auditors' (CIIA) mandatory guidance. They also set out requirements in relation to evaluating the Internal Audit Section's performance.

3.2 Internal Audit will adhere to each Council's policies, procedures, and guidance, and will operate in line with its own Internal Audit Manual.

3.3 All Internal Audit staff participate in the Continuous Professional Development (CPD) requirements of the relevant Chartered Institute, and in their Council's professional development scheme.

3.4 Internal Audit staff are also required to adhere to the CIIA Code of Ethics, and their Council's own codes of conduct.

3.5 Networking and sharing of good practice is achieved through the Scottish Local Authorities Chief Internal Auditors' Group (SLACIAG) and its Computer Audit Sub-Group (CASG). Both of these Groups meet periodically throughout the year to discuss emerging issues, risks, and to progress specific initiatives.

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4. AUTHORITY AND SCOPE

4.1 The scope of Internal Audit allows for unrestricted coverage of each Council's activities. To allow the team to provide a truly independent service, all Internal Audit staff have authority to:

- enter any Council premises or land;

- access any records, documents, or correspondence (held in any format) relating to any matter which may have assurance or risk implications for each Council;

- require explanations relating to any matter under review from any employee, including Chief Officers and elected Members; and

- require any employee (or agent) of each Council to produce cash, stores, assets, records, or any other property under their control or to which they have access.

4.2 This access is on demand, and need not be subject to prior notice.

4.3 In addition, the Internal Audit Manager will have unrestricted access to:

- the Chief Executive;

- the Convener / Chair and Members of each Audit Committee;

- Chief Officers; and

- all Council employees.

4.4 The Internal Audit Manager has the right to report directly to full Council in any instance where they deem it inappropriate to report to the Chief Executive; Chief Finance Officer, Director of

Transformation, Communities, and Corporate Services / Chief Governance Officer at Falkirk Council; the Strategic Director of Partnerships and Performance / Service Manager: Legal and Democracy at Clackmannanshire Council; or Audit Committee.

4.5 Right of access to Arms Length External Organisations (ALEOs) and to any bodies funded by each Council, should be set out in the relevant Service Level Agreement, conditions of funding, or contractual arrangement.

5. ORGANISATION

5.1 The Internal Audit Manager reports functionally to both Councils' Audit Committee. Operationally, they report to the Chief Finance Officer at Falkirk Council, and Service Manager: Legal and Democracy at Clackmannanshire Council. The Chief Finance Officer / Service Manager: Legal and Democracy attend meetings of the Corporate Management Team / Extended Senior Leadership Group.

5.2 Each Council's Audit Committee meets at least four times per year, with the role and remit formalised in Standing Orders. Pre-agenda meetings are held ahead of each Committee meeting to discuss matters relating to the agenda. The Internal Audit Manager may attend pre-agenda meetings, and attends all Audit Committee meetings.

5.3 In relation to Internal Audit, it is each Audit Committee's role to:

- approve the Internal Audit Charter;

- approve the annual risk based Internal Audit Plan;

- consider reports on Internal Audit activity, including an Annual Assurance Report;

- seek assurances from Chief Officers that appropriate action has been taken to address Internal Audit recommendations; and

- make enquiries of management and the Internal Audit Manager to identify any inappropriate scope or resource limitations.

5.4 The Internal Audit Manager, Senior Internal Auditor, and Internal Auditors are required to hold a relevant professional qualification. They should have experience of working in a team delivering an internal audit service where possible, and a working knowledge of internal audit principles and practices.

6. INDEPENDENCE AND OBJECTIVITY

6.1 Internal Audit staff must always act independently and objectively. Internal Audit is not an extension of, or substitute for, the functions of line management, and must remain free from any undue influence or other pressure affecting its work.

6.2 Internal Auditors will have no direct operational responsibility or authority over any of the activities audited. They will not implement internal controls, develop procedures, install systems, prepare records, or engage in any other activity that may impair their judgment. They may, however, be consulted on the implementation of new systems or processes to ensure that, as far as possible, sound and proportionate arrangements for risk management, governance, and control are built in.

6.3 At Falkirk Council, the Corporate Risk Co-ordinator and Corporate Fraud Team Leader report operationally to the Internal Audit Manager. These roles are not part of the Internal Audit service provided at Clackmannanshire Council. Assurance

on the adequacy of risk management and counter fraud policies and practice at Falkirk Council are presented to Audit Committee. This may also take the form of peer review by another Council's Internal Audit team.

6.4 It is Service / Directorate management's (not Internal Audit's) responsibility, to:

- maintain a robust framework of internal control within their area of responsibility;

- put in place arrangements to prevent and detect fraud or corruption;

- implement Internal Audit findings and recommendations, or accept the risk of not doing so; and

- inform Internal Audit of any material proposed changes to systems or processes.

6.5 Internal Auditors must exhibit the highest level of professional objectivity in gathering, evaluating, and communicating information about the activity or process being reviewed. They must make a balanced assessment of all the relevant circumstances, and not be unduly influenced in forming judgments.

6.6 The Internal Audit Manager will report to each Audit Committee in their own name, and will confirm, in an Annual Assurance Report, the organisational independence of the Internal Audit team.

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7.   RESPONSIBILITY: ASSURANCE WORK

7.1   The scope of Internal Auditing encompasses, but is not limited to, the examination and evaluation of the adequacy and effectiveness of risk management, governance, and control arrangements.

7.2   Internal Audit must complete sufficient work to allow an Annual Assurance Report to be presented to each Audit Committee.   This report provides an annual, overall, opinion on the adequacy of arrangements for risk management, governance, and control, and informs each Council's Annual Governance Statement.

7.3   The Annual Assurance Report will be based on the outcomes of the risk based assignments set out in each Council's Annual Internal Audit Plan.

7.4   As required by PSIAS, the Annual Internal Audit Plan is developed taking account of key financial and other risks. This is done by:

- reviewing high and medium risks;

- consulting with senior managers; and

- considering previous Internal Audit reports and other independent review activities.

7.5   For each individual assignment, Internal Audit will develop a Terms of Reference and agree this with the relevant managers. Assignments are carried out using a risk based approach, taking account of the objectives of the activity being reviewed, risks to that activity, and the adequacy of existing risk management, governance, and control arrangements.

7.6   Internal Audit will develop and document work programs for each assignment, setting out the approach to be taken for identifying, analysing,

evaluating, and documenting information.   A detailed electronic file will be kept as a record of work undertaken. This will be done in line with the standards set out in the Internal Audit Manual.

7.7   Matters arising from each assignment will be reported to management in the form of a draft report. Each report will be reviewed by the Internal Audit Manager prior to issue, and will include a statement on the level of assurance that can be provided, as well as an action plan setting out any recommendations.   The overall assurance will be provided in line with the definitions set out:

Level of Assurance	Definition
Substantial assurance	Largely satisfactory risk, control, and governance systems are in place. There may be some scope for improvement as current arrangements may undermine the achievement of objectives or leave them vulnerable to error or abuse.
Limited assurance	Risk, control, and governance systems have some satisfactory aspects. There are, however, some significant weaknesses likely to undermine the achievement of objectives and leave them vulnerable to an unacceptable risk of error or abuse.
No assurance	The systems for risk, control, and governance are ineffectively designed and operated. Objectives are not being achieved and the risk of serious error or abuse is unacceptable. Significant improvements are required.

7.8   The report and completed Action Plan will form the final record of each audit.

7.9   Periodic reports will be provided to each Audit Committee detailing progress in completing the Annual Internal Audit Plan and highlighting any key matters arising.   These progress reports will also provide information on any consultancy work undertaken by Internal Audit.

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7.10 The progress reports to each Audit Committee may also provide information in relation to Internal Audit recommendations that remain outstanding.

7.11 All Internal Audit recommendations are logged on each Council's Pentana system, with responsibility for monitoring implementation allocated to the relevant manager. This allows managers to close recommendations as they are implemented, and allows Internal Audit to monitor real time progress on an ongoing basis.

8. RESPONSIBILITY: CONSULTANCY WORK

8.1 Internal Audit includes an allocation of 'days' in each Council's Annual Internal Audit Plan for consultancy work. This time will be used to allow Internal Audit to, for example:

- be involved in corporate projects and working groups;

- provide advice on written procedures and controls; and

- deliver short term assignments requested by Services.

8.2 Approval will be sought from each Audit Committee if there is to be a significant variation in consultancy work above the allocation within the Internal Audit Plan.

8.3 As per each Council's Financial Regulations, Chief Officers are responsible for identifying and managing the risk of fraud. Any potential irregularities are considered and investigated within the context of each Council's counter fraud arrangements.

9. QUALITY ASSURANCE

9.1 Internal Audit is subject to a Quality Assurance and Improvement Programme that covers all aspects of the team's activity (and its compliance with PSIAS). This consists of an annual self assessment, ongoing performance monitoring, and a periodic external assessment.

9.2 The Internal Audit Manager is responsible for undertaking an annual self assessment and for reporting the results of this self assessment to each Council's Audit Committee (within the Internal Audit Annual Assurance Report).

9.3 External assessments will be conducted at least once every five years by a suitably qualified, independent, assessor. The Internal Audit Manager will discuss and agree options for these assessments with the Chief Finance Officer / Service Manager: Legal and Democracy. One option is participation in the External Quality Assessment peer review process established by the Scottish Local Authorities Chief Internal Auditors' Group.

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CLACKMANNANSHIRE COUNCIL

Report to: Audit and Scrutiny Committee

Date of Meeting 25th August 2022

Subject: Exceptions from the Application of Contract Standing Orders

Report by Strategic Director Partnership & Performance

1.0   Purpose

1.1   It is a requirement of Contract Standing Orders that exceptions should be reported to the next available Audit Committee. The purpose of this paper therefore is to provide detail on Exceptions to Contract Standing Orders submitted in the previous quarter.

2.0   Recommendations

2.1   The Committee is asked to note the report, commenting and challenging as appropriate

3.0   Considerations

3.1   Contract Standing Orders (CSO's) apply to all contracts entered into by Council officers. In some circumstances however, exceptions may be granted.

3.2   The appropriate senior manager must record their reasons in writing in the form of an exception report for a decision, which must be submitted to the Strategic Director, Partnership and Performance, for consideration.

The Strategic Director is required to consult with the Chief Finance Officer (S95) and Procurement Manager before taking any action that binds the Council. It is a requirement that any such exception shall be reported retrospectively in full to the next Audit Committee, including the reasons that fully justify the exception. A summary of CSO exemptions will also be provided as part of the Annual Procurement report to the Audit Committee.

3.3   **Two exceptions** were considered since the last report in February 2022

3.3.1 To permit the extension of Consultant Ann Dougan (Cactus Consulting) WBH Professional Advisor. Ann was awarded a 6 month contract in November to the value of £28,800 to assist in the development of the Well Being Hub Project

Granted

The recommendation was requested to approve an exception to Council to allow the Council to engage with the Consultant Ann Dougan to continue the momentum of the Wellbeing Project. It was requested that we extend the contract of Ann to a further 12 months at the value of £57,600.

Ann has developed the professional relations with key local and national partners to support the development of the project. It is not possible at this stage to bring in a different resource at this stage given the knowledge Ann already has of the project and introducing someone new at this stage would cost the project additional resource in both time and cost.

There maybe additional expertise sought from this individual in future phases of the project. Therefore there may be a requirement for an additional extension of up to 24 / 36 months and the value may increase (but not exceed) £180K in total.

To note that on the original tender exercise, only Ann's submission was received and therefore another procurement exercise would waste time and financials.

Conditions

Procurement Form 2 should be completed and authorised the form 2 the version submitted with this exception will need amended as the budget amounts quoted are incorrect as they are shown in both revenue and capital.

A new purchase order should be raised to cover the initial period requested

The award notice published in Public Contracts Scotland should be amended to fit the full period noted and the potential overall value revised even if this is not required

3.3.2 to permit the appointment of Iain Hughes to the role of Education Consultant over a 6 month. Period (total of 48 days) to the value of £24k. Referenced 2/6/1913

Granted

The recommendation is to approve the request for an exception to Council to allow the Council to award Education Consultant contract to Iain Hughes who has been identified.

Iain has exceptional experience in exactly the areas we currently need for the Learning Estate which we will not manage to secure elsewhere

Iain was previously a Headteacher and was involved as a Head in a new build from design to handover.
Iain has authority senior management experience of a bid under the LEIPS programme

Iain worked within a Regional Improvement Collaborative (our LEIPS bid will work with SFT and Falkirk, West Lothian and Stirling)

Iain has experience within an authority of transformation of the school estate.

Iain assisted in the developing a LEIPs bid from the client perspective as the education authority

Has evidence of working within a campus approach with schools and college on a single site

Iain has experience in changing curricular models and operating models within school to support transformation, efficiency, best value, but from an education perspective

Conditions

A completed and authorised Procurement form 2 required
A purchase order for the full value issued
Public Contract Scotland Award notice, issued

4.0   Sustainability Implications

4.1   There are no direct sustainability implications arising from the recommendations in this report.

5.0   Resource Implications

5.1   Financial Details - there are no direct implications for the Council's budget arising from this report

8.2   Staffing - there are no direct implications for the Council's establishment arising from this report

6.0   Exempt Reports

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

7.0   Declarations

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

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

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

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

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

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

(2) Council Policies (Please detail)

Contract Standing Orders

Financial Regulations

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?

N/A

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".

none

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)

No ☑ (please list the documents below)

Author(s)

NAME	DESIGNATION	TEL NO / EXTENSION
Derek Barr	Procurement Manager	2017

Approved by

NAME	DESIGNATION	SIGNATURE
Stuart Crickmar	Strategic Director Partnership & Performance	██████████

CLACKMANNANSHIRE COUNCIL

Report to: **Audit and Scrutiny Committee**

Date of Meeting: **25 August 2022**

Subject: People Directorate Business Report 2021/22 and Business Plan 2022/23

Report by: Catriona Scott, Senior Manager

1.0   Purpose

1.1   This report presents the People Business Report 2021/22 (**Appendix 1**) and the People Business Plan 2022/23 (**Appendix 2**).

2.0   Recommendations

2.1   It is recommended that the Audit and Scrutiny Committee:

     2.1.2   note and provide comment on the People Business Report 21/22;

     2.1.3   note and provide comment on the People Business Plan 22/23

     2.1.4   note the results of the Education and Social Work Staff Survey results

         at **Appendices 3 and 4.**

3.0   Considerations

3.1   The Business Report 21/22 includes detailed progress against the actions agreed in last year's plan. In particular, progress in the following areas should be highlighted:

     3.1.1   Educational establishments and all teams implemented identified actions to reduce the impact of poverty on families, utilising the 'Cost of the School Day Toolkit' to ensure any barriers were removed in their own context.

     3.1.2   Recovery plans were implemented to address the impact of Covid learning loss and to ensure improvements in attainment, across health and wellbeing, literacy and numeracy and reducing the equity gap. Local Authority Pupil Equity Funding Guidance was developed in

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collaboration with our Education Scotland Attainment Advisor, to support establishments to effectively plan targeted interventions.

3.1.3 STRIVE (Safeguarding through Rapid Intervention) has been fully operational throughout 2022/22 and has gathered and co-ordinated information to provide support from a multi-agency team to families at risk and vulnerable people. There has been significant positive impact reported by core agencies represented and reduction in referrals have been noted in Social Work.

3.1.4 A Network Group has been established to facilitate and support the Icelandic Prevention Model Survey Results across all secondary educational establishments. Young people have been educated about substance misuse and early intervention models and supports are in place in accordance with local and national strategies to reduce incidence and impact.

3.2 The People Business Plan 22/23 is focused on supporting continued response and recovery to COVID, as well as transformation and in particular the key themes of 'Be the Future' programme :

- Sustainable Inclusive Growth
- Empowering Families and Communities
- Health and Wellbeing

3.3 The Directorate is committed to progressing workforce development and leadership plans to support the transformation of services and in particular the Family Wellbeing Partnership with significant numbers of staff from across centre teams, schools and early learning, having the opportunity to take part in Columba 1400 Values Based Leadership experiences.

3.3 The results of the most recent staff survey for both Education and Social Services (**Appendices 3 and 4**) will be taken in to consideration in both the People Redesign and in Transformation work.

3.4 **Area of Focus –** A fully integrated People Directorate is well underway driving forward improved ways of working with and for families and communities. Across the Directorate, there is clear focus on empowering staff to take forward ideas and plans to work differently, including with partners, other third sector organisations both national and local, and reflecting the views of individuals and communities. Integrated workstreams are already showing progress, namely, The Promise, Family Wellbeing Partnership, STRIVE and Mental Health Transformation.

4.0 Sustainability Implications

4.1 None

5.0 Resource Implications

5.1 *Financial Details*

5.2 None

5.3 *Staffing*

5.4 There are no implications for staffing arising from this report

6.0 Exempt Reports

6.1 Is the report exempt?   No

7.0 Declarations

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

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

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

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

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?   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

Appendix 1 People Business Report 2021/22

Appendix 2 People Business Plan 2022/23

Appendix 3 People Staff Survey Education

Appendix 4 People Staff Survey Social Services
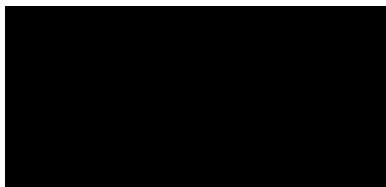
11.0　Background Papers

11.1　Have you used other documents to compile your report?　No.

Author(s)

NAME	DESIGNATION	TEL NO / EXTENSION
Catriona Scott	Senior Manager	2469

Approved by

NAME	DESIGNATION	SIGNATURE
Lorraine Sanda	Strategic Director (People)	███████████

Business Plan 2021-22 Actions Progress Report

Priority - We will take steps to tackle poverty and inequality. We aim to maximize the opportunities for local people and businesses through our improved economic performance. We will also establish standards, delivery models and strategies which allow Clackmannanshire to play a leading role in meeting the climate challenge and protecting our built and natural environment.

Code	INDICATOR	2020/21		2021/22	Latest Note	Lead
		Value	Long Trend	Target		
SCH ATT P6a	Percentage of pupils achieving expected Curriculum for Excellence (CfE) levels (based on Teachers' professional judgement) in Literacy, Primaries 1, 4 & 7 combined	59.6%	⬇		21-Mar-2022 Despite being on an improving trajectory prior to COVID, our overall CfE achievement levels have fallen. Support to learners has been enhanced with small group interventions. and cluster working. Attainment at Primary 4 saw the greatest fall and small group intervention work is ongoing in all Clackmannanshire Primary Schools for Literacy and Numeracy.	Strategic Director - People
SCH ATT P6b	Percentage of pupils achieving expected Curriculum for Excellence (CfE) levels (based on Teachers' professional judgement) in Numeracy, Primaries 1, 4 & 7 combined	68.6%	⬇		21-Mar-2022 Despite being on an improving trajectory prior to COVID, our overall CfE achievement levels have fallen. Support to learners has been enhanced with small group interventions. and cluster working. Attainment at Primary 4 saw the greatest fall and small group intervention work is ongoing in all Clackmannanshire Primary Schools for Literacy and Numeracy.	Strategic Director - People
SCH ATT P7a	Literacy Attainment Gap - percentage point gap between P1, 4 & 7 pupils from least and most deprived areas	20.7pp	⬆		18-Mar-2022 Despite the overall fall in achievement, the gap is narrowing with the increased focus on our most vulnerable. During lockdown periods, digital learning has helped to support learners, with increased centre support. The gap has narrowed for both Literacy and Numeracy and Quality Improvement Officers continue to support schools to maintain.	Strategic Director - People
SCH ATT P7b	Numeracy Attainment Gap - percentage point gap between P1, 4 & 7 pupils from least and most deprived areas	13.0pp	⬆		18-Mar-2022 Despite the overall fall in achievement above, the gap is narrowing with the increased focus on our most vulnerable. During lockdown periods, digital learning has helped to support learners, with increased centre support. The gap has narrowed for both Literacy and Numeracy and Quality Improvement Officers continue to support schools to maintain.	Strategic Director - People
SCH ATT S3a	Pupils gaining SCQF Levels 4, 5 & 6 in Literacy & Numeracy	No combined	❓		Overall all three levels are reporting a yearly increase in 2020/21 in Literacy; Only Level 4 & Level 5 are reporting a yearly increase in 2020/21	Strategic Director - People

Code	INDICATOR	2020/21		2021/22	Latest Note	Lead
		Value	Long Trend	Target		
		data			in Numeracy with the largest increase being at Level 4	
YTH LVR 01a	School leavers going into employment, education or training	90%		92.2%	Work continues to improve the sustained leavers destination rate and to close the gap with the initial destination rate. Aspiring to achieve Scottish rate.	Strategic Director - People

Code	ACTION	By When	Progress	Expected Outcome	Latest Note	Lead
PPL 21 01	Educational establishments and all teams are supported to implement identified actions to reduce the impact of poverty on families including food poverty.	31-Aug-2022	100%	✔	During Challenge Poverty Week (5th-11th October 2021) all educational establishments raised awareness of key poverty issues as part of the themed days within the week. Through targeted curricular inputs, parent learning/sharing, events and focused inputs, feedback highlighted an increased awareness and support for solutions to poverty to reduce the stigma of living on a low income. Almost all establishments shared their focus through Twitter, Class Dojo and Facebook, raising a unified voice around poverty and its impact on children young people and families. Some establishments refreshed their approaches to tackling poverty using the Cost of the School Day Toolkit reviewing their process of making changes and further discussing the issues around school costs for their own context. All establishments shared information with parents and from local organisations such as Citizen's Advice, Social Security Scotland, Clackmannanshire's Third Sector Interface to ensure that there was access to up- to -date, relevant and locality based support and advice. Educators attended a Regional Improvement Collaborative and Seminar led by the Child Poverty Action Group highlighting the impact of poverty and giving advice on how to Poverty Poof their establishments. The Period Products (free provision) (Scotland) Bill became	Chief Education Officer; Partnership & Inclusion Manager

Code	ACTION	By When	Progress	Expected Outcome	Latest Note	Lead
					an Act in January 2021 and states that everyone in Scotland who menstruates should have reasonably convenient access to period products, free of charge, as and when they are required. Discussions with colleagues in the Third Sector is ensuring that we are able to extend the provision to ensure our most vulnerable community members are able to access the products. The Scottish Government has commissioned the production of a Period Products App, showing the location of free period products throughout Scotland. This App is now "live" (November 2021) across Clackmannanshire and is increasing awareness and access to products across Clackmannanshire communities. Analysis of its use will be available early in 2022. Information regarding all access to period products is now available on Clacksweb. **https://www.clacks.gov.uk/community/sanitarypro v** A Period Poverty Working Group has been established to ensure that approaches and engagement will be refined to enhance and tailor central support to meet identified needs. A representative from the Working Group attends the National Network to ensure that we continue to support the development, implementation and delivery of the policy as it relates to wider settings. and continues to build on partnership with the Third Sector and the Tackling Poverty Partnership as a means of consulting with the local community over product/location, etc., to ensure a high standard of service delivery is available across Clackmannanshire and that those most in need of the service are supported.	
PPL 21 02	Children's Services are supported to implement identified actions to reduce the impact of poverty on our care experienced children and young people	31-Aug-2022	30%	⚠	The national care review identified that care experienced young people are more likely to be impacted by poverty. Research shows that in comparison to their peers, care experienced young people are less likely to achieve educational qualifications, gain employment and have access to internet. Care experienced young people are also comparatively more likely to experience poor health, homelessness, and have financial difficulties.	Service Manager - Permanence

Code	ACTION	By When	Progress	Expected Outcome	Latest Note	Lead
					This action is a strategic aim which is too broad to measure and requires to be broken down a number of actions which would collectively contribute towards achieving this goal which is multifaceted. An overview of current work aimed at mitigating poverty for care experienced young people includes: 1. Provision of MCR pathways mentoring scheme for care experienced young people who attend high schools in Clackmannanshire. The aim of this is to support attainment and pathways towards education, training, and employment opportunities. 2. The Throughcare and Aftercare Team are full staffed and working with 76 care experienced young people. This includes emotional and practical support as well as financial support. Clackmannanshire's Promise Implementation Plan is currently being drafted. This plan will provide a breakdown of detailed measurable actions relating to specific drivers that link to why care experienced young people are more likely to experience poverty.	
PPL 21 03	All learners have equitable access to digital devices to support their learning, prioritizing those with greatest need. They are supported to keep themselves safe online and reduce digital harms.	31-Aug-2022	100%	✓	Work is underway to ensure Year 2 (2022-2023) of the 10 year Digital Deployment Programme is in place during Term 1, from August 2022. This will see the devices rolled out to all Primary 5 to S1 learners. Initial learning observations regarding the use of digital devices in schools report positively on their impact, particularly around differentiation and home learning. Parent Council Chairs have also confirmed their satisfaction with the programme. Work has been progressed to ensure that children and families know how to stay safe online. Measures are in place to ensure all young people know the importance of responsible digital citizenship, which is addressed as part of classroom management procedures and in Personal and Social Education classes and Digital Literacy courses. Sample questionnaires issued to young people demonstrate positive impact of the use of chromebooks and I-pads, e.g.	Chief Education Officer; Education Senior Manager (Secondary)

Code	ACTION	By When	Progress	Expected Outcome	Latest Note	Lead
					"Being given my own learning tasks means teachers give me individual feedback and I can continue or finish my learning at home." "I can work at my own pace, I can continue or finish my learning at home and I can access materials on Google Classroom."	
PPL 21 04	DYW school coordinator programmes are developed and implemented in 4 secondary schools.	31-Aug-2022	80%		Two Developing the Young Workforce (DYW) coordinators are well established in their roles and are now based in the Academies and line managed by the Depute Headteachers with responsibility for positive destinations. Since being in post, they have built relationships with various service providers and third sector organisations, charities and employers within Clackmannanshire who are offering volunteering, apprenticeships and job opportunities for young people. The DYW coordinators are part of the newly formed Clackmannanshire Service Providers Network and attend Positive Destination Meetings in schools. There has been an increase in the number of teachers engaging with the DYW coordinators directly and asking for support with their DYW activity. Partnership Stakeholder meetings have taken place and there is regular communication with all partners, including Skills Development Scotland, MCR Pathways and DYW staff within schools. Working closely with partners who include Pupil support teachers, SDS Advisors, MCR Pathways and wellbeing staff enables the DYW coordinators to share and have access to current opportunities, government training schemes, No-one Left Behind training providers and funding initiatives available to young people in Clackmannanshire. Regular information on the various DYW and employer engagement activities and resources is shared, including SDS Marketplace, Founder4schools, and Speakersforschools, DYW Scot and DYW LIVE and various employer offers throughout the year. A pilot **Employability Platform** has been created for the senior pupils in Alva Academy (which goes live in	Chief Education Officer; Education Senior Manager (Secondary)

Code	ACTION	By When	Progress	Expected Outcome	Latest Note	Lead
					September 2022). This resource signposts the various routes and pathways available to young people and information and guidance are offered, to enable their transition from secondary school. Opportunities and news from DYW is posted on the Seniors Google Classroom. DYW coordinators support school staff and young people with the continued implementation of the Career Education Standard.	
PPL 21 05	Working with housing partners, the school estate is reviewed to ensure that there are sufficient school places to match the number of new houses being built.	31-Aug-2022	100%	✔	Condition and suitability surveys completed on all school and nursery buildings.	Improving Outcomes Business Manager; Chief Education Officer
PPL 21 06	A Learning for Sustainability Action Plan is developed, setting out how Clackmannanshire will implement the recommendations of the Vision 2030+ report (2016) over the next 3-5 years.	31-Aug-2022	60%		Work on Learning for Sustainability (LfS) has continued across the Regional Improvement Collaborative, with drop-in workshops offered, to focus on LfS within the context of Educational Reform. Resources/ideas/signposts/links have been added to an LfS Teams channel, for wider use. LfS/STEM audit has been undertaken with all ELC settings, primary and secondary schools. Information has been collated regarding key factors such as awareness of the 17 United Nations Sustainable Development Goals; how LfS features in their curriculum; LfS/STEM contacts for each school; LfS/STEM partnerships; Eco-Schools Green Flag Award; Examples of good practice; Names for a Local Authority Working Group. This information has been shared across the Regional Improvement Collaborative. Initial discussion progressed with 'On the Verge', which is a voluntary, environmental organisation based in Stirling, to facilitate pollinator patches. A spreadsheet using information from our LfS audit has been shared with 'On the Verge' and work is continuing in this area Our twelve Young Pathfinders from across Clackmannanshire (Alloa, Alva, Lornshill and Dollar Academies) including two young people who are Care	Chief Education Officer; Education Senior Manager (Secondary)

Code	ACTION	By When	Progress	Expected Outcome	Latest Note	Lead
					Experienced and five who are from SIMD 1-3, have continued to work in partnership with Scotland's International Environment Centre (SIEC) and the University of Stirling, organising and presenting the voice of young people in our community. Scotland's International Environment Centre (SIEC) is working towards the creation of an 'innovation community' in the Forth Valley, headquartered in Alloa that will drive the creation of a net zero regional economy and stand as a global exemplar. This aligns with the City Region Deal outcomes of:inclusive economic growth; higher value jobs; shared prosperity and an inclusive skills eco system. As part of their work engaging in and helping shape the work of SIEC, the Young Pathfinders completed a project in partnership with the university, which culminated in a presentation in May 2022, where each school outlined their ideas for sustainable growth and climate protection as part of an inter-schools competition, with Alva Academy being declared the overall winners.	
PPL 21 07	The lead Director for the Regional Improvement Collaborative maximises the opportunities for inclusive growth across Clackmannanshire	31-Aug-2022	33%	✔	30-Nov-2021 A self-evaluation report on our Regional Improvement Collaborative (RIC) has just been completed and will be considered by the Programme Board on the 3rd December. This report along with a national review of RICs across the country will help to inform our new strategic plan for 2022-24. Our RIC is currently focusing on 'Equity' which is one of our three key values. Our RIC has been collecting and sharing examples across the four Local Authorities of how schools and establishments have been supporting young people and families at this difficult time. Examples highlighted in Clackmannanshire include; Alva Academy's pop up shop, and Alloa Academy's advice and support service allowing families to access unclaimed benefits. This theme will culminate with the RIC Heads of Establishments meeting on the 14th January, which will be entirely focused on equity with nine workshops designed to allow for the sharing of ideas and practice. Stage Two of our RIC inspiration Hub https://theinspirationhub.co.uk/ will be launched on the	RIC Development Officer

Code	ACTION	By When	Progress	Expected Outcome	Latest Note	Lead
					17th December. This will be a qualifications directory which will put qualifications available to schools from a wide range of providers in the one place for the first time. Potential qualification providers include e.g. SQA (Scottish Qualification Authority), SCQF (Scottish Qualifications Framework), City and Guilds, Duke of Edinburgh etc. This directory will initially include qualifications available in the Senior Phase of Secondary schools, but will be rapidly expanded early in the New Year to include qualifications available at all levels from Early Years upwards. This directory will assist our schools in three ways:- • It will allow schools to see what qualifications are available that will best meet the needs of our children and young people. • It will allow our schools to identify what extra qualifications our young people can achieve without having to radically alter or modify current learning in the classroom. • This will allow for an increase in the attainment of our young people and improve the performance of our schools. The directory will not only list the qualifications, but will also include the contact details of establishments which are currently delivering these qualifications. This will allow schools to learn from each other's experiences and introduce new qualifications more smoothly. Our Numeracy and Literacy Teams are supporting practitioners in Clackmannanshire to raise attainment and reduced the poverty related attainment gap through: - "Numeracy - Delivering Number Sense" training for all primary probationers as part of Clacks' probationer support programme. Running monthly Numeracy Drop-ins for primary probationers. We are delivering a CLPL programme on 'Effective Pedagogy: Fractions, Decimals Fractions and Percentages' - two Clacks schools are involved. We are delivering a CLPL programme on 'The CPA Approach and the Effective Use of Tools to teach Numeracy' – 4 Clacks practitioners signed up. We are supporting the Moderation Leadership programme which has a numeracy focus.	

Code	ACTION	By When	Progress	Expected Outcome	Latest Note	Lead
					Literacy activities include:- • Colourful Semantics programme - 8 settings - 15 practitioners. • Pedagogy of Writing - 11 settings - 28 practitioners. • Recount Writing programme - 10 settings - 19 practitioners. • Screen Scotland Film Literacy - 3 settings - 4 practitioners. • Screen Scotland Christmas Animation - 2 settings - 4 practitioners. • Play session One - 14 settings - 21 practitioners. • Reciprocal Reading - 7 establishments.	

Priority - We will place people at the heart of service delivery. We aim to prioritise service users, family and community participation and leadership in developing and delivering solutions. We will work in partnership to build individual, family and community skills in support of social and financial independence.

Code	INDICATOR	2020/21		2021/22	Latest Note	Lead
		Value	Long Trend	Target		
SCH ATD A1a	Half days attended as percentage of possible attendances, per 100 pupils - all pupils	92.9%	⬇		04-Mar-2022 School attendance data was impacted by Covid.Attendance Data is already reported on in the KPIs for EDU-BGE-O3.	Chief Education Officer
SCH ATD A1b	Half days attended by Looked After Children as percentage of possible attendances, per 100 Looked After Children		❓		18-Mar-2022 Attendance of LAC pupils is closely monitored. Education staff have continued to promote and encourage attendance throughout the pandemic and despite a fall, the rate remains on target and higher than the national average.	Chief Education Officer
SCH ATD A1c	Half days attended by pupils from deprived areas (SIMD quintile 1) as percentage of possible attendances, per 100 pupils				28-Jan-2020 Attendance for pupils who live in our most deprived areas (SIMD Quintile 1) is higher than the Scottish average for 2018/19. Focus on attendance is an 'obsession' within Education with support provided to pupils with low attendance. Attendance is also a priority for all schools with a recent initiative "Attend Today, Achieve Tomorrow" being successfully implemented. This initiative included the use of banners and social media.	Chief Education Officer
SCH ATD B1a	Percentage of half days attended by pupils in primary schools				LGBF	
SCH ATD B1b	School attendance of Primary School pupils on the Child Protection Register				LGBF	
SCH ATD B2a	Percentage of half days attended by pupils in secondary schools				LGBF	Strategic Director - People
SCH ATD B2b	School attendance of Secondary School pupils on the Child Protection Register				LGBF	
SCH ATD B3a	Half days attended as percentage of possible attendances, per 100 pupils - all pupils				LGBF	Strategic Director - People
CHC LAC 18a	% of children looked after away from home with 3 or more placements within a year					Child Care Service Manager; Chief Social Work Officer

Code	INDICATOR	2020/21		2021/22	Latest Note	Lead
		Value	Long Trend	Target		
CHC LAC 19b	% Looked after children who remain at home or in kinship placement	66%	⬆			Child Care Service Manager; Chief Social Work Officer
CHC LAC B4a	Percentage of Looked After Children with More than 1 Placement Within the Last Year	16.7%	⬆			Chief Social Work Officer

Code	ACTION	By When	Progress	Expected Outcome	Latest Note	Lead
PPL 21 08	Recruitment of local carers and community / family based placements is maximized to ensure children remain connected to their communities wherever possible. Support and training for kinship and foster carers is delivered through development of supportive local, community-based services.	31-Aug-2022	80%	⚠	The context to this objective is the need to develop more local care provision to ensure that children in Clackmannanshire can be looked after within their own communities either with family, or in foster care. Currently the council relies heavily on the use of purchased foster care placements, often out of authority. Within this broader objective the following tasks are being undertaken: 1. A foster carer recruitment campaign was launched in June 2022. The impact of this is not yet measurable. The use of internal and external foster care placements remains heavily weighted to external provision (around 70/30). The campaign is in its early stages, and the nature of foster carer recruitment is that the benefits are not immediate. Skills to foster 'training for trainers' is taking place in July 22 to ensure that prospective foster carers can access this preparatory training to prevent any delay in their assessment. 2. Engagement event with existing foster carers, development of a foster carer news letter, and reestablishment of a foster carer support group. A foster carer training plan and personal training passports have been developed. 3. The process has begun to register and develop a Supported Lodgings Service offering support for young people age 16-25 transitioning from foster/residential care	Service Manager - Permanence

Code	ACTION	By When	Progress	Expected Outcome	Latest Note	Lead
					towards independence. 4. An engagement event took place with Kinship carers in June, and a member of staff has been identified to progress the development of a support group and two kinship workers are now in post providing support to kinship carers and undertaking new assessments. This compliments the work of the Family Group Decision Making Team who are involved in supporting families to identify family support and kinship options at an earlier stage. Next steps are to continue to develop to work on the provision of kinship support, and tasks associated with foster carer and supported lodgings recruitment.	
PPL 21 09	People Service, as part of Clackmannanshire Council, ensure the rights of the child under UNCRC legislation are understood, embedded in practice and complied with in accordance to the Scottish Government's UNCRC Incorporation Bill Engagement in UNCRC is part of the principles and practices across the Performance and Place Directorate	31-Aug-2022	80%		The Deputy First Minister gave a statement to Parliament on the 24 May 2022 outlining the following updates: • United Nations Convention on the Rights of the Child (UNCRC) Bill will not become law in the form originally passed, because amendments are required, which will then lead to a reconsideration period (i.e. MSPs will vote on changes) • a three week consultation period will take place with children, young people and COSLA (an opportunity to raise issues for consideration during the reconsideration stage) • no timeline has been produced yet for the reconsideration stage and UNCRC work can and should continue. • Scottish Government is keen to move at pace but amendments need sufficient time for Parliamentary scrutiny. The work we are taking forward as part of the Regional Improvement Collaborative (RIC) work stream on the implementation of the UNCRC Scotland Bill is continuing, with the caveat that the Scottish Government still has to address the decision of the UK Supreme Court in October 2021 that the Bill lies out with the legislative powers of the Scottish Parliament. The work of the RIC has continued because the expectation is that the UNCRC Bill will be	Chief Education Officer; Education Senior Manager (Secondary)

Code	ACTION	By When	Progress	Expected Outcome	Latest Note	Lead
					adopted, with prescribed amendments. Children's Parliament Project Workers have been working with children in Banchory and St Serf's primary schools in Tullibody, in partnership with Clackmannanshire Council, on a project aimed at supporting the implementation of UNCRC while it is incorporated into Scots law. They produced a range of practical resources for adults to use to make children's rights real in their jobs, and to provide practical tips on gathering children's views. These online interactive resources were officially launched by the Members of the Children's Parliament (MCPs) at an event at Tullibody Civic Centre on 4 May 2022. This event was attended by the Strategic Director of People at Clackmannanshire Council, alongside officers of the council, parents, carers and citizens in the wider community. The children presented their resources, including a short film they had made about UNCRC. They went on to share their experiences of participation and the co-production process. All these resources have now been shared across the People Directorate.	
PPL 21 10	The principles of The Promise in supporting looked after children into adulthood are delivered.	31-Aug-2022	45%	⚠️	Implementation of The Promise (Plan 21-24) is a three year plan, and therefore the broader objectives of this will not be met within the timescale of the 20/21 People's Business Plan but will roll over several future Business Plans. Current activity which is being progressed to #KeepThePromise includes: A review of local care provision with particular emphasis on residential provision, and support and accommodation for care experienced young people who require an enhanced level of support to live independently. A Supported Lodgings Service is currently being developed to offer more options for care experienced young people transitioning towards independence. The launch of a Foster Carer Recruitment Campaign in June 2021 with a focus on the role of communities and foster carers in caring for our local children.	Service Manager - Permanence

Code	ACTION	By When	Progress	Expected Outcome	Latest Note	Lead
					A Participation Network has been formed shaped by the principles of the Scottish Approach to Service Redesign. Participants have also had the opportunity to attend Values Based Leadership events hosted by Columba 1400. The network comprises of a Keeping The Promise Clacks (Lived Experience) forum as well as a mobilisation Team comprising of partner agencies and third sector organisations in Clackmannanshire. Early work has focused on reframing the language around care. We have used Corra Funding, learning from The Promise Design School, support from The Promise Scotland Implementation Team and collaborative discussions with a number of different partners across Scotland to support the development of the Participation Network to improve the current collaboration and participatory opportunities for care experienced children and young people and their families and carers to support Keeping The Promise across Clackmannanshire. The network aims to support how we can better listen, strengthen and connect the voices of care experienced children and young people across all our schools, partners and other networks such as MCR Pathways. The work undertaken so far has been focused in the 'Discover' and 'Define' Phases of the Scottish Approach to Service Design. Key milestones to date include: • Work is ongoing to develop a fair and transparent policy for remunerating individuals involved in co-designing and co-producing aspects of service design. A successful bid was made to The Lens for funding to support the development of a prototype for remuneration. • Keeping the Promise Clacks (Participation Forum) have highlighted the need for further avenues of support and advocacy as well as participation to ensure that Clackmannanshire Council are taking a holistic approach to ensuring the Voice foundation of the Promise is upheld. Our Assistant Educational Psychologist is working alongside colleagues in Social Work to ensure delivery of high-quality support groups to ensure foster carers, kinship carers and young people have regular access to support. Senior managers and colleagues at the Promise are working	

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Code	ACTION	By When	Progress	Expected Outcome	Latest Note	Lead
					together to develop a clear restorative pathway. • Reframing Language Survey was released in June 2022 and shared with members of the Participation Network. This will close on the 31st July. • Connecting with Community Learning and Development team to ensure we are connecting the voices of Children and Young People across Clacks through youth voice opportunities. A Promise Implementation Plan is currently being developed and is in draft format. A Promise subgroup will report on the progress of this plan at more strategic levels. Delivering on The Promise is a strategic aim which requires to be broken down into defined measurable tasks aligned with timescales that are consistent with the future 21/22 People's Business Plan, and will be aligned to the Council's Promise Implementation Plan.	
PPL 21 11	Recovery plans are in place to address the impact of Covid learning loss and to ensure improvements in attainment across health and wellbeing, literacy and numeracy, reducing the equity gap, promoting resilience, and readiness to learn. Data is used to drive improvement.	31-Aug-2022	100%	✔	Raising attainment in literacy and numeracy continues to be an area of focus and a key priority for all of our establishments. Professional dialogue sessions between SLTs in schools and QIOs focusing on a variety of data at Local Authority and Establishment level, for example attainment at and within BGE, SIMD, pupil ASN, school context, EAL, etc. for each session and comparison of trends over time has resulted in greater awareness and shared understanding of the barriers to attainment for learners across Clackmannanshire schools. There is a high level of shared professional commitment to affect change and improvement. In response, plans are in place to establish collaborative working groups next session focusing on key areas such as; raising attainment, learning, teaching and assessment, closing the poverty related attainment gap, quality assurance and curriculum. In collaboration with our attainment advisor Local Authority PEF Guidance was developed to support establishments effectively plan targeted interventions. 100% of establishments report that their improvement planning	Education Senior Manager ELC & Primary

Code	ACTION	By When	Progress	Expected Outcome	Latest Note	Lead
					clearly outlines how Attainment Scotland Funding (PEF, SAC, and CE) is used to provide targeted interventions in literacy, numeracy and health and wellbeing to close the poverty related attainment gap. Targeted support to raise attainment for children and young people impacted by poverty continues to be a priority within all of our establishments. Scottish Attainment funding has provided Learning Assistant additionality to 12/18 primary establishments to enhance the implementation of small group interventions at first level. However, due to the challenges of Covid and resultant issues with recruitment, there was a delay in the planned appointment of a number of Learning Assistants. This has had implications on the timescales and delivery of the plan. Plans to continue this model will continue in session 22/23 with 5/18 of our primary establishments receiving learning assistant additionality. To address the 'dip' at first level, evidenced in 20/21 ACEL data, bespoke literacy (Write On) and numeracy (Building Blocks) small group intervention programmes were developed. Almost all of our establishments have implemented either one or both of these programmes to support learners at first level. Assessment evidence indicates that the **Write On** programme is having a direct impact on the quality and content of children's writing. On average intervention groups are scoring an additional 2 'assessment marking criteria' points compared to non-intervention groups. To monitor progress and measure the effectiveness of the **Building Blocks** intervention programme the Sandwell Early Numeracy Test has been used with individual pupils, pre, mid and post assessment, to identify mathematical age equivalent scores. Analysis of data indicates that those participating in the programme made an average number gain of 10 months in only 3 months – over 3 times the expected progress. Although new attainment data is not yet available (ACEL data will be published in December 2022) post evaluation	

Code	ACTION	By When	Progress	Expected Outcome	Latest Note	Lead
					questionnaires suggest that the programme has been successful. • 89% report that Building Blocks 4 has had a positive impact on children's learning in numeracy. • 69% report that Building Blocks 4 has had a positive impact on children's confidence in numeracy. • 80% report that Building Blocks 4 has had a positive impact on children's learning in writing. • 100% report that Write On has had a positive impact on children's confidence in writing.	
PPL 21 12	The Clackmannanshire Policy to support: Included, Engaged and Involved, A Positive Approach to the Promotion and Management of Attendance in Scottish Schools is embedded across all establishments	31-Aug-2022	100%	✔	A review of Standard and Quality Reports and School Improvement Planning for 2021-2022 has highlighted a significant number of establishments focussing on attendance and late-coming as a priority area, particularly for vulnerable and at risk children and young people. As part of their planned response, schools are using Pupil Equity Funding to provide additional home-school support and employ staff for wider family engagement. While there were no school closures during 2022, pupil absence due to Covid as well as pupils who were self isolating or pupils whose parents chose to keep them away from school as a precaution have impacted on rates. These rates correlate to the wider prevalence of the virus across Clackmannanshire Attendance rates across the authority are tracked as part of the Key Priority Indicators. Overall trends can be found in this section of the Report	Education Senior Manager ELC & Primary
PPL 21 13	Educational establishments, working in partnership with the relevant agencies and supported by centre-based staff, support and empower parents, carers and families to engage with and improve their child's learning.	31-Aug-2022	100%	✔	Clackmannanshire's ambitions for improving parental involvement and engagement (PIE) in children's learning are contained in the PIE Strategy 2021-24 published in August 2021. **Equal Parents** – There were concerns that non-resident parents were not getting information about their child's education that they were entitled to. A series of information leaflets for staff and parents were produced to clarify what rights parents have. Schools have already used	Chief Education Officer; Partnership & Inclusion Manager; IO Team Leader

Code	ACTION	By When	Progress	Expected Outcome	Latest Note	Lead
					these leaflets to change practice and when issues have arisen from parents requesting information. **Increasing involvement of dads** – Fathers Network Scotland has produced a toolkit for schools which shows the benefits to children of having dad actively involved in their child's education and how this can be practically achieved. A Dad-Friendly School Audit has been carried out as a pilot with Banchory PS – which generated some ideas they implemented this current session. Staff from Banchory PS and four other settings attended Fathers Network Scotland workshop on "Understanding Dads" in January 2022. More schools will be invited to carry out the Dad Friendly School Audit in 2022. **Parental Involvement in School Improvement Planning** - Existing legislation imposes requirements around the involvement and engagement of parents in school improvement planning and it is a key aim to ensure that Clackmannanshire schools are fulfilling their legal duty when producing their School Improvement Plan (SIP). An audit of 2021/22 SIPs was carried out in October 2021. The majority of schools outlined in their plan an intention to increase Family Learning, amongst other parental involvement and engagement aims. Support will be offered to schools when developing the SIP for next year and the SIP audit will be repeated next session to measure improvement. **Family Learning** – The PIE Census carried out in January 2022 showed that Family Learning had decreased – in large part due to the pandemic when parents could not enter their child's school. Schools, whose data showed they had particular challenges, received a support visit to discuss their data and plans and how improvement could be made. Some schools have continued Family Learning online and been very successful using that approach. Other schools have had outdoor Family Learning events and attracted	

Code	ACTION	By When	Progress	Expected Outcome	Latest Note	Lead
					parents and families to participate. Many schools are restarting their Family Learning programmes and planning for activities in the new session in collaboration with other teams and partners. Family Learning will be a continued focus next session when it is hoped that more face to face sessions with families can take place in schools and that parental satisfaction with Family Learning will increase as a result.	
PPL 21 14	Early Learning, Primary and Secondary school curricula continue to be developed and implemented. Robust quality assurance is enhanced and improvement activity is in place.	31-Aug-2022	100%	✅	Ensuring high-quality learning experiences for all children and young people continues to be an area of focus and a key priority for all of our establishments. The majority of schools evidenced QI 2.3 Learning, Teaching and Assessment as good or better through self-evaluation. Our aim next session, through targeted support and challenge in identified establishments is for most establishments to evidence QI 2.3 Learning, Teaching and Assessment as good or above through self-evaluation. An *Assessment and Moderation* model of improvement, involving Clackmannanshire Council Education Services working in collaboration with Education Scotland, offering professional learning to upskill staff to be able to lead moderation in their setting and support wider moderation processes across the local authority and beyond has been implemented. Year 1 of this model has supported establishments to develop a better understanding of standards, share good practice and support effective assessment and moderation within their own establishments. Feedback indicates that professional learning has helped develop a greater knowledge of how to make use of learner evidence to inform professional judgements. 57% of establishments rate themselves as good or better at having an agreed approach to this across their establishment. However, post evaluation feedback reports that only 39% of establishments rate themselves as good or better at having regular opportunities to moderate learner evidence to ensure consistency and a shared understanding of standards. This will be addressed in Year 2 of the model.	Education Senior Manager ELC & Primary

Code	ACTION	By When	Progress	Expected Outcome	Latest Note	Lead
					In session 22/23, those staff who attended the programme will continue, where possible, to lead moderation within their settings and attend termly sessions delivered by Education Scotland. Establishments without moderation leads will be able to access the National QAMSO offer. This includes a series of virtual national training opportunities led by Education beginning in September 2022.	
PPL 21 15	The Clackmannanshire LIFT programme supports all children and families to improve their engagement and communication to close the vocabulary gap	31-Aug-2022	100%	✔	The Language is fun together (LIFT) programme was developed in partnership with speech and language colleagues and funded via the Attainment Scotland Fund to support communication and vocabulary development within ELC settings. ELC settings, working in partnership with Speech and language colleagues, deliver experiences designed to increase children's communication and vocabulary. During this time Clackmannanshire have also delivered, ahead of schedule, 1140hrs for eligible 2, 3 and 4 year old children. An audit of current practice was completed in May 2022. Key findings have informed the design of a new sustainable model (not reliant on funding) which has been co-created by education and speech and language. The new model will be implemented 2022/23 and is based on the success of the previous 'Language is fun together' (LIFT) programme. In Tulach ELC, where language and communication is embedded within the curriculum, pre and post intervention vocabulary was assessed. This showed an increase from 39% to 51% of children with age appropriate vocabulary, a decrease from 25% to 18% of children with moderately delayed vocabulary and a further decrease from 23% to 16% of children with severely delayed vocabulary between September 2021 and June 2022. Tracking of improvements will continue into session 2022/23 with a focus on children living in least advantaged areas.	Education Senior Manager ELC & Primary
PPL 21 16	People Service addresses identified issues related to Covid-19 and implements support plans for Covid-19 recovery.	31-Aug-2022	60%	✔	07-Jul-2022 Covid19 has continued to impact the delivery of services during academic session 21/22. Several establishments moved to reduced service /remote learning for periods of time due to COVID related absence. **Contact Tracing**	Chief Education Officer; Education Senior Manager ELC & Primary

Code	ACTION	By When	Progress	Expected Outcome	Latest Note	Lead
					Contact tracing in schools/ELCs was taken over mid session by NHS Test and Protect. Establishments continued to report positive cases to Clackmannanshire Emergency Planning who shared the data with NHS Public Health. Senior Managers in Education continued to be on call over weekends to liaise with Public Health should the need arise. Revised Scottish government guidance has removed the need for contact tracing. **Contingency Arrangements** All education establishments continue to use contingency arrangements for any periods of remote learning. These arrangements cover plans for any families who are vulnerable and plans for remote digital learning. Details of education recovery in learning and the use of digital devices are covered elsewhere. Contingency arrangements continue to form part of Business Continuity planning. **Third Sector Provision** In addition, the Third Sector agencies commissioned by Children's services adapted their approaches to ensure that vulnerable children and families were supported. This included provision of food parcels and access to activities over summer months. **Children with Disabilities** Additional COVID funding was provided to support families to utilise SDS payments and one off grants to enable families of children with disabilities to utilise funds creatively to ensure their children had the opportunity to access outside space and wherever possible carers could have a break in care. **Strive** Strive has also been instrumental in supporting families in the Covid recovery period. This "whole-systems" approach is a team of multi-service professionals working together from the earliest opportunity to improve the existing system of safeguarding vulnerable individuals. STRIVE is made up of core partners from Clackmannanshire Council Housing Service, Money Advice, Children and Families, Education, Health and Social Care Partnership and Alloa	Social Work

Code	ACTION	By When	Progress	Expected Outcome	Latest Note	Lead
					Police Services The team aims to share information relating to vulnerable individuals and families in the hope to "join the dots" This leads to a rapid package of support and interventions to be agreed upon to support vulnerable adults and children in the most efficient way avoiding duplication. Analysis identified STRIVE customers' most prevalent needs to be: •44% of customers had immediate financial concerns •43% of customers required support for mental wellbeing •30% of customers were at risk of homelessness; and •30% of customers had drug and/or alcohol addictions. Outcomes Achieved: The interventions put in place for customers were wide and varied including; • preventing homelessness; • arranging food; • arranging heating for the home; • providing essential furniture; • assisting with support to reduce drug/alcohol use; • reducing the threat of harm; • keeping families together; • providing a home; • providing urgent financial assistance ; • supporting those fleeing domestic violence; • getting people with mental health and wellbeing	

Code	ACTION	By When	Progress	Expected Outcome	Latest Note	Lead
					needs the support they needed;	

needs the support they needed;

- carrying out essential repairs;

- arranging bereavement counselling; and

- arranging support to undertake household tasks.

Early Help There has been a significant increase nationally in referrals. This has been reflected in the rate of VPDs arriving with Social Work. The Early Intervention Team have been instrumental in screening these referrals and ensuring that early support has been offered.

56% of referrals have been screened and offered initial assessment by the Early Help Team. Of these 39% were supported sufficiently at this early stage to avoid allocation within social work. Wherever possible they have been connected with the appropriate support agency in the community.

Support for Children and Young People Successful partnership working has enabled the creation of a flexible and agile system of support for children and families (Child STRIVE) to be developed. Referrals for children and young people are considered by the multi agency group to provide tailored support using the approach of 'Tell us once'. Developments continue to link in with STRIVE for wider family support.

The Flexible Learning Independent Pathways (FLIP) Plus Locality Model at Lornshill Academy is funded through the COVID-specific mental health grant funding. Thus far 22 pupils supported by two keyworkers have attended this enhanced service, known as the Alternative Support Programme (ASP). Pupils on the programme have made some positive progress but still continue to present with high levels of need and require continued access to a range of flexible support options over a much longer period of time, therefore carry forward Scottish Government funds will allow the continuation of ASP until March 2023, thereafter the school will continue to fund the project from

Code	ACTION	By When	Progress	Expected Outcome	Latest Note	Lead
					April to June 2023. **Funding** Scottish Government has provided additional funding of £50m to "INCREASE TEACHER NUMBERS BY 1,000 AND PUPIL SUPPORT ASSISTANTS BY 500" Clackmannanshire Council's share of this was £468,000. It also provided £60 million to local government in 2021-22 (Clackmannanshire Council's share of this was £590,000) to further support education recovery which was intended to employ a variety of school staff to meet the needs of children and young people in their local areas and ensure that levels of teaching and support staff in schools can be maintained in the 2021-22 academic year. This may include, for example, teachers, classroom support staff, facilities management staff, staff to support any wider rollout of testing initiatives to promote safety in school. Clackmannanshire increased teacher numbers by 18 between 2020-21 and 2021-22 and also employed additional cleaning staff to provide an enhanced cleaning service in schools and to provide one off additional cleaning during significant COVID outbreaks. For 2022-23 this funding will provide additional teachers and support staff for children who need additional support in smaller group settings.	
PPL 21 17	The range of family support provision within communities is enhanced and includes the redesign of and investment in early help and intensive family support services.	31-Aug-2022	10%	⚠️	The early intervention team leader has been appointed. The Family Group Decision Making Service has been realigned to early intervention. 2.5 Family Support Workers are now assigned to the Early Intervention Team. Alongside this activity the Early intervention team leader has been working closely with colleagues in Strive, the Third Sector, Education and Health to establish where the gaps are in terms of service provision in Early intervention. The provision of the early help service has already had a significant impact on the number of VPDs being passed to the duty team for follow up. The Early Help team have dealt with 40% of initial referrals to the social work service. In relation to commissioned family support services, a Strategic Needs Analysis is underway.	Service Manager – Early Intervention

Code	ACTION	By When	Progress	Expected Outcome	Latest Note	Lead
					A Stakeholder workshop has taken place to identify key priorities and a provider's workshop is arranged for the 3rd of August.

Thereafter current providers will be reviewed against the agreed priorities and decisions will be made regarding the type of commissioning to be undertaken and the services to be provided.

By the end of the calendar year 2022, the commissioning priorities and plan will be agreed and services will be commissioned by the end of the financial year with a view to provision starting on 1.4.23.

This provision will sit alongside an enhanced Early intervention service which will work to prevent escalation of difficulties | |
| PPL 21 18 | ELC Provision is shaped according to the needs of our community e.g. sufficient 0-2 places for children of care experienced parents and relevant parenting programmes on offer across Clackmannanshire. | 31-Aug-2022 | 100% | ✔ | All eligible children aged 2-5 can access 1140 hours of funded Early Learning and Childcare (ELC) in Local Authority settings, partner nurseries or partner childminders. Families can access the care they need under Funding follows the Child. This includes blended care where children attend more than one setting i.e. childminder and nursery.

Eligible 2 year old places for ELC are available to families on certain benefits, care experienced children, children of care experienced parents and those families working with the Family Nurse Partnership. All local authority ELC establishments in Clackmannanshire with the exception of two settings are registered with the Care Inspectorate to offer eligible 2 year old places. Families can also choose to use all or part of their eligible 2s funding at one of the partner nurseries or partner childminder

Officers have worked closely with Family Nurse Partnership, Health Visitors and Third Sector to ensure effective communication around eligibility. Clackmannanshire has provided places for 93% of the eligible 2s population in session 21/22. This is an increase from April 21 where 111 eligible 2s took up places, which | Chief Education Officer; Education Senior Manager ELC & Primary |

Code	ACTION	By When	Progress	Expected Outcome	Latest Note	Lead
					was 75% of the estimated eligible 2's population.

Further work will be completed next session to develop a discretionary policy to allow placements for children with additional support needs who may not meet the eligible 2s criteria as well as closer working with social work colleagues.

In order to maximise uptake of ELC for eligible two-year olds, the UK government published draft Regulations in June 22 which would allow data sharing for the purposes of targeting information to households with an eligible two-year-old. Scottish Government will continue to work with the Department of Work & Pensions (DWP) and Her Majesty's Revenue & Customs (HMRC) to ensure a suitable mechanism for sharing the data is in place as soon as possible after the legal gateway is in place.

One Local Authority ELC, Tulach ELC, is registered to take a small number of children under 2 years. This capacity is used to offer placements for children who have been identified as being in need of a placement.

All settings are required to meet the National Standards. Currently three settings, two partner nurseries and one Local Authority setting have Care inspectorate grading's below the required standard. Support is being provided by the Local Authority and Care Inspectorate to enable the settings to improve their grading's.

Scottish Government COVID guidance now allows families to access settings. Parenting programmes are being reintroduced; however no impact data is available at this early stage.

In order to support parents/carers into employment through placements in ELC settings officers will continue to work alongside Parental Employability Support staff.

Attainment data for Early Level (up to the end of Primary One) shows that Clackmannanshire is performing well against national data. Work continues with the Improvement Advisor to ensure that quality assurance | |

Code	ACTION	By When	Progress	Expected Outcome	Latest Note	Lead
					processes for Early Level attainment data is robust. In order to ensure consistency of high quality ELC provision across local authority and partner providers, officers and Heads of establishment are further developing the local authority quality assurance processes.	
PPL 21 19	ASN provision, systems and processes are reviewed in the light of the ASN Strategy and support for improvement and new developments is provided to establishments and teams.	31-Aug-2022	100%	✔	An Additional Support Needs (ASN) Mobilisation Team consisting of ASN Managers, specialist provision head teachers and cross sector representation from all three Learning Communities was established to drive forward the ASL Strategy . Initially, ASN data for the whole authority was gathered and discussed, and then data at learning community level was considered to identify potential gaps in provision as well as area of good practice. There were three additional sub groups established to consider potential ASN models, CLPL and what the consultation process will look like.

The model approved by education SMT was to establish flexible learning spaces in identified establishments. These we identified through analysis of the need within each. These spaces will means children/young people who are experiencing difficulty accessing their class on a full time basis will have the opportunity to have a bespoke timetable and support arrangement to ensure the can continue to learn within their own school remaining within their community. The Outreach model will continue to be adapted

There has been progress in reviewing systems and processes; the Vulnerable Children's Panel (VCP) has now been redesigned and aligned to Strive, and renamed CStrive. Membership of the group has been expanded to include third sector colleagues and learning community representatives as well as previous members of VCP. CStrive now consists of two forums: ASN Forum and a Mental Health Forum. The ASN Forum meets weekly whilst the Mental Health Forum meets fortnightly. Review of the Internal Resource Groups is ongoing. | Chief Education Officer; Partnership & Inclusion Manager |
| PPL 21 20 | A whole system approach is developed for young people who are involved or on the cusp of involvement with youth or criminal justice services. | 31-Aug-2022 | 30% | | The Youth Justice Service is currently being reviewed with a view to adopting a whole system approach in order to best meet needs of young people. By working in partnership with young people in a trauma informed | Senior Manager, Justice |

Code	ACTION	By When	Progress	Expected Outcome	Latest Note	Lead
					manner, completing holistic and accredited assessments, providing support to forward plan, access education, employment, education and support services, we are increasing life opportunities and reducing risk and likelihood of further offending. The review includes looking at the infrastructure of Youth Justice, where does it sit in terms of Child Care and Criminal Justice?, what is the requirement for this service? and what numbers do we currently have in terms of active Community Payback Orders and Diversions from prosecution? This links with the Community Justice Review and the 4 aims identified, including 'optimise the use of diversion and intervention at the earliest stage', as well as having clear links with The Promise. The review of service is being supported by the Children and Young Peoples Centre of Justice (CYCJ) based at Strathclyde University who are part of the re-imagining of Justice and will include input from those young people and families with lived experience.	
					Contact has been made with CYCJ and a detailed questionnaire is being completed by the Senior Manager of Justice Services and the Youth Justice Team Leader, providing an accurate picture of Youth Justice Services within Clackmannanshire Council. CYCJ will take role as a critical friend once this is received and offer advice and guidance in terms of redesign.	
					A meeting has been held between Senior Manager Justice Services and Team Manager Youth Justice to review current service provision. Further meeting is schedule for week beginning 18.7.22 to consolidate findings.	
					In conjunction with the Community Justice Partnership £15k was provided to the Youth Diversionary Fund with bids received and granted to 7 various local initiatives.	
					Moving forward, the next steps will be to continue with phase 1 with CYCJ (Discover and Define) working with service users and partners, utilising workshops, young person focus groups and other tailored methods. There is a questionnaire for young people and families using the service and this will be introduced as a tool to collate service users thoughts and views.	

Code	ACTION	By When	Progress	Expected Outcome	Latest Note	Lead
					A training pathway will be identified and includes access to relevant accredited risk assessment tools and interventions. A Post Graduate Course is also accessible if funding can be identified. This is delivered by Strathclyde University and targets appropriate assessment, intervention and maintenance.	
PPL 21 21	A fully integrated People Directorate is developed which is focused on effective ways of working with and for families and communities.	31-Aug-2022	33%	✔	25-Nov-2021 People Redesign proposals for a new Senior Management Structure have been agreed through Council and are being implemented with new appointments taking place in November 2021. Following the work with iESE, mapping of processes to support managers and teams with HR and Procurement have been progressed to reduce time that officers are spending on these activities. Territory Mapping with iESE completed to look at the vision for an integrated service and what it could achieve. Key staff are involved in Columba 1400 Values Based Leadership Training to further promote integrated working and empower the Directorate to start taking forward ideas and plans to work differently. Integrated work streams are already showing progress: Promise; Family Wellbeing Partnership; STRIVE; and Mental Health Transformation.	Strategic Director – People

Priority - We aim to improve the environment, quality of life and ease of access to services. Enhanced wellbeing will also provide greater participation opportunities as a consequence of improving economic performance on Clackmannanshire. Delivering increased wellbeing also aims to produce equitable growth.

Code	INDICATOR	2020/21		2021/22	Latest Note	Lead
		Value	Long Trend	Target		
SCH PSU 002	Pupils who agree with the statement 'I enjoy my life' in the pupil survey		[?]	85%	No longer survey children with this question	Strategic Director - People
SAP NHS 02a	Deaths from suicide and undetermined intent (5 calendar year average, per 100,000 population)				19-Aug-2020 Work is ongoing to embed a multi-agency approach to suicide prevention across the authority. A local action plan was developed and seeks to implement innovative approaches to reduce suicide. Suicide awareness talks and suicide prevention cards continue to be supported.	Principal Public Health Officer

Code	ACTION	By When	Progress	Expected Outcome	Latest Note	Lead
PPL 21 22	Children and Young People are educated about substance misuse and early intervention models and supports are in place in accordance with local and national strategies to reduce incidence and impact.	31-Aug-2022	100%	✔	A School Network Group has been established to facilitate and support the Icelandic Prevention Model Survey Results across all secondary educational establishments. Key areas for the authority and at school level form the basis of planning for 2022-2023.These has been shared with the Senior Management Teams to support priority actions and ensure alignment with wider strategic planning across People Services. Monthly liaison and consultation meetings with Planet Youth's Coordinator are ensuring that the Programme Plan is implemented and on track and that each secondary establishment is supported through the phases of the Programme. A RACI Matrix has been agreed and progress updates form part of the feedback at each meeting to ensure that there continues to be a focus on the objectives. In May 2022, representatives from Secondary establishments attended a Planet Youth Partner Learning Session with Thorfinnur Skulason, from Iceland. Feedback from the session has been integrated into the draft Dissemination Plan. This is being shared with the National IPM Network(July 2022) to highlight good practice and provide an overview of our planned involvement with parents/carers, communities , Third Sector and Statutory partnerships between teachers and colleagues such as health professionals, educational psychologists, sports coaches and youth teams. This is ensuring that all contributions come together in ways which achieve coherence and progression and achieve impact. Each school is currently capturing the opinions of its ASN community (omitted from the Survey) via planned Focus Groups to take account of their voice and experiences. The results will inform future planning.	Chief Education Officer; Partnership & Inclusion Manager
PPL 21 23	The whole-systems Mental Health Transformation Project is further adapted to support COVID-recovery and alignment with other developments in the Council and wider communities.	31-Aug-2022	100%	✔	• **Communication and Marketing** We are continuing to build our social media presence through ongoing, persistent posting on our main social media channels (Twitter and Instagram). So far this year, our social media posts have been seen by over 127,000 individuals, and we have increased our social media following by around 20%. Our content is now delivered in a series of themed months (e.g. Active April, Find	Principal Educational Psychologist

Code	ACTION	By When	Progress	Expected Outcome	Latest Note	Lead
					Your Joy in June), each targeting a specific topic/issue relating to mental health. This is building a valuable source of information that would be useful for children and young people, as well as their parents/carers so plan now to explore how we can further increase our audience and/or share these assets in different ways. Face to face engagement work has begun to take shape working in collaboration with staff from the Community Learning and Development team. We have been invited to participate in a Scottish Government event on 28th June as an example of good practice in relation to our communication and marketing work. • **Referral Pathways** Since its launch on 6th September 2021, the new Directory of Mental Health Supports website has received over 4000 hits. Of the different mental health difficulties that have information and supports listed on the site the following have received the most views: Anxiety & Worry; Depression & Low Mood; Suicide; Loneliness & Isolation. This ties in with trends we are seeing in other data sets such as reasons for referral to the Educational Psychology Service and parental reports in Clackmannanshire Council's Mental Health and Wellbeing Survey which took place in June 2020, June 2021 and is currently open for responses until end June 2022. Qualitative feedback on the content of the website from both families and other professionals has been positive, with a number of teams/organisations both within Clackmannanshire and out with considering replicating the structure and content of the site for their own populations. Conversations are at an early stage to link this website with the new Clacks Life website that is being developed as part of the Wellbeing Hub. The next steps for this work stream are to continue developing the range of information on the website, particularly in relation to locally available in-person services and supports, to continue to market the website to increase awareness to as wide a range of stakeholders as possible and to explore ways to increase the amount of time service users spend on the site when they visit it. • **Child STRIVE Forum** *(Formally Getting It Right Forum)* CSTRIVE functions as a single point of access to allocate mental health and wellbeing supports and services. The group has continued to meet bi-weekly since the last report. A meeting with Addleshaws Goddard took place at the end of April to support the data sharing agreements with Health colleagues. 35	

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Code	ACTION	By When	Progress	Expected Outcome	Latest Note	Lead
					young people have been brought to the Forum since it started in October and packages of support have been put in place for these young people. **• The Counselling in Schools Service (CiSS)** This Service for children and young people aged 10 – 18 was fully launched in September 2020 and received 327 referrals by December 2021. Children and young people from all sectors (primary, secondary and specialist schools) accessed the Service, with the majority of referrals (72%) coming from secondary schools. Children and young people were referred to the CiSS for a variety of reasons including: emotional regulation issues, behavioural difficulties (such as hyperactivity and attention issues), peer and family relationship issues, and mental health difficulties such as anxiety, depression, self-harm and trauma. In terms of improvements in wellbeing, YP-CORE data from 50 children and young people with pre and post data showed evidence of statistically significant improvements in emotional wellbeing ($p < .001$), showing that counselling is beneficial. The next data will be collected shortly for reporting to Scottish Government in July and will include figures from December 2021 onwards. In August 2021 the service was extended to include an extra 0.5 fte counsellor to support the waiting list for primary aged children and young people. There are now a total of 5.0 fte counsellors providing 148 hours of counselling per week, which has been effective in improving capacity and eliminated a long-standing waiting list. Feedback questionnaires, available to parents, children and young people, and school staff relevant to current cases have been distributed to schools and we are beginning to receive responses. The process of distribution for the self-referral posters to each secondary education establishment has now begun. **• Creative Therapeutic Interventions for Children Service (CTIfCS)** This Service was established in March 2021 to complement the Counselling in Schools Service (CiSS) provided for 10 – 18 years olds. CTIfC was established to offer therapeutic support in a developmentally appropriate format such as through music and art. So far 65 children have been referred to the service. As previously reported, results of case study analysis show a positive qualitative impact of music therapy on young people in schools. Quantitative impact	

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Code	ACTION	By When	Progress	Expected Outcome	Latest Note	Lead
					data and school-level feedback is currently being collated and will be ready to be reported to Scottish Government by July 2022. In efforts to increase capacity within schools, there has been an increase in music therapy hours and 26 education staff have also taken part in resilient rhythms training. Planning is in place that from August music therapists will act as mentors to assist in the implementation of resilient rhythms to schools. We have also provisionally booked another one day in-person training for resilient rhythms for the February in-service for 60 people and are offering therapeutic art training to schools from September 2022. • **Mental Health support for 16-26 year olds** Togetherall service for 16-26 year olds has been on offer since 1st April 2021. As expected for all the digital services, engagement figures take time to build and require ongoing communication and marketing input to continue building awareness amongst our target population. This is a particular challenge for this age range as we do not currently have identified mailing lists etc. to reach this population once they leave school, however recent direct engagement work with pupils, GPs etc. is paying off in increased usage of the service. Although the number of users is still quite low, we have seen registration numbers near double since the beginning of 2022 and those that are registered continue to engage meaningfully with the service (interacting with articles etc.) and return to use it more than once. Due to the service being provided anonymously, we have not yet been able to seek views of users on the impact the service has had on their mental health. This will be looked at over the coming six months as engagement figures increase. The next steps for this work stream is to continue encouraging awareness and use of the service through a range of communications and marketing activities such as social media campaigns, engagement activities etc. • **Developing 'One Door' community spaces:** *(1)* *Digital Spaces* - We continue to have four digital mental health services in operation covering the entire age range from 5-26, providing support for both mild/moderate and crisis level difficulties. As predicted by our partners, engagement with the open access services takes time to build and is heavily reliant on effective communication and marketing activities (see Communication and Marketing update for further	

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Code	ACTION	By When	Progress	Expected Outcome	Latest Note	Lead
					information). We are beginning to see some trends in our data reports from partner organisations. Out of hours usage figures (i.e. out with Monday-Friday, 9-5) (54% of usage for Kooth, 48% for Togetherall, and 66% for Shout) continue to demonstrate the need for services that are available 24/7, 365 days a year. Repeat engagement with services is building across all platforms, indicating that users are finding the services to be useful and effective. Although the majority of our users across all platforms are female, we are seeing some representation from those who identify as transgender and/or gender fluid/non-binary (14% identify as agender or gender fluid on Kooth, 33.3% LGBTQIA+ on Shout), as well as some representation from ethnic minorities (14.84% for Kooth, 14% for Togetherall). These figures further highlight the need to provide differentiated marketing/communication materials to ensure we are targeting under-represented groups. There are some similarities between the topics being most widely-viewed on the new Directory of Support website and the most common topics of conversation with our crisis service. They are Suicide; Anxiety/Stress; Isolation/Loneliness; Relationships; Self-harm; Depression/Sadness. Further related materials on these topics are being developed and/or signposted to for both Council staff, children and young people and parents/carers. Where it is available, user satisfaction information is positive, with 92% Kooth users happy to recommend to a friend, and 88% having got what they were looking for. In relation to Shout, 86% found the conversation helpful, 50% felt more calm and 50% felt more able to work out their problems. Engagement with our referred programme (Mind Moose) in primary schools has been higher, with 72% of our primary schools using the programme. Feedback from educators indicates that they are valuing the programme as a simple way to provide some structured early intervention support to pupils in an effort to stop emerging mental health difficulties becoming too entrenched.

(2) Physical Spaces – All successful applications to the Community Fund have received their funding and projects are underway across Clackmannanshire that will impact on up to 900 children, young people and their families. Evaluation support has been provided to all of them by our Research Assistant to ensure that we are able to capture the impact of this funding in future reports. We plan to offer future funding in a similar way to the entire public sector, as well as to continue | |

Code	ACTION	By When	Progress	Expected Outcome	Latest Note	Lead
					providing funds for youth-led activities via the Youth Bank. • **Community Autistic Spectrum Disorder (ASD) Assessment Pathway** Initial plans for assessment pathway pilot are paused for NHS governance procedures. Pilot now to be taken forward through links with RIC partners and liaison with CAMHS managers around proposal for Tests of Change around Neurodevelopmental Disorders (NDD) assessment. One of our Educational Psychologists (EP) is now seconded one day per week (from 13th June) to the Forth Valley project team to enable this to move forward. • **Staff Health and Wellbeing** We continue to support the Healthy Working Lives group and contribute to whole Council training events – most recently two training events offered as part of the 'pre-festive wellbeing' week in December 2021. Links made between Healthy Working Lives Group and the Principal Teacher for Health and Wellbeing seconded to the RIC. Further links made with the Principal Teacher in the Improving Outcomes Team with a remit for health and wellbeing and plans created to focus on improving communication about up-coming events and circulation of information about new health and wellbeing resources as they arise. • **Workforce Development** Training and development mapping tool and self-evaluation questionnaire developed ready to be piloted by two 3rd Sector partners with support from CTSI. First stage of pilot due to be completed by mid-May 2022. Initial feedback from the piloted mapping tool has proposed further refinements required before launch. Additional adaptations of the tool are underway to be completed by end June 2022.	
PPL 21 24	Improve the responses and identification of children in need of protection and the intervention strategies that will support recovery and safety.	31-Aug-2022	100%	✓	The aim of the action is to improve the responses and identification for children in need of protection. Also to identify and improve the intervention strategies that will support recovery and safety as outlined in the People Business Plan. Additionally, a number of priorities as identified in the Children's Service plan. These include supporting the workforce, building capacity and planning. These priorities are being progressed through various work streams such as the Public Protection Learning and Organisational Development group, the Forth Valley	Service Manager – Child Protection

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Code	ACTION	By When	Progress	Expected Outcome	Latest Note	Lead
					National Child Protection Guidance Implementation group and the Forth Valley GIRFEC Implementation group. There is multi-agency attendance at these meetings with agreed tasks that are reviewed quarterly through an action log. The impact is then reviewed at the Clackmannanshire Children and Young People Strategic Partnership Group that meets monthly.	
PPL 21 25	Effective GIRFEC systems and processes are in place to allow early identification of needs and provide the right support.	31-Aug-2022	20%	⚠️	As part of the implementation of the new National Child Protection Procedures, the Forth Valley GIRFEC group have been asked to: Align Getting it Right for Every Child to the National Child Protection guidance ensuring: • Multi agency assessment - integrated assessment, planning and chronologies are strengthened. • Updating guidance, multi-agency training and resources for staff - training for staff on GIRFEC through to CP. - Promote shared understanding of roles and responsibilities of all • There is an understanding that Child Protection falls at urgent end of the GIRFEC continuum of services to safeguard the wellbeing of children • Interdependencies with the implementation of the national guidance for child protection are fully explored This activity will require to then be implemented locally, via a local GIRFEC Group. The Senior Manager for Early intervention will attend the forth valley group and chair the local group to ensure that the above tasks are concluded and implemented timeously, with the support of partner agencies. This will ensure that the GIRFEC pathways are clearly understood locally across Clackmannanshire The timeline for this task has been set nationally and the requirement has been set for this activity to be concluded by September 2023	Service Manager – Early Intervention
PPL 21 26	The Domestic Abuse Bill 2021 is implemented collaboratively across the whole service and with partners, and there is collaborative investment in	31-Aug-2022	60%	⚠️	There were 65,251 incidents of domestic abuse in Scotland in 20-21, an increase of 4% compared to the previous year. This number of Domestic Abuse incidents	Senior Manager, Justice

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Code	ACTION	By When	Progress	Expected Outcome	Latest Note	Lead
	Safe and Together and the Caledonian Model for working with families and children who have experienced domestic abuse.				in Clackmannanshire remains the third highest in Scotland with only Dundee and West Dunbartonshire higher. Clackmannanshire Justices and Child Care Services are working collaboratively in the delivery of a pilot non court mandated Caledonian Domestic Abuse Programme. This pilot has now entered its second year with additional funding again being granted by the Scottish Government to allow a dedicated Women's Worker to be employed to support survivors of Domestic Abuse as part of the Caledonian systems approach. Clackmannanshire Council are being supported in the delivery of this system by SACRO. The aim of this programme is to provide earlier intervention and support at an earlier stage. It is taken from the court mandated accredited programme and provides clear guidance in terms of assessment and intervention with perpetrators and survivors. In conjunction with Criminal Justice Services, spaces for perpetrators to attend the group work element of the programme have been secured as well as training opportunities, support and guidance for staff. As part of the disaggregation from Forth Valley Accredited Programmes Clackmannanshire Justice Services became responsible for the delivery of the Court mandated Caledonian Domestic Abuse System in April 2021. During the period of 2019-21 the number of Court Orders that included the requirement to undertake the Caledonian Programme increased by approximately 200%. Clackmannanshire Justice Services are working in partnership with Stirling Justice Services and SACRO and are currently facilitating 3 perpetrator groups per week as well as supporting survivors (both women and children). Clackmannanshire Council continue to deliver Safe and Together Training which provides staff with a perpetrator focus approach, developing awareness and understanding of areas such as coercive control whilst also highlighting multiple pathways to harm. This provides a recognised approach to assessment and delivery of service which holds the perpetrator accountable for actions. This approach is heavily embedded within the Caledonian System and provides staff with the necessary tool kit and shared language to provide a whole systems approach. This training is also provided to partner agencies and stakeholders.	Improving Outcomes Team Leader

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Code	ACTION	By When	Progress	Expected Outcome	Latest Note	Lead
					All Secondary establishments have been made aware of **Equally Safe: Scotland's strategy for preventing and eradicating violence against women and girls** Supported by the Clackmannanshire Gender Based Violence Coordinator, targeted establishments are engaging the Equally Safe at School Framework to plan their priorities for 2022-23. These include: • approaches to achieving greater gender equality • reviewing early and effective interventions to prevent violence and maximising the safety and wellbeing of women young people • identifying and tackling perpetrators School Leads have been identified and have registered at the Equally Safe website to utilise the following tools • A dashboard for senior leaders to manage and oversee progress • Template information for communicating with parents, carers and young people • Self-assessment materials for use with staff and students to identify the school's priorities • Materials to guide and facilitate an 'Action Group' made up of students and staff to tackle the school's priorities • Links to teaching resources about gender-based violence and gender equality • An e-learning module for staff and information about how to access local training • Materials to help schools embed gender-based violence prevention into policies • Monitoring and evaluation tools Support and guidance will be facilitated by the Authority GBV group and monitored as part of the wider health and wellbeing Quality Assurance Process. Further actions in relation to the identified needs highlighted within the Equally Safe Framework for Schools will be taken forward during 2022-2023. Clackmannanshire Justice and Children Services continue to attend and participate with multi-agency public protection forums such as DSDAS, MARAC and MATAC	

Code	ACTION	By When	Progress	Expected Outcome	Latest Note	Lead
					The Violence Against Women and Girls Strategic Lead post was successfully recruited for, with the lead officer supporting Clackmannanshire council to develop its Domestic Abuse Strategy. Contact has been made with key partners and stakeholders with a review of current policy, procedures and service provision being undertaken. Consultation has also taken place with counterparts on a national level. The Violence Against Women and Girls Strategic Partnership has also recommenced with significant buy in from all partners.

The core activities for the VAWG Lead Officer include;
• Each LA should have a VAW Partnership in place that is responsible for working to prevent and eradicate all forms of violence against women and girls within that local area
• VAW Partnerships should bring together the key public sector and third sector organisations working to prevent and eradicate violence against women and girls within the local area.
• Every VAW Partnership should have Terms of Reference for their group
• Every VAW Partnership should have a Strategic Plan in place that outlines how the Partnership will implement Equally Safe at a local level
• Every VAW Partnership should have a framework in place for measuring its performance and progress towards achieving its agreed outcomes.

The next steps will include -
• Continued role out and investment in Safe and Together Training
• Continued development and implementation of Domestic Abuse Strategy
• Work in partnership with survivors and those with lived experience in order to develop
• Evaluation of Non Court Mandated Caledonian Programme
• Identify additional funding opportunities
• Explore requirement of new post (support worker) for those who do not meet the criteria for inclusion on Caledonian Programme
• Work in partnership with Education in terms of training | |

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Code	ACTION	By When	Progress	Expected Outcome	Latest Note	Lead
					• explore Domestic Abuse Awareness and support being introduced to staff as part of induction to employment process	
PPL 21 27	STRIVE (Safeguarding through Rapid Intervention) gathers and co-ordinates information to provide support from a multi-agency team to families at risk and the most vulnerable people.	31-Aug-2022	100%	✅	The Strive team have been fully operational throughout 2021/22. a Team leader has been appointed and agreement has been reached to provide a dedicated resource for money advice. An initial evaluation has been concluded which reported several positive impacts from strive. There has been significant positive impact reported by the core agencies represented and reduction in referral rates have been noted in social work. Over the summer period it is planned for further evaluation activity to take place which will involve direct feedback from people supported by Strive. A new data sharing agreement is being produced and the team have benefitted from the opportunity to attend the Columba 1400 Value Based Leadership experience and review event. As a result of these activities and ongoing support from the Family Wellbeing partnership, the team have agreed a way forward for the embedding and scaling of Strive. If approval of the Strive board is given, initially this will involve a refresh of the communication strategy across all partners, followed by partnership with health to develop a training programme related to holistic trauma informed person centred responses at a universal level. In addition a pre-crisis Strive approach will be piloted in the Alloa South and East area. It is anticipated that this pilot will commence in September 2022. Learning from the pilot will assist in identifying effective methods to ensure early intervention responses, which consider the needs of the whole person and family are provided at the initial point of contact with families.	Service Manager – Early Intervention
PPL 21 28	The Health and Social Care Partnership Transformational Plan priorities provide a clear strategic direction and leadership programme to deliver 3 core priorities: Care Closer to Home: Caring and Connected Communities: Primary Care Transformation	31-Aug-2022	25%	⚠️	26-Nov-2021 The Health and Social Care Partnership continues to be delivering care and support in an emergency response, however, the newly established HSCP Transforming Board has continued to meet remotely over the past 18 months. The Board has representation from the Chief Executives of NHS Forth Valley, Clackmannanshire Council and Stirling Council as well as HSCP Chief Officer, Chief Finance Officer and	Head of Strategic Planning and Health Improvement

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Code	ACTION	By When	Progress	Expected Outcome	Latest Note	Lead
					Heads of Services. There is in place an ambitious programme of transformation activity which is overseen by the HSCP Transforming Care Board and all actions are aligned to the HSCP Strategic Plan however have been developed to reflect the impact of the ongoing pandemic on the delivery of care and support across Clackmannanshire and Stirling. Each action is overseen by a Senior Responsible Officer from the HSCP Senior Leadership Team and has a Lead Officer & team who are tasked the deliver each action. Each SRO must complete an update for each meeting on progress made against the activity. The Transforming Care Programme represents activity for the coming two years across all areas of community health and social care.	

Priority - People Workforce Plan

Code	ACTION	By When	Progress	Expected Outcome	Latest Note	Lead
PPL 21 29	Opportunities for collaborative and empowered leadership and professionalism are promoted and provided in schools and ELC	31-Aug-2022	100%	✔	Professional learning to support the small group literacy and numeracy intervention programmes, as part of our recovery planning, was provided for learning assistants. A bespoke training programme was designed and delivered during academic session 2021/2022. Targeted groups of children have been supported across almost all primary schools. Although new attainment data is not yet available (ACEL data will be published in December 2022) post evaluation questionnaires suggest that the programme has been successful. • 89% report that Building Blocks 4 has had a positive impact on children's learning in numeracy. • 69% report that Building Blocks 4 has had a positive impact on children's confidence in numeracy. • 80% report that Building Blocks 4 has had a positive impact on children's learning in writing. • 100% report that Write On has had a positive impact on children's confidence in writing. The small intervention model will continue to support children's literacy and numeracy in academic session 2022/23. Identified learning assistants will continue to access on-going support to deliver the programme. 16 fully qualified teachers and early year's educators participated in our 'Preparing for Leadership' programme which supports educators to prepare for more formal leadership roles. This was interrupted by COVID. The programme is now complete and will be available again session 2022/23. In June 2022, 100% of Into Headship applicants graduated; 75% (3 out of 4) of these graduates had achieved a Headteacher post within Clackmannanshire by 24.6.22. We have a 300% increase (3 participants) in the number of candidates enrolled in the Into	IO Team Leader; IO Team Leader

Code	ACTION	By When	Progress	Expected Outcome	Latest Note	Lead
					Headship programme in session 22/23 compared with session 21/22 (no participants). Mark Priestly, Professor of Education and Director of the Stirling Network for Curriculum studies, Stirling University, designed and delivered five professional learning sessions which supported our educational leaders to consider the implications of Curriculum for Excellence (CfE); Into the Future, OECD report 2021, which reviewed CfE. The report provided key findings and recommendations, which Mark used, alongside international research and evidence, as the basis of each professional learning session. In addition, we continue to have very good uptake of part-funded Professional Education and Leadership Masters modules with 11 out of 15 available places secured for session 2022/23 following on from 12/15 in session 2021/22. A professional learning survey seeking the views of the workforce from ELC, Primary and Secondary closed in June 2022. Of those who responded, 84% have an additional support needs (ASN) specific qualification, 60% have a general additional qualification which is not ASN specific. Of those who responded, 54% identified a preference for local professional learning opportunities, 49% regional preference and 47% national preference. The survey results will be used to inform future professional learning and leadership opportunities provided in 2022/23. The survey results will also be shared with all establishments. From August 2021 – June 2022 there have been increases in both the number of attendees and the number of professional learning opportunities provided from the previous year. An increase from 290 attendees 2020/21 to 835 attendees 2021/22 at over 60 professional learning opportunities advertised through our CPD Manager system 2021/22. This is an overall increase from 22 professional learning opportunities in 2020/21. CPD Manager is a system used by Clackmannanshire and our regional improvement collaborative colleagues in Stirling, Falkirk and West Lothian to advertise and book professional learning. A total of 564 evaluations were completed 2021/22 compared to 154 2020/21. Of the 564 evaluations completed 504 were graded at good or better.	

Code	ACTION	By When	Progress	Expected Outcome	Latest Note	Lead
					Functions within the CPD Manager system support continued analysis year on year.	
PPL 21 30	Our number of class teachers is increased to enable class teachers to have increased preparation time.	31-Aug-2022	100%	✅	01-Dec-2021 Funding to retain the additional teachers that were recruited to support the recovery from Covid has been received and the teachers are now in place.	Improving Outcomes Business Manager; Chief Education Officer

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People

Business Plan 2022-23

1   SERVICE OVERVIEW
1.1   SERVICE PURPOSE & OBJECTIVES

The People Service plays an integral role in supporting the delivery of the Council's vision and outcomes. The Service and the Health and Social Care Partnership (HSCP) are committed to improving outcomes for children, families and communities, with a particular focus on the most vulnerable.

The Council's Vision – Be the Future

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

Our Values

- **Be the customer** - Listen to our customers; communicate honestly and with respect and integrity.

- **Be the team** - Respect each other and work collectively for the common good.

- **Be the leader** - Make things happen, focusing always on our vision and outcomes, and deliver high standards of people leadership and corporate governance.

- **Be the collaborator** - Work collaboratively with our partners and communities to deliver our vision and outcomes.

- **Be the innovator** - Look outwardly, be proactive about improvement and strive always for innovation and inclusive growth.

- **Be the future** - Work always towards ensuring that we deliver our vision and live our values, so that we become a valued, responsive Council with a reputation for innovation and creativity.

This People Plan sets out the key actions that will be delivered by the People Service and the Health and Social Care Partnership in 2022-23 and will contribute to the delivery of key strategic objectives as set out within:

- Council's Corporate Plan 2018-22

- Local Outcomes Improvement Plan 2017-27(Refresh)

- Clackmannanshire Council's Children's Services Plan 2021-24

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- Clackmannanshire Community Justice Plan 2018-23

- Health and Social Care Partnership Transformation Plan

It is guided by, and aligned with, the Be the Future Programme, The Promise, UNCR and the National Improvement Framework Planning and Reporting.

In light of the on-going impact of the COVID-19 pandemic, the plan sets out targeted aims, outcomes, priorities and activities for 2022-23. It focuses on collaboration to support recovery and the intelligence gathered from across the system – in particular stakeholders' needs. There is a continuing focus on Health and Wellbeing – of our staff, our families and communities as we continue to address the short, medium and long term effects and learning from the COVID crisis.

Given the uncertainty around the future path of the COVID-19 pandemic in Scotland, the approach to planning for the coming year and beyond will need to be agile and flexible.

As set out in the Be the Future Programme, we need to work differently to deliver sustained and improved outcomes for our communities, connecting and collaborating with our public sector and third sector partners, business, and empowering our families and communities. This means embracing new ways of working, structuring and delivering our services differently, in a more integrated and collaborative way, based on the principle of continuous improvement.

Any updates to the 2022-23 plans will be shared as required to ensure all stakeholders are aware of these.

The Health and Social Care Partnership Transformation Plan sets out the priorities and programmes and projects - https://clacksandstirlinghscp.org/about-us/strategic-plan/

The People Service will deliver improved outcomes in the following areas:

Be the Future Work streams	People Service Priorities
Sustainable Inclusive Growth	- Reducing Poverty - Ensuring Digital Equity and Safety - Developing the Young Workforce - Learning Estate - Learning for Sustainability - Regional Improvement Collaborative
Empowering Families and Communities	United Nations Convention on the

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	Rights of the Child ● The Promise ● Attainment ● Family and Community Support ● Family Wellbeing Partnership ● Learning and Teaching ● Covid-19 Recovery and Renewal ● Community Engagement ● Early Learning and Childcare (ELC) Provision ● Additional Support for Learning ● Youth Justice ● Workforce and Leadership
Health and Wellbeing	● Sport, Physical Education and Outdoor Learning ● Substance Misuse ● Mental Health ● Child Protection ● Getting it Right for Every Child (GIRFEC) ● Domestic Abuse / Violence Against Women ● STRIVE – Safeguarding through rapid intervention ● C-STRIVE-Children safeguarding through rapid intervention ● Health and Social Care Partnership

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1.2   SERVICE STRUCTURE

The new organisational structure is designed to promote a deeper integration of People Services and supports. With a new senior management structure in place, the Service will progress with networks of collaborative teams, clearly focused on the needs of children, families, individuals and communities. These teams will work in a much more integrated way across Education, Children's Social Work, HSCP, Justice Services, Sport, Leisure, Libraries, and Community Learning and Development, as well as more closely with other Directorates, Place in particular.

Strategic Director - People
- Chief Social Work Officer
  - Senior Manager - Permanance
  - Senior Manager - Justice
  - Senior Manager - Early Intervention and Prevention
  - Senior Manager - Care and Protection
- Chief Education Officer
  - Senior Manager - Inclusion and Partnerships
  - Senior Manager - Secondary and Communities
  - Senior Manager ELC, Sports and Leisure

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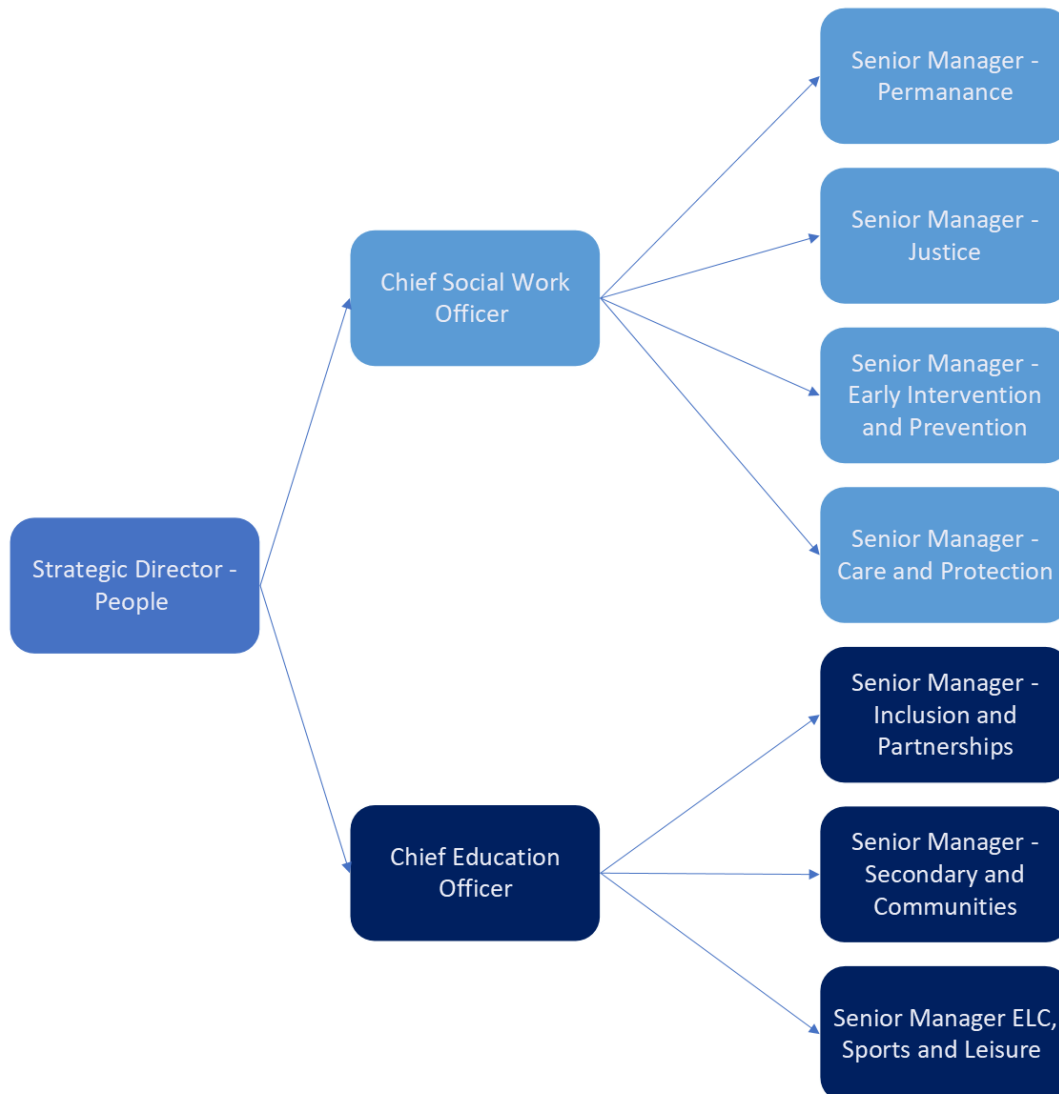
1.3 BUDGET

This budget is based on the current People Service allocations and may be subject to change due to additional financial burdens.

Revenue Budget
£'000

Care & Protection	16,191
Education & Learning	55,258
Strategic Director - People	64
Support & Wellbeing	1,827
	73,340

Capital Budget
£'000

Digital Learning Strategy	478
Social Services IT system	332
ICT replacement secondary schools	125
Fitness Equipment	12
Wellbeing Campus	2,860
	3,807

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1.4	KEY SERVICE STRATEGIES & POLICIES REVIEW SCHEDULE

The policy landscape for the People Service is multifaceted and subject to change and tight implementation timescales. The ambition is to improve approaches to service delivery in the face of current pressures including:

- reduced funding
- impact of poverty
- COVID -19 recovery
- Transformation
- reduced availability of qualified staff
- demographic and socio-economic pressures

People Services operate within a highly complex environment and its key objectives are driven by a number of overlapping strategic plans, legislation and policies.

- National Improvement Framework – a key driver for dynamic and agile improvement in education. It underpins work on the all the Attainment Funding (Scottish Attainment Challenge, Pupil Equity Funding, Care Experienced Funding Children and Young People (Scotland) Act 2014)

- Getting It Right For Every Child

- Children's Rights - United Nations Convention on the Rights of the Child (UNCRC)

- Expansion of Early Learning and Childcare entitlement

- Curriculum for Excellence

- Community Empowerment (Scotland) Act 2015

- Gaelic Language (Scotland) Act 2005

- Community Learning and Development (Scotland) Regulations 2013

- Review of the Parental Involvement (Scotland) Act 2006 and national Parental Involvement and Engagement Action Plan "Learning Together" launched in August 2018

- The Education (Additional Support for Learning) (Scotland) Act 2003 (as amended 2009)

- Developing the Young Workforce and Youth Employment Strategy

- Senior Phase Pathways

- Child Poverty (Scotland) Act 2017 and "Every child, every chance – The Tackling Child Poverty Delivery Plan 2018-22"

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- The Promise

- Forth Valley and West Lothian Regional Improvement Collaborative (RIC)

- Public Bodies (Joint Working) (Scotland) Act 2014 and the integration of adult health and social care services.

- Social Care (Self-directed Support) (Scotland) Act 2014

- Carers (Scotland) Act 2016

- Framework for Risk Assessment Management & Evaluation (FRAME) with children aged 12-17. Standard, Guidance & Operational Requirements for risk practice June 2021

- Age of Criminal Responsibility (Scotland) Act 2019

- Section 13 of the Children's (Scotland) Act 2020 (Standing Up for Siblings)

- Secure Care Pathways and Standards Scotland October 2020

- National Youth Justice Vision and Strategy June 2021

- National Guidance for Child Protection in Scotland 2020.

This schedule includes key strategic documents and publications:

Service Strategy or Policy	Approved / Last Reviewed	Date for Review
Clackmannanshire Children's Services Plan, 2021-2024	Launched August 2021	August 2024
Community Justice Improvement Plan, 2018-2023	2018 (following LOIP Plan)	2023
The Promise 2021-24	May 2021	May 2024
Clackmannanshire and Stirling HSCP Carers' Strategy, 2019-2022	2019	2022
National Improvement Framework (NIF) Education Plan 2022-23	August 2022	August 2023
Scottish Attainment Challenge: framework for recovery and accelerating progress	March 2022	March 2023

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Digital Learning Strategy, 2019-22	October 2019	October 2022
Additional Support for Learning Strategy, 2019-22	October 2019	October 2022
Scottish Attainment Challenge (SAC Plan), 2022-23(Part of NIF Plan)	Annual Report	March 2023
Health and Wellbeing Strategy	August 2019	December 2022
Learning, Teaching and Assessment Strategy	Implementation Phase	December 2022
Outdoor Learning Strategy	Implementation Phase	December 2022
Numeracy Strategy	Launched June 2022	August 2023
Literacy Strategy	Launched June 2022	August 2023
Parental Involvement and Engagement Strategy	Launched Aug 2021	August 2024
Early Learning and Childcare Expansion to 1140 hours entitlement	Implementation phase	August 2022
Learning Estate Strategy, 2019-40	Implementation phase	2022
Community Learning and Development Plan, 2021-24	Launched August 2021	August 2024
Sport and Active Living Framework for Clackmannanshire, 2018-28	2018	2028
Equally Safe	Implementation Phase	Scottish Government Engagement 2022
Safe and Together	Implementation Phase	Scottish Government 2022
Forth Valley Care and Risk Management Procedures	Under Development	Under Development
Forth Valley Social Work Operational Child Protection Procedures	Implementation Phase	2022

Forth Valley Guidance Getting our Priorities Right for Children and Families affected by Parental Alcohol and Drug Use (2019)	Implementation Phase	Implementation Phase
Forth Valley Secure Pathway and Standards Procedures	Under Development	Under Development

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2 KEY ISSUES FOR THE SERVICE

The global pandemic has had a profound impact on our citizens, our communities, our partners, our suppliers and our staff. Though these challenges are changing, it is reasonable to expect that it will continue to overlay everything we do and therefore impact significantly on the operations of the Council and thus People service and the HSCP.

Financial sustainability has been a key challenge and theme for the Council for many years; the pandemic has necessitated respective governments to provide unprecedented sums into various response activities, a consequence of which is that public sector budgets are likely to come under even greater pressure in the near future.

As a result, our focus must remain on supporting transforming services and ways of working.

The People Service is leading a number of projects through the *Be the Future* Transformation Programme.

The People Redesign will seek to address the pressures on existing staff as well as paving the way for new ways of working which will support transformation. A Workforce Development Plan and Leadership Plan will support the Council's ambition set out in Be the Future Programme, as well as ensure that statutory requirements continue to be met and service improvements are achieved. A Clackmannanshire Council Staff Experience Survey was conducted in late 2021, with a focus on:

- Employee engagement
- Mental health and wellbeing
- Communication
- Homeworking
- Council vision and values.

Results from this survey will inform how the People Directorate will continue to support staff to fulfil their roles within the Council (Appendix 3).

It is essential that there is a seamless service for children, young people and their families, with good communication and early intervention being of paramount importance. This places a clear responsibility on all agencies within the People Service to ensure the early identification and assessment of the needs of vulnerable children, young people and families so that appropriate care and support is made available.

The context of need in our communities is available in **Section 3.4** and continues to be challenging with:

- Higher than average incidences of looked after children and child protection cases, often due to areas of significant deprivation, and parental drug and alcohol misuse.
- Increasing numbers of children with additional support needs in schools and Early Learning Centres.
- Increased emphasis on Public Protection incorporating Child Protection, Adult Support and Protection, substance misuse, gender-based violence and Multi-Agency Public Protection Arrangements in respect of Community Justice.
- Identification, with partners of new and innovative community payback placements for unpaid work

3 APPROACHES

3.1 TRANSFORMATION, INNOVATION AND COLLABORATION

Delivering sustainable public services by improving the economic performance of the area and creating the conditions to ensure our people, businesses and communities enjoy the benefits of greater prosperity is critical to our Be the Future ambitions. This represents a significant and challenging programme of longer term transformation and investment.

Over the last 18 months, transformation has been delivered against the socio-economic impact of COVID. However the COVID crisis has demonstrated that transformation is needed now more than ever for our social and economic renewal and to tackle the underlying health and well-being inequalities.
 Moving forward, we will continue to deliver Be the Future against the on-going COVID response, delivering on business continuity and improving our core statutory services. Achieving the balance of these priorities is reflected in this Business Plan.

The Budget Strategy approved in 2021/22 set out a series of priorities that recognised how we spend, plan and connect our investment particularly in light of the Covid Pandemic Recovery and will lay the foundation for economic recovery for future generations. The budget approved a long term financial planning approach that established a 20 year capital budget, organised around the Council's Be the Future Programme priorities of:
- Sustainable inclusive growth
- Empowering our families and communities
- Health and well-being.

The convergence of this 20 year Capital Programme with other significant developments including delivery of the City Region Deal, the focus of the Scottish Government budget and programme on Community Wealth Building, the Well-being economy and Place-based developments presents a significant opportunity in our journey towards sustainable public services.

This focus means we are better positioned to take advantage of this alignment to increase the pace, scale and impact of our Be the Future programme for the benefits of people, businesses and communities.

The HSCP has set out ambitious plans in its Transformation Plan. This is monitored and reviewed by the Transforming Care Board. https://clacksandstirlinghscp.org/about-us/strategic-plan/

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3.2 STAKEHOLDER ENGAGEMENT

Stakeholder Engagement remains of highest priority, particularly as we move forward with different ways of working and empowering families and communities.

Some examples of engagement with stakeholders this year are listed below:

- Participation with Children and Families Forum and Clackmannanshire Third Sector Interface and community partners on Family Learning projects

- Public engagement regarding Cycling Development

- Engagement with families, children and young people of Additional Support for Learning who attended the Summer of Well-being programme to collate feedback and ideas for future provision

- Online information engagement sessions within the community on MCR Pathways (Young Clacks Talent)

- Monthly Parent Council Forum Chairs meetings throughout COVID

- Engagement webinar with Youth Council and all schools to share information on areas such as Climate Change

- Participation in the National Health and Wellbeing Census for P5-S6 children and young people

- Collaboration and engagement across Central Scotland Regional Equalities Council

- E- Safety Partnership Stakeholder Group

- Collaboration and engagement across the Regional Improvement Collaborative (RIC) with teachers, unions, Heads, CLD, Educational Psychologists across Stirling, Falkirk, Clackmannanshire and West Lothian

- Partner engagement stakeholders to develop key priorities for Service Development – Columba 1400, MCR Pathways, Youth Link Scotland, Winning Scotland Foundation, DyW, Skills Development Scotland, NHS, etc.

- Implementation of Clacks Youth Voice Framework to influence service provision locally and nationally.

- Extensive public and partner engagement informing the development of the Wellbeing Hub and future Leisure Provision

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- Corporate Parenting Group

- Children and Young People's Strategic Partnership

- Developing the Young Workforce including employers and college

- Engagement with Kinship Carers

- Oor Clacks Voices and Oor wee Clacks voices with some of our care experienced children and young people

- Young Carers' Groups in schools

- LGBT Youth – Clax LGBT Youth Group (13-25 yrs.)

3.3 MANAGING SERVICE PERFORMANCE

Across the People Service there is *a relentless focus* on improving outcomes to determine the positive impact our actions have on our children, young people and families.

There is a robust planning methodology, which ensures that there is a clear rationale for each action with defined outcomes and a measurement plan for evidencing impact

Our outcomes are that

- Our families; children and young people will have the best possible start in life.
- Our communities will be resilient and empowered so that they can thrive and flourish.

and that there is an emphasis on minimising the effects of childhood poverty and raise attainment for all children and young people.

The People Performance Indicators, including from within the Local Government Benchmarking Framework, are outlined below -

Early Years
• Cost per ELC registration
• Funded Early Years provision graded good or better
• Communication and vocabulary gap

Attainment
• 4th year pupils gaining 5+ awards at level 5 or above

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- 5th year pupils gaining 5+ awards at level 6 or above
- 4th year pupils from deprived areas gaining 5+ awards at level 5 or above
- 5th year pupils from deprived areas gaining 5+ awards at level 6 or above
- Average tariff score in SIMD quintile 1 (most deprived)
- Average tariff score in SIMD quintile 2 (2nd most deprived)
- Average tariff score in SIMD quintile 3 (middle)
- Average tariff score in SIMD quintile 4 (2nd least deprived)
- Average tariff score in SIMD quintile 5 (least deprived)
- Overall average tariff score – all pupils

Schools
- Cost per primary school pupil
- Cost per secondary school pupil
- Average working days lost through sickness absence per teacher
- School attendance - all pupils
- School attendance - Looked After Children
- School exclusions - all pupils (per 1,000 pupils)
- School exclusions - Looked After Children (per 1,000 Looked After Children)
- School leavers entering positive destinations
- 16-19 year-olds participating in employment, education or training
- Satisfaction with schools (3 year average)

Child Care
- The number of children placed in out of authority placements
- The number of Looked After Children in the community per child per week
- The number of children subject to Compulsory Supervision Orders (CSO)
- The number of children protection referrals
- The number of child protection registrations
- Looked After Children with more than 1 placement in the last year
- Child Protection re-registrations within 18 months
- Number of children who have been on the register for 12 months or longer

Justice Services
- The key indicators shown below are relentlessly tracked and monitored – termed People *obsessions*

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3.4 CLACKMANNASHIRE PEOPLE DIRECTORATE PROFILE

Demographic Profile

July 2022

AIM:

The following profile includes data available in 2021/2022.

> The aim of the profile is to provide background data to inform improvement planning across Clackmannanshire's People Directorate.

GEOGRAPHY

Clackmannanshire has 9 main localities or neighbourhood settlements:

*   Alloa
*   Alva
*   Clackmannan
*   Dollar
*   Menstrie
*   Muckhart
*   Sauchie
*   Tullibody
*   Tillicoultry

In 2020, due to the COVID pandemic, the annual Scottish Household Survey was held as a telephone survey with comparable year data not available. Questions were different with a focus on deprivation areas rather than council areas [further detail can be found under the relevant sections].

POPULATION

In 2020, the population of Clackmannanshire reported a yearly fall of 0.5% to 51,290; still less than 1% of the Scottish population; with the population of young people [aged 0 to 17 years] accounting for 20% of the overall population across Clackmannanshire.

Over 60% of the population consists of people aged 16 to 64 years (62%), slightly lower than the Scottish average of 63.9%.

In 2020, the number of households in Clackmannanshire continued to increase at 24,077, a further increase of 0.8% on the previous year and the sixth highest percentage change across Scotland. Clackmannanshire is still experiencing a high number of new housing developments, which is attributing to this rise in the number of households across the area.

In 2020, there were more females (51.1%) than males (48.9%) living in Clackmannanshire. (Across Scotland, it was 51.2% females and 48.8% male.)

DEPRIVATION

Scottish Index of Multiple Deprivation (SIMD) is an area-based measure of relative deprivation; not every person in a highly deprived area will

experience high levels of deprivation. If an area is identified as 'deprived', it can relate to people having a low income, fewer resources or opportunities.

SIMD looks at the extent to which an area is deprived across seven domains: income, employment, education, health, access to services, crime and housing.

Clackmannanshire consists of 72 datazones (out of 6976 across Scotland). It has a **25%** share of the 20% most deprived data zones [18 datazones]. One of the datazones in Clackmannanshire features as the sixth highest overall deprived data zone and the 10th highest most income deprived data zone across Scotland.

This means that some areas of Clackmannanshire still experience a high number of vulnerable communities associated with high levels of unemployment, including youth unemployment, substance misuse, mental health issues and young parents/one parent families.

EMPLOYMENT

Clackmannanshire's employment traditionally consisted of industries such as brewing, coal mining and textiles. Now the area relies more heavily on public service employment production and retail.

Latest Employment Picture

The COVID pandemic has affected the UK labour market, which in return has affected local labour markets.

The following statistics compare the time frame April 2019 to March 2020 & April 2020 to March 2021 [referred to as 2019/20 & 2020/21 for the purposes of this report]; 2,591,100 people (aged 16 and over) were estimated to be in employment in Scotland during this time.

The employment rate (16 to 64 years) was estimated at 72.8%, lower than in 2019/20 (74.5%) and below the UK rate of 74.7%.

Across Clackmannanshire, the employment rate was estimated at **72.9%,** higher than in 2019/20 and higher than the Scottish average [detailed above].

Clackmannanshire was one of nine local authorities where the employment rate had increased during this time.

Young People Employment

The employment rate across Scotland in 2020/21 for 16 to 24 year olds was 52.8%; a fall of 1.8 pp compared to 2019/20. Across Clackmannanshire, the employment rate for 16 to 24 year olds was higher at 63.4%, an increase of 2.9 pp.

The gender employment gap [measures the difference between the employment rates for men and women] had decreased from 6.3 percentage points [pp] in 2019/20 to 4.7 pp in 2020/21, driven by the greater reduction in the employment rate for men compared with women. The gender employment gap across Clackmannanshire was only 0.8 pp in 2020/21 with similar rates of employment for both men and women.

UNEMPLOYMENT

In the calendar year 2020/21, it is estimated that **3.8%** of 16 to 64 year olds across Clackmannanshire were unemployed; compared to 3.9% in Scotland; slightly lower rate.

Economic Inactivity

Latest figures report the percentage of all people economically inactive across Clackmannanshire at 26.3%, higher than the Scottish figure of 23.8%. The largest proportion of this figure consists of "long term sick" although the retired population in Clackmannanshire is also higher than the Scottish rate.

CHILD POVERTY

Research [most recent data] reported in May 2021, indicates that as high as 27.3% of children are living in poverty in Clackmannanshire, higher than the Scottish average of 24.3% and higher than the previous year where it was 26.1% .

Overall, the rate of child poverty in the area is third highest in Scotland increasing by 3.1 pp since 2014/15; the Scottish average has risen by 2.7 pp over the same period. [According to this research]

The chart opposite illustrates the increasing trend in the percentage of children in poverty across Clackmannanshire.
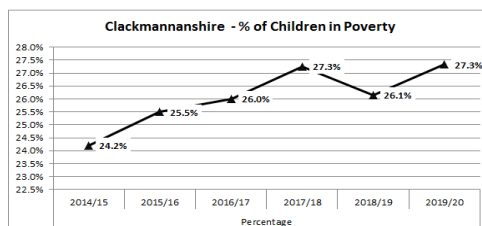
Research indicates being in paid employment is an effective way out of poverty, and families where all adults are in full-time employment are a low poverty risk. However, where a job does not pay well, is part-time, or of "zero hour" contracts, this is not always enough to prevent poverty. As such, two thirds of children who live in poverty are living in working households.

Across Clackmannanshire, many of our employers offer low skilled, often part-time and "zero-hour" contracts, with a minimum wage. According to NOMIS figures for 2020, Clackmannanshire has a higher percentage of the working population in both Manufacturing and Wholesale & Retail than across Scotland, both areas that traditionally offer lower salaries (average salary is also lower than the Scottish average).

Most recent data has a slightly lower percentage of households across Clackmannanshire as "workless households" – 18.5%; a fall from 20.6% and on par with the Scottish average (18.1%); equates to 2900 households.

Homeless

Comparing the same 6 month summary period over the last two years there has been a 21% increase in the number of homelessness applications to the local authority from 238 to 288 with a 5% increase in the number of households assessed as homeless. Associated with the increase in homeless households is a 13% increase in the number of children in temporary accommodation across the authority].

HEALTH

Children's Health

Children living in the most deprived areas of Scotland experience significantly worse health outcomes than children living in the least deprived areas and are more likely to experience:

- Lower birthweight
- Poorer dental health

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- Higher obesity levels
- Higher rates of teenage pregnancy

Substance Misuse

ALOCHOL: Clackmannanshire reported 12 alcohol specific deaths in 2020, a fall on the previous year where there had been 15; equates to 18.4 deaths per 100,000 populations, lower than the Scottish average of 21.5.

DRUG MISUSE: The number of individuals presenting for assessment at specialist drug treatment services from Clackmannanshire over the last five years has been sporadic with the highest percentage of referrals being in the 25 to 29 year old age group in 2020/21, a slight increase on previous years.

Drug-related deaths continue to increase nationally.

In 2020, there was a 5% increase in the number of drug deaths on the previous year and the largest number ever recorded. Drug-related deaths have been increasing since 1996 but since 2013, the upward trend has been steeper.

Despite the national increase, Clackmannanshire reported 9 drug related deaths in 2020, a fall from the previous year where there were 15 deaths; equates to 19 deaths per 100,000 population; almost half the national average [Scotland 37.2 per 100,000 population] .

Breastfeeding

A slight fall was recorded of all babies born in Clackmannanshire that are breastfed, 50.7%; compared to the Scottish average of 65.6%. A fall has also been recorded in the percentage of babies exclusively breast fed at 6-8 weeks – 20.3% [27.7% in 2019/20]; remaining much lower than the Scottish percentage of 32% .

Suicides - Young People

There were 12 young person suicides in 2020 [most recent data] which is an increase on previous years; 44 suicides in the 5 year period under review which equates to 17.1 suicides per 100,000 population. The Scottish average is 14.1 suicides per 100,000.

Teenage Pregnancies

Across Scotland, the teenage pregnancy rate is at its lowest level since reporting began in 1994. The rate fell from 30 per 1,000 women in 2018 to 28 per 1,000 in 2019.

Despite a previous falling trend, the rate of teenage pregnancies increased from **34.9 to 46.8 per 1000 women** – the highest in Scotland.

CRIME

Domestic Abuse

The rate of domestic abuse across Clackmannanshire increased in 2020/21 but not at the same rate as it did the year before. Since 2016/17 there has been **4.6%, increase** in the rate of domestic abuse across Clackmannanshire; lower than the national rate, which is 9.2%.

Despite this, the rate of domestic abuse is remains the third highest in Scotland with only Dundee City & West Dunbartonshire higher.

Juvenile Offending [Referrals to Children's Reporter]

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In 2020/21, **161 children** were referred to the Children's Reporter, a third less than the year before. The highest proportion of referrals came from the Police.

The highest referral is in relation to parental care/neglect, which accounts for 50% of all referrals in 2020/21; followed by Schedule 1 offences (22%), committed an offence (16%) and experienced domestic abuse (8%).

Prison Population

The Scottish Prison Service (SPS) report a yearly fall in the rate of offenders arriving at prison from a Clackmannanshire address. In 2020/21, 2.9 per 1000 population arrived in prison from a Clackmannanshire address, a fall from 3.4 the previous year. Despite the fall, the rate remains the fifth highest across Scotland.

EDUCATION

Educational Establishments

Clackmannanshire has 18 publicly funded primary schools, 3 publicly funded secondary schools, 2 Special Schools (Secondary School Support Service & Lochies), 4 Specialist Provisions (Alloa Academy (EASN), Alva Academy (ASD), Alva PS (ASD) & Primary School Support Service) and 3 standalone Early Learning & Childcare (ELC) establishments.

Staffing

At the latest annual school staff survey, Clackmannanshire is reporting **556 teachers** (including ELC), similar to the previous year but an increase of 8% over the last 5 years. Our overall pupil teacher ratio is 12.1, lower than the Scottish average of 13.2 and a slight improvement on the previous year.

Early Learning & Childcare [ELC] Establishments

In 2021, 21% of all 2 year olds were in placement within an ELC Establishment across Clackmannanshire, third highest in Scotland [Scottish average 13%].

94.7% of funded early year's provision were graded good/better in 2020/21; remains higher than the national average [90.9%].

Establishment Roll

Across Clackmannanshire, there were **6731 pupils** in our schools (3,895 primary school pupils, 2,758 secondary school pupils & 78 pupils who attend our Special Schools), an increase of 1.6% over the last 5 years .

LEVELS OF DEPRIVATION: 31.8% of all pupils in Clackmannanshire establishments live in our most deprived areas (SIMD Q1); 14.6% live in our least deprived areas (SIMD Q5); compared nationally to 22.4% and 19.3% respectively.

Additional Support Needs (ASN)

DISABILITY: In 2020/21, the rate assessed and/or declared as having a disability per 1,000 pupils was 13.7, much lower than the Scottish rate of 27.1.

Across our schools, 29.6% of our primary school pupils have Additional Support Needs (ASN), which is slightly higher than the Scottish average of 27.7%. 37.6% of our secondary school pupils have ASN, lower than the Scottish average of 38.2%.

Class Size

Our average class size for primary schools is 21.5 pupils, lower than the Scottish average of 23.2.

Free School Meals (FSM)

63.7% of primary school pupils and 18.7% of secondary school pupils are registered for FSM, an increase 23% since 2017/18 for primary school pupils and 15% for secondary school pupils (reflects changes in living costs).Scottish average 64.9% for primary & 17.7% for secondary) .

HEALTH & WELLBEING

Attendance & Exclusions

Overall, school attendance was beginning to increase prior to the COVID pandemic. In 2020/21, attendance across Clackmannanshire is higher than the national average by 0.9 pp. Since 2016/17, the attendance rate across Clackmannanshire has remained unchanged.
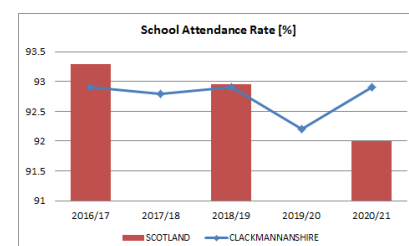
Effect of pandemic: the impact of COVID-19 and the subsequent lockdowns that followed has affected the overall attendance rate in all of the educational establishments across Clackmannanshire.

Exclusions: Since the introduction of a new exclusion policy across the authority, our exclusions have remained low (or none) and are therefore lower than the national average.

Bullying

The number of reported bullying incidents in 2020/21 fell by 12% compared to the previous year to 161.

The main nature of reporting refers to "Hit, tripped, pushed or kicked" accounting for almost half of reporting [48%]; followed by "Name calling, teased, put down or threatened" accounting for a third of all reports.
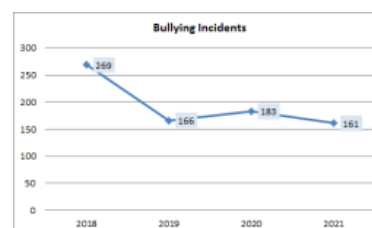
This differs from the year before where the most reporting bullying incident referred to name calling, etc. [47%].

Incidents with levels of "violence" increased in 2020/21 despite the overall fall.

Pupil Voice

The first survey was completed by 430 children and young people.

The main themes highlighted across all age groups were environment and health & wellbeing.

As a result, the young people are exploring these themes by carrying out a mapping exercise of the local communities. Recommendations are forthcoming on how to take forward opportunities to address key concerns.

Summer Programme: 14 young people in Sauchie participated in the development of a Summer Programme presenting to the 'Sauchie Active 8' Committee; securing funding for 4 outings.

The Youth Council: funding secured through the Mental Health Transformation Programme for the Youth Bank, developing health and wellbeing activities.

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Attainment including the Poverty Related Attainment Gap

Curriculum for Excellence [2020/21 results]

Clackmannanshire's learner's performance in Early Level Reading remains higher than the national average.

Clackmannanshire's most deprived cohort is outperforming the national most deprived cohort in Early Level Reading, Writing and Listening & Talking.

Learners across Clackmannanshire are performing at the same level as the national average in Early Level Listening & Talking.

The Poverty Related Attainment Gap in First & Second Level Reading narrowed in 2020/21.

Clackmannanshire's most deprived cohort (learners in SIMD 1&2) outperformed Clackmannanshire's least deprived cohort (SIMD 9&10) in First Level Reading in 2020/21.

The fall in performance at Second Level Reading & Writing is lower than the national trend with the "gap" between national and Clackmannanshire's reducing in both areas.

Clackmannanshire's most deprived cohort improved in Second Level Reading in 2020/21 and is higher than the national most deprived cohort.

The "gap' in performance between Clackmannanshire's cohort and the national cohort is narrowing in Second Level Numeracy.

Improving trend in achievement of Second Level Numeracy in Clackmannanshire's most deprived cohort.

Senior Phase [2020/21 awards]

There was an increase in National 5 awards across the authority with an 84.2% pass rate, continuing a 3-year improving trend.

•Increase in Maths National 5 Awards with 71.6% pass rate

•Increase in English National 5 awards with pass rate improving to 92.8%

There was an increase in the number of Higher awards with a pass rate of 87.1%.

•Almost 40% students achieving 'A' pass

•Increase in Higher Maths with pass rate improving to 73.8%

•Significant increase in Higher English with pass rate improving 87%

There was however a slight fall in the pass rate at Advanced Higher level.

•Increase in pass rate of Advanced Higher Maths to 87.5%; more than half (56.3%) awarded an 'A' pass

•Increase in pass rate of Advanced Higher English to 88.9%

Overall, school leavers in 2020/21 achieved more tariff points, an increase of 13% since 2016/17. Despite the increase, attainment remains lower than the national average.

School leavers from our most deprived area achieved more tariff points than in the previous year [12% yearly increase] although overall attainment also remains lower than the national average; the gap with school leavers from Clackmannanshire [most deprived] and the national average has grown.

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Positive Destinations

The percentage of school leavers who entered an initial positive destination fell by 0.6 pp from 96.5% in 2019/20 to 95.9% in 2020/21 (smaller cohort of school leavers). Despite the fall, this rate remains higher than the National Destination Rate of 95.5%.

- A higher percentage of school leavers entered Higher Education: 39.5%; a yearly increase of 8.5 pp. Despite this increase, the rate remains lower than the national rate [45.1%].

- A smaller percentage of school leavers entered Further Education: 27.3%; a yearly fall of 6.8 pp. Despite the fall, the rate remains higher than the national rate [23.3%].

- A higher percentage of school leavers entered employment: 23.2%; a yearly increase of 5.6 pp. This remains higher than the national rate [22.6%].

FOLLOW UP DESTINATION RATE: 91.8% of school leavers were still in a positive destination rate 9 months after leaving school; the Scottish average is 93.2%. This is an improvement on the previous year where it was 90.1%. More school leavers remained in Higher Education and Employment in 2020/21 accounting for the change.

Participation Rate

The Annual Participation Measure (APM) reports on the economic and

Employment activity of 16 to 19 year olds in Scotland and is the source of the Scottish Government's National Performance indicator

"Percentage of young adults (16-19 year olds) participating in education, training or employment".

In 2021, this national indicator stood at 92.2%, the highest percentage ever reported. This was due to an increase in young adults remaining in or re-entering education.

Across Clackmannanshire the Participation Rate also increased although remains slightly lower than the national average – 90%; an increase of 0.7 pp on the previous year.

Increases are reported in participating in education and training & development. The Participation Rate for Employment remains higher than the national average at 18.4% [national – 15.5%].

Family Learning in Clackmannanshire FLIC 1400

During the period September 2021 to March 2022 FLIC 1400 engaged directly with **91 families** providing a range of learning opportunities, underpinning was a focus on literacy, numeracy and health and wellbeing. A Facebook Group (WoW Group) is used as a platform for sharing information and keeping in touch with families. Members of this group have increased by over 50% from 113 to 178 members.

Adult Learning

The SQA Centre is now the responsibility of the CLD team; planning to introduce SVQ awards later in 2022.

ESOL: the demand for ESOL has increased with classes based at the Ben Cleuch Centre; online programmes have been developed to supplement classes.

CLD partners are now carrying out programmes in the Bowmar Centre to facilitate adult and family learning programmes working with Co-Lab to develop web and an App-based Directory of local groups/classes etc. to facilitate adult learning.

The recent launch of the Scottish Adult Learning Strategy will be taken into account in developing adult learning across Clackmannanshire.

CHILDREN & YOUNG PEOPLE

Child Social and Physical Development

Problems with early child development are strongly associated with long-term health, educational, and wider social difficulties.

Detecting developmental problems early provides the best opportunity to support children and families with good evidence that parenting support and enriched early learning opportunities can improve outcomes for children including intensive early interventions for children with serious developmental problems.

The percentage of children meeting developmental milestones across Clackmannanshire fell in 2020/21 to **78.7%,** a fall of 7.6 pp. The Scottish average also fell but not to the same extent as it did across Clackmannanshire [a national fall of 0.6 pp].

The gap with the national achievement rate is 6.4 pp in 2020/21; this is despite in previous years being quite similar to the national [since 2017/18 – as illustrated in the chart above].

Looked After Children (LAC)

The total number of Looked After Children across Clackmannanshire as of 31st July 2021 was 270; 2.7% of the 0 to 17 year population; higher than the previous year where it was 2.5% and higher than the Scottish average of 1.3%.

Of the LAC "starting to be looked after during 1 August 2020 to 31 July 2021", 21% were children aged under 5 years.

The largest proportion of LAC continues to be looked after by friends/relatives, almost half at 46%; higher than the Scottish average which is 33%.

Clackmannanshire still has a much higher cost of foster care for LAC at 20% (slight fall on the previous year) compared to the Scottish average of 10% .

Child Protection

The number of children & young persons on the Child Protection Register in 2020/21 was 41, equates to rate of 4.6 per 1000 population; a slight fall on the previous year [43, 4.8 per 1000 population] .

The main concerns identified at case conferences for Clackmannanshire continues to be parental substance misuse (alcohol & drugs) followed by neglect then domestic abuse

Clackmannanshire Educational Psychology Service

The Educational Psychology Service (EPS) has had 556 requests for assistance from establishments and parents/ carers looking for support and advice between August 2021 & June 2022, approximately 50.5 requests per month. This compares with 552 requests for assistance previously between March 2020 and May 2021, approximately 36.8 requests per month.

This is an approximate increase of 27% between the times noted above. The most

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frequent issue raised in requests for assistance remains autism spectrum conditions.

The EPS is currently working alongside 111 children and young people directly to support educational assessment and planning. This is an approximate increase of 47% between the times noted above.

The Intensive Therapeutic Service works regularly (usually weekly) with 15 children, young people and their families to help resolve trauma that is affecting their education.

A further 26 children and young people are supported by the EPS in Out of Authority Placements.

Counselling in Schools Service (CiSS)

This Service for pupils aged 10 to 18 was launched in September 2020 receiving 210 referrals [July 2021]. Of these referrals, 64% were for females and 36% were for males.

Pupils from all sectors (primary, secondary and specialist schools) accessed the Service, with the majority of referrals (71.5%) coming from secondary schools.

Most pupils referred to the Service came from areas of multiple deprivation with 40.9% of pupils living in SIMD 1 and 2 and 65.7%, living in SIMD 1-4, which suggests a potential impact of deprivation on mental health and wellbeing.

Sixteen per cent [16%] referrals were for care-experienced pupils.

Pupils were referred to the CiSS for a variety of reasons including:

- emotional regulation issues
- behavioural difficulties (such as hyperactivity and attention issues)
- peer and family relationship issues
- mental health difficulties such as anxiety, depression, self-harm and trauma

Pupils also report struggling with transitions, bereavements, family change and the impact of COVID and lockdown.

Mental Health & Wellbeing Survey

Primary School Survey compared two years: June 2020 to June 2021

Highlights

- 88% state they have re-engaged with their learning
- 87% state they have received emotional support from school

The following have the largest yearly change:

- Have many worries [jump of 50 pp – 65%]
- Easily distracted [jump of 48 pp – 76%]
- More nervous/clingy [jump of 48 pp – 67%]
- Restless & overactive [jump of 36 pp – 56%]

Secondary School Survey results from June 2021

Highlights

- 81% state do not have good attention span
- 72% state they have many worries
- 65% state they enjoyed being back at school
- 74% state they have re-engaged with their learning

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- 74% state they have received emotional support from school

Both surveys report that about a fifth of school pupils (both primary & secondary) have lost someone close to them over the pandemic period.

Holistic Wellbeing and Listening Service

Across the authority approximately 147 pupils have regularly accessed the Wellbeing Service (August 2021-Feb 2022) for individual support.

The service continues to provide universal support through

- Group Work
- Walk and Talks
- Mindfulness
- Drawing & Talking Session
- Family Support
- Outdoor Activities

Active Schools

Active Schools offers an annual inclusive programme of physical activity and sport to all pupils in primary, secondary and additional support needs settings.

The programme's key areas of work are:

•Extra curricular sport - delivery of free activities at lunchtime or after school over a 24 week period with over 1000 participants

•Delivery of the Sports Leader UK Young Leader training programme to all Primary 6 or 7 children in the all primary schools & Lochies School - 450+ pupils

•Creation of Sports Committees (pupil led groups) in all educational settings in preparation for re-launch in August 2022 of the Sportscotland School Sport Award programme

•Support for delivery of Sports Leader UK SCQF Leadership in Sport Level 4 and Level 6 (Higher Leadership) courses.

oLornshill Academy had 1 pupil achieve level 4 and 9 pupils achieve Level 6 this year
oCSSS had 3 pupils achieve Level 4.

•All Primary 5 & Primary 6 pupils access free Bikeability Level 1 and 2 training - cycle skills sessions

•All Primary 7 pupils across the Lornshill Academy cluster have access to a free bike as part of a Scottish Government pilot in partnership with Forth Environment Link.

o170 pupils received a 'pre-loved' bike last academic year.

Physical Education

All pupils continue to receive 2 hours quality physical education each week by a qualified PE teacher; following an authority wide annual plan

•All Primary 7 pupils have the opportunity to take part in a school skiing programme delivered at Firpark Ski Centre

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Events and Festivals

Every P1 - P7 has access to and took part in a range of events and festivals during 2021/22 covering in both school and central venue events.

Engagement in Sport

Due to the break in programming for over 2.5 years, baseline participation data has been re-set:

•   50% of primary pupils take part in extracurricular sport sessions

•   15% of secondary pupils take part in extracurricular sport sessions

Appendix

[1] https://scotland.shinyapps.io/ScotPHO_profiles_tool/

[1] www.statistics.gov.scot   Key Facts population

[1] Nomis official labour market statistics – Labour Market Profile – Clackmannanshire http://www.nomisweb.co.uk/reports/lmp/la/1946157409/printable.aspx

[1] https://www.nrscotland.gov.uk/files//statistics/council-area-data-sheets/clackmannanshire-council-profile.html

[1] www.gov.scot Scottish Index of Multiple Deprivation 2020

[1] www.gov.scot Scottish Index of Multiple Deprivation 2020v2 Revision Notice

[1] All data for this section is taken from https://www.gov.scot/publications/scotlands-labour-market-people-places-regions-statistics-annual-population-survey-2020-21/

[1] All data presented in relation to employment stats is for April 2020-March 2021and therefore provides estimates which are an average of the full year since Government policies related to the COVID-19 pandemic were introduced in March 2020. Comparisons are presented compared with the year before (April 2019- March 2020) and also the comparable period ten years before (April 2010-March 2011).

[1] Research by Loughborough University http://www.endchildpoverty.org.uk/local-child-poverty-data-2014-15-2019-20/

[1] https://data.gov.scot/poverty/

[1] NOMIS official labour statistics - Clackmannanshire http://www.nomisweb.co.uk/reports/lmp/la/1946157409/printable.aspx

[1] http://www.nomisweb.co.uk/reports/lmp/la/1946157409/printable.aspx

[1]

[1] Homeless in Scotland 2020 to 2021, https://www.gov.scot/publications/homelessness-scotland-update-30-september-2021/documents/

[1] https://www.nrscotland.gov.uk/files/statistics/alcohol-deaths/2020/alcohol-specific-deaths-20-report.pdf

[1] https://www.opendata.nhs.scot/dataset/scottish-drug-misuse-database/resource/d5ffbfe1-12d1-4d58-8a49-a32b8c3356a5

[1] https://www.nrscotland.gov.uk/files//statistics/drug-related-deaths/20/drug-related-deaths-20-pub.pdf

[1] https://publichealthscotland.scot/publications/infant-feeding-statistics/infant-feeding-statistics-financial-year-2020-to-2021/

[1] https://www.scotpho.org.uk/health-wellbeing-and-disease/suicide/data/local-authority/

[1] https://publichealthscotland.scot/publications/teenage-pregnancies/teenage-pregnancies-year-of-conception-ending-31-december-2019/

[1] https://www.gov.scot/news/domestic-abuse-recorded-by-the-police-in-scotland-2020-21/

[1] https://www.scra.gov.uk/resources_articles_category/official-statistics/

[1] https://www.gov.scot/publications/scottish-prison-population-statistics-2020-21/documents/

[1] https://www.gov.scot/publications/teacher-census-supplementary-statistics/

[1] https://www.gov.scot/publications/pupil-census-supplementary-statistics/

[1] https://www.gov.scot/publications/pupil-census-supplementary-statistics/

[1] SEEMiS Bullying & Equalities Report, extracted 11/07/2022

[1] www.gov.scot/binaries/content/documents/govscot/publications/statistics/2022/06/summary-statistics-follow-up-leaver-destinations-no-4-2022-edition/documents/summary-statistics-follow-up-leaver-destinations-no-4-2022-edition/summary-statistics-follow-up-leaver-destinations-no-4-2022-edition/govscot%3Adocument/summary-statistics-follow-up-leaver-destinations-no-4-2022-edition.pdf

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[1] https://www.skillsdevelopmentscotland.co.uk/publications-statistics/statistics/annual-participation-measure/

[1] https://www.gov.scot/publications/childrens-social-work-statistics-scotland-2020-21/documents/

[1] https://www.gov.scot/publications/childrens-social-work-statistics-scotland-2020-21/documents/

[1] https://www.gov.scot/publications/childrens-social-work-statistics-scotland-2020-21/documents/

[1] Data provided by Clacks Educational Psychologists

[1] Results provided by Education Services – Mental Health & Wellbeing Survey June 2021

[1] Data provided by Sports Development, July 2022

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21 Key Indicators (tracked by SIMD 1 & 2 and overall)
COVID Recovery will be integral to all key indicators

- % Children achieving expected levels of Literacy & Numeracy*
- % Young people achieving at SCQF Levels in Literacy & Numeracy*
- No of Awards achieved by young people by end of Senior Phase
- No of Children & Young People (C&YP) gaining volunteering awards at school and in the community
- Attendance figures*
- Poverty Related Attainment Gap
- Number of external placements for Care Experienced
- Care Experienced young people with more than one placement
- Number of children on the child protection register / length of time registered
- Number of individuals accessing mental health support (Justice)
- Number of individuals accessing drug and alcohol services (Justice)
- Number of referrals received for Caledonian Programme (domestic abuse)
- Number of orders for Caledonia Programme granted (domestic abuse)

- Sustained Positive Destinations*
- No of C&YP reporting engagement in leadership opportunities
- No of children / families in SIMD 1&2 with access to digital resources
- No of C& YP who area aware of their rights in relation to UNCRC
- No of young people who report drinking alcohol
- Mental Health Indicator – No. of young people (3years-18 years) accessing digital mental health supports
- % of children expected to achieve their chronological vocabulary/communication level
- Permanency Timescales

4 DELIVERY PLAN

Business Plan 2022-23

Priority – Inclusive Growth, Jobs, Employability
- We aim to maximize the opportunities for local people and businesses through our improved economic performance. We will also establish standards, delivery models and strategies which allow Clackmannanshire to play a leading role in meeting the climate challenge and protecting our built and natural environment. We will maximize opportunities through the City Deal.

Code	KPI	2018-19	2019-20	2020-21	Target	Lead
		Value	Value	Value		
EDU SPH 15	Positive Destinations	94.2%	96.5%	95.9%	97%	Chief Education Officer
New	% Reduction in children, living in relative low income families	22%	21%	21%	N/A	Chief Social Work Officer
	% reductionof children living in absolute low income families	17%	17%	19%		Chief Social Work Officer

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New	No. of children / families in SIMD 1&2 with access to digital resources	--	--	58.3%		Chief Education Officer
New	% Reduction in children, young people and their families living with limited resources (defined as low income and not being able to afford basic necessities)	--	--	15.5%	N/A	Chief Social Work Officer

Pentana Code	Priority	Short Title	Action	Impact	By When	Lead
PPL 22 01	Inclusive Growth, Jobs and Employability	Skills Framework	Collaborate with employability partners, including colleagues from Place and the City Region Deal on the implementation of a Skills Framework for schools and ELCs, which aligns with labour market information in Clackmannanshire.	All children and young people understands the skills they are developing in each subject area and can articulate the skills needed for learning, life and work, evidenced by focus groups, surveys and interviews. An increase in the % young people remaining in City Deal Region for work.	31 August 2023	Improving Outcomes Manager - Education
PPL 22 02	Inclusive Growth, Jobs and Employability	Family Wellbeing Partnership	Secure links with local employers and Flexibility Works Scotland to analyse research information commissioned by the Social Innovation Partnership from the Wellbeing Economy Alliance Scotland (WEALL). .	Analysis will identify opportunities and barriers in local employment market to influence future employment strategy going forward. An overview of all pre-employment and employment supports within Clackmannanshire will be available and our 'employment' community will be more cohesive and inclusive. 5% increase in number of people who	31 August 2023	Family Wellbeing Partnership

			are skilled, trained and ready for learning and employment.		

Priority – Raising Attainment, particularly in literacy and numeracy, and closing the poverty related attainment gap
- We will support children to be ready for learning and increase innovative and nurturing approaches to improve behavior, attendance and achievement. We will work in partnership to empower and support school leaders to maximize the use of date to target interventions. We will take steps to tackle poverty and inequality through raising attainment.

Code	KPI	2018-19	2019-20	2020-21	Target	Lead
		Value	Value	Value		
New	Percentage of P1, P4 and P7 pupils combined achieving expected CFE level in literacy.	72.3%	No data	66.9%	72%	Chief Education Officer
New	Percentage of P1, P4 and P7 pupils combined achieving expected CFE level in Numeracy	79.1%	No data	74.7%	79%	Chief Education Officer
New	Numeracy attainment gap (P1,4,7 combined) - percentage point gap between the least deprived and most deprived pupils	-21.3pp	No data	-27.4pp	17	Chief Education Officer
New	Literacy attainment gap (P1,4,7 combined) - percentage point gap between the least deprived and most deprived pupils	-20.3pp	No data	-22.2pp	21	Chief Education Officer

New	% Young people achieving at SCQF Levels in Literacy (Levels 4, 5 & 6)	72.2%	69%	74%	74.5%	Chief Education Officer
New	% Young people achieving at SCQF Levels in Numeracy (Levels 4, 5 & 6)	56.5%	54.1%	57.2%	60.5%	Chief Education Officer

Pentana Code	Priority	Short Title	Action	Impact	By When	Lead
PPL 22 03	Raising Attainment	ASN Capacity Building	Develop and implement Flexible Learning Spaces in identified establishments Develop a tiered approach to professional learning (PL) for education staff to ensure they have the knowledge and skills to meet the range of ASN in their establishments. .	Most staff report an increase in confidence and skill to support children and young people with additional support needs. Increase the number of CStrive referrals that demonstrate improved use of the wellbeing assessment to assess children and young people's needs.	31 August 2023	Improving Outcomes Team – ASN
PPL 22 04	Raising Attainment	Tracking progress of vulnerable groups.	Improve tracking arrangements to inform the choices of young people and the curricular offer. Establish systems to routinely sample those at risk of not securing a positive destination including the care including the care experienced and winter	100% of care experienced mentored young people stay on until S5 and enter a positive destination thereafter. Increase the number of young people in vulnerable groups engaging in mentoring.	31 August 2023	Improving Outcomes Manager – Education

			leaves.			
PPL 22 05	Raising Attainment	Targeted literacy and numeracy interventions	Provide additionality in targeted primary establishments, to carefully plan for, implement and evaluate the impact of evidence-based approaches and interventions with a focus on closing the gap between pupils in SIMD Q1 and Q5	Reduce the poverty related attainment gap in Literacy (P1, P4 and P7 combined) Reduce the poverty related attainment gap in Numeracy (P1, P4 and P7 combined)	31 August 2023	Improving Outcomes Team
PPL 22 06	Raising Attainment	Regional Improvement Collaborative	Develop opportunities with the support of the Regional Improvement Collaborative and Education Scotland to share effective practice to raise attainment and close the poverty related attainment gap.	Increase in number of practitioners engaging in development opportunities	31 August 2023	Improving Outcomes Team
PPL 22 07	Raising Attainment	Assessment of children's progress	Implement key actions outlined in Clackmannanshire's 'Numeracy and Literacy Frameworks to support increased attainment and improved practice across BGE	Increased attainment in Literacy and Numeracy at P1, P4 and P7 combined and at Third Level	31 August 2023	Improving Outcomes Team
PPL 22 08	Raising Attainment	Targeted Support	Develop a model of targeted support with Education Scotland to accelerate progress in attainment across Clackmannanshire.	Increased attainment in Literacy and Numeracy at P1, P4 and P7 combined and at Third Level-Senior Phase Education Scotland assessments report improvements in progress	31 August 2023	Improving Outcomes Manager – Education
PPL 22 09	Raising Attainment	Attainment Data Strategy	Continue to develop the Local Authority strategy to ensure attainment and other data is robust and staff are confident in using it to identify strengths and areas for development.	Increase in staff confidence and skill in the targeted use of data and analysis is evidenced in School Improvement Planning and Standards and Quality Reporting	31 August 2023	Improving Outcomes Manager - Education

PPL 22 10	Raising Attainment	Strategic Equity Funding	Ensure that Strategic Equity Funding (SEF) interventions continue to be targeted to those areas of greatest need to improve outcomes and close the poverty related attainment gap.	Increase in the number of establishments reporting that their improvement planning clearly outlines how Attainment Scotland Funding (PEF, SAC, CE) is used to close the poverty related attainment gap is 'very good' or better.	31 August 2023	Improving Outcomes Team - Education
PPL 22 11	Raising Attainment	Practitioner Parental Involvement and Engagement CLPL	Ensure Practitioners have the appropriate knowledge, skills, tools and good practice exemplars to work with parents and families to deliver parental entitlements.	PIE Census 2023 highlights an increase in parent voice, Learning at Home, sharing of information and communication Increased Practitioner Participation in CLPL Most practitioners report an increase in confidence and skill to work with parents and families to deliver parental entitlements	31 August 2023	Improving Outcomes Team – Education
PPL 22 12	Raising Attainment	Stretch Aims - Poverty Gap	Ensure that 'stretch aims' articulate both ambitious and achievable aims and take into account evidence-based self-evaluation,	Reduction in the poverty related attainment gap across identified aims	31 August 2023	Improving Outcomes Manager - Education
PPL 22 13	Raising Attainment	Care Experienced Young People's Attainment	Support all educational establishments to identify, monitor and track the attainment of young people from a care experienced background, to ensure that they fulfil their potential and that any barriers to engagement are removed.	% CEYP attaining in the senior phase.	31 August 2023	Improving Outcomes Manager – Education
PPL 22 14	Raising Attainment	Care Experienced Children	Develop and implement a programme in primary establishments to close the	Tracking of attainment of identified Care Experienced children and young people shows improved progress and	31 August 2023	Improving Outcomes Manager -

| | | | educational attainment gap for identified Care Experienced children and young people.

Develop a Virtual Heads Group to bring about improvements for Care Experienced children in primary and to promote their educational achievement as if they were in a single school. | achievement

Increased attendance of Care Experienced children and young people | | Education |
|---|---|---|---|---|---|---|
| PPL 22 15 | Raising Attainment | Sportscotland School Sports Awards | A relaunch of the School Sports Awards supporting primary and secondary schools to achieve silver / gold awards | Meeting criteria as prescribed by Sportscotland

Number of schools achieving awards. | 31 August 2023 | Improving Outcomes Manager – Sports Development |

Priority – Sustainable Health and Social Care

- We aim to improve the environment, quality of life and ease of access to services. Enhanced wellbeing will also provide greater participation opportunities as a consequence of improving economic performance on Clackmannanshire. Delivering increased wellbeing also aims to produce equitable growth.

Code	KPI	2018-19	2019-20	2020-21	Target	Lead
		Value	Value	Value		
EDU SPH 09	Rates of weekly drinking in young people (% of 13 year olds taken an alcoholic drink in 7days)	47%	-----	No data	Reduce	Chief Education Officer
New	No. of referrals received for Caledonian Programme (domestic abuse)			70		Service Manager, Youth Justice
New	No. of orders for Caledonian Programme granted (domestic abuse)			22		Service Manager, Youth Justice
New	Reduction in rates of completed suicide	--	No data	[2016/20] 17.1:100k		Chief Education Officer
EDU BGE 11	% of children and young people who agree with the statement 'I enjoy my life'.	79% (primary & secondary)		No data		Chief Education Officer

	No. of referrals to Children's Reporter	129	239	161	Reduce	Chief Social Work Officer
New	No. of young people (3years-18 years)accessing digital mental health supports			72% (Mind Moose) 187 (Kooth)		Chief Education Officer

Pentana Code	Priority	Short Title	Action	Impact TBC	By When	Lead
PPL 22 16	Health and Social Care	Care Experienced Young People	Increase support available to care experienced young people. 1. Registration and development of a Supported Lodgings Service for young people aged 16-25. 2. Strengthen the availability of intensive support for young people moving to live in their own tenancy. This will be achieved through commissioning arrangements and a small test of change developing an outreach model for YP leaving Woodside. 3. Development of a multidisciplinary hub model of working with the aims of reducing isolation, creating	Increase in the number of young people open to the service living in and sustaining their own tenancies. Evaluation of the model after 6 months shows an increase in the supports available.	31 August 2023	Improving Outcomes Manager - Care

			community, and creating accessible pathways to support from other services and 3rd sector partners e.g. housing, benefits, health, training and employment opportunities.			
PPL 22 17	Health and Social Care	Therapeutic Supports	Identify and extend the range of therapeutic supports offered across the People Directorate to ensure an integrated pathway of therapeutic support to further increase the impact of individual interventions.	% of children/young people who advise they know how to access support	31 August 2023	Improving Outcomes Manager – Educational Psychology
PPL 22 18	Health and Social Care	Child Protection	Improve the responses and identification of children in need of protection and the intervention strategies that will support recovery and safety.	Child Protection Referrals decrease	31 August 2023	Improving Outcomes Manager – Child Protection
PPL 22 19	Health and Social Care	Trauma-informed suicide service	Increase uptake of Shout, an evidence-based trauma-informed text-based service for suicide prevention for 5 – 26 year olds to ensure awareness of crisis support that is available 24/7, and 365 days.	KPI Mental Health indicator - number of YP (3-18 years) (tbc), Reduction in the suicide intent and completion rates, particularly for young men (tbc)	31 August 2023	Improving Outcomes Manager – Educational Psychology
PPL 22 20	Health and Social Care	Mental Health Transformation Project	Extend the continuum of support available within the Mental Health Transformation Project in order that children and young people can access the right support at the right time in the right place	% of people who advise they know how to access support	31 August 2023	Improving Outcomes Manager – Educational Psychology
PPL 22 21	Health and Social Care	Improved outcomes for young adults with disabilities	Develop an integrated transitions strategy and operational procedure to improve outcomes for disabled children and young people to	Increased number of young people with severe and complex disabilities who have a timely transition to adult care services	31 August 2023	Improving Outcomes Manager – Early Intervention

			support their timely transition to adulthood and accessing adult services/support			
PPL 22 22	Health and Social Care	Icelandic Prevention Model	Implement Phase 2 of the Icelandic Prevention Model to ensure that all practitioners have access to clear, practical support, training and help to enhance the consistency of response particularly in relation to substance use, self-harm and suicidal intent.	Reduction in the number of Secondary pupils reporting that they have seriously considered suicide. IPM Census Data 2021 – 28% Reduction in the number of Secondary pupils reporting that they have self-harmed on purpose. IPM Census Data 2021 – 44%	31 August 2023	Improving Outcomes Manager – Education
PPL 22 23	Health and Social Care	Health and Wellbeing Census	Ensure that all practitioners working in educational establishments with children and young people follow a consistent and coherent approach in preventing and responding to bullying by following the Local Authority Guidance, using targeted Career Long Professional Learning, resources and signposting to relevant agencies.	Reduction in the number of recorded SEEMiS bullying incidents – falling under RespectMe definition	31 August 2023	Improving Outcomes Manager - Education
PPL 22 24	Health and Social Care	Health and Social Care Partnership	The Health and Social Care Partnership Transformational Plan priorities provide a clear strategic direction and leadership programme to deliver 3 core priorities: Care Closer to Home: Caring and Connected Communities:	Feedback highlights that individuals, families and communities are engaged and involved in the design and implementation of the Transformational Plan Individuals, families and communities report improved choice and control over their own outcomes	31 August 2023	Health and Social Care Manager

			Primary Care Transformation	Improved self management and prevention interventions/programmes lead to improved multi-disciplinary approaches and a reduction in demands on formal services		
PPL 22 25	Health and Social Care	Review Sport and Active Living Framework	In line with Future Leisure Provision, revise Implementation Plan within Sport and Active Living Framework	The revised Sport and Active Living Framework contributes to the key outcomes as set out in the Scottish Governments Active Scotland Framework	31 August 2023	Improving Outcomes Team – Sports Development

Priority – Empowering Families and Communities
- We will place people at the heart of service delivery. We aim to prioritise service users, family and community participation and leadership in developing and delivering solutions. We will work in partnership to build individual, family and community skills in support of social and financial independence.

Code	KPI	2018-19	2019-20	2020-21		Lead
		Value	Value	Value	Target	
EDU BGE 03	Attendance figures	92.8%	92.2%	92.2%--	--	Chief Education Officer
New	No of external placement reduced				5%	Chief Social Work Officer
New	Reduction in unplanned placement changes for children				10%	Chief Social Work Office
New	Increase in children and young people's participation and consultation, feedback					Chief Social Work Office

Pentana Code	Priority	Short Title	Action	Impact	By When	Lead
PPL 22 26	Empowering Families and Communities	Engaging Parents / Carers of CYP with ASN	To develop and implement a programme of support and networking opportunities for parents and carers of children/young people with ASN	% of parents/carers who feel confident to share their views and ask for support if required Increase in attendance of	31 August 2023	Improving Outcomes Team - ASN

				parents/carers at planned ASN network events compared to 2021/22 levels		
PPL 22 27	Empowering Families and Communities	Community Learning and Development	Ensure CLD plan continues to meet local needs and targeted approaches in light of recovery from COVID	Feedback highlights community response and approaches to meet identified needs	31 August 2023	Improving Outcomes Manager - Education
PPL 22 28	Empowering Families and Communities	Family Wellbeing Partnership	Continued implementation of a 365 school within Alloa Academy, where multi-agency partnerships include supports for families; such as benefit supports, pre-employment and employment support and family qualifications.	10% increase in number of parents accessing school for adult/family supports from baseline. 20% increase in number of families actively supported by Clackmannanshire's Family Wellbeing Partnership from baseline	31 August 2023	Improving Outcomes Team-Early Intervention
PPL 22 29	Empowering Families and Communities	Family Wellbeing Partnership	Exploration and review of current offering of childcare within Clackmannanshire will be completed in collaboration with Flexibility Childcare Scotland to increase childcare and flexibility	4% increase in capacity of childcare (combined registered and unregistered) 5% increase in flexible childcare .	31 August 2023	Improving Outcomes Team-Early Intervention
PPL 22 30	Empowering Families and Communities	Family Wellbeing Partnership	Continued use of local budgets to take a consolidated approach to supporting families at the point of need.	3% increase in flexible use of consolidated funds to support wellbeing and capabilities of families.	31 August 2023	Improving Outcomes Team-Early Intervention
PPL 22 31	Empowering Families and Communities	Family Wellbeing Partnership	Develop an early intervention STRIVE based around one secondary catchment, collaborating with NHS to consider how they can integrate elements of the STRIVE	Increased wellbeing, reduced number of individuals/families reaching	31 August 2023	Improving Outcomes Manager - Education

			approach into practice at a universal level. Impact - Increased wellbeing, reduced number of individuals/families reaching "			
PPL 22 32	Empowering Families and Communities	Remuneration - Care Experienced Service Design	Develop a fair and transparent policy for remunerating care experienced individuals involved in co-designing and co-producing aspects of service design in order that they receive fair remuneration for their time/input.		31 August 2023	Improving Outcomes Team – Care
PPL 22 33	Empowering Families and Communities	Participation Network	Incorporate a holistic approach to the further development of the Participation Network to ensure the Voice foundation of the Promise is upheld.		31 August 2023	Improving Outcomes Team – Care
PPL 22 34	Empowering Families and Communities	Family Learning	Support practitioners to have the appropriate knowledge, skills, tools and good practice exemplars to work with parents and families to deliver Family Learning to fulfil the aims of the School Improvement Plan (SIP).	PIE Census data shows an increase in % satisfaction with schools' Family Learning offer, parental awareness of the offer and participation in Family Learning. Offer of online Family Learning is increased. Increase in Family Learning in SIP is targeted and based on good practice.	31 August 2023	Improving Outcomes Team – Education
PPL 22 35	Empowering Families and Communities	Parent Council Support	Ensure Parent Councils are supported to fulfil their legally prescribed and constituted role, offering individual support as identified and required.	100% of Parent Councils fulfil their legal role defined by the 2006 PI Act. PIE Census date shows an increase in satisfaction of parents around the information they get	31 August 2023	Improving Outcomes Team – Education

				from the PC.		
PPL 22 36	Empowering Families and Communities	Effective GIRFEC systems and processes	Clackmannanshire to implement revised GIRFEC materials and Pathways, in line with Forth Valley activity.	Reduction in numbers of children subject to statutory measures	31 August 2023	Improving Outcomes Team – Early Intervention
PPL 22 37	Empowering Families and Communities	UNCRC	Work with partners, staff, young people and families to ensure that the UNCRC legislation is understood and embedded in practice, aligning with the Scottish Government's UNCRC Incorporation Bill and the new priority in the National Improvement Framework.	% of parents, carers and staff conversant with the UNCRC expectations. Increased no. of parents agreeing school helps them to understand their child's rights.	31 August 2023	Improving Outcomes Manager - Education
PPL 22 38	Empowering Families and Communities	Empowerment Agenda *(Collaborative Improvement Action)*	Further work to be taken forward on the empowerment agenda. Ensure that support for an empowered system is collective and involves working in partnership across all establishments and with relevant stakeholders	Increase awareness and understanding of an Empowered System with resultant improvement in outcomes.	31 August 2023	Improving Outcomes Manager - Education
PPL 22 39	Empowering Families and Communities	Intensive Therapeutic Service	Extend the range of therapeutic supports available through the Intensive Therapeutic Service that are specifically targeted towards the refugee population within Clackmannanshire.	Increase the percentage of children and young people who advise they know how to access support. Increase uptake of SHOUT, our evidence based, trauma informed text based service for suicide prevention for 5-26 year olds to ensure awareness of crisis support that is available 24/7, 365 days.	31 August 2023	Improving Outcomes Team – Educational Psychology
PPL 22 40	Empowering Families and Communities	Youth Criminal Justice	A whole system approach is developed for young people who are involved or on the cusp of	A reduction in the number of children and young people in the youth or criminal justice system.	31 August 2023	Improving Outcomes Team -

			involvement with youth or criminal justice services.	Youth crime is reduced.		Criminal Justice
PPL 22 41	Empowering Families and Communities	Domestic Abuse – Criminal Justice	The Domestic Abuse Bill 2021 is implemented collaboratively across the whole service and with partners, and there is collaborative investment in Safe and Together and the Caledonian Model for working with families and children who have experienced domestic abuse.	Feedback highlights that children and families experiencing domestic abuse are supported and feel safer. Rates of domestic Abuse incidents decrease.	31 August 2023	Improving Outcomes Team - Criminal Justice
PPL 22 42	Empowering Families and Communities	Domestic Abuse - Education	Working with Clackmannanshire Violence Against Women, support practitioners to embed the principles and practice within the Scottish Governments Equally Safe at School Strategy to prevent and eradicate violence against women and girls.	Rates of domestic Abuse incidents decrease.	31 August 2023	Improving Outcomes Team - Education
PPL 22 43	Empowering Families and Communities	Early Intervention Referrals	Increased Early Intervention Referrals to Family Group Decision Making to increase strengths and resilience within family networks. The range of family support provision within communities is enhanced and includes the redesign of and investment in early help and intensive family support.	Increase number in families who have received a FGDM service	31 August 2023	Improving Outcomes Team – Early Intervention
PPL 22 44	Empowering Families and Communities	External Placements	Reduction in the use of external placements 1. Development of a resource allocation group to quality assure and support planning which requires an additional resource. 2. Further develop foster carer	A reduction of admissions to foster care and residential care. The numbers of new foster carers or transfers in of local carers from other agencies increases.	31 August 2023	Improving Outcomes Team – Care

| | | | recruitment approaches to maximise success.

3. Review of foster carer levels and fees to support recruitment and retention of foster carers and maximise use of existing resources. | | | |
|---|---|---|---|---|---|---|
| PPL 22 45 | Empowering Families and Communities | PEPASS Relaunch | Relaunch PEPAS (Physical Education, Physical Activity and Sport) to bring ASN, primary PE, active schools and secondary PE together to ensure that the planning of school sport and PE is well coordinated and delivered to a high standard. | Increased collaboration and coordination improves access to and involvement in sport and active living opportunities

Maintain 2 hours (per pupil per week) of high quality curricular PE for all children in all primary establishments. | 31 August 2023 | Improving Outcomes Team – Sports Development |
| PPL 22 46 | Empowering Families and Communities | Participatory Budgeting | Develop opportunities to consult and include all parents in establishment's improvement planning, with a focus on the use of Pupil Equity Funding to enhance family engagement, learner participation and democratic education | Increased parent and carer involvement in participatory budgeting across school improvement planning, including the use of Pupil Equity Funds.

At least 1% of PEF budgets across establishments will be subject to participatory budgeting. | 31 August 2023 | Improving Outcomes Team - Education |

Priority – Organisational Transformation
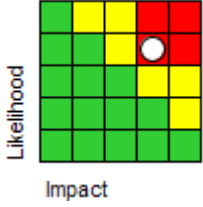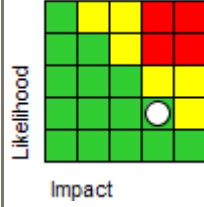
- We will ensure our workforce is skilled and supported to work with partners to deliver the best possible service to our children and families. We will provide opportunities for ongoing, continuous professional learning and encourage leadership at all levels within our service. We will regularly review and update our processes and procedures to ensure they are timely, efficient and consistently fair for all.
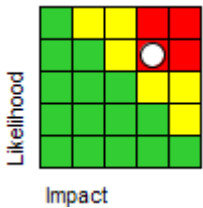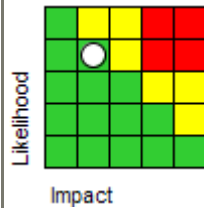
Pentana Code	People Priority	Short Title	Action	Impact	By When	Lead
PPL 22 47	Organisational Transformation	Independent Reviewing Officers	Strengthen role of Independent Reviewing Officers (IRO's) to ensure high quality outcome focused planning for children. 1. Increase establishment to 3 FTE Independent Reviewing Officers. 2. Establish reviews of children looked after at home and pathway reviews within IRO remit. 3. Increase number of children and young people participating in their review meetings.		31 August 2023	Improving Outcomes Manager – Care
PPL 22 48	Organisational Transformation	Trauma-informed practice across workforce	Integrate aspects of Readiness for Learning ('R4L') into the wider development of trauma informed practice across the workforce in order to better support children, young people and families.	Greater awareness of impact of trauma on children, young people and their families across the workforce leading to improved service delivery and better outcomes.	31 August 2023	Improving Outcomes Manager – Educational Psychology
PPL 22 49	Organisational Transformation	Leadership Recruitment and Development	Collaborate with University of Stirling, and ADES to provide opportunities for Education staff to participate in leadership development training and respond.	Increase the percentage of establishments self-	31 August 2023	Improving Outcomes Manager – Business Support
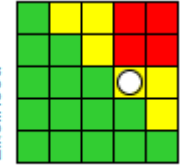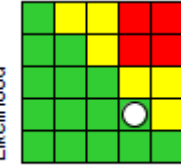
			to the national challenges of recruiting Primary and ELC leaders.	evaluated as 'good' or better for QI 1.2 Leadership of Learning		
PPL 22 50	Organisational Transformation	STRIVE	To support local service delivery and tackle needs early, embed STRIVE model as a common early intervention approach that delivers improved outcomes for children, young people, families and adults. The range of family support provision within communities is enhanced and includes the redesign of and investment in early help and intensive family support services.	Reduction in repeat VPDs and referrals to statutory services	31 August 2023	Improving Outcomes Manager – Early Intervention
PPL 22 51	Organisational Transformation	Early Intervention Commissioning Strategy	Alongside the development of the Early intervention service within the people directorate, the commissioning strategy will support the provision of flexible and holistic family support services which enable families to build resilience and capacity. The range of family support provision within communities is enhanced and includes the redesign of and investment in early help and intensive family support services.	Reduction in children subject to statutory measures	31 August 2023	Improving Outcomes Manager – Early Intervention
PPL 22 52	Organisational Transformation	Inter Agency support for Families and Vulnerable People	Families and vulnerable people get the help and support they need, as early as possible, from agencies working together. The range of family support provision within communities is enhanced and includes the redesign of and investment in early help and intensive family support services.	Reduction in children subject to statutory measures	31 August 2023	Improving Outcomes Manager – Early Intervention
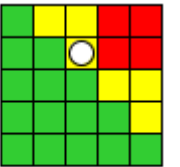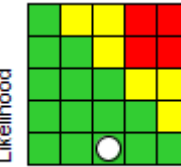
PPL 22 53	Organisational Transformation	Values based Leaders	Work with our community of Values Based Leaders to continue to change attitudes and behaviours.	Feedback highlights strengthened relationships within different directorates of Clackmannanshire Council, partners, families and third sector: leading to better outcomes for families and communities. % of partners working with Clackmannanshire FWP % increase in collaborative projects within different directorates % of ideas progressed through The Lens Perspective investment platform	31 August 2023	Improving Outcomes Manager – Early Intervention
PPL 22 54	Organisational Transformation	Launch of New SCUBA	Launch of new online booking system	Efficiencies for staff and customers	31 August 2023	Improving Outcomes Manager – Sports Development
PPL 22 55	Organisational Transformation	New Partnership Agreement between sportscotland and Clackmannanshire Council	Collaborate with Sportsscotland to develop an Active Schools and Community Sports Hub and plan	Reporting on My Sport	31 August 2023	Improving Outcomes Team – Sports Development
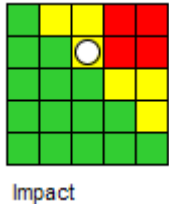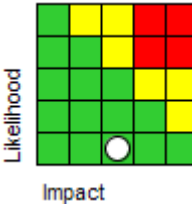
Service Risk Register
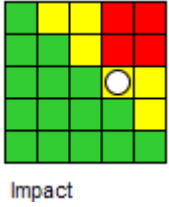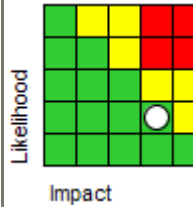
ID & Title	PPL SRR 001 ELC establishment gradings	Approach	Treat	Status	🛑	Managed By	IO Manager	Current Rating	16	Target Rating	8

Description	ELC Partner providers not achieving gradings of 'Good or above' through inspection
Potential Effect	Children would not have a high quality ELC experience. Ability to offer funded places may be withdrawn leading to decreased capacity to deliver 1140 hours across Clackmannanshire.

Related Actions	People Business Plan	Early Learning, Primary and Secondary school curricula continue to be developed and implemented. Robust quality assurance is enhanced and improvement activity is in place.	Internal Controls	People Directorate
				Children's Services

Latest Note	Two partner provider establishments and one local authority establishment are currently being supported for improvements
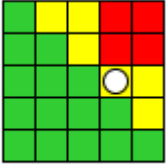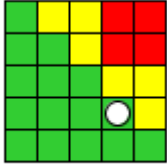
ID & Title	PPL SRR 002 SQA 21 22 uncertainty	Approach	Treat	Status	🛑	Managed By		Current Rating	16	Target Rating	8

Description	SQA 21 22 uncertainty
Potential Effect	Young people have not experienced formal SQA assessments for two years. The impact of the change in assessment procedures in 2022 may show that SQA attainment has been adversely affected by the pandemic, but this will not be known until the results are published in August 2022. Further COVID mitigations may result in further loss of learning, were there to be an increase in absence as a consequence of a new variant.

Related Actions	NIF 21 13	External Assessment 2022	Internal Controls	People Directorate
	PPL 21 16	Covid 19 Recovery and Renewal		Children's Services

Latest Note	This is the third year of assessing young people in the senior phase during the global pandemic. Exams were cancelled in 2020 and 2021 as a result of continued interruption to learning and teaching, with a decision made to use teacher professional judgement as part of an Alternative Certification Model to assess young people's performance.

ID & Title	PPL SRR 003 Leadership Recruitment & Retention	Approach	Tolerate	Status	⚠️	Managed By	Improving Outcomes Manager - Broad General Education	Current Rating	12	Target Rating	8
Description	The Service may struggle to recruit and retain senior leaders within Primary Schools and ELC settings due to the national shortage of people willing to undertake such roles										
Potential Effect	Concern around the quality of new leaders in promoted posts, and pressure on other staff members										
Related Actions	People Business Plan	Work with partners to provide opportunities for staff to participate in leadership development training and other LAs to understand how they are responding to these challenges		Internal Controls		Recruitment & Retention Policy Education Senior Management Team					
Latest Note	We will work with partners, in particular the University of Stirling, to provide opportunities for staff to participate in leadership development training. We will also continue to work with other local authorities through ADES to understand how other authorities are responding to these national challenges.										

ID & Title	COU CRR 011	A lack of capacity or stability in key roles reduces the Council's ability to fulfil statutory requirements and intervene to prevent the serious harm of child/children.	Status	⚠️	Managed By	Strategic Director	Current Rating	12	Target Rating	3
Potential Effect		Effects of injury or death on individual, family, friends & staff members, reputational & legal implications, with associated costs, as well as impact of reputational damage & negative publicity on morale, workforce development and sustainability.								
Related Actions	LOI LP1 102	Develop a workforce plan		Internal Controls	People Directorate					
	PPL CSP	Children's Services Plan			Children's Services					
	PPL DBP	People Directorate Business Plan								
Latest Note	Planning and measures are in place to address staffing, leadership, assurance and improvement planning, including quarterly reports to Committee. We are currently recruiting to the vacancies for team leaders and social workers.									

⚠️ ⬇️ **Harm to Child(ren)**		Strategic Director - People	Current Score	12	Target Score	3

Risk	A lack of capacity or stability in key roles reduces the Council's ability to fulfil statutory requirements and intervene to prevent the serious harm of child/children.
Potential Impact	Effects of injury or death on individual, family, friends & staff members, reputational & legal implications, with associated costs, as well as impact of reputational damage & negative publicity on morale, workforce development and sustainability.
Note	Senior management positions have been filled. Planning and measures are in place to address staffing, leadership, assurance and improvement planning, including quarterly reports to People Committee. A new Children's Services Plan and Public Protection Framework have been implemented, as well as continuing work on implementing and analysing the Child Protection minimum dataset and ongoing review of Public Protection risk logs.

Related Actions	Children's Services Plan 2021-24	PPL CHC CSP	Existing Controls	Child Protection Procedures
	Covid-19 Education Recovery Plan	PPL EDU CRP		Public Protection Chief Officers Group
	People Business Plan 2021-22	PPL PBP 212		Public Protection Committee

ID & Title	COU CRR 048	The Council fails to reduce the educational attainment gap between pupils from more and less deprived areas due to financial pressures, workforce issues, or wider economic, demographic and poverty-related issues.	**Status**	⚠️	**Managed By**	Improving Outcomes Manager - Senior Phase	**Current Rating**	12	**Target Rating**	8

Potential Effect	Reputational damage, implications for inspection & funding, and continued poor school leaver destinations, participation & young people reaching potential, longer-term impacts on social mobility, poverty, life chances and economic growth.

Related Actions	PPL DBP	People Directorate Business Plan	**Internal Controls**	Education Senior Management Team
	PPL EDU CRP	Covid-19 Education Recovery Plan		Scottish Attainment Challenge
	PPL EDU SAC	Scottish Attainment Challenge Action Plan 2020/21		

Latest Note	The educational impact of the Covid-19 pandemic, subsequent closure of schools, and reliance on remote home learning has been assessed. School Recovery Plans have been reviewed and now form part of School Improvement Plans (2021-2022) Schools will continue to be supported by the Centre Teams, specific government funding for additional staff, provision of digital learning resources and equipment and a greater focus on outdoor learning across all sectors. Health and wellbeing impacts are being addressed and supported by Educational Psychology and partner agencies. New and emerging challenges in light of Covid will be reviewed and targeted support provided to close any identified attainment gaps.

ID & Title	EDU SRR 001	The impact of rising prices particularly in relation to energy and fuel will make it difficult for external providers of services such as transport and external school placements able to fulfil their contractual obligations resulting in a risk to service provision.	Status	⚠	Managed By	Improving Outcomes Business Manager	Current Rating	12	Target Rating	8
Potential Effect	This will continue to impact on resources and the ability of Services to meet service demands.									
Related Actions	PPL DBP	People Directorate Business Plan	**Internal Controls**		Audit Committee					
Latest Note										

250

Clackmannanshire Staff Survey 2021

	Issued	Total Returns	% resp	2020	± 2020
People Portfolio	**1585**	**369**	**23%**	**23%**	**0%**
Education	1445	321	22%	21%	1%
Social Services - Childcare	139	48	35%	32%	3%
Social Services - Criminal Justice				25%	-25%
Social Services - Strategy				67%	-67%
Business Support				-	-

	Issued	Total Returns	% resp	2020	± 2020

Clackmannanshire Staff Survey 2021 - Education Results

Survey response

	Returns	Edu
Total	**676**	321

Engagement index

Average engagement index score by service (out of 100)

	Council Wide		Edu	± 2020
	Score	± 2020		
All staff	**68.9**	**+0.5**	70.9	-1.0

1   To what extent do you agree or disagree with the following statements?

	Council Wide		Edu	Edu (2020)	± 2020
	Agree	Net			
I am given the opportunity to make decisions relating my role	70%	56%	70%	74%	-4%
I feel valued for the work I do	57%	32%	62%	67%	-5%
I feel a sense of achievement for the work I do	74%	65%	79%	81%	-2%
I feel that I am treated with dignity and respect within my team	74%	62%	74%	80%	-6%
I am clear about how I contribute to the organisation's goals	69%	56%	73%	78%	-5%
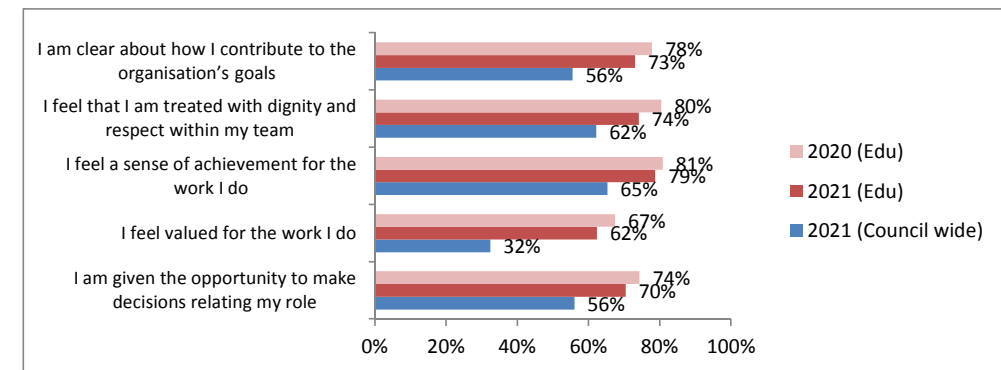
Mental health and wellbeing

2   How would you rate your mental wellbeing right now?

		Council Wide		Edu	Edu (2020)	± 2020
	Base (unweighted)	674	674	320	319	1
Excellent		72	10%	9%	8%	2%
Good		262	35%	34%	40%	-6%
Fair		276	37%	36%	35%	1%
Poor		112	15%	18%	12%	6%
Very poor		32	4%	3%	6%	-3%
Excellent/Good		**334**	**44%**	**43%**	**48%**	**-4%**
Very poor/Poor		**144**	**19%**	**21%**	**18%**	**3%**
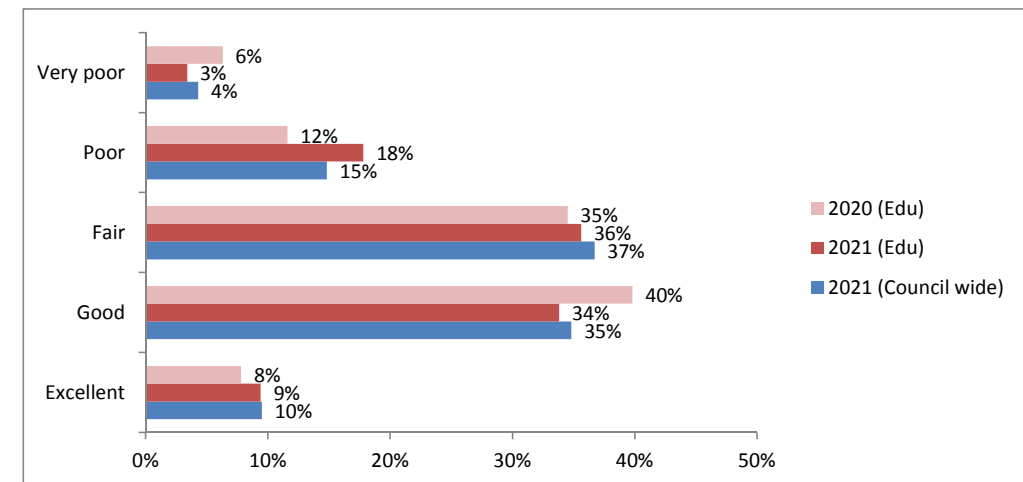
3 Do you feel supported by the Council to undertake your work effectively?

		Council Wide		Edu	Edu (2020)	± 2020
Base (unweighted)		674	674	320	319	1
Strongly agree		60	8%	8%	8%	0%
Agree		291	39%	38%	42%	-4%
Neither agree nor disagree		224	30%	32%	32%	0%
Disagree		117	16%	15%	12%	3%
Strongly disagree		61	8%	7%	6%	1%
Strongly agree/Agree		**351**	**47%**	**46%**	**50%**	**-4%**
Strongly disagree/Disagree		**178**	**24%**	**23%**	**18%**	**4%**
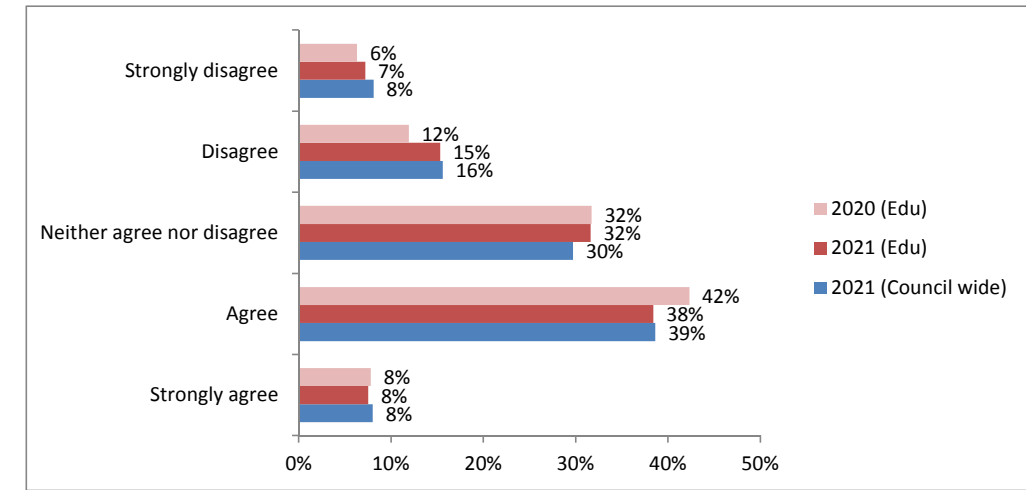
4 How often do you access the wellbeing page on www.clacks.gov.uk/staff?

		Council Wide		Edu	Edu (2020)	± 2020
Base (unweighted)		676	676	321	319	2
At least once a month		159	21%	16%	12%	4%
At least once a fortnight		42	6%	4%	3%	1%
At least once a week		34	5%	2%	3%	-1%
More than once a week		1	0%		0%	0%
Not at all		520	69%	78%	81%	-4%
Have accessed		**236**	**31%**	**23%**	**19%**	**4%**
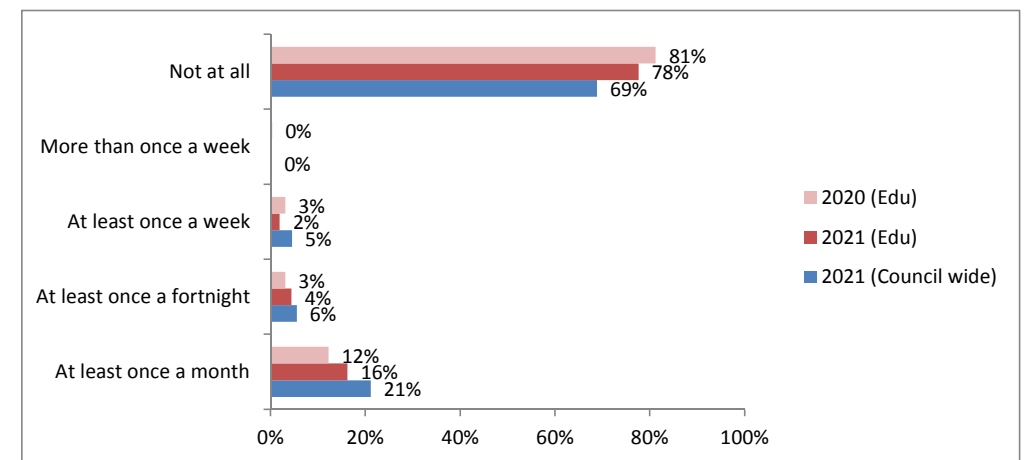
Communication

5 To what extent would you agree or disagree that you are being kept up to date with the latest information from around the organisation?

		Council Wide		Edu	Edu (2020)	± 2020
Base (unweighted)		671	671	319	320	-1
Strongly agree		60	8%	9%	15%	-5%
Agree		338	45%	52%	48%	3%
Neither agree nor disagree		181	24%	23%	21%	2%
Disagree		134	18%	12%	12%	-1%
Strongly disagree		38	5%	4%	3%	1%
Strongly agree/Agree		**398**	**53%**	**61%**	**63%**	**-2%**
Strongly disagree/Disagree		**172**	**23%**	**16%**	**16%**	**0%**
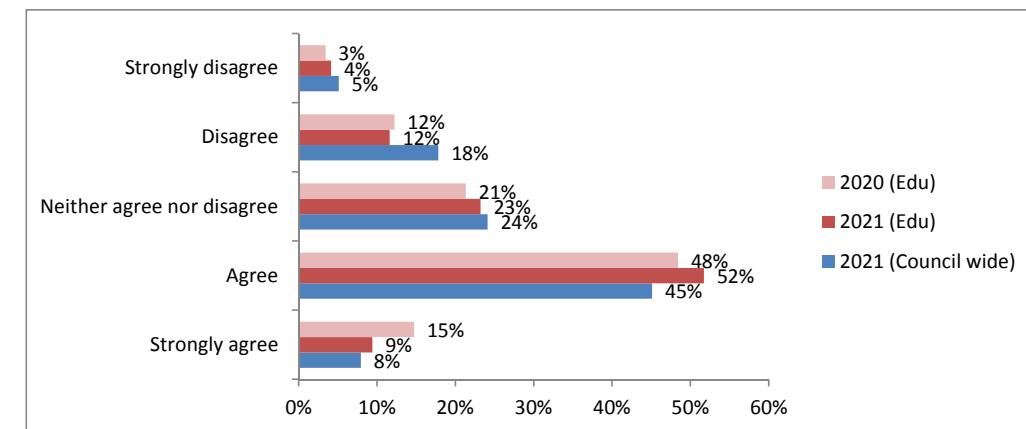
6 Do you feel supported by your manager / supervisor?

		Council Wide		Edu	Edu (2020)	± 2020
Base (unweighted)		672	672	320	320	0
Strongly agree		249	33%	33%	36%	-3%
Agree		266	36%	38%	40%	-2%
Neither agree nor disagree		106	14%	15%	13%	2%
Disagree		72	10%	8%	8%	0%
Strongly disagree		57	8%	6%	3%	3%
Strongly agree/Agree		**515**	**69%**	**72%**	**76%**	**-4%**
Strongly disagree/Disagree		**129**	**17%**	**13%**	**11%**	**2%**
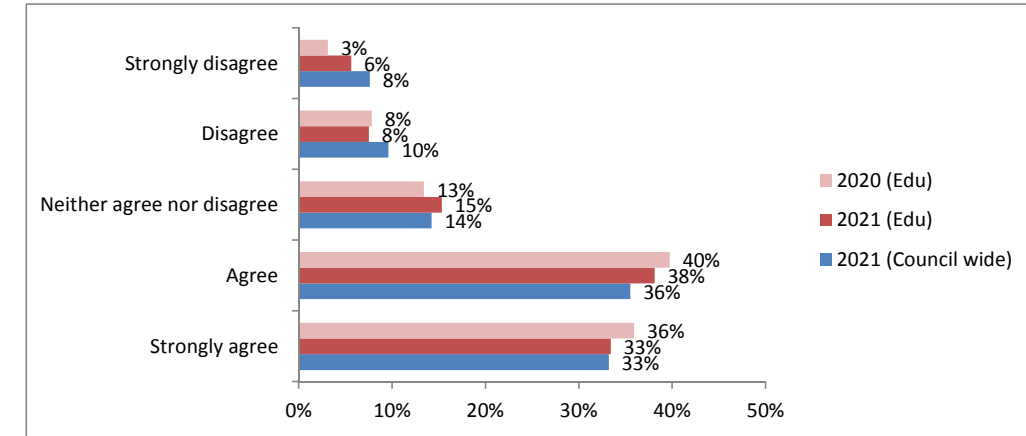
7 How often does your manager keep in contact with you?

		Council Wide		Edu	Edu (2020)	± 2020
Base (unweighted)		671	671	321	320	1
At least once a fortnight		43	6%	7%	4%	3%
At least once a week		132	18%	15%	13%	1%
Several times a week		157	21%	21%	18%	3%
At least once a day		174	23%	26%	36%	-10%
As and when required		226	30%	31%	28%	3%
Never		19	3%	1%	1%	0%
At least once a week		**463**	**62%**	**43%**	**36%**	**7%**
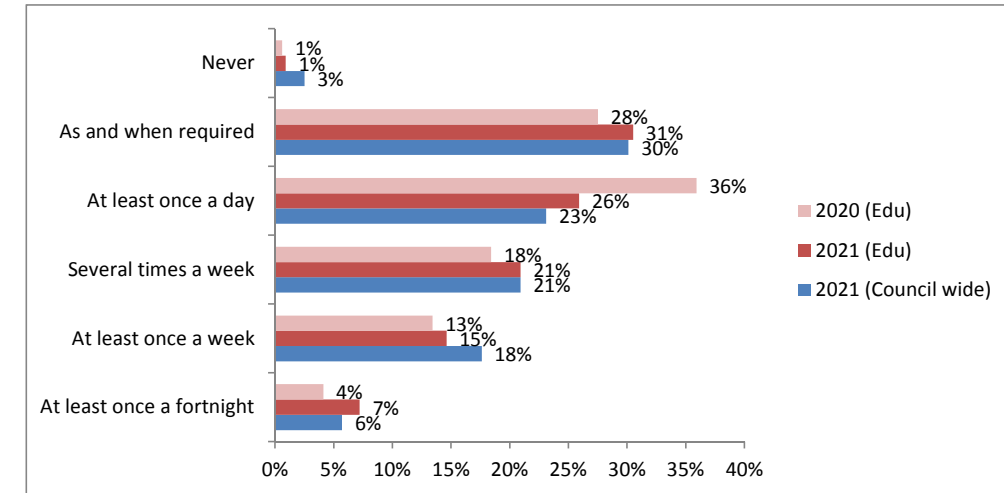
8 What communication options does your manager use to keep in touch with you? Select ALL that apply

		Council Wide		Edu	Edu (2020)	± 2020
Base (unweighted)		664	664	319	320	-1
Face to face		516	70%	78%	81%	-2%
MS Teams		305	41%	23%	13%	10%
Facebook		16	2%	2%	3%	-1%
WhatsApp		290	39%	50%	46%	4%
Text message		236	32%	31%	37%	-6%
Telephone		402	54%	46%	41%	5%
Other method		245	33%	38%	37%	1%
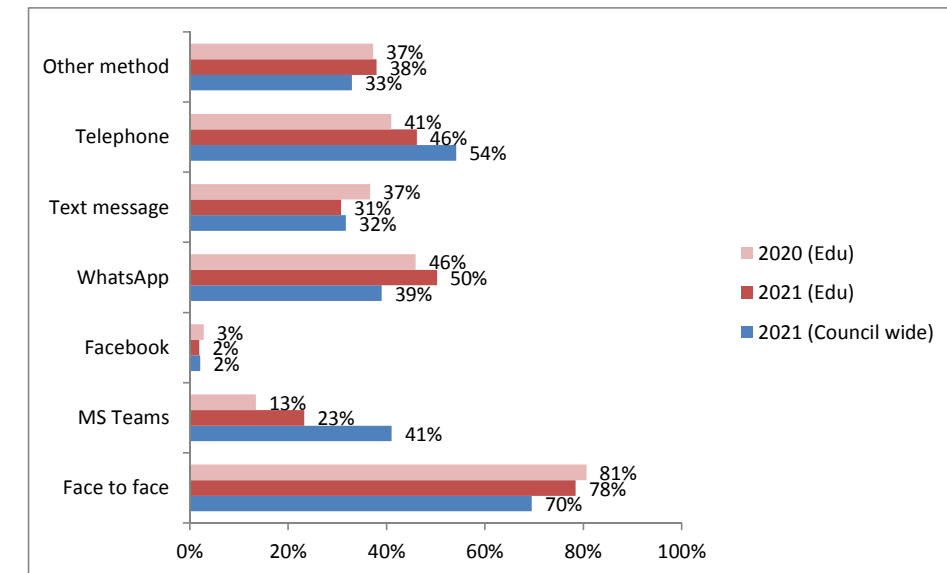
254

9 To what extent do you agree or disagree that you have enough contact with your manager?

	Council Wide		Edu	Edu (2020)	± 2020
Base (unweighted)	671	671	320	319	1
Strongly agree	234	31%	32%	36%	-4%
Agree	273	36%	39%	39%	0%
Neither agree nor disagree	130	17%	18%	18%	1%
Disagree	85	11%	10%	7%	3%
Strongly disagree	29	4%	1%	1%	0%
Strongly agree/Agree	**507**	**68%**	**71%**	**75%**	**-4%**
Strongly disagree/Disagree	**114**	**15%**	**11%**	**8%**	**4%**
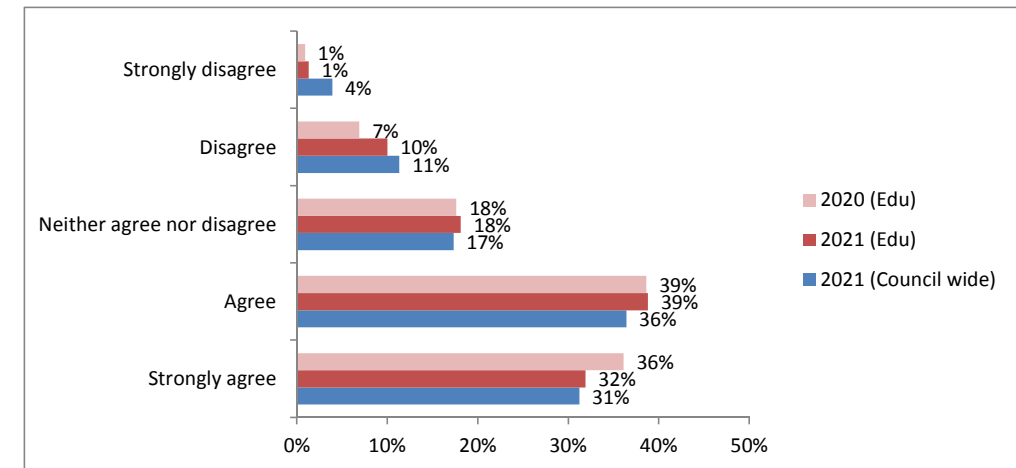
Homeworking

10 To what extent do you agree or disagree that you have the tools you need to work effectively from home?

	Council Wide		Edu	Edu (2020)	± 2020
Base (unweighted)	637	637	318	305	13
Strongly agree	112	16%	9%	9%	0%
Agree	283	40%	38%	35%	4%
Neither agree nor disagree	152	21%	26%	28%	-2%
Disagree	112	16%	18%	21%	-3%
Strongly disagree	59	8%	9%	8%	1%
Strongly agree/Agree	**395**	**55%**	**48%**	**44%**	**4%**
Strongly disagree/Disagree	**171**	**24%**	**27%**	**29%**	**-2%**
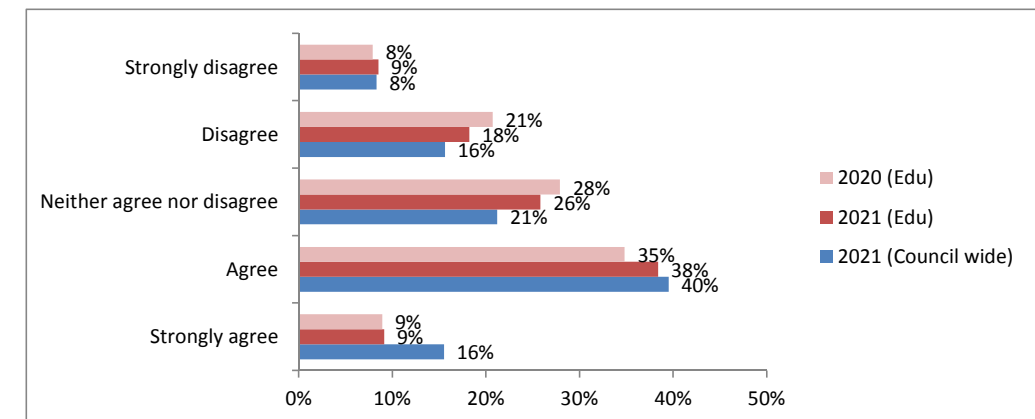
11 Do you feel that working from home has negatively affected your productivity?

	Council Wide		Edu	Edu (2020)	± 2020
Base (unweighted)	622	622	315	303	12
Strongly agree	28	4%	4%	6%	-2%
Agree	80	11%	15%	15%	0%
Neither agree nor disagree	249	36%	42%	45%	-3%
Disagree	178	25%	24%	25%	-2%
Strongly disagree	165	24%	15%	9%	6%
Strongly agree/Agree	**108**	**15%**	**19%**	**21%**	**-2%**
Strongly disagree/Disagree	**343**	**49%**	**39%**	**34%**	**5%**
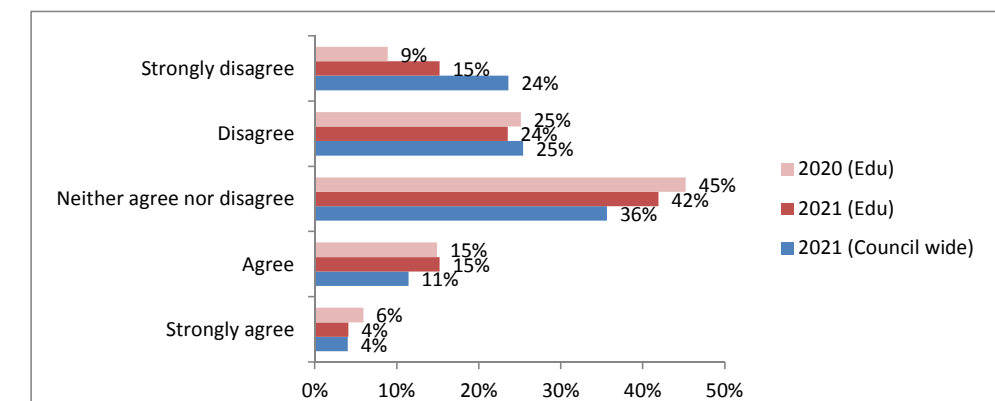
12 Are you familiar with the Council's vision and values?

	Council Wide		Edu	Edu (2020)	± 2020
Base (unweighted)	630	630	315	315	0
Yes	550	78%	76%	80%	-4%
No	158	22%	24%	20%	4%

Clackmannanshire Staff Survey 2021

	Issued	Total Returns	% resp	2020	± 2020
People Portfolio	**1585**	**369**	**23%**	**23%**	**0%**
Education	1445	321	22%	21%	1%
Social Services - Childcare	139	48	35%	32%	3%
Social Services - Criminal Justice				25%	-25%
Social Services - Strategy				67%	-67%
Business Support				-	-

Clackmannanshire Staff Survey 2021 - Social Services Results

Survey response

	Returns		SS
Total	**676**		43

Engagement index

Average engagement index score by service (out of 100)

	Council Wide			SS	± 2020
	Score	± 2020			
All staff	**68.9**	**+0.5**		72.9	-0.8

1 To what extent do you agree or disagree with the following statements?

	Council Wide			SS	SS (2020)	± 2020
	Agree	Net				
I am given the opportunity to make decisions relating my role	70%	56%		67%	85%	-17%
I feel valued for the work I do	57%	32%		65%	70%	-4%
I feel a sense of achievement for the work I do	74%	65%		81%	80%	1%
I feel that I am treated with dignity and respect within my team	74%	62%		79%	80%	-1%
I am clear about how I contribute to the organisation's goals	69%	56%		79%	83%	-3%
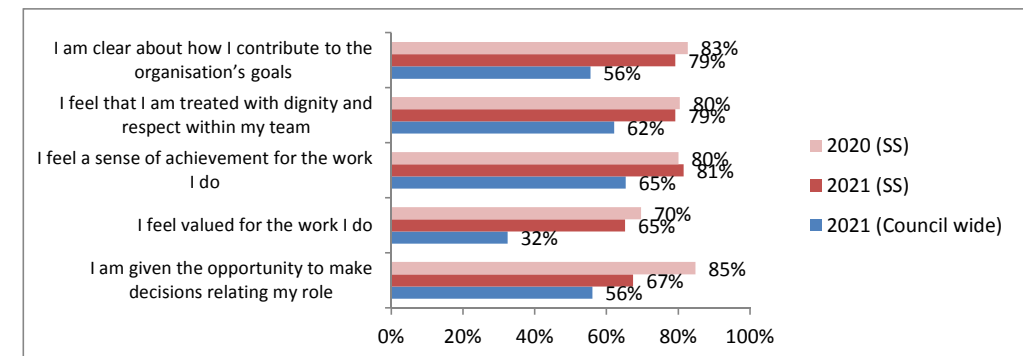
Mental health and wellbeing

2 How would you rate your mental wellbeing right now?

		Council Wide		SS	SS (2020)	± 2020
Base (unweighted)		674	674	43	45	-2
Excellent		72	10%	7%	4%	3%
Good		262	35%	44%	53%	-9%
Fair		276	37%	37%	31%	6%
Poor		112	15%	12%	11%	1%
Very poor		32	4%			0%
Excellent/Good		**334**	**44%**	**51%**	**58%**	**-7%**
Very poor/Poor		**144**	**19%**	**12%**	**11%**	**1%**
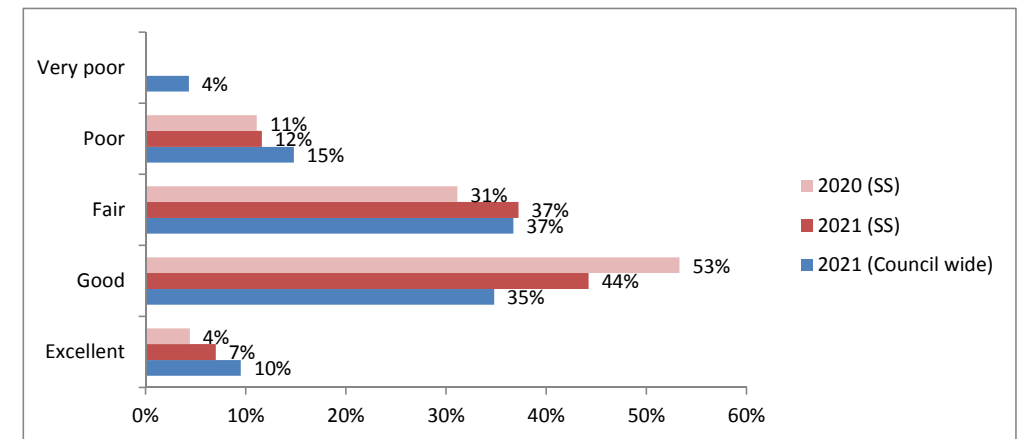
3 Do you feel supported by the Council to undertake your work effectively?

	Council Wide		SS	SS (2020)	± 2020
Base (unweighted)	674	674	43	46	-3
Strongly agree	60	8%	7%	2%	5%
Agree	291	39%	44%	57%	-12%
Neither agree nor disagree	224	30%	23%	26%	-3%
Disagree	117	16%	21%	11%	10%
Strongly disagree	61	8%	5%	4%	0%
Strongly agree/Agree	**351**	**47%**	**51%**	**59%**	**-8%**
Strongly disagree/Disagree	**178**	**24%**	**26%**	**15%**	**10%**
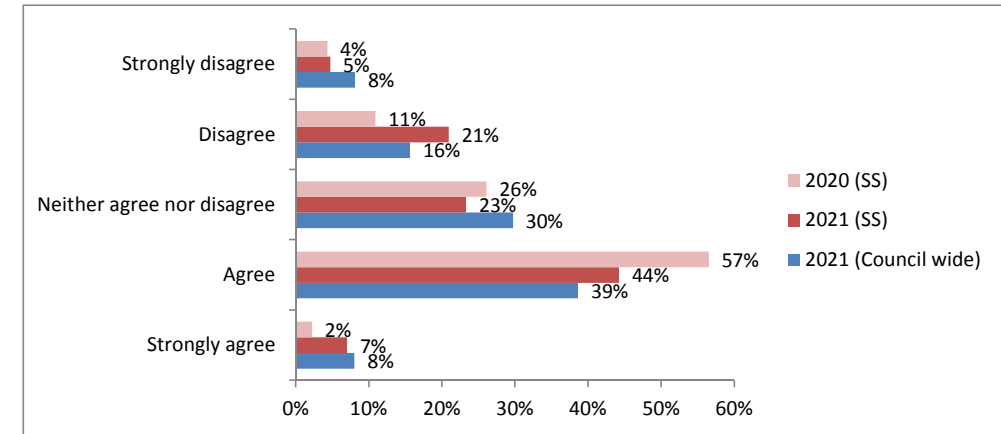
4 How often do you access the wellbeing page on www.clacks.gov.uk/staff?

	Council Wide		SS	SS (2020)	± 2020
Base (unweighted)	676	676	43	46	-3
At least once a month	159	21%	30%	22%	9%
At least once a fortnight	42	6%	5%	4%	0%
At least once a week	34	5%		9%	-9%
More than once a week	1	0%		2%	-2%
Not at all	520	69%	65%	63%	2%
Have accessed	**236**	**31%**	**35%**	**37%**	**-2%**
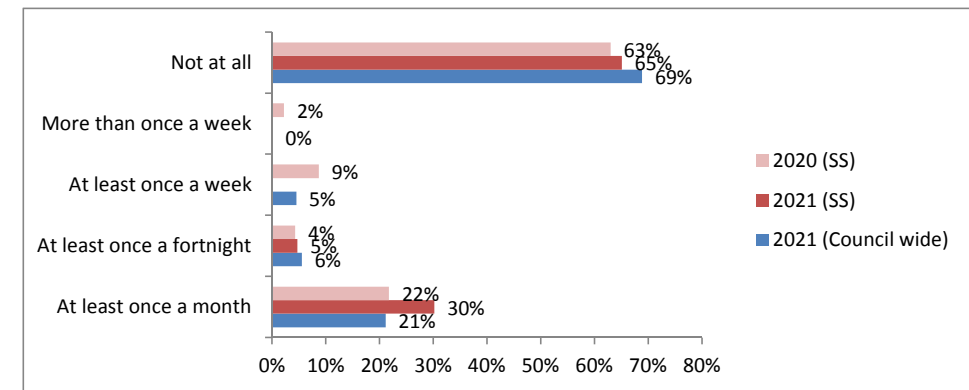
Communication

5 To what extent would you agree or disagree that you are being kept up to date with the latest information from around the organisation?

	Council Wide		SS	SS (2020)	± 2020
Base (unweighted)	671	671	43	46	-3
Strongly agree	60	8%	12%	17%	-6%
Agree	338	45%	51%	52%	-1%
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Disagree	134	18%	21%	9%	12%
Strongly disagree	38	5%		2%	-2%
Strongly agree/Agree	**398**	**53%**	**63%**	**70%**	**-7%**
Strongly disagree/Disagree	**172**	**23%**	**21%**	**11%**	**10%**
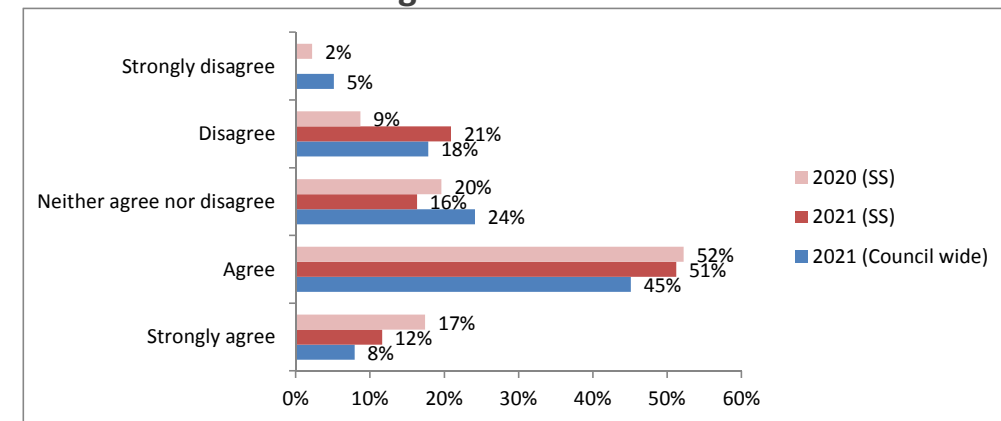
259

6   Do you feel supported by your manager / supervisor?

	Council Wide		SS	SS (2020)	± 2020
Base (unweighted)	672	672	43	46	-3
Strongly agree	249	33%	44%	44%	1%
Agree	266	36%	21%	39%	-18%
Neither agree nor disagree	106	14%	14%	9%	5%
Disagree	72	10%	21%	4%	17%
Strongly disagree	57	8%		4%	-4%
Strongly agree/Agree	**515**	**69%**	**65%**	**83%**	**-18%**
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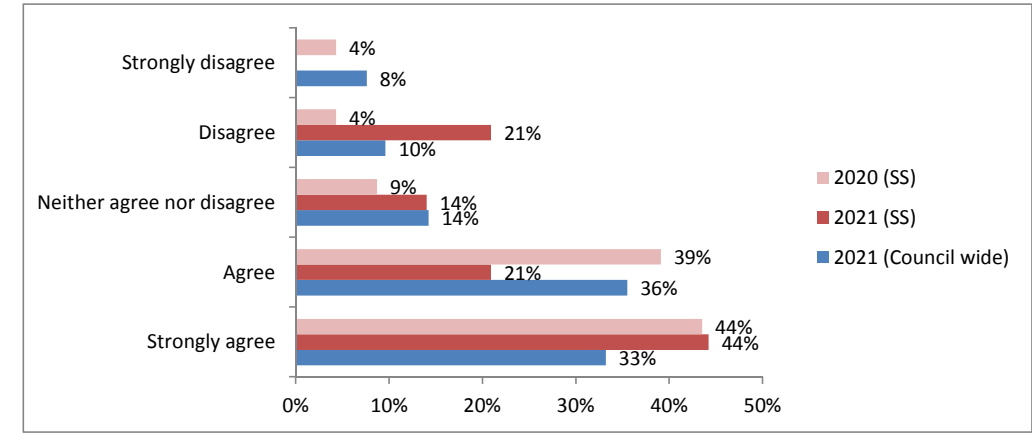
7   How often does your manager keep in contact with you?

	Council Wide		SS	SS (2020)	± 2020
Base (unweighted)	671	671	43	45	-2
At least once a fortnight	43	6%	5%	9%	-4%
At least once a week	132	18%	19%	33%	-15%
Several times a week	157	21%	26%	29%	-3%
At least once a day	174	23%	16%	16%	1%
As and when required	226	30%	35%	11%	24%
Never	19	3%		2%	-2%
At least once a week	**463**	**62%**	**49%**	**71%**	**-22%**
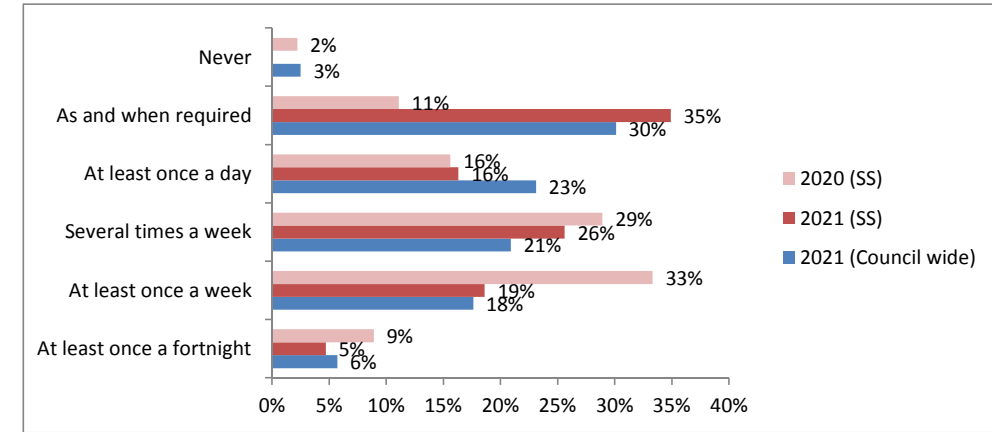
8   What communication options does your manager use to keep in touch with you? Select ALL that apply

	Council Wide		SS	SS (2020)	± 2020
Base (unweighted)	664	664	42	44	-2
Face to face	516	70%	52%	57%	-4%
MS Teams	305	41%	83%	68%	15%
Facebook	16	2%	2%	5%	-2%
WhatsApp	290	39%	41%	41%	0%
Text message	236	32%	38%	39%	-1%
Telephone	402	54%	79%	86%	-8%
Other method	245	33%	21%	27%	-6%
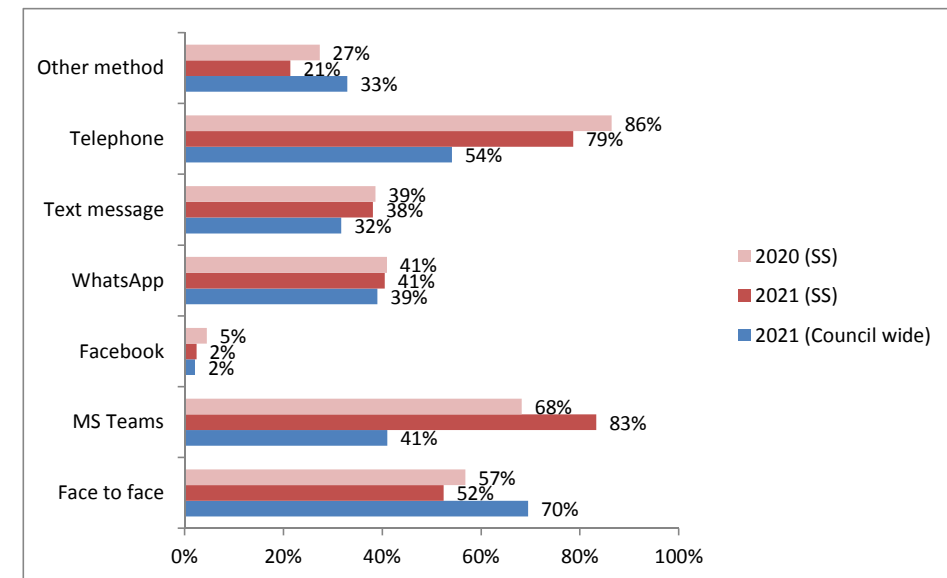
9   To what extent do you agree or disagree that you have enough contact with your manager?

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Strongly agree		234	31%	36%	24%	11%
Agree		273	36%	43%	60%	-17%
Neither agree nor disagree		130	17%	10%	9%	1%
Disagree		85	11%	10%	4%	5%
Strongly disagree		29	4%	2%	2%	0%
Strongly agree/Agree		**507**	**68%**	**79%**	**84%**	**-6%**
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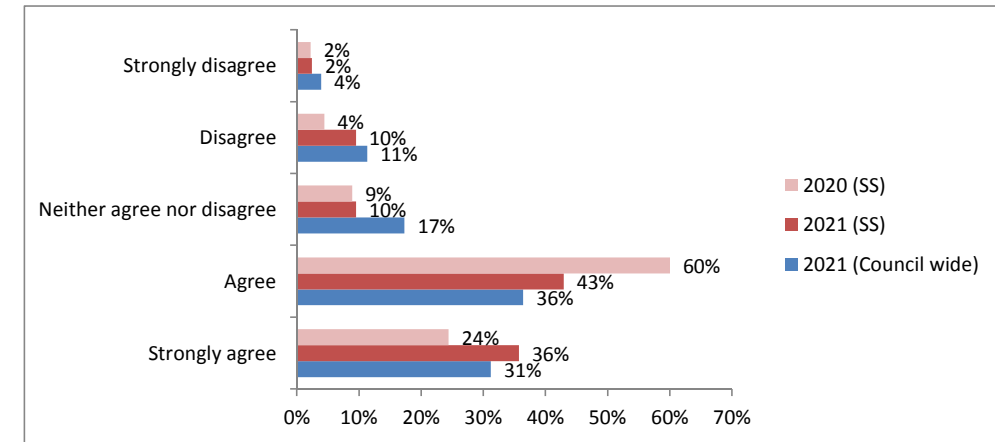
Homeworking

10   To what extent do you agree or disagree that you have the tools you need to work effectively from home?

		Council Wide		SS	SS (2020)	± 2020
Base (unweighted)		637	637	43	45	-2
Strongly agree		112	16%	12%	11%	1%
Agree		283	40%	51%	51%	0%
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Disagree		112	16%	19%	22%	-4%
Strongly disagree		59	8%	2%	11%	-9%
Strongly agree/Agree		**395**	**55%**	**63%**	**62%**	**1%**
Strongly disagree/Disagree		**171**	**24%**	**21%**	**33%**	**-12%**
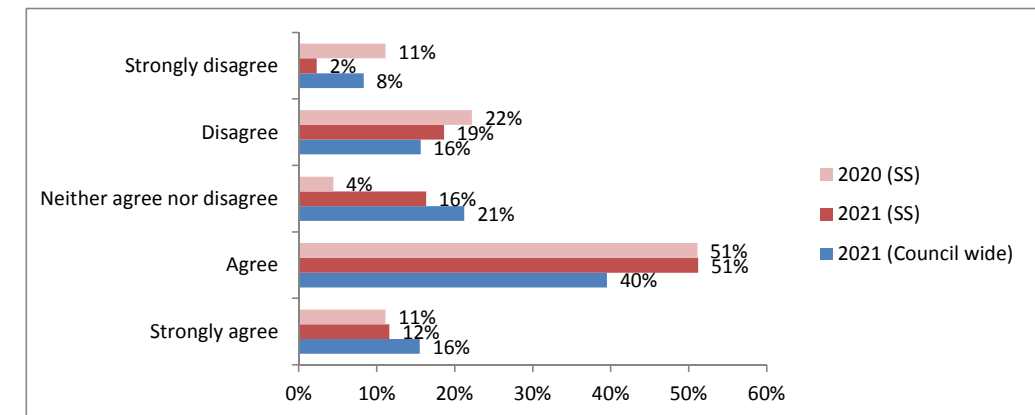
11   Do you feel that working from home has negatively affected your productivity?

		Council Wide		SS	SS (2020)	± 2020
Base (unweighted)		622	622	43	45	-2
Strongly agree		28	4%	5%	4%	0%
Agree		80	11%	9%	4%	5%
Neither agree nor disagree		249	36%	21%	22%	-1%
Disagree		178	25%	33%	44%	-12%
Strongly disagree		165	24%	33%	24%	8%
Strongly agree/Agree		**108**	**15%**	**14%**	**9%**	**5%**
Strongly disagree/Disagree		**343**	**49%**	**65%**	**69%**	**-4%**
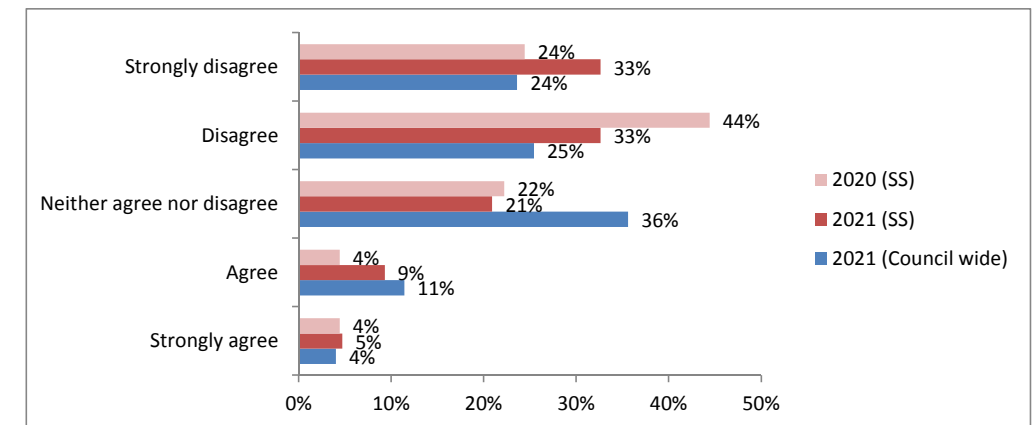
12 Are you familiar with the Council's vision and values?

	Council Wide			SS	SS (2020)	± 2020
Base (unweighted)	630	630		43	44	-1
Yes	550	78%		77%	96%	-19%
No	158	22%		23%	5%	19%

CLACKMANNANSHIRE COUNCIL

Report to Audit and Scrutiny Committee

Date of Meeting: 25 August 2022

Subject: National Improvement Framework Report and Plan, Scottish Attainment Challenge Fund Plan

Report by: Catriona Scott, Senior Manager

1.0 Purpose

1.1. This report presents the National Improvement Framework (NIF) Report and Plan 2022/23 and the Scottish Attainment Challenge Fund Plan 2022/23.

2.0 Recommendations

2.1. It is recommended that the Audit and Scrutiny Committee note and comment on the Report and Plans at Appendices 1, 2 and 3.

3.0 Considerations

3.1. Both the National Improvement Framework Report and Plan and the Scottish Attainment Challenge Fund align with the three strategic themes embedded within Be the Future:

- Empowering families and communities

- Sustainable Inclusive Growth

- Health and Wellbeing

3.1.1 The actions contained within the NIF Plan will ensure that improved outcomes are delivered for children and young people, families, individuals and communities. Additionally, a further improvement priority to embed the United Nations Convention on the Rights of the Child is included in the NIF Plan, as required by Scottish Government.

3.1.2 A redesigned approach to the Scottish Attainment Challenge has seen funding to the current nine Challenge Authorities of £43 million distributed equitably between 32 local authorities. This has significantly reduced the finance available for the Clackmannanshire Programme Plans, with funding tapered down over the next four years (2022-2025).

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3.1.3 Further detail on the Scottish Attainment Funding Plan will be brought to the new Children and Young People's Board approved by Council on 11 August.

3.1.4 The service is committed to progressing workforce development and leadership plans to support the transformation of services.

3.2 **Key Developments**

3.2.1 The NIF Report contained detailed progress against the actions agreed in last year's plan. In particular, progress in the following areas should be highlighted:

3.2.2 **Positive Destinations** - 95.9% of young people in Clackmannanshire entered an initial positive destination, which remains higher than the national average. Additionally, 39.5% of young people entered Higher education, an increase of 8.5 percentage points on the previous year.

3.2.3 **Digital Devices** - Year 2 of Education Services 1:1 Device Project focused on secondary schools, with all S2 to S6 cohorts and School Support Services receiving a Chromebook and all EASN learners at Lochies, Alva Primary ASD and Alloa Academy EASN receiving an iPad.

3.2.4 **UNCRC** - Clackmannanshire Council has worked in partnership with the Forth Valley and West Lothian Regional Improvement Collaborative (RIC) on the implementation of the United Nations Convention on the Rights of the Child (UNCRC) Scotland Bill .Children's Parliament Project Team worked with learners in Banchory and St Serf's primary schools on a national project aimed at supporting the implementation of UNCRC, while it is incorporated into Scots law. They produced a range of practical resources for adults to use to make children's rights real in jobs, and to provide practical tips on gathering children's views. These interactive resources were officially launched by the Members of the Children's Parliament (MCPs) in May 2022 and have been shared across the Directorate.

3.2.5 **Family Wellbeing Partnership** - Working in partnership with Columba 1400 and funded by the Scottish Government's Social Innovation Partnership, Clackmannanshire's Family Wellbeing Partnership is taking a whole systems approach, seeking fundamental change across public sector approaches, embedding the ongoing work Clackmannanshire Council is leading on the Wellbeing Economy. Work has commenced towards a 365 school, where, multi-agency partnerships include support for families around benefits and family qualifications.

3.2.6 **Attainment** – Although there have been some dips in attainment as a result of Covid, there have been improvements in certain areas. There is a fall in the attainment of literacy in primary across the authority to *59.6%* and also nationally. Despite the fall in achievement, the poverty

related attainment gap in Literacy in Clackmannanshire narrowed in 2020/21 and is narrower than the national gap. There was also an increase in percentage of S4 pupils gaining 5 or more awards at Level 5 and above in 2020/21 and S5 pupils gaining 5 or more awards at Level 6 and above.

3.2.7 **Area of focus** - Targeted support to raise attainment for children and young people impacted by poverty continues to be a priority within all of our establishments. Scottish Attainment funding has provided Learning Assistant additionality to 12 out of 18 primary establishments to enhance the implementation of small group interventions at first level. However, due to the challenges of Covid and resultant issues with recruitment, there was a delay in the planned appointment of a number of Learning Assistants. This has had implications on the timescales and delivery of the plan. Plans to continue this model will continue in session 22/23 with 5 out of 18 of our primary establishments receiving learning assistant additionality.

4.0 Sustainability Implications

4.1. None

5.0 Resource Implications

5.1. Financial Details

5.2. None

5.3. Staffing

There are no implications for staffing arising from the NIF Plan and Report. The reduction in Scottish Attainment Challenge funding will have implications for staff and this will be progressed in line with Council policy and procedures.

6.0 Exempt Reports

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

7.0 Declarations

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

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

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

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

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

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

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

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 ☑   No ☐

10.0   Appendices

(Appendix 1) National Improvement Framework Report 2021/222

(Appendix 2) NIF Plan 2022/23

(Appendix 3) Scottish Attainment Challenge Fund Plan 2022/23

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
Catriona Scott	Senior Manager	2469

Approved by

NAME	DESIGNATION	SIGNATURE
Lorraine Sanda	Strategic Director	

Education Service

National Improvement Framework

Report 2021/22

Towards an empowered, connected, self-improving system to achieve excellence and equity for all

Contents

People Service Overview - Education

The People Service is committed to improving outcomes for children, young people, families and communities.

The People Service brings together Education, Children's Social Work and Criminal Justice into one Directorate. The management functions of these services are coordinated by the Strategic Director, to improve communication, create efficiencies, and develop co-production thereby achieving a more integrated service.

> Our mission is to ***educate, protect, support and promote the achievements and health & wellbeing of every child***, with a particular focus on our most vulnerable children, including our Care Experienced children, young people and families.

Emerging Themes for 2021-2022

This report demonstrates how Education, as part of the People Service, seeks to deliver against the strategic priorities of the National Improvement Framework taking into account the following emerging and new areas of development .These have been identified in the 2022-2023 Plan and are referenced in the main report.

● Strategic Equity Funding

In November 2021, the Scottish Government announced the next phase of the Scottish Attainment Challenge and through the publication of the Framework for Recovery and Accelerating Progress set out its mission to

- *"use education to improve outcomes for children and young people impacted by poverty, with a focus on tackling the poverty-related attainment gap."*
- support education recovery, increase pace of, and reduce variation in progress.
-
https://www.gov.scot/publications/scottish-attainment-challenge-framework-recovery-accelerating-progress/documents

Through Strategic Equity Funding, Clackmannanshire must undertake considered approaches to achieve the mission of the Scottish Attainment Challenge, with a clear focus on delivering equity and excellence through improving outcomes for learners impacted by poverty by

- continuing our collective commitment to equity in education
- mitigating the impact of poverty on children's outcomes
- tackling the poverty-related attainment gap

The refresh of the Scottish Attainment Challenge, (SAC) has created challenges with a reduction in the finance available Interventions supporting closing the poverty related attainment gap and ensuring equity and excellence across the SAC Programme (highlighted within the 2021-2022 National Improvement Framework (NIF) Plan) have been reviewed with those having the greatest impact being the focus of 2022-2023.

The Care Experienced Children and Young People Fund continues to enable Clackmannanshire , as corporate parents, to make strategic decisions around how best to improve the attainment of Care Experienced children and young people. Decisions are informed by robust data (high quality, timely and complete) and take account of care experienced voices in order to ensure that activity is centred on overcoming the barriers to achieving the best outcomes for care experienced children and young people.

Clackmannanshire Council People Directorate remains committed to the Scottish Government's shared ambition of No One Left Behind (NOLB), to deliver an approach to employability that focuses on the needs of the individual first and foremost and to tackle inequalities, including young people with care experience. The Clackmannanshire Local Employability Partnership has commissioned two new programmes for 16 - 19 year olds in vulnerable groups to address this.

By working collegiately, consideration has also been taken to make sure that the utility and reach of Pupil Equity Funding (PEF) supports our shared approaches and stretch aims.

 This is ensuring that the use of all Attainment Scotland Funding at school and local authority level is aligned across wider strategic planning.

● COVID-19 Pandemic – Recovery

The Covid-19 pandemic has been hugely disruptive to children, families and educators. Evidence of progress, as detailed in this report (2021/22) focuses on how our service adjusted to the on-going impact of COVID-19 during the start of the Academic Year 2021 and the on-going adaptations.

Establishments continue to have clear contingency plans and risk assessments for pupils and staff becoming Covid symptomatic/ testing positive. The need for and sufficiency of these protective measures continue to be kept under constant review and have impacted on some planned progress.

Clackmannanshire, in partnership with statutory and third sector partners and agencies continue to offer support to the mental health and wellbeing of children, young people and educators, taking into account those with additional support needs .Balancing progress in learning with children and young people's social and emotional needs, particularly as a result of the pandemic continues to be a priority.

● Family Wellbeing Partnership

The development of the Family Wellbeing Partnership aims to improve the wellbeing and capabilities of families and young people across Clackmannanshire, giving them a voice and agency.

Working in collaboration with the Social Innovation Partnership, (Scottish Government and The Hunter Foundation) the approach seeks to invest in solutions, in partnership with all stakeholders, to tackle poverty and through shared values, attitudes and behaviours, develop innovative and creative solutions to what matters most across our communities.

Improvement Planning

This report sets out the rationale, strategies, actions and performance measures which ensure that ongoing improvement remains the norm.

NIF Key Priorities 2022

Placing the human rights and needs of every child and young person at the centre of education

Improvement in children and young people's health and wellbeing

Closing the attainment gap between the most and least disadvantaged children and young people

Improvement in skills and sustained, positive school-leaver destinations for all young people

Improvement in attainment, particularly in literacy and numeracy.

While the revised NIF (2022) identifies 5 key priorities, this report focuses on the 4 priorities from 2021 with progress reported against its **6 key drivers**:

- School and ELC Leadership
- Teacher and practitioner professionalism
- Parent/carer involvement and engagement
- Curriculum and assessment
- School and ELC improvement
- Performance information

It is clear as we report against our activities within this report there is interconnectivity meaning "success in one [Driver] contributes to success in others".

> Our improvement is closely monitored against a comprehensive set of performance measures.

The key priorities and drivers apply to all children, young people, their parents and carers, and all educators within Education: Community Learning and Development, Libraries and Leisure, Educational Psychology, Sports Development, Estates, Early Learning and Childcare, Additional Support for Learning, Strategic Equity Funding and Improving Outcomes (Broad General Education and Senior Phase).

Plans: Our Improvement Plans are informed by the latest research both nationally and internationally, on-going assessment, consultation and review of School Improvement Planning whilst also recognising our local context. We continue to respond to national policy developments, strategies, plans and priorities, aiming to meet the challenges of any new national initiatives. As detailed in our NIF Plan 2021/22, we fully adhere to National Directives such as:

- Children's Rights - United Nations Convention on the Rights of the Child (UNCRC)
- The Promise
- Getting It Right for Every Child (GIRFEC)
- Curriculum for Excellence
- The Education (Additional Support for Learning) (Scotland) Act 2004 (as amended 2009)
- Children and Young People (Scotland) Act 2014
- Developing the Young Workforce

In addition, improvement is focussed through Strategic Equity Funding (Scottish Attainment Challenge, Pupil Equity Funding, and Care Experienced Funding), and working in partnership with Education Scotland and Forth Valley and West Lothian Regional Improvement Collaborative.

Support continues to be provided to all schools by the Improving Outcomes Team including a Data Coach, [funded through the Forth Valley and West Lothian Regional Improvement Collaborative (RIC)] and the Attainment Advisor provided by Education Scotland.

School profiles, accompanying data packs and planned Data for Improvement visits with schools help inform improvement conversations, identifying gaps in learning, teaching and assessment with Education Management Teams, either at an authority level or at school level.

Our NIF Plan remains linked to other strategic plans under the 'People Service' including the Children's Services Plan as well as Clackmannanshire's Local Outcome Improvement Plan.

This report continues to highlight the strong focus on collegiate planning providing opportunities to share effective practice/strategies to support recovery and accelerating progress, ensuring improvement remains closely monitored against a comprehensive set of performance measures.

Clackmannanshire Profile

Establishment Roll

Across Clackmannanshire, there were **6731 pupils** in our schools (3,895 primary school pupils, 2,758 secondary school pupils and 78 pupils who attend our Special Schools), *an increase* of 1.6% over the last 5 years[i].

LEVELS OF DEPRIVATION: 31.8% of all pupils in Clackmannanshire establishments live in our most deprived areas (SIMD Q1); **14.6%** live in our least deprived areas (SIMD Q5); compared nationally to 22.4% and 19.3% respectively.

Additional Support Needs (ASN)

DISABILITY: In 2020/21, the rate assessed and/or declared as having a disability per 1,000 pupils was 13.7, much lower than the Scottish rate of 27.1.Across our schools, **29.6%** of our primary school pupils have Additional Support Needs (ASN), which is slightly higher than the Scottish average of 27.7%. **37.6%** of our secondary school pupils have ASN, lower than the Scottish average of 38.2%.

Free School Meals (FSM)

63.7% of primary school pupils and **18.7%** of secondary school pupils are registered for FSM, an increase 23% since 2017/18 for primary school pupils and 15% for secondary school pupils (reflects changes in living costs).Scottish average 64.9% for primary & 17.7% for secondary).

Deprivation

Scottish Index of Multiple Deprivation (SIMD) is an area-based measure of *relative deprivation*; not every person in a highly deprived area will experience high levels of deprivation. If an area is identified as 'deprived', it can relate to people having a low income, fewer resources or opportunities.

SIMD looks at the extent to which an area is deprived across **seven domains**: income, employment, education, health, access to services, crime and housing[ii].

Clackmannanshire consists of **72 datazones** (out of 6976 across Scotland). It has a **25%** share of the 20% most deprived data zones [18 datazones]. One of the datazones in Clackmannanshire features as the **sixth highest** overall deprived data zone and the 10th highest most income deprived data zone across Scotland[iii].

This means that some areas of Clackmannanshire still experience a high number of vulnerable communities associated with high levels of unemployment, including youth unemployment, substance misuse, mental health issues and young parents/one parent families.

Research [most recent data] reported in May 2021, indicates that as high as **27.3%** of children are living in poverty in Clackmannanshire, higher than the Scottish average of 24.3% and higher than the previous year where it was 26.1%[iv].Overall, the rate of child poverty in the area is third highest in Scotland increasing by 3.1 pp since 2014/15; the Scottish average has risen by 2.7 pp over the same period. [According to this research]

The chart opposite illustrates the increasing trend in the percentage of children in poverty across Clackmannanshire.

Research indicates being in paid employment is an effective way out of poverty, and families where all adults are in full-time employment are a low poverty risk. However, where a job does not pay well, is part-time, or of "zero hour" contracts, this is not always enough to prevent poverty. As such, **two thirds of children** who live in poverty are living in working households[v].

Children's Health

Children living in the most deprived areas of Scotland experience significantly worse health outcomes than children living in the least deprived areas and are more likely to experience:

- Lower birthweight
- Poorer dental health
- Higher obesity levels
- Higher rates of teenage pregnancy

Substance Misuse

Clackmannanshire reported **12 alcohol specific deaths** in 2020, a fall on the previous year where there had been 15; equates to 18.4 deaths per 100,000 population, lower than the Scottish average of 21.5. The number of individuals presenting for assessment at specialist drug treatment services from Clackmannanshire over the last five years has been sporadic with the highest percentage of referrals being in the 25 to 29 year old age group in 2020/21, a slight increase on previous years.

Teenage Pregnancies

Across Scotland, the teenage pregnancy rate is at its lowest level since reporting began in 1994. The rate fell from 30 per 1,000 women in 2018 to 28 per 1,000 in 2019.Despite a previous falling trend, the rate of teenage pregnancies increased from 34.9 to **46.8 per 1000 women** – the *highest in Scotland*[vi].

Domestic Abuse

The rate of domestic abuse across Clackmannanshire increased in 2020/21 but not at the same rate as it did the year before. Since 2016/17 there has been **_4.6% increase_** in the rate of domestic abuse across Clackmannanshire; lower than the national rate which is 9.2%.Despite this, the rate of domestic abuse is remains the **third highest** in Scotland with only Dundee City and West Dunbartonshire higher

Juvenile Offending [Referrals to Children's Reporter]

In 2020/21, **161** children were referred to the Children's Reporter, **_a third less_** than the year before. The highest proportion of referrals came from the Police. The highest referral is in relation to parental care/neglect, which accounts for 50% of all referrals in 2020/21; followed by Schedule 1 offences (22%), committed an offence (16%) and experienced domestic abuse (8%).

Care Experienced

The total number of Looked After Children across Clackmannanshire as of 31st July 2021 was **270**; 2.7% of the 0 to 17 year population; higher than the previous year where it was 2.5% and higher than the Scottish average of 1.3%.

Of the LAC "starting to be looked after during 1 August 2020 to 31 July 2021", **21%** were children aged under 5 years.

The largest proportion of LAC continues to be looked after by friends/relatives, almost half at 46%; higher than the Scottish average which is 33%.

Clackmannanshire still has a much higher cost of foster care for LAC at 20% (slight fall on the previous year) compared to the Scottish average of 10%.

Child Protection

The number of children and young persons on the Child Protection Register in 2020/21 was 41, equates to rate of 4.6 per 1000 population; a slight fall on the previous year [43, 4.8 per 1000 population].

The main concerns identified at case conferences for Clackmannanshire continues to be parental substance misuse (alcohol & drugs) followed by neglect then domestic abuse

.Delivery Plan and Measurement

The NIF Plan(2022-2023) and this report continue to provide a focus and structure for gathering evidence to identify where further improvements can be made, for ensuring we have the evidence sources to contribute to our priorities, and to minimise unintended consequences. It also identifies key actions for educational improvement and the evidence gathered to analyse whether progress is being made and where further improvements are required.

Through the tracking of Key Indicators it is possible to evaluate what difference our actions are making to children's lives. See **Appendix A.**

(For 2022-2023, our key indicators will reflect the Scottish Government Stretch Aims to drive improved outcomes for children and young people impacted by poverty. This will also include a "core plus" model reflecting additional local priorities.)

2021-2022

13 Key Indicators (tracked by SIMD 1 & 2 and overall)

COVID Recovery will be integral to all key indicators

- **% Children achieving expected levels of Literacy & Numeracy***
- **% Young people achieving at SCQF Levels in Literacy & Numeracy***
- No of Awards achieved by young people by end of Senior Phase
- No of Children & Young People (C&YP) gaining volunteering awards at school and in the community
- **Attendance figures***
- **Poverty Related Attainment Gap**

- **Sustained Positive Destinations***
- No of C&YP reporting engagement in leadership opportunities
- No of children / families in SIMD 1&2 with access to digital resources
- No of C& YP who area aware of their rights in relation to UNCRC
- No of young people who report drinking alcohol
- Mental Health Indicator – No. of young people (3years-18 years)accessing digital mental health supports
- % of children expected to achieve their chronological vocabulary/communication level

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Reporting

In line with the Statutory Guidance, Standards in Scotland's Schools Act 2000, there is a "strategy-based" approach to reporting on the plan, drawing on evidence from each of the six drivers.

The six drivers:
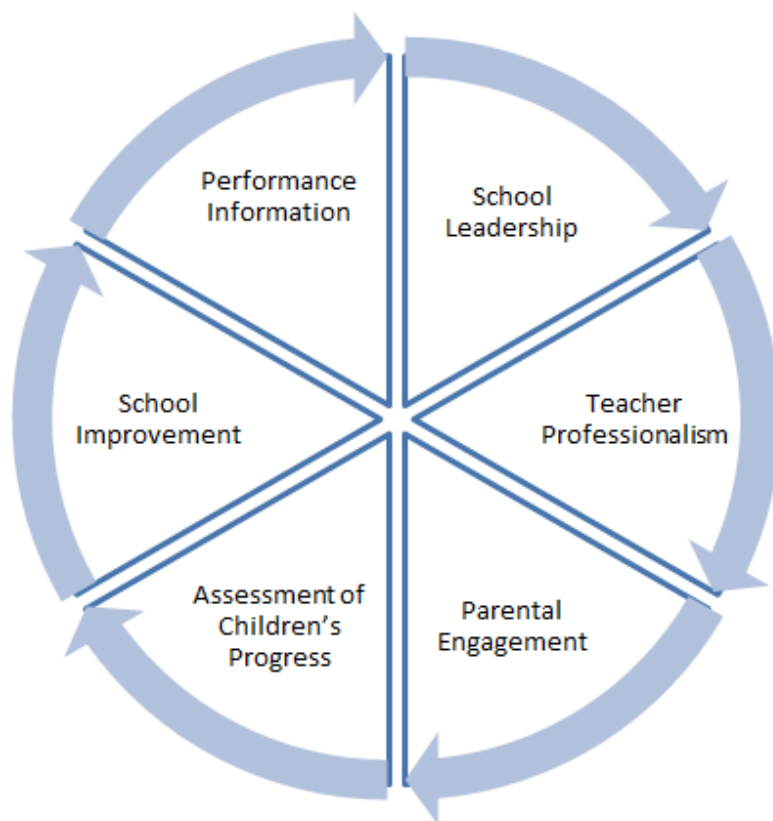
The following details the progress made as a Service during the Academic Year, under the four priorities and six drivers identified in the National Improvement Framework for 2021-2022.

> (It does not include the 2022 priority, "Placing the human rights and needs of every child and young person at the centre of education" as part of the commitment to UNCRC)

- **Improving Attainment, Particularly Literacy and Numeracy**

- **Closing The Attainment Gap**

- **Improving The Health and Wellbeing Of Children and Young People**

- **Improving Employability Skills and Post-School Destinations**

Evidence of improvement in all six areas is included in the following pages where attainment data, attendance, exclusion data and positive destination information is detailed.

A report on the Key Indicators is included at Appendix A.

School Leadership

School leadership is vital in achieving equity and excellence in education across Clackmannanshire.

Leadership programmes build capacity to ensure that educators make a real difference to improving attainment outcomes for children and young people, leading to greater achievement and attainment.

Young people are encouraged to lead their own learning and pupil voice is important across all establishments and in the local community where they are encouraged to become responsible citizens and effective contributors.

Key outcomes/actions for 2021/22

Establishments will be supported and challenged by an Empowered, Connected, Self-Improving System

- All staff are empowered to lead

- Learners are supported and encouraged to actively participate in decision making which impacts them

- Enhanced opportunities for children and young people to develop skills for life and work

Achievements/Impact

There is a continued focus on promoting, encouraging and supporting leadership for all as part of developing and maintaining a highly skilled workforce across our educational establishments. **70%** of schools evidenced QI 1.3 Leadership of Change Evaluations as good or better through self-evaluation.
Data for Improvement' professional dialogue sessions took place each term between primary establishment Senior Leadership Teams and Quality Improvement Officers. **94%** of establishments rate themselves as good or better at planning for improvement as an active process which is reviewed regularly.

In June 2022 a survey was completed by 430 children and young people, identifying a number of themes to be explored - environment and health and wellbeing. CLD have been working with primary aged young people to explore these themes and they have been carrying out a mapping of the local communities to provide recommendations on how to take forward opportunities to address these key concerns. Key findings will be used as a baseline for a planned Youth Assembly in autumn 2022

The Youth Council has secured funding through the Mental Health Transformation Programme for the Youth Bank, where young people make applications on behalf of a group to develop health and wellbeing activities.11 applications were made and 8 were successful.

Teacher Professionalism

Teacher professionalism is a key driver in achieving improvement in attainment and achievement.

The Refreshed and restructured General Teaching Council for Scotland (GTCS) Professional Standards were enacted on 2 August 2021 and include standards for career long professional learning (CLPL) and leadership and management. Once registered, throughout their career, teachers continue to develop their expertise and experience through CLPL and professional practice.

Key outcomes/actions for 2021/22

- Establishments will have a skilled, reflective and professional workforce through collaborative and empowered leadership

- Enhanced opportunities to engage in high quality professional learning with a focus on research and pedagogy

- Staff who can confidently meet the needs of all learners within the context of individual settings

Achievements/Impact

All educational leaders undertook professional learning sessions led by Professor Mark Priestley, Professor of Education at Stirling University, with a focus on the OECD Report 2021, which reviewed Curriculum for Excellence. In collaboration with Forth Valley West Lothian Regional Improvement Collaborative and Education Scotland, a series of professional learning sessions were designed to provide high quality professional learning for leaders in ELC and Primary schools. 100% of our ELC and primary leaders are participating.

A bespoke literacy (Write On) and numeracy (Building Blocks) small group intervention programme to address the attainment 'dip' at first level was developed and implemented during academic session 2021/2022 with the aim of supporting children make faster progress and catch-up with their peers. Professional learning sessions took place throughout the course of the academic session, supplemented with school support visits. 100% of participants report positively on the content and number of professional learning and school support sessions.

A professional learning survey seeking the views of the workforce from ELC, Primary and Secondary closed in June 2022. Of those who responded, 84% have an additional support needs (ASN) specific qualification, 60% have a general additional qualification which is not ASN specific. Of those who responded, 54% identified a preference for local professional learning opportunities, 49% regional preference and 47% national preference.

The analysis of the survey will be used to identify any professional learning gaps across our workforce within early learning and childcare, additional support needs, curriculum and learning, teaching and assessment.

Parental Engagement

Evidence based research highlights that parental engagement has a bigger influence on a pupil's achievement than socio-economic background, parent's education level, family structure or ethnicity.

This research has shown that parents who take on a supportive role in their children's learning make a difference in improving achievement and behaviour. Their active involvement can help promote a learning community in which children and young people engage positively with educators and their peers.

Clackmannanshire Education Services are encouraging parents and carers to actively and meaningfully engage in their child's learning and life at school, as outcomes are improved if schools and families work together. Our educational establishments continue to deliver high quality universal and targeted support enabling families to access the learning and support they need.

Key outcomes/actions for 2021/22

- Increased participation and confidence of parents and carers in supporting their children

- Adult learning makes a positive contribution to health, wellbeing and family life

Achievements/Impact

Increasing involvement of dads – A Dad-Friendly School Audit has been carried out as a pilot with Banchory PS – which generated some ideas they implemented this current session. Staff from Banchory PS and four other settings attended Fathers Network Scotland workshop on "Understanding Dads" in January 2022. More schools will be invited to carry out the Dad Friendly School Audit in 2022.

An SQA centre has now been transferred to the CLD team. SVQ awards are planned for the new academic session. The demand for ESOL has increased and classes are now be based at the larger Ben Cleuch Centre with online programmes added as a supplement CLD partners are now carrying out programmes in the Bowmar Centre to facilitate adult and family learning programme.

Cash First/Families First – families have taken ownership of funding for childcare and summer of wellbeing: for example £30,000 of investment by Clackmannanshire Council allocated to kinship carers, families of children with additional supports needs and families with C1400 leadership experience.

Clackmannanshire Family Wellbeing Partnership seeks to improve the wellbeing and capabilities of families and young people in Clackmannanshire, working with our families to support what matters to them.

Multiple ideas have emerged from the Clax1400 families and Clackmannanshire staff and community members, who have participated in the Columba 1400 VBL Leadership experience. To explore these ideas and catapult these into action, the FWP was supported by The Lens Perspective. For example, The Bowmar Borrowers sought, via The Lens Perspective event, to develop the capabilities of other families affected by poverty.

Next Steps: The partnership is considering a further three residential VBL experiences, the first of which is proposed as an experience for those committed to becoming transformational change makers. Work is also underway to involve families going through the flourishing life process.

Assessment of Children's Progress

Assessment of progress provides rich data which can be triangulated with other data sources to ensure that learning and teaching is improving attainment and closing the poverty related attainment gap.

Teachers' professional judgement is the foundation for quality and improvement and we continue to promote effective use of assessment and moderation by educators and learners to maximise the successes and achievements of our children and young people.

Assessment of children's needs is particularly important for our children and young people with Additional Support Needs and who are Care Experienced.

All our learners' attainment and wellbeing is tracked frequently to ensure the best possible educational outcomes.

Key outcomes/actions for 2021/22

Increased attainment in Literacy and Numeracy

- Attainment of children affected by poverty will improve.

  Learners' progress and achievement will be assessed robustly, evidenced consistently and reported on effectively.

- Improved outcomes for children and young people with additional support needs across educational settings, including specialist ASN provisions.

- Improved outcomes for children and young people with additional support needs across educational settings, including specialist ASN provisions

- Families and young people in Clackmannanshire have confidence in the plans for external assessment 2022

Achievements/Impact

For each session comparison of trends over time has resulted in greater awareness and shared understanding of the barriers to attainment for learners across Clackmannanshire schools. There is a high level of shared professional commitment to affect change and improvement. In response, plans are in place to establish collaborative working groups next session focusing on key areas such as; raising attainment, learning, teaching and assessment, closing the poverty related attainment gap, quality assurance and curriculum.
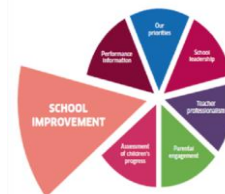
School Improvement

Within our learning communities, there is regular engagement in effective quality improvement activities and agreed standards and expectations. Schools work collegiately to develop, promote and improve a quality curriculum which meets the needs of all learners, reflecting local and national good practice. Seeking and acting on learners' views is integral to this. The curriculum is regularly reviewed and refreshed with the support of partners to ensure it continues to meet the needs of all learners.

Key outcomes/actions for 2021/22

Children and young people have access to and receive integrated support from a range of professionals across health, education, social work, and third sector to ensure that their needs are met in a coordinated way
- Collective efforts ensure that interventions continue to be targeted to those areas of greatest need to improve outcomes and close the poverty related attainment gap
- An agile education service that takes account the UNCRC and meets the needs of learners and their families.
- Children, young people and families are supported with issues around mental health
- Children and young people are informed and supported with issues around substance misuse
- A broad range of physical, outdoor and targeted wellbeing activities meet the individual needs of all learners
- Learners, educators, schools and their wider communities are building a socially-just, sustainable and equitable society, weaving together global citizenship, sustainable development education and outdoor learning
- The provision and access to high quality healthy and nutritious food
- High quality, equitable ELC provision meets the needs of our communities
- An effective, self-supporting and operational model for 1+2 Languages
- Equitable access to digital devices for all children
- Children and young people are equipped with the right skills for learning, life and work and that high numbers of our school leavers are entering positive and sustained post school destinations
- High quality, equitable Secondary curriculum that meets the needs of our communities

Achievements/Impact

It was agreed that the Vulnerable Children's Panel process would be aligned with the Local Authority initiative *Strive* and would be renamed as Child Strive (CStrive). CStrive now consists of two forums; The ASN Forum meets weekly and the Mental Health Forum meets fortnightly. CStrive functions as a single point of access to allocate mental health and wellbeing supports and services. 35 young people have been brought to the Mental Health Forum since it started in October and packages of support have been put in place for these young people.

A Pupil Equity Fund Framework, supporting establishments to plan how they will most effectively invest their Pupil Equity Funding allocation to improve the educational outcomes of children affected by poverty is supporting the development of interventions with targeted children and young people.

Children's Parliament Project Workers have been working with children in Banchory and St Serf's primary schools in Tullibody, in partnership with Clackmannanshire Council, on a project aimed at supporting the implementation of UNCRC while it is incorporated into Scots law.

Performance Information

Performance information is used to inform and drive improvement at all levels.

As part of our continuous cycle of improvement, educators analyse progress and performance across a range of data and evidence to identify where the gaps remain and action is required.

Our service is data rich, gathering appropriate and accurate performance information which is reported nationally as well as data which applies to a single school, class or child. This information, appropriately triangulated and analysed, helps educators to take early action to improve outcomes for children and young people and meet their particular learning needs.

Young people, parents/carers and other stakeholders have an essential role in helping school leaders identify areas for improvement and also to contribute to and celebrate their school's identified strengths and learners' successes. Stakeholder views play a key role in school self evaluation and shaping and delivering school improvement plans

Key outcomes/actions for 2021/22

Establishments are skilful in their use of data for improvement

- Improved Learning and Teaching in all establishments

- Improved impact of targeted interventions

- Analysis of Health and Wellbeing census informs improvements and supports the delivery of targeted interventions

Achievements/Impact

The use of robust systems to track and monitor progress and achievement is established across the Broad General Education (BGE) in most schools, with 83% of establishments reporting that they rate themselves good or better at this. This is becoming more robust within Early Learning and Childcare settings. Our aspiration is that 100% of settings will be good or better at using this to track and monitor progress and achievement by the end of Session 2022/
The majority of schools evidenced QI 2.3 Learning, Teaching and Assessment Evaluations as good or better through self-evaluation.

A review of comparison of trends over time has resulted in greater awareness and shared understanding of the barriers to attainment for learners across Clackmannanshire schools. There is a high level of shared professional commitment to affect change and improvement

The HWB Census was implemented across all educational establishments (P5-S6) between January and April 2022.

APPENDIX A

"OBSESSIONS" PERFORMANCE REPORT

2021-2022

2021-2022

13 Key Indicators (tracked by SIMD 1 & 2 and overall)

COVID Recovery will be integral to all key indicators

- **% Children achieving expected levels of Literacy & Numeracy***

- **% Young people achieving at SCQF Levels in Literacy & Numeracy***

- No of Awards achieved by young people by end of Senior Phase

- No of Children & Young People (C&YP) gaining volunteering awards at school and in the community

- **Attendance figures***

- **Poverty Related Attainment Gap**

- **Sustained Positive Destinations***

- No of C&YP reporting engagement in leadership opportunities

- No of children / families in SIMD 1&2 with access to digital resources

- No of C& YP who area aware of their rights in relation to UNCRC

- No of young people who report drinking alcohol

- Mental Health Indicator – No. of young people (3years-18 years)accessing digital mental health supports

- % of children expected to achieve their chronological vocabulary/communication level

CURRICULUM FOR EXCELLENCE – PRIMARY SCHOOL ATTAINMENT

IMPROVEMENT IN ATTAINMENT, PARTICULARLY LITERACY & NUMERACY	INCREASE THE PERCENTAGE OF CHILDREN ACHIEVING EXPECTED LEVELS OF CFE

CLOSING THE ATTAINMENT GAP BETWEEN THE MOST & THE LEAST DISADVANTAGED CHILDREN	PERCENTAGE GAP BETWEEN ACHIEVEMENT LEVELS OF PUPILS FROM SIMD Q1 & NATIONAL SIMD Q5 [WHERE RELEVANT]

LITERACY

> Percentage of P1, P4 and P7 Pupils Combined Achieving Expected CfE Level in Literacy

P1,P4 & P7 LITERACY

As detailed in the chart opposite, there is a fall in the attainment of literacy across the authority to **59.6%;** a yearly fall of -11.6 pp

Nationally there is also a fall however the drop is smaller; - 5.4 pp

The achievement rate is lower than the national despite in previous years being similar

The gap between the national and the authority rate in 2020/21 is 7.3 pp
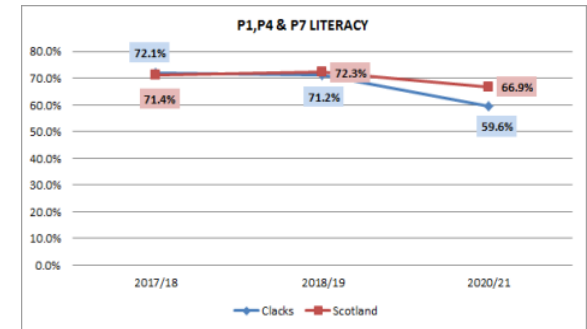
Literacy Attainment Gap (P1, P4, P7 Combined) - Percentage Point Gap between the Least Deprived and Most Deprived Pupils

Despite the fall in achievement the poverty related attainment gap in Literacy narrowed in 2020/21 and is lower than the national gap

Gap is narrower than national
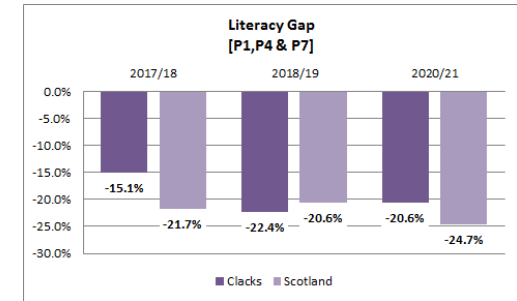
NUMERACY

Percentage of P1, P4 and P7 Pupils Combined Achieving Expected CfE Level in Numeracy

As detailed in the chart opposite, there is a fall in the attainment of numeracy across the authority to **68.6%;** a yearly fall of -8.2 pp

Nationally there is also a fall however the drop is smaller; - 4.4 pp

The yearly fall in numeracy across the authority is almost double the yearly fall nationally

The gap between the national and the authority rate in 2020/21 is 6.1 pp
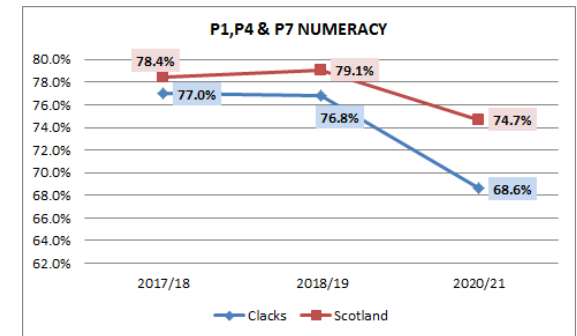
Numeracy Attainment Gap (P1, P4, P7 Combined) - Percentage Point [pp] Gap between the Least Deprived and Most Deprived Pupils

Similar to Literacy, despite the overall fall in achievement the poverty related attainment gap in Numeracy *narrowed* in 2020/21 and is *lower* than the national gap
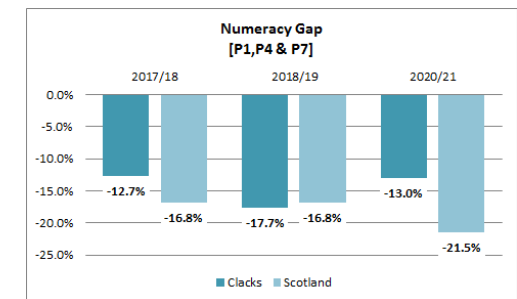
Gap is narrower than national

IMPROVEMENT IN ATTAINMENT, PARTICULARLY LITERACY & NUMERACY	**INCREASE THE PERCENTAGE OF YOUNG PEOPLE ACHIEVING AT SCQF LEVELS IN ENGLISH [LITERACY] & MATHS [NUMERACY]**

CLOSING THE ATTAINMENT GAP BETWEEN THE MOST & THE LEAST DISADVANTAGED CHILDREN	**PERCENTAGE GAP BETWEEN ACHIEVEMENT LEVELS OF PUPILS FROM SIMD Q1 & NATIONAL SIMD Q5 [*WHERE RELEVANT*]**

4th Year Pupils Gaining 5+ Awards at Level 5 or Above

Increase in percentage of 4th year pupils gaining 5 or more awards at Level 5 & above in 2020/21: **58%**

Despite increase, remains lower than national average; gap has narrowed to national in 2020/21

Upward trend; increase of 6 pp [11.5%] since 2016/17

4th year pupils gaining 5+ awards at level 5 or above [%]
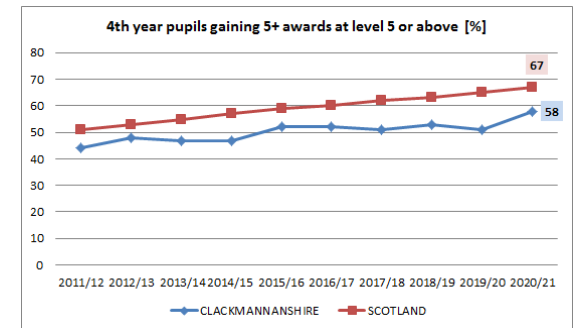
4th Year Pupils from Deprived Areas Gaining 5+ Awards at Level 5 or Above

No change in percentage of 4th year pupils from deprived areas gaining 5 or more awards at Level 5 & above in 2020/21: **40%**

Rate remains lower than national average

Upward trend; increase of 8 pp [25%] since 2016/17

4th year pupils from deprived areas gaining 5+ awards at level 5 or above [%]

	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21
CLACKMANNANSHIRE	28	30	27	30	34	32	31	35	40	40
SCOTLAND	29	32	34	37	40	41	42	45	47	49
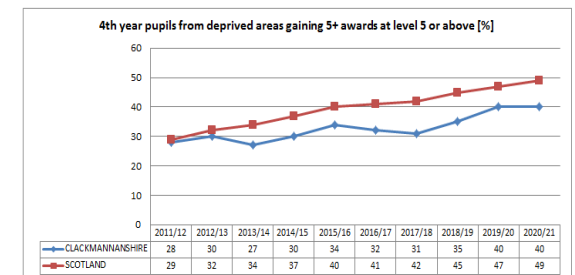
5th Year Pupils Gaining 5+ Awards at Level 6 or Above

Increase in percentage of 5th year pupils gaining 5 or more awards at Level 6 & above in 2020/21: **30%**

Despite increase, remains lower than national average

Upward trend; increase of 8 pp [36.4%] since 2016/17
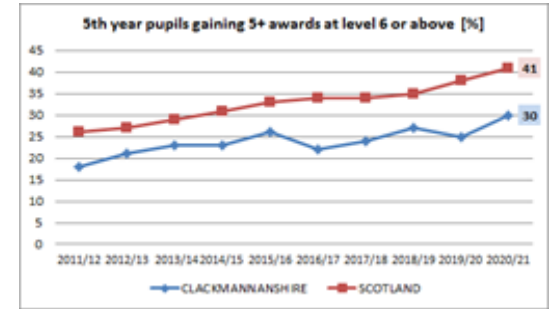
5th Year Pupils from Deprived Areas Gaining 5+ Awards at Level 6 or Above

Slight increase in percentage of 5th year pupils from deprived areas gaining 5 or more awards at Level 6 & above in 2020/21: **13%**

Rate remains lower than national average – gap has grown with national

Upward trend; increase of 3 pp [30%] since 2016/17 [low percentages]
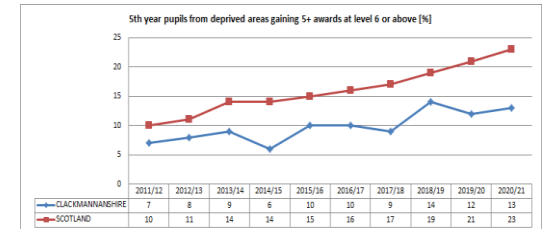
% Young People achieving at SCQF Levels in Literacy (Levels 4, 5 & 6)

Overall all three levels are reporting a **yearly increase** in 2020/21 in Literacy with the largest increase being at Level 5 [6.9 pp]

Since 2016/17 all three levels have increased with the biggest percentage increase being at Level 6 Literacy at 3%
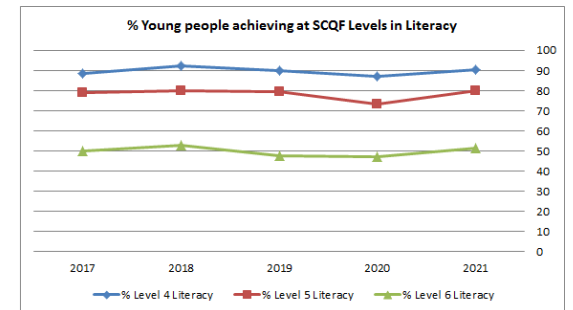
% Young People Achieving at SCQF Levels in Numeracy (Levels 4, 5 & 6)

Only Level 4 & Level 5 are reporting a *yearly increase* in 2020/21 in Numeracy with the largest increase being at Level 4 [7 pp]

Since 2016/17 only Level 4 & Level 5 have increased with the biggest percentage increase being at Level 5 Numeracy at 6%

The achievement of Level 6 Numeracy is falling with a yearly fall of 3.5 pp and 5.5% fall since 2016/17
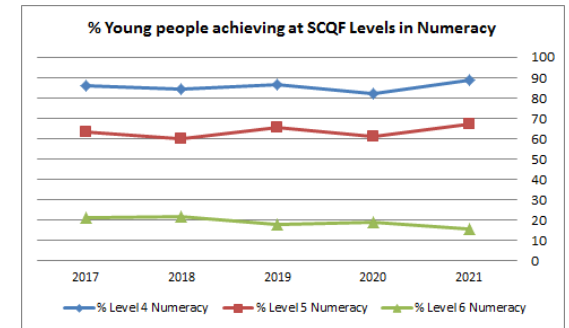
Percentage Gap Between Achievement Levels of Pupils from SIMD Q1 & National SIMD Q5 [where relevant]

The poverty related attainment gap narrowed in LITERACY in 2020/21 across all 3 levels, as illustrated in the chart opposite.

Level 4: Narrowed by 8.2 pp

Level 5: Narrowed by 8 pp

Level 6: Narrowed by 0.4 pp

[National gap is smaller – at Level 4 the gap is smaller by 4 percentage points and at Level 5 the gap is about 3 percentage points smaller than the Clackmannanshire gap]
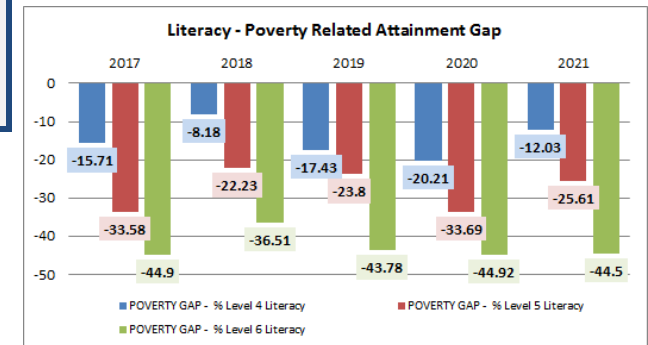
The poverty related attainment gap narrowed in NUMERACY in 2020/21 across Level 4 & Level 5 but grew at Level 6, as illustrated in the chart opposite.

Level 4: Narrowed by 8.8 pp

Level 5: Narrowed by 7.2 pp

Level 6: Increase by 6.8 pp

[National gap is smaller – at Level 4 the gap is smaller by 6 percentage points and at Level 5 the gap is about 8 percentage points smaller than the Clackmannanshire gap]

Numeracy - Poverty Related Attainment Gap

	2017	2018	2019	2020	2021
Level 4	-22.54	-22.75	-17.74	-27.14	-18.3
Level 5	-44.35	-43.64	-35.76	-45.44	-38.24
Level 6	-34.76	-37.48	-38.83	-33.72	-40.53
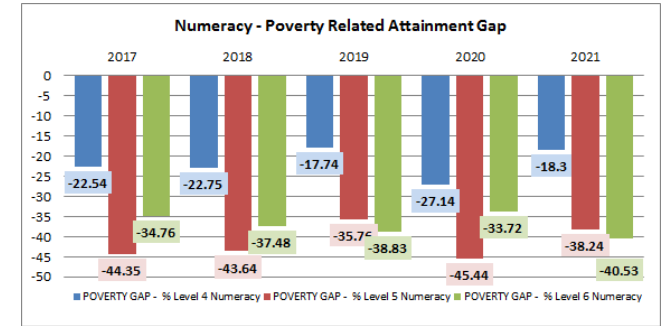
SCHOOL WIDER ACHIEVEMENT   In the last three years, [2018/19, 2019/20, 2020/21] there has been a total of 10 Employability Awards presented to young people from Clackmannanshire; 19 Foundation Apprenticeships (ranging from Accountancy to Social Services)& 10 SVQs (ranging from Agriculture to Sports Coaching)

POSITIVE DESTINATION RATE

PARTICIPATION RATE

> Increase initial positive destination rate [All school leavers]
>
> Improvement in employability skills and sustained, positive school leaver destinations

Fall in destination rate of 0.6 pp from 96.5% in 2019/20 to **95.9%** in 2020/21 [smaller cohort of school leavers]

Remains higher than the national destination rate of 95.5%

Higher percentage of school leavers entering Higher Education; **39.5%** - increase of 8.5 pp

Despite increase, remains lower than national rate of leavers entering Higher Education; 45.1%

Smaller percentage of school leavers entering Further Education; **27.3%** - fall of 6.8 pp

Despite fall, remains higher than national rate of learners entering Further Education (23.3%)

Higher percentage of school leavers entering employment - 23.2%; an increase of 5.6 pp; higher than the national rate of learners entering employment; 22.6%

Initial School Leaver Destination Rate

Clackmannanshire: 87.5, 93.2, 94.2, 96.5, 95.9
Scotland: 93.9, 94.6, 95.0, 93.3, 95.5

(2016/17, 2017/18, 2018/19, 2019/20, 2020/21)
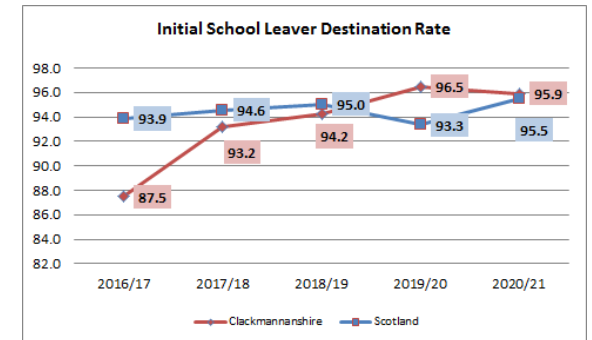
16-19 Year-Olds Participating In Employment, Education or Training

Despite the initial destination rate for Clackmannanshire being higher than the national average, the participation measure remains lower at **90%** in 2020/21

Since 2016/17, the participation rate has increased by 0.3 pp

In 2020/21 the gap between the national rate and Clackmannanshire's rate narrowed slightly
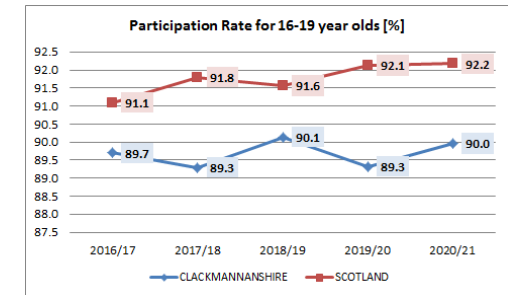
ATTENDANCE

Increase the Attendance Rate

School Attendance – All Pupils: Overall school attendance was beginning to increase prior to COVID 19

Nationally attendance is only collated every two years hence the gap in national attendance rates

In 2020/21 attendance across Clackmannanshire is higher than the national average by 0.9 pp

Since 2016/17 the attendance rate across Clackmannanshire has remained unchanged
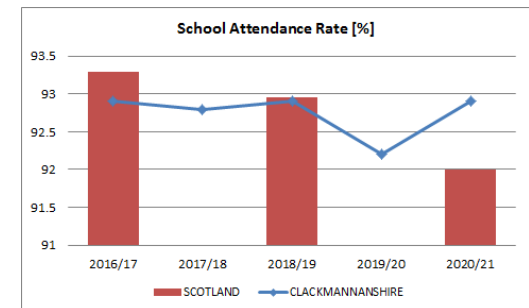
School Attendance – Care Experienced: Attendance Rate for Care Experienced children and young people is sporadic [affected by the difference in numbers]

Data is only collated every two years hence the 'missing data' for the Scottish average

No data was collated nationally for 2020/21 due to the pandemic so the data illustrated in the chart opposite is locally collated data

School Attendance Rate [%] Care Experienced
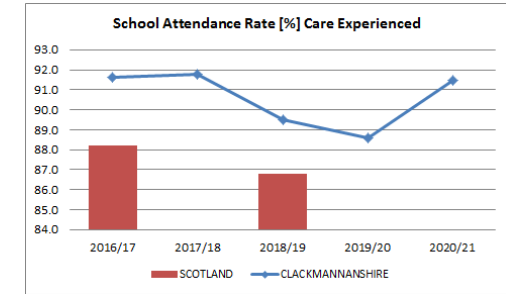
EXCLUSIONS

Reduce the rate of exclusions

The school exclusion rate has *fallen significantly* since 2016/17 due to a new Attendance & Exclusion policy introduced across the authority

[data collated every 2 years]

School Exclusion – Care Experienced: The exclusion rate for children and young people who are care experienced is low in number with no care experienced children & young people excluded from any educational establishment across Clackmannanshire since 2019/20.

Exclusion Rate [per 1000 pupils]
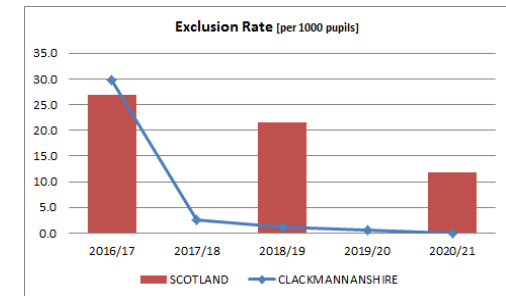
DIGITAL RESOURCES

No. of young people (3 years-18 years) accessing digital mental health supports

Mind Moose: **72%** of Clackmannanshire primary schools using this programme

Kooth: **187 children and young people** registered for Kooth, which is approximately 6% of the total 10-18

"Feedback From Educators Indicates That They Are Valuing The Programme As A Simple Way To Provide Some Structured Early Intervention Support To Pupils In

population

37.7% of logins to Kooth take place out of hours; highlighting the continuing need for services that operate outside normal working hours

Text Clacks: 60 conversations taking place across the first year [the majority of which were in the last quarter of the year]

17% of "texters" have used the service more than once indicates a need for "out of hours" services are needed

Just under 30% of conversations mentioned Suicide [risk assessment protocols instigated]

No of children / families in SIMD 1&2 with access to digital resources

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Year 1: The initial batch of devices were bought with the support of the Scottish Government Digital Inclusion Fund made available to local authorities to help support learning & teaching during the pandemic

Year 2: Education Services 1:1 Device Project: focused on secondary schools; the following received devices:

All S2 to S6 cohorts & School Support Service received a Chromebook

All EASN pupils at Lochies, Alva Primary ASD, Alloa Academy EASN pupils received an iPad

- Alloa Academy ASN Dept: 33 Apple iPads
- Alva Primary ASD: 36 Apple iPads
- Lochies School: 36 Apple iPads
- Alva Academy ASD pupils got either a Chromebook or an iPad
- Alva Academy ASN Dept.: 15 Chromebooks
- Alva Academy ASN Dept.: 15 Apple iPads

YEAR 3: all P5-S6 pupils to be issued with a device [mainly Chromebooks - deployment scheduled for September 2022]

% of children expected to achieve their chronological vocabulary/communication level

The percentage [%] of children meeting developmental milestones across Clackmannanshire fell in 2020/21 to **78.7%;** a fall of 7.6 pp

The Scottish average also fell but not to the same extent as it did across Clackmannanshire [a national fall of 0.6 pp]

The gap with the national achievement rate is 6.4 pp in 2020/21; this is despite in previous years being quite similar to the national [since 2017/18 – as illustrated in the chart opposite]

Percentage of Children meeting developmental milestones
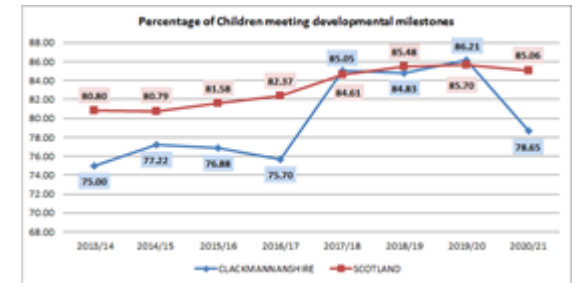
Education Service

National Improvement Framework Plan 2022-23

Towards an empowered, connected, self-improving system to achieve excellence and equity for all
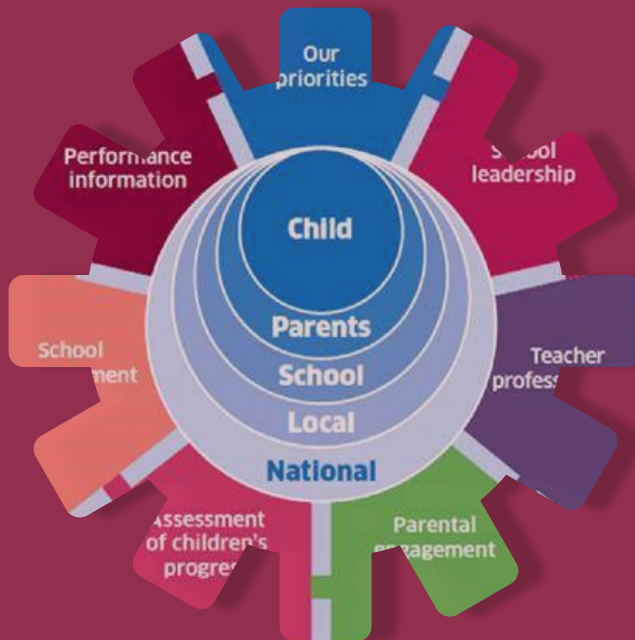
Clackmannanshire Council | Comhairle Siorrachd Chlach Mhanann

www.clacks.gov.uk

Clackmannanshire's mission is to educate, protect, support and promote the achievements and health and wellbeing of every child, with a particular focus on the most vulnerable children within the Clackmannanshire Council area.

Introduction

This National Improvement Framework Plan (NIF) sets out a clear vision for Clackmannanshire based on delivering Excellence and Equity across the five national priorities:

- Placing the human rights and needs of every child and young person at the centre of education
- Improvement in children and young people's health and wellbeing
- Closing the attainment gap between the most and least disadvantaged children and young people
- Improvement in skills and sustained, positive school-leaver destinations for all young people
- Improvement in attainment, particularly in literacy and numeracy.

To deliver this improvement, six 'drivers' are identified. These are:

- **School and ELC Leadership**: how we develop and support our head teachers and how we develop leadership across all parts of our school community
- **Teacher and Practitioner Professionalism**: how we support teachers and practitioners in their professional development
- **Parent/Carer Involvement and Engagement**: how we ensure the maximum benefit of parent and carer involvement and engagement in children's learning and in the life of the school
- **Curriculum and Assessment**: how we gather information about children's progress and how we use this information to support improving outcomes for all
- **School and ELC Improvement**: every school and ELC has a responsibility to evaluate how well it is doing against the National Improvement priorities and other performance measures. These are evaluated by the schools themselves, by the local authority and by HMI inspections
- **Performance Information**: how we gather data and analyse information to help us target areas for improvement, show where we have been successful and where we may need to do more

Our identified improvement outcomes, now grouped under the national priorities for 2022-2023, have been based on the evaluation of the NIF 2021-2022 Report. Progress, performance data, Standards and Quality Reports, School Improvement Planning and evidence collected from a range of sources (youth and parent/carer voice, national surveys, local authority self-evaluation information, planned quality improvement visits, including any new and emerging priorities) have informed the key actions and associated impact measures.

The core **stretch aims**, highlighted below, have been developed to improve outcomes for all children and young people while closing the poverty-related attainment gap. They articulate both ambitious and achievable aims and take into account evidence-based self-evaluation, collaboration between and across school planning and have been supported and challenged through professional dialogue with Education Scotland to drive improved outcomes for children and young people impacted by poverty across Clackmannanshire.

- Increase attainment in Literacy (P1, P4 and P7 combined) to 68%
- Increase attainment in Numeracy (P1, P4 and P7 combined) to 75%
- Reduce the poverty related attainment gap in Literacy (P1, P4 and P7 combined) to 24%.
- Reduce the poverty related attainment gap in Numeracy (P1, P4 and P7 combined) to 19%.
- Increase the percentage of school leavers attaining 1 or more passes at SCQF level 5 to TBC
- Increase the percentage of school leavers attaining 1 or more passes at SCQF level 6 to TBC
- Increase percentage of 16-19 years olds participating in education, employment or training to TBC
- Increase attendance across all establishments by % percentage points from 94% to TBC
- Recognising the importance of wider achievements and a range of other factors that underpin positive outcomes for children and young people, stretch aims should also be detailed for a range of further local priorities, using local measures.

Service improvement continues to take into account the impact of the Covid pandemic and seeks to drive improvements for children and young people across Clackmannanshire with a particular focus on:

- Robust data analysis and review
- Targeted support to close the poverty related attainment gap
- Strengthening of partnerships
- Alignment of NIF with strategic planning

Progress will continue to be monitored through existing governance across Education Services and within the Children and Young People Strategic Group, People Committee, Education Scotland and Scottish Government.

Context of Clackmannanshire

Establishment Roll

Across Clackmannanshire, there were **6731 pupils** in our schools (3,895 primary school pupils, 2,758 secondary school pupils and 78 pupils who attend our Special Schools), *an increase* of 1.6% over the last 5 years[i].

LEVELS OF DEPRIVATION: 31.8% of all pupils in Clackmannanshire establishments live in our most deprived areas (SIMD Q1); **14.6%** live in our least deprived areas (SIMD Q5); compared nationally to 22.4% and 19.3% respectively.

Additional Support Needs (ASN)

DISABILITY: In 2020/21, the rate assessed and/or declared as having a disability per 1,000 pupils was 13.7, much lower than the Scottish rate of 27.1. Across our schools, **29.6%** of our primary school pupils have Additional Support Needs (ASN), which is slightly higher than the Scottish average of 27.7%. **37.6%** of our secondary school pupils have ASN, lower than the Scottish average of 38.2%.

Free School Meals (FSM)

63.7% of primary school pupils and **18.7%** of secondary school pupils are registered for FSM, an increase 23% since 2017/18 for primary school pupils and 15% for secondary school pupils (reflects changes in living costs).Scottish average 64.9% for primary & 17.7% for secondary).

Deprivation

Scottish Index of Multiple Deprivation (SIMD) is an area-based measure of *relative deprivation*; not every person in a highly deprived area will experience high levels of deprivation. If an area is identified as 'deprived', it can relate to people having a low income, fewer resources or opportunities.

SIMD looks at the extent to which an area is deprived across **seven domains**: income, employment, education, health, access to services, crime and housing[ii].

Clackmannanshire consists of **72 datazones** (out of 6976 across Scotland). It has a **25%** share of the 20% most deprived data zones [18 datazones]. One of the datazones in Clackmannanshire features as the **sixth highest** overall deprived data zone and the 10th highest most income deprived data zone across Scotland[iii].

This means that some areas of Clackmannanshire still experience a high number of vulnerable communities associated with high levels of unemployment, including youth unemployment, substance misuse, mental health issues and young parents/one parent families.

Research [most recent data] reported in May 2021, indicates that as high as **27.3%** of children are living in poverty in Clackmannanshire, higher than the Scottish average of 24.3% and higher than the previous year where it was 26.1%[iv].Overall, the rate of child poverty in the area is third highest in Scotland increasing by 3.1 pp since 2014/15; the Scottish average has risen by 2.7 pp over the same period. [According to this research]

Clackmannanshire - % of Children in Poverty

The chart opposite illustrates the increasing trend in the percentage of children in poverty across Clackmannanshire.

Research indicates being in paid employment is an effective way out of poverty, and families where all adults are in full-time employment are a low poverty risk. However, where a job does not pay well, is part-time, or of "zero hour" contracts, this is not always enough to prevent poverty. As such, **two thirds of children** who live in poverty are living in working households[v].

Children's Health

Children living in the most deprived areas of Scotland experience significantly worse health outcomes than children living in the least deprived areas and are more likely to experience:

- Lower birthweight
- Poorer dental health
- Higher obesity levels
- Higher rates of teenage pregnancy

Substance Misuse

Clackmannanshire reported **12 alcohol specific deaths** in 2020, a fall on the previous year where there had been 15; equates to 18.4 deaths per 100,000 population, lower than the Scottish average of 21.5. The number of individuals presenting for assessment at specialist drug treatment services from Clackmannanshire over the last five years has been sporadic with the highest percentage of referrals being in the 25 to 29 year old age group in 2020/21, a slight increase on previous years.

Teenage Pregnancies

Across Scotland, the teenage pregnancy rate is at its lowest level since reporting began in 1994. The rate fell from 30 per 1,000 women in 2018 to 28 per 1,000 in 2019.Despite a previous falling trend, the rate of teenage pregnancies increased from 34.9 to **46.8 per 1000 women** – the *highest in Scotland*[vi].

Domestic Abuse

The rate of domestic abuse across Clackmannanshire increased in 2020/21 but not at the same rate as it did the year before. Since 2016/17 there has been ***4.6% increase*** in the rate of domestic abuse across Clackmannanshire; lower than the national rate which is 9.2%.Despite this, the rate of domestic abuse is remains the **third highest** in Scotland with only Dundee City and West Dunbartonshire higher

Juvenile Offending [Referrals to Children's Reporter]

In 2020/21, **161** children were referred to the Children's Reporter, *a third less* than the year before. The highest proportion of referrals came from the Police. The highest referral is in relation to parental care/neglect, which accounts for 50% of all referrals in 2020/21; followed by Schedule 1 offences (22%), committed an offence (16%) and experienced domestic abuse (8%).

Looked After Children (LAC)

The total number of care experienced children and young people across Clackmannanshire as of 31st July 2021 was 270; 2.7% of the 0 to 17 year population; higher than the previous year where it was 2.5% and higher than the Scottish average of 1.3%.

Of those care experienced children and young people "starting to be looked after during 1 August 2020 to 31 July 2021", 21% were children aged under 5 years.

The largest proportion of care experienced children and young people continue to be looked after by friends/relatives, almost half at 46%; higher than the Scottish average which is 33%.

Clackmannanshire still has a much higher cost of foster care for care experienced children and young people at 20% (slight fall on the previous year) compared to the Scottish average of 10%.

Child Protection

The number of children and young persons on the Child Protection Register in 2020/21 was 41, equates to rate of 4.6 per 1000 population; a slight fall on the previous year [43, 4.8 per 1000 population].

The main concerns identified at case conferences for Clackmannanshire continues to be parental substance misuse (alcohol & drugs) followed by neglect then domestic abuse

Policy and Planning within the Education Service

Local Outcome Improvement Plan

"Our children are safe, healthy and ready to learn"

- Children's Services Plan
- People Business Plan
- National Improvement Framework
  - Literacy Framework
  - Numeracy Framework
  - Health and Wellbeing Strategy
  - ASN Strategy
  - PIE Strategy
  - Quality Improvement Framework
  - Assessment and Moderation Framework (draft)
  - Strategic Equity Funding
- Sport and Active Living Framework
- Community Learning and Development Plan
- Early Years Strategic Plan
- FV and WL RIC Plan

Progress during session 2021/22 with our priorities

Progress made with the main drivers for the Education Service between August 2021 and June 2022 are set out in NIF 2021-2022 Report, highlighting what has been achieved and areas where further progress is needed*.

The Standards in Scotland's Schools, etc. Act 2000 places duties on education authorities in relation to the delivery of school education, to reduce inequalities of educational outcome experienced by pupils as a result of socio-economic disadvantage. This Act requires Clackmannanshire to prepare and publish an annual report setting out the steps taken to secure improvements in education provision and outcomes set out in the National Improvement Framework Improvement Plan and those identified by the Service.

The Scottish Government expects every education authority to prepare and submit a National Improvement Framework Plan and Progress Report by the end of August, annually.

This Education Service Improvement Plan continues to take account the priorities set out in the Scottish Government's 2020 National Improvement Framework and Improvement Plan, Clackmannanshire People Business Plan, Clackmannanshire Children's Services Plan and Local Outcome Improvement Plan.

While the refresh of the Scottish Attainment Challenge (SAC) has reduced the finance available for the Clackmannanshire Programme Plans, interventions planned to support closing the poverty related attainment gap and ensuring equity and excellence have been reviewed with those having the greatest impact being the focus of this Plan.

As part of a wider People Service, the aim is to continue to develop an integrated service that seeks to get it right for all of our children, living and learning in Clackmannanshire through the actions taken across our Service areas and in our establishments.

Overall, progress has been made to deliver on almost all of the key priorities and objectives set out in the 2021-2022 Plan .However the impact of the Covid pandemic is still evident and is reflected in the continuation and expansion of some improvement outcomes and key actions in the Plan.

Quality Frameworks, such as How Good is Our School? (4th edition) and the Data for Improvement Framework continue to support the Education Service to benchmark the Service provision, including feedback from key stakeholders.

*New data is not yet available. ACEL (Curriculum for Excellence) data will be published in December 2022, and Insight data will be published in February 2023. We are not permitted to share this data until that time.
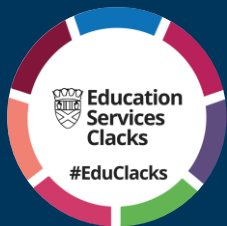
Placing the human rights and needs of every child and young people at the centre of education

Improvement Outcome	NIF Driver(s)	Key Strategic Actions	Responsible	Measurable Outcomes
Increased understanding of UNCRC legalisation by parents, carers and staff.	School and ELC Improvement Teacher and practitioner Professionalism Parent/Carer involvement and Engagement	A. Work with partners, staff, young people and families to ensure that UNCRC legalisation is understood to inform practice. B. Provide professional learning in the UNCRC for all school and ELC staff.	Senior Manager - Education	• 100% of establishment staff will have self-evaluated using the UNCRC toolkit to examine their own practice. • All Education and Children's Services staff will be able to evidence how they are ensuring children and young people, parents, carers and families are aware of the incorporation of UNCRC and children's rights. • 100% of establishments will commit to the incorporation of UNCRC into improvement plans.
Enhanced opporunties for children and young people to actively participate in decision making which impacts them.	School and ELC Leadership	A. Increase the number of children and young people engaging and participating in the Youth Voice network across services, schools and the wider community.	CLD Team Leader	• % increase of children and young people actively participating in the Clacks Youth Voice network.

Improvement in children and young people's health and wellbeing

Improvement Outcome	NIF Driver(s)	Key Strategic Actions	Responsible	Measurable Outcomes

Improved confidence and skill of staff in schools and ELCs to support children and young people's health and well-being.	Teacher and ELC Professionalism
	
	Curriculum and Assessment
		A. Implement Phase 3 and 4 of the Icelandic Prevention Model to ensure that all practitioners have access to clear, practical support, training and help to enhance the consistency of response to self-harm and suicidal intent.
		B. Work with *'Clackmannanshire Violence Against Women'* to support practitioners embed the principles and practice within the Scottish Governments Equally Safe at School Strategy to prevent and eradicate violence against women and girls.
		C. Ensure that all practitioners working in schools and ELCs follow a consistent and coherent approach to prevent and respond to bullying by following the Local Authority Guidance, using targeted Career Long Professional Learning, resources and signposting to relevant agencies.
			Quality Improvement Officers	• 3 percentage point (pp) reduction of Secondary pupils reporting that they have seriously considered suicide.
				   - IPM Census Data 2021 – 28%
				
				• 3pp reduction of Secondary pupils reporting that they have self-harmed on purpose.
				   - IPM Census Data 2021 – 44%
				
				• % reduction in the number of young people recorded as being bullied in SEEMiS module from ?? in June 2022 to ?? in June 2023.
				
				• Reduce the number of respondents reporting bullying incidents (P5-7) by at least 10pp in 4 identified primary establishments by June 2023.
				   o HW census data 2022 - 60%-71% (in 4 establishments)

Improved outcomes for children and young people in SIMD Q1 to support their health and well-being.	Parent/Carer Involvement and Engagement Curriculum and Assessment	A. Extend the scope of the Wellbeing Service to ensure that there is a continuum of specialist and targeted support to align with the Clackmannanshire Driving Change in Mental Health for Children, Young People and their Families Transformational Project.	Quality Improvement Officers	• CORE Wellbeing Tool shows an increase of at least 2 points across planned interventions for identified children and young people

Improvement Outcome	NIF Driver(s)	Key Strategic Actions	Responsible	Measurable Outcomes
Improved mental health and wellbeing for children and young people	Curriculum and Assessment	A. Extend the continuum of support available within the Mental Health Transformation Project in order that children and young people can access the right support at the right time in the right place. B. Promote 'Shout', our evidence-based trauma-informed text-based service for suicide prevention for 5 – 26 year olds to ensure awareness of crisis support that is available 24/7, 365 days. C. Extend the range of therapeutic supports available through the Intensive Therapeutic Service that are specifically targeted towards the refugee population within Clackmannanshire. D. Re-launch parenting programmes delivered by ELCs post Covid.	Principal Educational Psychologist	• Improvements in a variety of relevant mental health and wellbeing measures for children and young people accessing services (e.g. YP-Core, CROPS/ PROPS, SDQ etc) • Increase in uptake of digital mental health services (e.g. 6% of target population for Shout; 5% of target population for Togetherall, 10% of target population for Kooth etc.) • Reduction in the rates of completed • Increase parenting programmes available.
Improved confidence and skill of staff in schools and ELCs to support children and young people with additional support needs.	Teacher and Practitioner Professionalism	A. Develop and implement Flexible Learning Spaces in identified schools. B. Develop a tiered approach to professional learning (PL) for staff in schools and ELCs to ensure they have the knowledge and skills to meet the range of ASN in their establishments. C. Develop an ASN moderation group to monitor and support the planning and delivery of support for children with ASN.	Quality Improvement Officer ASN	• Most staff report an increase in confidence and skill to support children and young people with additional support needs. • % of Flexible Learning Spaces self-evaluated as good or better for QI 3.1 Ensuring well-being equity and inclusion – New Measure • The majority of CStrive referrals demonstrate improved use of the wellbeing assessment to assess children and young people's needs.

| Enhanced engagement of parents/carers of children and young people with Additional Support Needs. | Parent/Carer Involvement and engagement | A. Develop and implement a programme of support and networking opportunities for parents and carers of children/young people with ASN (Schools and ELCs) | Quality Improvement Officer ASN | • % of parents/carers who report an increase in confidence to share their views and ask for support if required – New Measure

 • 10% increase in attendance of parents/carers at planned ASN network events compared to 20/21 levels. |

Improvement Outcome	NIF Driver(s)	Key Strategic Actions	Responsible	Measurable Outcomes
Increased opportunities to engage in a broad range of targeted health and wellbeing activities that meet the individual needs of all children and young people.	School and ELC Improvement	A. Support primary, secondary and special schools at relaunch of the National School Sports Awards to achieve silver/gold. B. Ensure negotiations between local council and Sports Scotland result in a new 4 year partnership agreement. C. Ensure all schools have established school sports committees. D. Relaunch PEPAS (Physical Education, Physical Activity and Sport) to bring ASN, primary PE, active schools and secondary PE together to ensure that the planning of school sport and PE is well coordinated and delivered to a high standard. E. Develop a 'Learn to Swim' staff training programme. F. Review and update Clackmannanshire's Health and Wellbeing Strategy. G. Embed Clackmannanshire Family Wellbeing Partnership	Sports Development Manager Quality Improvement Officer Senior Manager	• % of establishments achieving their gold sports awards - New Measure (post covid) • Maintain involvement of active schools co-ordinators in all establishments to provide high quality opportunities to take part in sport and physical activity before school, during lunchtime and after school. • % of schools with well established school sports committees – New Measure (post covid) • Maintain 2 hours (per pupil per week) of high quality curricular PE for all children in all primary establishments. • Number of children and young people attending after school clubs and sport events – New Measure (post covid) • Deliver national training to PE teachers to prepare to teach pupils swimming in new pool.

		Community around the School (365 schools) approach within Alloa Academy	Inclusion and Partnerships HT Alloa Academy	• Number of individuals/ families accessing opportunities offered through Clackmannanshire Family Wellbeing Partnership. New Measure. • Progression through Clackmannanshire Family Wellbeing Partnership Flourishing Lives Scorecard. New Measure.
Improvement Outcome	**NIF Driver(s)**	**Key Strategic Actions**	**Responsible**	**Measurable Outcomes**

| Improved wellbeing, equity and inclusion. | Performance Information | A. Establish systems to support children and young people at risk of non-attendance and late-coming in schools and ELCs.

B. Develop Clackmannanshire Family Wellbeing Partnership STRIVE (Safeguarding for Rapid Intervention) model to - providing multi-agency responses at an early stage; based around one secondary school catchment | Quality Improvement Officers

Senior Manager Inclusion and Partnerships

Senior Manager Early Intervention | • 12% increase in the number of establishments self-evaluated as 'good' or better for QI 3.1 Ensuring wellbeing, equity and inclusion.
  ○ Session 20/21 – 88%

• Increase attendance across all establishments to 94%
  ○ Session 20/21 – 92.9%

• Increase attendance of Care Experienced children and young people compared to 21/22 levels (90.2%) and 20/21 levels (91.8%)

• 5% reduction in number of individuals/families reaching STRIVE forum at the cusp of statutory measures.

• Progression through Clackmannanshire Family Wellbeing Partnership STRIVE Scorecard. New Measure. |

Closing the attainment gap between the most and least disadvantaged children and young people

Improvement Outcome	NIF Driver(s)	Key Strategic Actions	Responsible	Measurable Outcomes
Improved arrangements for tracking and monitoring attainment and achievement of targeted groups to be able to make meaningful comparisons.	School and ELC Improvement Teacher and practitioner Professionalism	A. Support Schools and ELCs in using data to identify attainment gaps, plan interventions and evaluate the impact on raising attainment of children affected by poverty. B. Ensure that Strategic Equity Funding (SEF) interventions continue to be targeted to those areas of greatest need to improve outcomes and close the poverty related attainment gap.	Quality Improvement Officers	• 8pp increase in the number of establishments reporting that their improvement planning clearly outlines how Attainment Scotland Funding (Pupil Equity Fund, Scottish Equity Fund, Care Experienced Fund) is used to close the poverty related attainment gap is 'very good' or better. ○ Session 21/22 – 47% (primary establishments only)
Increased capacity and flexibility of childcare offer to enable families to engage in skills improvement, training, pre-employment and employment.	Parental Engagement	A. Audit capacity and flexibility of current provisions of childcare within Clackmannanshire. B. Extend and embed Person Centred Approach to Budgets.	Senior Manager Inclusion and Partnerships	• Number of individuals/families accessing opportunities offered through Clackmannanshire Family Wellbeing Partnership. New Measure. • Number/percentage of parents/carers living in Q1 engaging in self-improvement opportunities, skills improvement, training, pre-employment and employment. New Measure. • % of available funds and supports reaching families at the point of need. New Measure.

Improvement Outcome	NIF Driver(s)	Key Strategic Actions	Responsible	Measurable Outcomes
Increased participation and confidence of parents and carers in supporting their child/children's learning and development.	Parent/Carer Involvement and Engagement	A. Develop opportunities to consult and include parents and carers in establishment's improvement planning, with a focus on the use of Pupil Equity Funding to enhance family engagement, learner participation and democratic education. B. Deliver targeted sessions to increase the engagement of parents and carers in school and ELC activity by June 2023.	Quality Improvement Officers	• At least 1% of PEF budgets across establishments will be subject to participatory budgeting. • % of families, living in Q1 engaged in family learning activities to support children's learning and development – New measure

Improved impact of targeted literacy and numeracy interventions.	Performance Information
	
	Curriculum and Assessment
	
	Performance Data
		A. Provide additionality in targeted schools, to carefully plan for, implement and evaluate the impact of evidence-based approaches and interventions with a focus on closing the gap between pupils in Q1 and Q5.
		B. Implement key actions outlined in Clackmannanshire's 'Numeracy Framework: Raising Attainment, Accelerating Progress and Closing the Poverty Related Attainment Gap, Improvement Plan 2022 – 2026 to support practice in schools and ELCs.
		C. Implement key actions outlined in Clackmannanshire's 'Literacy Framework: Raising Attainment, Accelerating Progress and Closing the Poverty Related Attainment Gap, Improvement Plan 2022 – 2026 to support practice in schools and ELCs.
		D. With the support of the RIC and Education Scotland look inwards and outwards to share effective practice to raise attainment and close the poverty related attainment gap.
			Quality Improvement Officers	• Reduce the poverty related attainment gap in Literacy (P1, P4 and P7 combined) to 24%.
				  o Session 17/18 – 20%
				  o Session 18/19 – 21.3%
				  o Session 20/21 – 27.4%
				
				• Reduce the poverty related attainment gap in Numeracy (P1, P4 and P7 combined) to 19%
				  o Session 17/18 – 18.6%
				  o Session 18/19 – 20.3%
				  o Session 20/21 – 22.2%

Enhanced opportunities to work with Community Learning Development (CLD) and Libraries to close the poverty related attainment gap.	School and ELC Improvement Curriculum and Assessment	A. Library Services to work closely with 2 identified primary schools to develop engagement and positive attitudes to reading. B. Develop family reading groups with parents/carers in two communities.	Senior Manager -Education CLD Team Leader	• % of children reporting increased engagement of reading – New Measure (2 identified establishments). • % of parents/carers reporting increased confidence in supporting child's reading.
Improved attendance of children and young people living in Quintile 1.	Performance Data	A. Review the 'Attend today, Achieve tomorrow' guidance for establishments. B. With the support of the RIC and Education Scotland look inwards and outwards to share effective practice to improve attendance.	Quality Improvement Officers	• ??pp improvement in attendance of children and young people living in Quintile 1 compared to Session 21/22.

Improvement in skills and sustained, positive school-leaver destinations for all young people

Improvement Outcome	NIF Driver(s)	Key Actions	Responsible	Measurable Outcomes
Increased awareness and improved understanding of skills development, with an established skills framework for all schools and ELCs.	School and ELC Improvement Curriculum and Assessment	A. Collaborate with employability partners, including colleagues from Place and the City Region Deal on the implementation of a Skills Framework for schools and ELCs.	Senior Manager - Education	• All children and young people are aware of the skills they are developing in each subject area and are able to articulate this, evidenced by focus groups, surveys and interviews.
Enhanced arrangements for tracking progress of vulnerable groups of children and young people.	Curriculum and Assessment School and ELC Improvement	A. Improve tracking arrangements to inform the choices of young people and curricular offer. B. Establish systems to routinely sample those at risk of not securing a positive destination including the care experienced and winter leavers to determine any re-design. C. Work in partnership with others (DYW and SDS) to increase opportunities for young people to talk about their skills for learning, life and work.	Senior Manager - Education	• 100% of care experienced mentored young people stay on until S5 and enter a positive destination thereafter.
Increased number of young people securing a positive destination.	School and ELC Improvement	A. Map the range of courses aligned to growth area learning pathways by 2026 to identify how best to reduce duplication and maximise opportunity. B. Increase mentoring opportunities through Career Ready, MCR pathways and other available programmes.	Senior Manager - Education	• Increase the % of young people securing a positive destination back up to at least 96.5% (2019/20) • Number of young people maintaining engagement with MCR pathways (10 sessions or more) to be maintained at 122 or above.

Improvement Outcome	NIF Driver(s)	Key Actions	Responsible	Measurable Outcomes
Increased number of school leavers attaining SCQF level qualifications.	Performance Information	A. Work with school senior leadership teams and improvement analyst to scrutinise the attainment gap, determine stretch aims and to ensure robust tracking and monitoring is in place to achieve this. B. Enhanced tracking of care experienced young people's attainment and achievement.	Senior Manager -Education	• Increase the number of school leavers attaining 1 or more pass at SCQF level 5 by June 2023 by TBC • Increase the number of school leavers attaining 1 or more pass at SCQF level 5 by June 2023 by TBC • % gap between the care experienced and others attaining 1 or more SCQF awards at ?? – New Measure TBC
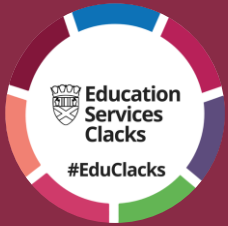
Improvement in attainment, particularly in literacy and numeracy

Improvement Outcome	NIF Driver(s)	Key Actions	Responsible	Measurable Outcomes
Enhanced approaches to school and ELC improvement planning, evaluating and reporting.	School and ELC Leadership School and ELC Improvement Teacher and practitioner Professionalism	A. Embed approaches to school and ELC improvement planning and standards and quality reporting ensuring feedback supports self-improvement. B. Support schools and ELCs in the effective use of self-evaluation toolkits, HGIOS4, HGIOELC and promote deeper understanding of empowerment within schools. C. Review and enhance model of Quality Assurance to support rigorous Validated Self Evaluation and School and ELC Performance and Improvement Meetings.	Quality Improvement Officers	• % of establishments self-evaluated as 'good' or better for QI 1.1 Self-evaluation for self-improvement – New Measure

Enhanced collaboration, empowered leadership and teacher/practitioner professionalism.	School and ELC Leadership
	
	School and ELC Improvement
	
	Teacher and Practitioner Professionalism
		A. Support aspiring school and ELC leaders through a range of National, Regional and Local programmes.
		B. Support teacher and practitioner leadership through a range of local, regional and national programmes.
			Quality Improvement Officers	• Increase the percentage of establishments self-evaluated as 'good' or better for QI 1.2 Leadership of Learning by 8 percentage points.
				   o Session 21/22 – 69%
				
				• Maintain levels of engagement with formal National leadership and professionalism opportunities:
				   o Session 21/22 - 73 school based individuals
				   o Session 21/22 - 25 early years based individuals

Improvement Outcome	NIF Driver(s)	Key Actions	Responsible	Measurable Outcomes
Improved experiences in schools and ELCs to meet the needs of all children and young people.	School and ELC Improvement Teacher and Practitioner Professionalism	A. Implement key actions outlined in Clackmannanshire's 'Numeracy Framework: Raising Attainment, Accelerating Progress and Closing the Poverty Related Attainment Gap, Improvement Plan 2022 – 2026 to support practice. B. Implement key actions outlined in Clackmannanshire's 'Literacy Framework: Raising Attainment, Accelerating Progress and Closing the Poverty Related Attainment Gap, Improvement Plan 2022 – 2026 to support practice. C. Promote Professional Learning (PL) for education staff to ensure they have the knowledge and skills to meet the needs of all children and young people and in particular the range of ASN in their establishments. D. Implement revised quality assurance/VSE activity to gather evidence of evaluation and improvement	Quality Improvement Officers	• 8pp increase in the number of establishments self-evaluated as 'good' or better for QI 2.3 Learning, Teaching and Assessment. 　o Session 21/22 – 69% • % of sampled establishments evidencing improvement in QI 2.3 as good or above through validated self-evaluation (VSE). – New Measure • % ELCs graded as good or above by Care Inspectorate • % HMIe inspections evaluated at good or above in schools and ELCs
Enhanced approaches to monitoring and tracking of individual learners' progress, in particular improved arrangements to for tracking groups according to disability, protected characteristics and those who care experienced to be able to make meaningful comparisons.	Curriculum and Assessment	A. Implement Local Authority Performance and Improvement planned actions. B. Extend Performance and Improvement meetings to include ELC and Secondary settings. C. Support schools and ELC to identify, monitor and track the attainment of young people from a care experienced background, to ensure that they fulfil their potential and that any barriers to engagement are removed.	Quality Improvement Officers	• 4pp increase in the number of establishments self-evaluated as good or better at robustly tracking progress and achievement at all stages. 　o Session 21/22 – 82% • All establishments monitor and track progress of Care Experienced children and young people.

Improvement Outcome	NIF Driver(s)	Key Actions	Responsible	Measurable Outcomes
Improved assessment of children's progress and achievements.	Curriculum and Assessment Teacher and Practitioner Professionalism	A. Review and refresh our Assessment and Moderation Framework. B. Develop skills of teacher/practitioner judgement, including use of SNSA, to support consistent and effective assessment and reporting. C. Provide professional learning, in collaboration with Education Scotland, for Moderation Leads to lead in effective assessment and moderation processes, within and outwith their own school/ELC. D. Review early level progression pathways in literacy and numeracy.	Quality Improvement Officers	• 8pp increase in the number of establishments reporting that they have *'an agreed approach to gathering and making use of learner evidence to inform professional judgements'* as good or above through self-evaluation. ○ Session 21/22 – 56.5%
Enhanced use of rich data to inform improvements and track and monitor progress.	Performance Information Teacher and Practitioner Professionalism	A. Support schools and ELCs to extend and embed effective use of data tools, including updated monitoring and tracking toolkit, school profiles, FOCUS Toolkit and BGE Benchmarking Tool. B. Develop and deliver a Performance and Improvement Professional Learning Programme to upskill and support senior leadership teams.	Senior Manager - Education Quality Improvement Officers Data Coach/Analyst	• Number of staff upskilled and confident to effectively use a range of data tools to track, monitor and analyse data to inform improvements – New Measure.
Increased participation and confidence of parents and carers in supporting their child/ren.	Parent/Carer Involvement and Engagement Teacher and Practitioner Professionalism School and ELC Improvement	A. Support teachers/practitioners to have the appropriate knowledge, skills, tools and good practice exemplars to work with parents and families to deliver Family Learning to fulfil the aims of the School Improvement Plan (SIP). B. Ensure Parent Councils are supported to fulfil their legally prescribed and constituted role, offering individualised support as identified and required.	Quality Improvement Officers	• Parent surveys demonstrate increased confidence in supporting their child's learning. • All establishments evidence Family Learning Programmes in their SIP and evaluate the impact in SQR. • % of parent volunteers supporting learning in schools – New measure.

Improvement Outcome	NIF Driver(s)	Key Actions	Responsible	Measurable Outcomes

Increased attainment in literacy and numeracy.	Curriculum and Assessment
	
	Performance Information
		A. Implement key actions outlined in Clackmannanshire's 'Numeracy Framework: Raising Attainment, Accelerating Progress and Closing the Poverty Related Attainment Gap, Improvement Plan 2022 – 2026 to support practice.
		B. Implement key actions outlined in Clackmannanshire's 'Literacy Framework: Raising Attainment, Accelerating Progress and Closing the Poverty Related Attainment Gap, Improvement Plan 2022 – 2026 to support practice.
			Quality Improvement Officers	• Increase attainment in Literacy (P1, P4 and P7 combined) to 68% by June 2023
				  o Session 17/18 – 65.4%
				  o Session 18/19 – 71.6%
				  o Session 20/21 – 59.8%
				
				• Increase attainment in Numeracy (P1, P4 and P7 combined) to 75% by June 2023
				  o Session 17/18 – 76.3%
				  o Session 18/19 – 77.2%
				  o Session 20/21 – 68.9%
				
				• Increase attainment in Literacy at third level to 89% by June 2023.
				  o Session 17/18 – 83.4%
				  o Session 18/19 – 82.8%
				
				• Increase attainment in Numeracy at third level to 83% by June 2023.
				  o Session 17/18 – 80.4%
				  o Session 18/19 – 77.3%

[i] https://www.gov.scot/publications/pupil-census-supplementary-statistics/

[ii] www.gov.scot Scottish Index of Multiple Deprivation 2020

[iii] www.gov.scot Scottish Index of Multiple Deprivation 2020v2 Revision Notice

[iv] Research by Loughborough University http://www.endchildpoverty.org.uk/local-child-poverty-data-2014-15-2019-20/

[v] https://data.gov.scot/poverty/

[vi] https://publichealthscotland.scot/publications/teenage-pregnancies/teenage-pregnancies-year-of-conception-ending-31-december-2019/

Clackmannanshire Council
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THE SCOTTISH
ATTAINMENT
CHALLENGE
LITERACY NUMERACY
HEALTH & WELLBEING

2022-2023

Clackmannanshire-The Scottish Attainment Challenge-Framework for Recovery and Accelerating Progress

Scottish Attainment Challenge- Clackmannanshire 2022-2023
Overview

This Plan has been developed to support the next phase of the Scottish Attainment Challenge, Framework for Recovery and Accelerating Progress across Clackmannanshire.

https://www.gov.scot/publications/scottish-attainment-challenge-framework-recovery-accelerating-progress/documents

It aims to:

"To use education to improve outcomes for children and young people impacted by poverty, with a focus on tackling the poverty-related attainment gap"

The redesigned approach to the Scottish Attainment Challenge has seen funding to the current 9 Challenge Authorities of £43 million distributed equitably between 32 local authorities. This has significantly reduced the finance available for the Clackmannanshire Programme Plans, with funding tapered down over the next 4 years (2022-2025). The previous term used to describe the fund and programme has been updated from Scottish Attainment Challenge funding (SAC) Strategic Equity Funding (SEF).

- 2022-2023   £1,303,282

- 2022-2023   £1,034,744

- 2023-2024   £766,205

- 2024-2025   £497,666

Interventions supporting closing the poverty related attainment gap and ensuring equity and excellence across the SEF Programme have been reviewed with those having the greatest impact being the focus of this plan. Agreed outcomes, contractual agreements with local authority teams, partners and agencies have been revised so that there is a planned exit and sustainability strategy towards 2025.

Wider engagement, involvement and communication with all stakeholders continues to be undertaken to ensure that there is a clear transition to Year 2 of the refreshed SEF with work streams for 2022-2023 being either retained, refocused, reduced or removed.

Driver	Work stream	Action
Improving Pedagogy and Practice/Learning and Teaching	**Improving Outcomes Team**	**Reduction and Refocus** to targeted schools to close the poverty related gap
	Small Group Interventions	**Retain**-continuation of Primary focus with transition to Secondary work stream
	Speech and Language Therapy	**Reduction** in funding across Forth Valley Transformational programme
	Early Intervention Team	**Reduction** in staff to targeted schools
	Equitable Literacy Programme- Sue Ellis	**Remove**- approach embedded across schools
	Readiness for Learning	**Reduce and refocus-** embedded across schools
	CCPE Stirling University	**Remov**e-Programme completed
	Maximising Progress Leads	**Remove**
Families and Communities/Health and Wellbeing	**Wellbeing Workers**	**Retain and Refocus** to children and young people in SIMD Q1
	Family Learning	**Reduce and Refocus** with an emphasis on Family Learning
Research and Evaluation	**Strathclyde University Research**	**Remove**-Phase 2 completed

2

Through consultation and dialogue with Head Teachers, partners and key stakeholders, a 'core' model has been developed for aims measurable by our National Improvement Framework key measures and local data for health and wellbeing. These locally identified **Stretch Aims**, are being developed to ensure that despite a funding reduction, significant progress continues to be made in recovering from the impact of the Covid-19 pandemic, particularly for those impacted by poverty. A number of stretch aims are work in progress (marked as TBC).

By working collegiately, consideration has also been taken to make sure that the utility and reach of Pupil Equity Funding (PEF) supports our shared approaches and stretch aims. This is ensuring that the use of Attainment Scotland Funding at school and local authority level is strategically aligned to share strategic planning.

Clackmannanshire Core Stretch Aims for 2022-23
- Increase attainment in Literacy (P1, P4 and P7 combined) to 68%
- Increase attainment in Numeracy (P1, P4 and P7 combined) to 75%
- Reduce the poverty related attainment gap in Literacy (P1, P4 and P7 combined) to 24%.
- Reduce the poverty related attainment gap in Numeracy (P1, P4 and P7 combined) to 19%.
- Increase the percentage of school leavers attaining 1 or more passes at SCQF level 5 to TBC
- Increase the percentage of school leavers attaining 1 or more passes at SCQF level 6 to TBC
- Increase percentage of 16-19 years olds participating in education, employment or training to TBC
- Increase attendance across all establishments from 94% to TBC

Clackmannanshire Core 'Plus 'Stretch Aims for 2022-23
An additional "plus" model reflects our local contextual priorities, in particular the importance of wider achievements and positive outcomes for care experienced children and young people.

- Increase the percentage of school leavers achieving a Level 5 qualification (based on Insight figures) to take account of wider achievement TBC
- Increase attendance for care experienced children and young people across all establishments by TBC

While this Plan focusses on 2022-2023, it has considered outcomes to be achieved by the end of the four year cycle of funding (2022-2025) rather than changing longer term outcomes on an annual basis.

The mission "*to use education to improve outcomes for children and young people impacted by poverty, with a focus on tackling the poverty-related attainment gap*" will now feature in our local authority, People- Education Service Improvement Plans. These Plans will articulate how Attainment Scotland

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Funding will be used to address this mission as well as how these Plans align to other local authority plans, such as our Children's Services Plan, Business Plan and Child Poverty Action Plans, which all have related aims.

There is a continued focus on supporting our schools to identify their poverty related gaps through planned Improvement Discussions (part of the Authority Quality Assurance Processes) coaching, professional learning and supporting the effective use of the Authority Tracker to ensure that we continue to close the poverty related attainment gap. This combined with the use of the **Scottish Attainment Challenge Logic Model**, (Appendix 1) will ensure that there is a shared understanding of the programme aims and will highlight the monitoring, performance and progress needed to achieve our stretch aims.

Collaboration with a range of services across the local authority, in local communities and with our Regional improvement Collaborative will continue to provide additional contributions to the mission of the Scottish Attainment Challenge to ensure that targeted help and resource benefit children and young people affected by poverty .

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Audit and Scruitiny Committee

- ANNUALLY

Children's Services Strategic Group/Children & Young People Board

- TERMLY

SEF Lead, Attainment Advisor and Education Scotland

- MONTHLY

Integrated Team / Performance

- Improving Pedagogy and Practice/Learning and Teaching
- Health and Wellbeing/Families and Communities
- Improvement Analyst
- Parental Involvement and Engagement Lead
- Quality Improvement Officers
- FORTNIGHTLY

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Children and Young People's Board.

The Children and Young People's Board will monitor performance in the delivery of services including consideration of:

- service performance reports –progress towards stretch aims

- inspection or other similar reports

- financial performance

Children's Services Strategic Group
This group meets termly; the objectives being:
- To oversee the Scottish Attainment Challenge programme plan, reporting on the stretch aims and alignment with Children's Services planning
- To review and comment on financial spend
- Share good practice and support a collaborative approach to the delivery of Clackmannanshire's Attainment Challenge
- To analyse, support and challenge the performance improvement of the progress across the stretch aims and reports to Scottish Government
- To review and mitigate key risks to the programme
- To support and develop future bids for programmes, in accordance with Scottish Government guidelines
- Consider voice of young people, teachers, parents and other stakeholders

SEF Lead , Attainment Advisor and Education Scotland

SEF Lead and Attainment Advisor meet to:
- complete the monthly written reviews for Education Scotland
- participate in the monthly Education Scotland Progress update meetings
- review data, School Improvement Plans, PEF Plans-alignment with Stretch aims
- engage in school visits where this work stream is being implemented (to further support the Quality Assurance programme)
- review of Task Brief and Risk Register

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Integrated Team/Integrated Performance

The Integrated Team meets fortnightly to:
- report on the progress across the stretch aims and associated work stream actions
- provide an update for use in the Authority Performance management System-Pentana
- share good practice and support a collaborative approach
- discuss and evaluate the progress against agreed outcomes and measures of each intervention to align with the Logic Model
- report to and advise the Management Board
- support the development of future bids for programmes, in accordance with Scottish Government guidelines
- consider voice of young people, teachers, parents, partners and other stakeholders.
- develop and maintain a communication plan
- highlight opportunities for sustainability and plan for the reduced funding across the programmes
- review and update the risk matrix for each work stream and associated action plan
- ensure that there is communication and collaboration to create and sustain effective change

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Appendix 1
Logic Model

SAC Logic Model - Local/Regional

CLACKMANNANSHIRE COUNCIL
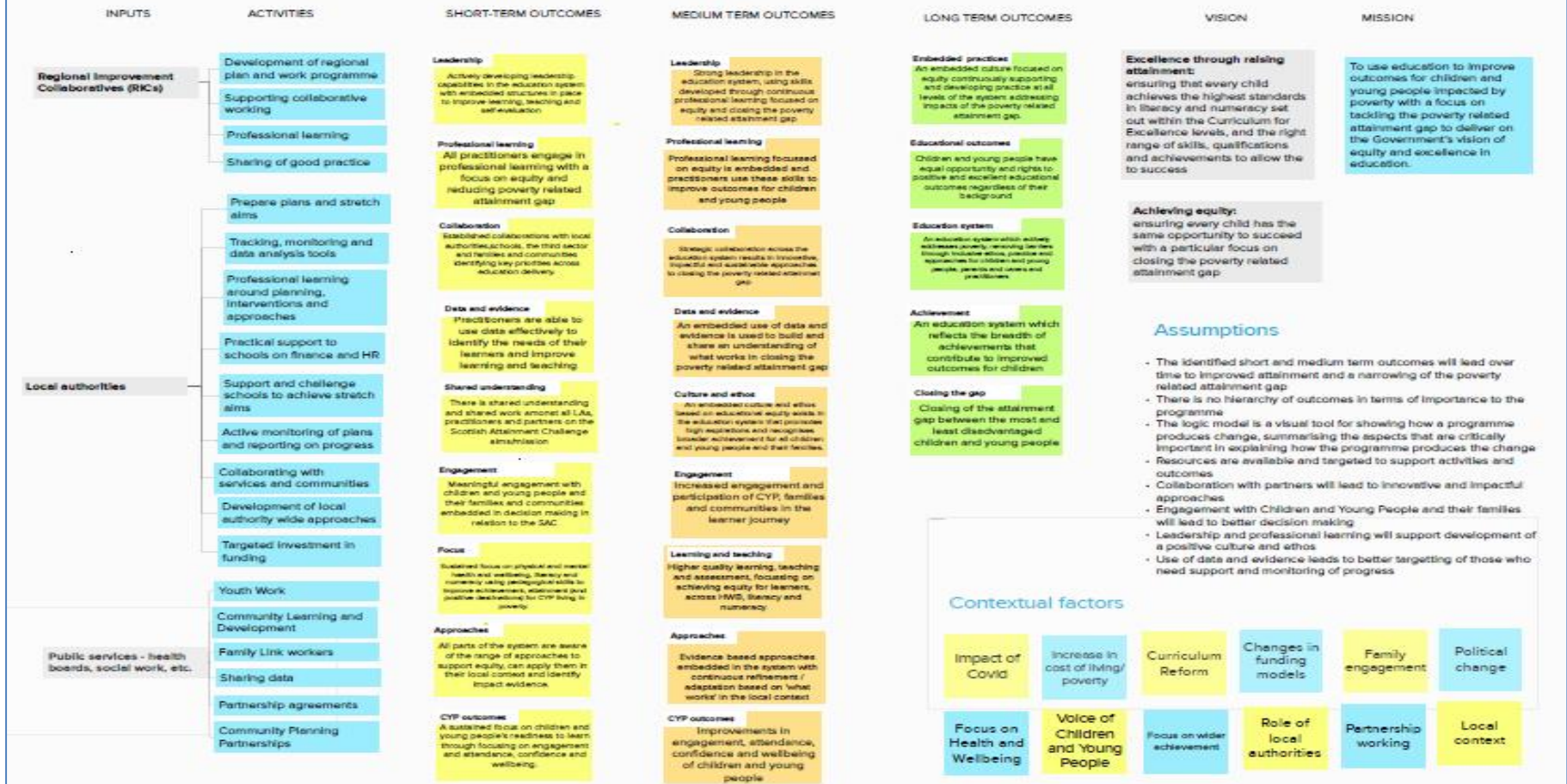
Report to: Audit and Scrutiny Committee

Date of Meeting: 25th August 2022

Subject: Clackmannanshire Local Child Poverty Action Report 2021/22

Report by: Strategic Director Partnership and Performance

1.0   Purpose

1.1.   This report presents Clackmannanshire's Local Child Poverty Action Report for the period 2021/22 as required under the Child Poverty (Scotland) Act 2017. The report has been jointly prepared with NHS Forth Valley with contributions from a wide range of additional partners in line with the statutory guidance.

2.0   Recommendations

2.1.   Committee is asked to:

2.1.1.   Note, comment on and challenge the report as appropriate;

2.1.2. Note that the report will be considered by the Clackmannanshire Alliance on the 7th October 2022 and published on our website thereafter in line with requirements set out in the Child Poverty (Scotland) Act 2017.

3.0   Considerations

3.1.   The Child Poverty Scotland Act 2017 and subsequent guidance on preparing Local Child Poverty Action Reports sets out the requirements on Clackmannanshire Council to prepare and publish reports on an annual basis. Reports are required to both set out achievements over the past year and set out the local actions being taken to deliver Scotland's national strategy Every Child Every Chance: Tackling Child Poverty Delivery Plan 2018/22.

3.2.   This action report is the fourth published aligned with Every Child Every Chance 2018/22. The second national strategy Best Start, Bright Futures was published in spring 2022 and future Local Child Poverty Action Reports prepared for Clackmannanshire will be aligned with the actions and interventions set out in the plan for the next 4 years.

The reports reflects on achievements and developments throughout 2021/22 during which time communities have started the slow process of recovery from the Covid 19 pandemic. This has seen the availability of more face to face support and interventions increase and also the reintroduction of plans

and projects previously paused to accommodate Covid response activities across the Council, NHS FV and wider partner organisations. The report demonstrates the good work implemented over the reporting period and in relation to the priorities sets in the Local Child Poverty Action Plan for Clackmannanshire. Key achievements are outlined in the report and some of these are shown below:

i. Activities hosted by the Clackmannanshire Alliance and partners to raise awareness of poverty in Clackmannanshire and the range of support and interventions being taken forward to reduce the impact of poverty in non-stigmatising ways as part of the annual **Challenge Poverty Week** campaign in October each year.

ii. A range of support and interventions carried out in Schools as part of the **Cost of the School Day programme**;

iii. **STRIVE** a holistic and whole systems multi agency partnership to support a rapid response for individuals at the point of crisis in order to prevent longer term entrenched chaos in their lives.

iv. **Thrive to Keep Well** a 16 week programme supporting parents in deprived areas to improve their mental health & well being and life circumstances as a first step back into social connections and learning as part of stage 1 and pre-engagement into employability skills pipeline.

v. **Clackmannanshire's Family Wellbeing Partnership** which seeks to improve the wellbeing and capabilities of families and young people in Clackmannanshire, working with families to support what matters to them; helping to improve their wellbeing and capabilities and leading to flourishing lives.

vi. A range of activities which aim to reduce **Digital Exclusion** in Clackmannanshire and which includes the deployment of 670 digital devices through the Connecting Communities programme.

vii. A range of programmes which seek to provide **employability** support for residents in Clackmannanshire including Pre Employability in Clackmannanshire (PEC), Fair-start, Parental Employability Support Fund (PESF), Flexible Skills and Inclusion Programme and ESF Employability Pipeline.

viii. A range of services which seek to increase **Financial Inclusion** in some of our most vulnerable communities. This includes maximising income through Social Security benefits and help to mitigate the impacts of a Cost of Living increase. This includes Citizens Advice Bureau (CAB) financial health checks, welfare rights and money advice; the New Baby Financial Health Service which is a partnership between NHS FV and CAB and work with partners by Social Security Scotland on benefits uptake maximisation.

ix. A range of partnership activities to address **Period Poverty** in Clackmannanshire, ensuring that women and girls have access to a range of sanitary products and work in Schools to raise awareness of period poverty in a way which removes stigmas associated with period poverty.

Appendix 1 of this report details the full range of activities and actions that partners are delivering to tackle child poverty to meet these priorities; these also relate to the 3 drivers of child poverty identified in Every Child Every Chance: Improving income through employment; Improving income through social security and benefits in kind and Costs of living. Additional focus is also shown on actions which promote partnership working and which help families in other ways.

4.0   Sustainability Implications

4.1.   The report will have a positive impact on the following sustainability indicators: Improve quality of life in Clackmannanshire; encourage community decision making; reduce health inequalities; reduce social exclusion; target skills and training and unemployment; achieve sustainable economic development and eradicate fuel poverty.

5.0   Resource Implications

5.1.   Financial Details

5.2.   There are no financial implications for the Council arising from the report. The initiatives described in the report are agreed within current budgets for 2021/22. Where external funding is used the source of funding is provided at appendix 1.

5.3.   Staffing

5.4.   There are no staffing implications arising from the report.

6.0   Exempt Reports

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

7.0   Declarations

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

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

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

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

Local Outcome Improvement Plan 2017/27
Clackmannanshire Council Corporate Plan: Be the Future 2018/23

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 X

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) Local Child Poverty Action Report 2021/22

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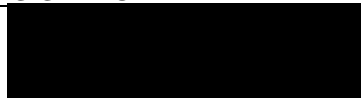
11.1   Have you used other documents to compile your report? (All documents must be kept available by the author for public inspection for four years from the date of meeting at which the report is considered)
Yes X (please list the documents below)   No ☐

- Every Child Every Chance: Tackling Child Poverty Delivery Plan 2018/22
- Best Start, Bright Futures: Tackling Child Poverty Delivery Plan 2022/26
- Clackmannanshire Local Outcomes Improvement Plan 2017/27
- Developing a Local Child Poverty Action Report: National Guidance
- Clackmannanshire Council Corporate Plan: Be the Future 2018/23

Author(s)

NAME	DESIGNATION	TEL NO / EXTENSION
Cherie Jarvie	Senior Manager Partnership and Transformation	2365

Approved by

NAME	DESIGNATION	SIGNATURE
Stuart Crickmar	Strategic Director: Partnership and Performance	

Appendix 1

Clackmannanshire Local Child Poverty Report 2021/2022

Foreward

This report sets out the work that we have been doing with partners through the Clackmannanshire Alliance to tackle Child Poverty as part of partner's commitments to the national Child Poverty Strategy 'Every Child, Every Chance'.   We recognise the challenge that we face alongside our partners to tackle the levels of child poverty in Clackmannanshire with the recent statistics published showing that 23.9 %[1] of our young people live and experience poverty.

We, along with our partners, are committed to improving outcomes for children, families and communities blighted by poverty. Child Poverty is a strategic priority for Clackmannanshire as set out in our Local Outcome Improvement Plan and Clackmannanshire Council's Corporate Plan. Our *Be the Future* Programme sets out the ambitious programme of transformation which the Council is taking forward in collaboration with our partners and our communities. As part of this work we are seeking to create the conditions in Clackmannanshire to achieve a wellbeing economy with inequality, inclusive growth, communities and families at the heart of this ambition.

Council Leader Ellen Forson

Clackmannanshire Council

We want all children in Clackmannanshire to have a stable, safe childhood and succeed. To achieve this, we need to work as a partnership to tackle the root causes and impacts of poverty. NHS Forth Valley, Clackmannanshire Council and our community planning partners show within this report the efforts which have been made to support families mitigate the impacts of not having enough to make ends meet. Tackling poverty and reducing inequalities has always been a priority for the public health and wellbeing agenda.

We require to be innovative in our approaches; ensure that we reach all who need support and ensure lived experience is built into the design of future services and support for people and communities. The role of anchor organisations and local communities working together on local solutions through a wellbeing economy approach is a priority for NHS Forth Valley and the community planning partnership. I am committed to driving forward the Forth Valley Anchor partnership to support this and I welcome this report which highlights the wealth of work undertaken to tackle child poverty in Clackmannanshire.

Cathie Cowan

Chief Executive, NHS Forth Valley

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[1] **Estimates of children living in poverty, below 60% median income after housing costs, by Scottish local authority based on statistics published by DWP Children in Low Income Families Local Area Statistics March 2022.**

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Introduction

This Local Child Poverty Action Report for Clackmannanshire is the fourth report published under the Child Poverty (Scotland) Act 2017 and the Scottish Governments strategy *Every Child Every Chance 2018-2022*. This report covers the period 2021/22.

We know that the challenge of reducing the levels of child poverty in Scotland is complex. We know that poverty affects families across Scotland and across Clackmannanshire, including those who have a parent in work, and including those who may live in some of the most affluent communities. Yet the impacts of poverty on families can be significant and challenging, and the ties of poverty can be incredibly difficult to break.

Poverty impacts outcomes and the potential of people. It can restrict choice and it can restrict opportunities for families. We know that poverty can have a huge impact on the health, wellbeing and educational outcomes of our young people as they enter into adulthood.

Tackling poverty in Clackmannanshire is everyone's responsibility. It requires the collective and joined up efforts of a wide range of partners to make a real difference. It requires partners to listen to people and communities with experience of the challenges that poverty creates. It requires solutions to be co-designed with people and communities who understand the differences than can be made, and the differences that need to be made in Clackmannanshire. The challenge of poverty requires all parts of government to be joined up and for both national and local efforts to compliment one another. The challenge of poverty is probably the single most important societal outcome we can change for human kind.

The Scale of the Challenge – Background

This report sets out the work that has been taken forward in 2021/22 to implement activities which align with the national poverty strategy 2018/22. This report updates on initiatives which have been developed over the past 4 years in Clackmannanshire as partners prepare to refresh plans in line with the new national tackling poverty strategy Best Start, Bright Futures published in Spring 2022.

There is no doubt that the Covid 19 Pandemic has had a significant impact on not only how we have delivered projects and activities to tackle poverty, but also on new and emerging priorities and threats. It has impacted everything we do and will continue to do so for the foreseeable future as we design our recovery but also how we understand the long term impacts on health inequality, mental health and wellbeing and the cost of living crisis. This report sets out our progress 2021/22. Appendix A provides our progress against actions agreed aligned with the national strategy; Appendix B provides high level measures used to track our performance. Appendix C sets out the Social Inclusion Partnership approach for Clackmannanshire's Family Wellbeing Partnership and Appendix D sets out the Clackmannanshire Family Wellbeing Partnership Flourishing Lives process.

The Scale of the Challenge – The Statutory Targets

The Child Poverty (Scotland) Act 2017 included four statutory targets aimed at reducing poverty in Scotland by 2030. These targets state that by 2023/24, of children living in poverty:

Less than 18% should be living in relative poverty;

Less than 14% should be living in absolute poverty;

Less than 8% should be living with combined low income and material deprivation; and

Less than 8% should be living in persistent poverty.

The Act also sets out targets, which state that by 2030/31, of children living in poverty:

Less than 10% should be living in relative poverty;

Less than 5% should be living in absolute poverty;

Less than 5% should be living with combined low income and material deprivation; and

Less than 5% should be living in persistent poverty.

Scotland's national strategy to reduce child poverty Every Child Every Chance: The Tackling Child Poverty Delivery Plan 2018/22, and the new Best Start, Bright Futures strategy 2022/26 identifies three key drivers of child poverty and sets out the national and local actions being taken in Scotland to tackle poverty. These are set out at Figure 1.

Figure 1 – Drivers of Child Poverty.
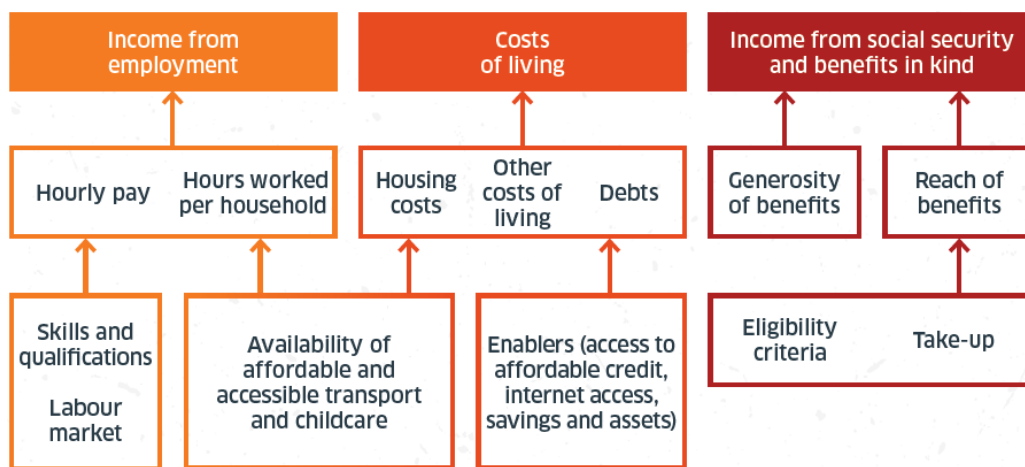
Significant bodies of research have highlighted families and households at greatest risk of poverty. These risks draw on evidence that poverty and inequality are often linked, particularly where several factors are present in a family or household.   These include:

Large families with three or more children;

Families with a baby aged under one;

Families where the mother is aged 25 or less;

One parent families;

Families in which someone is disabled;

Ethnic minority families.

Across Scotland rates of children living in poverty range from 1 in 3 in some of the most deprived communities in Scotland to around 1 in 9 in the least deprived areas. On average around 1 in 5 children are impacted by poverty. The scale of the challenge is therefore a very significant one. In Clackmannanshire based on the most recent figures published around 24% of children and their families live in poverty, which equates to just over 2000 children.

As already highlighted, the causes of poverty are complex. A lack of money (or low income) has been shown to have the strongest impact on children's cognitive, social-behavioural, educational attainment and health outcomes, independent of other social types of factors.[2]

The Tackling Poverty Partnership was established in 2019 to lead delivery of the Local Child Poverty Action Plan for Clackmannanshire. The work of the partnership however also has cross-over and an important relationship with a number of strategic and operational workstreams that are linked with poverty policy such is the complex nature of this work. This includes a range of activities to deliver key strategies including:

- Clackmannanshire's Children's Services Plan 2021/25
- Clackmannanshire Family Wellbeing Partnership
- Clackmannanshire's No-one Left Behind Delivery Plan 2022-25

This Local Child Poverty Action Report sets out the work that partners are doing jointly to contribute to, implement and compliment national initiatives across Scotland towards the achievement of the 2030 statutory targets.

Progress Report & Key Achievements 2021/22The following pages provide an update on the work being taken forward by partners to address child poverty in Clackmannanshire. Full detail of progress is set out in *Appendix A* under the 3 strategic drivers of poverty – Income from Employment; Income from Social Security and Benefits and Cost of Living.

Outlined below are some of the key achievements of the partnership work being undertaken to tackle poverty and its impacts on families in Clackmannanshire:

Wellbeing Economy and Community Wealthbuilding

Partners in Clackmannanshire are committed to developing a wellbeing economy with the principles of community wealthbuilding a key component in delivering that ambition. Working alongside Scottish Government the Council and our Alliance partners have completed the 6 stage inclusive growth framework and through that process have engaged with key stakeholders; completed a full data mapping exercise and worked with SIPHER to understand the complex systems in public service delivery and where and how efforts are required to

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[2] https://www.jrf.org.uk/sites/default/files/jrf/migrated/files/poorer-children-education-full.pdf

secure improved wellbeing outcomes through local systems change. This work will be captured in our refreshed Local Outcomes Improvement Plan due to be completed in 2022.

Community Wealthbuilding is a key part of our wellbeing economy journey. Council in collaboration with our Alliance partners agreed a Community Wealthbuilding Action Plan in 2020. Delivery of the action plan is ongoing but a number of early achievements have been made. Focus of the plan is shaped around the role of the Community Planning Partnership and local Anchor Partnership; Procurement and a circular economy and the development of a good employment charter for Clackmannanshire.

Clackmannanshire Family Wellbeing Partnership

The Clackmannanshire Family Wellbeing Partnership, building on the learning of the Social Innovation Partnership, seeks to improve the wellbeing and capabilities of families and young people in Clackmannanshire, working with our families to support what matters to them; helping to improve their wellbeing and capabilities, leading to flourishing lives. This includes a focus on what needs to change within the existing system, shifting values and behaviours of the people designing, delivering and receiving support within Clackmannanshire. The current focus is on developing opportunities to support families and tackle inequalities through early intervention activities, flexible childcare and routes into employment.

The partnership works closely with Columba 1400 (2022) - our delivery partner for Values Based Leadership (VBL) experiences and I-SPHERE (2022) - our learning partner. The partnership is funded by the Scottish Government's Social Innovation Partnership (SIP). Jackie Brennan, Head of Social Justice Delivery Unit at the Scottish Government and Lynn Hendry, Professional Consultant of West Coast Capital / The Hunter Foundation are pivotal board members; supporting and challenging our thinking and the direction of travel. To date, over 100 key staff members have participated in Columba 1400 VBL experiences focusing on how we can all work together to improve the wellbeing and capabilities of children and families in Clackmannanshire. In addition, VBL experiences have been provided for young people in our three secondary schools with all participants reporting increased confidence as a result.

The Family Wellbeing Partnership will work with up to 65 families over 2022/23, providing holistic support, tailored to what matters to them. This will involve consultation about what families have reason to value and providing a range of choices, including opportunities to participate in community VBL experiences. Appendix C details the SIP approach to shifting culture in service provision in collaboration with Clackmannanshire Family Wellbeing Partnership. Clackmannanshire's Family Wellbeing Partnership's Flourishing Lives Process is provided at appendix D. The ongoing work within the Clackmannanshire Family Wellbeing Partnership and connectivity to broader SIP partners and other local authorities, such as Dundee Council, provides opportunities for accelerated and shared learning. Furthermore, complementary workstreams within the Clackmannanshire Family Wellbeing Partnership; for example the 'Community around the School' workstream provide opportunities to align childcare activities alongside the provision of adult opportunities, such as Street Soccer.

Multiple ideas have emerged from families and Clackmannanshire staff and community members, who have participated in the Columba 1400 VBL Leadership experience. To

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explore these ideas and catapult these into action, the FWP was supported by The Lens Perspective. Through a series of workshops and an Investment Day, parents, community members and council staff have strengthened their understanding of the assets, capacity and needs within our community, as well as the barriers and enablers to achieving more flourishing lives and enhancing people's wellbeing and capabilities.

One such group, The Bowmar Borrowers, was led by three parents and directly evolved from the Summer of Wellbeing 2021 success. The Bowmar Borrowers simply sought to extend the opportunity they had last year to develop the capabilities of other families affected by poverty. They proposed to loan out free access to items that they know families cannot afford; for example, gardening equipment, camping equipment, power tools, birthday party accessories. The bid also sought to help others develop the capabilities to use these tools. The bid was accepted, and The Bowmar Borrowers gained £4,500 from Clackmannanshire Council to test this project before scaling up and scaling out. The Clax1400 families are on a journey to develop their own and others' capabilities and this small project plan is the tip of the iceberg. There is untapped potential, capacity and skills, individually and collectively, and real opportunities to ensure autonomy and choice.

Over the summer of 2022 the FWP have provided summer childcare, activities and food for priority families within Clackmannanshire through our summer hubs and partners. A full evaluation will follow. Meantime, a flavour of this can be evidenced here: https://padlet.com/vcully/ny0fmapeuwtx82zd

Challenge Poverty Week

Since 2018 the Clackmannanshire Alliance has supported annually a range of activities and events during Challenge Poverty Week to raise local awareness of the challenges that poverty brings but also to showcase local initiatives making a difference to people's lives in Clackmannanshire. In 2021 a week long programme of events, training and open days were held from the 4-11th October in support of the national Challenge Poverty Week campaign. Events included virtual workshops, virtual and face to face awareness and training sessions, practical food events and a range of schools based activities. Additionally, we hosted a visit from the Moderator of the Church of Scotland, who was welcomed to Alloa Academy to hear from children, young people and families about how schools, supported by Clackmannanshire's Family Wellbeing Partnership, are supporting our families. A review and evaluation was undertaken following the programme in 2021 which is informing how partners will support Challenge Poverty Week in 2022, the planning for which is already well underway.

Pre Employability in Clackmannanshire (PEC)

Since January 2022 Pre Employability in Clackmannanshire (PEC) has been operational with funding support from the Community Renewable Fund UK Fund. PEC provides a range of supports to help those who are unemployed and economically inactive to make progress towards stable employment. The programme seeks to help participants take steps to better

opportunities and health through counselling, literacy, numeracy or digital support, confidence-building, travel support, a wide range of training options and access work placements locally.

PEC is delivered by a consortium of third sector organisations, led by CTSi, including: CERT (the project managers), ApexScotland, Forth Valley College, Resilience Learning Partnership (providers of training), Dial a Journey (operators of pilot College Bus), Ceteris (deliverer of an enterprise programme), Japanese Garden and All Cleaned Up (providers of work placements), Recovery Scotland (provider of addiction support). To support the consortium others have been engaged to deliver specialist supports including Scottish Autism, Clacks CAB, a CLD practitioner to deliver literacy and a range of private sector training providers.

In its first 3 months of operation to end March 22 it has supported 124 participants, against a target of 158. By the end of June this had increased to 250 participants.   Around 40% of participants are economically inactive and the biggest barriers identified by participants are confidence/self esteem (45%) and mental health (38%).

Thrive to Keep Well

Thrive to Keep well Programme in Clackmannanshire is a 16 week programme supporting parents in deprived areas to improve their mental health & well being and life circumstances a first step back into social connections and learning as part of stage 1 and pre-engagement into employability skills pipeline.

The Prepare to THRIVE pilot began in August 2021 aimed to support participants to become comfortable being in groups after 18 months of COVID-19 restrictions and the development of a short programme to support future participants to gain confidence to attend the THRIVE to Keep Well Programme. 9 participants completed the programme with high attendance and all reported an improvement in wellbeing. Feedback suggested feeling more confident going out after Covid-19 and being with others as well as feeling calmer and life being a bit easier.

In February 2022, 6 of these participants moved on to the THRIVE to Keep Well programme, with 5 completing it in June. The participants recorded improved wellbeing, both mental and physical, and increased confidence to move on and engage with further community projects, including volunteering and further learning opportunities.

Mental Health Improvement NHS Forth Valley

NHS FV has delivered a range of mental health improvement initiatives over the reporting period. The newly branded *Step on Stress* went live in Forth Valley in August 2021. Delivery is predominantly online, however as Covid measures have eased, small community facing sessions hosted within organisations have been held to overcome the digital barriers. Ask Tell Informed level learning for Mental Health improvement, self-harm and suicide prevention commenced in late 2020. The learning sits at the first level of the skills and knowledge framework and consists of three education animations that inform individuals working with adults about mental health; the factors that can lead to mental distress or mental ill-health; how to have compassionate conversations which sets out how to support people who are experiencing mental distress or may be feeling suicidal and help them seek help.

The Digital Bookshelf within Health Promotion services hosts a range of self-help guides rebranded and licensed for use across Forth Valley and continues to reach and support individuals across Forth Valley. Local resources are hosted within the bookshelf to further support mental health and wellbeing.

NHS Forth Valley was one of 5 test sites for *Daylight* during early 2021, which resulted in the Scotland wide roll out of Daylight and Sleepio in September 2021. NHS Forth Valley is the highest performing Board for registrations across both interventions.

Lastly Mental Health First Aid Training (SMHFA) face to face training across Forth Valley will recommence in 2022.

Driving Change in Mental Health for Children, Young People and Families.

This programme is about doing things differently to improve mental health and wellbeing for children, young people and families in Clackmannanshire and delivers across nine key workstreams. This work includes:

Referral Pathways - launched in September 2021, the new Directory of Mental Health Supports website has received over 4000 hits and the majority of these on Anxiety & Worry; Depression & Low Mood; Suicide; Loneliness & Isolation support and information. Qualitative feedback on the content of the website from both families and other professionals has been positive.

The Counselling in Schools Service (CiSS) - for children and young people aged 10 – 18 was fully launched in September 2020.   Children and young people are referred to the CiSS for a variety of reasons including: emotional regulation issues, behavioural difficulties (such as hyperactivity and attention issues), peer and family relationship issues, and mental health difficulties such as anxiety, depression, self-harm and trauma. Pupils also report struggling with transitions, bereavements, family change and the impact of COVID and lockdown. Evaluation data shows positive early impacts particularly around emotional wellbeing measures.

Creative Therapeutic Interventions for Children Service (CTIfCS) - was established in March 2021 to complement the Counselling in Schools Service (CiSS) provided for 10 – 18 years olds. CTIfC offers therapeutic support in a developmentally appropriate format such as through music and art. The range and capacity of the CTIfC has been expanded since its launch and now includes Music Therapy and Therapeutic Art.

Mental Health support for 16-26 year olds - *Togetherall* service for 16-26 year olds has been on offer since 1st April 2021 as a digital support service. The next steps for this workstream is to continue encouraging awareness and use of the service through a range of communications and marketing activities such as social media campaigns, engagement activities. Developing 'One Door' community spaces continues to have four digital mental health services in operation covering the entire age range from 5-26 and providing support for both mild/moderate and crisis level difficulties.

Digital Inclusion - Connecting Scotland

COVID-19 and the lockdowns, highlighted inequalities in people's ability to access the internet and stay in touch with family and friends, which prompted the Scottish Government to launch the Connecting Scotland Programme. Connecting Scotland provides a Chromebook or an iPad, as well as free connection to the internet for 24 months, with unlimited data to people on low incomes and at risk of isolation. Training is also provided for applicant organisations to become Digital Champions and support the beneficiaries of the scheme.

So far, there have been three phases of the Programme, plus a Winter Support Programme. The first phase supported shielding and vulnerable people; the second phase provided devices to families with children and care leavers; the Winter Support package was eligible to older people and people with disabilities; and the third phase was open to people who were on employability schemes. A total of 65 devices were allocated to Clackmannanshire in the first phase, 298 devices in the second phase and 51 devices through the Winter Support package, with 227 being allocated in phase 3. An additional 14 devices were allocated through the care homes scheme and 15 through the housing scheme.

Digital learning – Devices for Schools

In 2021 Clackmannanshire Council agreed a programme to roll out digital devices for all school pupils. The programme aims to provide all pupils with a digital device to support their learning whilst ensuring equity of digital access for all pupils. The promotion of responsible digital citizenship and being safe online are topics incorporated into the Health and Wellbeing agenda in schools, which runs alongside the digital rollout. Programme delivery is in its second year with over 1900 Chromebooks and 130 ipads deployed.

Cost of the school day

For Academic Year 2021-2022, all educational establishments refreshed their approaches to tackling poverty, taking into account the impact of the Covid Pandemic. The Education Week of Action (5-11th October 2021) celebrated the positive initiatives undertaken by educational establishments as part of the local and national Challenge Poverty Week Awareness Raising Campaign through targeted curricular inputs, parent learning/sharing, events and focused input themes such as hunger, resilience, uniform, trips and resources.

Working collaboratively with partners and agencies, establishments shared information with parents and carers from Citizen's Advice, Social Security Scotland and Clackmannanshire's Third Sector Interface to build awareness and support for solutions to tackle poverty and help remove the stigma of living on a low income. Educators attended a Regional Improvement Collaborative and Seminar led by the Child Poverty Action Group highlighting the impact of poverty on Cost of the School Day and giving advice on how to tackle poverty in Schools.

A Pupil Equity Fund Framework, supporting establishments to plan how they will most effectively invest their Pupil Equity Funding allocation to improve the educational outcomes of children affected by poverty is supporting the development of interventions with targeted children and young people(and their families if appropriate) that will lead to closing the poverty related attainment gap.

The wider *Cost of the School Day programme* and use of the Cost of the School Day Toolkit provided by the Child Poverty Action Group continues to have a significant role in raising awareness of barriers faced by those in poverty with its use reflected in School Improvement Planning.

STRIVE: Safeguarding through Rapid Intervention

Safeguarding through Rapid Intervention (STRIVE) is a project testing the concept that a multi-agency, public sector team delivers better outcomes, faster, for the most vulnerable residents of Clackmannanshire through integrated working. STRIVE considers the public service system as a whole and not as a collection of separate parts.

This "whole-systems" approach is a team of multi-service professionals working together from the earliest opportunity to improve the existing system of safeguarding vulnerable individuals. STRIVE is made up of core partners from Clackmannanshire Council Housing Service, Money Advice, Children and Families, Education, Health and Social Care Partnership and Alloa Police Services

The team aims to share information relating to vulnerable individuals and families in the hope to "join the dots" This leads to a rapid package of support and interventions to be agreed upon to support vulnerable adults and children in the most efficient way avoiding duplication. From evaluation data almost all Strive referrals required an intervention from two or more agencies; just under half had immediate financial concerns and a third were at serious risk of homelessness. Immediate interventions put in place included prevention of escalating problems around homelessness, mental health and harm; and poverty related interventions such as heating, household essentials, access to food and money.

STRIVE has always evolved organically and has been able to achieve better outcomes for by agencies for vulnerable adults and children by agreeing new and creative ways of working together and with a focus on early intervention and prevention of crisis related pressures on services.

Clacks Good Food partnership programme

Community Planning partners have provided strategic support to the approach being taken by the Clacks Good Food (CGF) partnership of pooling resources and investment across Forth Valley for achieving our overall aims. The relevant programmes of work include the FV Anchors Consortium, Community Wealth Building (e.g. through CLES), Wellbeing Economy developments, the food partnership work in neighbouring Local Authorities, the Climate Justice agenda and the ongoing work on the community food agenda by Forth Environment Link (FEL).

CGF work has continued to review options for dignified food provision including holiday hunger programmes, promotion of Best Start Grants and community based kitchen/s. Delivery of REHIS training has continued, with support to some Primary schools for the Food, Families, Futures programme. Ongoing support to community food groups and gardens was provided by the CGF partnership during the pandemic.

In February 2022 we were successful in securing match funding and 2 years funding for a Sustainable Food Places (SPF) Coordinator post for Clackmannanshire, who came into post in April 2022. The CGF partnership was officially launched in May 2022 and is currently developing a food charter. CGF has been successful (July 2022) in securing £5,000 from the SFP Participatory Processes Development grant to take its new food charter out into communities and undertake participatory research to ensure that the lived experience of people drives forward all partnerships developed in support of this agenda.

Case study: Community Larders by The Gate

The Gate has led on a changed approach to food access providing both a 'self service' option at their main venue and also working with community partners in now developing a model of provision via self service 'community larders' closer to people's homes including with Tullibody Development Trust; Tillicoultry Soup kitchen, Clackmannan Development Trust and Alva Parish Church. They are in talks with Sauchie Acitve8 also. This is being run by Tillicoultry Baptist Church

Hawkhill Community centre also continues to offer their community shop membership scheme. Alongside this provision is the continuation of the CAB outreach service to provide help in conjunction with Hawkhill, Alva Development Trust, Tullibody Civic Centre and in Clackmannan Development Trust, as well as at Reachout with Arts in Mind and Play Alloa. CSREC and Forth Valley Welcome also support families from ethnic minority groups. CSREC now has a drop in clinic, held at CAB. Work outlined in Appendix C that the Public Health Nutrition team leads on for reducing food security in communities, dovetails with this partnership programme.

Income Maximisation and Financial Support

Citizen's Advice Bureau run a wide range of projects focusing on income maximisation e.g. welfare rights; help to claim and welfare rights & money advice (in partnership with Clacks Works). All clients accessing Clacks CAB services are offered a Financial Health Check. During 2021/22, 3502 clients accessed services. The majority of enquiries related to income maximisation: 43% benefits; 12% debt issues; 9% finance & charitable support; 8% energy issues and 4% housing. This resulted in just over £2 million client financial gain for Clackmannanshire residents. Over 580 residents in Clackmannanshire were supported during the period with energy advice including bills, budgeting, switching suppliers and dealing with fuel debt with this work generating financial gains of over £40k. More than 120 residents were supported with welfare rights and representation with a 92% success rate in overturning benefits decisions during the period.

New Baby Financial Health Service, NHS Forth Valley

The service was established as a partnership between NHS Forth Valley and Citizens Advice Bureau funded by NHSFV. The service provides direct access for families referred from health visitors. In 2021/22 the service was fully funded by NHSFV April to September. During this period, the CAB received 21 referrals which resulted in £27,120 financial gain for the 11 clients who subsequently engaged. 85% of advice focused on benefits, 9% on housing and 3% on tax and utilities & communications, respectively.

Social Security Scotland and Benefits Maximisation

Social Security Scotland continues to work in close partnership with organisations across Clackmannanshire to maximise the take-up of key benefits. Currently, Social Security Scotland administers twelve benefits, seven of which are brand new. These include: Carer's Allowance Supplement – an extra payment of £245.70 paid twice a year for people in Scotland who get Carer's Allowance on a particular date. Best Start Grant - is a package of three payments that will give extra money to families on certain benefits or tax credits during the early years of a child's life.

Best Start Grant - Pregnancy and Baby Payment –one off payment of up to £642.35 from 24 weeks in pregnancy up until a baby turns 6 months for families who get certain benefits. This goes up to 1 if you've taken over looking after a child, such as if you've adopted. You get £642.35 for your first child or £321 for any subsequent child. Best Start Grant - Early Learning Payment – one off payment of £267.65 when a child is between two and three years and six months. People can still apply if your child is not taking up a place at nursery. Best Start Grant - School Age Payment – one off payment of £267.65 for eligible families around the time a child normally starts Primary 1. People can still apply if they are deferring school entry. Best Start Foods - a prepaid card for families to help buy food for children under 3 or during pregnancy. It replaced the UK Government's Healthy Start Vouchers in Scotland.

Funeral Support Payment - a payment available to people in Scotland, who are on certain benefits or tax credits, and need support to meet the costs of a funeral. Young Carer Grant - a yearly payment of £326.65 for young carers aged 16 to 18 who live in Scotland and care for people for an average of 16 hours a week or more. Job Start Payment - a one off payment of £267.65 for 16 to 24 year olds, or £428.25 if the main carer of any children, who have been out of work and on certain benefits for six months or more to help with the costs of starting a job. Child Winter Heating Assistance –a payment of £214.10 to help disabled children and young people and their families with increased heating costs over winter. Scottish Child Payment – a benefit unique to Scotland of £80 every four weeks to eligible families and carers to help towards the costs of looking after each child under 6. There are no limits on the number of eligible children supported by the Scottish Child Payment. Child Disability Payment - provides support for the extra costs that a disabled child might have, whether mental or physical disabilities. People can apply for Child Disability Payment for a disabled child under 16 however Social Security Scotland will pay Child Disability Payment until the child is 18.   Adult Disability Payment – is extra money to help people who have a disability or long-term health condition that affects your everyday life. This benefit is currently live in 3 pilot areas in Scotland and will be available in Clackmannanshire from 29th August 2022.

Looking ahead as part of Scotland's second Tackling Child Poverty Delivery Plan Best Start; Bright Futures 2022 and subject to parliamentary approval, Scottish Child Payment will extend to under 16 year olds and rise by a further £5 to £25 per week, per child later in 2022. By that point around 430,000 children living in low income households could be eligible. At this point the Best Start Early Learning Payment and Best Start School Age Payment will be paid automatically to parents and carers receiving Scottish Child Payment when their child becomes eligible.

By the end of 2022, the Scottish Government's package of five family benefits for low income families, administered by Social Security Scotland, will be worth up to a maximum of over £10,000 by the time a family's first child turns 6 – and £9,700 for second and subsequent children. Social Security Scotland is responsible for administering a number of benefits that have been devolved to Scotland. The actions set out are projected to drive child poverty in Scotland to the lowest levels in 30 years, with current projections suggesting 60,000 fewer children could live in relative poverty by 2023 compared to 2017 (to 17%, from 24%). This includes lifting an estimated 50,000 children out of relative poverty in 2023 through the Scottish Child Payment.

Family Nurse Partnership (FNP) NHS Forth Valley

The Family Nurse Partnership seeks to improve the rate of young mothers accessing ante natal care and post natal maternity services. Following a pilot phase, the project was made permanent in 2017 and subsequently expanded. The service provides support to teenage mothers to support them to engage with services early and throughout their pregnancy. The programme is research based that aims to ensure best outcomes for families through delivery of an evidence based intense home visiting programme. 73.3% of eligible teenage parents from Clackmannanshire enrolled with the Family Nurse Partnership programme in 2022 and 80% of clients received the recommended optimum programme delivery during pregnancy.

Food Poverty and Food Insecurity in schools

This partnership project with Education, CTSI, NHS FV Dietetics and Health Visitors and Tullibody Community Garden aimed to tackle food poverty and insecurity through a combination of income maximisation through Best Start grants and practical food and cooking skills for children, young people and families. This project saw School staff trained in Tullibody in REHIS which enabled them to run accredited cooking classes with children and young people who needed support. Tullibody Community Garden provided the use of the community kitchen and gardens for the cooking sessions. Support was also provided as part of holiday provision with training sessions provided to staff and volunteers running food activities during the School holidays. Young Food Ambassadors events were also run as part of the summer holiday programmes with young people identified by local family support workers and voluntary organisations. These sessions were provided face to face over 4 weeks by Community Food Development Workers from NHS FV.

 In addition a supper club was delivered for a group of 25 through a joint project with Sauchie Active 8, with further supper clubs being planned in other communities in Clackmannanshire. Following the success of this programme one of the local voluntary organisations, Sauchie Activie 8 is looking to roll out this programme which we supported by providing REHIS training in Elementary Cooking and Introduction to Food & Health to volunteers to enable them to run their own holiday provision training and supper clubs.

Tackling Period Poverty in Clackmannanshire

This partnership aims to ensure that all women and girls in Clackmannanshire have access to free sanitary products. Free sanitary products are provided in schools in Clackmannanshire and plans are well underway to ensure that women and girls can access sanitary products in

public buildings and venues across Clackmannanshire. In addition targeted work by the partnership in Clackmannanshire has delivered the following projects:

Working in partnership with the voluntary sector most notably CTSI and Resilience Learning Partnership, 3 months supply of sanitary products have been distributed in care packages to 175 young people across Clackmannanshire.

Inclusion of sanitary products within food packs distributed to targeted families by Community Learning and Development.

Sanitary products delivered and supplied to local foodbanks in Alloa, Menstrie, Dollar and Clackmannan and with Clackmannanshire Women's Aid and Home/School Liaison Officers provide supplies for the most vulnerable families through home deliveries

Alloa Academy has been nominated in the Young Scot Award 2021 for its creative solutions to tackling period poverty through awareness raising, removing stigmas associated with period poverty and increasing access to products within the community.

Governance and Reporting arrangements

This Local Child Poverty Action Plan and Report has been developed jointly by Clackmannanshire Council and NHS Forth Valley with full support from a wide range of community planning partners in the public and voluntary sectors. Clackmannanshire's Tackling Poverty Partnership (TPP) has responsibility for delivering on the priorities set out in the delivery plan, and is accountable to the Clackmannanshire Alliance for doing so as part of the overall delivery of the Local Outcome Improvement Plan 2017/2027.

Approval and scrutiny of this plan lies with Clackmannanshire Council and NHS Forth Valley (Health Improvement Programme Board).   Both organisations will formally sign off the Local Child Poverty Annual Reports and Delivery Plans through their respective governance processes.

Details of published plans and reports will be made available on the websites of both Clackmannanshire Council and NHS FV.

Further information can be found here:

https://www.clacks.gov.uk/site/documents/deprivation/clackmannanshirelocalchildpovertyaction report201819/

https://nhsforthvalley.com/publications/annual-reportsreviews/

The Challenge Ahead

In Spring 2022 Scottish Government published their second Tackling Poverty Strategy for Scotland called Bright Start, Bright Future. This strategy renews the national vision for eradicating child poverty over an ambitious programme that will delivered over the next four years and which aims to secure the poverty targets for Scotland by 2030.   The strategic priorities set out in the strategy are: **Providing the opportunities and integrated support**

parents need to enter, sustain and progress in work; Maximising the support available for families to live dignified lives and meet their basic needs; Supporting the next generation to thrive.

Locally, over the coming months, partners in Clackmannanshire will plan how we deliver the priorities in the national strategy, embedding them within our new Local Outcome Improvement Plan, and also reflect on the particular needs of individuals, families and communities living in poverty. This work will build on the many achievements over the last few years and will have a focus on continuous improvement, whilst also seeking to continue to strengthen whole systems approaches in Clackmannanshire.   This work will seek to complement the structural changes being made to social security and benefits which will directly help families in Scotland.

Action	Lead Organisation	Poverty driver(s)/ Outcomes	Timescale for action	Group(s) the action is intended to reduce poverty amongst	Progress for 2021/22. Notes and performance indicators
Deliver Fair Start Scotland Employability Programme in Clackmannanshire through the provision of person centred 1 to 1 and group based support. The programme aims to support those who are unemployed to get into work within a year to 18 months through the provision of pre work support depending on the support needs of the participants e.g. those with intense support needs can have 18 months of pre work support where required. Participants can also access a year of in work support to help them sustain employment	Clackmannanshire Works, Clackmannanshire Council and third sector organisations as appropriate, employers	Increase Income from Employment	Ongoing since April 2018 and running to March 2023* (*where a participants joins in April 2021 and is entitled to access one year pre work support and one year of in work support	All child poverty target groups where individuals meet eligibility for Fair Start Scotland	Fair Start Scotland is Scotland's employability service which delivers locally targeted employment support for unemployed people who are disabled, have health conditions and are at risk of long-term unemployment. The service provides 12 months pre-employment and 12 months in-work support – a total of 2 years' support entitlement Fair Start Scotland contract has been extended for a further 2 years from April 21 to end of March 2023.

| Deliver Clackmannanshire ESF Employability Pipeline programme through the provision of person centred 1 to 1 and group based support.

Pre-employment support to those unemployed to gain employment

Support to participants to address multiple barriers to employment such as childcare, travel, clothes for interviews, PPE, training

Support to participants to gain qualifications | Clackmannanshire Works, Economic Development, Clackmannanshire Council and third sector organisations as appropriate, employers | Increase Income from Employment | January 2019 to December 2022 | All child poverty target groups where participants have more than one barrier to progression | Provides one-to-one key worker support to people to help address barriers to employment. Support is personalised and tailored to meet individual's needs and can include confidence building, IT skills, money advice, jobsearch skills (job applications, CVs, interview techniques), access to volunteering and work taster opportunities, industry specific training, help with travel and childcare costs, clothes for interview/starting work.

ESF programme finishes end of March 2023. Clacks works is looking to replace elements of it and build on lessons learnt through the UK Shared Prosperity Fund. |
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New (Jan 2020) – Stirling and Clackmannanshire City Region Deal (CRD), Flexible Skills & Inclusion Programme. Programme will support the recruitment of 2 Flexible Skills Co-ordinators to co-ordinate the delivery of the CRD Skills & Inclusion Programme which comprises the development and delivery of a Community Benefits programme, Skills Pathways Plans, a Barrier Free Fund and a Fair Work Incentive.	Flexible Skills Co-ordinators, Clackmannanshire Works, Economic Development Clackmannanshire Council	Increase Income from Employment	Scheduled for January 2020	All child poverty groups in CRD targeted communities e.g. Alloa South & East	Two projects were developed in 2021/22 and will be delivered in 2022/23: Forth Valley College delivering flexible digital skills programmes; and FEL delivering a bikeability (cycling skills, maintenance, road safety, etc.) programme over Summer 2022. Skills Pathways Plans have been developed, and next steps are being discussed to take these forward. Recruitment of a Flexible Skills Officer post in Clacks Council is underway.
New (April 2020) - Stirling and Clackmannanshire City Region Deal (CRD), Inclusion Support Worker programme. Programme will support access to a range of barrier removal programmes e.g.	Inclusion workers, Learning and Employability Team, Stirling Council	Increase Income from Employment	Scheduled for April 2020	All child poverty groups in CRD targeted communities.	Inclusion Workers now in place and working in Clackmannanshire.

adult literacy and numeracy, confidence building, wellbeing activities, self-esteem programmes, basic computing all designed to help people progress to next steps programmes where they can take full advantage of pre employability support programmes and then progress in to work					
Provision of a range of initial and progressive employability support programmes supporting progression in to work the Parental Employability Support Fund.	Clackmannanshire Works, schools, nurseries, family support staff	Increase Income from Employment	Funding available for financial year 2019/20 but allocation process to be determined	All child poverty target groups	PESF funding allocated from Scottish Government since 2019 to support to provide one-to-one pre-employability support for unemployed parents and in-work support to employed parents to help them maximise their household income. Support is personalised and tailored to meet individual's needs and can include confidence

					building, IT skills, financial advice, jobsearch skills (job applications, CVs, interview techniques), access to volunteering and work taster opportunities, industry specific training, help with travel and childcare costs, clothes for interview/starting work, help to gain employment or a better job. PESF funding has been extended for a further year from April 2022 to end of March 2023.
Deliver Youth Employability Programmes (Modern Apprenticeship (MA) Employability fund (EF) Scottish Employers Recruitment Incentive (SERI) Progression of participants	Clackmannanshire Works, NHS Forth Valley supports MA's form Clacks residents	Increase Income from Employment	Funding available annually	All child poverty groups with focus on young people aged 16 - 19	Employability Fund programme ended on 31 March 2022 and Scottish Employer Recruitment Incentive (SERI) has been replaced by the Fair Work Incentive. Since late 2020, Scottish Government has

into work, FE, other employability support programmes, Modern Apprenticeships					allocated annual Young Person's Guarantee funding to all local authorities to support 16 – 24 year olds. The Young Person's Guarantee commits to guaranteeing within 2 years, every young person aged between 16 and 24 locally either the opportunity to study at university or college, take part in an apprenticeship programme, take up a job or work experience, or participate in formal volunteering or training programme according to their own personal circumstances. A range of interventions have been funded locally to provide opportunities for our young people.
Developing the Young Workforce Programme.	Clackmannanshire Council	Increase Income from	Ongoing	All child poverty groups with focus	Weekly meetings have taken place with Skills

Through the National Improvement Framework schools are working to improve employability and skills to develop the young workforce. A task group has been established with Forth Valley College, Developing the Young Workforce, Skills Development Scotland and Headteachers of all secondary schools. The aim of the programme is to increase the numbers of school leavers in positive destinations.	Forth Valley College

Clackmannanshire Education Services

Developing the Young Workforce

Skills Development Scotland | Employment | | on young people aged 16 - 19 | Development Scotland staff and Depute Head teachers with responsibility for DYW and improving post school destinations. These meetings afford time to discuss individuals at risk of a negative destination and additional pathways available to ensure these become positive.

Stronger liaison with Forth Valley College, to ensure greater cohesion between leaving school and entering further education, thereby increasing participation levels.

DYW coordinators work with the DYW stakeholder group and are now based in school and line managed by Deputes with an |

					Employability remit, ensuring stronger links between schools and employers.
Scottish Attainment Challenge in Clackmannanshire and Pupil Equity Fund. A co-ordinated and focussed programme plan designed to improve literacy, numeracy and health and wellbeing in our schools, closing the poverty related attainment gap. The pupil equity funding is allocated directly to schools and targeted at closing the poverty related attainment gap.	Clackmannanshire Education	Increase Income from Employment	The Scottish Attainment Challenge programme runs to 2021.	All young people with a focus on those schools with high levels of deprivation and free school meal entitlement.	The Clackmannanshire Attainment Programme continues to build on the recognised themes within the *Clackmannanshire Attainment Challenge 5 Year Impact Report* to ensure that there is a relentless focus on excellence, equity and closing the poverty related attainment gap. Good progress has been made through the alignment of all Attainment Scotland Funding SEF (Strategic Equity Funding), Pupil Equity Fund (PEF), Care Experienced Children and Young People(CECYP) and targeting of resources and associated

					governance focused on improving outcomes for the children and young people impacted by poverty and Covid 19.
Deliver the Healthy Working Lives programme, which supports employers to proactively identify health, safety and wellbeing issues in the workplace. Supportive policies and practices are developed to improve employees' physical & mental health. Ongoing programme	NHS Forth Valley with Public Health Scotland, Business Gateway Alloa, Forth Valley Chamber of Commerce	Increase Income from Employment	Ongoing funding allocated form Public Health Scotland	All child poverty groups, adults aged 16 years plus	Re-engaged with all 8 Clackmannanshire HWL registered workplaces as part of the recovery from C19 to continue to take forward staff health and wellbeing as identified by their employees. Hosting monthly HWL conversation cafes highlighting good practice in relation to supporting positive mental health in the workplace, relevant health information campaigns, opportunities to be physically active in the workplace and free training opportunities. Hosting free monthly HWL Information Sessions to all HWL

					workplace contacts: Working Health Services, Managing Long Term Conditions, Creating a Mentally Healthy Workplace.
					Developing working partnership with LEP contacts at Clackmannanshire Council and sharing information as appropriate. Developing working partnership with Clackmannanshire Local Provider Network contacts and sharing information as appropriate.

Engage with Social Security Scotland to support Local Delivery Teams to: • Advise people on what they're eligible to claim through the Scottish social security system; • Assist the completion of application forms; • ID and document verification; • Benefit Maximisation • Advice and support for a client whilst their application is in progress; and • If required, advice on requesting a redetermination or appeal and making a complaint.	Social Security Scotland This service will be delivered through: Dedicated, co-located service delivered from a permanent location; Regular 'surgeries' in i.e. Medical Centres, Community Centres etc. Visits to prison and hospitals; Home visits.	Increase Income from Social Security and benefits in kind.	Funded by Scottish Government	All child poverty groups.	See details in the key achievements section of this report.
Cost of the School Day A programme designed for children and young people, parents/carers and school staff to identify financial barriers and take actions to	Clackmannansh ire Education Services Child Poverty Action Group	Reduce Costs of Living	Ongoing from Jan 2019.	All young people attending school and their families.	See details in the key achievements section of this report.

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mitigate them.					
Food Poverty and Food Insecurity in Schools. • Work with schools, nurseries and holiday hunger programmes to ensure: • access to healthy lunches and snacks as part of early years programme; • Engagement with parents on access to holiday food and grant in place for a test of change with a primary school. • An increased uptake of Healthy Start in one Clackmannanshire nursery – a test of change is being piloted. • Food, Families, Futures – A programme to ensure families can be together, prepare healthy food, eat a	Education Services, Clacks Council, Third Sector interface, NHS Forth Valley Dietetic service NHS Forth Valley dedicated Community Food Development Worker will be in post from Spring 2019.	Reduce Costs of Living	Ongoing Holiday food test for change 2019.	All child poverty groups, with a focus on early years and under 16 years	See details in the key achievements section of this report.

free lunch and take part in fund activities using schools as community hubs over the holiday periods.					
Food poverty and Food Insecurity in Communities. To reduce the number of families experiencing food poverty and insecurity. Local communities and schools continue to work with Fareshare to improve local access to affordable produce. Clackmannanshire's Food Bank, run by The Gate charity, provides starter packs for families to ensure that they have the basic cooking equipment and utensils to prepare and cook meals. Community based Cookery and learning: community groups/organisations are	NHS Forth Valley Health Visiting and Dietetics teams NHS Forth Valley Health Visiting and Midwifery teams The Gate Charity CTSI	Reduce Costs of Living	Ongoing	All child poverty groups.	**Sustainable Food Places partnership and engagement events** launched across Clacks, funding successfully achieved and a co-ordinator in place. Regional work across FV supported via NHS with recommendations from the Food Dignity report suggesting collaborative working. **Public Health Nutrition Team NHS FV Grants –** Sauchie Nursery – Make and Taste, St Serf ELC Tullibody – growing and cooking grant, Tillicoultry ELC growing grant, Tulach ELC online family cooking grant, **Training and Capacity**

embedding food activities into services, organisations actively promoting the Best Start Foods Scheme; practical cookery sessions delivered in target SIMD areas. Health visitors, midwives and dieticians across Forth Valley are promoting Best Start Grants to all eligible pregnant and antenatal women. Best Start Grants aim to provide lower income families with financial support during the key early years of a child's life. Short-life working group reviewing options for dignified food provision including holiday hunger programmes and community based kitchen/s.				**building/Food Activities – REHIS training** (Elementary cooking & Introduction to Food & Health) with volunteers and staff at Sauchie Active 8 now running their own supper club. Challenge Poverty week event in 2021 led by Community Food Development Workers in collaboration with Tullibody school support service & Tullibody Community Garden – cooking and growing activity for young people Puddleducks toddler group – make and taste sessions with parents and toddlers led by CFDW. Linking in with Family Nurse Practitioner to provide food activities to parents in Hawkhill.

Tackling Period Poverty. To ensure that all women and girls in Clackmannanshire have access to free sanitary products.	Education Services Facilities/Property services CTSI Local Community organisations/trusts. NHS Forth Valley	Reduce Costs of Living	Ongoing. Schools provision commenced in 2018. Community provision commencing in 2019/20.	All child poverty groups	See details in the key achievements section of this report.
Fuel Poverty/Energy Advice Clackmannanshire Council HEAT programme delivers universal energy advice for residents. Clacks Cab have been delivering the Local Energy Advice Project (LEAP) since spring 2019 and have secured further funding until March 2023.	Clackmannanshire Council CAB	Reduce Costs of Living	Ongoing Funded until March 2023	Universal service All child poverty groups.	£322,273.19 in total savings during 2021/22. Carbon-savings 2021 - 2022 £1292.00 Solar PV and battery storage for 16 properties at West Haugh Travellers site. Provision for up to 38 properties EWI/IWI/CWI owner occupier properties and installation of 26 Solar PV and Battery Storage

The project focuses on tackling fuel poverty by providing year-round advice on energy efficiency, energy bills, switching, dispute resolution and fuel debt. CAB also provides Energy Best Deal group training and works on behalf of partners to distribute fuel vouchers.					Units. During the period, Clacks CAB has given advice to 586 households on all aspects of energy use including bills, budgeting, switching and direct support in negotiating with suppliers.. This has generated client financial gain of over £43k.
Budgeting and financial advice Clacks CAB provides a wide range of support including personal budgeting, financial education and financial health checks. They also run a number of projects focusing on income maximisation e.g., Help to claim, Money Talk Team, Welfare Rights and Money Advice (in partnership with Clacks Works).	CTSI/CAB This is delivered by Falkirk CAB CAB	Reduce Cost of Living Increase Income from Social Security and benefits in kind.	Ongoing Pilot Programme (Scot Gov funded) Scot Gov funding for another 12 months	All child poverty groups	All clients who access Clacks CAB services are offered a Financial Health Check 3502 clients accessed advice. The majority of enquiries were for income maximisation: 43% benefits; 12% debt issues; 9% finance & charitable support; 8% energy issues; 4% housing. This resulted in financial gain to Clacks residents of just over £2

A CAB office is present at Forth Valley Royal Hospital for patients to drop in for advice including financial health checks.					million. Clacks CAB supported 491 residents with debt advice, resulting in £386k client financial gain. In addition, 164 Clacks Works clients were supported with welfare rights and money advice amounting to £74k in financial gain. See Appendix B.
NHSFV New baby health initiative		Reduce Cost of Living Increase Income from Social Security and benefits in kind.	NHSFV (for New Baby Financial Health Service)	All child poverty groups	In 2021/22, the service was fully funded by NHSFV April to September. During this period, the CAB received 21 referrals which resulted in £27,120 financial gain for the 11 clients who subsequently engaged. 85% of advice focused on benefits, 9% on housing and 3% on tax and utilities.

Affordable Credit Commission work to understand the impact of credit and debt in Clackmannanshire and develop approaches to raise awareness and promote affordable savings and credit options.	Clackmannansh ire Council NHS Forth Valley CAB Credit Union	Reduce Cost of Living		All child poverty groups	The CAB was engaged in Covid related work for much of 2021 and participated in Citizens Advice Scotland's Financial support and Debt Happens campaigns in early 2022 – both aimed at people at risk of debt. CAS commissioned a poll, which informed media work highlighting a link between debt and poor mental health.
Deliver the Young Parents Project supporting young mothers to remain in education; higher education and/or employment. The Young Parents Programme links young parents with support for housing, accessing learning and employment grants, money advice and sourcing childcare. The Young Parents project works	Clackmannansh ire Council NHS Forth Valley Family Nurse Partnership, Forth Valley College Skills Development	Increased Income from Employment Increased Income from Social Security and Benefits in Kind	Ongoing Funded by Clacks Council.	All child poverty groups: Mothers with a baby under age one; Families where the mother is under 25 years. One parent families Families in which someone is	The Clackmannanshire Young Parents Project continues to be delivered in Clackmannanshire supporting some of the County's most vulnerable young people. The project has links with the Family Nurse Partnership and employability programmes including PESF.

closely with the Family Nurse Partnership and with Forth Valley College; Stirling University and Skills Development Scotland.	Scotland Stirling University.			disabled	
Enable digital inclusion and support for Universal Credit. Implement Universal Credit and Health to Claim initiative. Put in place digital and financial inclusion hubs in Clackmannanshire communities, and recruit Digital Champions – volunteers to assist and support people with digital access knowledge and practical skills. Work with communities to ensure people can access technology, and be supported, to develop their digital skills and capabilities.	CTSI/CAB Local Development Trusts	Income from Employment Income from Social Security and Benefits in Kind	Externally Funded/projects and funding currently being developed.	All child poverty groups	CTSI has 4 volunteer Digital Champions but due to Covid restrictions and volunteers having health concerns/caring responsibilities, there has been limited activity during this period. Clackmannanshire Works Digital Support (Clackmannanshire Works Clients only) IT & Employability Trainer recommenced 1 to 1s in July 2021, although had to stop/restart due to restrictions. 50 client 1 to 1s were delivered. No classes held within this period due to restrictions. Techshare project: 67 devices were donated. 64

Provide Digital Support in communities in Clackmannanshire specifically to help with universal credit claims.					devices (52 devices/12 mifis) were given out to 50 individuals at least half this number received some form of initial support i.e. how to use device and in some cases ongoing support via phone/zoom/teams or social distanced.
Implementation of Connecting Communities Programme.

Digital Devices for Education. | | | | | See details in the key achievements section of this report. |
| **Health – welfare rights advice**.

NHS Forth Valley planned work to develop an action plan & associated outcomes, supporting the mitigation of welfare reform for patients and staff within NHS Forth Valley. Actions | NHS Forth Valley | Increased Income from Social security and Benefits in kind | Action Plan in place by end and ongoing performance monitoring | All child poverty groups | Awareness raising for income maximisation and supports progressed via the NHSFV staff health & well being group, post pandemic. Mapping for supports across a range of themes in Clacks has been completed and will |

potentially to include increasing awareness of where/how to signpost patients for WR advice; workforce planning and welfare rights training programmes					be disseminated.
Scoping work for Specialist Link worker (SLW) and Community Link worker (CLW) roles within Primary Care to take place aligned with Locality needs analysis & Locality planning for the HSCP.	Stirling/Clacks HSCP, Clacks Council, NHS Forth Valley, CTSI & SVE	Increased Income from Social Security and benefits in kind	Ongoing	All child poverty groups	The development of Community Link workers roles has progressed and 2 part time CLW's start post in July 2022 with identified GP practices within the HSCP. Further CLW's are anticipated for 2022/23 – highlighted within the Primary Care Implementation Plan.
Implementation of Thrive to Keep well Programme in Clackmannanshire. 16 week programme supporting parents in deprived areas to improve mental health & well being	NHS Forth Valley in partnership with Clacks Council, CTSI, SFRS, Forth Valley College, DWP, DWP (UK	Helping families in other ways – stage 1 & pre engagement into employabilit	Ongoing	All child poverty groups, with focus on one parent families (CRD funding)	See details in the key achievements section of this report.

and life circumstances. 1 programme for 9 women completed in 2018. 3 programmes planned in 2019, further 3-4 programmes each year thereafter. In addition, PH Nutrition team NHS FV provided 3 training events to Thrive Facilitators involving over 21 staff and volunteers with training on Mini Steps to Positive Nutrition as part of their overall training. PHN team NHS FV and Why Weight team NHS FV collaborated with FNP and Homestart to provide mother and toddler sessions at Hawkhill community centre to groups of young mothers, with access to the food pantry & baby necesseities and lunch provided and Make and Taste activities for	Government) Supported by UK Government funding as part of the Stirling and Clacks City Region Deal.	y skills pipeline. Increased Income from Employment Reduce Costs of Living			

mums and toddlers.					
Thrive Plus Project in conjunction with the Skills & Inclusion programme within CRD. Target 50 lone parents in Alloa S&E. Scoping & development to take place in 2019, with pilot for 2020.	NHS Forth Valley in partnership with Clacks Council, DWP (UK Government). Supported by UK Government funding as part of the Stirling and Clacks City Region Deal.	Helping families in other ways	2020- 2023	All child poverty groups, with a focus on lone parents (CRD)	This programme has not progressed, partly due to the pandemic and partly due to challenges in defining costs that were suitable to be funded by DWP (UK Govt). The PESF will now support parents registering for THRIVE from Autumn 2022 onwards.
Family Nurse Partnership (FNP). FNP seeks to improve the rate of young mothers accessing ante natal care and post natal maternity services. Following a pilot phase, FNP was made permanent in 2017 and expanded. The service provides support to teenage pregnancies to support them to engage	NHS Forth Valley	Helping families in other ways	Ongoing	All child poverty groups, with a focus on lone parents (CRD	Refer to the Key Achievements section in the main report.

with services early and throughout their pregnancy.					
Deliver a range of community based mental health support including: Stress Control – Workforce Development – Mental Health First Aid Applied Suicide Intervention Training (ASIST). Crisis Card Work will commence with the IMHS and Forth Valley College to deliver stress awareness courses and workshops for employees and students with the aim of raising awareness and knowledge to recognise and manage stress and mental wellbeing.	Clackmannansh ire Council NHSFV	Helping families in other ways	Ongoing	All Child poverty groups	Performance data is reported on a Forth Valley wide data April 2021-March 2022: Step on Stress – 3 week programme to learn ways to manage stress. 7 x delivery of Live events online – 868 attendances across 3 sessions per event. 4 x in house events (to support delivery across digital divide) - 55 attendances across 3 sessions per event Ask Tell – Mental Health Improvement and Suicide Prevention workforce development Informed level: Ask Tell: Delivery of 3 x

					1hr or in some cases bespoke delivery of 2 x 90min workshops: 16 courses delivered Attendees completing more than 2 workshops - 157
Delivering a range of support and services to ensure that communities are connected and empowered to enable and provide routes out of poverty. This includes further roll out of the Place Standard Tool (PST) to build on neighbourhood strengths and assets; development of asset based approaches and self-reliant groups and work with new community development trusts established in 2018 to build community based capacity and develop new services.	Clackmannanshire Council Community Learning Development CTSI Community Development Trusts	Helping families in other ways	Ongoing/Externally funded pilot schemes.	Won't directly deliver services to child poverty groups however will contribute to community empowerment and decision making and development of new services and projects.	Most communities now have one or two community-led anchor organisations helping provide supports – either in partnerships with other organisations for example HSCP and NHS workers; Clacks CAB outreach; Social Security Scotland or through their own developed services like parent groups, after school clubs; youth groups. These can provide more information to families in need through family contact but also support improved mental health, wellbeing

					and build family resilience.
Resilience Learning Partnership set up in 2018 to establish a formal approach to engaging with local people with lived experienced in a way which is dignified and rewarding.

This approach enables partners to learn from those with lived experience in a way which ensures appropriate financial reimbursement. | Clackmannansh ire Council

CPP Partners | Increased Income from Employment

Supporting families in other ways. | Ongoing/SocialE nterprise | Won't directly deliver services to child poverty groups however will assist with learning to develop non-stigmatising and dignified approaches to delivering services | Resilience Learning Partnership (RLP) continues to deliver its own TI training. In the past 12 months RLP have delivered trauma training to an additional 60 Police staff as well as 62 staff from other organisations in Clacks. RLP also continues to deliver the Scottish TI leaders training (STILT). |
| **CSADP - Support For Families Affected by Substance**

Since 2015, the ADP has invested in dedicated CAB workers within local alcohol and drug services. Substance workers refer service users for support | CSADP | Increased income through Maximised benefit entitlement

Increase recovery | Funded by ADP – alternative funding options currently being explored.

Funded by ADP

Statutory and | | Recovery Cafe attendance has increased by 130% over the year in Clackmannanshire (241 clients in Q1 - 556 clients in Q4), suggesting more people are finding recovery in their communities. |

		from substance use	Commissioned Services funded by HSCP / ADP		There has been an increase in presentations in line with local and national trends through Covid-19. Our system of care has been responding to greater levels of need, and changing patterns of use. In support of this the ADP dedicated funding to support delivery through the pandemic period, and has been seeing more people than at pre-pandemic levels, though quantiative data is unusually volatile quarter-by-quarter.
with income maximisation, housing, employment and money and debt advice and support. The Forth Valley Recovery Community provides a pathway for people that leads to worthwhile work/further education. Increase access to treatment from alcohol and drugs services.					
Trauma informed practice agenda – NHS Forth Valley leading on developing and delivering trauma informed practice training framework across 4 scopes. This will aim to reduce impact of psychological	NHS Forth Valley in partnership with, NES, Public Health Scotland, local HSCP's.	Supporting families in other ways Partnership Working	Project runs until March 2021- Focus on making the training sustainable beyond this timescale.	Consideration across the lifespan, initial focus on adults/parents who've experienced psychological	Raising awareness of the importance of the trauma informed workforce (through meetings and local events), and signposting to NES resources, including a trauma skilled e-module. Trauma informed and trauma skilled level

trauma, reduce re-traumatisation and prevent negative impact of intergenerational psychological trauma on families, and children.				trauma.	training also delivered face to face (at the end of 2019, and online in 2020. Consultation and support with health, local authority, and third sector colleagues – staff group being prioritised.
We will commission research to better understand the barriers and potential solutions to affordable and accessible transport to, from and within Clackmannanshire. We will work with a wide range of partners on this research and associated delivery plans including, where appropriate, our neighbouring authorities.	CPP Partners	Income from Employment Partnership Working	Commence October 2019	All child poverty groups	Access to local transport is a significant priority for partners in Clackmannanshire and across Forth Valley and is a key part of the Regional Economic Forum identified priorities. In 2021/22 the implementation of the free bus travel for people under 22 years has been rolled out across Scotland. No data has been published on uptake yet however this will be reported in future reports if available.

We will, along with our partners, hold a series of Child Poverty and Inclusive Growth events to coincide with **Challenge Poverty Week** in October. These events will aim to raise awareness; promote work to tackle poverty in Clackmannanshire and identify new strategic links and opportunities around poverty and inclusive growth.	CPP Partners	Increased awareness of poverty stereotypes.	October 2019 (potentially annually thereafter)	Won't directly deliver services to child poverty groups however will raise profile and awareness and will shape future work and partnerships.	The Alliance hosted a range of events as part of Challenge Poverty Week in Clackmannanshire. This included workshops, open days and training events. A range of events were also held by schools – see detail in the Key Achievements Section.

Appendix B – Clackmannanshire Data Dashboard

Indicator	Clackmannanshire	Stirling	Falkirk	Scotland
Migration (net), 2019-20	100	130	230	16,900
Dependency ratio 2020 (Dependents as proportion of working age population %)	61.2	55.7	57.4	56.5
Working age population forecasts (% change 2018 to 2043)	-8.7	7.6	2.2	-4
Job density, 2019	0.49	0.91	0.71	0.8
Employment rate, 16 - 64 (%), June 2021	72.7	72.7	75.5	72.9
Male median weekly earnings (full-time, excluding overtime),2021	698.5	693.6	602.5	624.2
Female median weekly earnings (full-time excluding overtime), 2021	538.5	536.3	584.7	569.4
Underemployment of population aged 16 and over (proportion of respondents who would like to work longer hours given the opportunity), 2020	11.1	7.1	3.4	8.5
Proportion of people aged 16-64 in employment receiving job-related training in last 3 months, 2020	14.2	21.8	13.3	22
Public sector employment, Jul 2020-Jun 2021	32.5%	27.0%	28.4%	28.6%
Children living in relative low-income families (%), FYE 2020	22%	15%	19%	19 (UK figure)
No qualifications (NVQ), 16 - 64 (%), 2020	10.2	6.7	10.4	8.1
Life expectancy male (at birth), 2018-2020	76	78	77	77
Life expectancy female (at birth), 2018-2020	81	82	80	81
Degree qualification equivalent and above, 16-64 (%), 2020	29.4	43.6	32.9	34.5
School leavers in positive destinations, 2019/20	90.1%	90.3%	91.9%	92.2%
Workless households, 2020 (%)	18.5%	14.6%	18.0%	18.10%
School attendance rate	92.9	94.1	93.1	92
School exclusion rate (per 1,000 pupils), 2018/19	1.2	17.6	16.5	11.9
Drug-related deaths per 100,000 population, 2020	21.5	35.6	23.2	21.2
Suicide rate per 100,000 population, 2015-2019	17.41	11.25	17.51	14.8

Teenage pregnancy rate (crude rate per 1,000 females aged 15-19 (2017-2019))	39.1	20.2	32.3	27.7
Modern Apprentices who are female, Q2 2021/22	41.2%	34.5%	27.4%	37.80%
18-24 claimant count (October 2021)	7.2	3.2	6.7	4.8
Residents who are very or fairly satisfied with the quality of public services, 2019	53%	58%	53%	53
Percentage of homes with ultrafast broadband availability (download speeds of 300mbit/s), September 2021	20.1%	52.3%	80.7%	59%
SIMD 20% most deprived (local share), %	25.0%	12.4%	16.4%	
Proportion of households in fuel poverty, 2017-2019	23.7%	21.2%	22.2%	24.4%
Access to green and blue space (proportion of adults who live within 5 minutes of their local green/blue space), 2019	76%	84%	66%	65.50%
Number of crimes and offences recorded by the police per 10,000 population, 2019-20	401	402	442	451
% of dwellings that fail the SHQS overall, 2017-19	24%	32%	36%	41%
CO2 emissions per capita (tonnes), 2019	10.1	6.6	7.2	5.7
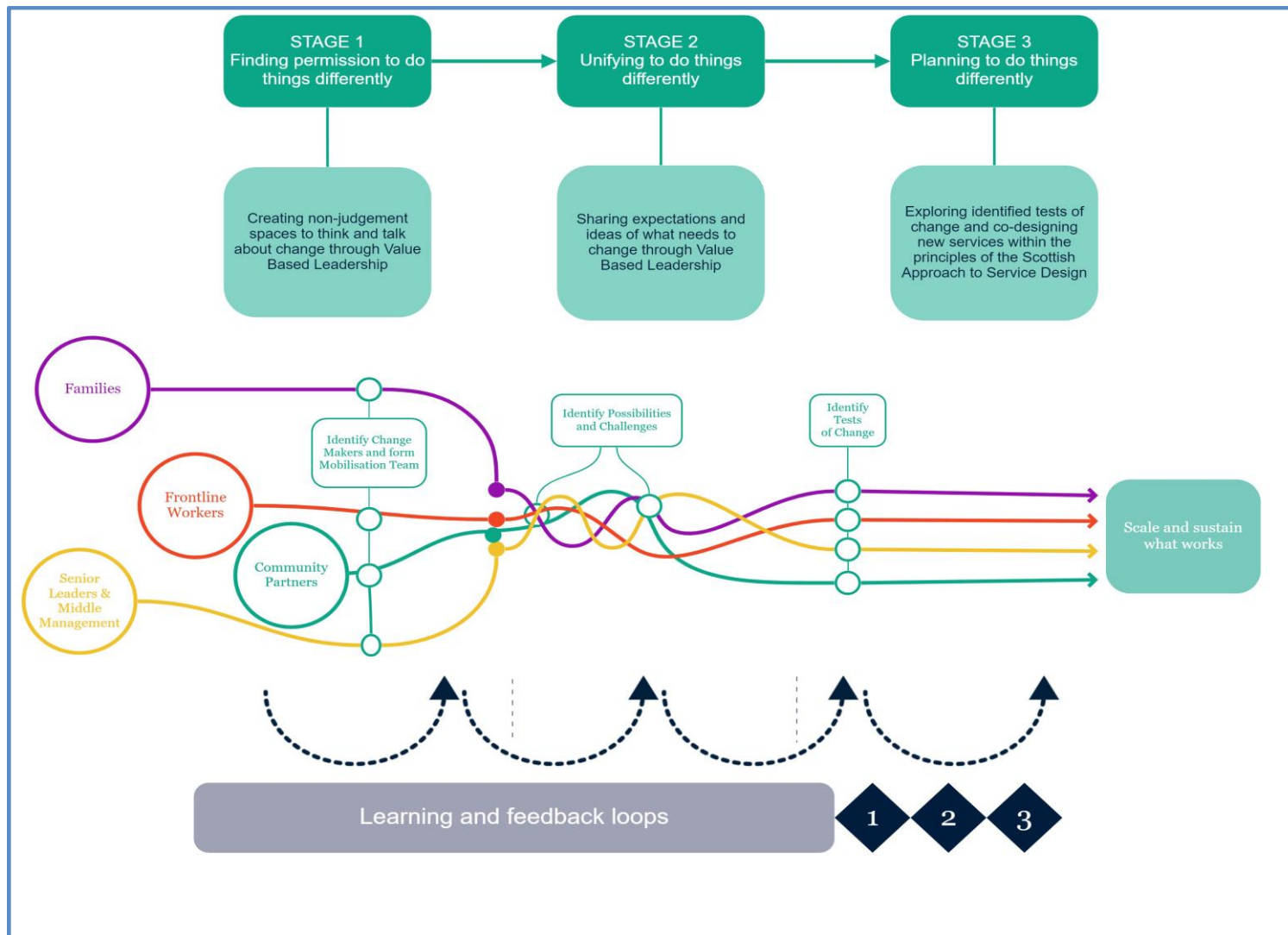
Appendix D – Clackmannanshire Family Wellbeing Partnership - Flourishing Lives Process

Flourishing Lives Process

CLACKS FWP/ Partnership level

- Undertake best practice research
- Consolidate ideas (family plus existing)
- Establish existing services / community assets / third sector
- Discover gaps / see how existing providers can help
- Assess feasibility

PROGRAMMES - Working with families

- Permission to think differently/do differently (VBL) (frontline staff, senior leaders /elected members/partners)
- Connect with families/young people Where we find people/ engage in existing safe spaces
- Identify priority families (willing & able)
- Listen to needs & ideas to improve wellbeing and connections listening to family voices

Listen

- Co-design wellbeing activities
- Co-design communities / activities to connect

Feedback

- Co-produce wellbeing activities

Listen

- Facilitate communities / connections

CLACKS FWP/ Partnership level

- Consolidate ideas (family plus existing)
- Establish existing supporting infrastructure /services (employability / childcare)
- Discover gaps / see how existing providers can help
- Create new solutions

Feedback

- Listen to needs & ideas employment / attainment

Listen

Feedback

- Guide towards external solutions (attainment / employment)

Build relationships & develop trust

CLACKS FWP/ partnership level EVALUATION

- Test of change
- Evaluate impact
- Identify families to be ambassadors
- Communicate learning and success
- Scale up and out

- Continuous improvement

49

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CLACKMANNANSHIRE COUNCIL

Report to: Audit & Scrutiny Committee

Date of Meeting: Thursday 25th August 2022

Subject: Staff Survey 2021

Report by: Team Leader – Workforce Development & Learning

1.0   Purpose

1.1.   This report provides the Audit & Scrutiny Committee with details of the 2021 Clackmannanshire Council Staff Survey, and gives further information as to how results will be communicated, and used to inform future work.

2.0   Recommendations

2.1.   Members of the Audit & Scrutiny Committee are asked to note the report, commenting and challenging as appropriate.

3.0   Considerations

3.1.   Clackmannanshire Council undertook its most recent staff survey in November to December 2021

3.2.   Over this period, 676 responses were received, giving a council wide response rate of 26%. Whilst this remains a statistically valid result, it does represent a 1 percentage point reduction on last year (27%), and a significant fall from a pre-covid high of 43%.

3.3.   Analysis suggests that the low response rate across the Council may be linked to the ongoing challenges with hybrid working, which, whilst now fairly well embedded across the organisation, does limit on the ability to engage, and maintain engagement with staff across the period of the survey.

3.4.   It should however be noted that as with previous years, managers at all levels were provided with frequently asked question documents, toolbox talk scripts, and a promotional materials pack for their individual areas. Additionally, regular reminders about the survey were issued via management cascade, all staff emails and the clacks.gov.uk/staff site, in addition to c600 paper surveys being issued directly to staff home addresses (where these otherwise would have been distributed directly via managers).

3.5.   The survey report (attached at **Annex A**), provides detail on the engagement levels of our employees, both at an organisational and directorate level. Direct comparisons are made to the 2019 and 2020 survey results.

3.6. For 2021, the overall staff engagement level for the organisation is 68.4%, which is a small reduction from the 2020 level of 69.9%, but remains above the initial 2018 survey level of 62.5%.

3.7. Feedback from staff is most positive with regards to having a sense of achievement for the work they undertake, and being treated with dignity and respect (at a Council wide level).

3.8. However, views become more mixed with consideration to themes such as feeling valued and supported, with 25% of respondents not feeling valued for their work, and a similar proportion (24%) not feeling supported to undertake their work. Additionally, less than half of respondents (44%) reported good mental wellbeing (a 10 percentage point decrease since summer 2020), and more than a third (37%) describing their mental wellbeing as only 'fair' or 'poor'.

3.9. In terms of more generalised (free text) feedback, nearly a third of respondents gave more detailed written feedback. Themes within this feedback included experiences of homeworking and the lack of appropriate IT kit and support, the impact of homeworking on relationships with colleagues, a lack of effective communication and engagement at a corporate level, and the impacts of hybrid working on mental health (both positive and negative).

3.10. The full range of feedback is included within the Staff Survey report, which is attached at **ANNEX A**.

4.0   Next steps

4.1. The results outlined at **Annex A** of this report will be pivotal in supporting the ongoing work to develop the Council's approach to themes such as employee health and wellbeing, internal communications, and future ways of working.

4.2. In particular, the results of this survey will be instrumental in feeding the development of the Council's Strategic Workforce Plan 2022-25, in addition to guiding the annual work plan for the Council's Workforce Development and Learning team.

4.3. We also recognise the need to provide feedback to staff and trade unions on these results. As such, directorate specific results have been provided for discussion at Bipartite meetings, as well communications material being issued via the Keeping Staff Connected staff magazine, and through video content developed by the HR & WFD team.

4.4. Members of the Audit & Scrutiny Committee should also note that this survey represents the final iteration of the current contract with providers Craigforth.

4.5. As such, a review of how we engage with staff, and the effectiveness of these surveys across years 2018-2022 will be undertaken by the Workforce Development & Learning Team with a view to presenting a revised way forward to the Strategic Leadership Group in August 2022.

5.0   Sustainability Implications

5.1.   None.

6.0   Resource Implications

6.1.   Financial Details

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

Yes ☒

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

6.4.   Staffing

6.5.   None.

7.0   Exempt Reports

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

7.0   Declarations

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

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

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

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

None.

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".

ANNEX A: 2021 Staff Survey report

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
Alastair Hair	Team Leader – Workforce Development & Learning	2045

Approved by

NAME	DESIGNATION	SIGNATURE
Stuart Crickmar	Strategic Director – Partnership and Performance	███████████

Clackmannanshire Council

Staff Experience Survey 2021

Lead author: Chris Thornton
February 2022

Craigforth

CONTENTS

Clackmannanshire Council
Staff Survey 2021

Employee views are positive across most aspects of their working lives, especially feeling a sense of achievement, being treated with dignity, and their experience of homeworking

Ratings have deteriorated since the start of the pandemic for some indicators – most notably mental health, communication and support

Employee engagement also showed a small decrease this year, the first in the last four surveys

This report presents results from a survey of all Clackmannanshire Council employees. Results are based on 676 responses, a 26% response.

Survey Themes

Employees are positive across most aspects of their engagement with the Council as an employer. Views are most positive about having a sense of achievement and being treated with dignity and respect. Around three quarters have a positive view on these aspects of their work.

Views are mixed on whether staff feel valued and supported. A quarter (25%) do not feel valued for their work, and a similar proportion (24%) do not feel supported to undertake their work. Views were also less positive on employee mental wellbeing. Less than half (44%) reported good mental wellbeing (a 10-point fall since summer 2020) and more than a third (37%) described their mental wellbeing as only 'fair' or 'poor'.

More than two thirds (69%) feel supported by their manager (69%) and that they have enough contact with their manager (68%), but only around half (53%) feel they are kept up to date by the Council. However, all of these measures show a deterioration since summer 2020.

Employees generally feel that they have the tools they need to work effectively from home, and feel that homeworking has not had a negative impact on their productivity. Results also show an improvement in views on the productivity of homeworking – less than 1 in 10 of those currently working from home feel this has negatively affected their productivity.

Consistent with these views, many employees commented positively on their experience of homeworking. However, a range of potential improvements were suggested to help employees be more productive when homeworking. These focused primarily around access to technology and a suitable workspace, the reliability of Council systems, support from managers, and the quality of communication with colleagues. Some expressed strong interest in moving to 'blended' home and office working, and there was a view that the Council has been slow to clarify plans for future working arrangements.

Employee Engagement

A score of 68.4 (out of 100) represents a small reduction since the 2020 survey, but remains 10% above the 2018 survey in terms of employee engagement. Engagement is strongest for People employees and weakest for HSCP employees. Ensuring employees are treated with respect, feel a sense of achievement, contribute to decisions and get the support they need would have the most positive impact on employee engagement.

Average Engagement Score

	2021
ALL	68.4
People	71.3
Partnership & Performance	66.1
Place	68.4
Health & Social Care Partnership	63.5

2021 2020 2019
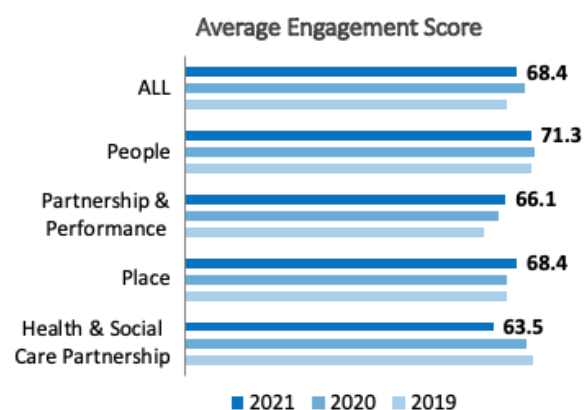
INTRODUCTION

1. This report presents results from a survey of Clackmannanshire Council employees conducted in late 2021.

Survey approach

2. This is the fourth Council-wide employee survey since the Council refreshed it's engagement survey approach in 2018 (with previous surveys conducted in 2013, 2012, 2011, 2010).

3. Survey content was maintained from the previous survey, including new questions first introduced in 2020 reflecting the impact of the Covid-19 pandemic on the Council's workforce and working arrangements. Specifically, the survey asked employees to indicate their views on a series of statements relating to their engagement with the Council as an employer, on their mental health and wellbeing, on communication and support from their manager, and on homeworking.

4. The survey was administered through a combined web-based and postal survey approach. The survey was issued in November 2021 and closed on 23 December 2021. All postal and online survey responses were returned direct to Craigforth to maintain confidentiality, using reply-paid envelopes for direct return of postal surveys and Craigforth's survey platform for web responses. Survey materials made clear that the Council did not have sight of any individual responses, nor information on which employees had or had not responded to the survey, and that reporting would avoid disclosure of any individual's views.

5. Survey fieldwork was designed to maximise accessibility. All employees had the option to respond via the websurvey or request a hard copy questionnaire, or to complete the survey by phone with a member of Craigforth's research team. Survey resurvey response was also supported by communication from the Council to employees emphasising the importance of the survey in assessing employee experience.

Survey response and robustness

6. Against the 2,578 survey packs issued to Council employees, a total of 676 responses were received - equivalent to an overall response rate of 26%. This response is very similar to the response achieved to the 2020 survey but represents a 17-point fall from the response achieved by the 2019 survey - likely to at least in part reflect continuing pressures on services and staff as a result of the Covid-19 pandemic. However, 26% remains a strong response for a survey of this kind, and is broadly in line with that achieved by Council staff surveys prior to 2019.

7. As Figure 1 shows, survey response rates varied across Council portfolios. With the exception of the small Transformation Services portfolio (which achieved a 100% response), response was strongest for Partnership & Performance portfolio staff (52%) and was lowest for Place staff (14%). This variation in survey response is not unusual for employee surveys, and is likely to reflect in part the impact of varying working environments. For example, the lower Place portfolio response is primarily due to a lower response from Property and Environment employees who are less likely to have a dedicated office working space. However, it is notable that response from Place portfolio staff has continued to decline over the last three surveys, while the Partnership & Portfolio response has increased year on year.

8. Survey responses were weighted against the profile of all Clackmannanshire Council employees prior to analysis to minimise the impact of response bias.

Figure 1: Survey response
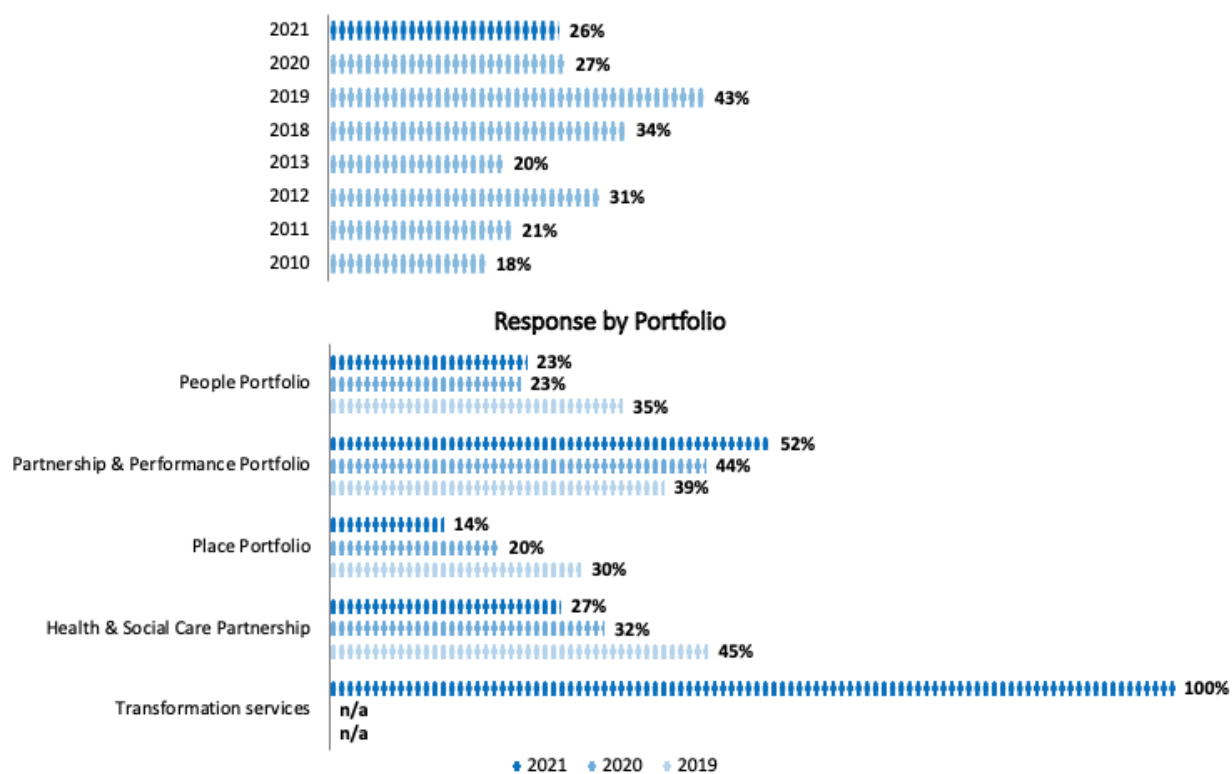
9. As a result of the strong overall response, the volume of survey responses is sufficient to produce robust survey results. Confidence intervals are the standard means of expressing the extent to which survey results are representative of the wider population (in this case all Council employees). The overall confidence interval for the survey is ±3.8%. As an example, this means that if 50% of respondents feel valued for the work they do, we can be 95% confident that the true value is between 46.2% and 53.8%.

10. Figure 2 presents an overview of the profile of survey respondents in terms of portfolio, working environment and length of employment (based on respondents' self-reporting). This is broadly in line with that reported by the 2019 survey, with a

large proportion of respondents (29%) continuing to work from home as a result of the Covid-19 pandemic.

Figure 2: Profile of survey respondents (n=676)

Portfolio			Number	%
People Portfolio			369	55%
Partnership & Performance Portfolio			78	12%
Place Portfolio			79	12%
Health & Social Care Partnership			64	9%
Prefer not to say/no response			6	1%
Working environment	Current		Pre-Covid 19	
Working from home	198	29%	19	3%
An office	89	13%	277	41%
A school	265	39%	247	37%
A depot or facility	25	4%	26	4%
Outdoors or a vehicle	10	1%	11	2%
Visiting people's homes	7	1%	9	1%
Prefer not to say	27	4%	24	4%
Time…	with Council		in current job	
Less than 1 year	47	7%	69	10%
1-4 years	127	19%	213	32%
5-9 years	95	14%	93	14%
10-19 years	164	24%	142	21%
20+ years	155	23%	65	10%
Prefer not to say/No response	88	13%	94	14%

This report

11. The remainder of this report sets out key findings across the main survey themes, including comparison with previous surveys where relevant. All questions have been cross tabulated across key respondent subgroups such as portfolio and working environment - we highlight significant variation where relevant.

12. We have also used five statements from the first survey question to produce an 'Engagement Index' score for each employee, reflecting their level of engagement with the Council as an employer. These scores are discussed at 'Engagement Index'.

13. We round percentages up or down to the nearest whole number. This may mean that percentages do not sum to 100%. Similarly, aggregate figures presented in the text (such as the combined percentage of 'strongly agree' and 'agree' responses) may not sum to results presented in figures and tables due to rounding. We present some direct quotes from written survey responses in the body of the report – these may be lightly edited for brevity.

SURVEY THEMES

14. The survey asked for employees' views on a range of issues relating to their work and workplace, across the following themes:

    ❖ Employee engagement;

    ❖ Mental health and wellbeing;

    ❖ Communication;

    ❖ Homeworking; and

    ❖ Council vision and values.

Employee engagement

15. The survey first asked employees to consider a series of five statements under the theme of 'Employee engagement'. As Figure 3 over the page shows, employees are positive in their views on most aspects of this theme, with a majority of employees agreeing with each of the statements.

16. Views are most positive in relation to employees feeling a sense of achievement for the work they do, and feeling that they are treated with dignity and respect:

    ❖ 'I feel a sense of achievement for the work I do' - 74% agree.

    ❖ 'I feel that I am treated with dignity and respect within my team' - 74% agree.

17. Employees are also positive about being given the opportunity to make decisions, and how they contribute to the organisation's goals:

    ❖ 'I am given the opportunity to make decisions relating my role' - 70% agree.

    ❖ 'I am clear about how I contribute to the organisation's goals' - 69% agree.

18. Views are somewhat more divided on whether staff feel valued for the work they do. More than half of respondents (57%) are positive on this measure, but a quarter (25%) do not feel valued for their work.

19. These findings are broadly consistent with the 2020 survey; while results for all five indicators have declined since 2020, none of these changes are statistically significant. Views are also consistent across the four portfolios, although there is some variation in views dependent on employees' current working environment. For example, those working in a school or from home are most positive about feeling valued for their work and being clear about how they contribute to the Council's goals. In contrast, those working in a depot or facility are least positive on these measures.

Figure 3: Employee engagement staff views

Statement	
I am given the opportunity to make decisions relating my role	14% ... 70%
I feel valued for the work I do	25% ... 57%
I feel a sense of achievement for the work I do	9% ... 74%
I feel that I am treated with dignity and respect within my team	12% ... 74%
I am clear about how I contribute to the organisation's goals	13% ... 69%

○ Strongly disagree • Disagree ○ Neither agree nor disagree • Agree • Strongly agree

Agreement with statements 2018 to 2021

Statement	2021	2020	2019	2018
I am given the opportunity to make decisions relating my role	70%	74%	71%	61%
I feel valued for the work I do	57%	64%	56%	45%
I feel a sense of achievement for the work I do	74%	79%	73%	64%
I feel that I am treated with dignity and respect within my team	74%	78%	78%	74%
I am clear about how I contribute to the organisation's goals	69%	75%	73%	67%

● 2021 ● 2020 ● 2019 ● 2018
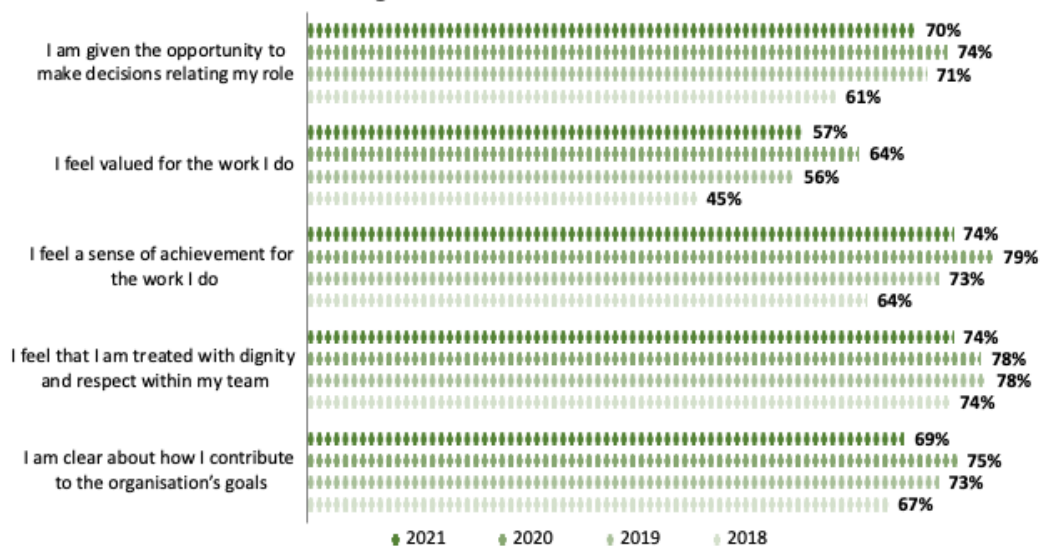
Mental health and wellbeing

20. The survey asked employees a series of questions relating to their mental health and wellbeing at present, and support from the Council around their wellbeing.

21. As Figure 4 over the page shows, employees are somewhat mixed in relation to their mental wellbeing at present. While 44% of respondents described their mental wellbeing as 'excellent' or 'good', more than a third (37%) described this as only 'fair', and 19% as 'poor' or 'very poor'.

22. These ratings are broadly similar to the 2020 staff, but there has been a gradual deterioration in how employees rate their mental health; ratings are now 10-points lower than the Covid-19 survey conducted in summer 2020 (44%, down from 54%). Mental health ratings are consistent across portfolios and other key respondent groups.

Figure 4: Rating of mental wellbeing right now

2021: 10% | 35% | 37% | 15% | 4%
2020: 9% | 41% | 34% | 11% | 4%
Covid-19 survey: 10% | 44% | 36% | 8% | 2%

Excellent · Good · Fair · Poor · Very poor
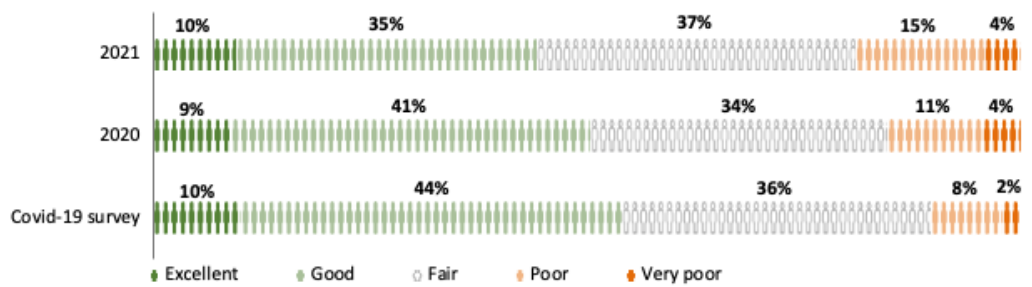
23. A little less than half of employees (47%) feel supported by the Council to undertake their work effectively (Figure 5) and nearly a quarter (24%) do not feel supported. This balance was broadly consistent across key respondent groups, and there has been no significant change since the 2020 survey. However, these findings represent a 17-point fall from the 2019 survey, where 64% of respondents indicated that 'I get the support I need to do my job well'.

Figure 5: Whether feel supported by the Council to undertake work effectively

2021: 8% | 39% | 30% | 16% | 8%
2020: 8% | 43% | 30% | 13% | 7%
2019: 22% | 42% | 17% | 13% | 6%

Strongly agree · Agree · Neither agree nor disagree · Disagree · Strongly disagree
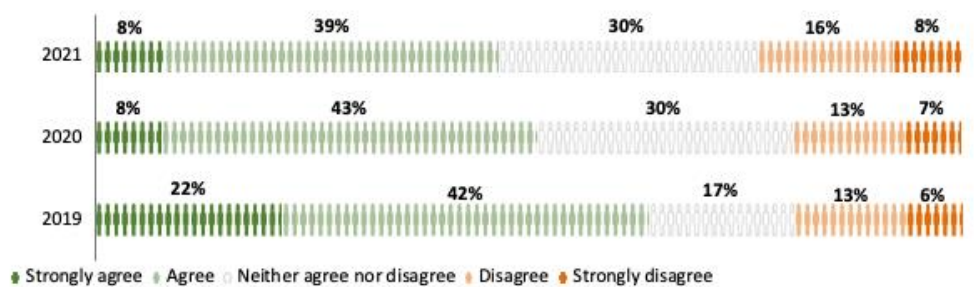
24. The Council provides information to support staff wellbeing through its website. As Figure 6 shows, nearly a third of employees (31%) have accessed these webpages. This includes a tenth (10%) who accessed these webpages at least once a fortnight.

25. Survey results are very similar to the 2020 survey, but show some variation across key respondent groups. In particular, HSCP and Partnership & Performance employees, and those who currently work from home are most likely to have accessed the Council's wellbeing pages. People portfolio employees, those working in schools and those working outdoors, in a vehicle or visiting people's homes are least likely to have accessed this information.

Figure 6: Whether have accessed the staff wellbeing pages on the Council website

2021: 21% | 6% | 5% | 0.1% | 69%
2020: 18% | 5% | 5% | 1% | 71%

At least once a fortnight · At least once a fortnight · At least once a week · At least once a day · Not at all

Whether have accessed wellbeing pages by Portfolio

ALL	31%
People	24%
Partnership & Performance	56%
Place	38%
Health & Social Care Partnership	47%
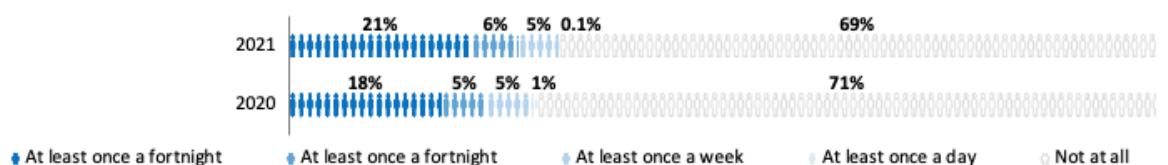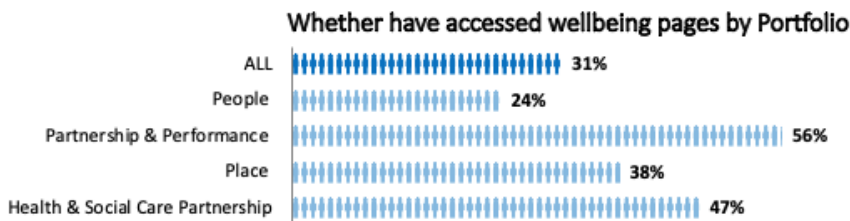
Communication

26.   The survey also asked a series of questions around communication between employees and their manager, supervisor and/or the organisation more widely.

27.   As Figure 7 shows, a little more than half of employees (53%) agree that they are kept up to date with the latest information from around the Council. These findings are similar to the 2020 survey, but represent a decrease of 19-points since the Covid-19 survey. Views also vary across key respondent groups; People portfolio employees and those working in schools or at home are most positive about being kept up to date. In contrast, Place and HSCP employees and those working outdoors or in vehicles are least positive.

Figure 7: Whether feel kept up to date with latest information from around the organisation

	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
2021	8%	45%	24%	18%	5%
2020	13%	45%	23%	13%	6%
Covid-19 survey (summer 2020)	20%	51%	13%	12%	3%

By Portfolio

	Strongly agree/Agree	Strongly disagree/Disagree
ALL	53%	23%
People	62%	16%
Partnership & Performance	51%	23%
Place	41%	36%
Health & Social Care Partnership	39%	25%
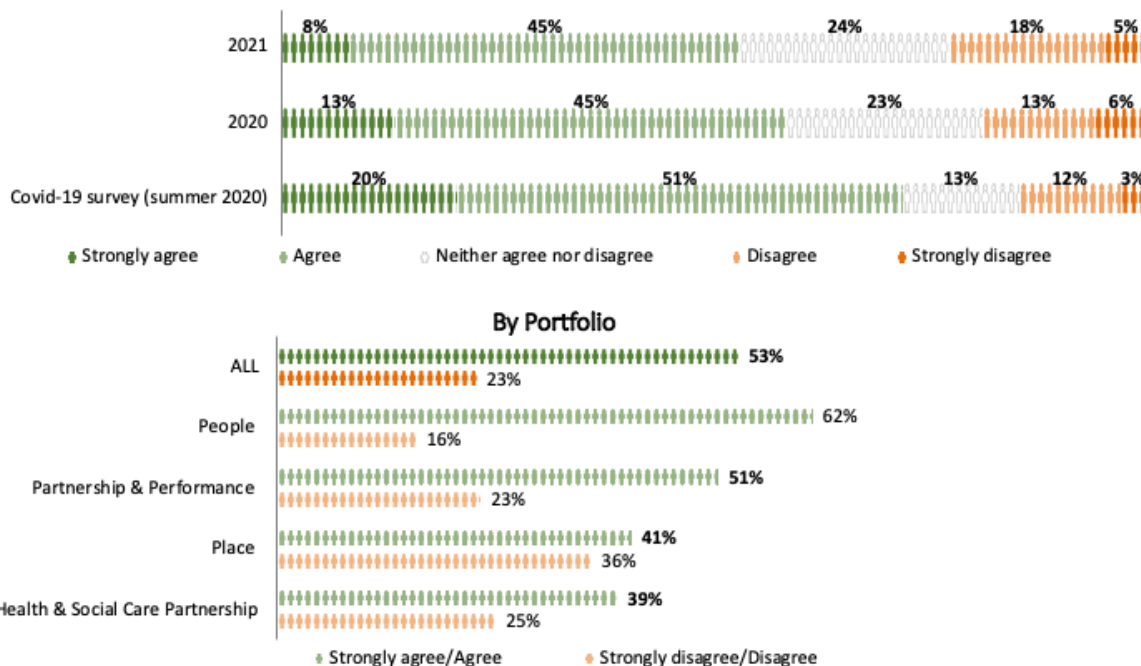
28.   Employees are more positive about support from their manager or supervisor. As Figure 8 shows, more than two thirds of employees (69%) feel supported by their manager or supervisor, although 17% disagree. This finding is similar to the 2020 survey, but represents an 11-point reduction since the Covid-19 survey. Views are also broadly consistent across key respondent groups.

Figure 8: Whether feel supported by manager/supervisor
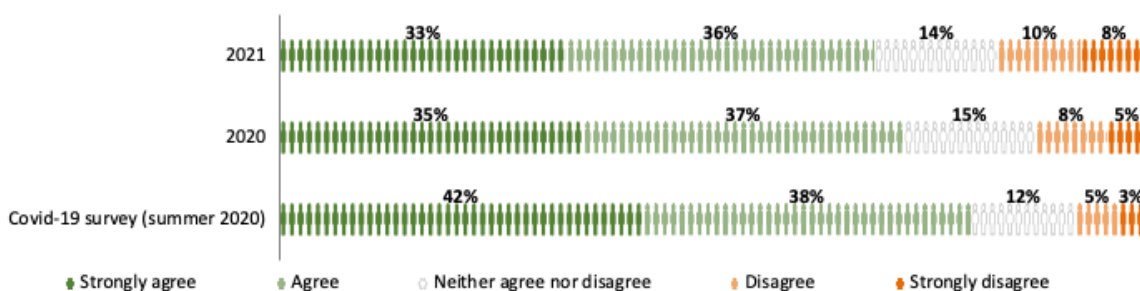
29. The frequency and nature of contact between employees and their managers continues to be significantly affected by the Covid-19 pandemic, and in particular the proportion of employees across working from home. The survey asked a series of questions around how managers keep in contact with employees (Figures 9 and 10), and the extent to which employees feel they have had enough contact with their manager (Figure 11).

30. Survey findings indicate that the majority of employees (62%) are contacted by their manager at least once a week, including 44% who receive contact at least several times a week and 23% who receive daily contact. These findings are similar to the 2020 survey, but represent a 16-point reduction since the Covid-19 survey (conducted in the summer of 2020) in the proportion of employees who have weekly contact with their manager.

31. Survey results also show some variation across portfolio, with HSCP employees generally having less frequent contact with their manager.

Figure 9: Frequency of contact with manager
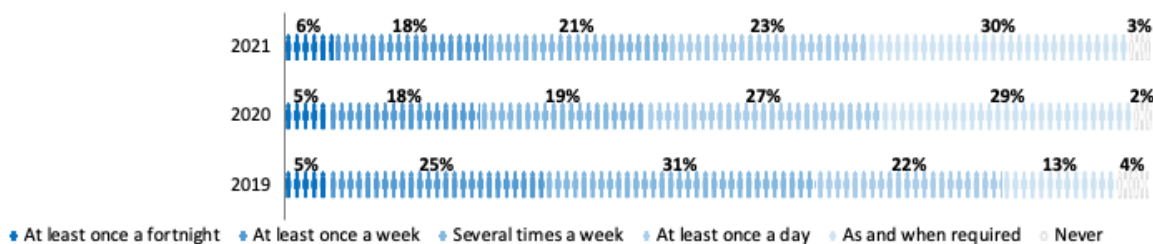
32. In terms of how managers keep in contact with employees, this is most commonly face to face (mentioned by 70% of employees) or by telephone (54%). Digital options such as MS Teams, WhatsApp and SMS are also used by a substantial proportion of employees (by 41%, 39% and 32% respectively). This mix of communication methods is broadly consistent with the 2020 survey, although there has been a 10-point increase in use of MS Teams in the last year.

33. Survey results again show some variation dependent on employees' working environment. For example, face to face contact is more common for those working in a school, office or other Council building, while MS Teams is more common for those working from home.

Figure 10: Communication methods used by managers
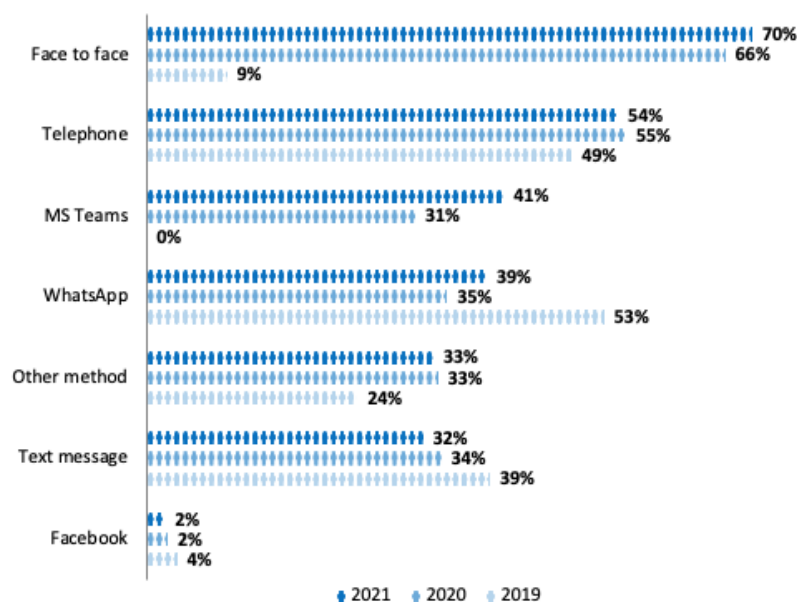
34. As Figure 11 shows, the majority of employees (68%) feel they have enough contact with their manager, and only 15% disagree. These findings are similar to the 2020 survey, but represent a 11-point fall since the Covid-19 survey in the proportion of employees who feel they have enough contact with their manager. Results are broadly consistent across portfolios, but those working in a depot/facility, outdoors, in a vehicle or in people's homes are least positive about the level of contact with their manager.

Figure 11: Whether feel have enough contact with manager
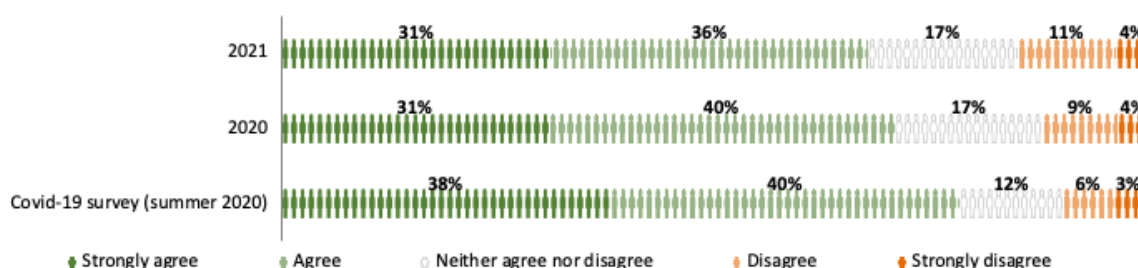
Homeworking

35. As noted earlier, survey findings show a significant increase in the proportion of employees working from home at present, primarily as a result of the Covid-19 pandemic. The survey asked a series of questions around employees' experience of homeworking.

36. As Figure 12 shows, employees generally feel that they have the tools they need to work effectively from home, with more than half (55%) agreeing that this is the case. However, nearly a quarter (24%) do not feel that they have the tools they need for homeworking, and this is broadly consistent with findings of the 2020 survey.

37. There is some variation in views across key respondent groups, with HSCP and People portfolio employees least positive about having the tools they need to work from home. There is also a significant difference in views dependent on employees' working environment; 8% of those who currently work from home feel that they do not have the tools that they need, compared to 35% of other employees.

Figure 12: Whether feel have the tools needed to work effectively from home
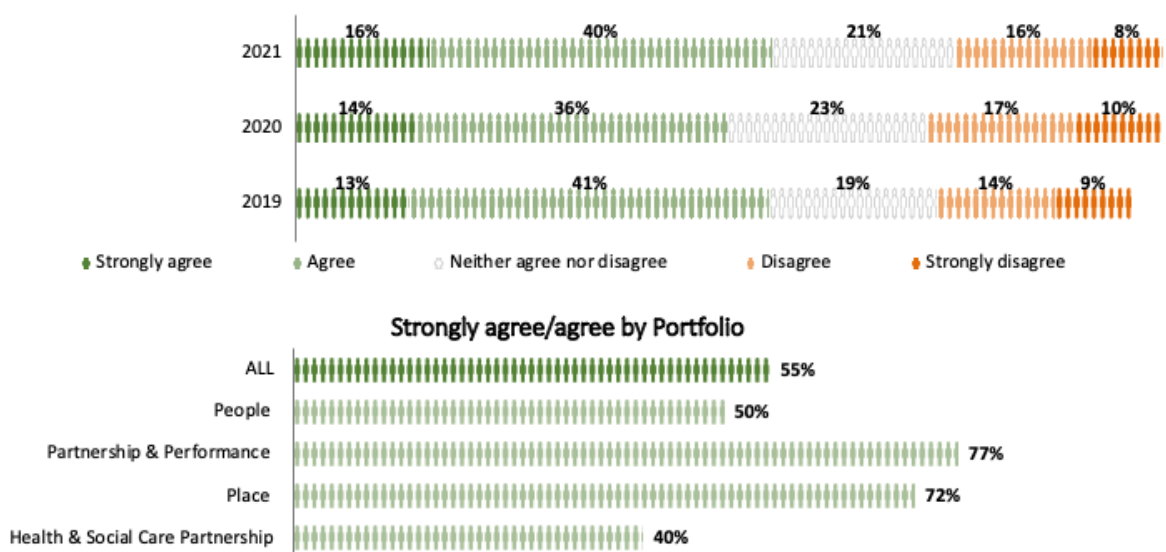
38. As Figure 13 shows, employees generally feel that homeworking has not negatively affected their productivity; 15% feel there has been some negative impact. This represents a significant improvement from the Covid-19 survey, which showed that 32% of employees felt homeworking had negatively affected their productivity.

39. Survey findings also indicate that Partnership & Performance and Place employees are most positive about their experience of homeworking. It is also notable that less than 1 in 10 (8%) of those who are currently working from home feel that this has negatively affected their productivity.

Figure 13: Whether feel homeworking has negatively affected your productivity

By Portfolio
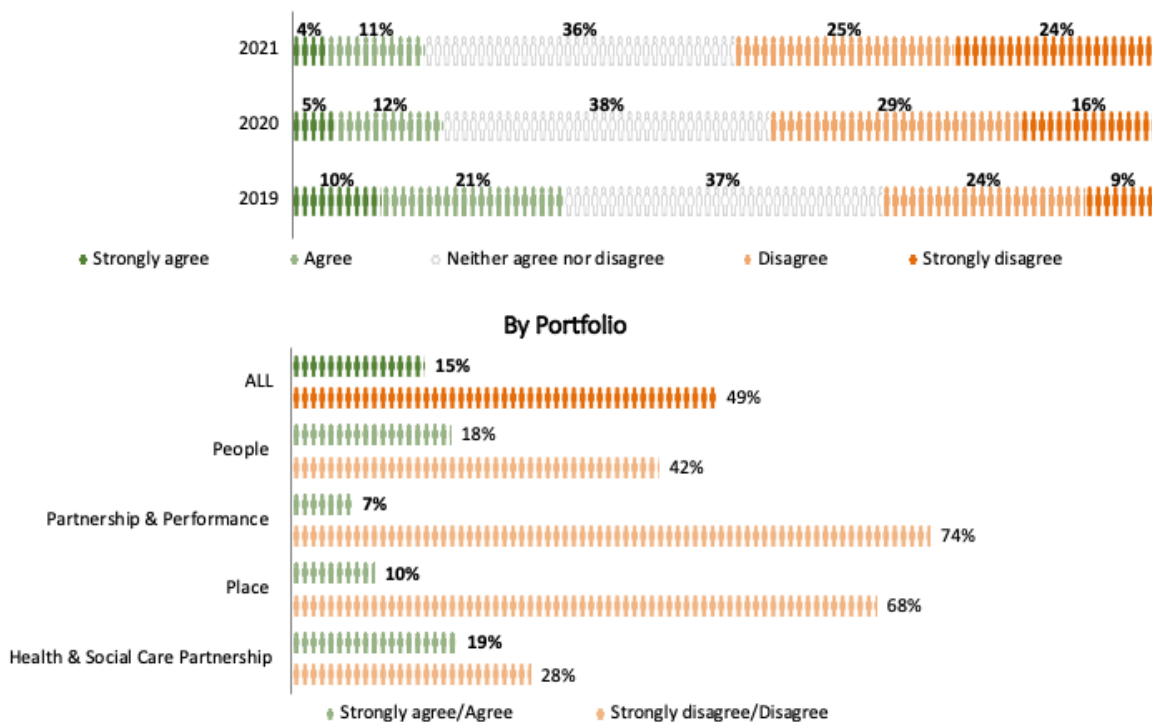
40. The survey also gave employees the opportunity to add written comments regarding any changes that could help them to be more productive when working from home. A little more than half of those currently working from home provided comment here.

41. Some of these respondents used the opportunity to comment positively on their experience of homeworking. This included suggestions that home working has had a positive effect on their productivity, including reference to having less distractions at home, and saving time previously spent commuting to a workplace. However, most of those providing written comment identified at least one area where changes could improve their productivity while working from home. Below we summarise the key points raised.

42. Challenges around **access to technology, software and connectivity** are by far the most common issues for those providing comment. This includes difficulties with technology and connectivity in employees' homes, but also with access to Council systems. Specific issues raised were:

  ❖ The reliability of the Citrix system, with reference to connection difficulties and unexpected downtime,and the amount of time that employees spend dealing with these issues.

  ❖ Difficulties with the speed and reliablility of employees' home broadband, including particular frustration where Teams meetings are interrupted by connection issues.

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❖ Access to and use of MS Teams. This is most commonly in relation to intregration of Citrix, email and MS Teams, but some employees also referred to not having full access to MS Teams and/or requiring training.

❖ Reliance on outdated software, with specific reference to use of Lotus Notes.

❖ A need for more modern, reliable and powerful technology at home, with reference to more modern laptop/pc or mobile phone, accessing to printing facilities, a need for more or larger computer screens, and access to a webcam. This includes examples of employees being unable to use specific software on their current laptop/PC (e.g. MS Teams). A number of employees feel that the Council should provide financial support to employees who have been required to invest in technology and other equipment to enable them to work from home – especially where this will be an ongoing part of their working arrangements.

43. **Workload and maintaining a work/life balance** are concerns for a number of employees who are currently homeworking. These employees wish to see changes around:

❖ Difficulties in separating work and home life where employees are dealing with a heavy workload and/or do not have a dedicated workspace. Some feel that they have been working significantly longer hours since they moved to homeworking.

❖ Ensuring breaks between Teams calls to give employees time to complete other work and to allow some screen-free time during the working day.

❖ A small number of employees have concerns around wider staff wellbeing for those who are still home working as a result of the Covid-19 pandemic.

44. Employees also raised a range of issues around their **workspace and working environment at home**, where they felt that change is needed. These include:

❖ A need for a better workstation, including larger desk and larger screens.

❖ A lack of private space for work, including employees having to work in a shared living space. As noted above in relation to work/life balance, some employees are struggling with the lack of a dedicated workspace.

❖ A number of employees see a need for financial support to cover the additional costs associated with working from home – such as energy and heating costs, and broadband services.

45. **Balancing home and office-based working** was also raised by a number of respondents. Some wish to see quicker progression towards 'hybrid' working, with greater flexibility around use of offices (for example, depending on the sustainability of individuals' homeworking arrangements). However, some are also concerned about the risk of employees being pressured into a return to the office where they have proven effective in homeworking – these respondents would like greater flexibility to choose how they divide their time between home and office.

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46. Employees also have some concerns around **communication with managers and other colleagues**, including suggestions for some specific changes. These include more regular engagement with supervisors and managers, particularly to assist with work planning – for example ensuring employees are clear on their work requirements. Some also wish to see more frequent contact between team members and other colleagues, for example through regular Teams meetings. In relation to wider communication, some also feel there is scope to make better use of the staff intranet as a means of sharing information with employees, through more frequent updates.

Council vision and values

47. The survey asked employees whether they were familiar with the Council's vision and values. As Figure 14 shows, a large majority (78%) of employees are aware of the Council's vision and values, while 22% feel they are not familiar with these. This finding is consistent with previous surveys, and is broadly similar across portfolios. However, those working in a depot/facility or outdoors, in a vehicle or in people's homes were least likely to be aware of the Council's vision and values.

Figure 14: Employees aware of the Council's vision and values
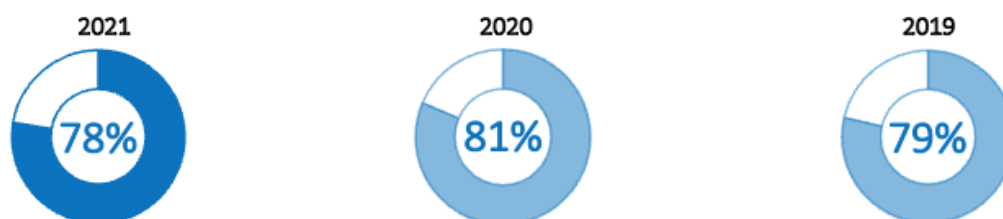
Variation in views by portfolio

48. Over the preceding pages we have highlighted statistically significant differences in survey findings across key groups, including the four Portfolio areas. Figure 15 over the page provides an overview of variation in survey results across the Portfolios.

49. This indicates that there is no significant variation in employee engagement across portfolios, but there is some variation in views around communication and homeworking in particular. While survey results do not show a clear pattern of more positive or negative views within specific Portfolios, it is notable that HSCP employees are less positive than others on four indicators, while Partnership & Performance employees are not less positive than others on any indicators.

   ❖ **People portfolio** employees are more positive than others in relation to feeling that they are kept up to date, but are less likely than others to have accessed the Council staff wellbeing pages and are less positive about maintaining their productivity while homeworking.

   ❖ **Partnership & Performance portfolio** employees are more positive than others about homeworking and are most likely to have accessed the Council staff wellbeing pages.

❖ **Place portfolio** employees are more positive than others about maintaining productivity while homeworking and are typically contacted by their manager more often than others, but are less positive about being kept up to date.

❖ **HSCP portfolio** employees are more likely than others to have accessed the Council staff wellbeing pages, but are less positive in relation to home working, being kept up to date, and generally have less contact with their manager.

Figure 15: Significant differences in employee views by portfolio

Employee engagement	People	Partnership & Performance	Place	HSCP
I am given the opportunity to make decisions relating to my role	71%	77%	78%	61%
I feel valued for the work I do	63%	53%	54%	51%
I feel a sense of achievement for the work I do	79%	69%	69%	77%
I feel that I am treated with dignity and respect within my team	75%	65%	82%	62%
I am clear about how I contribute to the organisation's goals	74%	68%	61%	58%

Mental health and wellbeing	People	Partnership & Performance	Place	HSCP
I have excellent/good mental wellbeing right now	45%	53%	50%	36%
I feel supported by the Council to undertake work effectively	47%	47%	54%	44%
I have accessed Council staff wellbeing webpages	24%	56%	38%	47%

Communication	People	Partnership & Performance	Place	HSCP
I am kept up to date with the latest information from around the organisation	62%	51%	41%	39%
I feel supported by manager / supervisor	71%	62%	73%	61%
I am contacted by my manager at least once a week	61%	60%	70%	48%
I have enough contact with my manager	72%	62%	67%	59%

Homeworking	People	Partnership & Performance	Place	HSCP
I have the tools needed to work effectively from home	50%	77%	72%	40%
Working from home has negatively affected my productivity	18%	7%	10%	19%

Green Significantly better result   **Red** Significantly poorer result

Other comments

50. The survey also gave employees the opportunity to add any further written comments regarding their wellbeing, communication, or homeworking.

51. Nearly a third of survey respondents provided written comments here. A substantial number of these respondents used the opportunity to comment positively on their experience over the last year, particularly in relation to homeworking. This included employees who feel they are more productive working from home for example due to reduced travel time and fewer "distractions", and who had established effective new ways of working with colleagues and managers. Written comments also highlighted the benefits of homeworking and (more recently) blended working for their wellbeing, including achieving a better work/life balance. This included particular benefits for those with health or mobility-related conditions, for whom homeworking was described as "a game changer" in enabling them to better manage their condition and minimise absences.

52. However, most of those providing written comment identified issues or concerns, and suggested changes to address these. Below we summarise the key points raised.

53. While many of those providing comment highlighted positives around their experience of **homeworking**, a range of issues and concerns were raised, including a view that the Council could do more to identify and respond to these.

   ❖ A number of specific challenges were identified for homeworking. These included limited access to IT equipment (such as a sufficiently modern computer, monitors rather than relying on a laptop, printing facilities, and a work mobile phone), other equipment such as a suitable desk and work chair, and sufficient workspace (including particular issues for those without a dedicated workspace at home). A number of those highlighting these issues referred to the impact on their health and wellbeing, for example where they do not have a suitable workstation at home. Some acknowledged that they had to 'get by' initially with the best home working arrangements they could manage. However, it was suggested that as homeworking has become a long-term arrangement for many, the Council must recognise that some employees are unable to comply with recommendations regarding workstation setup etc at home.

   ❖ Homeworking has had a negative impact on relationships with colleagues for some. This was primarily linked to limited communication with colleagues, with some referring to a lack of remote face-to-face contact, and others highlighting the loss of more 'informal' day-to-day communication (even where they do have regular virtual meetings). This has had an impact on how engaged some employees feel with their team, and in some cases the Council as a whole. Some referred to the wider impact of this loss of communication for their mental health and wellbeing, reporting that they often feel isolated or lonely.

❖ The importance of effective communication was also highlighted in relation to support from managers for homeworkers. Employees reported a mix of experiences here, with some reporting more limited or less meaningful contact with their manager while homeworking, and indicating that this had contributed to feeling less engaged. This included a small number who felt that communication has become less professional during the extended period of homeworking, for example with references to some managers giving what were seen as "dismissive" responses to queries from employees.

❖ Some reported difficulties managing their workload while working from home. In some cases this reflected an overall increase in their workload, while others referred to reduced contact with managers as limiting their capacity to plan around their workload. Some homeworkers also reported struggling to "switch off" and maintain a distinction between work and home life.

❖ The above challenges were reflected in calls for the Council to put in place more permanent blended home and office working arrangements. Respondents referred to other public sector organisations having made more progress on this, and there was a perception that the Council should do more to set out a coherent approach to home and office-based working. While respondents highlighted the positives of greater flexibility provided by homeworking, many expressed an interest in having the option for more office-based working to overcome some of the challenges noted above. This included including positive feedback from employees who currently have blended working arrangements.

❖ Some also saw a need to ensure that working arrangements are put on a more sustainable footing, in terms of providing employees with greater certainty around future working arrangements, and ensuring that employees have access to suitable workspaces in their home. Some were of the view that there has been insufficient management support to ensure homeworkers have access to an appropriate workspace in their home, or to address the other challenges noted above. This included a perceived need for the Council to provide funding to ensure staff have a safe home working environment, for example to purchaser suitable chairs, desks, IT equipment, etc. Some noted the financial benefits of homeworking for the Council and wished to see some of this used to facilitate homeworking.

❖ Most of the above issues were raised by those currently working wholly or in part from home. However, some of those who are primarily office-based referred to the impact of continuing homeworking on their workplace. This included descriptions of workplaces as "cold and unwelcoming", and calls for the Council to work to make office spaces more hospitable for employees - some appeared to feel that their needs have been 'forgotten' amongst the work to enable homeworking.

54. **Communication and support** from managers was also a common issue for those providing comment. This included the following points raised in relation to employees' direct supervisors or managers, and senior management more widely.

❖ Reduced communication with managers – and with other colleagues, as noted above – was a commonly raised issue. This was especially so for employees who indicated that their communication with colleagues and managers is primarily via email; some of these respondents reported having very little face-to-face contact with others, virtually or in person. However, some suggested that, even with regular virtual team meetings, employees still miss the option to discuss smaller day-to-day issues with colleagues. In this context, some reported having established informal communication with team members via messenger apps. The importance of more informal communication was also reflected in positive feedback from some of those who have moved to a blended working arrangement, who suggested that engagement with managers and colleagues had improved as a result.

❖ Some also suggested that the quality of engagement with managers and colleagues has reduced during the pandemic. This included perceptions that regular virtual meetings, while initially welcome as a means of sharing experiences and "letting off steam", have become less productive over time. Some described these meetings as now being dominated by issues or concerns which they felt should be raised directly with managers, rather than meetings being used as a constructive means of work planning, etc.

❖ A perceived lack of support from managers was highlighted by a number of respondents. Some linked this to managers' workload, suggesting that increased workload has left their manager without the time to properly support employees or respond to emerging issues. Some also felt that support from managers is "very piecemeal" as a result of vacancies not being filled, or temporary appointments. This included examples of employees not having received any performance review or appraisal in the last 24 months, and of employees not having met their supervisor. Respondents also cited examples where they felt that managers had been "flippant or dismissive" about employees' experience or views, or where colleagues regularly use intimidating or confrontational language without any action from managers.

❖ A small number of employees referred to what was seen as bullying behaviour from managers, colleagues and elected members. In some cases this was described as a long-standing problem, but some suggested that these issues had worsened during the pandemic, for example as a result of increased pressure on services. These employees indicated that a lack of management response to inappropriate behaviour had left them feeling "disempowered and undervalued".

❖ Some suggested that their experience of poor communication and support was reflected across the Council as an organisation. These respondents raised concerns that intra and inter-service communication has reduced with the result that "people seem to be reverting to working in silos". Some also expressed a view that senior leadership had been lacking in the last year,

including for example a perceived lack of clear direction on future working arrangements. There was a feeling that staff have been "left to get on with it…with little or no effort from management to improve things".

55.   **Employee health and wellbeing**, including mental health, was also a common focus for those providing written comment. As noted earlier, a number of respondents indicated that homeworking and/or blended working had benefited their physical and mental health and wellbeing. This included reference to a calmer working environment, more privacy, and a better work/life balance. However, others highlighted a range of issues having a negative impact on their health and wellbeing.

  ❖ As noted above, a lack of a suitable home workspace was an issue for some. This was especially so for those who do not have access to a dedicated workspace, but also for others for example who do not have access to suitable chair, desk and other equipment. These respondents highlighted the impact of an unsuitable workspace on their physical health in particular.

  ❖ Feeling isolated was an issue for some. This was linked to more limited communication with colleagues, and the loss of wider social contact involved in working in an office or other shared working environment. Some suggested that this has been a cumulative impact of the extended period working at home, even where effective communication and support is in place. Some expressed strong interest in moving to blended working with the option for at least some office-based working. This was also evident in feedback from some of those currently using blended working, who had found this helped them to feel more engaged with their team and the Council as an organisation.

  ❖ Feeling devalued and demotivated was also linked to more limited communication, but also a perceived lack of support from managers and senior management. This included examples of a lack of support to enable employees to fulfil their role and to manage workload. A range of employees referred to struggling to manage an increased workload, with some of the view that a lack of support had contributed to this. Some employees also felt that issues raised with managers (including about challenges related to homeworking) have been dismissed, leaving them feeling undervalued. Some also expressed anxiety about the future, with particular reference to continuing uncertainty regarding future working arrangements.

  ❖ A small number of employees indicated that an unhealthy ethos and communication in their team had impacted their health and wellbeing – including some who felt that homeworking had generally been a positive for them. This included examples of colleagues using a manner and/or language which was seen as intimidating, and concern that managers (including senior management) have not done enough to address this.

  ❖ The above issues were seen as having contributed to what some employees described as "very low" staff morale. This was most commonly linked to a lack of effective communication and support for employees, and ongoing workload pressures (including as a result of increased staff absence). However, some also

felt that planned change under the Transformation programme had 'stalled' during the pandemic, leaving employees unclear about service structures and management arrangements. A feeling of disengagement appears to be a particular issue for a number of those working from home, but was also highlighted by some who work in residential care and other non-office environments, with these employees indicating that they feel "undervalued and forgotten".

❖ In the context of the above issues, the Council's focus on mental health and wellbeing was specifically welcomed by some. However, others felt that wellbeing seminars had failed to have a meaningful impact for employees in terms of addressing the factors having an adverse impact on their wellbeing.

ENGAGEMENT INDEX

56. The previous section considered employees' views across a range of themes relating to their working lives. This included a series of statements relating to employee engagement with the Council. Survey analysis used responses to these statements to calculate an aggregate 'Engagement Score' for each respondent, as an indication of individuals' level of engagement and commitment to the Council as an employer. The Engagement Score is out of 100, and is based on responses to the following five statements:[1]

   ❖ "I am given the opportunity to make decisions relating to my role".

   ❖ "I feel valued for the work I do".

   ❖ "I feel a sense of achievement for the work I do".

   ❖ "I feel that I am treated with dignity and respect within my team"

   ❖ "I am clear about how I contribute to the organisation's goals".

57. As figure 16 shows, the average Engagement Score across the Council as a whole is 68.4 out of 100. This is a positive overall finding, but the score is most useful as means of comparing employee attitudes over time or across employee groups. In this context, the overall average represents a small (2%) reduction since the 2020 survey, although this remains above the 2018 survey (by 10%). It is also notable that employee engagement appears strongest for People employees (71.3), and weakest for HSCP employees (63.5) – the latter equating to a fall of 10% since 2020.

Figure 16: Engagement Score (averages out of 100)

Engagement Index by Portfolio 2019 to 2021

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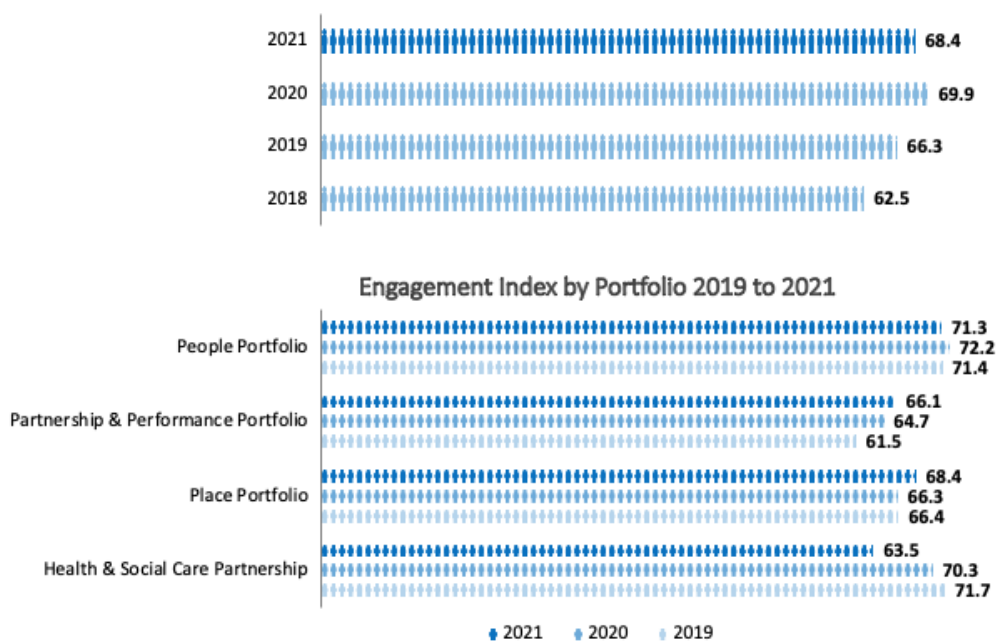
[1] The calculation is structured such that an individual scores 0 if they strongly disagree with all five statements, and scores 100 where they strongly agree with all statements.

Key drivers of engagement

58. While there is some variation in employee engagement scores across portfolios, survey data indicates that engagement is more likely to be linked to an employee's views on specific aspects of their work rather than, for example, the portfolio they work in, current working environment or length of employment with the Council. Specifically, survey analysis has identified the following as having a particularly significant impact on employee engagement:

   ❖ Being treated with **dignity and respect** and feeling **valued**;

   ❖ Feeling a **sense of achievement** for their work;

   ❖ Having the opportunity to **make decisions**;

   ❖ Being **clear on their objectives** and how they contribute to the Council's goals; and

   ❖ Getting the **support** they need to do their job well.

59. By combining the above analysis with employee views on specific statements, we can identify those aspects of employees' work where there is scope for improvement, and where this would have the greatest impact on employee engagement. Specifically, the table below identifies the areas currently having the most positive impact on employee engagement, and those where improvement would have the most positive impact on engagement.

Figure 17: Aspects of employees' work having the greatest impact on engagement

Currently having a positive impact – areas to maintain performance Strong correlation with employee engagement, and positive employee views
I feel that I am treated with dignity and respect within my team
I feel a sense of achievement for the work I do
I am given the opportunity to make decisions relating my role
I am clear about how I contribute to the organisation's goals
I feel supported by my manager / supervisor

Currently having a less positive impact – potential improvement priorities Strong correlation with employee engagement, but less positive employee views
I feel valued for the work I do
I am kept up to date with the latest information from around the organisation
I feel supported by the Council to undertake work effectively

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ANNEX: TABULAR RESULTS

Employee Engagement

	AGREE	DISAGREE	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree	Base
I am given the opportunity to make decisions relating my role	**70%**	**14%**	20%	50%	16%	10%	4%	*674*
I feel valued for the work I do	**57%**	**25%**	18%	39%	18%	17%	8%	*670*
I feel a sense of achievement for the work I do	**74%**	**9%**	25%	50%	17%	6%	3%	*667*
I feel that I am treated with dignity and respect within my team	**74%**	**12%**	32%	42%	13%	8%	4%	*668*
I am clear about how I contribute to the organisation's goals	**69%**	**13%**	23%	46%	18%	10%	3%	*670*

Mental health and wellbeing

	EXCELLENT/ GOOD	VERY POOR/ POOR	Excellent	Good	Fair	Poor	Very poor	Base
How would you rate your mental wellbeing right now?	**44%**	**19%**	10%	35%	37%	15%	4%	674

	AGREE	DISAGREE	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree	Base
Do you feel supported by the Council to undertake your work effectively?	**47%**	**24%**	8%	39%	30%	16%	8%	674

	AT LEAST ONCE A FORTNIGHT	HAVE ACCESSED	More than once a week	At least once a week	At least once a fortnight	At least once a month	Not at all	Base
How often do you access the wellbeing page on www.clacks.gov.uk/staff?	**10%**	**31%**	21%	6%	5%	0.1%	69%	676

Communication

	AGREE	DISAGREE	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree	Base
To what extent do you feel you are being kept up to date with the latest information from around the organisation?	**53%**	**23%**	8%	45%	24%	18%	5%	671

	AGREE	DISAGREE	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree	Base
Do you feel supported by your manager / supervisor?	**69%**	**17%**	33%	36%	14%	10%	8%	672

	AT LEAST ONCE A WEEK	At least once a fortnight	At least once a week	Several times a week	At least once a day	As and when required	Never	Base
How often does your manager keep in contact with you?	**62%**	6%	18%	21%	23%	30%	3%	671

	Face to face	MS Teams	Facebook	WhatsApp	Text message	Telephone	Other method	Base
What communication options does your manager use to keep in touch with you? Select ALL that apply	70%	41%	2%	39%	32%	54%	33%	664

	AGREE	DISAGREE	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree	Base
To what extent do you agree or disagree that you have enough contact with your manager?	**68%**	**15%**	31%	36%	17%	11%	4%	671

Homeworking

	AGREE	DISAGREE	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree	Base
To what extent do you agree or disagree that you have the tools you need to work effectively from home?	**55%**	**24%**	16%	40%	21%	16%	8%	637

	AGREE	DISAGREE	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree	Base
Do you feel that working from home has negatively affected your productivity?	**15%**	**49%**	4%	11%	36%	25%	24%	622

Council values

	Yes	No	Base
Are you familiar with the Council's vision and values?	78%	22%	630

CLACKMANNANSHIRE COUNCIL

Report to Audit & Scrutiny Committee

Date of Meeting: 25 August 2022

Subject: Audit & Scrutiny Committee Forward Plan 2022/23

Report by: Strategic Director, Partnership & Performance

1.0   Purpose

1.1.   The purpose of this report is to present a forward plan for Audit & Scrutiny Committee.

2.0   Recommendations

2.1.   It is recommended that Committee:

2.2.   endorse the forward plan as set out at Appendix 1, subject to it being approved by Council;

3.0   Considerations

3.1.   This report outlines a schedule of reports (Appendix 1) for Scrutiny & Audit Committee up to June 2023. The Forward Plan reflects the remit of Audit & Scrutiny Committee as approved by Council in May 2022..

3.2.   Whilst the Plan covers the Committee's core remit, it should be noted that it may vary during the course of the year to accommodate unanticipated developments.

3.3.   There are no financial implications arising from this report.

4.0   Sustainability Implications

4.1.   There are no sustainability implications arising from this report.

5.0   Resource Implications

5.1.   *Financial Details*

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

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

5.4.   Staffing – there are no staff implications arising from this report.

6.0   Exempt Reports

6.1.   Is this report exempt?   No

7.0   Declarations

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

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

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

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

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?
An EQIA is not applicable in this context.

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 – Audit Committee Forward Plan 2021/22

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)

- The Council's Decision-Making Framework and Special Responsibility Allowances, Report to Council 25 May 2022.

Author(s)

NAME	DESIGNATION	TEL NO / EXTENSION
Stuart Crickmar	Strategic Director	2127

Approved by

NAME	DESIGNATION	SIGNATURE
Stuart Crickmar	Strategic Director	███████████████

Audit and Scrutiny Committee Forward Plan from August 2022

Date of Meeting	Title of Report	Lead Officer/Service
	Scrutiny - People	
	Audit and Scrutiny Forward Plan	S Crickmar (P&P)
	People Year End Business Plan Report 2021/22	L Sanda (People)
	National Improvement Framework Report	C Scott (People)
	Staff Engagement Results 2021/22	C Alliston (P&P)
Cycle One	Local Child Poverty Action Report	L Sanda/C Jarvie (People and P&P)
25th August 2022	**Audit**	
	Internal Audit Assurance Report 2021/22	I Wright (Internal Audit)
	Corporate Risk and Internal/External Update	L Robertson (P&P)
	Corporate Plan – Annual Report	L Robertson (P&P)
	Exceptions to Contract Standing Orders	L Sim (P&P)
	Internal Audit Charter Report	I Wright (Internal Audit)
	Scrutiny - Partnership	
	Police Year End Report 2021/22	Local Police Commander (Police)
	Fire Year End Report 2021/22	Local Fire Commander (Fire)
	Partnership and Performance Year End Business Plan Report 2021/22	S Crickmar (P&P)
	Chief Social Work Officer Report	S Robertson (P&P)
	Children's Services Annual Report	L Sanda (P&P)
	Audit	
Cycle Two	June Financial Outturn	L Sim (P&P)
27th October 2022	Annual Complaints Report	L Robertson (P&P)
	Internal Audit Planning Report	I Wright (Internal Audit)
	Internal / External Audit Actions – Progress Report	L Robertson (P&P)
	Health and Safety Annual Report	L Robertson (P&P)
	Procurement Annual Report and Procurement Strategy Corporate	L Sim (P&P)
	Risk and Internal/External Update	L Robertson (P&P)
	Exceptions to Contract Standing Orders	L Sim (P&P)
	Clackmannanshire Council – HB Performance Audit	L Sim (P&P)
	Scrutiny - Place	
	Place Year End Business Plan	P Leonard (Place)
Cycle Three	**Audit**	
15th December 2022	Corporate Risk and Internal/External Update	L Robertson (P&P)
	Exceptions to Contract Standing Orders	L Sim (P&P)
	September Outturn	L Sim (P&P)
	Internal Audit Updates (as needed)	I Wright (Internal Audit)
	Scrutiny – People	
	People Business Plan Half Year Report	L Sanda (People)
Cycle Four		
9th February 2023		
	Audit	
	Corporate Risk and Internal/External Update	L Robertson (P&P)
	Annual Fraud Update	L Robertson (P&P)

	Maximising Attendance and Employee Wellbeing Annual Report	C Alliston (P&P)
	Internal Audit Updates (as needed)	I Wright (Internal Audit)

Cycle Five 20th April 2023	**Scrutiny – Partnership**	
	Police Half Year Report 2022/23	Local Police Commander (Police)
	Fire Half Year Report 2022/23	Local Fire Commander (Fire)
	Staff Engagement Results	C Alliston (P&P)
	Partnership and Performance Half Year Business Plan Report	S Crickmar (P&P)
	Customer Contact Policy	C Jarvie (P&P)
	Audit	
	Cyber Security Update	C Jarvie (P&P)
	Internal Audit Updates (as needed)	I Wright (Internal Audit)
	December Outturns	L Sim (P&P)

Cycle Six 15th June 2023	**Scrutiny – Place**	
	Place Half Year Business Plan Report	P Leonard (Place)
	Audit	
	Corporate Plan Update/Local Government Benchmarking Framework	L Robertson (P&P)
	Internal Audit Updates (as needed)	I Wright (Internal Audit)
	Corporate Risk and Internal/External Update	L Robertson (P&P)
	Year End Outturns	L Sim (P&P)
	Building Security Update	P Leonard (Place)
	Local Government in Scotland – Accounts Commission Report	S Crickmar (P&P)