



**Clackmannanshire  
Council**

[www.clacks.gov.uk](http://www.clacks.gov.uk)

Comhairle Siorrachd  
Chlach Mhanann

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

## **Audit and Scrutiny Committee**

**Thursday 9 February 2023 at 9.30 am**

**The meeting will be held by  
Video Conference (MS Teams)**



## **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.

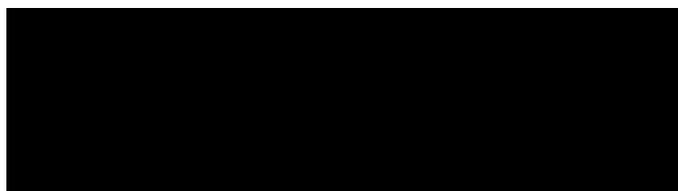
**Members of the public are welcome to attend our Council and Committee meetings to see how decisions are made.**

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**1 February 2023**

**A MEETING of the AUDIT AND SCRUTINY COMMITTEE will be held virtually via VIDEO CONFERENCE (MS TEAMS), on THURSDAY 9 FEBRUARY 2023 at 9.30 am.**



**STUART CRICKMAR**  
**Strategic Director (Partnership and Performance)**

**B U S I N E S S**

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1. Apologies	--
2. Declaration of Interests Members should declare any financial or non-financial interests they have in any item on this agenda, identifying the relevant agenda item and the nature of their interest in accordance with the Councillors' Code of Conduct. A Declaration of Interest form should be completed and passed to the Committee Officer.	--
3. Confirm Minutes of Meeting of the Audit and Scrutiny Committee held on 15 December 2022 (Copy herewith)	05

Scrutiny

4. People Business Plan – Interim Update December 2022 - report by the Senior Manager, People (Copy herewith)	09
5. Clackmannanshire and Stirling HSCP Annual Performance Report 2021-2022 – report by the Clackmannanshire & Stirling Health and Social Care Partnership (Copy herewith)	49

Audit and Finance

6. Internal Audit Progress Report – report by the Internal Audit Manager (Copy herewith)	97
7. Exceptions from the Application of Contract Standing Orders – report by the Strategic Director, Partnership and Performance (Copy herewith)	105
8. Corporate Risk Register – report by the Strategic Director, Partnership and Performance (Copy herewith)	111

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

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### 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.



**MINUTES OF MEETING of the AUDIT AND SCRUTINY COMMITTEE held via VIDEO CONFERENCE (MS TEAMS) on THURSDAY 15 DECEMBER 2022 at 9.30 AM.**

**PRESENT**

Councillor Kenneth Earle (Chair)  
Councillor Denis Coyne (Vice Chair)  
Councillor William Keogh  
Councillor Fiona Law (S)  
Councillor Jane McTaggart (S)  
Councillor Bryan Quinn  
Councillor Janine Rennie

**IN ATTENDANCE**

Stuart Crickmar, Strategic Director (Partnership and Performance)  
Pete Leonard, Strategic Director (Place)  
Carole Grant, Audit Scotland  
Lindsay Sim, Chief Finance Officer (Partnership & Performance)  
Chris Alliston, Senior Manager, HR & Workforce Development (Partnership & Performance)  
Alison Morrison, Senior Manager, Property  
Derek Barr, Procurement Manager  
Emma Fyvie, Senior Manager, Development  
Michael Boyle, Improving Outcomes Business Manager  
Colin Bruce, Chief Education Officer  
Elizabeth Hutcheon, Management Accountancy Team Leader  
Iain McDonald, Senior Manager, Environment  
Rose Hetman, Strategy & Performance Adviser (Partnership & Performance)  
Judi Richardson, Performance & Information Adviser (Partnership & Performance)  
Tony Cain, Senior Manager, Housing (Place)  
Lee Robertson, Senior Manager, Legal and Governance (Partnership & Performance) (Clerk to the Committee)  
Melanie Moore, Committee Services, Legal and Governance (Partnership & Performance)

**AS(22)29 APOLOGIES**

Apologies for absence were received from Councillor Martha Benny, Councillor Ellen Forson and Councillor Phil Fairlie. Councillor Jane McTaggart was in attendance today as substitute for Councillor Ellen Forson and Councillor Fiona Law was in attendance as substitute for Councillor Phil Fairlie.

**AS(22)30 DECLARATIONS OF INTEREST**

None.

**AS(22)31 MINUTE OF AUDIT AND SCRUTINY COMMITTEE HELD ON 27 OCTOBER 2022**

The minutes of the meeting of the Audit and Scrutiny Committee held on Thursday 27 October 2022 were submitted for approval.

**Decision**

The minutes of the meeting of the Audit and Scrutiny Committee held on Thursday 27 October 2022 were agreed as a correct record by the Committee.

**AS(22)32 BUSINESS PLAN REVIEW 2021/23**

The report, submitted by the Strategic Director, Place, updated on the Place Business Plan 2021-23 which was agreed by August 2021. Appendices provided detailed updates on performance and improvement actions. Appendix C covered Risk and Appendix D summarised the key achievements over the life of the plan. The Chair asked that members thanks are noted in the minute.

**Motion**

That Committee agrees the recommendation set out in the report.

Moved by Councillor Denis Coyne. Seconded by Councillor Janine Rennie.

**Decision**

Having challenged and commented on the report, the Committee agreed to note the report.

**AS(22)33 PROCUREMENT ANNUAL REPORT**

The Procurement Reform (Scotland) Act 2014 Section 18 states that the Council must prepare an annual procurement report on its regulated procurement activities as soon as reasonably practicable after the end of the financial year. The report, submitted by the Strategic Director, Partnership and Performance, also updated the committee on key procurement activity and statistical performance during the Financial Year 2021-22 and provides an overview of the resources that are available to deliver effective procurement.

**Motion**

That the Committee agrees the recommendation as set out in the report.

Moved by Councillor Kenneth Earle. Seconded by Councillor William Keogh.

**Decision**

Having challenged and commented on the report, the Committee agreed to note the report.

**AS(22)34 COUNCIL FINANCIAL PERFORMANCE 2022/23 AS AT SEPTEMBER 2022**

The report, submitted by the Chief Finance Officer, provided an update on the financial performance for the Council as at September 2022, in respect of the General Fund (GF) revenue and capital spend and the achievement of savings, for the current financial year 2022/23, the Clackmannanshire element of the Stirling & Clackmannanshire Health and Social Care Partnership (H&SCP) revenue spend and Housing Revenue Account (HRA) revenue and capital spend, for the financial year, 2022/23.

**Motion**

That Committee agrees the recommendations set out in the report.

Moved by Councillor Janine Rennie. Seconded by Councillor Denis Coyne.

**Decision**

Having commented on and challenged the report, the Committee agreed to note the report on:

1. the General Fund (GF) revenue overspend of £0.331m for the year to 31 March 2023 after allocation of general Covid funding of £0.849m;
2. the Clackmannanshire element of the Health and Social Care Partnership (H&SCP) forecasted overspend of £0.476m as at September, for the year to 31 March 2023;
3. the HRA revenue forecasted surplus of £(0.454)m over the budgeted surplus for the year to 31 March 2023;
4. the HRA Capital programme forecasted underspend of £(2.300)m of which £1,500m is proposed to be carried forward to 2023/24;
5. the General Fund Capital Programme forecasted underspend of £(4.098)m, and
6. progress to date in delivering the £1.838m approved savings programme, currently forecast to achieve £1.605m, 87%, as at 31 March 2023.

**AS(22)35            EXCEPTIONS FROM THE APPLICATION OF CONTRACT STANDING ORDERS**

It is a requirement of Contract Standing Orders that exceptions should be reported to the next available Audit Committee. The purpose of the paper submitted by the Strategic Director, Partnership and Performance is to provide detail on Exceptions to Contract Standing Orders submitted in the previous quarter.

**Motion**

That the Committee agrees the recommendation as set out in the report.

Moved by Councillor Kenneth Earle. Seconded by Councillor Janine Rennie.

**Decision**

Having challenged and commented on the report, the Committee agreed to note the report.

**AS(22)36            CORPORATE RISK REGISTER**

The report, submitted by the Strategic Director, Partnership and Performance, provided the Committee with the 2022/23 half year update on Clackmannanshire Council's Risk Register (Appendix A). This is a repeat of the report presented in October, as the Quarter 3 review is currently underway.

**Motion**

That Committee agrees the recommendation set out in the report.

Moved by Councillor Kenneth Earle. Seconded by Denis Coyne.

**Decision**

Having commented and challenged the report, the Committee agreed to note the report as appropriate.

Ends 1045 hrs



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**Report to: Audit and Scrutiny Committee**

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**Date of Meeting: 9 February 2023**

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**Subject: People Business Plan – Interim Update December 2022**

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**Report by: Education Senior Manager**

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## **1.0 Purpose**

- 1.1 The purpose of this report is to provide an interim update on the progress across the 2022-2023 People Business Plan.

## **2.0 Recommendations**

- 2.1. It is recommended that the People Committee note and provide challenge and comment on the contents of this report.

## **3.0 Background**

- 3.1. In the period from September 2022 - December 2022, the People Directorate continued with an extensive plan of improvement activity set out within the Business Plan 2022-2023, to improve outcomes for children, families and communities, with a particular focus on the most vulnerable.
- 3.2. This Plan, approved by members of the People Committee on 25 August 2022, contributes to the delivery of key strategic objectives as set out within:

- Be the Future Programme
- Council's Corporate Plan 2018-22
- Local Outcomes Improvement Plan 2017-27 (Refresh)
- Clackmannanshire Council's Children's Services Plan 2021-24
- Clackmannanshire National Improvement Framework Plan 2022-23
- Clackmannanshire Community Justice Plan 2018-23
- Health and Social Care Partnership Transformation Plan 2021

- 3.3. The detailed Pentana Progress Report at Appendix 1 highlights improvement activity underway so far. A full report on the progress against the Key Performance Indicators will be included in the final, end of year report in June 2023. This will be presented to Audit and Scrutiny Committee in September 2023.

- 3.4. This report focuses on collaboration across services within the People Directorate, with other Directorates and partners, to support COVID recovery and drawing on intelligence gathered from across the system – in particular stakeholders' needs.

## **4.0 Considerations**

### **4.1 Overview**

- 4.2. Progress has been made in a number of key areas (refer to Pentana report at Appendix 1 for more detail):

- The People Directorate continues to develop integrated structures, approaches, systems and processes which encourage teams to work more effectively together to benefit children, families and individuals.
- School age childcare is now being provided to support families who most need flexible childcare to help them with caring responsibilities, employability and family circumstances.
- Family Wellbeing Partnership continues to develop partnership links with local and national partners to tackle poverty and improve wellbeing, including with the Lens, Columba 1400, Street Soccer, Wellbeing Economy Alliance and Flexibility Works Scotland.
- GIRFEC materials, procedures and training have been refreshed to reduce inappropriate social work referrals and increase early intervention support.
- Progress in improving attendance and closing the poverty related attainment gap continues.
- A new Skills Framework is under development, linking with the work of the City Region Deal, working with Skills Development Scotland, Local Employability Partnership and Forth Valley College.
- Further development of an empowered system model, ensuring that school and establishment leaders drive developments in education and make decisions that affect their own learners and communities.
- Data from the Icelandic Prevention Model is being used to take forward actions to support the mental health and wellbeing of our children and young people.
- Successful awareness raising of Violence against Women and Girls, through '16 Days of Action', school level campaigns and partnership working through STRIVE.
- Increased targeting of educational interventions to children, young people and areas of greatest need.
- Improved responses and identification of children in need of protection to support recovery and safety.
- Support for families through Community Learning and Development recovery offer, including Employability Skills, Youth Work, Outdoor Education, English as a Second Language and Family Work.
- Scoping of a new Foundation as part of the Family Wellbeing Partnership, to coordinate and maximise funding to support wellbeing of families and to address poverty.
- Embedding and development of STRIVE model to ensure that early intervention supports are available to support families before the point of crisis.
- Support for Youth Justice with Children's Services and Community Justice Services working collaboratively to maximise skills, expertise and resources, taking a whole system approach.

- Strategic needs analysis and commissioning review of holistic family support services.
- Improving supports for and tracking of care experienced young people in primary schools through to secondary.
- Extension of Mental Health Transformation project.
- Revision and implementation of Sport and Active Living Framework.

4.3. Latest progress on both Senior Phase and Broad General Education was reported in August and December 2022 respectively.

## 5.0 Next Steps

Based on this interim report, evaluation and feedback, the Directorate will continue to respond to the ongoing needs and impact of COVID 19, as well as drive forward with continuous improvement activity and service redesign.

## 6.0 Sustainability Implications

6.1 None

## 7.0 Resource Implications

7.1 None

## 8.0 Exempt Reports

8.1 Is this report exempt? No

## 9.0 Declarations

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

### Our Priorities (Please double click on the check box )

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

### (2) Council Policies (Please detail)

None

## 10.0 Equalities Impact

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

Yes  No

## 11.0 Legality

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

## 12.0 Appendices

12.1 Please list any appendices attached to this report.

Appendix 1: Interim Report December 2022

Appendix 2: Health and Social Care Plan Update

## 13.0 Background Papers

1 Annual Report of the Chief Social Work Officer 2021-2022

2 Children's Services Plan 2021/24

3 People Directorate Business Plan 2022/23

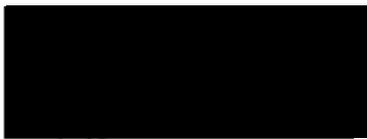
13.1 Have you used other documents to compile your report? (All documents must be kept available by the author for public inspection for four years from the date of meeting at which the report is considered)

Yes  (please list the documents below)

People Directorate Business Plan 2022-23

NAME	DESIGNATION	TEL NO / EXTENSION
Catriona Scott	Senior Manager	2469

### Approved by

NAME	DESIGNATION	SIGNATURE
Lorraine Sanda	Strategic Director (People)	

**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	ACTION	By When	Progress	Expected Outcome	Latest Note	Lead
PPL 22 01	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.	31-Aug-2023	<input type="text" value="30%"/>	✓	Skills Framework/Strategy – As part of a joined-up approach to Inclusive and Sustainable Growth through Empowering Families and Communities, met with colleagues and partners from across Directorates, Skills Development Scotland, Local Employability Partnership and Forth Valley College to discuss the development of a new Skills Strategy for Clackmannanshire. This links with the work of the City Region Deal and ensures that we do not run with two different strands of work. A Regional Skills Assessment is taking place in January/February 2023 by a newly appointed CRD Skills Lead, the results of which will inform our next steps for the Clackmannanshire Strategy.	Education Senior Manager (Secondary)
PPL 22 02	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).	31-Aug-2023	<input type="text" value="50%"/>	✓	A focused VBL cohort gathered in November to explore the employment landscape in Clackmannanshire. The WEALL have concluded Phase 1 of the Project, with Phase 2 and timeline to be agreed by a task group on 8 December. It is estimated that the project will complete by the end of March 2023, when an action plan will be agreed to address gaps and actions needed to provide additionality to existing provision in Clackmannanshire with connectivity to established provision and building progression routes into Further/ Higher Education, Modern Apprenticeships and other appropriate provision, as well as supporting access to employment.	Senior Manager Inclusion & Partnerships
PPL 22 04	Improve tracking arrangements to inform the	31-Aug-2023	<input type="text" value="30%"/>		One of the aims of our Clackmannanshire National	Education Senior

Appendix 1

Code	ACTION	By When	Progress	Expected Outcome	Latest Note	Lead
	<p>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 leavers.</p>				<p>Improvement Framework is to ensure we are tracking all Care Experienced Young People in school and engaging them early in support with choosing their pathways and with Skills Development Scotland. Research shows that by ensuring that all mentored care experienced young people stay on until at least S5, they have a better chance of success in their next steps, so this is also one of our NIF aims.</p> <p>Given the focus nationally on Care Experienced Children and Young People, one of our Clacks Core Plus Stretch Aims is to monitor their attendance, especially the historical difference between LAC Home and LAC Away. The stretch aim for the overall attendance rate remains the same as the overall attendance rate, to ensure there is both equity and equality. Improving attendance leads to improved attainment and outcomes.</p> <p>To ensure the correct support is in place, DHTs from each of our four secondary schools have been tasked with tracking our young people with care experience from S1 upwards and to collate a response by 22nd December - which reflects the current situation. An exemplar spreadsheet was issued to each school, where they will record details of each CEYP for each Year Group, alongside their preferred pathway and interventions that are in place. Once reviewed, appropriate further interventions can be planned and alternative provision pathways researched.</p>	<p>Manager (Secondary)</p>
<p>PPL 22 05</p>	<p>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</p>	<p>31-Aug-2023</p>	<p>33%</p>		<p><b>Since August:</b></p> <ul style="list-style-type: none"> <li>• one full-time IO PT has left to take up a new position elsewhere in the authority.</li> <li>• one-full time IO PT is unable to work in schools.</li> <li>• one full-time Learning Assistant has left her position.</li> </ul> <p>Moving forward we only have 1.6fte Improving Outcomes PTs that are working in schools and 2.5fte Learning Assistant additionality which is having a huge impact on</p>	<p>Education Senior Manager (Secondary)</p>

Appendix 1

Code	ACTION	By When	Progress	Expected Outcome	Latest Note	Lead
					<p>the support being offered.</p> <p>Numeracy Attainment Gap (P1,4,7) has widened to 14.3pp. Stretch aim is 11pp.</p>	
PPL 22 07	Implement key actions outlined in Clackmannanshire's 'Numeracy and Literacy Frameworks to support increased attainment and improved practice across BGE	31-Aug-2023	<div style="border: 1px solid black; width: 50px; height: 15px; background-color: #e0e0e0; display: flex; align-items: center; justify-content: center;">50%</div>		<p><b>Numeracy Update</b></p> <ul style="list-style-type: none"> <li>• Numeracy Framework finalised to include Local Authority stretch aims.</li> <li>• Numeracy Leads in all establishments have been identified to be able to share and signpost National and RIC numeracy professional learning and developments.</li> <li>• Clusters identifying 'non-negotiables' within Numeracy to enhance consistency and robustness of Achievement of a Level judgements.</li> <li>• Using Improvement Methodology with an identified establishment to raise attainment in Numeracy.</li> <li>• Early Level Numeracy workstream established to review and enhance Clackmannanshire's Early Level Numeracy Progression Pathways.</li> <li>• Additionality, funded by SEF, in targeted 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 Q1 and Q5.</li> </ul> <p><b>Measures</b></p> <ul style="list-style-type: none"> <li>• 65.8% predicted to achieve Numeracy (P1,4,7 combined) by June 2023.</li> </ul> <p><b>Next Steps</b></p> <ul style="list-style-type: none"> <li>• Publish the Raising Attainment in Numeracy Framework and supporting documents on Clacks Connect website.</li> <li>• Continue to work with colleagues to support consistency and robustness of teacher professional</li> </ul>	Education Senior Manager (Secondary)

Appendix 1

Code	ACTION	By When	Progress	Expected Outcome	Latest Note	Lead
					<p>judgement.</p> <ul style="list-style-type: none"> <li>• Continue to provide additionality in targeted 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 Q1 and Q5.</li> <li>• Develop Building Blocks 5, 6 and 7 at Second Level.</li> </ul> <p><b>Literacy Update</b></p> <ul style="list-style-type: none"> <li>• Literacy Framework finalised to include Local Authority stretch aims.</li> <li>• Literacy Leads in all establishments have been identified to be able to share and signpost National and RIC literacy professional learning and developments.</li> <li>• Clusters identifying ‘non-negotiables’ within Literacy to enhance consistency and robustness of Achievement of a Level judgements.</li> <li>• Additionality, funded by SEF, in targeted 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 Q1 and Q5.</li> </ul> <p><b>Measures</b></p> <ul style="list-style-type: none"> <li>• 55.2% predicted to achieve Literacy (P1,4,7 combined) by June 2023.</li> </ul> <p><b>Next Steps</b></p> <ul style="list-style-type: none"> <li>• Publish the Raising Attainment in Literacy Framework and supporting documents on Clacks Connect website.</li> <li>• Work closely with Education Scotland to raise attainment and close the poverty related attainment gap in Literacy.</li> <li>• Conduct a baseline survey to identify confidence and</li> </ul>	

Appendix 1

Code	ACTION	By When	Progress	Expected Outcome	Latest Note	Lead
					<p>knowledge in planning and delivering high quality literacy experiences.</p> <ul style="list-style-type: none"> <li>• Continue to work with colleagues to support consistency and robustness of teacher professional judgement.</li> <li>• Continue to provide additionality in targeted 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 Q1 and Q5.</li> <li>• Review and enhance Clackmannanshire’s Literacy Progression Pathways.</li> <li>• Monitor progress of establishment’s Literacy curriculum, with a focus on writing.</li> </ul>	
PPL 22 08	Develop a model of targeted support with Education Scotland to accelerate progress in attainment across Clackmannanshire.	31-Aug-2023	<div style="width: 33%;"><div style="background-color: #4f81bd; height: 10px;"></div></div> 33%		Predicted Literacy and Numeracy (P1,4,7 combined) ACEL data below stretch aim.	Education Senior Manager (Secondary)
PPL 22 10	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.	31-Aug-2023	<div style="width: 25%;"><div style="background-color: #4f81bd; height: 10px;"></div></div> 25%		<p>Following the Clackmannanshire Council, Education Scotland, ADES and Forth Valley and West Lothian Regional Improvement Collaborative professional discussions, a plan has been created to ensure that Clackmannanshire continues to tackle the impact of poverty and build sustainability across the Strategic Equity Funding Programme, as funding is tapered. Specific programmes, funded through the Attainment Challenge have been reviewed and development work has been enhanced to ensure that systems and processes are in place across Clackmannanshire to help support recovery and accelerate progress towards closing poverty-related attainment gaps. The focus of Challenge activity during this period has been on the development of locally identified Stretch Aims, to help ensure significant progress is made in recovering from the impact of the</p>	Education Senior Manager (Secondary)

Appendix 1

Code	ACTION	By When	Progress	Expected Outcome	Latest Note	Lead
					<p>Covid-19 pandemic and in achieving the mission of the Scottish Attainment Challenge. A 'core plus' Stretch Aim model has developed with the "core" setting a minimum expectation for aims measurable by the National Improvement Framework key measures and local data for health and wellbeing; and the "plus" reflecting our additional local priorities.</p> <p>Working with partners and across the Forth Valley and West Lothian Regional Improvement Collaborative, our stretch aims are being created to read across and into other plans to identify opportunities to collaborate with other services and agencies.</p> <p>The launch of the Clackmannanshire Pupil Equity Funding Framework in May 2022 has meant that allocations are much more focussed on improving outcomes for the children and young people impacted by poverty and that planning and quality assurance processes, roles and responsibilities are clear in regard to its use. A review of all Pupil Equity Funding Plans in June 2022 has highlighted that all establishments either have, or are being supported to develop clear outcomes to be achieved and how progress towards these, and on closing the poverty-related attainment gap, will be measured.</p> <p>The on-going 2022/23 Quality Improvement Visits to schools, have a particular focus on School Improvement Planning and the targeted use of all Strategic Equity Funding Programmes to ensure that we continue to work towards an empowered, connected and self-improving system. On-going professional dialogue sessions with all establishments focus on individual establishments progress and attainment data to ensure that improvement priorities were clearly focused on closing the poverty-related attainment gap and all planning clearly outlined the emphasis and use of targeted interventions.</p>	

Appendix 1

Code	ACTION	By When	Progress	Expected Outcome	Latest Note	Lead
					Engagement with our statutory and third sector partners within the programme continues with targeted meetings in place to review contractual agreements .As a result ,all agreements have now been aligned with a financial rather than an academic year with almost all contracts, traditionally funded by the Attainment Challenge, transitioning to close as funding for the Programme reduces.	
PPL 22 12	Ensure that 'stretch aims' articulate both ambitious and achievable aims and take into account evidence-based self-evaluation.	31-Aug-2023	<input type="text" value="33%"/>		Progress against some stretch aims causing concern.	Senior Manager Inclusion & Partnerships; Education Senior Manager (Secondary)

**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	ACTION	By When	Progress	Expected Outcome	Latest Note	Lead
PPL 22 18	Improve the responses and identification of children in need of protection and the intervention strategies that will support recovery and safety.	31-Aug-2023	<input type="text" value="100%"/>		Context - monitor level of child protection referrals  Activity - audit of Child Protection referrals - initial decrease to 9 and this number has been increasing over the past 2 months, some of this is around multi-agency decision making at e-IRD's to proceed directly to ICPPM and registration of large sibling groups.  Impact - increase in workload for an already stretched workforce- sickness and vacancies	Service Manager

Appendix 1

Code	ACTION	By When	Progress	Expected Outcome	Latest Note	Lead
					Next Steps - audit of GIRFEC assessments prepared for ICPPM by Senior Manager to ensure appropriate process/risk assessment/decision making, arrange multi-agency training in regards thresholds/CP process. Ongoing recruitment drive.	
PPL 22 22	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.	31-Aug-2023	20%		<p>As part of Phase 2 of the Icelandic Prevention Model, Clackmannanshire data from the Survey has been shared with identified staff in secondary schools, some senior pupils and individual colleagues from the Alcohol and Drug Partnership, NHS Health Promotion, and Recovery Scotland. Representatives from these groups will form a Coalition Group in the new year to support establishments with their individual plans and wider dissemination.</p> <p>Planning is underway to share key data trends with Secondary Parent Councils in the new year to ensure that their voice and support forms part of future developments.</p> <p>Key focus areas that continue to have priority in all action planning include support for mental wellbeing concerns, suicidal intent and self-harm, with each school providing bespoke support based on their context data.</p> <p>Involvement from the dedicated Leads within each school has been challenging. As Leads across establishments have teaching commitments and limited flexibility to support their own action planning, much of the progress against agreed actions has been slow. This has been reviewed with new milestones in place and more regular meetings arranged with support from Planet Youth.</p> <p>Progress updates from Clackmannanshire continue to be shared at the IPM Local Authority Coordinators Meetings</p>	Senior Manager Inclusion & Partnerships

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					<p>which are held monthly with representatives from Highland Council, Argyll and Bute Council, Dundee Council and West Dunbartonshire Council to discuss good practice, provide support and challenge. Individual school action planning to support schools unique context data have been well received and were highlighted at the National Network Meeting .</p>	
PPL 22 27	Ensure CLD plan continues to meet local needs and targeted approaches in light of recovery from COVID	31-Aug-2023	20%		<p>The 2021 – 2024 CLD Partnership Plan is the second plan developed in Clackmannanshire. The plan is not static and will evolve, based on the recovery from the COVID -19 pandemic and reflecting emerging needs, identified by stakeholders. This will remain the focus within the first year, with ongoing monitoring and evaluation to assess continuing needs.</p> <p>Consequently, this will enable the sector to re-establish services, take forward positive lessons from the pandemic and develop services to meet ongoing emerging needs. It will also enable the partnership to align services and developments with the revised Local Outcome Improvement Plan, Integrated Children’s Services Plan and corresponding Community Partnership plans.</p> <p>Due to on-going staff absences from Autumn 2022, there has been a scaled down offer from CLD at present and Headteachers have been advised that any requests could only be agreed provisionally until this situation changes. A summary of the latest updates regarding the CLD offering is below:</p> <p><b>Employability</b> - 26 young people are engaged and moving on from Lifeskills to cooking after the Christmas break . 1 to 1s and group work, including Dollarbeg Farm and First Aid have taken place this week. Evaluation of the programme is also taking place.</p>	Education Senior Manager (Secondary)

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					<p><b>Youth Work</b> – Lornhill cooking group has taken place every Monday since the term resumed in August 2022. Two CLD staff attended the first Youth Council meeting in the City Chambers.</p> <p><b>Outdoor Education</b> – High level of need in the groups, so additional school staffing has been requested to support the young people participating.</p> <p><b>ESOL</b> is very busy at present, with an exceptionally high level of need. Many instances of trauma, which is affecting the people from Ukraine in particular. College ESOL sessions are taking place.</p> <p><b>Forth Valley College</b> – no issues, all working well.</p> <p><b>Family Work</b> – 10 families were in the WOW group this week. The group was oversubscribed, so additional families attended the Bowmar Bookies. Clacks 1400 put on a Winter Warmers event for senior citizens in the community, with young people from Park Primary School joining them to sing some Christmas carols.</p>	
PPL 22 28	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.	31-Aug-2023	<div style="border: 1px solid black; width: 50px; height: 15px; background-color: #e0e0e0; display: flex; align-items: center; justify-content: center;">47%</div>		1.1. Work is continuing around Alloa Academy to widen the opportunities available for adult learning. National qualifications adult literacy classes are underway. Further engagement with Street Soccer has taken place with partners now geared up to have a project underway with assistance of leisure service by spring 2023. Street Soccer will be provided free and will be provided by SIP. Street Soccer provide free football-themed training and personal development opportunities for socially disadvantaged groups across Scotland.	Senior Manager Inclusion & Partnerships
PPL 22 29	Exploration and review of current offering of childcare within Clackmannanshire will be completed in collaboration with Flexibility Childcare Scotland to increase childcare and flexibility	31-Aug-2023	<div style="border: 1px solid black; width: 50px; height: 15px; background-color: #e0e0e0; display: flex; align-items: center; justify-content: center;">53%</div>		Clackmannanshire Early Adopter Childcare/Child Wellbeing Project is underway, funded by Scottish Government's School Age Childcare Team.  First phase of free wrap around childcare (extended breakfast club provision and after school) in Park	Senior Manager Inclusion & Partnerships

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					<p>Primary, Sunnyside Primary and St. Mungo's Primary commenced 21/11/22 for primary school age children, for priority families in relative poverty, as defined in Best Start, Bright Futures: tackling child poverty delivery plan 2022 to 2026. this aspect is coordinated by the Sport and Leisure Team.</p> <p>A pilot of school age childcare, with food included has been developed with partners within Alloa South and East.</p> <p>Childminding Audit: Initial discussions planned with Scottish Government, Ceteris, DWP, CERT (Clackmannanshire Economic Regeneration Trust), FWP team and SCMA regarding audit of childminding.</p>	
PPL 22 30	Continued use of local budgets to take a consolidated approach to supporting families at the point of need.	31-Aug-2023	<div style="border: 1px solid black; width: 20px; height: 10px; background-color: #4F81BD; color: white; display: flex; align-items: center; justify-content: center;">20%</div>		<p>Work is underway to map all funds into Clackmannanshire Council which support wellbeing of families and address poverty.</p> <p>The Clackmannanshire Alliance, alongside the Family Wellbeing Partnership are also scoping options to establish a local foundation which will coalesce funds aimed at improving wellbeing, mitigating poverty and directly supporting individuals and families in greatest need, enabling access to funds utilising cash first approaches. This foundation would also source future funding. This work requires further scoping which will be taken forward in early 2023.</p>	Senior Manager Inclusion & Partnerships
PPL 22 31	Develop an early intervention STRIVE based around one secondary catchment, collaborating with NHS to consider how they can integrate elements of the STRIVE approach into practice at a universal level. Impact - Increased wellbeing, reduced number of individuals/families reaching	31-Aug-2023	<div style="border: 1px solid black; width: 20px; height: 10px; background-color: #4F81BD; color: white; display: flex; align-items: center; justify-content: center;">25%</div>		<p>The decision has been taken to focus on feeder primary schools to Alloa Academy. The initial phase has focussed on Park and Sunnyside Primaries. A meeting with parents at Park Primary has been set up for the new year to agree the most helpful methods of engagement. It is hoped that through this initial engagement STRIVE staff will be able to support families before the point of crisis.</p>	Senior Manager Inclusion & Partnerships

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PPL 22 33	Incorporate a holistic approach to the further development of the Participation Network to ensure the Voice foundation of the Promise is upheld.	31-Aug-2023	<div style="width: 50%;"><div style="background-color: #4F81BD; height: 10px; width: 50%;"></div></div> 50%		<p>The Participation Network structure has changed from monthly Mobilisation Team (Service Providers) and Keeping the Promise Clacks (lived experienced participation forum) meetings to enable members from both of these groups to co-produce specific workstream activities, including Reframing the Language of Care, and Mapping Participation Opportunities across Clackmannanshire.</p> <p>A short video series introducing The Promise and The Promise within Clackmannanshire has been released online (via the council website and social media channels) to inform Clackmannanshire residents about how Clackmannanshire is Keeping The Promise.</p>	Chief Social Work Officer
PPL 22 34	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).	31-Aug-2023	<div style="width: 30%;"><div style="background-color: #4F81BD; height: 10px; width: 30%;"></div></div> 30%		<p><b>FAMILY LEARNING</b></p> <p>Following an analysis of the PIE Census results from 2022 and review of 2022-2023 School Improvement Plans 4 establishments were identified to provide focussed support to plan, develop, deliver and evaluate family learning more effectively.</p> <p>From August-December 2022 regular establishment visits have taken place across these targeted key schools to support practitioners to have the appropriate knowledge, skills, tools, use creative approaches and provide good practice exemplars to ensure that Family Learning fulfils the aims of the School Improvement Plan.</p> <p>Representatives from Education Scotland and Scottish Government met with colleagues from Lornshill Academy to discuss their creative approaches to Family Learning in October 2022. This was followed by a focussed Numeracy Family Learning event in November 2022 This event provided positive feedback <i>from parents</i> <b>“formative and useful”, “Great opportunity to interact</b></p>	IO Team Leader

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					<p><i>with our children and other parents”, “Good to be interactive with everyone including teachers and having things explained properly” “The night was very useful and helped me spend time with my child discussing different strategies to help him with his maths and numeracy” “Eye opening, filled with information”</i></p> <p>Planning is underway to extend this approach and invite Education Scotland to the next Family Learning Session to raise awareness and share good practice nationally.</p>	
PPL 22 35	Ensure Parent Councils are supported to fulfil their legally prescribed and constituted role, offering individual support as identified and required.	31-Aug-2023	<div style="border: 1px solid black; width: 60px; height: 20px; background-color: #e0e0e0; display: flex; align-items: center; justify-content: center;"> <span style="font-size: 10px;">50%</span> </div>		<p>It is a duty on Local Authorities to support the establishment and the operation of Parent Councils. Some Parent Councils paused their meetings during the Covid-19 pandemic and needed support to restart their activities.</p> <p>A Parent Council audit was carried out in September 2022. It looked at issues such as – were Parent Councils meeting regularly, updating their constitution as required, reporting back to parents and were they involved in co-creating the School Improvement Plan and school Handbook. The audit highlighted where schools and PCs needed additional support and these were targeted accordingly.</p> <p>So far this session 77% of schools have asked for advice and staff have met with Engagement Officers to discuss issues relating to the Parent Council. These meetings have promoted more focus for the Parent Council on educational issues other than fundraising. Some good practice has been identified and shared with Education Scotland for their good practice hub.</p> <p>Engagement Officers have worked directly with over 30% of the Parent Councils on issues around membership and operation. All Clacks PCs who had suspended their meetings during the Covid-19 pandemic are now meeting</p>	IO Team Leader

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					<p>regularly again.</p> <p>In session 2021-22, 50% of Parent Councils claimed their admin support money, this has increased to 62% in the current session and a few more are still to submit their prepared accounts before the January deadline.</p> <p>Parent Voice in School Improvement Planning could be improved and that will be a focus when plans are being drawn up.</p>	
PPL 22 37	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.	31-Aug-2023	30%		<p>As part of the Regional Improvement Collaborative Action Plan, establishments have included UNCRC as part of their School Improvement Plans. Phase 1 of this Plan is now complete and all FVWL Children's Services' staff have undertaken professional learning, ensuring they have an increased awareness of the incorporation of UNCRC and the impact it may have on their practice.</p> <p>Phase 2 of the RIC Plan is underway and will require each establishment to use the self-evaluation toolkit to be able to evaluate where they are in their UNCRC journey and that Education and Children's Services staff are fully engaged with this process. This work will be taken forward throughout session 22-23, with a deadline of June 2023 for completion. This includes consultation and awareness raising with parents, carers and the wider central team.</p>	Education Senior Manager (Secondary)
PPL 22 38	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.	31-Aug-2023	40%		<p>In March 2022, colleagues from Clackmannanshire Council, Education Scotland, ADES and Forth Valley &amp; West Lothian Regional Improvement Collaborative engaged in professional discussion as part of collaborative improvement, with a specific focus on data for analysis, quality assurance, support, challenge and recovery approaches.</p> <p>This led to a recommendation that further work should be implemented in Clackmannanshire to embed an</p>	Education Senior Manager (Secondary)

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					<p>empowered system, including capacity building for Headteachers and wider teams.</p> <p>A collective endeavour is underway to achieve this objective in an empowered system, ensuring that senior leaders are enabled to lead collaborative, evidence-based decision-making, whilst recognising that they are an integral part of a wider education and children's services system.</p> <p>Through participation in five working groups, covering Pedagogy, Curriculum, Performance, Wellbeing &amp; Inclusion and Quality Assurance, school leaders are active participants in the wider corporate work of the Local Authority, building an empowered, connected and self improving education system.</p> <p>A combination of online and in -person meetings and gatherings are taking place throughout session 22/23, further to the Launch Event which took place on 05.10.22. The most recent gathering was held on 06.12.22 which enabled further discussion on agreed action points.</p>	
PPL 22 40	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-2023	<input type="text" value="30%"/>		<p>Questionnaire of current provision of service provided by Strathclyde University has been completed by Youth Justice Team Manager.</p> <p>Due to the vacancies within Children Services there has been a gap in identified youth justice workers, these 2 posts are currently at advert.</p> <p>Criminal Justice are providing support to Children Services by offering advice and guidance to child care staff with less experience in this area. This has been expanded to offering mentoring sessions, meetings with team manager, review of reports and shadowing opportunities. Child care staff identified as leads with Youth Justice will also be offered the opportunity to have</p>	Chief Social Work Officer

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					<p>day per week where they can be based within the Justice team. This will provide the opportunity for peer and management support in this area.</p> <p>Justice Services has arranged AIM 3 Risk Assessment training for child care staff in the new year. A member of justice services will also be trained in this area in order to provide support and some resilience.</p> <p>Justice Services have been providing additional support in terms of completing some Diversion from Prosecution reports. Support/consultation also continues to be provided for Youth Justice MAPPA cases where areas for development have been identified.</p> <p>A proposal has been submitted to the STRIVE Board that would provide a perpetrator and women's worker to the STRIVE Panel one day per week. This support would be to provide earlier intervention to cases where domestic abuse was identified. The aim would be to provide short term intervention to reduce harm and possible future criminal convictions.</p> <p>Child care staff are to attend safe and together training scheduled for Dec 22</p>	
PPL 22 41	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.	31-Aug-2023	90%		<p>Approval has now been provided for a perpetrator and Womens worker to support STRIVE. Initial meetings have now taken place looking at historic cases that may require support. This project will be fully operational and in place by mid January 2023. Guidance for staff is being finalised in terms of screening tools.</p> <p>Final poster is being completed to advertise Men's self referral pathway for support in relation to Domestic Abuse. Health partners have agreed for adverts to be placed within Health buildings. Adverts will also be</p>	Chief Social Work Officer

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					placed on Clackmannanshire Councils social media pages. Project to be launched Dec 2022	
PPL 22 42	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.	31-Aug-2023	<input type="text" value="25%"/>		<p>To raise awareness of 16 Days of Action, ( which runs from November 25th (International Day against Violence against Women) through to December 10th (International Human Rights Day) all educational establishments were provided with a briefing highlighting resources, local organisations and a toolkit with focussed activities designed to maximise the impact of the Campaign. Bespoke sessions, led by Womens Aid were held with S1 and S3 pupils at Lornhill Academy on the theme of prevention, and lunch time "drop-in sessions" at Alva Academy provided opportunities for pupils to engage in wider discussion, signposting and support. Three primary establishments ( Craigbank, Banchory, Menstrie) began the 6 week " Clacks Courage Programme" covering themes such as healthy friendships, self esteem, respect and emotions. This will be fully evaluated at the end of the Programme( Feb 2023) and highlights/good practice shared with all establishments.</p> <p>Messages from the #what next( the key theme for the 16 Days Campaign), were shared daily during the 16 Days on Clackmannanshire Twitter and Facebook to raise further awareness of the Campaign and highlight wider training, events and supports to establishments and their communities</p>	Senior Manager Inclusion & Partnerships
PPL 22 43	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	31-Aug-2023	<input type="text" value="30%"/>		The Family Group Decision Making Service are working with families at an earlier opportunity, focussing on building capacity within the family network and identifying key family members to assist in supporting children at home. This is a shift away from referral to FGDM only at	Chief Social Work Officer

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	investment in early help and intensive family support.				the point of accommodation. Overall, there has been a rise in referrals since this change: September - 7 referrals October - 5 Referrals November - 11 referrals	
PPL 22 44	Reduction in the use of external placements1. Development of a resource allocation group to quality assure and support planning which requires an additional resource.2. Further develop foster carer 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.	31-Aug-2023	45%		<p>Resource Allocation Group (RAG) processes and paperwork has been developed and the first meeting of this group will take place on Tuesday 17th January 2023. The group will meet on a weekly basis and is aimed at reducing admissions to care. This group will also replace function of High Cost Placement meeting and have oversight of planning for children in external placements.</p> <p>Foster carer recruitment has been delayed due to inspection and due to staffing within the team. Activity will recommence in February 2023 which will involve activity within local press and radio as well as community events planned over the remaining period of this plan. This will build on previous activity undertaken. One new assessment is currently in process.</p> <p>A review has been completed of foster carer fees and allowances and a proposal has been submitted. Awaiting outcome.</p> <p>Most immediate focus is on retention and improving support available to existing carers. Additional staffing is proposed for the team through the redesign, and in the interim an additional post has been added to the team from existing resources.</p> <p>To date the work undertaken to reduce the number of external placements has been offset by new admissions. While the resource allocation group will play a role in reduction of new admissions, progress in this area is reliant on development of a range of local care provision.</p>	Chief Social Work Officer
PPL 22 46	Develop opportunities to consult and include all parents in establishment's improvement planning,	31-Aug-2023	33%		As part of the Scottish Government's focus on learner and community participation, educational establishments	Education Senior Manager ELC &

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	with a focus on the use of Pupil Equity Funding to enhance family engagement, learner participation and democratic education				<p>are expected to spend at least 1% of their PEF (Pupil Equity Fund) budget using a Participatory Budgeting methodology.</p> <p>Following a successful Participatory Budgeting pilot at St Bernadette's Primary involving parents, carers, staff and partners including church representatives, Muckhart Primary School and Redwell Primary School are planning similar Participatory Budgeting events for session 2022-2023. They are being supported by the IO Engagement Officer who is undertaking a Participatory Budgeting course at Fife College covering the fundamental principles and equitable methodology to capture their approaches to equity, family engagement, learner participation and democratic education.</p> <p>Their approaches will be shared with establishments to further support them to spend at least 1% of their PEF money using the PB methodology.</p>	Primary
PPL 22 50	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.	31-Aug-2023	<input type="text" value="30%"/>		<p>STRIVE team continues to function well. Reporting mechanisms being established to track STRIVE Outcomes - which will include repeat VPD rates and statutory referrals.</p> <p>An audit of strive cases is being undertaken over January, with a focus on adult support and protection. A review of casenotes to identify evaluative feedback will also be completed in January.</p> <p>A progress update will be produced in early February</p>	Chief Social Work Officer
PPL 22 51	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.	31-Aug-2023	<input type="text" value="50%"/>		<p>The strategic needs analysis and review of current commissioned services have now been concluded and the report has been provided. This has been considered by Senior Managers within the council and a paper has been submitted for consideration by the Council. Thereafter services will be commissioned in line with the review findings, in order to be in a position to deliver the required services from 1.4.23.</p>	Chief Social Work Officer

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					<p>The services commissioned will include an intensive family support service, funded by the Whole Family Wellbeing Fund to support children and young people on the cusp of care and who are currently placed outwith Clackmannanshire, to help them return to their family or local community.</p> <p>In addition a development officer will be recruited to support the development of a commissioning consortium which will integrate the voice of lived experience into the development of family support services.</p> <p>This is intended to assist in the process of system change, away from crisis led provision toward early intervention</p>	

**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	ACTION	By When	Progress	Expected Outcome	Latest Note	Lead
PPL 22 13	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.	31-Aug-2023	30%		In addition to ensuring Care Experienced Young People are being tracked and supported into a positive destination and that appropriate interventions are in place, each school is monitoring the attainment of young people in this cohort. Research shows that by ensuring that all mentored care experienced young people stay on until at least S5, they have a better chance of success in their next steps. To ensure the correct support is in place, DHTs from each of our four secondary schools have been tasked with tracking our young people with care experience from S1 upwards. An exemplar spreadsheet was issued to each school, where they will record details of each CEYP for each Year Group, alongside their preferred pathway and interventions that are in place. Once reviewed, appropriate further	Education Senior Manager (Secondary)

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					<p>interventions can be planned and alternative provision implemented.</p> <p>Given the focus nationally on Care Experienced Children and Young People, one of our Clacks Core Plus Stretch Aims is to monitor their attendance, especially the historical difference between LAC Home and LAC Away. The stretch aim for the overall attendance rate remains the same as the overall attendance rate, to ensure there is both equity and equality. Improving attendance leads to improved attainment and outcomes.</p>	
PPL 22 14	<p>Develop and implement a programme in primary establishments to close the 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.</p>	31-Aug-2023	<div style="border: 1px solid black; width: 60px; height: 20px; background-color: #e0e0e0; display: flex; align-items: center; justify-content: center;"> <span style="font-size: 10px;">25%</span> </div>		<p>One of the aims of our Clackmannanshire National Improvement Framework is to ensure we are tracking all Care Experienced Young People in school and engaging them early in support with choosing their pathways and with Skills Development Scotland. Research shows that by ensuring that all mentored care experienced young people stay on until at least S5, they have a better chance of success in their next steps.</p> <p>Given the focus nationally on Care Experienced Children and Young People, one of our Clacks Core Plus Stretch Aims is to monitor their attendance, especially the historical difference between LAC Home and LAC Away. The stretch aim for the overall attendance rate remains the same as the overall attendance rate, to ensure there is both equity and equality. Improving attendance leads to improved attainment and outcomes.</p> <p>To ensure the correct support is in place, DHTs from each of our four secondary schools have been tasked with tracking our young people with care experience from S1 upwards. An exemplar spreadsheet was issued to each school, where they will record details of each CEYP for each Year Group, alongside their preferred pathway and interventions that are in place. Once reviewed, appropriate further interventions can be planned and alternative provision pathways researched.</p> <p>On-going data capture and analysis since August 2022</p>	Education Senior Manager ELC & Primary

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					<p>within the MCR Programme has identified 77 mentored relationships across the authority with <b>21</b> in Alloa Academy, <b>28</b> in Alva Academy, <b>27</b> in Lornhill Academy and <b>1</b> in CSSS. The progress and monitoring of these identified young people is reviewed via a Schools DHT Lead network to ensure that care experienced young people, or those who have experienced disadvantage, have access to the same educational outcomes, career opportunities and life chances as every other young person.</p> <p><b>57</b> S1 and S2 young people are participating in focused Group Work programmes. The scope and reach of these Groups has been extended to include not only those with social work involvement but also those young people with continuous instability at home.</p> <p>Following a Mentor Recruitment event in October, currently <b>30</b> mentors have been identified to be matched with a young person. A further Information Session will be held in the New Year to extend the number of Mentors and increase participation in the programme.</p> <p>Pathway Coordinators continue to support educational establishments to provide the Young Clacks Talent Programme and compliment plans and academic goals for identified care experienced young people. Further discussions are underway with Scottish Government to secure funding for their continuation beyond this academic year.</p>	
PPL 22 15	A relaunch of the School Sports Awards supporting primary and secondary schools to achieve silver / gold awards	31-Aug-2023	<input type="text" value="60%"/>		Programme paused from March 2020 & relaunched in September 2022. All schools have active sports committees. 13 schools have completed assessment process with 11 achieving gold status.	Education Senior Manager ELC & Primary
PPL 22 16	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	31-Aug-2023	<input type="text" value="45%"/>		Meetings continue to take place between TCAC Team and Housing to progress planning for young people identified as ready to move into their own tenancy. Focus has been on young people ready to leave their care placements and young people who are currently residing	Chief Social Work Officer

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	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 community, and creating accessible pathways to support from other services and 3rd sector partners e.g. housing, benefits, health, training and employment opportunities.				<p>in purchased supported accommodation.</p> <p>Since September 7 young people have been allocated their own permanent tenancies and are being supported through a combination of support from TCAC via case management, outreach from Woodside, and support from Barnardos.</p> <p>A further group of 5 young people have been identified for housing and planned support which we hope to achieve over the remaining duration of the plan.</p> <p>It continues to be challenging to plan for those young people residing outwith Clackmannanshire who do not wish to return. There are a group of 4 young people who are ready to live independently out of area.</p> <p>The commissioning arrangements following the review undertaken will focus on development of a range of support for young people to be supported to maintain living within their own tenancies.</p>	
PPL 22 17	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.	31-Aug-2023	<div style="border: 1px solid black; width: 50px; height: 15px; background-color: #e0e0e0; display: flex; align-items: center; justify-content: center;">50%</div>		A range of training opportunities for those within the People Directorate have been identified and begun to be delivered, including PACE training for Woodside Residential staff, and Early Intervention staff, Dyadic Developmental Psychotherapy training for Woodside Residential staff, and Adult Attachment training in the Dynamic Maturational Model. The aim of this programme of development work is to increase staff capacity to incorporate relational approaches to their work through a coherent framework for delivery of therapeutic supports.	Principal Educational Psychologist
PPL 22 19	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.	31-Aug-2023	<div style="border: 1px solid black; width: 50px; height: 15px; background-color: #e0e0e0; display: flex; align-items: center; justify-content: center;">50%</div>		Suicide is regularly the most common reason for individuals accessing Shout, our text-based crisis service, highlighting the need for a service which can deal with this level of risk. However, no texters have yet required an active rescue by the emergency services, indicating that the risk assessment and de-escalation	Principal Educational Psychologist

Appendix 1

Code	ACTION	By When	Progress	Expected Outcome	Latest Note	Lead
					<p>processes embedded within the service may be evidencing a reduction in harm. Suicide figures for Clackmannanshire fell in 2021, with no suicides taking place in anyone under the age of 43. So far in 2022 the youngest suspected suicide is for an individual aged 34. Work is ongoing to understand the reasons for this fall and what role the new services could be playing in suicide prevention.</p> <p>A new Children and Young People's Suicide Prevention Sub-Group has been established which will report in to the wider Suicide Prevention Group operating across Stirling and Clackmannanshire. Suicide and self-harm guidance for educational establishments is in the process of being reviewed by this sub-group.</p>	
PPL 22 20	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	31-Aug-2023	50%		<p>A continuum of digital and face-to-face supports has been developed to support mental health and wellbeing for children, young people and their families. This continuum offers a range of supports across different age groups, some of which offer 24/7 availability, delivered either virtually or face-to-face. This enables children, young people and their families to create packages of support that most suits their needs.</p> <p>Four new digital services have been introduced - Mind Moose, Kooth, Togetherall and Shout - and a Directory of Mental Health Supports created. To date, the digital services have been accessed by just over 600 individuals (around 5% of our target population - our digital services have usage aims of between 5 and 10%). Although time of use within the day fluctuates, all of our open-access services show a high level of use out of normal working hours, indicating the importance of providing services around the clock. The reported impact varies by service and is dependent on users engaging with optional evaluation activity, but evaluations indicate that users are making progress towards self-identified goals, have found the support they received helpful, and would</p>	Principal Educational Psychologist

Appendix 1

Code	ACTION	By When	Progress	Expected Outcome	Latest Note	Lead
					<p>recommend the service to others/use the service again.</p> <p>We have had two face-to-face services in operation for over a year (Creative Therapeutic Interventions for Children (CTIfC) and Counselling in Schools (CiSS)). Just over 550 children and young people have been referred to our two face-to-face services with statistically significant improvements (i.e. not by chance) in wellbeing scores for those accessing CiSS, and improvements in wellbeing for those accessing CTIfC that are heading towards statistical significance. A third service is in the process of being established and will offer Wellbeing Worker support to the Through Care After Care population. There are early indications that where uptake of these new services is greatest, referrals to CAMHS are reducing, supporting the need for developmentally-appropriate, easily accessible supports and services within local communities. Further work is planned to explore these emerging themes in more detail.</p> <p>The GIRFEC Forum (formally, cSTRIVE) has been successfully rebranded and amalgamated. It continues to meet weekly with education and 3rd sector partners. Feedback from partners highlights that they feel “coming together helps get the right support in place.” The Forum has also been in a position to highlight arising systemic themes which have been fed back to the wider authority (e.g., non attendance, early years). We are still waiting for confirmation of the data sharing agreement with the NHS to allow health colleagues to participate in the Forum.</p> <p>The Educational Psychology Service continues to contribute to a Scottish Government funded development</p>	

Appendix 1

Code	ACTION	By When	Progress	Expected Outcome	Latest Note	Lead
					across Forth Valley aimed at improving the assessment process for Neurodevelopmental Difficulties (NDD). Initial results from an audit of current referrals to Forth Valley CAMHS highlighted variances in the quality of information which may lead to a referral being rejected. As a result of this, guidance has now been developed for schools with the aim of increasing staff confidence in making referrals. This guidance will be released for initial consultation with partners in January 2023.	
PPL 22 21	Develop an integrated transitions strategy and operational procedure to improve outcomes for disabled children and young people to support their timely transition to adulthood and accessing adult services/support	31-Aug-2023	<div style="width: 25%;"><div style="background-color: #4f81bd; height: 10px; width: 100%;"></div></div> 25%		<p>The HSPC Draft Transition Policy is out for consultation across relevant services.</p> <p>The Operational Transition Group have developed systems to ensure that Children are being discussed at the earliest opportunity in order to begin planning their transition to adulthood and adult services.</p> <p>A short life working group has agreed to progress the completion of procedures which will detail the requirements on each agency at the relevant point.</p> <p>A Shared Occupational Therapist post has been developed which will enable smoother transitions for children receiving OT input in childhood into adulthood.</p>	Service Manager
PPL 22 23	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.	31-Aug-2023	<div style="width: 25%;"><div style="background-color: #4f81bd; height: 10px; width: 100%;"></div></div> 25%		As part of the review of the National Health and Wellbeing Census in 2022, all establishments were provided with a partial analysis of their results with a particular focus on pupil responses to bullying. To support those establishments who , as a result of this, were refreshing their approaches and policies regarding anti-bullying, or who highlighted this as a priority within School Improvement Planning, <i>Respect Me</i> were contacted and provided Clackmannashire with an opportunity to review their new e-learning modules- Undersanding and Repsonding to Bullying. Following the successful review, information was shared with all Head Teachers, with 3 establishments registering to complete the modules(Deerpark, Sunnyside, St Mungos). Further training opportunities and feedback from the	Senior Manager Inclusion & Partnerships

Appendix 1

Code	ACTION	By When	Progress	Expected Outcome	Latest Note	Lead
					highlighted schools will continue to be shared to ensure that approaches to anti-bullying remain a focus.	
PPL 22 24	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-2023	<input type="text" value="0%"/>			Chief Social Work Officer
PPL 22 25	In line with Future Leisure Provision, revise Implementation Plan within Sport and Active Living Framework	31-Aug-2023	<input type="text" value="50%"/>		Review process underway with initial Leadership & Governance meeting held in Dec 22 and full day planning meeting scheduled for 26 Jan 23. Chair of group moved from Cllr Lindsay to Cllr Harrison in line with administration updates.	Sports Development Manager
PPL 22 26	To develop and implement a programme of support and networking opportunities for parents and carers of children/young people with ASN	31-Aug-2023	<input type="text" value="50%"/>		ASL Parent/Carer Network sessions are being advertised through social media channels; however consideration is being given to a wider strategy to reach as many potential parent/carers as possible. Key education staff were identified to support the planning of sessions in response to feedback evaluations from parents/carers. Twelve network sessions involving a range of guest speakers have taken place since August, with an attendance of over fifty parents/carers. Evaluations are being recorded at each session, with plans for a mid-year evaluation google form to be circulated. Some parent/carers have shared that they have formed relationships where they are meeting for coffee providing peer support. Information from the google form will be gathered and analysed to help inform the next programme of sessions with guest speakers. A more robust evaluation strategy will be considered and steps will be made to engage ASL Provisions and the Post Diagnostic Support Project.	ASN Manager
PPL 22 32	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	31-Aug-2023	<input type="text" value="50%"/>		Initial consultation with the Participation Network has occurred and discussions have taken place with COSLA and other Local Authorities around remuneration and its value. Continued efforts are being made to find an	Chief Social Work Officer

Appendix 1

Code	ACTION	By When	Progress	Expected Outcome	Latest Note	Lead
	remuneration for their time/input.				appropriate mechanism by which Clackmannanshire Council can remunerate individuals who are involved in co-design and co-production.	
PPL 22 39	Extend the range of therapeutic supports available through the Intensive Therapeutic Service that are specifically targeted towards the refugee population within Clackmannanshire.	31-Aug-2023	<input type="text" value="50%"/>		The Refugee Intensive Therapeutic Service aims to extend the range of therapeutic supports available through the Intensive Therapeutic Service that are specifically targeted towards the refugee population within Clackmannanshire.  Feedback gathered from partners, as well as the Scottish Government's Trauma Informed Practice Toolkit, has informed the service design. Links have been made with the Local Authority's existing Refugee Group. A presentation outlining the service has been shared with some of our families from the refugee population via their ESOL group meeting. The Refugee Intensive Therapeutic Service is currently being piloted with 4 cases from the refugee population. Feedback from these families will further inform practice guidelines and procedures.	Principal Educational Psychologist
PPL 22 45	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.	31-Aug-2023	<input type="text" value="50%"/>		Relaunched in September 22.	Education Senior Manager ELC & Primary
PPL 22 54	Launch of new online booking system	31-Aug-2023	<input type="text" value="50%"/>		New system went live in July 2022, system continuing to be tested and developed with implementation of new online customer booking portal.	Education Senior Manager ELC & Primary
PPL 22 55	Collaborate with Sportscotland to develop an Active Schools and Community Sports Hub and plan	31-Aug-2023	<input type="text" value="30%"/>		Strategic meeting between senior managers and sportscotland took place in Dec 2022 with agreement draft to be completed by end January 2023. In progress.	Education Senior Manager ELC & Primary

**Priority - People Workforce Plan**

Code	ACTION	By When	Progress	Expected Outcome	Latest Note	Lead
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Appendix 1

Code	ACTION	By When	Progress	Expected Outcome	Latest Note	Lead
PPL 22 03	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.	31-Aug-2023	<input type="text" value="40%"/>		<p>Staff confidence and skills to support children and young people with additional support needs is supported by ASL Outreach Team, Educational Psychology and CSSS Outreach Teams. Connecting Clacks Educators /ASN tile is updated with latest guidance documents.</p> <p>The quality of referrals into GIRFEC forum (formerly named CStrive) demonstrates improved use of the wellbeing assessment to assess children and young people's needs. This will continue to be monitored.</p> <p>Embedding inclusive solution for children with ASN within mainstream settings is leading to increased staff skills, supported by Flexible Learning Spaces teams.</p>	Senior Manager Inclusion & Partnerships
PPL 22 06	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.	31-Aug-2023	<input type="text" value="20%"/>		<p>Following a data analysis in September 2022 by the Regional Improvement Collaborative, targeted work is focussing on empowering and upskilling practitioners to support learners who have additional support needs, are impacted by poverty, have experienced care or a gender influenced attainment gap.Attendance is a key focus for improvement including S4 attendance and improvement in attendance for children and young people with attendance between 50%- 80% .</p> <p>Networks are being established to support, nurture and cultivate change through the development of " C Change Hubs" to build community, aid communication, support curriculum-making, facilitate collaboration, develop practice and pedagogy, enhance practitioner confidence and identify CLPL needs.</p>	Senior Manager Inclusion & Partnerships
PPL 22 09	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.	31-Aug-2023	<input type="text" value="50%"/>		<p><b>Update</b></p> <ul style="list-style-type: none"> <li>• Performance Workstream established.</li> <li>• Performance and Improvement Meetings (PIM) have taken place between SLTs in almost all ELC and primary establishments and QIOs. focusing on a variety of data at</li> </ul>	Education Senior Manager (Secondary)

Appendix 1

Code	ACTION	By When	Progress	Expected Outcome	Latest Note	Lead
					<p>Local Authority and Establishment level, for example attainment at and within BGE, SIMD, pupil ASN, school context, EAL, etc. This has resulted in greater awareness and shared understanding of the barriers to attainment for learners across Clackmannanshire schools.</p> <ul style="list-style-type: none"> <li>Improving Outcomes PTs (funded by SEF) work alongside staff members in identified establishments to use a range of data to identify targeted groups, with a particular focus on raising attainment in writing. Relevant interventions have been identified to support these targeted groups.</li> <li>Data Coach supporting data analysis from Seemis in relation to attendance with HTs/attendance leads (patterns).</li> </ul> <p><b>Next steps</b></p> <ul style="list-style-type: none"> <li>Self-Evaluation for Continuous Improvement (SECI) - a programme aimed at leaders - has been developed by Education Scotland staff and will be delivered in January 2023 to heads of establishments across the authority. It draws on relevant policy and research as well as aspects of the ES Evolving Systems Thinking course. The aims of the programme are to: <ul style="list-style-type: none"> <li>Consider the effective use of self-evaluation and quality assurance within education.</li> <li>Examine toolkits available to support effective self-evaluation and quality assurance.</li> <li>Explore data types, purposes and categories and reflect on the importance of mobilising data.</li> <li>Reflect on the different types of conversations that lead to improvement.</li> <li>Become familiar with the key features of evaluative writing.</li> </ul> </li> </ul>	

Appendix 1

Code	ACTION	By When	Progress	Expected Outcome	Latest Note	Lead
					<ul style="list-style-type: none"> <li>• Consult with Heads of Establishments across the authority to develop a Performance Framework for Clackmannanshire which provides a clarity of systems and processes.</li> <li>• Develop and deliver a Senior Leaders Data For Improvement Professional Learning programme to complement SECI.</li> <li>• Follow up training/coaching on attendance data analysis using Seemis and spreadsheets.</li> </ul>	
PPL 22 11	Ensure Practitioners have the appropriate knowledge, skills, tools and good practice exemplars to work with parents and families to deliver parental entitlements.	31-Aug-2023	<input type="text" value="30%"/>		<p>Practitioners in schools and ELC settings work with parents and carers to lead on Family Learning, encourage Learning at Home and foster Home School Partnership and Parental Representation. At teacher training or induction stage staff are made aware of the benefits that good practice in parental involvement and engagement (PIE) will bring in terms of pupil attainment and achievement. Local authorities and other national agencies offer Career-Long Professional Learning (CLPL) training for e.g. probationer teachers, family support workers and all school staff up to senior manager level to ensure that knowledge and skills are kept up to date.</p> <p>The Scottish Government has produced a strategy for PIE CLPL. As a consequence, further research has been done to produce a draft PIE CLPL directory for Clacks showing all the CLPL that is on offer for practitioners, both locally and nationally. The draft is being refined before sharing with practitioners.</p> <p>Clackmannanshire Education Service are group members of Connect – an organisation supporting Parent Councils in Scotland. Parent Councils and staff are encouraged to take part in the training that Connect offers. Take up of that training is being monitored to ensure value for money.</p>	IO Team Leader

Appendix 1

Code	ACTION	By When	Progress	Expected Outcome	Latest Note	Lead
					<p>Some in house training offered by the Engagement Officers could be moved to an online learning platform – Clacks Academy – so that practitioners can access it at any time. Clacks Academy sessions on PIE topics have been identified and work has begun on adding that to Clacks Academy.</p> <p>The Clacks PIE CLPL directory will be published early in the new year.</p> <p>Connect will report on the uptake of their training offer – both PCs and practitioners.</p> <p>There will be at least one PIE CLPL session on Clacks Academy with others in development by the end of the session.</p>	
PPL 22 36	Clackmannanshire to implement revised GIRFEC materials and Pathways, in line with Forth Valley activity.	31-Aug-2023	<input data-bbox="1010 727 1151 754" type="text" value="33%"/>		<p>National GIRFEC refresh has provided a perfect opportunity to review GIRFEC Materials, procedures and training within Clackmannanshire. This should be done alongside the rest of the Forth Valley and the Forth Valley working group is now meeting regularly.</p> <p>A seven minute briefing has been issued to all staff regarding the changes in the refreshed GIRFEC Guidance</p> <p>Next Steps:</p> <p>Multiagency Briefing sessions being set up by Health for the new year</p> <p>GIRFEC Report templates being reviewed within Clacks Childrens services currently. Updated templates will be shared on a multiagency basis.</p> <p>GIRFEC Guidance for Clacks to be updated and rolled out across all agencies. This will include clarity around the role of named person, TAC meetings and the initial follow up of low level concerns.</p>	Chief Social Work Officer

Appendix 1

Code	ACTION	By When	Progress	Expected Outcome	Latest Note	Lead
					These actions should assist in reducing inappropriate social work referrals, increase appropriate early intervention and subsequently reduce the number of children subject to statutory measures.	
PPL 22 47	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-Aug-2023	<div style="width: 20%;"><div style="background-color: #4f81bd; height: 10px;"></div></div> 20%		<p>Social Work redesign is now progressing and proposal identifies 3 FTE Independent Reviewing Officers (IRO's) and a designated 0.5 Team Leader. Recruitment will take place for these posts following conclusion of consultation period.</p> <p>At the present time there are 1.5 FTE IRO's within the service, one of which is an agency worker. A further post has been recruited to, and the candidate will commence in post on 1 February 2023.</p> <p>IRO's have been supporting TL's within the service with Child Protection Core Group meetings, this arrangement will end once new TL for core starts on 24 January 2023.</p> <p>Thereafter IRO's will on an incremental basis begin undertaking reviews for children on Compulsory Supervision Orders at home, and pathway reviews.</p> <p>A development day will be arranged in the first quarter of 2023 once all IRO's are in post to further develop the service in relation to participation, language and the format of meetings in order to promote participation of children and young people.</p> <p>Participation Checklist continues to be in use as an aid to promote participation in reviews through a range of avenues which include advocacy and viewpoint questionnaires.</p>	Chief Social Work Officer
PPL 22 48	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.	31-Aug-2023	<div style="width: 50%;"><div style="background-color: #4f81bd; height: 10px;"></div></div> 50%		Resilience Learning Partnership, a local and unique provider of education and training services specialising in psychological trauma and lived experience has been commissioned to deliver training and consultancy	Principal Educational Psychologist

Appendix 1

Code	ACTION	By When	Progress	Expected Outcome	Latest Note	Lead
					services, from January 2023. Resilience Learning Partnership will support the quality assurance of the implementation of trauma informed approaches across the Council. A Trauma Informed Approaches Steering Group will be operational from January 2023, to oversee this work.	
PPL 22 49	Collaborate with University of Stirling, and ADES to provide opportunities for Education staff to participate in leadership development training and respond to the national challenges of recruiting Primary and ELC leaders.	31-Aug-2023	0%			Improving Outcomes Business Manager
PPL 22 52	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.	31-Aug-2023	30%		Currently the number of children subject to Compulsory Supervision Orders continues to reduce. On 19.12.22 this was 153.  Factors supporting this increase include earlier access to Family Group Decision Making, Increased early interventions support and a co-ordinated referral group prioritising third sector referrals.	Chief Social Work Officer
PPL 22 53	Work with our community of Values Based Leaders to continue to change attitudes and behaviours.	31-Aug-2023	52%		1.1. In the week commencing 31 October 2022, a cohort of Council staff, local employability partners, Ceteris, NHS Scotland, DWP and researchers from the WEALL (Wellbeing Economy Alliance) and the Scottish Government, came together to explore the employment and employability landscape in Clackmannanshire. This was a highly productive session with a variety of links and contact made as part of the WEALL research and several off shoots, such as exploring NHS training academies and childcare opportunities have taken place since.  1.2. A senior leader's cohort will be taking time in January 2023 to have an in-depth review of People and Place based approaches within Clackmannanshire to maximise and accelerate transformation. Representatives of the community, community organisations and Elected Members will attend.  1.3. A community cohort is being mapped and	Service Manager

Appendix 1

Code	ACTION	By When	Progress	Expected Outcome	Latest Note	Lead
					scheduled for March 2023, which will link with the ongoing transformative work programme. This will include families, community members and young people.	

## Appendix 2

### Health and Social Care Plan Update

The Health and Social Care Partnership continues to deliver care and support within a context of significant system pressures across acute and community health and social work services. Significant progress has been made to redesign local services including being a pathfinder area for 'Discharge without Delay', which has resulted in significant improvements within delays locally (an increased capacity of 44% in first week of January 2023, against the Scottish Government target of 15%)

This programme of work is reflected and reported through the HSCP Winter Plan. The Locality Planning networks have been established within each Locality area and Locality Plans have been developed with stakeholders, local partners and those with lived experience. These plans form the basis of the priorities for the new IJB Strategic Commissioning Plan 2023 – 2033 which will be presented to the IJB in February 2023. The programme of transformation continues to be delivered with key progress to deliver refresher training all staff in HSCP on Self Directed Support and new draft asset based assessment being piloted within some teams; Carers Investment Plan is being reviewed to reflect the significant impact of COVID on carers and the commissioning consortium approach in partnership with TSIs is being rolled across all service areas. The full programme of transformation is overseen by the now established Transforming Care Board with SROs providing quarterly updates of key workstreams.

The IJB meeting on 23 November 2022 approved the delegation recommendations (also approved by Falkirk IJB and NHS Forth Valley) and subject to due diligence have resulted in:

- The Head of Specialist Mental Health transferring into the HSCP on 9 January 2023 and now reports to the Chief Officer. Specialist services under the leadership of this postholder also transferred with further work by the NHS Board required in terms of any transfer of Psychiatry. Due diligence work requires to be carried out in all governance domains for services that are transferring.
- Service visits by the two Forth Valley Chief officers have been planned to specialist Mental Health services supported by the Clackmannanshire and Stirling Chief Nurse who also has professional responsibilities for Mental Health services.
- The Head of Community Health and Care will retain Older Adults mental health services and Mental Health Officers who carry out Local Authority statutory responsibilities. This will be reviewed in 2023.
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Where services are being led by Falkirk IJB for pan Forth Valley strategic planning for elements of health improvement; Clackmannanshire and Stirling IJB will lead local strategic planning for Health Improvement, however national reporting, co-ordination or leadership will be carried out by Falkirk. Falkirk HSCP will coordinate primary care services across Forth Valley with local integrated working across localities being delivered within Clackmannanshire and Stirling.

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**Report to: Clackmannanshire Council**

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**Date of Meeting: 9 February 2023**

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**Subject: Clackmannanshire and Stirling HSCP Annual Performance  
Report 2021-2022**

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**Report by: Clackmannanshire & Stirling Health & Social Care  
Partnership**

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## **1. Purpose**

- 1.1. Health and social care integration is about ensuring that those who use services get the right care and support whatever their needs, at any point in their care journey. With a greater emphasis on community-based and more joined-up, anticipatory and preventative care, integration aims to improve care and support for those who use health and social care services.
- 1.2. The Public Bodies (Joint Working) (Scotland) Act 2014 established the legislative framework for the integration of health and social care services in Scotland. Section 42 of the 2014 Act requires that Performance Reports are prepared by the "Integration Authority". To ensure that performance is open and accountable, the 2014 Act obliges Partnerships to publish an annual performance report setting out an assessment of performance in planning and carrying out the integration functions for which they are responsible.
- 1.3. The purpose of the performance report is to provide an overview of performance in planning and carrying out integrated functions and is produced for the benefit of Partnerships and their communities. The required content of the performance reports is set out in The Public Bodies (Joint Working)(Content of Performance Reports)(Scotland) Regulations 2014.
- 1.4. The Integration Joint Board has a statutory responsibility to ensure effective performance monitoring and reporting of all services delegated in the Health and Social Care Partnership (HSCP).
- 1.5. Under the Public Bodies (Joint Working) (Scotland) Act 2014 Section 42 the Integration Authority must produce an Annual Performance Report (APR) for the reporting period, in this case 1 April 2021 to 31 March 2022. The report must be published by 31 July. However, during the pandemic the Scottish Government put in place the Coronavirus Scotland Act (2020) and Schedule 6, Part 3 enabled the delay of the publication of the APR to November. This legislation has been extended to 30 September 2022. Which means that, Integration Authorities can delay the release of their APR until November 2022 using the same mechanisms as last year.

## **2. Recommendations**

- 2.1 Committee is asked to note, comment on and challenge the Annual Performance Report and note that it was published on the Health & Social Care Partnership's website before the end of November 2022 as required.

## **3. Considerations**

- 3.1. The Annual Performance Report (Appendix 1) reflects on our progress together as a HSCP from 1 April 2021 to 31 March 2022.
- 3.2. The Health and Social Care Partnership vision remains “to enable people in the Clackmannanshire and Stirling Health and Social Care Partnership area to live full and positive lives within supportive communities”.
- 3.3. We must recognise the impact of the COVID-19 pandemic which was declared by the World Health Organisation on the 11 March 2020. Not only was the care and support needs of the population impacted by COVID-19 but it also had an impact on staff. The HSCP, alongside colleagues in our partner organisations across the statutory, third & independent sectors, have worked tirelessly to ensure the continued safe and effective provision of health and social care support to people in all our communities.
- 3.4. This report reflects the significant work and efforts of all people who supported the communities of Clackmannanshire & Stirling throughout the pandemic, covering the second lockdown period and beyond to the end of March 2022.
- 3.5. It must also be noted that although public behaviours changed most during the 20/21 period of lockdown, it has still not returned to pre-pandemic trends. Coupled with the ongoing strain of the pandemic, pressures continue upon care and support services, which may last for many years to come.
- 3.6. Across health and social care services there has been fluctuating demand and fluctuating capacity caused by Covid 19. Most especially within Care Homes and Care at Home services, who support many of the most frail and vulnerable people within our communities.
- 3.7. There has also been significant pressures on other areas of care and support for example on unpaid carers. There have been challenges in the delivery of short breaks and respite. Due to ongoing staffing pressures and fluctuating infection rates, the re-opening of respite has focused on the most vulnerable.
- 3.8. The APR evidences that there is much to be proud of but it also shows that we have work to do to continue to meet the challenge of the growing and changing level of need in our population, against a backdrop of financial challenge, as well as responding to the flexes in the system caused by the COVID-19 pandemic.
- 3.9. Within the APR, Appendix 2 illustrates the linkages between the Strategic Plan priorities, National Health and Wellbeing Outcomes and the National Health and Care Standards.

3.10. As Scotland progresses through the phases of emerging from lockdown increased pressures and therefore costs could be experienced. The impacts of this are difficult to forecast at this point.

#### 4. Sustainability Implications

N/A.

#### 5. 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 x

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

5.4. Staffing

#### 6. Exempt Reports

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

#### 7. 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 X

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

#### 8. Equalities Impact

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 X

## 10.0 Appendices

10.1 Appendix 1 - HSCP Annual Performance Report 2021-2022.

10.2 Appendix 2 – Executive Summary - HSCP Annual Performance Report 2021-2022.

## 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)

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### Approved by

NAME	DESIGNATION	SIGNATURE
Annemargaret Black	Chief Officer	



# Annual Performance Report

## 2021 – 2022





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## Our Sixth Year

### Message from the Chair

Welcome to our sixth annual performance report, which reflects our progress as Clackmannanshire and Stirling Health and Social Care partnership over a challenging year.

We faced the multi-faceted fall-out of the pandemic, national issues in recruiting care staff and the biggest cost of living crisis in a generation.

However, the vision remains the same - **to enable people in Clackmannanshire and Stirling to live full and supportive lives within the community.**

A key focus remains on prevention and protection. We strive to support people to remain independent and safe in their own homes, so they can keep their connections with friends and family and maintain quality of life.

The report illustrates that, despite the challenges, we made a difference to thousands of lives in 2021-2022 and that is down to the resilience and dedication of health and social care staff and third sector colleagues and partners.

I would also acknowledge the debt we all owe to the army of unpaid carers in Clackmannanshire and Stirling and to thank my predecessor Les Sharp for his leadership.

Going forward, we will face difficult choices as public finances are squeezed and needs become more complex. That is why it is important that we keep listening to the communities we serve. To ensure that we prioritise what is important to you.

### Message from the Chief Officer



**Annemargaret Black**  
Chief Officer

We must recognise the impact of the COVID-19 pandemic which was declared by the World Health Organisation on the 11th March 2020.

I want to express my sincere thanks to HSCP staff alongside colleagues in our third and independent sector who have worked tirelessly to ensure the safe and effective provision of community health and social care and support across our communities.

This report reflects some of the significant work and efforts of all people who worked alongside the communities of Clackmannanshire & Stirling throughout the last year of the pandemic.

This 6<sup>th</sup> Annual Report evidences that there is much to be proud of but it also shows that the HSCP continues to meet the challenge of the growing older people's population and increasing levels of need in our population against a backdrop of financial challenge.



**Allan Rennie**  
Chair Clackmannanshire & Stirling

# 31st March 2022

## Activity On This Day

Care



### Personal Care

1,603 clients received help with personal care. This can include things like hygiene, mobility, health and well being.

### Health Care

284 visits to patients in their own home by District Nurses who provide direct care and support self care or by others. As well as vaccinations to vulnerable patients, they also cared for 7 patients at end of life and 5 deaths from the previous day.



Health

Support



### Learning Disability

555 clients were living at home and them as well as their unpaid carers were receiving a range of support from the HSCP. For example, day care, respite, personal/non personal care at home.

### Unpaid Carers

2,898 carers were registered and active with local Carers Centres. Receiving advice and support which will include promoting health and wellbeing, training, information and completion of Adult Carer Support Plan. As well as referral to Adult Social Care where appropriate.



Support

## Section 1 - Introduction

### Introduction to the 6<sup>th</sup> Annual Performance Report

Clackmannanshire and Stirling Integration Joint Board (IJB) is responsible for strategic planning and budget management of community health and social care services for adults.

This report is the IJB's assessment of progress towards "enabling people in Clackmannanshire and Stirling to live full and positive lives within supportive communities".

Clackmannanshire and Stirling HSCP is the delivery vehicle for all community health and care services delegated by the three constituent authorities of Clackmannanshire Council, Stirling Council and NHS Forth Valley.



The HSCP area is served by one acute hospital, Forth Valley Royal Hospital, and community hospitals based in Clackmannanshire and Stirling, which also incorporate a minor injuries unit and primary care services.

The HSCP covers a large mixed urban and rural geographical area with some of the most stunning scenery in Scotland. The HSCP has a population of approximately 145,370 across three Localities: Rural Stirling (25,235); Stirling City (68,845) and Clackmannanshire (51,290)<sup>1</sup>, with 65% of the population residing in Stirling and 35% in Clackmannanshire.

There are close working relationships with supported people, unpaid carers, local communities, staff & professionals and key delivery partners in the third and independent sectors.

The HSCP has an ambitious programme of transforming care and strategic improvement.

For more than twenty four months the HSCP has been responding to the COVID-19 pandemic, and has continued to be in an emergency response phase.



For most of 2021/2022 all non-essential activity was stood down in line with Government restrictions, however mobilisation and recovery planning was put in place across community health and social care services to reflect a community first approach and an outcomes based service model within communities. Our service delivery partners in third and independent sectors have worked in partnership with us to ensure this approach is applied consistently.

Our performance is compared with previous years affected by COVID which skews the trends but it is important to reflect the impact of COVID and new trends which will arise as part of the ongoing recovery.

Based on the current Strategic Needs Assessment (SNA), it is projected that more people living in Clackmannanshire and Stirling will have long term conditions, multiple conditions and complex needs. As such we need to transform our services to be able to respond to these needs.

<sup>1</sup> Based on 2020 Population from, [statistics.gov.scot](https://statistics.gov.scot)

## Information and data we use to measure our performance

To compile this report, data has been accessed from a range of published national and local data sources.

The Annual Performance Report will set out how well the HSCP is meeting the outcomes of local people. The report will lay out, measure the impact of the changing model of care, and support being delivered for the people of Clackmannanshire & Stirling.

The Strategic Commissioning Priorities form the focus of this Annual Performance Report, drawing attention to day-to-day performance as well as to areas of good practice and plans for improvement.



To provide a wider context, Appendix 1 lays out how the current Strategic Plan 2019-2022 priorities link with the National Health and Wellbeing Outcomes and the National Health and Care Standards. In Appendix 2 we also map our progress against these outcomes using national core indicators.

## Our Strategic Commissioning Plan and Partnership Priorities 2019-2022

### HSCP PRIORITIES:

Care Closer To Home

Primary Care Transformation

Caring, Connected Communities

Mental Health

Supporting People Living With Dementia

Alcohol And Drugs

Joined up  
single focus

## Section 2 - Care Closer To Home

*“We will work to reduce people going to hospital, support more people to stay well at home, improve timely access to community services, and build enablement approaches across the HSCP.”*

Throughout local consultation, as well as being documented nationally, it is clear that people wish to stay at home and independent for as long as possible.

As such, our focus on, Integrated community health and social care creates the conditions to shift the balance of care away from acute hospital. To ensure that **‘people live independently at home or in a homely setting in their community’**.

It is also well documented that people also have the right and also may wish to make **personal choices at the end of life**, to be supported in their home or within the community in a care home or community hospice.



Improving emergency or unscheduled care within hospitals is a key priority for the Scottish Government and locally for the HSCP.



The National Unscheduled Care – 6 Essential Actions Improvement Programme aims to improve the timeliness and quality of patient care from arrival to discharge back into the community.

**688**

Number of times a person aged 65+ was admitted to hospital as an emergency as a result of a fall. 21/22

Source: National Core Data

Operational services are working with individuals and their carers to ensure people are attending the right service at the right time. There is ongoing work with those who frequently attend hospital to be supported with community based interventions.

The ongoing programme of service re-design is focused on a home first ethos to minimise any delays to discharge, and access to care and support to avoidance of unnecessary admissions.



**'Emergency Admission Rate'**  
**Rank 11/33**  
 More than Scottish average  
**13,921 emergency admissions over 21/22**  
**National Indicator 12 - 2021/2022**  
 Source: PHS Source



**3%**

The proportion of all discharges from hospital that experienced a delay.

Emergency hospital admissions have a significant impact on both acute and community services. People who may have had no need for very little social care support before admission, often require increased support after leaving hospital. Often people's independence may have reduced following a hospital stay regardless of their presenting health condition.

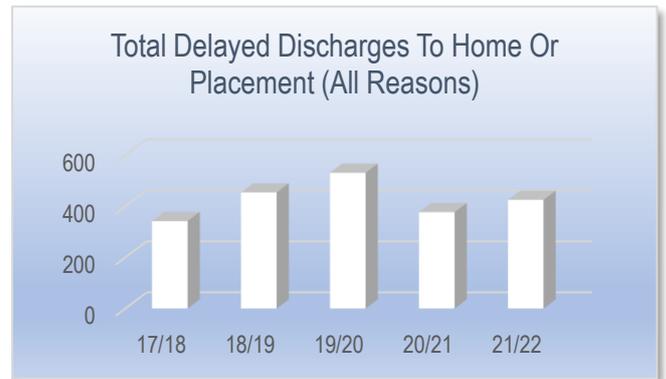
A delayed discharge occurs when a patient, clinically ready for discharge, cannot leave hospital because the other necessary care, support or accommodation for them is not readily accessible and/or funding is not available, for example to purchase a care home place.



Average daily emergency admissions over 21/22

**39**

An emergency admission is when a patient is admitted to hospital which is unpredictable and at short notice.



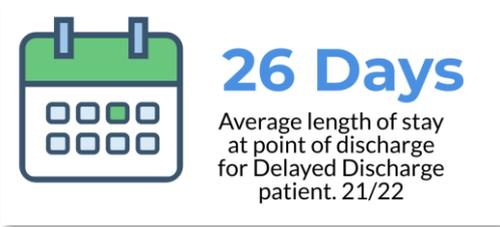
Source: Annual national data PHS

Unintentional injury due to a fall is the main cause (67%) of emergency admissions to hospital in Scotland 2021/22. Falls are the cause of such a higher proportion of hospital admissions, especially in the older age groups. Those aged 65 and over are almost 7 times more likely to have an emergency admission compared to those aged under 65.

The graph above shows a rise in patients who were delayed in their discharge from hospital, compared to the previous year. The COVID-19 pandemic had an impact on behaviours in 20/21, with many people not attending hospital especially during lockdowns restrictions.

<sup>2</sup> A delayed discharge occurs when a patient, clinically ready for discharge, cannot leave hospital because the other necessary care, support or accommodation for them is not readily accessible and/or funding is not available, for example to purchase a care home place.

There were many new challenges in the community, sourcing packages of care and placements in care homes last year as a result of the Covid pandemic. However, our delivery partners worked together with HSCP colleagues to meet as much demand as possible based on their work.



Source: National data PHS

In line with other HSCPs and Health Board areas, managing pathways between community and the hospital over the past year has proved challenging. In addition, capacity within care homes fluctuated due to sporadic COVID-19 outbreaks and staff sickness. Care at home services were also challenged by cyclical outbreaks and workers self-isolating.



Source: National data PHS



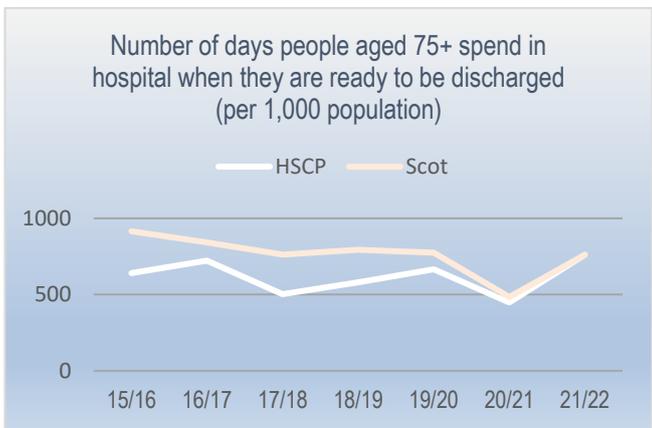
Source: National data PHS



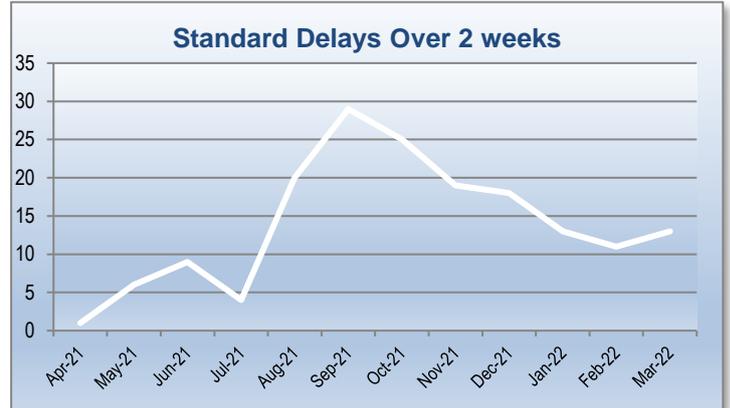
Source: Local NHS FV



Source: Local NHS FV

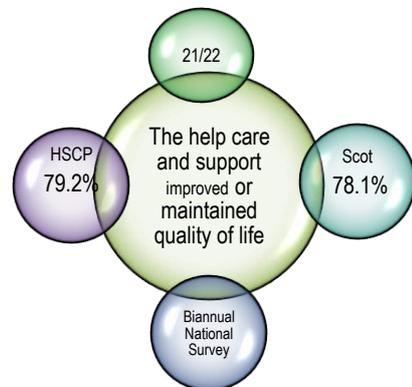


Source: National data PHS



Source: Local NHS FV

Our performance for those patients waiting two weeks or more to go home shows a variable trend for 21/22 with the second lockdown ending just before April 2021. The trend reflects the sharp increase in demand on assessment, care at home and care home provision as a result of the end of lockdown restrictions, followed by the response of our service delivery partners in the third and independent sectors to rise to the challenge.



Source: National Core Indicators

# Alternatives To Admission And Supported Discharge

Many adults and older people can be supported at home, even when unwell, because it is well documented that staying unnecessarily in hospital can be detrimental to a person's ability to be re-abled or rehabilitated which may lead to a loss of function.

This has led to a strong focus on working to improve pathways to reduce delays in patient discharge planning. Planning for an effective discharge from hospital is vital in also reducing the risk of re-admission.



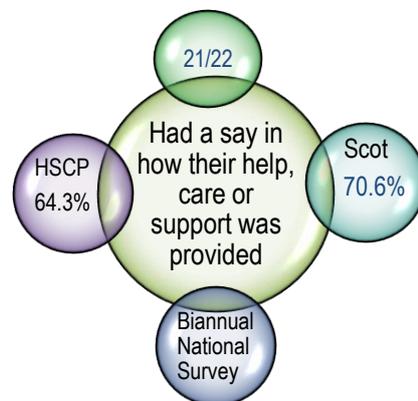
**'Emergency readmissions to hospital within 28 days of discharge (rate per 1,000).'**

**Rank 4/33      Value 134**

**More than Scottish average 106**

National Indicator 14 - 21/22  
Source: PHS Source

A readmission occurs when a patient is admitted as an inpatient to any specialty in any hospital within a specified time period following discharge from a continuous inpatient stay.



Source: National Core Indicators

## District Nursing

The community nursing team is available 24 hours a day, 365 days a year, and provides planned and unplanned care and support.

Activity over 21/22 included:

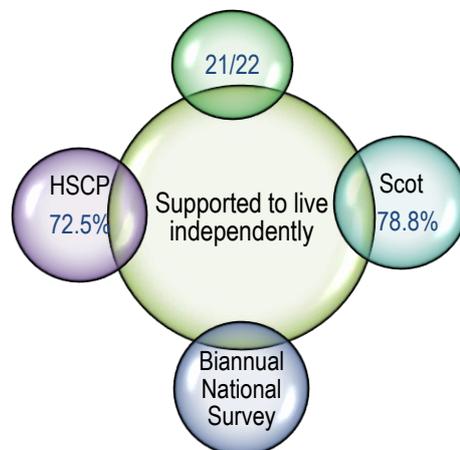
	20/21	21/22
Home Visits	77,066	86,034
Treatment Room	14,424	22,573
Telephone Calls	1,362	912

Source: Local Data – NHS FV

The prevention of unnecessary hospital admission can be achieved when people can regain or maximise their independence by being offered reablement or access to intermediate care. This can be offered to prevent an individual from having to go into hospital or when someone is leaving hospital to go home.



Source: Local NHS data



Source: National Core Indicators

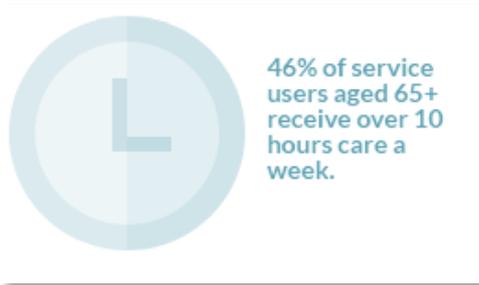
Adult

Social Care services such as; Intermediate Care, Reablement Services, and Care at Home, support people to achieve their agreed personal outcomes, based on assessment of need. People who are eligible for social care support can get services 'personalised' to individual needs and wishes through Self Directed Support.

There has been a focus, as a HSCP to ensure that Self-Directed Support (SDS) is fully implemented and that the principles of SDS are embedded in practice. SDS is about giving all supported people and unpaid carers choice, control and flexibility over their assessed needs for care and support.



However demand to remain at home with support is much greater than supply, this is a national problem that HSCP's face, which has worsened over the pandemic.



Source: Local Data – Adult Social Care



Source: Local Data – Adult Social Care

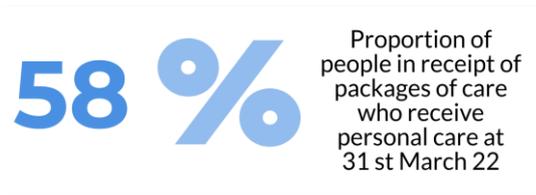
Reablement services focus on helping people to regain daily skills they may have lost due to a deterioration in their condition, a crisis or as a result of hospital admission. Supporting people to regain confidence and their independence, can potentially avoid a hospital admission or readmission, and can support live safely at home for as long as possible.

### Review of adult social care

As part of the HSCP transformation programme, is the implementation of the Social Work Review. This work includes service modernisation across adult social work, a refresh of how we are implementing Self-directed Support, investment in our workforce and the delivery of Adult Support and Protection.



Source: Local Data – Adult Social Care

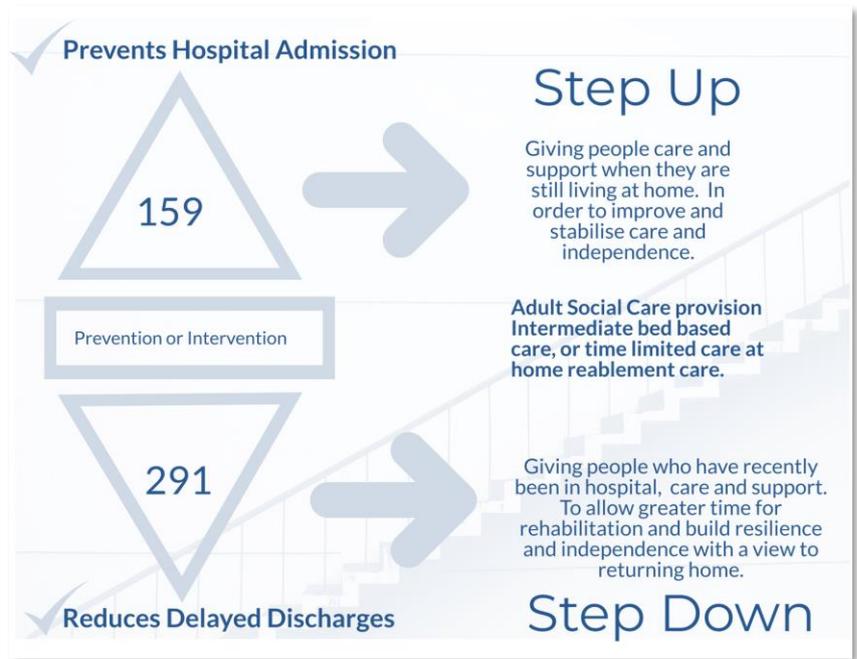
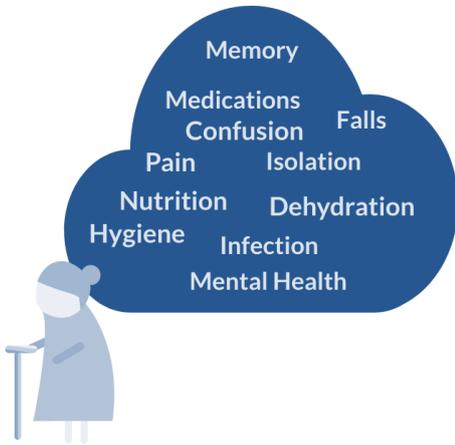


Source: Local Data – Adult Social Care

**What is the difference in tasks between personal and non-personal care?**

Personal Care examples - hygiene, mobility, health and wellbeing.

Non-Personal examples - housework, shopping, assistance with daily living.



## Services Provided By Adult Social Care To Support Independent Living In The Community



Source: Local Data – Adult Social Care

## Care Homes

When people are assessed as no longer able to live at home independently, they can move to a care home.

The 2022 care home census tells us that the number of care homes within the HSCP area reduced from 34 to 31 in 2021/2022. However, the number of long-term residents increased from 875 to 902. 78% of these residents were mainly or fully funded by HSCP in Clackmannanshire and 45% in the Stirling area. Nationally, it is estimated that 40% of new residents are admitted from hospital, and 36% from their own home.

Care Home Census	Average length of stay 1-2 years	Average length of stay - 5 or more years
Clackmannanshire	35%	20%
Stirling	32%	10%
Scotland	31%	12%

Source: National data

The average age of all residents at admission to a care home in Clackmannanshire is 66, and 70 in Stirling. In Scotland 10% of residents in a care home are aged 18-64, it is 35% in Clackmannanshire and 28% in Stirling. The health characteristics of long stay residents tell us that in Scotland 6% have learning disabilities, in Clackmannanshire it is 25%, and 21% in Stirling.

## Care Home Assessment and Review Team (CHART)

As part of the ongoing community health and care response to COVID-19, the Care Home Assessment and Response Team (CHART) continued to support in statutory and independent sector.

This innovative approach has been mainstreamed across the whole care home sector to support consistency and provide assurance of quality of care, as well as access to clinical care and support for local care homes across Forth Valley.



*'Proportion of care services graded good or better in care inspectorate inspections'*

Rank 6/33

Value 87%

More than Scottish average 75.8%

National Indicator 17- 21/22 Source: PHS Source

## What Can Delay A Move Into A Care Home?



### Time

- . Getting legal powers of Guardianship when no Power of Attorney in place and client has no capacity to make their own decisions.



### Location

- . Finding a care home near to family that also provides the care the client needs.
- . Waiting on a vacancy in the chosen home.



### Finances

- . Legal action for Guardianship
- . Completion of financial assessment
- . Agreement on a budget



### Covid -19

- . Must have a negative test
- . Care Home must be clear of any outbreaks

## Section 3 – Primary Care Transformation

*“Work together and take a multi-disciplinary approach to improving primary care. Scale up the support to all GP practices.”*

Strategic Plan 2019-2022

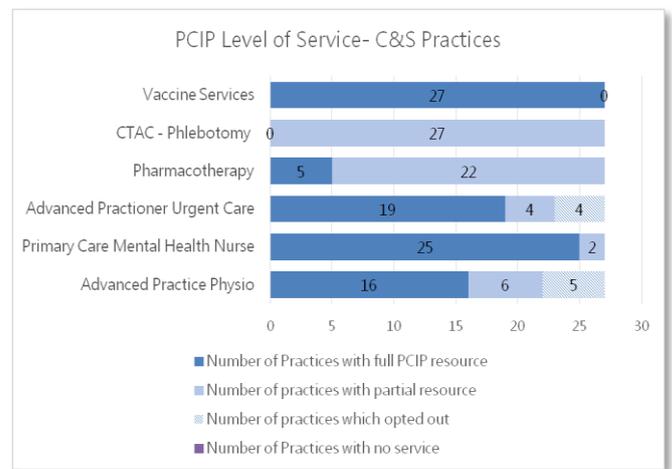
The Primary Care Improvement Plan 2018-2021 has been implemented and encourages General Practices (GP) to work together and take a multi-disciplinary approach to improving primary care including working on a Locality based model.

By developing the role of community health professionals such as pharmacists, physiotherapists, mental health professionals and advanced nurse practitioner, it frees up GPs time to focus on patients with more complex needs.

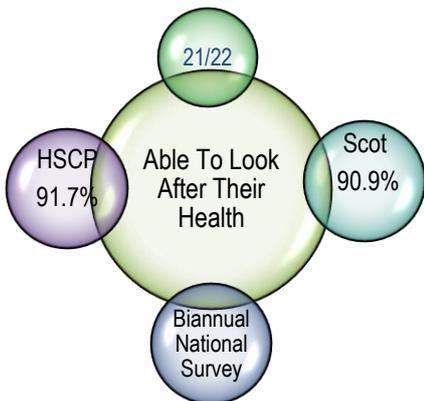
All practices now have a level of multidisciplinary support in place, and the model of care is now well embedded.

Nationally, the pace of service redesign has been impacted by the COVID-19 pandemic across all areas. This included the reduction of appointment times, reduction to programme management capacity, restrictions to patient capacity and workforce reallocation. Many appointments shifted to telephone or Near Me video consultations, with face-to-face appointments offered following telephone triage where necessary.

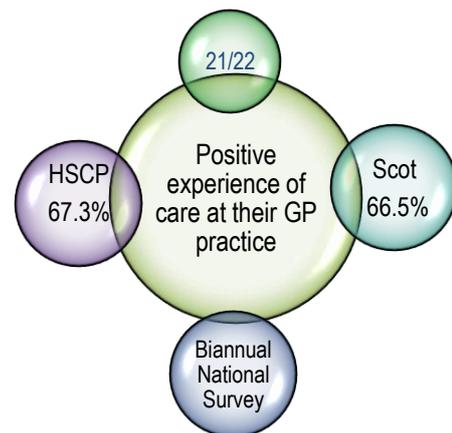
All areas are now working on remobilisation of services.



Source: Local NHS Data



Source: National Core Indicators



Source: National Core Indicators

## Section 4 – Caring Connected Communities

*“Work with unpaid carers to support them in their role. Work with the Third Sector to reduce isolation and loneliness of older adults. Expand the neighbourhood care model to other localities. Expand housing with care opportunities across all localities. “*



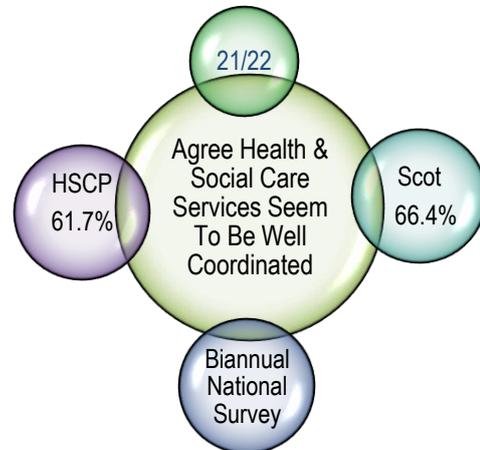
The HSCP strives to support people to remain independent and safe within their own home or a homely setting for as long as they are able to, as well as maintaining their connections with their communities and their quality of life.

In early 2020, as part of the development of the new HSCP Senior Management Team, dedicated resource was allocated to support the development of Localities to ensure community participation and co-produced local services models.

The HSCP has three distinct localities Clackmannanshire, Stirling Rural and Stirling Urban. Each of these areas is sufficiently large enough to support area based service planning and development, whilst also providing scope for local involvement.

During 2021/2022 this work will recommence, with the development of an approach to supporting Localities which is inclusive and addresses disparity.

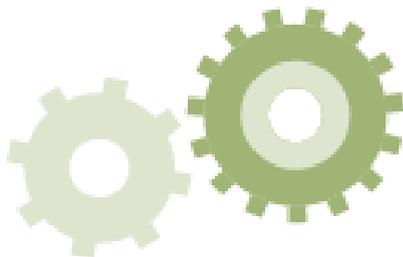
It is well documented that population changes mean a changing demand and use of services, particularly for older people and people with multiple and complex health conditions.



Source: National Core Indicators

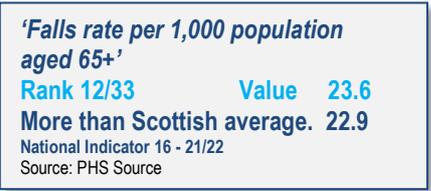
However there are some significant variances in terms of socio economic opportunity across the three Locality areas. This has an impact on health and wellbeing outcomes within our communities, as demonstrated within the locality profiles which are published on our [website](#).

Moving forward we will seek to re-organise community care delivery, including care at home and district nurses etc into geographical patches which will bring a range of benefits including strengthening multi-disciplinary delivery.





Source: National Data – Core Indicator



Following investment from the IJB, the HSCP invested in Locality focussed multi-disciplinary teams within Stirling Rural, Stirling Urban and Clackmannanshire. These integrated teams focus on individual outcomes with the right professional / practitioner at the right time.

Ongoing development of the model of care ensures the delivery of outcomes focused practice in line with national policy; the continuation of the shift away from institutional bed based care where possible towards person centred community care.

These commitments align to the priorities of the current HSCP Strategic Plan which describes the move towards more outcomes focused care and support; access to technology enabled care and choices and control over care and support.

The model of care and support for Rural Southwest Stirling has been developing by working alongside our communities, third sector partners, primary care colleagues as well as leaders within community health and social care services.

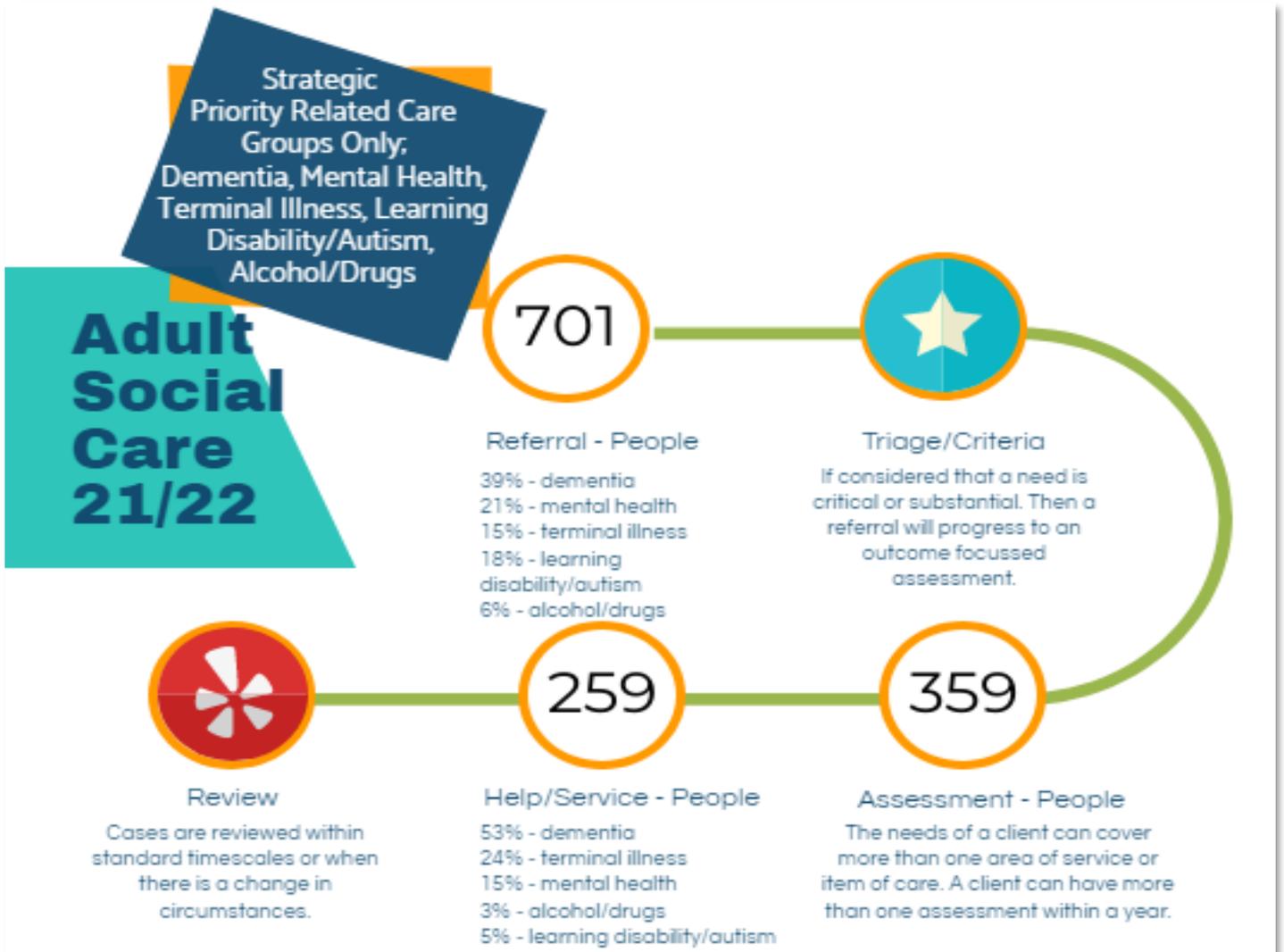
The IJB has invested additional resources to support people in our communities who have been identified as requiring community reablement; personal care at home or appropriate long term nursing care. In addition, also developing the offer to increase technology enabled care in the rural area.

The HSCP continues to focus on the delivery of care and support which will enable individuals, their families and carers more choice and control over their care and support.

**Kate's Story**

Kate tells us what her support needs are

## Adult Social Care – All clients - 2021/22



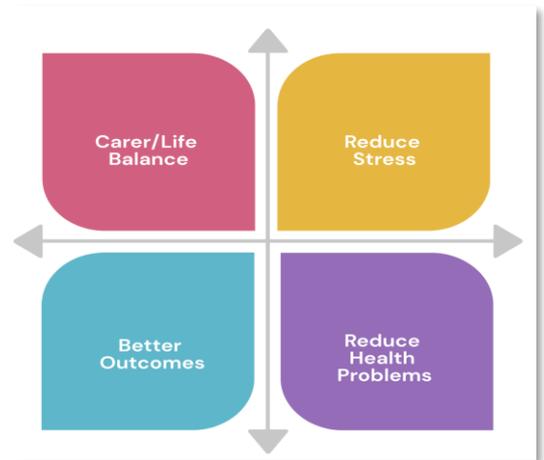
The graphic above shows a process timeline for clients who contacted the service throughout 2021/2022, for the care groups we are focussing on in this report.



The two local carers centres continue to be funded to support carers in their caring role and undertake Adult Carer Assessments. They offer carers information and advice as well as provide training to carers and workers across the HSCP. Carers organisations locally are key partners of the HSCP as representing the voice of carers and offering carers locally focused care and support.



Source: Local Data – Adult Social Care/Carers Centres



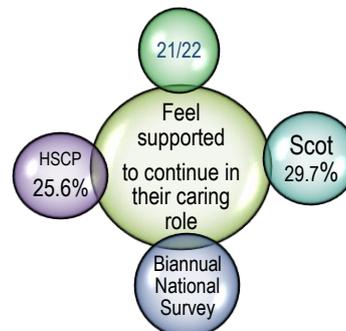
National implementation plan

The HSCP continues to be committed to supporting carers who have been more significantly impacted by the ongoing pandemic

 There have been ongoing challenges in the delivery of short breaks and respite as a result of the pandemic. Due to ongoing staffing pressures and fluctuating infection rates, the re-opening of respite has focused on the most vulnerable.

The HSCP Carers Strategy outlines how we will support unpaid carers as well as meets our statutory requirements. This strategy dovetails with the HSCP Short Break Services Statement, which sets out our approach to short breaks from caring and what is available.

The HSCP Carers Planning Group membership expanded to include more unpaid carers and the options for the Carers Forums to feed in directly to the local planning and delivery of support for carers. An updated Action Plan was agreed based on good outcomes for carers and ensuring the needs of carers are being met.

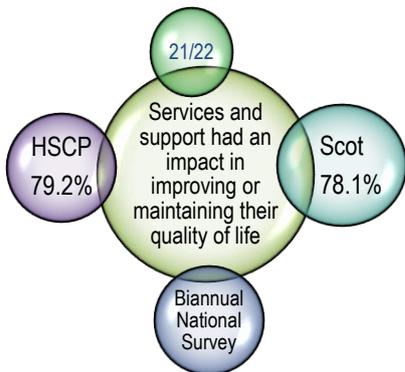


Source: National Core Indicators

## Support more people at end of life

Palliative and/or end of life care is provided by community health and social care services across our communities. There are also specialist services for those with more complex health needs.

The number of people with complex long term conditions and palliative care needs are increasing based on the current HSCP Strategic Needs Assessment. The HSCP works to offer choice of care and support for individuals at end of life.



Source: National Core Indicators

We aim to ensure everyone who has palliative/end of life needs is identified and their needs are met.



**'Proportion of last 6 months of life spent at home or a community setting.'**

Rank 18/33 Value 89.6%  
 Less than Scottish average 89.8%  
 National Indicator 15 - 21/22 Source: PHS Source

## Learning Disabilities

Our commitment to improving outcomes for people with learning disabilities reflects the national strategy. Staff are integrated to ensure a consistency of service.



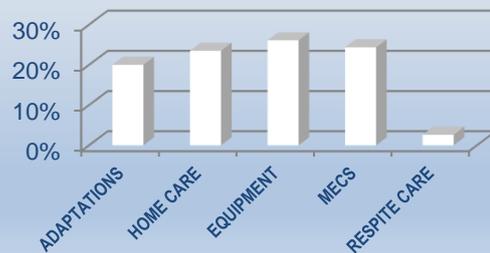
The HSCP continues to be committed to the delivery of the Coming Home Report which was about improving care for people with complex needs and learning disabilities and asked HSCPs to look at any out of area placements they had. The aim was to reduce people who are

108 referrals to Adult Social Care for those in Terminal Illness care group over 2021-22

60 referrals assessed

61 clients received a care package

### 21/22 Adult Social Care Terminal Illness Referrals Who Received a Service



Source: Local Data – Adult Social Care

Palliative care services also provide support to care homes to manage patients with complex needs during an end of life.

delayed in their discharge and provide care closer to home for people with learning disabilities and complex needs.



Source: Local Adult Social Care data

129 referrals to Adult Social Care for those in Learning Disability/Autism care group over 2021/22

42 referrals were assessed

13 client received a care package

## Section 5 - Mental Health

Scotland's Mental Health Strategy emphasises the need to prevent and treat mental health problems with the same commitment as physical health problems. In line with the national strategy the HSCP aims to support prevention and early intervention.

### Community Support

Primary care is the first point of contact with the NHS. This includes contact with community based services such as general practitioners (GPs), community nurses, and Allied Health Professionals (AHPs).

The mental health nurse team are now embedded in the majority of GP practices offering around 500 weekly appointments across the area. The service is redirecting consultations which would otherwise be with a GP.



### Community Support – Outpatients

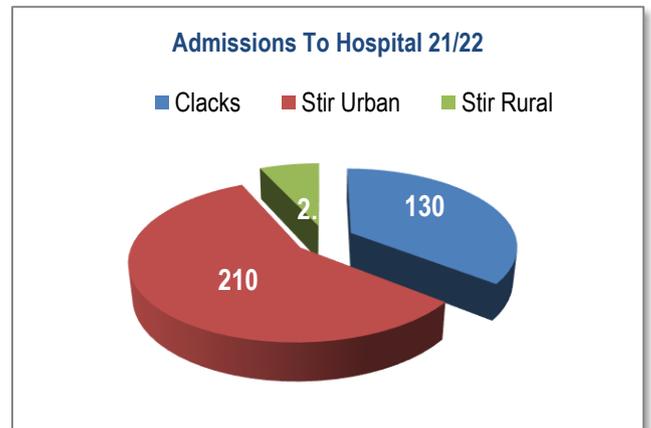
Patients who require the medical opinion of a specialist clinician may be referred to an outpatient clinic for treatment or investigation. Outpatients are not admitted to a hospital and do not use a hospital bed.

Community Mental Health Teams (CMHTs) support people with severe and enduring mental health in the community. They saw 2,200 new referrals in the period, and 19,441 return appointments over 21/22.

### Acute Support

Acute hospital care includes activity in major teaching hospitals, district general hospitals and community hospitals. It includes services such as consultation with specialist clinicians; emergency treatment; routine, complex and life saving surgery; specialist diagnostic procedures; close observation; and short-term care of patients.

There were 374 admissions to hospital over 21/22, and the chart below shows the proportion by locality area.



Source: Local Data – NHS FV

The Mental Health Acute Assessment and Treatment Service (MHAATS) receive urgent referrals from the Emergency Department at Forth Valley Royal Hospital and General Practitioners across Forth Valley.

### Social Care

47.5% of people with mental health problems who were referred in 21/22, went on to receive a care package from Adult Social Care that provided them with practical support in the form of personal or non-personal care. Many of the other referrals may already be known to the service and who may already be in receipt of a service.



Source: Local Data – Adult Social Care

## Section 6 - Supporting People With Dementia

*“Progress the redesign of services in order to provide support to people with a diagnosis of dementia in a multi-professional way which meets the individual needs of the person and their carers. Spread dementia friendly community work to all areas within the partnership with the Third Sector.”*

Every person with a new diagnosis of dementia in Scotland is entitled to a minimum of one year of Post Diagnostic Support (PDS).

Integrated community health and social care services also work to ensure those with dementia and their unpaid carers are supported to remain living at home and with their family for as long as possible.

272 referrals to Adult Social Care for those in Dementia care group over 2021-22

151 referrals were assessed

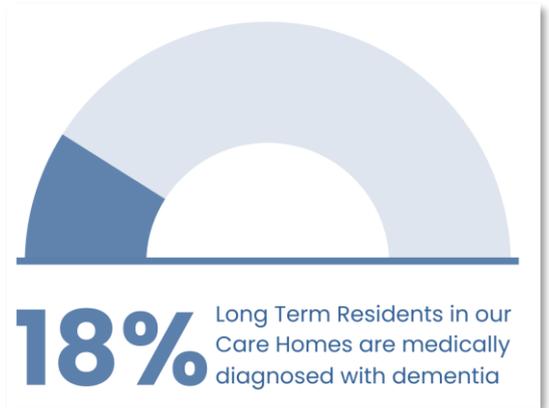
137 clients received a care package

Source: Local Data – Adult Social Care

21/22 Adult Social Care Dementia Referrals Who Received A Service



Source: Local Data – Adult Social Care



Source: National Data

The national Care Home census tells us that the prevalence of dementia locally is lower than the national average of 26%.



Dementia is a common condition which can include problems with memory loss, thinking speed, mental agility, language, understanding and judgement.



## Section 7 - Alcohol & Drugs

*“Work jointly with the Clackmannanshire and Stirling ADP to deliver outcomes for our community and relieve the burden of alcohol and drugs related harm, together, across the partnership.”*

Strategic Plan 2019-2022

The Clackmannanshire and Stirling Alcohol and Drug Partnership (ADP) consists of statutory, third and independent sector organisations. It works to prevent and reduce harm from substance use. We have identified numerous areas of good practice across our partnership, which we will grow using our commissioning consortium approach in 2022/23.

### Waiting Times 2021/2022

The national target - 90% of people should wait no longer than 3 weeks to access Drug and Alcohol treatment. Has been met consistently, and we are working to reduce other barriers to treatment, for example people also seeking mental health support.



As at 31<sup>st</sup> March 2022 Source: National data.

### Recovery Activity 2021/22

The Clackmannanshire and Stirling ADP funds Recovery Scotland to deliver recovery-oriented activity across our communities. This includes recovery cafes in every locality, women’s spaces and organised walks for people in recovery. The continued delivery of our peer recovery worker programme sees people with lived experience supporting others in housing, psychology and justice settings.



Source: Local Data

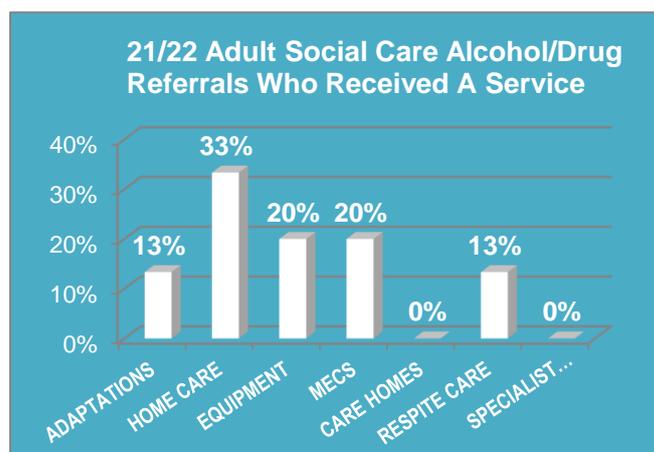
45 referrals to Adult Social Care for those in Alcohol or Drugs care group over 2021-22

24 referrals were assessed

9 client received a care package

Source: Local Data – Adult Social Care

As the strategic planning partnership with responsibility for substance use harm reduction, the ADP has reflected on the numbers of people receiving social work support. We now intend to invest in specialist social work support, targeted for people with substance use issues who might not otherwise be assessed as meeting the threshold for statutory social work intervention.



Source: Local Data – Adult Social Care

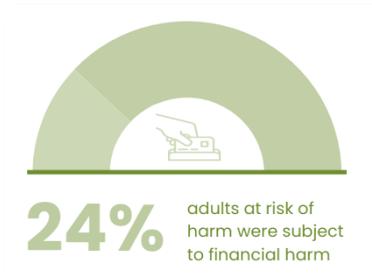


## Section 8 - Adult Protection



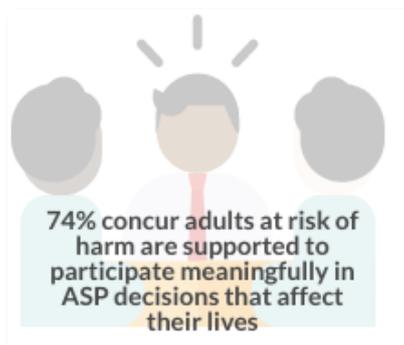
Adult Protection (ASP) offers support and protection to adults who may be at risk of harm or neglect. It aims to balance people's rights and taking action, where necessary, to support and protect them.

An 'adult at risk' of harm is defined as a person aged 16 years or over, who may be unable to protect themselves from harm, exploitation or neglect, because of a disability, mental disorder or mental illness, physical or mental infirmity.



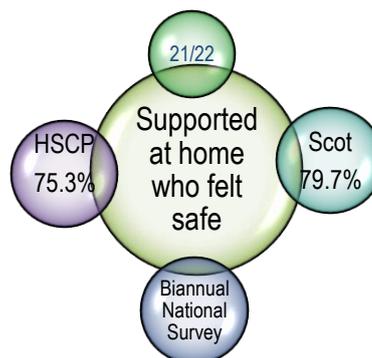
Source: Care Inspectorate

Clackmannanshire and Stirling Adult Support and Protection Committee assures that each of the community services in place for adult protection are performing well and keeping the residents of the HSCP area safe.



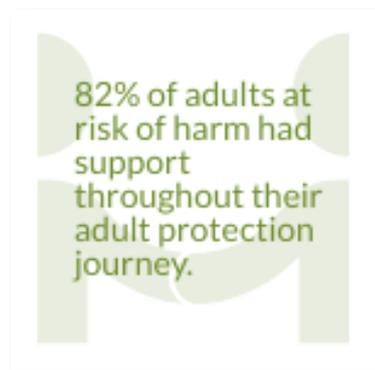
Source: Care Inspectorate

When a concern is reported (called a referral), initial inquiries/discussions are made before taking action. This information helps make the best decision with the involvement of the adult concerned. It may lead to immediate action or a more planned response.



Source: National Core Indicators

In 2021/2022 there were two separate ASP inspections across the Clackmannanshire and Stirling areas. A programme of improvement has been implemented and continues to redesign and refresh the ASP arrangement.



Source: Care Inspectorate



Source: Care Inspectorate

## Section 9 - Finance & Governance

### Annual Financial Statement

We will continue to use the funding available to the Partnership to improve services for people and pursue our Strategic Plan priorities. Over time our alignment of use of resources (both financial and non-financial) to Strategic Plan priorities and key performance measures is improving and will continue to do so.

### Financial Performance

The funding available to support the delivery of the Strategic Plan comes from payments from the constituent authorities (Clackmannanshire and Stirling Councils and NHS Forth Valley), the Set Aside budget for Large Hospital Services and allocations for specific purposes within the responsibilities of the IJB from Scottish Government.

The IJB directs partners to deliver and/or commission services across the Partnership on its behalf.

For the financial year ended 31 March 2022 the IJB achieved a breakeven position on the Integrated Budget after a contribution from further covid funding utilised in line with Scottish Government guidance.

The expenditure of the IJB for year ended 31 March 2022 is detailed in the table below. These figures are subject to statutory audit and it is useful to read the content of the IJBs Annual Accounts alongside this report. The 2021/22 IJB Annual Accounts and accounts relating to previous financial years are published here:

<https://clacksandstirlinghscp.org/about-us/finance/>

Service Area	2017/18	2018/19	2019/20	2020/21	2021/22
	£'000	£'000	£'000	£'000	£'000
Set Aside Budget for Large Hospital Services	19,985	20,633	22,006	23,588	24,736
Adult Social Care: Clackmannanshire Locality	16,539	17,136	16,130	17,326	21,583
Adult Social Care: Urban and Rural Stirling Localities	32,383	34,889	37,733	36,895	42,447
Health Services under Operational Responsibility of IJB	33,543	36,039	36,129	37,623	39,774
Universal Family Health Services including Primary Care Prescribing	67,034	70,365	76,594	82,090	83,691
Integration (Social Care) Funding *	8,860	8,808	8,838	23,072	13,168
Shared Partnership Posts & Statutory Costs of IJB	262	292	284	301	317
Transformation	3,086	2,734	2,202	2,454	2,521
<b>TOTAL EXPENDITURE</b>	<b>181,692</b>	<b>190,897</b>	<b>199,916</b>	<b>223,349</b>	<b>228,237</b>

\* For 2020/21 this figure includes Covid-19 funding passed through to Local Authorities and is therefore not directly comparable with previous years.

## Best Value

Clackmannanshire Council, Stirling Council and NHS Forth Valley (the constituent authorities) delegate budgets, referred to as payments and Set Aside budget for Large Hospital Services, to the IJB which decides how to use these resources to pursue the priorities of the Strategic Plan and progress on performance against the national health and wellbeing indicators. The Board then directs the partnership through the constituent authorities to deliver services in line with this plan.

The governance framework is the rules, policies and procedures by which the IJB ensures that decision making is accountable, transparent and carried out with integrity. The IJB has legal responsibilities and obligations to its stakeholders, staff and residents of Clackmannanshire and Stirling Council areas.

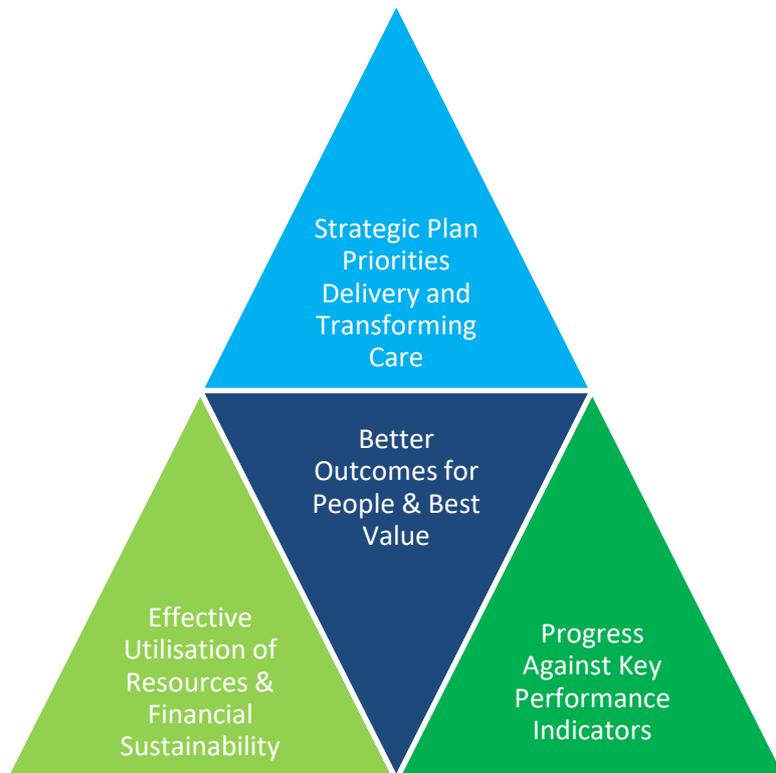
The Board ensures proper administration of its financial affairs by having a Chief Financial Officer (section 95 of the Local Government (Scotland) Act 1973).

As part of governance arrangements the Chief Officer leads the Senior Leadership Team (SLT) and chairs the Senior Leadership Management Team (SMLT).

The Partnership views the triangulation of key performance indicators, measurable progress in delivering the priorities of the Strategic Plan, and financial performance as forming the cornerstone of demonstrating best value. This is set out graphically below.



*'% Health Care Resources spent on hospital stays where patient was admitted in an emergency'*  
**Rank 18/33**      **Value 23.2%**  
**Less than Scottish average 24.2%**  
 National Indicator 20- 19/20  
 Source: PHS Source





## Appendix 1 – Strategy Map

National Health & Wellbeing Outcomes	Strategic Plan Priorities					
	Care closer to home	Primary Care Transformation	Caring, connected communities	Mental Health	Supporting people living with Dementia	Alcohol and Drugs
People are able to look after and improve their own health and wellbeing and live in good health for longer.					✓	
People, including those with disabilities or long term conditions, or who are frail, are able to live, as far as reasonably practicable, independently and at home or in a homely setting in their community.	✓					
People who use health and social care services have positive experiences of those services, and have their dignity respected.	✓	✓	✓	✓	✓	✓
Health and social care services are centred on helping to maintain or improve the quality of life of people who use those services.	✓	✓	✓	✓	✓	✓
Health and social care services contribute to reducing health inequalities.	✓	✓	✓	✓	✓	✓
People who provide unpaid care are supported to look after their own health and wellbeing, including to reduce any negative impact of their caring role on their own health and well-being.	✓	✓	✓	✓	✓	
People who use health and social care services are safe from harm.	✓	✓	✓	✓	✓	✓
People who work in health and social care services feel engaged with the work they do and are supported to continuously improve the information, support, care and treatment they provide.		✓		✓		
Resources are used effectively and efficiently in the provision of health and social care services.	✓	✓	✓	✓	✓	✓

National Health & Care Standards	Strategic Plan Priorities					
	Care closer to home	Primary Care Transformation	Caring, connected communities	Mental Health	Supporting people living with Dementia	Alcohol and Drugs
I experience high quality care and support that is right for me	✓	✓	✓	✓	✓	✓
I am fully involved in all decisions about my care and support	✓	✓	✓	✓	✓	✓
I have confidence in the people who support and care for me	✓	✓	✓	✓	✓	✓
I have confidence in the organisation providing my care and support	✓	✓	✓	✓	✓	✓
I experience a high quality environment if the organisation provides the premises	✓	✓	✓	✓	✓	✓

Vision	Priorities	Enabling Activities				Strategies and Initiatives to deliver change
...to enable people in the Clackmannanshire and Stirling Health & Social Care Partnership area to live full and positive lives within supportive communities	Care Closer to Home	Technology Enabled Care	Workforce Planning and Development	Housing / Adaptations	Infrastructure	Intermediate Care Strategy
	Primary Care Transformation					Primary Care Improvement Plan
	Caring, Connected Communities					Carers (Scotland) Act 2016 Community Empowerment (Scotland) Act 2015 Free Personal Care for under 65's 'A Connected Scotland: our strategy for tackling isolation and loneliness and building stronger social connections' Public Health Priorities for Scotland
	Mental Health					Mental Health Strategy
	Supporting people living with Dementia					Dementia Strategy
	Alcohol and drugs					Forth Valley ADP Strategy

## Appendix 2 - Core Indicators

	Indicator	Title	15/16	17/18	19/20	21/22
Outcome indicators	NI - 1	Percentage of adults able to look after their health very well or quite well	95%	94%	93.6%	91.7%
	NI - 2	Percentage of adults supported at home who agreed that they are supported to live as independently as possible.	82%	82% Not comparable with 19/20	76.1%	72.5%
	NI - 3	Percentage of adults supported at home who agreed that they had a say in how their help, care, or support was provided.	76%	74%	74.4%	64.3%
	NI - 4	Percentage of adults supported at home who agreed that their health and social care services seemed to be well co-ordinated.	73%	76% Not comparable with 19/20	68.8%	61.7%
	NI - 5	Total % of adults receiving any care or support who rated it as excellent or good	78%	78% Not comparable with 19/20	75.2%	67.8%
	NI - 6	Percentage of people with positive experience of the care provided by their GP practice	87%	87% Not comparable with 19/20	78.8%	67.3%
	NI - 7	Percentage of adults supported at home who agree that their services and support had an impact on improving or maintaining their quality of life	77%	79%	79.1%	79.2%
	NI - 8	Total combined % carers who feel supported to continue in their caring role	32%	38% Not comparable with 19/20	29.6%	25.6%
	NI - 9	Percentage of adults supported at home who agreed they felt safe	82%	86% Not comparable with 19/20	83.5%	75.3%
	NI - 10	Percentage of staff who say they would recommend their workplace as a good place to work	No data	No data	No Data	No Data

The 'outcome' indicators above are normally reported every 2 years from the [Scottish Health and Care Experience Survey](#) commissioned by the Scottish Government. Please also note that 2021/22 results for some indicators are only comparable to 2019/20 and not to results in earlier years. The Health and Care Experience survey for 2021/2022 was published by the Scottish Government on 10 May 2022 with local-level results available via interactive dashboards on the PHS website. Please note that the figures presented in the Core Suite Integration Indicators may differ from those published.

Indicator	Title	Partnership							
		Baseline 15/16	Current					20/21	21/22
			16/17	17/18	18/19	19/20			
NI - 11	Premature mortality rate per 100,000 persons aged under 75 years	425	389	379	371	429	459	440	
NI - 12	Emergency admission rate (per 100,000 adult population)	9,985	10,703	10,467	12,660	11,940	12,605	12,758	
NI - 13	Emergency bed day rate (per 100,000 population)	116,465	113,592	110,147	113,022	106,429	93,593	97,710	
NI - 14	Readmission to hospital within 28 days (per 1,000 population)	104	107	107	104	133	146	134	
NI - 15	Proportion of last 6 months of life spent at home or in a community setting	86.3%	86.0%	87.2%	87.4%	87.6%	90.9%	89.6%	
NI - 16	Falls rate per 1,000 population aged 65+	14.2	16.3	18.5	20.7	22.3	20.9	23.6	
NI - 17	Proportion of care services graded 'good' (4) or better in Care Inspectorate inspections	82.0%	88.3%	96.2%	93.4%	91.0%	91.1%	87.0%	
NI - 18	Percentage of adults with intensive care needs receiving care at home	69.7%	70.0%	66.7%	66.7%	69.8%	69.2%	71.2%	
NI - 19	Number of days people aged 75+ spend in hospital when they are ready to be discharged (per 1,000 population)	640	723	503	579	665	448	761	
NI - 20	Percentage of health and care resource spent on hospital stays where the patient was admitted in an emergency	20.9%	20.9%	22.7%	23.7%	23.2%	No Data	No Data	
NI - 21	Percentage of people admitted to hospital from home during the year, who are discharged to a care home	No Data	No Data	No Data	No Data	No Data	No Data	No Data	
NI - 22	Percentage of people who are discharged from hospital within 72 hours of being ready	No Data	No Data	No Data	No Data	No Data	No Data	No Data	
NI - 23	Expenditure on end of life care, cost in last 6 months per death	No Data	No Data	No Data	No Data	No Data	No Data	No Data	

Indicators 12, 13, 14, 15, 16, and 20 are based on patient level hospital activity information called Scottish Morbidity Records (SMRs) which are submitted to PHS by NHS Boards.

Indicator 20 - Health costs used within this indicator are calculated during the patient level costing (PLICS) process: <https://www.isdscotland.org/Health-Topics/Health-and-Social-Community-Care/Health-and-Social-Care-Integration/Analytical-Outputs/Method-Sources.asp>

June 2022 update - data not presented beyond financial year 2019/20. Indicator 20 presents the cost of emergency admissions as a proportion of total health and social care expenditure. Information for this indicator was previously released up to calendar year 2020 but is now presented to financial year 2019/20 only. PHS have recommended that Integration Authorities do not report information for this indicator beyond 2019/20 within their Annual Performance Reports.

Indicator 20 relies on the Patient Level Information Costing System (PLICS) which requires cost information at hospital/specialty level. Due to changes in service delivery during the COVID-19 pandemic, NHS Boards were not able to provide information at this level for financial year 2020/21. As a result, PHS are not able to produce cost information for that year. The latest year for which costs are available in the required format is financial year 2019/20. Normally costs from the previous year could be used as a proxy for costs in future years but, given the impact of the COVID-19 pandemic on activity and expenditure, PHS no longer consider this appropriate due to the potential impact on interpretation of the data.

## Appendix 3 - Inspections

The Partnership underwent two strategic inspections in the period. Scottish Ministers requested that the Care Inspectorate lead these joint inspections of adult support and protection in collaboration with Healthcare Improvement Scotland and Her Majesty's Inspectorate of Constabulary in Scotland. The aim of these inspections is to provide timely national assurance about individual local partnership areas effective operations of adult support and protection key processes, and leadership for adult support and protection.

- The joint inspection of the Clackmannanshire area took place between October 2021 and February 2022. **They concluded the partnership's key processes for adult support and protection were effective with areas for improvement. There were clear strengths supporting positive experiences and outcomes for adults at risk of harm, which collectively outweighed the areas for improvement.**
- The joint inspection of the Stirling area took place between September 2021 and January 2022. **They concluded the partnership's key processes for adult support and protection were effective with areas for improvement. There were clear strengths supporting positive experiences and outcomes for adults at risk of harm, which collectively outweighed the areas for improvement.**

Strengths	Clackmannanshire	Stirling
	Adults at risk of harm experienced improved safety outcomes because of multi-agency collaboration and intervention	Adults at risk of harm and unpaid carers' views were sought throughout adult support and protection processes.
	The partnership consistently carried out all adult support and protection processes in a timely manner. This was in keeping with local procedure and the adult at risk of harm's needs.	Partners worked collaboratively with staff and the community to raise awareness of financial harm. This had a positive impact on reducing risks associated with financial harm.
	Screening and initial inquiries upheld the principles of the Adult Support and Protection (Scotland) Act 2007 for adults at risk of harm. The three-point test was routinely clearly recorded in the adult at risk of harms' records.	Community health services and acute hospital services helped to improve outcomes for adults at risk of harm through effective information sharing and recording.
	Early intervention initiatives, such as 'safeguarding through rapid intervention; and the early intervention to welfare concerns initiative' (STRIVE), effectively supported vulnerable individuals.	The partnership worked collaboratively with care home providers to raise awareness of adult support and protection and referral processes.
	Leadership for adult support and protection was effective throughout the Covid-19 pandemic. The partnership maintained critical services to adults at risk of harm.	The partnership continued to operate effectively during the pandemic, maintaining ongoing support for adults at risk of harm.
Priority areas for improvement		
	The partnership should remove the 'police only' investigations procedure from its adult support and protection work as a priority.	The partnership should fully embed quality assurance and self-evaluation processes for adult support and protection.
	Clear chronologies, risk assessments, and protection plans should be done for all adults at risk of harm who require them.	The partnership should fully implement the recently developed Adult Support and Protection Improvement Plan and include how the priority areas for improvement set out in this report will be met.
	The partnership should engage with adults at risk of harm and their unpaid carers in adult protection case conferences.	Decision-making processes of large-scale investigation planning meetings should be clearly recorded in adult at risk of harms' multiagency records.
	Managers' expectations of adult protection practice should be in line with published guidance.	The quality of chronologies, risk assessments and protection plans should be improved to promote better management of risk. Consistent use of templates could contribute to this.
	Stages of the adult support and protection process should be clearly defined. This should be supported by templates for recording adult support and protection work. The lived experience of adults at risk of harm and their unpaid carers should be represented at the partnership's strategic decision-making forums for adult support and protection.	An adult protection case conference should always be convened when necessary. Police and health should attend when required.
		The partnership must adhere to its statutory obligations where it believes an adult is at risk of harm and an intervention may be required. Investigations must always be completed by trained Council Officers.

	<b>What needs to improve?</b>	<b>Action plan</b>	<b>Monitoring progress</b>	<b>WHO/RAG</b>
<b>STIRLING PRIORITY AREAS FOR IMPROVEMENT</b>				
<b>1.</b>	<b>Priority areas for improvement</b>  The partnership should fully embed quality assurance and self-evaluation processes for adult support and protection.	Develop a robust programme of audit and evaluation to evaluate and evidence if procedures are effective in improving outcomes for people. Embed monthly Self-Evaluation Program with practitioner and team leaders using established CI file reading tool.	The themes arising from audits will be reported back into the PQI sub-committee through the ASP lead officer report.	ASP lead officer
		ASP HSCP lead will co-ordinate and develop program of multi-agency Audits which feed back into PQI sub committee	Feedback to PQI subcommittee every 3 months through lead officer report template & ASP lead officer annual evaluation report to identify key themes and actions taken.	All agencies to be involved HSCP lead
		<b>Service User evaluation</b> - We have commissioned a third sector provider to undertake Service user evaluations following support.	ASP lead officer to feedback to PQI sub-committee through lead officer report which will be fed up to PPC and COG	ASP lead officer
		As part of the evaluation program all IRD's will be reviewed to ensure consistency and embed improvement. All agencies will review IRD Overview Group following implementation of EIRD.	<b>All agencies Lead officers</b> to feedback to PQI sub-committee which will be feed up to PPC and COG	HSCP/NHS/ police
<b>2.</b>	<b>Priority areas for improvement</b>  Fully implement the recently developed Adult Support and Protection Improvement Plan and include how the priority areas for improvement set out in this report will be met.	All agencies require to contribute towards improvement and will feedback into the <b>ASP short life Improvement working group</b>	Feedback into the <b>ASP short life Improvement working group</b> The <b>HSCP ASP lead officer</b> will also provide feedback to the following committees; PQI sub committee, PPC, COG.	HSCP/NHS/police
<b>3.</b>	<b>Priority areas for improvement</b>  <i>Decision-making processes of large-scale investigation planning meetings should be clearly recorded in adult at risk of harms' multi-agency records.</i>	We will ensure that we maintain and embed good record keeping across our agencies, ensuring that any LSI involving a service the adult is supported by, is recorded with timely updates as the LSI progress. We will monitor Client Records and the quality of our record keeping, through our internal evaluation program as well as multi- agency audits.	<b>Performance</b> will be monitored through supervision and the peer self-evaluation programme. Areas of improvement and success will be fed back through the self-evaluation program and detailed in the ASP lead officers report to <b>the PQI sub-committee and PPC/COG</b>	HSCP ASP lead officer
<b>4.</b>	<b>Priority areas for improvement</b>  The quality of chronologies, risk assessments and protection plans should be improved to promote better management of risk.  Consistent use of templates could contribute to this.	Clear frameworks in place for chronologies, risk assessments and protection plans, developing training for staff which are embedded consistently into operational practice. Review and evaluate chronologies, risk assessments and protection plans as part of the overall self-evaluation and audit framework. Develop a chronology, risk assessment and protection plan for all case conferences, we will monitor the activity as part of our PQI framework.	Feedback the outcome of the self-evaluation and audit program through the ASP Lead officer report to PQI sub-committee and then up to the PPC/COG. Monitor the completion of Chronologies, risk assessment, protection plans through our PQI framework, and report data back to the <b>PQI subcommittee.</b>	HSCP ASP lead officer and PP L&D officer

		<p>The HSCP has developed Performance Quality Indicators, which specifically will monitor chronologies, risk assessments and protection plans. Specifically the indicators look to identify that the practice is embedded, of a quality expected and completed timeously.</p> <p>Embed one template to be shared and completed by all council officers and remove any documents not relevant.</p>	<p>Monitor and report on data regarding staff training events through the L&amp;D subgroup</p>	
5.	<p><b>Priority areas for improvement</b></p> <p>An adult protection case conference should always be convened when necessary.</p>	<p>Ensure that Adult protection case conferences are quorate thus having all key agencies present or providing a report.</p> <p>Ensure Adults at risk of harm and their unpaid carers are supported to attend and fully participate in the discussions of the case conference. (Advocacy)</p> <p>Monitor attendance at APCC's through our PQI framework as well as monitoring that APCC's have been arranged timeously.</p> <p>Develop and deliver Adult Support and Protection Case Conference Training (Council officer).</p>	<p>Feedback any challenges through the lead officer report to the <b>PQI sub-committee</b>, which will examine data and performance.</p>	HSCP/NHS/police
6.	<p><b>Priority areas for improvement</b></p> <p>The partnership must adhere to its statutory obligations where it believes an adult is at risk of harm and an intervention may be required.</p> <p>Investigations must always be completed by trained Council Officers.</p>	<p>Review and evaluate internal pathways and processes, which reflect the respective statutory obligations, resulting in the comprehensive ASP improvement plan.</p> <p>Ensure that an appropriately qualified Council officer leads all visits and investigations, which will be monitored through our internal program of self-evaluation and fed up through the lead officer's report to PQI and PPC.</p>	<p>The HSCP lead officer will oversee the peer evaluation program and work collaboratively with the partner agencies to embed and review the multi-agency audits. The evaluation of both of these processes will inform the lead officer report for the <b>PQI subcommittee</b>, evidencing that partners are meeting statutory obligations and where required, identify actions for improvement.</p>	HSCP/NHS/police

## CLACKMANNANSHIRE - PRIORITY AREAS FOR IMPROVEMENT

<b>7.</b>	<p><b>Priority areas for improvement</b></p> <p>The partnership should remove the 'police only' investigations procedure from its adult support and protection work as a priority.</p>	<p>Update guidance and communicate through the practitioner and management forums; EIRD group to ensure this message is clear and outline the expectation of staff where there is criminality within referrals.</p>	<p>Monitored closely through the multi-agency audit process.</p>	<p>HSCP Lead and ASP Lead Officer</p>
<b>8.</b>	<p><b>Priority areas for improvement</b></p> <p>Clear chronologies, risk assessments, and protection plans should be done for all adults at risk of harm who require them.</p>	<p>Clear frameworks in place for chronologies, risk assessments and protection plans, developing training for staff. Review and evaluate chronologies, risk assessments and protection plans through self-evaluation and audit framework. Develop a chronology for all case conferences, monitor the activity as part of our PQI framework. Develop Performance Quality Indicators, which will monitor chronologies, risk assessments and protection plans.</p>	<p>Feedback to PQI sub-committee and then up to the PPC/COG. Monitor through PQI framework, and report data back to the PQI subcommittee.</p>	<p>HSCP ASP lead officer and PP L&amp;D officer</p>
<b>9.</b>	<p><b>Priority areas for improvement</b></p> <p>The partnership should engage with adults at risk of harm and their unpaid carers in adult protection case conferences.</p>	<p>Develop and deliver robust training for practitioners, paid carers and informal carers. Carer's lead will work across the statutory and third sector. Carers Strategy to ensure that there are robust assessment pathways in place to provide support to carers.  Gather the views of the lived experiences of adults at risk of harm and their unpaid carers  Invite Adults at risk of harm and their unpaid carers and support to attend and fully participate in the discussions of a case conference.</p>	<p>monitor through the PQI Framework and report back into the PQI sub-committee Central carers have been commissioned to deliver training.</p>	<p>HSCP ASP lead officer and PP L&amp;D officer</p>
<b>10.</b>	<p><b>Priority areas for improvement</b></p> <p>Managers' expectations of adult protection practice should be in line with published guidance.</p>	<p>Ensure a self-evaluation programme to support improvement, development and promote good practice. A programme of audit and evaluation will evidence if our procedures are effective in improving outcomes for people. Monitor performance through our newly developed Performance and Quality Framework which will be fed back into the PQI sub-committee, identify areas for improvement if necessary. Review core supervision pathways.</p>	<p>Embed and review the multi-agency audits. Lead officer report for the PQI subcommittee. feedback to team managers responsible for supervision of Council officers.</p>	<p>HSCP ASP lead officer</p>
<b>11.</b>	<p><b>Priority areas for improvement</b></p> <p>Stages of the adult support and protection process should be clearly defined. This should be supported by templates for recording adult support and protection work.</p>	<p>Review all documentation in use for each stage of the ASP process and undertake improvements. Ensure that entry fields are mirrored taking into account the statutory process and local FV ASP guidance.</p>	<p>short life-working group to look at internal processes and current templates. feedback to <b>PQI sub-committee</b> Longer term goal to replace Client recording system</p>	<p>HSCP ASP lead officer</p>
<b>12.</b>	<p><b>Priority areas for improvement</b></p> <p>The lived experience of adults at risk of harm and their unpaid carers should be represented at the partnership's strategic decision-making forums for adult support and protection.</p>	<p>Review the service user evaluation process, with commissioned third sector providers who undertake this on our behalf.  Ensure evaluation and feedback pathway is open to service users as well as unpaid carers and demonstrate that there is a clear line of direction to inform and shape strategic plans through to our committees, evaluation reports and strategic planning.</p>	<p>link in with national campaigns and local comms offices as well as high lighting any forthcoming publicity to PQI subcommittee and PPC/COG committees. Lead officer for carers currently being recruited</p>	<p>HSCP ASP lead officer</p>

Registered services owned by the Partnership are inspected annually by the Care Inspectorate, there was 1 service inspected during 2021/2022. Additional information and full detail on inspections can be found at the Care Inspectorates website [www.careinspectorate.com](http://www.careinspectorate.com).

Since 1 April 2018, the new Health and Social Care Standards have been used across Scotland. In response to these new standards, the Care Inspectorate introduced a new framework for inspections of care homes for older people.

Unit	Date Inspection Completed	How well do we support peoples wellbeing?	How well is our care and support planned?	How good is our leadership?	How good is our staff team?	How good is our setting?	Recomm- endations	Requirements	Areas for improvement
Menstrie House	04/05/2022	Adequate	Adequate	Adequate	Adequate	Good		2	5

Source Care Inspectorate

Rec - A recommendation sets out actions that a provider should take to improve or develop service quality, but where failure to do so would not directly result in enforcement.

Req - A requirement sets out what a care service must do to improve outcomes for people who use services and must be linked to a breach in statutory requirements. Requirements are enforceable in law.

## Inspection Requirements, Recommendations, and Areas For Improvement

Unit	Action
Menstrie House	
<p>Requirement - 1. By 29 April 2022, the provider must ensure that people are supported with all aspects of their nutrition and hydration. To do this the provider must, at a minimum, ensure:</p> <ul style="list-style-type: none"> <li>a) They use their screening tool, Malnutrition Universal Screening Tool (MUST) fully.</li> <li>b) Where anyone is identified as at risk of malnutrition, then appropriate actions are followed. This should include, but not be limited to, MUST Step 5.</li> <li>c) Where anyone is identified at risk of dehydration or needs increased fluids due to infection, then a fluid chart is in place.</li> <li>d) All staff, including kitchen staff, are aware of each person's dietary needs.</li> <li>e) Provision of any dietary needs are followed throughout the day.</li> <li>f) Training is provided to staff to allow them to support nutritional needs</li> </ul>	<p>Action taken on previous requirement All People had a Malnutrition universal screening tool (MUST) completed and reviewed, however not all were completed accurately. Training had been identified for staff and a date confirmed, however no training had commenced. We saw fluid and food daily charts were completed for people identified at risk, however inaccuracies remained in recordings. We saw a process in place for sharing of information on dietary requirements for people with the kitchen, however on the day of inspection it didn't reflect the current people's dietary needs. This requirement was not met and have therefore extended the timescale to 2 September 2022.</p> <p>MUST training dates provided by the Care Inspector for Menstrie House – this will include some Ludgate staff ( key trainers). Staff training in the use of this tool is planned 24<sup>th</sup> May, 7<sup>th</sup> June with the Care Inspector</p>

<p>Requirements 2. By 29 April 2022, the provider must ensure that people are supported with all aspects of life and that assessments are holistic and related to the individual's needs and the personal outcomes they seek. To do this the provider must, at a minimum, ensure: a) Each service user has a personal plan in place to guide staff on how to care and support them and which identifies any necessary daily supporting documents. b) Daily supporting documents are fully completed and senior staff have oversight of these. c) Any identified changes to a service user's health are documented, with follow up actions noted. d) Care plan evaluations are meaningful and ensure that information is current. This requirement has been carried over from the last inspection and was Not Met and the timescale has extended to 2 September 2022.</p>	<p>Action taken on previous requirement All people supported by the service had individual support plans in place. The plans provided details around healthcare needs and choices. Staff were knowledgeable about the plans and people. However many remained inaccurate and didn't reflect people's current changing care needs which meant that there was a risk that people did not have their care needs met. Reviews had been commenced, which informed changes of care for people. Care planning audits had commenced and informed changes for people, however not all had been completed. This requirement was not met and have therefore extended the timescale to 2 September 2022.</p> <p>Improvement plan being actioned / completed - some areas being supported by the SW Chart team around care plan requirements.</p> <p>Chart team visits from both social work and clinical teams take place frequently. Audits of service user files and procedures take place regularly. Reviews of all residents in care have taken place by the Chart team.</p>
<p>Area For Improvement</p> <p>1. To fully support meaningful contact to resume between adult care home residents and their loved ones, the provider should work within the Scottish Government Guidance - 'Open with Care'. They should also support people to get the most out of life by the re-introduction of external activities and entertainers.</p>	<p>Action taken since then This area for improvement was reviewed during an inspection on 2 May 2022. We saw people were supported to maintain contact with their family and friends, with the use of skype calls and room visits however the booking system was restrictive and did not fully embrace Scottish Government's 'Open with Care' guidance. People told us the activities remain limited to small groups within the home. We saw outdoor activities taken place and the service assured that external activities and entertainers shall commence in the home. When reviewing activity records, some people's activities were limited to watching TV and listening to music. This area for improvement was not met and therefore repeated.</p> <p>The original opening with care guidance has been rolled out since March 21, with additional guidance currently being reviewed to allow increased visiting back into the home, to bedrooms, include hairdressing and outings, with all appropriate safety measures in place. Alleviating staff stressors around this has been a focus of latest discussions/ meetings with staff and families.</p> <p>The home protocols are updated in line with new guidance to open for more/ longer visits as well as leaving the home to visit family. Visits to the home are still being managed by appointments to prevent too many outside visitors in the home at any one time.</p>
<p>2. In order to promote an environment that enhances people's quality of life and is a pleasant place to live, the provider should: Devise a refurbishment plan which identifies priority areas for repair and clearly records actions taken and dates for completion.</p>	<p>This area for improvement was made on 24 February 2022. Action taken since then This area for improvement was reviewed during an inspection on 2 May 2022. We saw that work had commenced on the repairs of walls and furniture, however there was no clear plan devised to identify priority areas, actions taken and timeframes. This area for improvement was not met and therefore repeated.</p> <p>Since the Inspection there has been a great deal of upgrade work carried out by Clackmannanshire council facilities team. Also some decoration carried out in main areas of the home. All this is improving the environment and in turn will improve staff and resident morale.</p> <p>Essential building repairs are taking place however property services are advised in advance of any covid + situations and risk assess trades entrance. Trades are carrying out LFT before entering the home for repairs.</p>
<p>3. To support good infection prevention and control practices, the provider should: a) Ensure that wall mounted alcohol based hand rub is available throughout the care home. b) Ensure that all lidded bins can be operated ideally by foot or if not, then without touching the lid. c) Ensure that the cleaning of frequently touched areas is recorded.</p>	<p>This area for improvement was made on 24 February 2022. Action taken since then This area for improvement was reviewed during an inspection on 2 May 2022. We saw frequently touched areas were being cleaned but there was no written record of this. All staff had handheld Alcohol Based Hand Rub (ABHR), we discussed with the service the lack of wall mounted dispensers and was assured areas have been identified for their placement and are on order. We found some lidded bins to not operate by foot pedal. This area for improvement was not met and therefore repeated.</p> <p>Indoor visiting means on some days additional staff hours have been increased to manage and co ordinate the visits, cleaning down areas after visitors as well as the lateral flow testing and recording.</p>

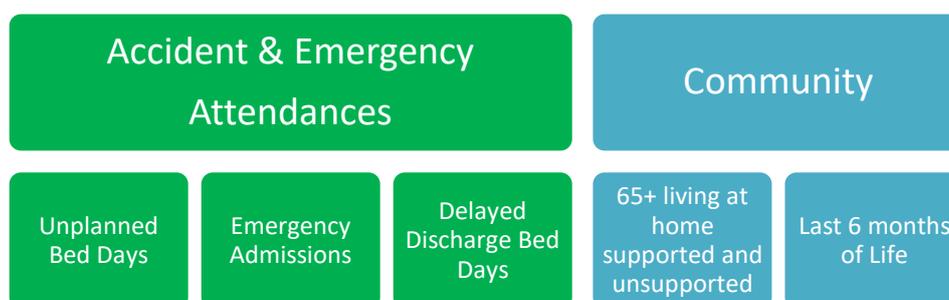
	<p>Internal Quality audit schedule is up to date to ensure all areas of the home are Quality Assured especially infection control and cleaning schedules. Recent care assurance visits regarding Infection control feedback scored 96.04%</p> <p>Ongoing guidance, monitoring and support to staff to ensure that the latest infection control procedures are implemented and ensure that staff has the correct PPE to do their jobs safely.</p> <p>Ongoing guidance to staff to ensure that visits are carried out safely as per procedure.</p>
<p>4. To ensure the service remains responsive to changes and develops a culture of continuous improvement, the provider should: a) Review the current quality assurance system to include the key areas for auditing such as Nutrition and pressure area care. b) The manager to have oversight and ensure actions have been taken.</p>	<p>Interim team manger appointed.</p> <p>A business case has been submitted to request additional 18hrs of senior care officer grade.</p> <p>Regular contact with the Chart team for care assurance and reporting any covid related issues.</p> <p>Internal Quality audit schedule is up to date to ensure all areas of the home are Quality Assured especially infection control and cleaning schedules.</p>
<p>5 To ensure that staff are confident and competent to support people and improve outcomes for people, the provider should: a) Review current residents and specific care needs, to inform a training plan for staff. b) All new staff should have a completed induction and a plan for mandatory training to be completed.</p>	<p>Improvement plan being actioned / completed - some areas being supported by the SW Chart team around care plan requirements</p> <p>Clacks academy being rolled out and promoted to all staff, Moving and handling training and emergency first aid been carried out in smaller groups.</p>

Source Care Inspectorate

## Appendix 4 – Unscheduled Care

To support the delivery of the National Priorities Partnerships we completed a self assessment and improvement action plan as well as agreeing local targets for the following key areas: Nationally this is monitored by the Ministerial Strategic Group for Health and Community Care (MSG).

### MSG Performance Measures



Completedness issues impact on some of this data where SMR01 records submitted by NHS Forth valley are not 100%. Data for 20/21 and 21/22 is 97% or above but none are 100% which means that some figures are likely to change. Where there are completedness issues this has been noted and the figure is highlighted in red italics.

#### 18+ age group

##### 1. Emergency admissions

Baseline year	Baseline total	% change	19/20 Target
15/16	11,141	5% decrease	10,584
16/17		0.5% decrease	11,082
17/18		5.5% increase	11,755
18/19		5% increase	11,699
19/20		31% increase	14,563
20/21	all months 97% and above complete but none 100%		<i>12,608</i>
21/22			<i>13,921</i>

Source: National Data

##### 2. Number of unscheduled hospital bed days

	Baseline year	Baseline total	% change	19/20 Target
	Acute	15/16	94,472	6% decrease
16/17			5.79 % decrease	88,996
17/18			4.68 % decrease	90,043
18/19			1.5% decrease	93,050
19/20			5.98% increase	100,127
20/21		all months 97% and above complete but none 100%		<i>83,487</i>
21/22				<i>94,696</i>

Source: National Data

Geriatric Long Stay	Baseline year	Baseline total	% change	19/20 Target
	15/16	18,109	18% decrease	14,884
	16/17			14,884
	17/18			14,151
	18/19	Coding issues affect this area		11,421
	19/20	Coding issues affect this area		947
	20/21	Completedness issues		727
	21/22			242

Source: National Data

Mental Health	Baseline year	Baseline total	% change	19/20 Target
	15/16	24,851	maintain baseline	24,851
	16/17		1% decrease	24,599
	17/18		3.8% increase	25,799
	18/19		7.8% increase	26,800
	19/20		9% decrease	22,628
	20/21	Completedness issues		21,452
	21/22			18,608

Source: National Data

### 3. A&E attendances

Baseline year	Baseline total	% change	19/20 Target
15/16	26,585	maintain baseline	26,585
16/17		0.58% decrease on baseline	26,430
17/18		6.31% increase on baseline	28,264
18/19		13.91% increase on baseline	30,284
19/20		20.51% increase on baseline	32,040
20/21	Covid	13.1% decrease on baseline	23,091
21/22		7% increase on baseline	28,505

Source: National Data

#### 4. Delayed discharge bed days (18+)

All reasons	Baseline year	Baseline total	% change	19/20 Target
	15/16	10,069	maintain baseline	10,069
	16/17		17.69% increase on baseline	11,851
	17/18		20% decrease on baseline	8,054
	18/19		9.4% increase on baseline	11,016
	19/20		25.4% increase on baseline	12,630
	20/21		7% decrease on baseline	9,355
	21/22	Covid	26% increase on baseline	13,518

Source: National Data

#### 5. Percentage of last 6 months of life spent in community (all ages)

Baseline year	Baseline percentage	Percentage point change	19/20 Target%
15/16	85.9%	4.10%	90.0%
16/17		1% increase	86.90%
17/18		1% increase	86.90%
18/19		1.9% increase	87.80%
19/20		2.12% increase	88.01%
20/21		5.2% increase	91.0%
21/22		Completedness issues	89.6%

Source: National Data

#### 6. Proportion of 65+ population living at home (supported and unsupported)

Baseline year	Baseline percentage	Percentage point change	19/20 Target %
15/16	96.5%	0.10%	96.6%
16/17		0.10% increase	96.60%
17/18		0.10% increase	96.60%
18/19		0.30% increase	96.80%
19/20		0.70% increase	97.20%
20/21		0.90% increase	97.40%
21/22		Not available	

Source: National Data

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Web: [clacksandstirlinghscp.org](http://clacksandstirlinghscp.org)



# Executive Summary



## Annual Performance Report 2021-2022

Legislation requires HSCPs to publish an annual performance report setting out an assessment of performance in planning and carrying out the integration functions for which they are responsible.



### Vision

To enable people in Clackmannanshire and Stirling to live full and supportive lives within the community.



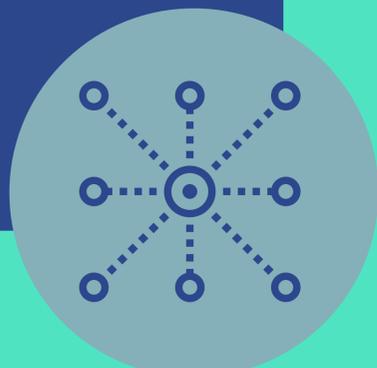
### Priorities

- Care Closer To Home
- Primary Care Transformation
- Caring Connect Communities
- Mental Health
- Supporting People With Dementia
- Alcohol & Drugs



### Enablers

- Technology Enabled Care
- Workforce Planning & Development
- Housing/Adaptations
- Infrastructure



## Core Indicators - compared with last year

**HSCP**  
72.5%  
**Scot**  
78.8%



Adults supported at home who agreed they are supported to live as independently as possible

**Comparison** ✓

**HSCP**  
79.2%  
**Scot**  
78.1%



Adults supported at home agree that their services and support had an impact on improving or maintaining their quality of life

**Comparison** ✓

**HSCP**  
97,710  
**Scot**  
111,293



Emergency bed day rate

**Comparison** ⬇

**HSCP**  
71.2%  
**Scot**  
64.9%



Adults with intensive care needs receiving care at home

**Comparison** ✓

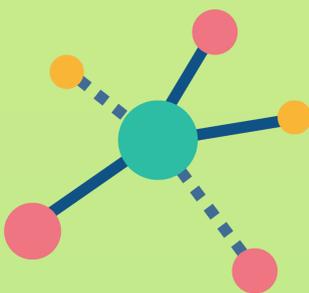
**HSCP**  
761  
**Scot**  
761



Number of days people age 75+ spend in hospital when they are ready to be discharged (rate)

**Comparison** ⬇

### Activity



Equipment



Health Care



Technology Enabled Care



Personal Care



Care Home



### Expenditure

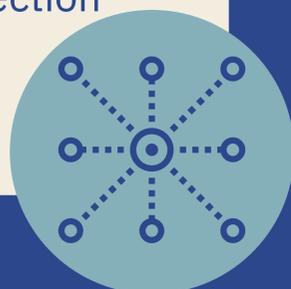
Annual Total

2020/21 £223,349  
2021/22 £228,237



### Independent Inspection

- Adult Support & Protection
- Care Home



[clacksandstirlinghscp.org](http://clacksandstirlinghscp.org)



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**Report to: Audit & Scrutiny Committee**

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**Date of Meeting: 9 February 2023**

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**Subject: Internal Audit Progress Report**

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**Report by: Internal Audit Manager**

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## **1.0 Purpose**

1.1 This report provides an update on 2022/23 Internal Audit work.

## **2.0 Recommendations**

2.1 It is recommended that the Committee notes progress being made with completing the 2022/23 Internal Audit Plan.

## **3.0 Progress With Completing 2021/22 Internal Audit Plan**

3.1 The 2022/23 Internal Audit Plan was agreed by Audit Committee on 27 October 2022. It set out 16 assignment areas to be completed by the team during the year, this includes 10 audit reports to be issued to Clackmannanshire Council (this does not include those reports issued to the Clackmannanshire and Stirling Integrated Joint Board or Central Scotland Joint Valuation Board). Members will recall when approving the Internal Audit Plan it was recognised that it had to be flexible, given that priorities, resource, and Directorate capacity have, and will continue to, fluctuate and change. A summary of progress with planned work is set out at Appendix 1.

3.2 To date, two audit reports have been completed to final report stage. A summary of progress is set out at Appendix 1. The Scope and Executive Summary of the finalised reports are at Appendix 2.

3.3 Over the remainder of 2022/23 Internal Audit will continue to progress the programme of work set out at Appendix 1. As previously advised, however, this is subject to change, and resource will be directed to where it adds most value.

## **4.0 Conclusions**

4.1 The team are making good progress with 2022/23 Internal Audit work. This will contribute to a balanced and evidenced based year end opinion on arrangements for risk management, governance, and control.

## 5.0 Sustainability Implications

5.1 None Noted.

## 6.0 Resource Implications

### *Financial Details*

6.1 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

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

### *Staffing*

6.3 No implications other than those set out in the report.

## 7.0 Exempt Reports

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

## 8.0 Declarations

8.1 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 1: Internal Audit Plan – Progress at 13 January 2023
- Appendix 2: Summary of Key Findings from Assignments Complete to Final Report – Not Previously Reported to Committee.

## 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
Isabel Wright	Internal Audit Manager	01324 506342

### Approved by

NAME	DESIGNATION	SIGNATURE
Stuart Crickmar	Strategic Director Partnerships and Performance	



**Internal Audit Plan 2022/23  
Progress at 13 January 2023**

	<b>Client / Directorate</b>	<b>Assignment</b>	<b>Status</b>
<b>Annually Recurring Assignments and Other Client Work</b>			
1.	All Directorates	National Fraud Initiative	Ongoing
2.	All Directorates	Continuous Auditing	Ongoing
3.	Place	Climate Change Act Public Body Duties Audit	<b>Final Report Issued</b> – Substantial Assurance
4.	All Directorates	Consultancy Work	Ongoing
5.	Clacks and Stirling IJB	Agreed audit work at IJB Audit and Risk Committee held on 16 November 2022	Not Started
6.	Central Scotland Valuation Joint Board	Agreed audit work at CSVJB held on 1 July 2022	Fieldwork Underway
7.	All Directorates	Work on Recommendations Outstanding	Ongoing
<b>Committed Assignments</b>			
8.	Partnership and Performance / All Directorates	Non Domestic Rates	<b>Final Report Issued</b> – Substantial Assurance
9.	All Directorates	Building Security	<b>Draft Report Issued</b>
10.	Partnership and Performance / All Directorates	Payroll Transactional Testing	Fieldwork Underway
11.	Partnership and Performance / All Directorates	IT and Information Security Governance	Not Started
12.	People / All Directorates	Purchase Order Arrangements at Clackmannanshire for Adult Social Care	Not Started
13.	All Directorates	Physical Income Security Arrangements	Not Started
14.	Partnership and Performance / People	Leisure Income Follow Up Review	Not Started
15.	People	Refugee Schemes Governance	Not Started
16.	All Directorates	Supplier Set Up and Bank Account Changes	Fieldwork Underway

### Summary of Key Findings from Assignments Complete to Final Report – Not Previously Reported to Committee

Assignment	Directorate	Assurance
Non Domestic Rates	Partnership and Performance / All Directorates	Substantial
Scope	Final Report Executive Summary	
<p>The scope of this review was to evaluate and report on the controls established to manage Non Domestic Rates (NDR) transactions, including calculation of rates, changes in liability, exemptions, and reliefs.</p>	<p>NDR income is collected by local authorities, and remitted to the Scottish Government, where it is pooled nationally, and re-distributed back to Councils via the 'General Revenue Grant'. The largest source of funding the Council receives is the General Revenue Grant. This funding includes the monies received from NDR tax collection and amounted to £108m for 2021/22 (2020/21 £102.9m).</p> <p>NDR income is managed and administered on a day to day basis by the Council's Revenues Section. In April 2022, 1,550 NDR bills were issued with a total value of c£17.2M. To ensure that the bills were accurately calculated and had supporting documentation as evidence of any reliefs / changes applied we tested a sample of:</p> <ul style="list-style-type: none"> <li>• 48 bills;</li> <li>• 20 changes of liability bills that had been processed between April and August 2022; and</li> <li>• 41 exemptions.</li> </ul> <p>The arrangements for administering and processing NDR bills are compliant with the Scottish Government NDR legislative framework and national guidance.</p> <p>NDR bills were accurately calculated. The Rateable Values applied reconciled to the Central Scotland Assessors Rateable Values and the correct poundage was applied in line with national poundage rates.</p> <p>NDR bills with a change in liability during 2022/23 had supporting documentation in place, and the revised bill was accurately calculated.</p> <p>For empty property and church exemptions we found that the correct exemption was applied and where appropriate, supporting documentation was received.</p> <p>For properties awarded rates relief on their 2022/23 NDR bills we were content that the reliefs had been accurately applied in line with national guidance and supporting documentation was held.</p>	

Assignment	Directorate	Assurance
<b>Climate Change Act Public Body Duties Audit</b>	Place	<b>Substantial</b>
Scope	Final Report Executive Summary	
<p>We undertook validation work on the Council's 2021/22 Annual Report.</p> <p>The Climate Change (Scotland) Act 2009 (the Act), introduced the requirement for public bodies to report on their climate change duties.</p> <p>In line with the timescales from the Act, the Council's annual report had to be submitted to the Sustainable Scotland Network (SSN) by the end of November 2022.</p> <p>Our work focused on reviewing the reporting arrangements and the accuracy of the information in the report.</p>	<p>To ensure consistency of returns across public bodies, the Annual Report format is a standard template split into five areas:</p> <ul style="list-style-type: none"> <li>• Profile of Reporting Body;</li> <li>• Governance, Management, and Strategy;</li> <li>• Corporate Emissions, Targets, and Project Data;</li> <li>• Adaption; and</li> <li>• Procurement.</li> </ul> <p>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.</p> <p>Our previous review of the 2020/21 Public Sector Change Duties Report made the following recommendations: to revise the Sustainability and Climate Change Strategy; establish a Carbon Management Group; and develop the Carbon Management Plan. These recommendations have been addressed with the measures included in the Climate Change Strategy and Net Zero Targets report approved by the Council on 11 August 2022.</p> <p>During the course of our current work, we also identified required actions relating to the Council's Climate Change governance, management, and strategy arrangements. These relate to recording Council projects, carbon budgeting and developing a Climate Change Adaption Strategy. We were advised that work on these is ongoing and will be reflected in future reports.</p>	



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**Report to: Audit and Scrutiny Committee**

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**Date of Meeting: 9 February 2023**

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**Subject: Exceptions from the Application of Contract Standing Orders**

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**Report by Strategic Director Partnership & Performance**

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## **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 **Three exceptions** were considered since the last report in December 2022

- 3.3.1 To permit the appointment of community partner organisations at short notice to Supply Out of School Childcare and development work over a 5-month period as part of a funded pilot to the value of £352,000 out of a total grant offer of up to £428,079.

The basis of the exception request is that, in terms of Contract Standing Orders section 6 (8), The purchase of goods or materials, the execution of

works or supply of services for which the procurement officer considers that no genuine competition can be obtained

Reference 2/6/2002

### **Not Granted**

Based on the information provide the exception was not granted for the pilot

The main issues were:

- The short window was not a special circumstance and lack of sufficient planning and / or internal process delays do not constitute special, exceptional or emergency circumstances – in essence there is no scope to agree to an exception on the basis of short notice.
- The award figures for each provider needed to be further firmed up to publicly award the arrangement;
- The geographical arguments for local providers gave a developing context but it was not sufficient nor specific enough in the context of the exception sought.

### **Conditions**

Advice was provided that should a grant offer come through in the future for this initiative that a procurement journey would be necessary and that realistic timescales should be factored in.

- 3.3.2 To permit the appointment of Clackmannanshire Economic Regeneration Trust (CERT) to Supply Adult Numeracy (Multiply) Programme funded through ring-fenced UK Shared Prosperity Fund over a 2.25 year period (1 January 2023 to 31 March 2025) to the value of £350,715.

The basis of the exception request is that, in terms of Contract Standing Orders section 6 (8) The purchase of goods or materials, the execution of works or supply of services for which the procurement officer considers that no genuine competition can be obtained & Contract Standing Orders section 6 (7) There is a genuinely justifiable case to use an existing contractor/supplier to maintain continuity of supply or site experience.

Reference 2/6/2003

### **Granted**

The Multiply programme is part of the new UK Shared Prosperity Fund (replacing previous European funding) and is a new programme, with the funding ring fenced until March 2025 for adult numeracy support within our communities.

Multiply is intended to enable local areas to invest in meaningful participation that boosts people's ability to use maths in their daily life, at home and work –

and enable adults to achieve formal qualifications that can open doors for them (such as career progression, or progression to further study)

Discussions have taken place with in-house CLD team, who have given support to the proposal for the contract to be delivered by CERT (in partnership with the college) CLD will work closely with the CERT team to ensure there is no duplication of service or support

Discussions have taken place with FV College who are currently working with CERT on the PEC (Pre Employability Programme) in Clackmannanshire and are supportive of the partnership arrangement.

CERT will directly employ numeracy tutors and will partner with other Third Sector organisations to provide support within communities and in people's homes. Support will be flexible to suit people's needs and will be a mix of one-to-one and group sessions, depending on individual needs. The college will deliver any accredited and more formal training as required.

CERT are currently delivering and project managing (in partnership with CTSI), a successful pre-employability programme in Clackmannanshire, funded by the Community Renewal Fund (a precursor to the UK Shared Prosperity Fund), and are working in our communities with the clients groups we aim to support through the Multiply programme. By awarding this arrangement to CERT the Multiply contract would provide continuity of service delivery to this client group and there are no known alternative providers with the required skill set and local knowledge.

### **Conditions**

A Procurement Form 1 & 2 should be completed and authorised to provide Procurement, Legal and Financial Governance

Purchase orders should be raised to cover the period requested

An award notice should be published in Public Contracts Scotland

- 3.3.3 To permit the appointment of Clackmannanshire Economic Regeneration Trust (CERT) to Supply a pre-employability Programme funded through ring-fenced UK Shared Prosperity Fund over a 2.25 year period (1 January 2023 to 31 March 2025) to the value of £310,000.

The basis of the exception request is that, in terms of Contract Standing Orders section 6 (8) The purchase of goods or materials, the execution of works or supply of services for which the procurement officer considers that no genuine competition can be obtained & Contract Standing Orders section 6 (7) There is a genuinely justifiable case to use an existing contractor/supplier to maintain continuity of supply or site experience.

Reference 2/6/2007

### **Granted**

The recommendation was to approve an exception allow the Council to award the contract directly to CERT (working in partnership with other Third Sector providers, including Apex for delivery of employability support to those in the

criminal justice system) to allow delivery of the pre-employability programme to 'economically inactive' client group as per the Council paper on UKSPF of June 2022.

There are no known alternative providers with the required skill set and local knowledge.

Successful delivery of the PEC programme this year has shown that CERT and the Third Sector partners are best placed to continue this activity to ensure a seamless transition from Community Renewal Funded programme to UKSPF activity. They are already delivering within our communities and have systems and processes set up for engagement and monitoring.

### **Conditions**

A Procurement Form 1 & 2 should be completed and authorised to provide Procurement, Legal and Financial Governance  
Purchase orders should be raised to cover the period requested  
An award notice should be published in Public Contracts Scotland

## **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

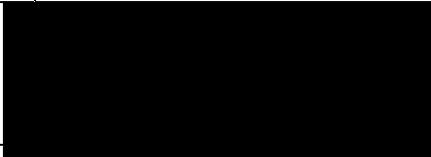
11.1 Have you used other documents to compile your report? (All documents must be kept available by the author for public inspection for four years from the date of meeting at which the report is considered)

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	



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**Report to**            **Audit & Scrutiny Committee**

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**Date of Meeting:** 9<sup>th</sup> February 2023

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**Subject:**            **Corporate Risk Register**

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

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## **1.0 Purpose**

- 1.1. This report provides Committee with the 2022/23 quarter 3 update on Clackmannanshire Council's Corporate Risk Register (Appendix A).

## **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 and other recent global events 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 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 at the Corporate Risk & Integrity Forum (including 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 legislative developments 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 shown in Appendix A, the current context is extremely challenging, involving complex and fast-evolving factors, many of which compound existing concerns, or are intrinsically linked to our ability to manage them. In some areas, positive mitigations are outweighed by worsening external factors, resulting in little direct change. Interdependencies are also clearly evident, with economic, environmental, technological, societal and geopolitical impacts expected to continue for quite some time. We are, however, not alone and one factor within our control is how we ensure that high standards of diligence are applied in all areas of our work with partners and communities.
- 3.3.2. The scores for both Public Utilities and Industrial Unrest have increased, and verbal updates can be provided at Committee on any developments between the time of writing and presentation. It is notable, however, that the fastest-moving risks are currently major external issues, broadly outwith the Council's control, but with potentially significant local impacts. The energy, cost of living and public health situations, in particular, will be closely monitored and addressed, where possible, with local partners and national bodies.
- 3.3.3. The Corporate Risk & Integrity Forum continues to lead progress on mitigations and provide challenge and peer-review. Training is ongoing via our risk management partners, Gallagher Bassett, currently focussing primarily on Health & Safety for senior managers, and the circulation of other guidance and materials internally. Work also continues on supporting services and reviewing the corporate risk strategy, as well as partnership work with the Health & Social Care joint risk forum.

#### 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

#### 11.0 Background Papers

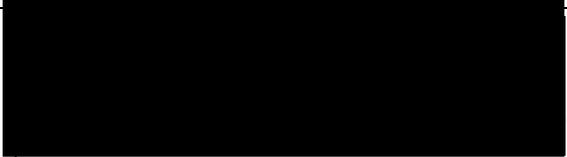
11.1 Have you used other documents to compile your report? (All documents must be kept available by the author for public inspection for four years from the date of meeting at which the report is considered)

Yes (please list the documents below) No ✓

##### Author(s)

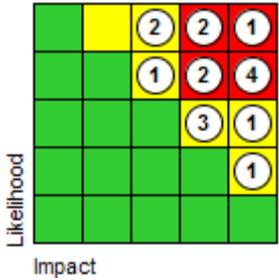
NAME	DESIGNATION	TEL NO / EXTENSION
Judi Richardson	Performance & Information Adviser	2105

##### Approved by

NAME	DESIGNATION	SIGNATURE
Stuart Crickmar	Strategic Director – Partnership & Performance	

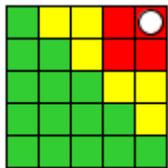
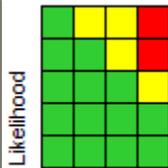
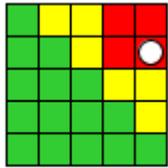


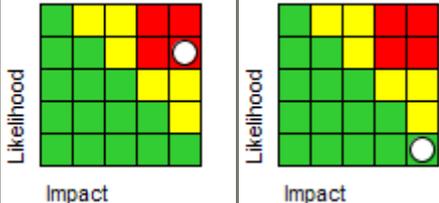
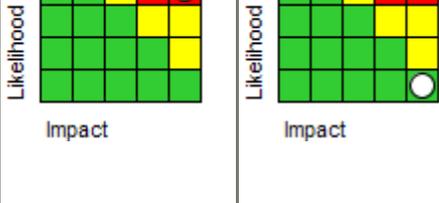
# Appendix A - Corporate Risk Log

Summary of Changes	Distribution of Scores
<p>At the end of Quarter 3, 2022/23 (out of a total of 17 risks):</p> <p><b>Status</b></p> <p>9 risks are red (8 in previous report - 2022/23 half year)            8 risks are amber (previously 9)            No risks are green (same as previous - fewer green as normally demoted to lower-level registers unless particular scrutiny needed)</p> <p><b>Approach</b></p> <p>12 risks are being <b>Treated</b> (same as previous)            5 risks must be <b>Tolerated</b> (same as previous)</p> <p><b>Change in Scores Since Last Review</b></p> <p>2 risks have increased            15 risks remain the same            No risks have been added or removed from the register</p>	

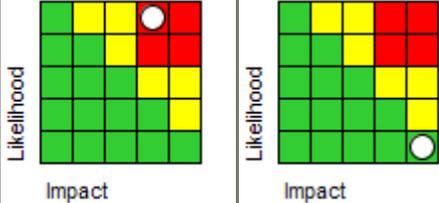
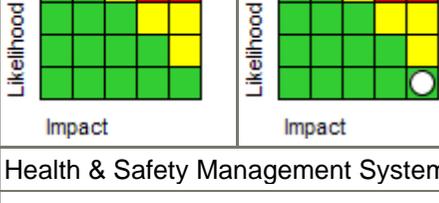
Code	Title	Score	Status	Approach	Change
COU CRR 008	Insufficient Financial Resilience	25		Treat	
COU CRR 005	Impact of Poverty, Inequality & Changing Demographics	20		Treat	
COU CRR 034	Insufficient Pace and Scale of Organisational Transformation	20		Treat	
COU CRR 050	Supply Chain & Labour Market Disruption	20		Tolerate	
COU CRR 012	Health & Safety Breach	20		Treat	
COU CRR 040	Failure of Public Utility Supply	20		Tolerate	
COU CRR 022	Public Health Emergency	20		Tolerate	
COU CRR 048	Increasing Attainment Gap	16		Treat	
COU CRR 009	Information Not Managed Effectively	16		Treat	
COU CRR 046	IT System Failure	15		Treat	
COU CRR 023	Industrial Unrest	15		Tolerate	
COU CRR 038	Failure to Prevent Extremism and/or Radicalisation	15		Treat	
COU CRR 047	Inadequate Workforce Planning	12		Treat	
COU CRR 011	Harm to Child(ren)	12		Treat	
COU CRR 037	Failure to Address Serious Organised Crime	12		Treat	
COU CRR 031	Failure to Prepare for Severe Weather Events	12		Tolerate	
COU CRR 049	Continued Contribution to Climate Change	10		Treat	

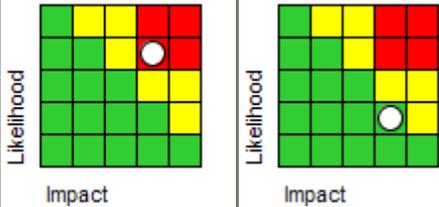
# Approach Treat

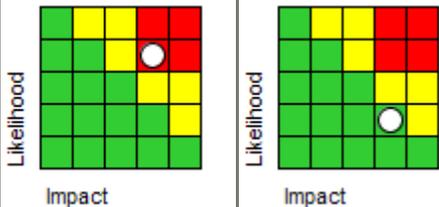
  <b>Insufficient Financial Resilience</b>		Senior Manager Finance & Revenues		Current Score	25	Target Score	5
Risk	The Council does not have a balanced budget to meet essential service demands, customer needs, or external agendas.			 Likelihood Impact	 Likelihood Impact		
Potential Impact	Reputational 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	Indicative budget gap for 2023/24 remains at over £10m. Annual budget process is progressing to identify savings though this is proving extremely challenging. Scottish Budget and Local Authority Draft Settlement received in late December informed the position further, confirming funding being made available to the Council for 2023/24.						
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			
  <b>Impact of Poverty, Inequality &amp; Changing Demographics</b>		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 and wider impacts associated with the cost of living crisis.			 Likelihood Impact	 Likelihood Impact		
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, recent Child Poverty statistics and the cost of living crisis.						
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			

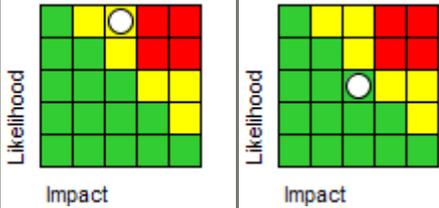
		<b>Insufficient Pace and Scale of Organisational Transformation</b>	Chief Executive	Current Score	20	Target Score	5
Risk	The Council fails to proactively drive the fundamental redesign of services and organisational planning/development with the speed required to address the funding gap due to ineffective 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	Council meeting of 11th August 2022 gave approval to develop a Target Operating Model (TOM) that will provide a consistent foundation and framework within which future organisation change and redesign can be developed and accelerated. Accompanying the TOM will be a Communications and Engagement Strategy. The proposed TOM prioritises getting the basis right for the users of our services by placing the needs of residents, communities and businesses at the heart of Council decision making. It also reflects a mixed economy model of service delivery, underpinned by objective analytical evaluations of the most effective ways of addressing customer needs, delivering outcomes, ensuring resilience in service delivery and securing financial sustainability. The TOM will guide the organisation through the next stage of its transformation journey.						
Related Actions	Be the Future Transformation Programme		COU BTF	Existing Controls	Be the Future Board		

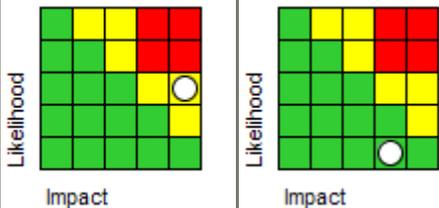
  

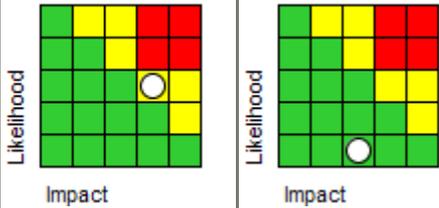
		<b>Health &amp; Safety Breach</b>	Chief Executive	Current Score	20	Target Score	5
Risk	Incident or statutory breach results in injury or death of staff member or customer due to lack of awareness or non-compliance with policies and procedures. Incidents may also arise from third parties actions, outwith 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 risk remains. H&S Strategy developed to help address concerns and reduce the risk.						
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 Corporate Training Programme		

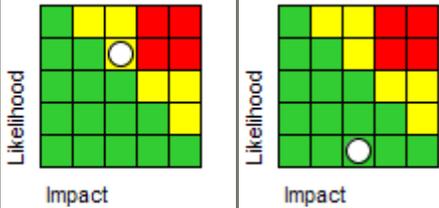
		<b>Increasing Attainment Gap</b>	Chief Education Officer	Current Score	16	Target Score	8
Risk	The Council fails to reduce the educational attainment gap between pupils from more and less deprived areas due to financial pressures, workforce issues, or wider economic, demographic and poverty-related issues.						
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	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		Strategic Equity Funding		
	Covid-19 Education Recovery Plan		PPL EDU CRP		National Improvement Framework		

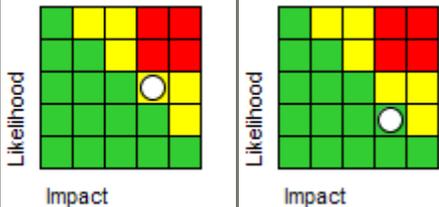
		<b>Information Not Managed Effectively</b>	Senior Manager - Legal & Governance	Current Score	16	Target Score	8
Risk	Information is not protected, managed or used effectively due to lack of compliance with information sharing, data protection, records management or IT principles/protocols, potentially 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	The likelihood of this risk occurring increased at the last review 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	Develop & deliver the Council's Digital Transformation Strategy		CRR P&P IT1	Existing Controls	Data Sharing Agreements GDPR Guidance & Training		

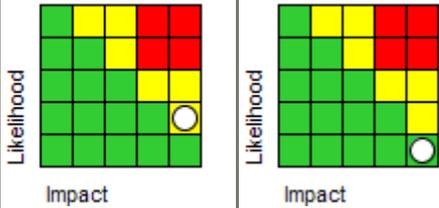
		<b>IT System Failure</b>	Senior Manager Partnership & Transformation		Current Score	15	Target Score	9
Risk	Full or partial loss of network/hardware/software/telecoms technologies (temporary or prolonged) due to cyber attack/other emergency, failure to manage maintenance/backups/suppliers/contracts, or 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 increased this risk at the last review, 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			

		<b>Failure to Prevent Extremism and/or Radicalisation</b>	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	FV Local Resilience Partnership			
					CONTEST Plan & Working Groups			
					WRAP Training (High Priority Staff)			

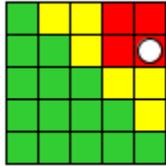
		<b>Inadequate Workforce Planning</b>	Senior Manager HR & Workforce Development	Current Score	12	Target Score	3
Risk	Due to lack of workforce planning the Council fails to ensure sufficient capacity/resource to deliver key Council service or fails to adequately develop its workforce to ensure that skills, 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 continues to relate to a stretched and fatigued workforce balancing "business as usual" with ongoing pandemic recovery as well as need to progress 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. Workforce Planning Session have taken place with People and P&P Portfolios facilitated by the Team Leader - Workforce Development and Learning. Outputs together with the outputs of the demands/capacity/skills audit will inform the review of our Strategic Workforce Plan.						
Related Actions	Develop & implement the strategic workforce plan 2022-25		CRR P&P HR4	Existing Controls	Strategic Workforce Plan		

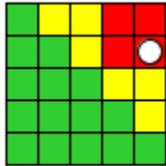
		<b>Harm to Child(ren)</b>	Strategic Director - People	Current Score	12	Target Score	3
Risk	A lack of capacity or stability in key roles reduces the Council's ability to fulfil statutory requirements and intervene to prevent the serious harm of a child/children.						
Potential Impact	Effects of injury 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 have successfully recruited to the vacant team leader post and we continue to recruit to vacant social worker posts as and when vacancies exist.						
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		

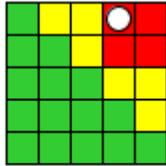
		<b>Failure to Address Serious Organised Crime</b>	Senior Manager Partnership & Transformation	Current Score	12	Target Score	8
Risk	Public bodies fail to address organised crime involving drugs, violence, fraud, corruption, money laundering and/or human trafficking (with women and girls particularly vulnerable), 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		

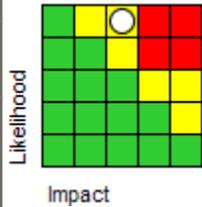
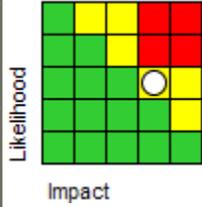
		<b>Continued Contribution to Climate Change</b>	Strategic Director - Place	Current Score	10	Target Score	5
Risk	The Council fails to play its part in addressing the climate emergency, such as by not adapting to climate change, by not reducing waste and the need to travel, making available adequate resources, 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. A comprehensive Net Zero/Climate Change Strategy and Climate Emergency Action Plan is being prepared and a Council Climate Emergency Group and community Climate Change Forums are being established to support this process. 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		

## Approach Tolerate

		<b>Supply Chain &amp; Labour Market Disruption</b>	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			 Likelihood Impact	Service Level Agreements & 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.				Procurement Processes & Procedures	

		<b>Failure of Public Utility Supply</b>	Strategic Director - Partnership & Performance	Current Score	20	Existing Controls
Risk	Sustained loss of gas, electricity, water and communications over a significant area due to failure of a provider's infrastructure as a result of a local or national event.			 Likelihood Impact	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 significant concern due to infrastructure & power interdependencies, particularly a National Power Outage or Blackstart event which would result in widespread and significant disruption of services. A priority for the Resilience community and Scottish Government, particularly due to Councils' duty of care. Planning & work is being prioritised to reflect work by UK and Scottish Governments around National Power Outage and national exercising in 2023. Development of local and regional resilience plans are underway with category 1 resilience partners including SPEN, SGN and Scottish Water. Key concern is inability to communicate with other agencies during an outage.				Emergency Response Plan	

		<b>Public Health Emergency</b>	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.			 Likelihood Impact	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 although required response from the Council has greatly reduced. 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 survey was undertaken to identify lessons learned and inform the ongoing process of response and recovery. The Council will contribute to the National Covid 19 enquiry in 2023.				Major Incident Procedures	

		<b>Industrial Unrest</b>	Chief Executive	Current Score	15	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 are ongoing with SNCT bargaining group. Ballots have taken place and a number of days of strike action have been advised impacting on schools. Education services have measures in place as part of business continuity to mitigate where possible impact on educational delivery. Negotiations are ongoing. Should there be any settlement which moves away from "parity" with other bargaining groups this may lead to a request to reopen negotiations from SJC/further ballots for strike action.					Forth Valley Local Resilience Partnership
		<b>Failure to Prepare for Severe Weather Events</b>	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, including clearing roads and core paths (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, seasonably dependant and in light of the potential 'layering' of risks this year including ongoing pandemic response and national power outage, the score remains consistent. Lessons learnt from Storm Arwen are being built into plans, including mutual aid with neighbouring Councils and an increase in the number of 4x4 vehicles the Council now has.					Forth Valley Local Resilience Partnership

