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

Audit and Scrutiny Committee

Thursday 24 August 2023 at 9.30 am

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

Audit and Scrutiny Committee

The remit of the Audit and Scrutiny Committee is:

<u>Audit & Finance</u>

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.

<u>Scrutiny</u>

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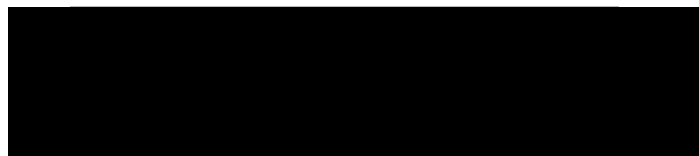g)   Deal with matters referred by the Council for scrutiny purposes.

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

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

If you require further information about Council or Committee meetings, please contact Committee Services by e-mail at committees@clacks.gov.uk or by telephone on 01259 452006 or 452004.

16 August 2023

A MEETING of the AUDIT AND SCRUTINY COMMITTEE will be held COUNCIL CHAMBER, KILNCRAIGS, ALLOA, on THURSDAY 24 AUGUST 2023 at 9.30 am.

Stuart Crickmar
Strategic Director (Partnership and Performance)

B U S I N E S S

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

Councillors			Wards		
Councillor	Janine Rennie (Chair)	3	Clackmannanshire Central	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	Kenneth Earle	4	Clackmannanshire South	LABOUR
Councillor	Ellen Forson	4	Clackmannanshire South	SNP
Councillor	Bryan Quinn	4	Clackmannanshire South	SCOTTISH GREEN

MINUTES OF MEETING of the AUDIT AND SCRUTINY COMMITTEE held in Council Chambers, Kilncraigs, Alloa on THURSDAY 15 JUNE 2023 at 9.30 AM.

PRESENT

Councillor Denis Coyne (Vice Chair) (Chair)
Councillor Martha Benny
Councillor Kenneth Earle
Councillor Phil Fairlie
Councillor William Keogh
Councillor Jane McTaggart (S)

Religious Representative:
Mr George Marcinkiewicz, representing the Catholic Church

IN ATTENDANCE

Nikki Bridle, Chief Executive
Pete Leonard, Strategic Director (Place)
Colin Bruce, Chief Education Officer (People)
Chris Alliston, Senior Manager, HR & Workforce Development (Partnership & Performance)
Emma Fyvie, Senior Manager, Development (Place)
Cherie Jarvie, Senior Manager, Partnership & Transformation (Partnership & Performance)
Murray Sharp, Senior Manager (Housing) (Place)
Derek Barr, Procurement Manager (Performance & Partnership)
Andrew Buchanan, Team Leader (Business Improvement)
Elizabeth Hutcheon, Management Accountancy Team Leader (Partnership & Performance)
Pat Kenny, External Auditor, Deloitte (Item 4)
Lee Robertson, Senior Manager, Legal and Governance (Partnership & Performance)
Heather Buchanan, Solicitor, Legal and Governance (Partnership & Performance) (Clerk to the Committee)
Melanie Moore, Committee Services, Legal and Governance (Partnership & Performance)

ON TEAMS

Sharon Robertson, Chief Social Work Officer (People)
Isabel Wright, Internal Audit Manager (Partnership and Performance)
Iain McDonald, Senior Manager, Environment (Place)
Judi Richardson, Performance & Information Adviser (Partnership & Performance)
Ewan Murray, Chief Finance Officer, Clackmannanshire & Stirling Health and Social Care Partnership
Gordon MacLachlan, Team Leader, Road, Waste and Street Lighting (Place)

In the absence of the Chair, Councillor Denis Coyne as Vice Chair chaired the meeting.

AS(23)21   APOLOGIES

Apologies for absence were received from Councillor Ellen Forson, Councillor Bryan Quinn, Councillor Janine Rennie, Religious Representatives Rev Sang Y Cha and Rev David Jess. Councillor Jane McTaggart was in attendance today as substitute for Councillor Ellen Forson.

AS(23)22   DECLARATIONS OF INTEREST

None.

AS(23)23   MINUTE OF AUDIT AND SCRUTINY COMMITTEE HELD ON 20 APRIL 2023

The minutes of the meeting of the Audit and Scrutiny Committee held on Thursday 20 April 2023 were submitted for approval.

Decision

The minutes of the meeting of the Audit and Scrutiny Committee held on Thursday 20 April 2023 were agreed as a correct record by the Committee and signed off by the Vice Chair.

AS(23)24   2022/23 EXTERNAL AUDIT PLANNING REPORT

A report, submitted by the Chief Finance Officer, presented the External Audit Planning Report (Appendix A) which sets out the planned audit activity by the Council's External Auditors – Deloitte, in respect of the audit of the 2022/23 draft annual accounts and wider audit activity including Best Value.

Motion

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

Moved by Councillor Denis Coyne. Seconded by Councillor Phil Fairlie.

Decision

The Committee agreed to:

1.   Comment and note the proposed external audit plan for the audit of the 2022/23 draft annual accounts, and

2.   Note the timetable for presentation of the Annual Report and sign off the Final Audited Accounts (table 1).

AS(23)25   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 Denis Coyne. Seconded by Councillor Kenneth Earle.

Decision

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

AS(23)26   BUSINESS PLAN REVIEW 2021/23

The report, submitted by the Strategic Director, Place, provided the Committee with an update on the Place Business Plan 2021-23 which was agreed in August 2021.

Motion

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

Moved by Councillor Denis Coyne. Seconded by Councillor Kenneth Earle.

Decision

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

**AS(23)27   COMMUNITY LEARNING AND DEVELOPMENT PARTNERSHIP –
                ANNUAL REPORT**

The report, submitted by the Senior Manager/Team Leader which presented the Committee with the Community Learning and Development Partnership Annual Report.

Motion

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

Moved by Councillor Denis Coyne. Seconded by Councillor Martha Benny.

Decision

The Committee agreed to note the key strengths and areas for improvement recording within the report and provide challenge and comment on the contents of this report.

Ends 1055 hrs

CLACKMANNANSHIRE COUNCIL

Report to Audit & Scrutiny Committee

Date of Meeting: 24 August 2023

Subject: Local Government in Scotland Overview 2023

Report by: Strategic Director, Partnership & Performance

1.0   Purpose

1.1.   The purpose of this report is to provide Audit & Scrutiny Committee with an update on key current issues facing Local Government in Scotland as reported by the Accounts Commission in May 2023 so as to inform the adequacy of its scrutiny plans and activity over the coming year.

2.0   Recommendations

2.1.   It is recommended that Committee note, challenge and comment on the report.

3.0   Considerations

3.1.   The Accounts Commission published a report in May 2023 entitled '*Local Government in Scotland Overview 2023*'. The report, provided in full at Appendix 1, sets out 5 key messages with accompanying recommendations for Scottish councils as follows.

3.2.   **Finances and resources** – budget constraints and increasing cost pressures are putting councils' finances under severe strain. Increasingly difficult choices about spending priorities and service provision have to be made. The report recommends that councils need to set out medium to long term financial plans that detail:

- How they will make recurring savings and reduce reliance on reserves to fill budget gaps;

- How resources will be targeted to achieve their long-term policy and performance priorities.

3.3.   **Community needs and inequalities** – the pandemic has affected performance across all service areas. There are signs of growing backlogs and declining service performance in some areas. Some communities are facing crisis, with persistently high levels of poverty and increasing financial hardship putting additional pressure on services, at a time when councils have less capacity to support them. The report recommends councils should:

- Be more transparent with the public about the scale of service demand, the extent of backlogs and changes to eligibility criteria necessary to ration access to services and any impacts it has on unmet need;

- Have a clear plan for strengthening their use of data to understand needs, make decisions and direct resources. This includes equalities data and learning with those with lived experience.

3.4. **Collaboration** – the scale of the challenges ahead means that radical change is needed. It is only by working more collaboratively that councils and their local partners, communities and third sector we be able to provide sustainable local services and deliver a significant programme of national reform to tackle issues such as climate change, child poverty and inequalities. Councils must better involve service users and communities, including those with lived experience, as they redesign services. The report recommends that councils need to maximise the potential of collaboration by demonstrating they are:

- Working with other councils, the wider public sector and the third sector to redesign and provide services;

- Involving service users and local communities in the redesign of services.

3.5. **Leadership** – leaders must think radically and make fundamental changes to how councils operate in future, building on the collaborative and innovative ways of working many demonstrated during the pandemic. Leaders need to be open with their staff, communities and local partners about the difficult decisions that lie ahead and be clear about how change can be achieved. The level of volatility, uncertainty and immediate financial pressures make planning and delivering sustainable change more difficult. The report recommends that council leaders need to invest time and capacity in thinking radically about their future operating model, and:

- Be open and clear with staff, communities about the need for change, what that means for the future of service delivery and involve communities in making difficult decisions;

- Set out a clear vision for their long-term policy and performance priorities, and how these will be delivered and monitored.

3.6. **Workforce** – increasing workforce challenges, including a competitive labour market and high sickness absence levels are putting councils under continued pressure. Council's need to innovate by developing the skills and building on the agility, flexibility and joint working demonstrated during the pandemic to make use of their existing workforce. Wellbeing initiatives must continue, and councils should monitor the impact of new ways of working such as hybrid working on both performance levels and staff wellbeing. Recommendations include:

- Building the capacity, skills, strategic thinking and comprehensive workforce data needed for workforce planning;

- Updating workforce plans to reflect new models of service delivery and new ways of working, including how they are:

3.6..1.   Identifying and addressing skills gaps at operational and leadership levels;

3.6..2.   Making best use of their existing workforce by collaborating with partners to overcome recruitment challenges;

3.6..3.   Planning for skills needed to deliver future services, focusing on collaborative and flexible working, including working with the higher education sector to plan and develop skills for roles needed.

Conclusions

3.7.   The Council is addressing these challenges through it's Be the Future transformation programme and approach to Target Operating Models, which is reported regularly to Council.

3.8.   The Audit and Scrutiny Committee plays a vital role in maintaining the control environment and in scrutinising the effectiveness of key policies, plans and performance. This Local Government in Scotland report provides Committee with a summary of the major challenges affecting councils with a view to informing the adequacy of it forward work plan over the coming year.

3.9.   There are no direct financial implications arising from this report.

4.0   Sustainability Implications

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

5.0   Resource Implications

5.1.   Financial Details

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

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

5.4.   Staffing – there are no staff implications arising from this report.

6.0   Exempt Reports

6.1.   Is this report exempt?   No

7.0   Declarations

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

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

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

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

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

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

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

8.0 Equalities Impact

8.1 Have you undertaken the required equalities impact assessment to ensure that no groups are adversely affected by the recommendations?
An EQIA is not applicable in this context.

9.0 Legality

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

10.0 Appendices

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

Appendix 1 – Local Government in Scotland Overview, Accounts Commission 2023.

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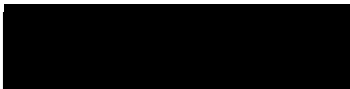
11.1 Have you used other documents to compile your report? (All documents must be kept available by the author for public inspection for four years from the date of meeting at which the report is considered)
Yes ☑ (please list the documents below)

Author(s)

NAME	DESIGNATION	TEL NO / EXTENSION
Stuart Crickmar	Strategic Director	2127

Approved by

NAME	DESIGNATION	SIGNATURE
Stuart Crickmar	Strategic Director	■■■■■■■■

Local government in Scotland

Overview 2023

ACCOUNTS COMMISSION

Who we are

The Accounts Commission

The Accounts Commission is the public spending watchdog for local government. We hold councils in Scotland to account and help them improve. We operate impartially and independently of councils and of the Scottish Government, and we meet and report in public.

We expect councils to achieve the highest standards of governance and financial stewardship, and value for money in how they use their resources and provide their services.

Our work includes:

- securing and acting upon the external audit of Scotland's councils and various joint boards and committees

- assessing the performance of councils in relation to Best Value and community planning

- carrying out national performance audits to help councils improve their services

- requiring councils to publish information to help the public assess their performance.

You can find out more about the work of the Accounts Commission on our website: www.audit-scotland.gov.uk/about-us/accounts-commission

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Key messages and recommendations

Councils have never faced such a challenging situation, with demand and workforce pressures deepening after the Covid-19 pandemic and funding forecast to reduce in real terms. Radical change, achieved through greater collaboration, is urgently needed if councils are to maintain services.

1   Finances and resources

Budget constraints and increasing cost pressures are putting councils' finances under severe strain. An increasing proportion of funding is ringfenced or directed for national policy initiatives. While this is important to help deliver national priorities, it prevents councils from making decisions about how funds can be used at a local level, to meet local need. Councils have had to make significant savings to balance their budgets. Increasingly difficult choices about spending priorities and service provision are having to be made.

Recommendations:

The **Scottish Government and COSLA** need to take urgent action to finalise the New Deal for local government (paragraphs 71–73) and agree:

- a new partnership agreement with councils that supports collaboration

- a fiscal framework for local government that supports sustainable funding and greater financial flexibility and transparency.

The **Scottish Government** needs to provide more detailed financial information (eg, breakdown of type of funding and individual council allocations) to support councils longer-term financial planning.

Councils need to set out medium- to long-term financial plans that detail:

- how they will make recurring savings and reduce reliance on reserves to fill budget gaps

- how council resources are targeted to achieve their long-term policy and performance priorities.

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2 Community needs and inequalities

The pandemic has affected performance across all service areas. There are signs of growing backlogs and declining performance in some service areas. Councils have a clear focus on tackling inequalities but the extent and impact of needs not being met is unclear. Some communities are facing crisis, with persistently high levels of poverty and increasing financial hardship putting additional pressure on services, at a time when councils have less capacity to support them.

Recommendations:

- **Councils** should be more transparent with the public about scale of service demand, the extent of backlogs and changes to eligibility criteria necessary to ration access to services and any impact this has on unmet need.

- **Councils** should have a clear plan for strengthening their use of data to understand needs, make decisions and direct resources. This includes equalities data, and learning from those with lived experience.

3 Collaboration

The scale of the challenges ahead means that radical change is needed. It is only by working more collaboratively that councils and their local partners, communities and the third sector will be able to provide sustainable local services and deliver a significant programme of national reform to tackle issues such as climate change, child poverty and inequalities.

The pandemic demonstrated the benefits of partnership working and shared local goals. This needs to continue. Few councils provide services jointly or share professional support services. Many councils engage well with communities and local partners to better understand local priorities and needs. Now councils must better involve service users and communities, including those with lived experience, as they redesign services.

Recommendations:

Councils need to maximise the potential of collaboration by demonstrating they are:

- working with other councils, the wider public sector and the third sector to redesign and provide services

- involving service users and local communities in the redesign of services.

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4 Leadership

Leaders must think radically and make fundamental changes to how councils operate in future, building on the collaborative and innovative ways of working many demonstrated during the pandemic. Leaders need to be open with their staff, communities and local partners about the difficult decisions ahead and be clear about how change will be achieved. The level of volatility, uncertainty (such as plans for a national care service) and immediate financial pressures make planning and delivering sustainable change more difficult. Ineffective leadership and high turnover identified at several councils, alongside tensions with central government present risks to their ability to make fundamental changes at the pace needed.

Recommendations:

Councils' leaders need to invest time and capacity in thinking radically about their future operating model, and:

- be open and clear with communities and staff about the need for change, what that means for future service delivery and involve communities in making difficult decisions

- set out a clear vision for their long-term policy and performance priorities, and how it will be delivered and monitored

- work with the Scottish Government to rebuild an effective relationship.

5 Workforce

Increasing workforce challenges, including a competitive labour market and high sickness absence levels, are putting councils under continued pressure. Councils need to innovate by developing the skills and building on the agility, flexibility and joint working demonstrated during the pandemic to make best use of their existing workforce. Wellbeing initiatives must continue and councils should monitor the impact of new ways of working such as hybrid working on both performance levels and staff wellbeing.

Recommendations:

Councils need to improve workforce planning to effectively develop and deploy their existing workforce. This includes:

- building the capacity, skills, strategic thinking and comprehensive workforce data needed for effective workforce planning

- updating workforce plans to reflect new models of service delivery and ways of working, including how they are:
  - identifying and addressing skills gaps, at operational and leadership levels
  - making best use of their existing workforce by collaborating with partners to overcome recruitment challenges
  - planning for the skills needed to deliver future services, focusing on collaborative and flexible working, including working with the higher education sector to plan and develop skills for the roles needed.

Background

About this report

In August 2020, the Accounts Commission agreed a strategic medium-term approach to reporting on the impact of the Covid-19 pandemic. This approach committed to producing a series of annual overview reports over a three-year period.

This report:

- is the third and final overview report in the series
- builds on the previous reports in the series and examines:

  – how has the pandemic affected councils and their performance?

  – what are the current and future challenges facing local government?

  – how well placed are councils to deal with the current and future challenges?

- draws on findings from the financial bulletin, considering these in the context of the wider overview.

The findings of this report are drawn from 2021/22 annual audits, performance and best value audit work carried out during 2022 and from specific research and analysis of available data and intelligence.

Web resources

To support improvement, we have developed a set of resources for councils which are available on our website. These resources include two supplements:

- a collection of case studies to illustrate issues and practice across councils
- a checklist with questions for elected members, to help in their scrutiny and decision-making roles and in their work with council executives.

Previous reports

This report follows the first two reports in the series:

- Local government in Scotland: Overview 2021 considered councils' response to and management of the initial phase of the Covid-19 pandemic.
- Local government in Scotland: Overview 2022 considered the ongoing impact of the pandemic and councils' progress towards recovery and renewal.

Each year we publish a financial overview. The most recent one, Local government financial bulletin 2021/22, was published in January 2023.

The impact of the pandemic on councils' performance

Service performance was beginning to stall before the pandemic as a result of long-term reductions in funding and wider pressures. The pandemic has affected performance across all service areas. Some services are showing signs of recovery, but there are also signs of growing backlogs, declining performance in some areas and services at capacity. The extent and impact of needs not being met is not clear.

The pandemic has adversely impacted performance across all service areas and there are signs of growing backlogs, declining performance in some areas and services at capacity

1. In our Local government in Scotland: Overview 2020, we reported that service improvement had begun to stall or even decline as councils dealt with increasingly challenging pressures and long-term reductions in funding. For example:

- performance in many areas of adult social care including delayed discharge, satisfaction and service quality had all slowed or started to decline

- some educational attainment and early years indicators had declined

- improvements to recycling levels had stalled and satisfaction with street cleaning and waste collection had reduced

- costs for culture and leisure services had reduced and the number of attendances had increased, but satisfaction had declined across all service areas.[1]

2. Over the last decade, there is a clear divergent pattern of spend. Spending on children's services (education and looked after children) and adult social care has been protected and increased because of national policy directives. This means that the remaining 'unprotected' services have borne a disproportionate level of spending reductions (Exhibit 1, page 9) and some services entered the pandemic already under pressure.

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[1] Local Government Benchmarking Framework 2018/19

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Exhibit 1.
Percentage change in expenditure (in real terms) over ten years from 2012/13 to 2021/22
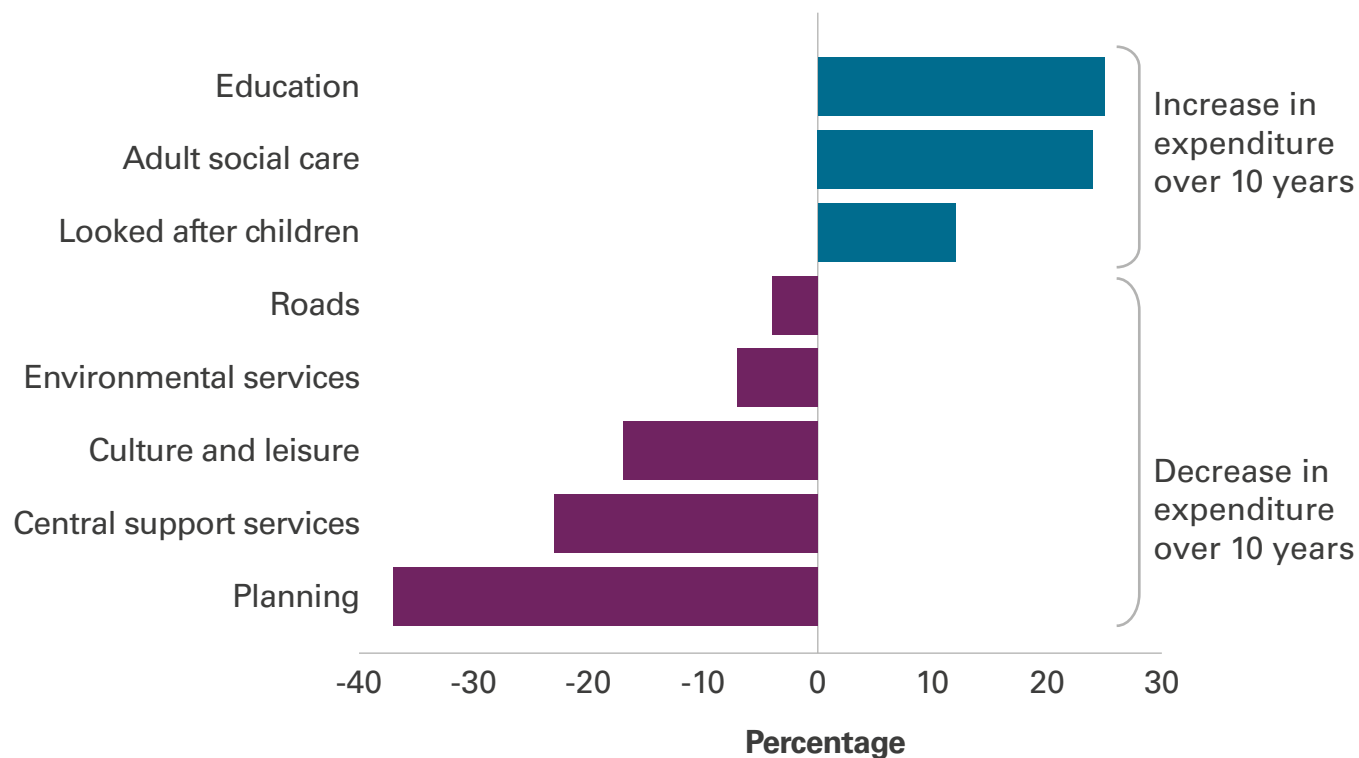
Note: Economic development and Tourism services have seen a 43 per cent increase over the period. We have excluded this from the chart as year-to-year expenditure is volatile and there is not a consistent trend in spending over this period.

Source: Local Government Benchmarking Framework, 2021/22

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3. Since March 2020, the context councils have been operating in has been unprecedented. While staff worked hard and adapted to maintain the delivery of key services during the Covid-19 pandemic, performance across all services areas was adversely impacted.

4. During the pandemic, councils gave priority to providing essential front-line services to support the most vulnerable. Other services such as culture and leisure were closed for extended periods in line with Scottish Government guidance. Although councils report that all services have restarted, some are not available to the same extent as before the pandemic, and backlogs remain.

5. Councils state that they have a clear understanding of where increased demand and backlogs exist and report on these publicly through committees. We found some good approaches to managing service level demands and backlogs, such as including them in strategic planning and budgeting as well as joint working with local partners.

6. A lack of publicly available data means that we do not know the scale of service demand, backlogs and, in particular, unmet need – and nor does the public. Councils need to be more transparent with the public about the impact of the pandemic, and pressures more widely, on service performance, the extent of backlogs and changes to eligibility criteria necessary to ration access to services.

7. Exhibit 2 (page 11) shows Local Government Benchmarking Framework performance indicators two years on from the start of the pandemic but before the recent cost-of-living crisis and inflationary cost pressures. Nationally, performance in some services is showing signs of recovery, eg education, but it is concerning that there are signs of backlogs, declining performance, and systems at capacity in some of the services that will be most in demand during the cost-of-living crisis, eg housing, homelessness and social care.

8. Councils can make different policy choices about their service and performance priorities. Councils also operate in different environments and these different local factors such as levels of deprivation, population distribution, size of council area and geography affect service demand and performance. An ageing population increases demand for social care services, rurality can make it more difficult to deliver services cost-effectively, and deprivation and poverty have wide-ranging impacts which can affect council services.

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Exhibit 2.
Service performance during the covid-19 pandemic against selected Local Government Benchmarking Framework indicators up to 2021/22

	Performance at risk or declining
Adult social care	**There are signs that the sector is in crisis, with growing backlogs, declining satisfaction and no clear picture of demand or unmet need.** Spending increased during the pandemic, continuing the longer-term trend. Homecare hours dropped slightly in 2020/21 before increasing to the highest levels ever recorded in 2021/22. Satisfaction continued to decline, and 2021/22 saw a drop of eight per cent in care services graded 'good' or 'better'.[1] Concerns have been raised about day centres not fully reopening. Delayed discharges, an indicator of capacity in the system, dropped at the start of the pandemic but are now at their highest levels since the current guidance came into place in 2016 (delays due to the non-availability of home care are also at their highest).
Housing and homelessness[2]	**Housing performance indicators fell during the pandemic as a result of increasing financial hardship and Covid-19 restrictions limiting access to properties.** Loss of income increased from rising rent arrears and voids. Maintenance performance fell. There was a large drop in housing quality in 2021/22 but overall energy efficiency continues to improve. This reflects Covid-19 related delays in carrying out electrical safety inspections, installing smoke and heat detectors, and upgrading work to improve energy efficiency.[3] **During the first year of the pandemic homelessness fell as a result of emergency extra protections but it is rising again.** Some councils are not meeting their statutory duties in terms of homelessness. Performance in providing temporary accommodation is worsening, with record levels of children living in temporary accommodation. Social housing supply is insufficient to meet demand.
Environmental services	**Performance declined during the pandemic.** Recycling rates fell during 2020/21 and have not recovered. Cleanliness levels continued their long-term decline, especially in councils with the highest levels of deprivation. Against the long-term trend, parks expenditure increased in 2021/22 largely due to reinstatement of works, following reduced expenditure/income in 2020/21 during lockdowns.
Culture and leisure	**Services were severely affected by the pandemic and future risks are significant.** The impact on these services was severe in 2020/21 and into 2021/22 as many facilities closed in accordance with Scottish Government guidelines. This impact can be seen in lower attendances and increased costs per visit: leisure services and museums saw a partial recovery in 2021/22 but library services saw little rebound. With little resilience in these services owing to long-term funding reductions, future challenges are significant. A recent survey of leisure trusts suggests a high risk of closures as a result of inflationary cost pressures.[4]

Cont.

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Performance mixed or recovering

Children's services

Performance during the pandemic was mixed, attainment and progress towards closing the poverty-related attainment gap stalled but has shown some recovery. Spending increased during the pandemic, continuing the longer-term trend. This was driven by the expansion of early learning provision. Primary schoolchildren's attainment improved in 2021/22 compared with 2020/21 but has not yet recovered to its pre-pandemic level. A similar trend is seen in the poverty-related attainment gap, which narrowed in 2021/22 compared with 2020/21 but remains larger than pre-pandemic. S3 pupils' attainment fell in 2021/22 compared with pre-pandemic, and the attainment gap widened. The improvement in senior secondary school pupils' attainment seen during the pandemic was sustained in 2021/22 when exams resumed, most strongly in councils with high levels of deprivation. It is concerning that the quality ratings of early learning provision continued to decline and developmental concerns for pre-school children have risen.

Economic development and tourism

Performance declined during the first year of the pandemic, as activity was refocused on Covid-19 financial support, but shows signs of recovery. Investment in economic development dropped during 2020/21 before rebounding to its highest level in 2021/22. That period also saw a huge increase in those helped into work by council employability programmes, reversing the previous trend. Councils' support for business start-ups, a measure of investment in wider economic development, fell early in the pandemic but has shown some recovery. Performance is likely to reflect the impact of councils redeploying staff from traditional employability and business support to focus on the distribution of Covid-19 support grants as well as wider uncertainty in the economy, labour shortages and disrupted supply chains.

Performance maintained

Corporate services

Performance dipped slightly but activity significantly increased, as corporate support services had a critical role in delivering Covid-19 grants, supporting financial hardship and facilitating homeworking for councils' workforce. Spending on the Scottish Welfare Fund and Discretionary Housing Payment rose significantly in 2020/21 and again in 2021/22. Councils processed £72.8 million in self-isolation support grants, mainly in 2021/22.

Notes:
Indicators capture national performance before the recent cost-of-living crisis and inflationary cost pressures. The Improvement Service advises that the methodology for measuring satisfaction indicators through the Scottish Household Survey has changed, so we do not have trends available for comparison.
1. Care service quality figures should be interpreted with caution, as the Care Inspectorate states that this may be due to a focus during the pandemic on higher-risk or failing services.

2. Homelessness statistics are not part of the LGBF. Source is Scottish Government homelessness statistics publication.
3. The decrease in performance against housing quality should be interpreted with caution as higher Scottish Housing Quality Standards were introduced in this time period.
4. Current Landscape for Leisure and Culture Charities in Scotland, Community Leisure UK (Scotland), November 2022.

Source: Improvement Service's Local Government Benchmarking Framework 2021/22 and Scottish Government homelessness statistics

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9. The impact of the Covid-19 pandemic on performance at a local level varied as these local factors affected the levels of need and demand, and councils' responses and solutions. Councils should use the Local Government Benchmarking Framework (LGBF) alongside local data and intelligence to compare their performance with neighbouring or similar councils to assess the effectiveness of new ways of working and to help inform them where improvements and better outcomes for communities can be achieved (Case study 1).

10. Given the service demand and cost pressures facing councils it is unlikely that they will be able to maintain performance across all of the services they currently provide without radical change.

Councils will need to make difficult choices about what their service and performance priorities are. Strengthening the use of data and consulting and involving communities, especially the experience of service users, will be critical to informing these decisions.

Case study 1.
Use of LGBF data to inform improvement

South Lanarkshire Council worked collaboratively with the Improvement Service to achieve the most value from the LGBF indicators in a way that helps drive its improvement based on its strategic priorities.

In December 2021, the Improvement Service provided a bespoke analysis of LGBF indicators for the council, structured around the council's new Connect Plan. Each of the council's services considered which LGBF indicators added value for inclusion in a subset of indicators for future reporting. Of the 95 LGBF indicators available, 33 were identified as aligning with the outcomes of the council's new Connect Plan. These were embedded within the Connect Plan's reporting and used to focus attention on how well the council is performing in achieving its strategic outcomes. The bespoke approach aims to provide greater opportunities for elected members to scrutinise the LGBF within a council specific context and should allow for more meaningful use when making strategic decisions.

Source: South Lanarkshire Council's annual audit report 2021/22

In March 2023, the Improvement Service launched a newly developed dashboard that allows councils to explore and analyse all the LGBF performance indicators in an interactive data tool. This is intended to help councils better assess and benchmark their performance.

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What are the current challenges facing local government?

Councils are operating in an increasingly volatile and uncertain landscape, as pressures increase after Covid-19 and funding is forecast to be reduced in real terms. Some communities are facing crisis, with increasing poverty and financial hardship putting additional pressure on services at a time when councils have less capacity to support them.

Financial

Budget constraints and increasing cost pressures are putting councils' finances under severe strain.

Local needs

Changing demographics, the pandemic and the cost-of-living crisis increase pressure on council services and people already experiencing inequality are most affected.

National policies

Councils are managing an increasing programme of national reform, including plans for a national care service, which comes with substantial funding implications and increased uncertainty.

Workforce

Increasing workforce challenges such as difficulty recruiting and high sickness absence levels are putting councils under continued pressure.

Leadership

While many councils demonstrated strong collaborative leadership during the pandemic, ineffective leadership and high turnover identified at several councils present a risk.

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Budget constraints and increasing cost pressures are putting councils' finances under severe strain

Councils' funding has been constrained for many years

11. Councils receive the majority (over 70 per cent) of their funding from the Scottish Government.

12. Exhibit 3 (page 16) shows funding from the Scottish Government over the last decade. Over this period (comparing 2023/24 to 2013/14), revenue funding to local government has increased by 2.6 per cent in real terms.

13. In 2021/22 (excluding Covid-19 funding elements which are non-recurring) revenue funding from the Scottish Government to councils increased by 5.2 per cent in real terms compared to 2020/21. This increase brought funding back to a level similar to what it was in 2015/16.

14. Total revenue funding saw small real terms increases in both 2022/23 and 2023/24 when non-recurring elements of the settlement are removed.

15. Despite additional Covid-19 funding amounting to £1.8 billion during the first two years of the pandemic, councils continued to face significant financial challenges, requiring substantial savings to deliver balanced budgets and increasingly difficult choices to be made about spending priorities.

16. An additional pressure is that the funding of local government has not kept pace with other parts of the Scottish budget for many years.

17. Our Local Government in Scotland: Financial Bulletin 2021/22 provides further detail on councils' financial position.

Funding is forecast to reduce in real terms

18. In May 2022, the Scottish Government published its Resource Spending Review 2022. This is the first multi-year spending plan in Scotland since 2013. It set out high level spending plans up to the end of this parliament in 2026/27, which show that 'core' funding is set to reduce in real terms (Exhibit 4, page 17).

19. The recent 2023/24 Scottish Budget allocated £10,933 million 'core' funding to local government for 2023/24 which is higher than what was forecast in May 2022. There was no update on whether future years will also see similar uplifts.

We expect an updated funding outlook for 2024/25 and subsequent years to be published as part of the Scottish Government's medium-term financial strategy in May 2023.

20. While a multi-year spending plan is welcome, the financial information within the plan is not sufficiently detailed (nor is it broken down to individual council allocation) to fully support long-term planning purposes.

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Exhibit 3.
Scottish Government revenue funding to local government (in real terms) and year-on-year percentage change, 2013/14 to 2023/24

Revenue funding (£ million)

% change recurring funding only

% change including non-recurring funding

Year	% change
2013/14	
	0.5
2015/16	0.4
	-5.2
2017/18	-1.9
	-0.6
2019/20	2.7
	12.5 / 0.7
2021/22	-1.6 / 5.2
	-1.5 / 0.6
2023/24	-1.7 / 0.5

Legend: Total recurring revenue (light blue) — Non-recurring funding[1] (orange)
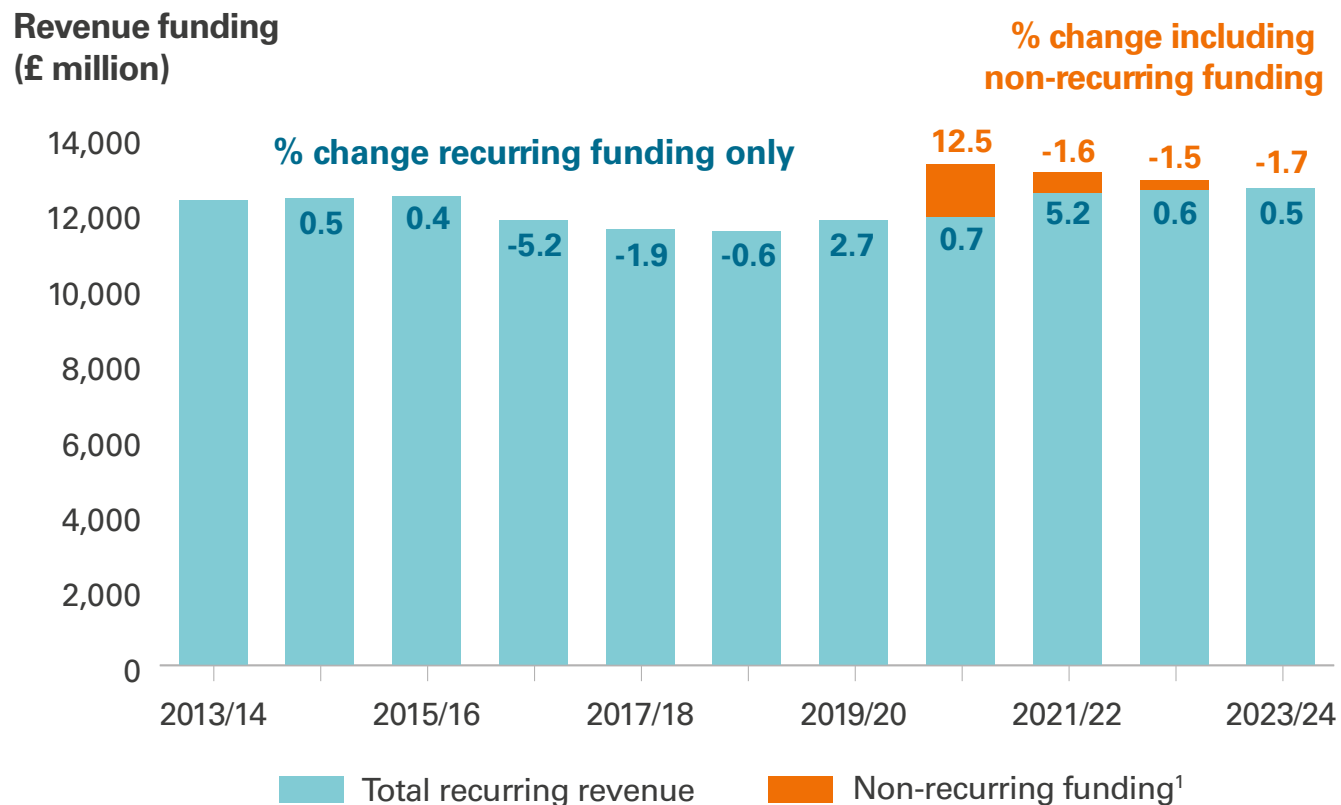
Notes:
1. Non-recurring funding refers to Covid-19 related funding in 2020/21 and 2021/22 and cost-of-living support for council tax bills in 2022/23.
2. We use the finance circulars to compare the funding position year-on-year as we believe this is the most accurate comparison. These figures include funding for national policy initiatives and transfers from other portfolios. Figures calculated at 2023/24 prices.

Source: Scottish Local Government Finance Circulars

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Exhibit 4.
Resource Spending Review financial outlook to 2026/27
The plan projected real-term reductions to 'core' funding for local government.

(£000s)	2023/24	2024/25	2025/26	2026/27	2027/28
Cash terms	10,616[1]	10,616	10,616	10,616	10,716
Real terms	10,616[1]	10,452	10,352	10,230	10,158
Percentage change cash		0.0%	0.0%	0.0%	0.9%
Percentage change real		-1.5%	-1.0%	-1.2%	-0.7%

Notes:
1. Since publication of the Resource Spending Review the 2023/24 Budget has been agreed which saw local government's allocation increased to £10,933 million for that year.
2. These figures represent funding before transfers from other portfolios. Real terms figures calculated at 2023/24 prices.

Source: Audit Scotland using the Resource Spending Review, May 2022 and the Scottish Budget 2023/24

Increasing cost pressures jeopardise the sustainability of local services

21. At a time when councils and their communities are still feeling the impact of the Covid-19 pandemic, councils are now also having to manage increasing cost pressures including:

- inflationary pressures, including rising energy costs, which are having a significant impact on the cost of providing services

- managing the ongoing recovery from Covid-19 and its longer-term impact, now that one-off Covid-19 funding has ended

- meeting the cost of new pay awards and Real Living Wage

- increasing demand for services from a population that is ageing, less healthy and facing increasing financial hardship

- higher costs of capital programmes as a result of inflation, slippage due to the pandemic and shortages in construction materials. These increased costs may affect councils' ability to deliver on capital transformation programmes, which are a necessary component of modernising services to deliver improved outcomes for local communities. We report further on capital pressures in our Local Government in Scotland: Financial Bulletin 2021/22.

22. These significant cost pressures alongside forecasted reductions to funding are leading some chief executives to be concerned about the sustainability of councils. This could lead to cuts to services and job losses, particularly in the absence of a radical reform of services.

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23. A UK-wide survey by the Society of Local Authority Chief Executives (SOLACE) found that 78 per cent of council chief executives and senior managers responding to the survey stated that they were facing a large or very large budget gap in 2023/24.[1] Those services they identified as at risk of cuts included:

- Environmental service (identified by 75 per cent of respondents)
- Libraries, leisure and tourism (67 per cent)
- Regeneration (50 per cent)
- Adult social care (44 per cent)
- Transport (38 per cent)
- Children's services (37 per cent)
- Housing (33 per cent).

24. While there is no doubt that cost pressures and budget constraints are putting pressure on services, there is no clear picture yet of the scale and impact of service cuts or reductions.

Councils are relying on reserves to bridge budget gaps

25. In 2022/23 councils' total budget gap stood at £0.4 billion. COSLA estimates that the budget gap for 2023/24 will be £1 billion. There is a large gap between what COSLA states councils need and the Scottish Government's funding allocation and it warns this could mean fewer jobs and cuts to services.

26. Two-thirds of councils intended to use reserves to bridge the 2022/23 budget gap and target recovery activity. While this is understandable as some of this was Covid-19 funding carried forwards via reserves to spend in the following year, these funds were one-off payments. It is not sustainable to keep using reserves to meet financial pressures.

27. It is important that councils maintain overall reserve levels in line with local strategies to ensure longer-term resilience and sustainability. Having robust medium- and longer-term financial plans in place will continue to be key to maintaining financial sustainability. Councils will also need to make difficult choices about spending priorities.

Increasingly ring-fenced and directed budgets reduce financial flexibility

28. An increasing proportion of local government funding is now either formally ring-fenced or provided with the expectation it will be spent on specific services.

29. In our Local Government in Scotland: Financial Bulletin 2021/22, we calculated this to be 23 per cent of total revenue funding in 2021/22 compared to 18 per cent in the previous year. Ring-fenced and directed funding helps support the delivery of key Scottish Government policies but limits local discretion and flexibility over how these funds can be used locally by councils.

30. Exhibit 5 (page 19) details how we calculated ring-fenced and directed funding and how the Scottish Government and COSLA interpretations differ.

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[1] SOLACE Autumn statement survey, November 2022.

Exhibit 5.
Views on ring-fenced or directed elements of the Scottish Government's revenue funding to local government

Scottish Government's view	COSLA's view	Our calculation
Only the specific revenue grant is formally ring-fenced to fund identified policies. Other funding commitments are directed for national policy commitments but are not formally ringfenced.	Includes the specific revenue grant plus obligations created by current and past Scottish Government policy initiatives and fixed obligations such as loan charges.	We include the specific revenue grant and funding outlined in local government finance circulars and Scottish Government budget documents as being directed for national policy initiatives.
In 2021/22, the specific revenue grant was £776 million, representing seven per cent of total revenue funding for local government. This included funding for early learning and childcare expansion, Pupil Equity Fund and criminal justice social work.	In 2021/22, COSLA estimated that these represented 65 per cent of local government revenue funding. As part of their estimate COSLA include all school teaching staff costs (due to the national commitment to maintain teacher numbers), all adult social work costs devolved to IJBs alongside other policies such as universal Free School Meal provision for P1–5.	For 2021/22, we estimated that ring-fenced and directed funding totalled £2.7 billion, representing 23 per cent of total revenue funding for local government. A large amount of this was to support elements of education and social care service provision.

Source: Local government in Scotland: Financial overview 2018/19, Local government in Scotland: financial bulletin 2021/22 and information from COSLA including their submission to the Scottish Parliament's Finance and Public Administration Committee work on The Impact of the Cost of Living and Public Service Reform, August 2022

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Changing demographics, the pandemic and the cost-of-living crisis increase pressure on council services and people already experiencing inequality are most affected

31. While the local impact of national demographic trends varies, for many years we have been reporting how changes in the structure of the population affect the need for and demands on many council services. These changes include:

- a declining population that is also ageing, with the proportion aged over 65 projected to increase by a third by mid-2045[2]
- falling life expectancy and falling healthy life expectancy. The gap in healthy life expectancy between the top and bottom socio-economic groups is about 25 years.[3] [4]

32. The legacy of the Covid-19 pandemic and now the cost-of-living crisis have brought new pressures or exacerbated existing ones (Exhibit 6, page 21). The situation faced by some is stark, with increasing financial hardship and a decline in levels of mental wellbeing. Low-income households and people already experiencing inequalities are most affected.

33. Child poverty remains persistently high. In 2019–22, 24 per cent of children were living in relative poverty, the same level as five years ago.[5] Two issues should be taken into consideration when considering this year's child poverty statistics:

- As noted in our Tackling child poverty briefing paper the main indicator – relative poverty – is based primarily on income rather than outgoings and so does not fully capture the impact of the cost-of-living crisis on children and families.
- Two key policies that may have a positive impact on child poverty figures – the rollout and increase in value of the Scottish Child Payment and the expansion of funded early learning and childcare to 1,140 hours – are not yet fully captured in the data.

34. Councils have a key role in tackling these issues and providing support. These growing pressures affect:

- the demand for services, including social care, education, financial support such as Scottish Welfare Fund grants and discretionary housing payments, housing and homelessness, and employability
- council income in terms of rent and council tax arrears.

35. At a time when councils are under severe financial strain, finding the capacity and resources to respond to these pressures in the short and longer term will be a challenge.

[2] Projected Population of Scotland (2020-based), National Records of Scotland.

[3] Life Expectancy in Scotland, 2019–2021, National Records of Scotland.

[4] Healthy Life Expectancy 2019–2021, National Records of Scotland.

[5] Poverty and Income Inequality in Scotland 2019–22, March 2023.

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Exhibit 6.
Examples of growing pressures

Persistently high levels of child poverty	In 2019–22, 24 per cent of children were living in poverty, affecting every aspect of their wellbeing and life chances. This is at the same level as five years ago, and the ongoing increases in the cost-of-living crisis risk more children experiencing poverty.
Increasing financial hardship for people living with a disability	Sixty-four per cent of respondents to a small survey by Inclusion Scotland in September 2022 said that they are cutting down on or going without items or services used directly to manage their impairment or health condition.
Increasingly stark situation for low-income families	Almost one in five low-income families are unable to afford food or heating. Eighteen per cent of low-income households have skipped or reduced the size of meals and not heated their home due to the cost-of-living crisis (Poverty in Scotland 2022, Joseph Rowntree Foundation).
Increasing food insecurity	In 2021, nine per cent of adults were worried about running out of food, six per cent were eating less, and three per cent were running out of food (The Scottish Health Survey, 2021). 45 per cent of children living in poverty live in households that lack food security (2019–22 Child Poverty Statistics).

Increasing rent arrears	Over 110,000 council tenants were in arrears as of March 2022 (an increase of 6.6 per cent since March 2021).
Ethnic minority households more likely to experience deeper levels of poverty	Ethnic minority households are likely to spend a greater proportion of their income on essentials that are subject to inflation. The proportion of children in relative poverty after housing costs in minority ethnic households is 39 per cent (2019–22 Child Poverty Statistics).
Increasing financial hardship for single parent families	Three in five single parents find it extremely difficult or are no longer able to afford utility payments, and two out of five say the same about food (One Parent Families Scotland research, March 2022).
Declining average levels of mental wellbeing	Levels were lower in 2021 than in 2019, following a decade in which levels had remained fairly constant. Women's average mental wellbeing fell by more than men's during the pandemic, and those people living in more deprived areas continue to report lower wellbeing. The lowest mental wellbeing scores were reported for young adults in the most deprived areas (Scottish health survey, 2021).

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36. Councils have a unique role in shaping local communities. They provide many of the key local services that individuals and communities rely on. They also have a key local and, in many cases, regional role working with partners to set local priorities and improve long-term outcomes for their communities.

37. Alongside local priorities, councils play a leading role in delivering many national policies. Current areas of national policy or reform affect nearly every aspect of local government, such as education, early learning provision, tackling child poverty, adult social care and achieving net zero targets.

38. These policy initiatives will see fundamental changes in how council services are provided, come with substantial funding implications, and increased uncertainty. National policy initiatives also take up an increasing amount of council budgets which brings challenges in delivering local priorities and sustaining other service areas. This context makes longer-term financial planning challenging yet vital to ensure financial and service sustainability.

Plans for the new National Care Service are uncertain and divide opinion

39. The social care sector is under severe pressure from high demand and persistent workforce challenges, and a lack of action now presents serious risks to the delivery of care services for individuals. The Independent Review of Adult Social Care (IRASC), published in February 2021, sometimes referred to as the Feeley Report, proposed the formation of a National Care Service stating that the potential of social care support

in Scotland cannot be achieved without a new delivery system and that a National Care Service is needed to achieve consistency, drive national improvements, ensure strategic integration with the National Health Service, set national standards and terms and conditions, and bring national oversight and accountability by bringing together everyone with a role to play in planning and providing social care support.

40. The National Care Service Bill is at stage 1 but has been postponed until at least September 2023 because of concerns about the adequacy of parliamentary scrutiny based on only a framework Bill. There are still many unknowns. Details of the arrangements have yet to be determined and the scale of the costs involved in the financial memorandum are estimates with many caveats. The affordability of the vision set out is not certain given the actual scale of the costs are not yet clear. It is difficult for councils to plan current services with such uncertainty.

41. While there is consensus that fundamental reform is essential for long-term sustainability, there is not agreement about what that reform looks like and how it will be implemented.

Although local government agrees that reform is necessary, it disagrees that centralising services and structural reform will achieve the improvements needed. While the Scottish Government wants consistency of service across the country, stakeholders have raised concerns about the scale of reform and the time it will take to implement it.

42. Immediate concerns in the sector are that current issues (such as workforce and financial sustainability) in social care are in a critical state and these need addressed now.

43. We highlighted in our Social Care briefing (January 2022) that lessons need to be learned from past restructuring and public service reform, for example health and social care integration, police and fire reform, college sector regionalisation, and the development of social security responsibilities in Scotland.

44. Our reports in these sectors have found that reform is challenging, and public bodies have experienced difficulties implementing elements of reform – expected benefits are not always clearly defined and, even if they are, reform does not always deliver the expected benefits, particularly in the short term. Any difficulties in implementing social care reform could have a significant negative impact on vulnerable people who rely on care and support.

Our recent reports on other national policy areas:

Child poverty: in September 2022 the Accounts Commission and Auditor General for Scotland produced a briefing Tackling child poverty.

Education: in March 2023, we published a blog Encouraging progress on education data but still a long way to go.

Early learning and childcare: in June 2023 we will publish our third performance audit on the expansion of early learning and childcare.

Councils have a critical role in meeting national climate change goals

45. Councils have a critical role in achieving Scotland's national climate change goals and contributing towards the national target of net zero by 2045. This includes councils:

- managing their own activities, estates, and assets to reduce their greenhouse gas emissions and achieve net zero – councils' corporate emissions are the largest element of all public sector emissions in Scotland

- demonstrating leadership to tackle climate change across their local area, supporting behaviour change by helping their communities to adopt low carbon lifestyles and working with local partners to help communities adapt to the impacts of climate change.

46. In September 2022 we published Scotland's councils' approach to addressing climate change which set out that there are big differences in the targets that councils have set and their timescales for reaching net zero. We also found that councils need to be more transparent about their targets, their plans to meet them and the challenge ahead. Successfully addressing climate change is a huge challenge and will only be achieved with collaboration across all parts of government and society.

47. Financial constraints and a lack of specialist skills risk net zero ambitions not being realised. Failure to act early enough, however, will increase costs in future years. It could also make existing health and social inequalities worse, because the impacts of climate change, such as extreme weather events, can have a disproportionate effect on vulnerable groups and those living in poverty.

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48. Staff worked under unprecedented strain during the pandemic to adapt and maintain services and support communities. That same workforce is still under pressure.

49. Despite a focus on wellbeing, overall absence levels for non-teaching staff in 2021/22 were the highest on record (Exhibit 7). The Improvement Service highlight stress and burn-out as contributing to high absence levels.[6]

50. Recruitment and retention continue to be a challenge in both senior and front-line roles across Scotland as the employment market remains highly competitive (info box, page 25).

51. In our 2022 Social care briefing, we reported that the sector faced ongoing recruitment and retention challenges, with high vacancy rates. This situation has worsened since, with 47 per cent of services reporting vacancies in 2021 compared with 36 per cent the previous year and 11 per cent across all sectors in Scotland. The whole-time equivalent vacancy rate in 2021 was 8.1 per cent, up from 5.1 per cent the previous year. In comparison, the vacancy rate across all sectors in Scotland was 1.9 per cent.[7] Our briefing highlighted issues such as poor terms and conditions and staff not feeling valued as contributing to these recruitment difficulties.

[6] National Benchmarking Framework Overview Report 2021–22, Improvement Service, March 2023.

[7] Care Inspectorate and Scottish Social Services Council (SSSC), Staff vacancies in care services 2021 report, Scottish Government's Employer Skills Survey 2020.

Exhibit 7.
Sickness absence levels over ten years from 2012/13 to 2021/22
Staff absence levels (excluding teachers) were the highest ever recorded in 2021/22. Teacher absence levels also increased in 2021/22 but remain lower than pre-pandemic levels.

Days

Sickness absence days per employee (non-teacher) **12.2**

Sickness absence days per teacher **5.8**
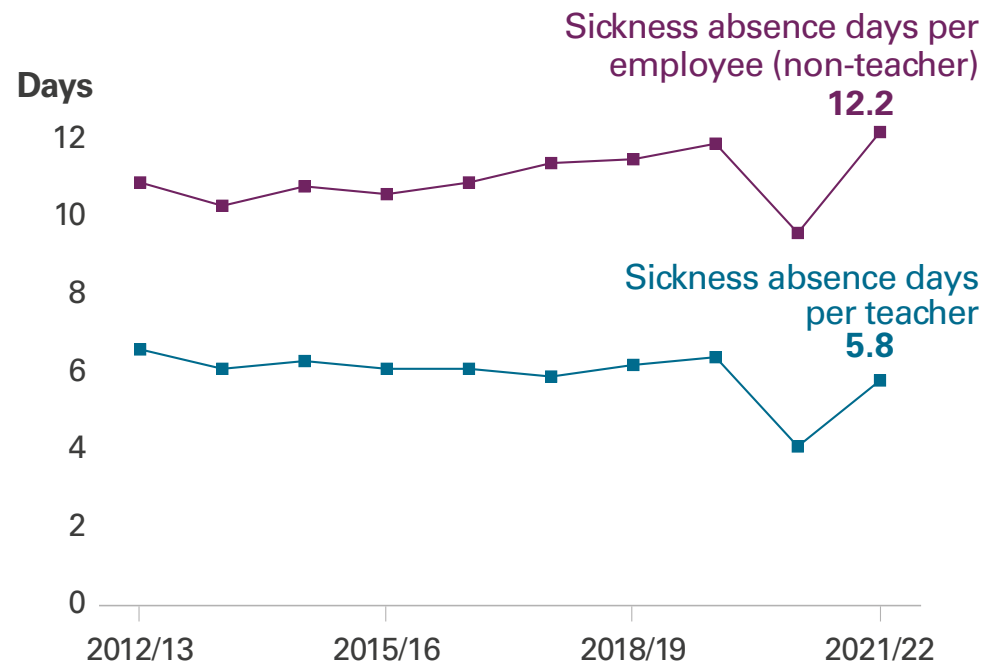
Note: Covid-19 absences are recorded separately and do not contribute to the trends.

Source: Local Government Benchmarking Framework 2021/22

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52. The Society of Personnel and Development Scotland (SPDS) and the Improvement Service state that councils are also reporting emerging recruitment problems in new areas such as accountancy and corporate services, which may present risks to financial management.

53. The cost-of-living crisis, driven by inflationary cost pressures, led to industrial action by refuse workers and teachers over pay. While pay claims increase the pressure on budgets, prolonged negotiations adversely affect staff morale and service delivery.

54. Councils showed considerable flexibility in redeploying staff and adopting remote or hybrid working during the pandemic. However, it is still unclear exactly what impact hybrid working has on productivity or future models of service delivery. Recent research undertaken by the Scottish Government on this presents mixed findings.[8] Our recent report Resourcing the benefit service: A thematic study found that remote working may present a risk to claims processing performance and recommended that councils regularly review flexible location working arrangements to determine the impact on service delivery and performance.
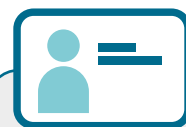
Reasons for recruitment and retention issues

Hybrid working has changed the way people work: they can now work remotely for an organisation in England or further afield. Private sector firms are offering hybrid working and looking to offer further improvements in quality of life.

Senior roles: bottom loading pay deals have narrowed the gap between junior and senior roles and made the latter less desirable. Public sector pay at senior levels has not kept pace with other sectors, so staff are leaving for better paid positions.

Retirement: the workforce is ageing and people are retiring, but now councils are seeing people retiring earlier.

Source: Audit Scotland using information from the Improvement Service, SPDS and Local Government Information Unit (LGiU)

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[8] Working from home during the COVID-19 pandemic: benefits, challenges and considerations for future ways of working, Scottish Government, October 2022

55. During the Covid-19 pandemic, many councils demonstrated strong collaborative leadership, working at pace with communities, the third sector and partners to provide the response needed. Councils' response was quicker where good partnership arrangements were already in place.[9] Leaders used their local knowledge and set out clear priorities for working towards a common purpose.

56. Despite this, the following leadership risks have been identified in recent audit work:

- **Ineffective strategic leadership:** of the four Best Value Assurance Reports (BVARs) completed last year, in three (Moray, Shetland and Eilean Siar) we found that elected members were not demonstrating effective strategic leadership alongside senior management. This included leaders needing to better coordinate and drive forward plans, to have a stronger focus on strategic issues and elected members needing to work better together to deliver priorities.

- **Ineffective governance or scrutiny:** our 2021/22 annual audit work identified leadership risks relating to ineffective leadership in nine councils, often linked to ineffective governance, scrutiny, or both.

- **High levels of turnover:** most councils reported changes in senior leadership during 2021/22. Six chief executive or depute positions saw changes. Recent BVARs highlight that some councils are experiencing persistent difficulties in recruiting to key leadership posts.

57. The growing scale of the challenges facing local government requires leaders to make decisive and fundamental changes to how councils will operate in future. The leadership and strategic vision of elected members and senior officers will be crucial. Ineffective leadership and high turnover put at risk councils' leadership capacity to bring about fundamental change at the pace needed.

The pandemic and cost-of-living crisis have exacerbated tensions in central and local government relations

58. Effective partnership working between the Scottish Government and local government, built on a foundation of mutual trust, is essential for councils to be able to perform their key role in leading and shaping communities.

59. The pandemic and cost-of-living crisis has exacerbated tensions in central and local government relations. While local government demonstrated the positives of localism during the pandemic, and the Scottish Government is committed to local self-governance and community empowerment, local government feels that it should be involved in policymaking as well as implementing those policies at a local level.

60. There is appetite to rebuild an effective relationship between local and central government so that the strengths and capacity of both can be maximised to meet the challenges. Meaningful steps to realising these potential benefits would include Scottish Government and COSLA agreeing the New Deal (paragraphs 71–73).

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[9] Community empowerment: Covid-19 update, Audit Scotland, Octobert 2021

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How are councils responding?

Councils must focus urgently on solutions that will deliver a sustainable future for local government.

Councils need to challenge old ways of doing things and take urgent action to reform

61. The scale of the challenge that lies ahead is greater than anything local government leaders (elected members and senior officers) will have ever experienced. Councils must work on three planning horizons: continue to deliver services here and now, identify and make improvements in the short term and plan for the longer-term radical change. This is an incredibly hard thing to do with an exhausted workforce but with councils' future funding position forecast to reduce in real terms, radical change is necessary so that councils can continue to serve their communities, respond to needs, meet demand and improve outcomes for people in the future.

62. Delivering services differently should be focused on improving performance and outcomes in ways that are innovative, affordable, and sustainable. A decade on, the four pillars in the Christie Commission report – people, prevention, performance, and partnership – are just as important and councils should embed them into their long-term visions and priorities.[1]

63. The Commission recognises the challenges, complexities, and uncertainties that local government faces. In our Local Government in Scotland 2019 report, we emphasised the need for councils to urgently consider making fundamental changes in how they provide

services. No one could have predicted the years that were to follow, nor the pressures that councils would face, yet evidence that councils are delivering radical sustainable reform is limited.

64. In this section, we set out how councils are placed to respond to the challenges they face and to move towards adopting a sustainable future model of local government. We consider the following themes:

💷	**Finances and resources**
👥	**Leadership**
🤝	**Collaboration**
👨‍👩‍👧	**Workforce**
🧍	**Community needs and inequalities**

65. To achieve radical change, leaders need to build on the innovative ways of working demonstrated during the pandemic. Exhibit 8 (page 28) draws on lessons learned from the pandemic response based around the five themes above as well as outlining where we judge that more still needs to be done.

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[1] Christie Commission on the future delivery of public services, June 2011

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Exhibit 8.
Lessons learned from the pandemic and what more needs to be done

	The pandemic demonstrated what can be achieved when councils:	To deliver radical change councils need to build on the innovative ways of working seen during the pandemic and take further action to:
Flexible **finances and resources**	• are given local flexibility • incorporate digital technology in service redesign • reconfigure or repurpose their estate	• finalise New Deal for local government • set out medium to long term financial plans
Driven **Leadership**	• show strong collaborative leadership with clear priorities • use data to understand needs, make decisions and direct resources • are agile and work at pace to provide the response needed	• think radically, set a clear vision and make difficult decisions • improve relations with the Scottish Government • be open with communities and staff about challenges and changes ahead
Greater **Collaboration**	• work with partners, third sector and communities to reshape services and respond to need • work towards common goals • adopt place-based approaches	• work with other councils and partners to provide joint services • better involve communities in service redesign
Resilient **workforce**	• adopt new ways of working, including flexibility redeploying staff • focus on physical and mental wellbeing • promote shared values and a caring culture	• make best use of their existing workforce • continue to monitor wellbeing • update workforce plans to reflect future models of service delivery
A focus on **community needs and inequalities**	• focus on areas of greatest priority and demand • identify and support the most vulnerable • take a 'whole systems' approach	• strengthen the use of data and involve those with lived experience

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66. As the whole public sector faces the most difficult financial outlook seen for many years, councils need to make increasingly difficult choices about their spending priorities and balance short-term pressures with planning fundamental reform to provide long-term financial sustainability.

67. In the short term, councils have focused on immediate budget pressures. In our Local Government in Scotland: Financial bulletin 2021/22 we reported that for 2022/23 the majority of the estimated budget gap (that is the gap between anticipated expenditure and revenue) was planned to be bridged by:

- **Recurring savings:** these savings were expected to meet about 37 per cent of the budget gap. For 2021/22 (the most recent year of accounts), councils' savings performance continued to improve but some chief executives and COSLA are concerned that forecasted reductions to funding will mean reductions or cuts in services and job losses.

- **Use of reserves:** two-thirds of councils intended to use reserves to help bridge the gap. This reliance on non-recurring reserves is not sustainable in the medium to long term.

- **Increasing council tax rates:** the Scottish Government lifted the freeze on council tax in December 2021. For 2022/23, the majority of councils increased council tax rates by three percent (in 2023/24, the majority increased rates by five per cent).

- **Use of financial flexibilities:** about four per cent of the gap was expected to be met by councils reprofiling their loans funds repayments by extending the repayment period. This generates one-off savings and is not sustainable in the long term.

- **Increasing income through fees and charges:** the scope for increasing income and the scale that can be achieved is currently limited but options being explored include councils introducing charges for garden waste, a transient visitor levy ('tourist tax') and tariffs for public electric vehicle charging.

68. The achievement of recurring savings and a movement away from the reliance and use of non-recurring savings and reserves will be important to ensuring longer-term financial sustainability.

69. Councils also need to focus on making increasingly difficult choices about their spending priorities and medium- to long-term financial planning must mature as councils look to make more fundamental change.

70. In May 2022, the Scottish Government published the first multi-year resource spending review in Scotland since 2011, outlining its resource spending plans up to the end of this Parliament in 2026/27.

While welcome, the financial information was not sufficiently detailed for planning purposes, with spending plans expressed at 'level 2' for the four years of the spending review period without individual council allocations indicated.

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Agreeing the New Deal will be an important step forward

71. The May 2022 Resource Spending Review also set out plans to agree a New Deal for local government. The Scottish Government, COSLA and SOLACE are working together to advance this, building on the work of the paused local governance review (which was launched in 2017).

72. In its Programme for Government 2022/23 (published in September 2022), the Scottish Government reinforced its commitment to agreeing a New Deal including a fiscal framework for local government. The New Deal was expected to be agreed by April 2023.[2] However, the Cabinet Secretary for Social Justice, Housing and Local Government indicated in January 2023 that it was likely to be delayed by several months.[3] Since then there has been a new First Minister and changes to senior posts in the Scottish Government and COSLA.

While it is important to get the New Deal right, action is now urgently needed to agree this. Further delays present considerable risks to the wider urgent action that councils need to take.

73. The New Deal is an important step in developing a partnership agreement that supports collaboration and trust, as well as developing a new fiscal framework that supports more certainty of funding, greater transparency and more flexibilities for local government. This should enable councils to better plan their long-term priorities and future service delivery models, and to manage council resources more effectively to deliver them.

[2] Investing in Scotland's Future: Resource Spending Review, Scottish Government, May 2022.

[3] 17 January 2023 Local Government, Housing and Planning Committee.

The New Deal is anticipated to include three elements:

- a partnership agreement with councils
- a fiscal framework to support greater transparency and accountability
- a working group to explore different options for the funding of local government in the future.

The aims of the New Deal include:

- balancing greater financial flexibility with accountability for delivering national priorities
- increased flexibility in and scope for revenue raising powers, such as the 'tourist tax' and workplace parking levy
- exploring how best to transform the digital administration of the non-domestic rates system
- increasing the flexibility available to councils for existing service concession arrangements, such as PFI- or NPD-funded projects
- a comprehensive capital accounting review.

Source: Audit Scotland using information from the Scottish Government's Resource Spending Review, May 2022 and updates from Letter from the Cabinet Secretary to the Social Justice, Housing and Local Government, July 2022 and Committee report, Net Zero, Energy and Transport Committee, January 2023.

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Leaders need to invest time and capacity into thinking radically about their councils' future operating model, how it will be achieved and be open with communities and staff

74. Leaders (elected members and senior officers) must respond to the immediate pressures while also providing a long-term vision for their local areas and how services will be delivered differently in future. Leaders are vocal about the challenges ahead, and there is an increasingly clear appetite for change. However, the level of uncertainty and volatility faced by councils makes planning for the future more difficult.

75. In our Best Value reports on individual councils, we have seen that the quality of leadership and the pace and appetite for change varies. The current challenges may reinforce this gap with the risk that some councils will be left behind. The experience of leading through the pandemic and building on the lessons learned; reducing bureaucracy, working with partners and communities, focusing on the vulnerable, pivoting to digital and using the workforce in flexible ways must be consolidated and built upon.

76. In our 2022 report, we outlined important leadership principles that enabled councils' response to the pandemic – communication, collaboration, emotional intelligence, data-driven, agile and flexible, culture-focused, and enabling community empowerment. Leaders should draw on these to overcome the challenges now faced.

77. The challenging context needs leaders to invest time and capacity into thinking about radical changes to their council's future operating model. It is important that leaders are clear about their long-term policy and performance priorities, are managing council resources effectively to deliver them and are open with communities about what range and levels of services they can expect to receive in future.

78. It is important that councils with identified leadership risks develop the leadership skills needed to respond to this complex and uncertain environment. It is positive that most councils have undertaken an assessment of senior leadership skills and developed action plans to address any skills gaps. High turnover at leadership level presents a risk to delivering change, and councils will need to continue to assess how best to recruit, pay and keep the talent needed.

79. Councils have structured induction programmes for new elected members and many also have further training programmes or development opportunities. Several councils have personal development plans to provide bespoke training for elected members (Case study 2, page 32). Elected members have a crucial role in engaging with their communities to explain future priorities and what that means for services and the local area, and to manage expectations. Many councils have been working on this through participatory budgeting and consultations on spending and service priorities (Case study 3, page 32).

80. Leaders recognise the need to engage with staff and trade unions on the implications of fundamental reforms for the workforce. They also recognise the need to involve them in developing solutions, innovating, and committing to a clear vision and aims for the council, its services, and the way it works with partners, the third sector and communities to make the most of scarce resources in their places. It is recognised, however, that this is particularly challenging in an environment of potential job losses.

> Leadership is the focus of the Commission's annual Best Value thematic work this year and will be covered in all council annual audit reports published in Autumn 2023.

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Case study 2.
Elected member training and induction

West Lothian Council has an elected member development programme, which includes an online structured induction programme. Key topics include climate change, emergency planning and quality assurance procedures. Members are also supported to complete a personal development plan to enable them to identify and discuss specific and individual needs. Members are encouraged to review their role and consider what will help them to improve their performance and develop their knowledge, skills and abilities. This could be through training events, coaching, working with an experienced colleague or project work.

An evaluation of the induction programme was undertaken in July 2022 and positive feedback was received from elected members.

Source: Audit Scotland auditor data return and information from West Lothian Council

Case study 3.
Community budget consultations

Perth and Kinross Council asked residents for their views on the council's 2023/24 budget and priorities for the next five years via an online survey accessed through the council's consultation hub. The council also held several in-person and online budget and corporate plan engagement events where communities could voice their views on the proposed new vision for Perth and Kinross. Residents were presented with the council's seven draft priorities and asked whether they agreed that these are the key issues that the council should focus on.

A summary of the responses from the survey and the engagement sessions was included in the report considered by the council when agreeing the corporate plan and budget.

Source: Audit Scotland using information from Perth and Kinross Council

Collaboration with communities

81. Our 2022 overview report outlined how communities were a vital asset in the response phase of the pandemic but that more needed to be done to involve communities and service users in the recovery and the redesign of services. As councils take steps to fundamentally change how they provide services, the involvement of service users and communities will be critical to redesigning services that meet community needs and tackle long-term issues such as climate change and inequalities while also being sustainable.

82. Councils regularly consult with their communities to inform decision-making, including on setting annual budgets, redesigning services, and priorities for strategic plans. Reflecting the exceptionally challenging funding context this year, we have seen examples of councils engaging with their communities to explain the gaps in their budget and how they intend to bridge them (Case study 3, page 32).

83. We found good approaches to consulting communities to better understand the impact of the pandemic and inform decision-making on emerging challenges such as community impact assessments, research focused on the impact of the pandemic and establishing lived experience panels for the cost-of-living crisis (Case study 4).

84. Councils could still do more to empower communities and work more with them on the redesign of services. Our Community empowerment: Covid-19 update report brings together the learning points from the community response to the pandemic to help public bodies develop their longer-term approaches to supporting and empowering communities.

Case study 4.
Community engagement to better understand community needs and inform decision-making

East Renfrewshire Council uses a wide range of consultation and engagement approaches to understand community needs and issues and uses this intelligence to identify local priorities and inform strategic plans and service redesign. For example, it recently commissioned research on the impact of the pandemic to inform strategic decision-making and the redesign of services.

Source: Audit Scotland using information from East Renfrewshire Council

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Collaboration with local partners

85. Councils have a good history of working with local partners and a statutory duty to do so through community planning partnerships.

86. The Covid-19 pandemic showed what can be achieved by working closely with local partners, including the third sector. Councils led a 'place-based approach' (info box, page 35) that worked across organisational and functional boundaries with aligned objectives and outcomes. This should now be consolidated into service delivery but there is concern that the momentum could be lost. Many organisations are facing their own funding and demand pressures that could threaten their ability to provide services and limit their capacity to explore new partnership working.

87. A recent report exploring barriers to effective collaboration between the third and public sectors identified four main themes: funding, meaningful collaboration, procurement and the cross-cutting issue of lack of trust.[1] All partners need to work with each other to overcome these barriers if councils are going to meet the challenge to deliver sustainable public services going forward.

88. Despite the barriers there are many positive examples of collaborative, place-based approaches and existing partnerships for councils to build on (Case study 5). The scale of the challenges mean that it is only by working together that councils and their local partners (including their communities and the third sector) will be able to provide sustainable public services and tackle long-term complex issues such as climate change, child poverty and inequalities.

Case study 5.
Local partnership working

Clackmannanshire Council works with local public sector partners and relevant third sector partners to deliver the STRIVE (Safeguarding through Rapid Intervention) programme.

Sharing crucial pieces of information at the earliest opportunity between trusted partners means practitioners are better able to 'join the dots' to understand the overall vulnerability of cases and share knowledge of existing support and interventions underway: this better informs the most appropriate action, reduces the likelihood and impact of people experiencing crisis and reduces the intensive resource required by services. An evaluation of STRIVE was undertaken in March 2021 and identified many benefits including preventing homelessness, improving financial security, providing rapid and direct access to mental health support, keeping families together and reducing alcohol and drug use. Building on the success to date, an early intervention approach has been added to other Family Wellbeing Partnership work in the area.

Source: Audit Scotland using information from COSLA and Clackmannanshire Council

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[1] Supporting collaboration between the third and public sectors: evidence review, Scottish Government, COSLA, SCVO and TSI Scotland Network, October 2022.

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Collaboration with other councils

89. Councils need to radically rethink how they work with other councils to move towards a more sustainable model of service delivery. Shared services and shared professionals offer efficiencies and can help to manage recruitment pressures and skills shortages.

90. Councils have made limited progress in this area. Few councils are sharing services. Only six out of 26 councils reported sharing services and four of these were sharing internal auditors (Case study 6).

Case study 6.
Working with other councils

Scottish Borders Council and Dumfries and Galloway Council are working with other regional partners to develop and deliver a south of Scotland regional economic strategy. Through a Regional Economic Partnership, the councils have developed a long-term vision to guide and coordinate efforts to recover from the impacts of the Covid-19 pandemic, adjust to the UK's withdrawal from the EU, address the climate crisis and capitalise on new opportunities.

Source: Audit Scotland using information from Dumfries and Galloway Council and the South of Scotland Regional Economic Partnership

A place-based approach is about understanding the issues, interconnections and relationships in a place and coordinating action and investment to improve the quality of life for that community. The Scottish Government and COSLA have adopted a Place Principle. This promotes the need for communities, public organisations and businesses to work collaboratively with the assets and services in a place to achieve better outcomes.

49

Workforce planning must improve so that councils have the staff, skills and leaders needed to bring about change and create a resilient workforce for the future

91. Councils and their leaders need to respond to the direct pressures facing their workforce in terms of wellbeing and recruitment while managing the impact of pay demands and balancing the budget. Councils must invest in workforce planning to ensure a resilient workforce in the future.

92. Staff wellbeing was a priority during the pandemic and councils continue to take measures to promote staff health and wellbeing. With rising absence levels and persistent recruitment issues, some councils are looking at making roles more attractive by improving work-life balance through new ways of working (Case study 7).

93. Lessons learned from the pivot to remote working and then hybrid working during the pandemic indicate there are many potential benefits. For example, the flexibility to work remotely attracts more people and from a wider geographic spread, potentially bringing in more skills, it can support increased wellbeing and work life balance for existing staff, as well as reducing the carbon footprint through less travel to work. However, councils should continue to monitor the impact of new ways of working on employees' wellbeing and on service users' experience, productivity, and the local economy.

94. In future, councils' workforces may look and work quite differently as a result of job losses (fewer staff), increased digital processes, changing population demographics (an ageing workforce) and new service delivery models. Councils should embed the approaches they took during the Covid-19 pandemic which saw them adapt to working flexibly and being agile in how they deployed staff and working more closely with partners and communities.

Case study 7.
Wellbeing initiatives

Angus Council runs a resilience programme to promote staff wellbeing and a programme for leaders is in development.

Dumfries and Galloway Council has created a robust wellbeing framework that includes cross-council and cross-sector collaboration.

North Lanarkshire Council updated its wellbeing communications to reflect new working practices and is also working closely with partners and providers to make sure the council's wellbeing offering meets staff needs.

South Lanarkshire Council has developed a 'New Deal for Employees' which encourages and supports employees to prioritise their own health and wellbeing. South Lanarkshire Council is the first in Scotland to ensure employees have the 'right to disconnect' outside of working hours.

More information is available on our website.

Source: Audit Scotland using information from the Improvement Service

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95. The severe financial situation facing councils inhibits their ability to recruit and brings the risk of job losses. To meet rising demand and to deliver new Scottish Government policies, councils need to innovate to make the best use they can of their existing workforce to continue to provide sustainable services.

96. Effective workforce planning will be essential to:

- address current workforce challenges in recruitment, retention and skills shortages

- look ahead at longer-term capacity and skills requirements as councils fundamentally change how they deliver services

- ensure that councils reduce their workforce in an informed way so that skills and knowledge are not lost.

This requires sufficient capacity and skills, strategic thinking and comprehensive workforce data. See Audit Scotland's workforce planning maturity matrix (Exhibit 9).

97. For several years we have reported that workforce planning needs to improve. Our auditors have told us that 16 out of 26 councils have updated their workforce plans since the Covid-19 pandemic and a further three have plans in development. Some councils have also been working to include succession planning in their workforce plans to develop future leaders or specific skills required across their workforce. Some are also now working with a three-year, rather than five-year, workforce planning cycle reflecting the more uncertain context.

98. However, councils continue to report that they lack the resources to support workforce planning, and that they are looking at ways to try and address this. Councils have been collaborating with one another, the Improvement Service and SPDS to share practice and to make improvements. The SPDS has suggested that COSLA have a role in engaging with the Scottish Government to develop a more holistic approach.

99. Workforce planning is the focus of the Commission's annual Best Value thematic work next year and will be covered in all council annual audit reports published in Autumn 2024, followed by a national thematic report.

Exhibit 9.
Workforce planning maturity matrix

Basic	Developing	Mature
• Short-term operational focus • Limited workforce data and analytics • Workforce plan not linked to priorities and delivery of strategic plans	• Medium-term focus • Aligned to delivering priorities • Workforce and recruitment plans • Some workforce analysis • Annual review	• Long-term focus on strategic priorities • Workforce and market analysis • Recruitment, development, retention and succession included in workforce planning • Workforce plans reflect new ways of working and scenario planning of future models service delivery and demands • Real time monitoring including of performance levels and staff wellbeing

Source: Audit Scotland

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Councils have a clear focus on tackling inequalities and strengthening the use of data will help them to better understand community needs and focus fundamental change on improving long-term outcomes

100. Councils have a clear focus on tackling inequalities. We found evidence of data-driven approaches, partnership working, and community engagement being used to understand community needs and to develop plans and programmes to target inequalities and poverty. Positive findings include councils:

- setting up specific committees focusing on tackling poverty and inequalities (Case study 8, page 39)

- working with partners, especially community planning partnerships, to understand need and develop place-based plans to tackle inequalities

- involving people with lived experience to better understand needs and demand.

101. Using lessons learned from the pandemic, councils have moved quickly to offer support to people in their communities most affected by the cost-of-living crisis. Many councils are working closely with third sector partners to help distribute crisis grants and provide support and funding to third sector partners directly to increase their support work. Some exceptional data-driven approaches are being used to identify and offer support to those most in need (Case studies 9 and 10, page 39).

102. Data can help councils to understand need, inform decision-making and service redesign, and drive improvement. Making better use of local data is still challenging especially the availability of equalities data and data sharing. Councils should supplement national datasets with local data and insight. Information from Scotland's Census 2022 is expected later in 2023 and should provide a valuable source of intelligence.

103. While we are seeing the emergence of some positive approaches to involving people with lived experience to better understand their needs, councils can do more (Case study 4, page 33). As councils take steps to radically change how they deliver services, the needs of the most vulnerable or people living in poverty must be at the centre. A key objective from the Christie Commission is that reform should 'prioritise prevention, reduce inequalities and promote equality'. While the pressures facing councils are immediate, they must not lose the focus on prevention and improving outcomes in the long term. A loss of preventative services will increase demand in the long term.

'Children growing up in poverty are at risk of poorer outcomes in the short and longer term'

Tackling child poverty
Accounts Commission and Auditor General for Scotland

Digital exclusion

104. The Covid-19 pandemic accelerated the shift to online services. While essential during the pandemic to allow the continued delivery of some services, the shift has increased the risk of digital exclusion. Councils have a variety of initiatives to reduce digital exclusion, such as working alongside the third sector to develop place-based approaches to reducing digital exclusion via library services or providing devices with internet access.

105. Digital technology will be a central component of future service delivery. Councils need to understand the needs of people experiencing digital exclusion and develop strategies to ensure that no one is left behind. We are currently undertaking a performance audit on digital exclusion. Our findings will be published later this year.

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Case study 8.
An approach to tackling inequalities

Aberdeen City Council has set up an anti-poverty and inequality committee to determine steps the city can take and to help key groups such as children, disabled people, women, people from black and ethnic minority communities, and those of pensionable age. The committee will also seek the views of those with lived experience and consider in-work poverty, youth employability, community food provision and energy costs. Several external advisers have been appointed to the committee. The expected benefits of the new committee include centralising all poverty and inequalities information which should allow elected members to thoroughly scrutinise reports, question council managers and directors and engage with the external advisers.

Source: Audit Scotland using information from Aberdeen City Council

Case studies 9 and 10.
Supporting vulnerable communities

Inverclyde Council's Warm Hand of Friendship initiative was set up to help ensure that spaces, resources, advice and support are available throughout the council area for those who need them. Working with its partners and voluntary organisations, the council offers warm spaces or hubs and have delivered more than 400 activity sessions for adults and children such as book clubs and classes on IT skills. This has resulted in over 3,500 people being provided with a warm space, food and social interaction. Two thousand 'Warm Boxes' packed with useful items such as tea bags and blankets to help the most vulnerable keep comfortable throughout the winter were also distributed free to people receiving homecare support in Inverclyde.

Source: Audit Scotland using information from Inverclyde Council

Glasgow City Council: last year we reported on the council's innovative approach of using administrative data to identify and target resources at the most vulnerable communities during the pandemic. The council has continued this approach to target resources at those most affected by the cost-of-living crisis. The council distributed gift cards worth £105 to 85,000 to households who receive council tax reductions. They have also used data to identify people potentially eligible for Attendance Allowance and other benefits and used this provide an income maximisation service to clients over the age of eighty. Over the last year, 571 clients have been contacted by the service and over £1 million of financial gains have been secured on behalf of clients.

Source: Audit Scotland using information from Glasgow City Council

See our website for more examples of councils' approaches to reducing inequalities and better understanding the impact cuts have on people experiencing inequality.

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Local government in Scotland

Overview 2023

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AUDIT SCOTLAND

CLACKMANNANSHIRE COUNCIL

Report to: Audit & Scrutiny Committee

Date of Meeting: 24 August 2023

Subject: Council Financial Performance 2022/23 as at 31 March 2023

Report by: Chief Finance Officer

1.0 Purpose

1.1 This paper provides an update on the financial performance for the Council, as at 31 March 2023, 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

- the Housing Revenue Account (HRA) revenue and capital spend, for the financial year, 2022/23.

2.0 Recommendations

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

2.1.1 General Fund revenue underspend of £(5.335)m for the year to 31 March 2023;

2.1.2 the Clackmannanshire element of the Health and Social Care Partnership (H&SCP) spend on budget for the year to 31 March 2023;

2.1.3 the HRA revenue surplus of £(1.361m) over the budgeted surplus for the year to 31 March 2023;

2.1.4 the HRA Capital programme underspend of £(4.759)m;

2.1.5 the General Fund Capital Programme underspend of £(10.657)m, and

2.1.6 progress in the delivery of the £1.838m approved savings programme, as at 31 March 2023.

3.0   Background

3.1   This report summarises the draft financial position of the Council for the financial year ended 31 March 2023. These figures are draft and will be confirmed following conclusion of external audit process.

3.2   This report consolidates all of the detailed financial data to provide a summary position for the Council.   The report also provides detail of individual Directorate positions and their service areas within the appendices.

4.0   General Fund Revenue

4.1   As at 31 March 2023 the General Fund is outturning an underspend of £(5.335)m which is a favourable movement of £(4.043)m since last reported to this Committee in April 2023.

4.2   Of the £(5.335)m underspend, £(4.431)m has been earmarked for carry forward into 2023/24. After accounting for these additional earmarked reserves, a contribution of £0.904m is added to uncommitted reserves. A summary of the earmarked reserves can be found in **Appendix 11.**

4.3   The Clackmannanshire element of the H&SCP is reported on budget as any underspend on the approved budgeted contribution is transferred to the H&SCP at the year end in line with the integration scheme.

4.4   **Appendix 1** provides the breakdown by each Directorate and centrally held Corporate Service areas along with the position for Partnerships and Sources of Funding. This shows the position after allocation of centrally held Covid funding of £2.318m for related spend.

4.5   The Council Summary at **Appendix 1** shows the under and overspend positions for each of the Directorates and Corporate Areas. The overall underspend is attributable to the following Directorates: People £(2.897)m, Place £(2.759)m and Partnership & Performance £(0.294)m. Corporate Services is showing an overspend of £0.541m, which includes centrally held savings achieved within the individual services.

4.6   **Appendices 3 to 6** provide details of individual Directorate financial performance.

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

5.1   The Clackmannanshire locality of the Clackmannanshire and Stirling Health and Social Care Partnership (H&SCP) reported an underspend of £(0.923)m. However, the final outturn reflects a nil variance as the Councils full approved budgeted contribution for 2022/23 is paid over to the Partnership. Of the £(0.923)m underspend, £(0.572)m is used to offset the overall Partnership overspend with the remaining balance of £(0.351)m added to the reserves of the partnership for Clackmannanshire which now totals £2.747m.

5.2   Details of the actual variances to budget are shown in **Appendix 7.**

6.0 General Fund Capital

6.1 For 2022/23, the approved General Fund Capital programme set out significant gross investment in Clackmannanshire amounting to £14.886m. A further £4.377m was added as a result of carry forwards from 2021/22, £0.288m was added following approval by Council in August 2022 for Clackmannan Regeneration and £1.034m has been added to reflect additional grant income for Japanese Garden £0.750m and Free School Meals £0.284m, increasing the approved budget for 2022/23 to £20.585m.

6.2 Work on capital projects as previously reported was delayed due to internal and external factors. At 31 March 2023, £9.928m of capital expenditure was incurred during the year, resulting in an underspend of £(10.657m) against the approved budget. **Appendix 10** provides detail of the final expenditure to 31 March 2023 and variance against budget by project.

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

Asset Management Strategy	Budget	Actual to 31 March 2023	Actual Over / (under) Spend	Main Variances
	£m	£m	£m	
Community Investment Strategy	5.881	2.451	(3.430)	The variance is made up of the following projects: - Wellbeing Hub underspend £(0.202)m - proposed to be carried forward - Renewable energy projects underspend £(0.080)m with £0.050m proposed to be carried forward - Village and Small Towns Alva overspend of £0.208m - Clackmannan Regeneration underspend £(1.333)m – proposed to be carried forward - Free School Meals Grant – underspend £(0.284)m – proposed to be carried forward - Innovation Hub Delivery – underspend £(0.400)m - Clackmannan CAP underspend - £(0.093)m – proposed to be carried forward - Park Primary - underspend £(0.334)m --Safer Routes to School –underspend £(0.706)m - Village & Small Town – Tillicoultry underspend £(0.100)m

Asset Management Strategy	Budget	Actual to 31 March 2023	Actual Over / (under) Spend	Main Variances
	£m	£m	£m	
				- Coalsnaughton Primary School Development - underspend £(0.106)m
Fleet	0.973	0.555	(0.418)	Underspend on purchasing of vehicles due to lead in time for delivery- £0.333m to be carried forward.
IT	4.077	1.756	(2.321)	Underspend driven predominately by three projects: - Analogue to Digital project due to delays, underspend carried forward to 2023/24 £(0.184)m - Social Services IT System £(0.332)m - Digital Transformation £(0.751)m, rephased to 2023/24 following engagement with contractor - Digital Infrastructure £(0.604)m to be carried forward to 2023/24. - Upgrading Telephony system underspend £(0.203)m
Land	0.538	0.151	(0.387)	Underspend mainly due to: - rephasing of the budget for demolition of St Mungo's (£0.250m) and - stone preservation work (£0.120m)
Property	5.704	1.323	(4.381)	The underspend is primarily due to the following projects: - Wellbeing Complex – interim pool £(2.154)m due to cessation of project. Budget to be repurposed in line with overall Wellbeing Complex. - Demolition of Alloa Leisure Bowl - £(0.343)m - Learning estate £(0.721)m, not required at this time - Cemetery Wall Upgrade £(0.275)m postponed until 2023/24 due to weather and contractual delays - Strategic estate enhancements underspend £(0.315)m - rephased to 2023/24. - Town Centre Regeneration Fund – underspend £(0.285)m to be carried forward. - Clackmannan Town Hall Roof works – underspend of £(0.164)m to be carried forward.

Asset Management Strategy	Budget	Actual to 31 March 2023	Actual Over / (under) Spend	Main Variances
	£m	£m	£m	
Roads	3.412	3.429	0.017	Spend on Electric Charging points £0.134m and Road Safety £0.030m, offset through additional grant funding. Overspend on lighting replacement £0.147m and Carriageways £0.123m Underspend of (£0.163)m on cycle routes and Bridge improvements (£0.124)m
Place Based Investment Fund	-	0.263	0.263	Playparks and outdoor surfacing funded through income from Place Based Investment Fund.
Gross Capital Expenditure	20.585	9.928	(10.657)	
Allocation of Capital Funding	(7.143)	(7.143)	-	Any funding that is not utilised in full will be carried forward to 2023/24 or repaid in line with grant terms and conditions.
Net Capital Programme	13.442	2.785	(10.657)	

7.0 Delivery of 2022/23 Approved Savings

7.1 At its budget meeting in March 2022, Council approved savings of £1.838m for the financial year 2022/23. The table below shows the split of these savings across Directorates and the achievement of those savings by 31 March 2023.

General Services Revenue Budget 2022/23 - Progress of Approved Savings by Directorate

Directorate	Total Approved Savings £000	Achieved £000	Unachieved in Year £000
People	505	330	175
Place	505	460	45
Partnership & Performance	828	828	-
Total Approved Savings	**1,838**	**1,618**	**220**
		88%	12%

7.2 The above table indicates that 88% of savings were achieved, with 12% unachieved in 2022/23. Unachieved savings will be carried forward into 2023/24 and compensatory savings identified if they continue to be unachievable. Detail of individual savings within each directorate is provided in **Appendix 2.**

8.0 Housing Revenue Account (HRA)

Revenue

8.1 The HRA outturn as at 31 March 2023 is a surplus of £(6.986)m, which is £(1.361)m above the budgeted surplus of £(5.625)m. This is a favourable movement of £(0.581)m since last reported to committee in April 2023. **Appendix 8** provides a summary of the variances and the variance movement.

Capital

8.2 The HRA budgeted Capital Programme for 2022/23 is £12.582m. **Appendix 9** provides the detail for all the projects along with comments on their performance.

8.3 The expenditure at the year end is £7.823m which is £(4.759)m less than budget and £(0.928)m less than the December Forecast. £0.530m of this underspend is required to be carried forward to enable completion of existing projects.

8.4 Progress on the new build development in Clackmannan has been delayed and as a result, an underspend of £(1.385)m is reported against budget at the year end. Underspends of £(0.829)m Safe Electrical Work, £(0.674)m on Roof and Render work and £(0.091)m on Central Heating replacement are due to issues with procurement and contractors.

8.5 Underspends in the Kitchen programme of £(0.533)m, New Computer System £(0.372)m, Fencing replacement £(0.308)m and the Aids and Adaptations programme £(0.288)m. are due to the inability to resource and progress contracts internally.

8.6 The reduction in expenditure of £(0.928)m from that previously forecast in December is mainly due to delays in the new computer system, fencing, central heating and new build projects.

9.0 Conclusions

9.1 General Fund Revenue Services are outturning an underspend of £(5.335)m for the year to 31 March 2023;

9.2 The Clackmannanshire element of the H&SCP reflects a nil variance as the Councils full approved budgeted contribution for 2022/23 is paid over to the Partnership and carried forward within reserves for utilisation in 2023/24

9.3 The HRA revenue has achieved a surplus over budget for the year of £(1.361)m to 31 March 2023.

9.4 The HRA Capital programme has underspent by £(4.759)m with a requirement to carry forward £0.530m to 2023/24.

9.5 The General Fund Capital programme is reporting an underspend of £(10.657)m.

9.6 Of the £1.838m approved savings programme, £1.614m (88%) have been achieved by 31 March 2023.

10.0 Sustainability Implications

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

11.0 Resource Implications

11.1 *Financial Details*

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

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

11.4 *Staffing*

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

12.0 Exempt Reports

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

13.0 Declarations

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

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

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

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

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

☐

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

☐

(2)   Council Policies (Please detail)

14.0   Equalities Impact

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

15.0   Legality

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

16.0   Appendices

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

Appendix 1 – Council Summary at 31 March 2023

Appendix 2 – Summary Savings by Directorate at 31 March 2023

Appendix 3 – People Variances at March 2023

Appendix 4 – Place Variances at March 2023

Appendix 5 – P&P Variances at March 2023

Appendix 6 – Corporate Variances at March 2023

Appendix 7 – H&SCP Variances at March 2023

Appendix 8 – HRA Revenue Variances at March 2023

Appendix 9 – HRA Capital Outturn as at March 2023

Appendix 10 – General Fund Capital Outturn as at March 2023

Appendix 11– Earmarked Reserves from underspends

17.0 Background Papers

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

Yes ☐ (please list the documents below)   No ☑

Author(s)

NAME	DESIGNATION	TEL NO / EXTENSION
Elizabeth Hutcheon	Management Accountancy Team Leader	6214

Approved by

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

Council Summary 2022/23

	Revised Budget £'000	Revised actual £'000	Variance Actual to Budget £'000	Earmarked (EMR) for 23/24 £'000	Revised variance after EMR £'000	Forecast variance at December £'000
Directorate						
People	79,385	76,488	(2,897)	1,848	(1,049)	(1,283)
Place	32,823	30,064	(2,759)	2,510	(249)	(246)
Partnership & Performance	10,811	10,517	(294)	73	(220)	(272)
Transformation	500	500	(0)	0	(0)	0
Directorate Expenditure	123,519	117,570	(5,949)	4,431	(1,518)	(1,801)
Corporate						
Corporate Centrally Held	1,684	1,181	(502)	0	(502)	0
Corporate Services	(1,152)	(109)	1,043	0	1,043	330
Misc Services - Non Distributed Costs	1,143	1,143	0	0	0	0
	1,674	2,215	541	0	541	330
	125,193	119,785	(5,408)	4,431	(977)	(1,471)
						0
less allocated to non general fund	(1,305)	(1,309)	(4)	0	(4)	
	123,888	118,476	(5,412)	4,431	(982)	(1,471)
Add Requisitions from Joint Boards						
Central Scotland Valuation Joint Board	453	453	0	0	0	0
Corporate Expenditure	124,341	118,928	(5,412)	4,431	(982)	(1,471)
Add/Deduct						
Interest on Revenue Balances	(91)	(259)	(168)	0	(168)	(53)
Loans Fund Contribution	4,073	4,342	269	0	269	232
Contribution to Bad Debt Provision	200	179	(21)	0	(21)	0
Total Expenditure	128,523	123,191	(5,332)	4,431	(901)	(1,292)
Sources of Funding						

General Revenue Funding/Non-Domestic Rates	(100,788)	(100,787)	1	0	1	0
Non- Domestic Rates	(18,065)	(18,065)	0	0	0	0
Council Tax	(24,427)	(24,432)	(5)	0	(5)	0
	(143,280)	(143,284)	(4)	0	(4)	0
Outturn before budgeted funding from reserves	(14,757)	(20,093)	(5,335)	4,431	(904)	(1,292)
Contribution from Reserves	(3,942)	(3,942)	0	0	0	0
Contribution from Earmarked Reserves	(4,414)	(4,414)	0	0	0	0
Transfer to Capital	154	154	0	0	0	0
Transfer from HRA	(1,168)	(1,168)	0	0	0	0
Application of Capital receipts	(1,039)	(1,039)	0	0	0	0
Total Funding	(10,409)	(10,409)	0	0	0	0
Projected (Surplus)/Shortfall	(25,167)	(30,502)	(5,335)	4,431	(904)	(1,292)
Health & Social Care Partnership	25,167	25,167	0	0	0	360

APPROVED SAVINGS 2022/23

Progress as at 31 March 2023

Management Efficiency Savings 2022-23

Directorate	Department	Responsible Officer	Saving Reference	Description	Cash/ Permanent	2022/23 £	Achieved £	Unachieved £	Total £
P&P	Corporate	N Bridle	P&PMGT01	Turnover across services	Permanent	500,000	500,000		500,000
P&P	Corporate	N Bridle	P&PMGT02	Hybrid Working - Reduction in Mileage	Cash	20,000	20,000		20,000
P&P	Finance & Revs	L Sim	P&PMGT03	Vacancy Senior Accountancy Asst (12 mths)	Cash	48,000	48,000		48,000
P&P	Finance & Revs	C Jarvie	P&PMGT04	Cash Handling Consolidation	Permanent	15,000	15,000		15,000
P&P	Finance & Revs	L Sim	P&PMGT05	Housing Benefit of homelessness income	Cash	20,000	20,000		20,000
P&P	Corporate	N Bridle	P&PMGT06	Staff Salary Sacrifice Scheme Income	Permanent	1,000	1,000		1,000
P&P	Partnership & Trans	C Jarvie	P&PMGT07	Capitalisation of Digital Transformation posts supporting capital plan implementation	Cash	42,000	42,000		42,000
P&P	Partnership & Trans	C Jarvie	P&PMGT08	Capitalisation of ICT posts supporting capital plan implementation	Cash	123,300	123,300		123,300
P&P	Partnership & Trans	C Jarvie	P&PMGT09	Removal of Research and Information Vacancy	Permanent	30,000	30,000		30,000
P&P	Partnership & Trans	C Jarvie	P&PMGT10	Temporary Reduction in Kilncraigs Reception Resource	Cash	18,450	18,450		18,450
P&P	HR & Workforce Development	C Alliston	P&PMGT11	Reduction to HR Legal budget	Permanent	10,000	10,000		10,000
People	Primary non devolved	C Bruce	PEMGT07	Capitalisation of Project Manager for Digital Technology within People for Digital Rollout	Cash	50,155	50,155		50,155
People	Strategic Director	L Sanda	PEMGT2	External Recharge to Regional Improvement Collaborative	Cash	67,241	67,241		67,241
People	Early Years	L McDonald	PEMGT1B	ELC Staffing Models and Centre Support	Cash	17,468	17,468		17,468
People	Primary	L McDonald	PEMGT2	Primary Schools Efficiency (Falling Rolls)	Permanent	95,292	95,292		95,292
People	Strategic Director	L Sanda	PEMGT3	External Recharge to Regional Improvement Collaborative	Cash	14,980	14,980		14,980
People	Libraries and Leisure	L McDonald	PEMGT8	Vacant libraries post	Permanent	34,314	34,314		34,314
People	Care & Protection	S Robertson	PEMGT9	Withdraw support for external organisations Apex and CAB	Permanent	14,000		14,000	14,000
People	Care & Protection	S Robertson	PEMGT11	Review SLA with SPS for Glenochil	Permanent	30,000		30,000	30,000
People	Care & Protection	S Robertson	PEMGT12	Align Criminal Justice spend with funding	Permanent	50,000	50,000		50,000
People	Care & Protection	S Robertson	PEMGT13	Residential placements	Permanent	98,500		98,500	98,500
People	Care & Protection	S Robertson	PEMGT15	Reduction in external foster places (further saving 23/24)	Permanent	33,000		33,000	33,000
Place	Secondary PPP	P Leonard	PEMGT6	PPP Contract Management	Permanent	43,000	43,000		43,000
Place	Development	E Fyvie	PLMGT01	Trading Standards SLA	Cash	40,000	40,000		40,000
Place	Development	E Fyvie	PLMGT02	Economic Development Budget Realignment	Cash	25,000	25,000		25,000
Place	Property	A Morrison	PLMGT03	Rental Properties	Permanent	45,390	45,390		45,390

Progress as at 31 March 2023

Management Efficiency Savings 2022-23

Directorate	Department	Responsible Officer	Saving Reference	Description	Cash/ Permanent	2022/23 £	Achieved £	Unachieved £	Total £
Place	Environment	I McDonald	PLMGT04	Street Lighting Maintenance	Cash	20,000	20,000		20,000
Place	Environment	I McDonald	PLMGT05	Fleet Diesel	Cash	15,000		15,000	15,000
Place	Environment	I McDonald	PLMGT06	Fleet Tyres	Cash	10,000	10,000		10,000
Place	Housing	T Cain	PLMGT07	Homelessness Income - increase previous cash saving of £100,000	Cash	200,000	200,000		200,000
Place	Housing	T Cain	PLMGT10	Reconfiguration of staffing funding from other sources.	Cash	45,000	20,000	25,000	45,000
Place	Property	A Morrison	PLMGT14	Rental Income	Permanent	12,000	12,000		12,000
				TOTAL		1,788,090	1,572,590	215,500	1,788,090

Policy Savings 2022-23

Directorate	Department	Responsible Officer	Saving Reference	Description	Cash/ Permanent	2022/23 £	Achieved £	Unachieved £	Total £
Place	Waste Management	I McDonald	PLPOL2	Waste Income - internal charges	Cash	5,000	5,000		5,000
Place	Environment	I McDonald	PLPOL3	Waste Income - Brown Garden Waste Bin Permit Charge	Cash	15,000	15,000		15,000
Place	Environment	I McDonald	PLPOL4	Roads Charges Income	Permanent	12,000	12,000		12,000
Place	Environment	I McDonald	PLPOL5	Land Services Burials income	Cash	10,000	10,000		10,000
Place	Environment	I McDonald	PLPOL7	Waste Income - Increase in bulky waste collection charge	Cash	5,000		5,000	5,000
Place	Environment	I McDonald	PLPOL8	Waste Income - Introduction of charges for bins at new developments	Cash	3,000	3,000		3,000
				TOTAL		50,000	45,000	5,000	50,000

P&P	827,750	827,750	-	827,750
People	504,950	329,450	175,500	504,950
Place	505,390	460,390	45,000	505,390
Total	**1,838,090**	**1,617,590**	**220,500**	**1,838,090**
	-	**88.0%**	**12.0%**	-

People	Annual Budget 2022/23	Actual to March 2023	Variance Actual to Budget at March 2023	Variance Forecast to Budget at December 2022	Variance movement December to March 2023	Narrative
	£'000	£'000	£'000	£'000	£'000	
Strategic Director	(20)	49	69	85	(16)	Restructure historic saving not achieved £0.084m, Pay award £0.004m (Chief Officers), staffing recharge to Early adoptors (£0.020)m not previously forecast and other small variance of £0.001m. Movement £(0.016m) is Early Adoptors recharge £(0.020)m , Pay Award £0.004m
Support & Wellbeing						
Customer Services	710	571	(139)	(179)	40	**Libraries & Customer services**: - £(0.139)m underspend and movement £0.040m due to staffing vacancies and turnover.
Leisure & Sports Development	1,252	655	(597)	(71)	(526)	**Sports Development:** £(0.069)m variance - Staffing underspends from discontinued programmes £(0.013)m. Underspend of £(0.010)m on sports programs, Swimming £(0.046)m underspend as there is a delay in rollout/uptake capacity as this is the first year of program. **Leisure:** £(0.528)m underspend - staff turnover and vacancies underspend £(0.107)m, Supplies & Services underspend £(0.018)m, unachievable Income saving of £0.052m across all leisure areas, utilities recharge sports pavilions £0.008m and (£0.463)m Wellbeing Hub underspend. The movement of £(0.526)m relates to staff turnover £(0.003)m, Leisure Income increase £(0.032)m, reduction in forecast spend on supplies & services £(0.032)m, £(0.006)m reduction in Swimming program, utility recharge £0.010m and £(0.463)m in Wellbeing Hub which was previously assumed on budget.
Total Support & Wellbeing	**1,962**	**1,226**	**(736)**	**(250)**	**(486)**	
Education & Learning						
Devolved Schools	34,010	33,396	(614)	(437)	(177)	**Devolved Schools** have out turned an underspend of £(0.614)m this consists of £(0.462)m Primary - staffing turnover and vacant posts. £(0.188)m Secondary - Staffing £(0.314)m, Per Capita £0.126m overspend . ASN Overspend £0.041m - being Staffing £(0.052)m and per capita £0.093m. There is a minor underspend of £(0.005)m in Early Years. Any underspend in Devolved budgets is moved to earmarked reserves at year end and is available for use in the next financial year. The movement of £(0.177)m relates to additional funding allocated for ASN Refugee support £(0.102)m (2 additonal forecasted but income was not), Family Wellbeing Partnership £(0.040)m Secondaries, further staff turnover £(0.105)m and an increase in per capita spend of £0.070m
Early Years	10,782	10,211	(571)	(609)	38	**Early Years:** £(0.571)m **underspend.** Kidzone out of school care £0.026m overspend due to shortfall in income, Staffing is £(0.231)m underspent due to ongoing staff turnover, £(0.050)m underspend in payments to external nursery providers, £(0.022)m increase in fee income £(0.344m) in unallocated 1140 hrs funding and £0.050m Internal recharges (Catering, Cleaning, Utilities). The movement of £0.038m relates to further staff turnover £(0.009)m, increase in forecast for fees & charges £(0.008)m and other non staffing (Internal Recharges Catering, Cleaning etc) £0.055m

People	Annual Budget 2022/23	Actual to March 2023	Variance Actual to Budget at March 2023	Variance Forecast to Budget at December 2022	Variance movement December to March 2023	Narrative
	£'000	£'000	£'000	£'000	£'000	
ASN Non Devolved	6,763	6,825	62	61	1	**ASN Non Devolved:** £0.062m **overspend** - £0.080m overspend on pupil transport being Travel Escorts £0.042m and Pupil Transport £0.038m both demand led, £0.040m overspend on accessibility strategy (in line with previous years trends), £(0.032)m underspend on staffing relating to staff turnover, £(0.034)m underspend on Community Mental Health budgets (Surplus Budget not utilised) and £0.006m overspend on various non staffing. The movement of £0.001m relates to further staffing costs £0.031m, an increase in expenditure in Accessibility Strategy £0.006m, School Transport £0.009m, Community Mental Health £(0.034)m previously assumed spend to budget, Summer Of Well Being (£0.012m) and £0.001m small amounts.
Primary Non Devolved	2,071	2,467	397	(23)	**419**	**Primary Non Devolved:** £0.398m **overspend-** £(0.016)m underspend in core primary non devolved, consisting of £(0.074)m underspend on teachers supply, £(0.081)m underspend in staffing as a result of turnover, £(0.023)m underspend on pupil transport, £0.162m overspend on non staffing (Parent pay charges £0.010m, Cleaning £0.033m, Seemis £0.070m, Property costs £0.049m. Flexibility is £0.415m overspent due to shortfall in funding for pay awards Single Status £0.310m, Teachers £0.234m less unallocated flexibility Balance £(0.129)m. The movement of £0.421m relates to further staff turnover £(0.012)m, Teachers Supply £0.007m and £0.011m building repairs and maintenance and £0.415m within flexibility, pay awards Teachers 7% v 6% Forecast December £0.334m & late Budget Adj for Teachers Induction Scheme funding £0.081m.
Secondary Non Devolved	1,826	1,699	(127)	(115)	**(12)**	**Secondary Non Devolved:** £(0.127)m **underspend** - underspend in teachers supply; £(0.154)m with continuing difficulty in securing supply teachers, Staff turnover £(0.057)m, overspend on school transport of £0.039m due to inflationary pressures, Stirling Council Transport Co-ordination £0.021m and various other non staffing £0.024m. The movement of £(0.012)m relates to Teachers Supply Costs £(0.044)m, Bus contracts £(0.011)m Stirling Council Transport co-ordination £0.021m (re apportionment of charges on different basis), staff turnover £0.020m and other samll amounts £0.002m.
Pupil Equity Funding	2,343	1,555	(788)	(0)	**(788)**	**Pupil Equity Funding (PEF)** is allocated on an Academic Year basis and any underspend is carried forward with the requirement that it is fully spent by July of the following year, Academic Year 22-23 April - July £(0.788)m. Movement of £(0.788)m as previously forecast on budget as earmarked and carried forward.
Business Management	870	847	(24)	18	**(42)**	**Business Management** £(0.024)m underspend mainly staffing. The movement of £(0.042)m relates to Chief Officers Pay Award £0.027m less staffing recharges to Early Adopters and Family Wellbeing £(0.080)m and various minor movements totalling £0.011m
Other Areas	967	878	(89)	(12)	(77)	**In other areas -** Psychological Services £(0.069)m, School Crossing Patrols £(0.022)m, and Youth and Adult Services £0.003m combines to an underspend of £(0.089)m being staff turnover £(0.029)m and £(0.060)m "Mental Health Trauma" program underspend being earmarked for carry forward to 2023/24. The movement of £(0.077)m is further staff turnover £(0.017)m and £(0.060)m Mental Health Programs previously forecast on budget to be earmarked and carried forward.

People	Annual Budget 2022/23	Actual to March 2023	Variance Actual to Budget at March 2023	Variance Forecast to Budget at December 2022	Variance movement December to March 2023	Narrative
	£'000	£'000	£'000	£'000	£'000	
Education & Learning Total	59,632	57,878	(1,754)	(1,117)	(638)	
Care & Protection						
Children's Commissioned Services	607	756	149	149	0	Overspend of £0.149m - Payments to Voluntary organisations. The level of spend on Voluntary Organisations has not varied significantly in the last 3 years, this continues to present an ongoing budgetary pressure within commissioned services.
Corporate Parenting	6,257	6,809	552	567	(15)	Overspends as follows: Kinship & Residency- £0.333m overspend, there is now over 190 children in Kinship placements, with many of these receiving monthly allowance payments. Within the service, Kinship is viewed as a positive solution as it provides stability until the point where it is possible for the child to return to his/her parents. It is also the most affordable solution available. In 2023/24 the service will commence a review of current kinship, with the main aim being to establish if amounts currently being paid to kinship carers is appropriate to the current circumstances. The recent increase in Kinship payments is also a key reason for the reduction in Section 22 payments as some people receiving Section 22 payments have now been formalised into Kinship arrangements. Throughcare/Aftercare (TC/AC)- £ 0.070m overspend on Homecare costs. This mainly relates to a period in which TC/AC was responsible for a young person immediately prior to their transfer to the Adult Service. Woodside Children's Unit- £ 0.077m overspend. This primarily relates to staffing costs. The overall position for the year is positively impacted by the receipt of government income of £0.027m under the Home Office's Unaccompanied Young Asylum Seekers scheme for one young person who has been resident in Woodside since August 2022. £0.033m overspend on payments to individuals being supported by the Throughcare/Aftercare service Adoption & Fostering- £0.030m overspend. This is as a result of an increase of adoption payments by around 25% across the entire financial year (£0.050m) and a payment to another local authority in March 2023 that had not previously been notified (£0.090m). There has been a reduction in Fostering Costs of £(0.011)m, primarily as a result of 3 out of authority placements ending in-year. £0.009m various other overspends.
Fieldwork Children And Families	1,853	1,518	(335)	(230)	(105)	Underspends in : £(0.255)m in employee costs due to vacancies throughout the year. £(0.075)m in Section 22 grant payments. Partly related to the increase in Kinship payments as clients who would otherwise have received Section 22 grants have received monies under a formalised Kinship arrangements. £0.005m small variances in other areas.

People	Annual Budget 2022/23	Actual to March 2023	Variance Actual to Budget at March 2023	Variance Forecast to Budget at December 2022	Variance movement December to March 2023	Narrative
	£'000	£'000	£'000	£'000	£'000	
Residential Placements	3,439	3,935	496	431	65	Overspend £0.496m. A key aspect of this is 9 placements costing in excess of £0.200m per annum. Although some transitional plans are in place to reduce the overall cost going forward, there are currently a high instance of high cost placements. The overall position is positively impacted by the receipt of £0.041m under the Home Office's Unaccompanied Young Asylum Seekers scheme for one young person who has been resident in a Step Up location since May 2022.
Management Support	1,122	1,060	(62)	(71)	9	Business Support underspend of £(0.062)m in staffing costs due to vacancies. This also includes 1.2 FTE long term vacancy admin posts associated to the Management Team. These posts are being removed in 2023/24 as saving under the service redesign.
Permanence Team	339	180	(159)	(158)	(1)	£(0.159)m underspend in staffing due to vacancies throughout the year.
Early Interventions	1,721	1,379	(342)	19	(361)	£(0.337)m underspend in Early Help Hub. This is a grant received for Whole Family Wellbeing Fund. This was received during the final quarter of the financial year so spending plans are not yet completed. This is to be carried forward as an Earmarked reserve. £(0.005)m underspend in other areas
Criminal Justice Service	1,536	1,486	(50)	9	(59)	Underspend: £(0.100)m in payments to other Council accounts due late budget adjustment for funding of £0.108m, previously forecast as an overspend in the service. Overspends in: £0.026m in payments to voluntary organisations, as a result of agreement to pay NHS Forth Valley (Drug Testing and Treatment), not previously forecast. £0.014m overspend in employee costs as a result of high usage of agency staff throughout the year to cover vacancies. £(0.010)m across all other area of business
Community Justice	222	212	(10)	(1)	(9)	Overspend in: £0.013m in employee costs as a result of use of agency staff to cover vacancies. Offset by: Income received - £(0.023)m as a result of recharge of costs from Stirling Council £(0 013)m , government grant income £(0.007)m and internal recharges £(0.003)m.
Covid Funding	715		(715)	(715)	0	Funding to partially offset overspends in kinship and residential payments as a direct result of the pandemic.
Total Care & Protection	17,811	17,335	(476)	0	(476)	
Directorate Total	79,385	76,488	(2,897)	(1,283)	(1,616)	Of the £2.897m underspend £1.848m is earmarked for carry forward

People	Annual Budget 2022/23	Actual to March 2023	Variance Actual to Budget at March 2023	Variance Forecast to Budget at December 2022	Variance movement December to March 2023	Narrative
	£'000	£'000	£'000	£'000	£'000	

Place	Annual Budget 2022/23	Actual to March 2023	Variance to Budget at March 2023	Variance Forecast to Budget at December 2022	Variance movement December 2022 to March 2023	Narrative
	£'000	£'000	£'000	£'000	£'000	
Strategic Director	222	262	40	(5)	45	Overspend due to adhoc Legal expenses
Development	2,189	1,677	(512)	(112)	(400)	**Trading Standards**: £(0.020)m underspend - Payments to Contractors £(0.020)m not utilised **Environmental Health**: £(0.044)m underspend - £(0.009)m Employee Costs, £(0.011)m Supplies & Services, £(0.003)m Other Expenditure and £(0.021)m increase in other income. **Clackmannanshire Works**: £(0.111)m underspend - £0.013m increase in Employee Costs, £(0.033)m decrease in other costs, £(0.091)m increase in Grant Income. **Energy & Sustainability**: £(0.178)m underspend - £0.076m overspend in Staff Costs, £0.052m overspend Payments To Individuals, £0.022m overspend Other Council Accounts and £0.004m other small variances. Offset by £(0.018)m underspend Payments To Contractors, £(0.063)m Other Council Accounts Income, £(0.251)m Government Grants **Economic Development**: £(0.154)m underspend - underspend due to increase in funding claimed due to an increase in clients and reduction in amenities spend. **Building Standards**: £(0.001)m underspend **Implementation**: £0.001m overspend **Planning**: £(0.004)m underspend
Environment	9,294	9,014	(280)	(115)	(165)	**Senior Manager**: £(0.009)m underspend. £(0.009)m underspend contractor payments **Fleet**: £(0.081)m underspend. £0.104m overspend on Diesel / Petrol due to rising prices; £0.026m overspend on supplies & services / contractor payments mainly due to lease of electric vehicles (funded); £(0.025)m underspend of staff costs; £(0.043)m underspend on other vehicle costs due to less mileage / maintenance. £(0.143)m in increased income from recharges to services and additional funding for apprentice and electric vehicles. **Waste Management**: £(0.338)m underspend: £0.116m overspend for share of Transfer Loading Station and Green Waste costs at Polmaise as increased costs incurred by Stirling Council, £(0.032)m underspend in other waste treatment costs. £(0.066)m various small underspends. £(0.355)m increase in Income mainly through increased income / recharges to other services and external funding **Land**: £0.100m underspend - £(0.081)m underspend on staff. £0.023m overspend on short term hire, £0.039m overspend on Equipment, £0.190m overspend Contractors due to increased workload, £0.056m overspend on various other costs, offset by £(0.030)m underspend on Materials and £(0.297)m increased Income **Roads and Street Lighting**: £0.338m overspend - Roads £0.217m overspend: £0.471m underachieved income due to lack of resource and working on capital projects, offset by £(0.148)m underspend on staffing costs due to vacancies and £(0.106)m underspend on operational costs. Street Lighting £0.121m overspend: £0.086m overspend on utilities costs due to price increases and £0.035m overspend on materials **Transportation**: £(0.090)m underspend - mainly due to ongoing staff shortages resulting in the level of output / delivery of service being restricted.
Housing	(62)	(763)	(701)	(41)	(660)	**Ringfenced funding:** Underspends totalling £(0.662)m relating to Affordable Housing £(0.055)m, Rapid Rehousing £(0.088)m and Ukrainian Refugees £(0.519)m will require to be earmarked for future projects. This accounts for the movement since December. **Homelessness**: This service is now forecasting to underspend by £(0.049)m a movement of £(0.016)m since December. The main reason for this is reduced utilities costs and furniture purchase. **Strategic Housing**: There is now a small forecast overspend of £0.010m an increase of £0.018m from previously reported due to reduced grant income.
Property	21,179	19,874	(1,305)	28	(1,333)	**Catering**: £(0.222)m underspend, £(0.322)m movement - Underspend and movement due to staffing and additional income from nursery meals. **Building Operations**: £(0.875)m underspend, £(0.904)m movement - £(0.317)m underspend, £(0.298)m movement in utilities due to reduced usage; £(0.183)m underspend and movement on Kilncraigs LLP no longer required; £(0.111)m underspend and movement in CEEF, this is no longer running; **Repairs & Maintenance:** £(0.357)m underspend and movement of £(0.385)m initial forecast over stated the work that would be required prior to the year end. **Facilities**: £(0.168)m underspend, movement £(0.156)m due to staffing vacancies across cleaning and janitorial. **Rental Income**: £0.029m overspend, £0.119m movement due to reduced rental income. **PPP Contract**: £(0.071)m following review of insurance premiums included in contract.
Directorate Total	32,823	30,064	(2,759)	(246)	(2,513)	Of the £2.759m underspend £2.510m is earmarked for carry forward

Partnership & Performance	Annual Budget 2022/23	Actual to March 2023	Variance Actual to Budget at March 2023	Variance Forecast to Budget at December 2023	Variance movement December 2022 to March 2023	Narrative
	£'000	£'000	£'000	£'000	£'000	
Strategic Director - P&P	91	140	49	(0)	49	**Strategic Director** : Overspend £0.049m, movement £0.049m due to VS & unallocated savings not achieved.
Finance & Revenues	3,915	3,839	(76)	(134)	58	**Finance:** Underspend £(0.168)m, movement £(0.029)m - £(0.180)m underspend on staffing due to vacancies, partially offset by £0.024m Technology One support offset by Systems Admin Vacancy and External Audit Fee Increase £0.027m. £(0.020)m underspend on budget for IFRS16 system compliance (deferred), other Income £(0.019)m and Publications £(0.005)m. Movement due to staffing costs £(0.018)m, professional fees £(0.012)m, Other income £(0.003)m. Other small movements £0.004m. **Revenues:** Underspend £(0.012)m, movement £0.083m - £(0.142)m underspend on staffing due to vacancies, additional income of £(0.041)m, offset by an overspend in rent allowances/rent rebates of £0.145m, an overspend on council wide postage of £0.031m and other small variances totalling £(0.005)m. Movement due to continued overspend in rent allowances/rent rebates £0.068m, Staffing costs £0.008m and Postages £0.007m. **SWF :** Overspend £0.104m, movement £0.004m - due to Professional fees overspend of £0.169m (external staffing provision by Northgate) offset by staffing vacancies £(0.062)m and other small underspends £(0.003)m. Small movement mainly due to external support from Northgate.
HR & Workforce Development	1,770	1,724	(46)	(33)	(13)	**HR & Payroll :** Underspend £(0.046)m, movement £(0.013)m - underspend on Corporate Training £(0.060)m, Other Income £(0.028)m and Staff vacancies £(0.005)m. Overspend on Apprenticeship Levy £0.033m (council wide cost) and Computer Software Purchases £0.015m. Movement due to further saving to Corporate Training £(0.042)m offset by overspend on Apprenticeship Levy £0.033m and other small movements £(0.003)m.
Legal & Governance	1,518	1,507	(11)	(1)	(10)	**Elections :** Overspend £0.046m, movement £0.024m. Overspend due to Contractor spend £0.028m and Rental costs for property & equipment £0.018m. Movement due to Contractor costs. **Legal & Democracy :** Underspend £(0.068)m, movement £(0.052)m - underspend due to savings in staffing costs due to vacancies and turnover £(0.073)m, offset by other small variances £0.006m. Movement mainly due to staff vacancies. **Registrars :** Overspend £0.011m, movement £0.019m. Overspend due to staff costs £0.036m and Postages £0.003m, offset by incremental Registrars Fee Income £(0.030)m and other small variances £0.002m. Movement due mainly to increased staff costs.

Partnership & Performance	Annual Budget 2022/23	Actual to March 2023	Variance Actual to Budget at March 2023	Variance Forecast to Budget at December 2023	Variance movement December 2022 to March 2023	Narrative
Partnership & Transformation	3,517	3,307	(210)	(104)	(106)	**IT :** Underspend £(0.231)m, movement £(0.153)m. Underspend due to computer hardware maintenance underspend £(0.066)m, computer software maintenance underspend £(0.046)m and staff costs due to vacancies £(0.014)m and capitalisation of project related staff costs £(0.156)m. This is partially offset by overspend on telephony costs of £0.021m, printing & photocopying costs £0.020m and other small variances £0.010m. Movement due capitalisation of project related staff costs £(0.156)m and other small movements £0.003m. **Strategy & Performance** : Overspend £0.021m, movement £0.047m. Overspend due to unachieved other income £0.092m and overspend on payments to voluntary organisation £0.020m. This was partially offset by underspend on staff costs due to vacancies £(0.076)m, grants & donations underspend £(0.015)m and other small variances £(0.003)m. Movement due to payments to voluntary organisations £0.034m and unachieved other income £0.013m.
Directorate Total	**10,811**	**10,517**	**(294)**	**(272)**	**(22)**	**Of the £0.294m underspend £0.073m is earmarked for carry forward**

Corporate Budgets & Sources of Funding
Variances at 31 March 2023

Corporate	Annual Budget 2022/23	Actual to March 2023	Variance Actual to Budget at March 2023	Variance Forecast to Budget at December 2022	Variance movement December to March 2023	Narrative
	£'000	£'000	£'000	£'000	£'000	
Corporate Services & Centrally Held	532	1,072	540	330	210	Grant payments & corporate savings centrally held achieved within services - family friendly, turnover and mileage.
Misc Services - Non Distributed Costs	1,143	1,143	0	0	(0)	Nil variance
Central Support	(1,305)	(1,309)	(4)	0	(4)	Small variance
Central Scotland Valuation Joint Board	453	453	0	0	0	Nil variance
Interest on Revenue Balances	(91)	(259)	(168)	(53)	(115)	Interest income higher than budget due to increasing interest rates through the year.
Loans Fund Contribution	4,073	4,342	269	232	37	Premium charge
Contribution to Bad Debt Provision	200	179	(21)	0	(21)	Annual exervcise at year end lower than budgeted
Total expenditure	**5,005**	**5,621**	**616**	**509**	**107**	
Sources of Funding	**(153,689)**	**(153,693)**	**(4)**	**0**	**(4)**	Additional council tax income
Total	**(148,684)**	**(148,072)**	**612**	**509**	**103**	

H&SCP	Annual Budget 2022/23	Actual to March 2023	Variance Actual to Budget at March 2023	Variance Forecast to Budget at December 2022	Variance movement December to March 2023	Narrative
	£'000	£'000	£'000	£'000	£'000	
Employees						
Employee expenditure	9,978	9,202	(776)	(718)	(58)	There are significant pressures across staffing within Menstrie/Ludgate with a combined overspend of £0.532m, which for 2022/23 only are being partly met by a contribution from Covid funding of £(0.446)m. There are underspends across a number of services including Integrated Mental Health £(0.527)m, Disability Day Care £(0.178)m, Assessment and Care Management £(0.032)m, Business Support £(0.041)m and Reablement £(0.084)m.
Employee Total	**9,978**	**9,202**	**(776)**	**(718)**	**(58)**	
Long Term Care						
Nursing Homes	10,278	10,101	(177)	235	(412)	Nursing Care numbers stand at 228, an increase of 20 since the start of the year. Movement relates to transfer of Covid provider support costs in to Misc Thirds Party Expenditure as part of year end accounting.
Residential Homes	3,169	3,358	189	224	(35)	Residential Care numbers have remained stable at 48
Long Term Care Total	**13,447**	**13,459**	**12**	**459**	**(447)**	
Community Based Care						
Care at Home	11,799	11,799	0	291	(291)	Weekly hours currently stand at around 14,000 compared to pre-covid levels of 10,000. Older People and Physical Disability remains relatively stable with the growth being primarily driven by new developments in Learning Disability. The positive movement reflects the allocation of Covid Support funding in relation to excess demand.
Day Care	230	189	(41)	(17)	(24)	The underspend and movement are a result of reduced usage of Day Care as usage of Self Directed Support increases.
Direct Payments	1,254	1,300	46	26	20	Movement is the result of a increase in the number of payments for self directed support, offset by undersdpend on Day Care.
Housing aids & adaptations	159	115	(44)	(49)	5	Underspend as a result of activity being less than budget capacity as forecast during the year.
Housing with Care	163	80	(83)	(90)	7	Underspend as a result of activity being less than budget capacity as forecast during the year.

H&SCP	Annual Budget 2022/23	Actual to March 2023	Variance Actual to Budget at March 2023	Variance Forecast to Budget at December 2022	Variance movement December to March 2023	Narrative
	£'000	£'000	£'000	£'000	£'000	
Respite	129	162	33	29	4	Expenditure higher than forecast, movement is a result of increases in respite breaks in the final quarter.
Community Based Care Total	**13,734**	**13,645**	**(89)**	**190**	**(279)**	
Misc Third Party Payments						
Payments to Other OLA's/Agencies	230	313	83	136	(53)	Overspend relates to payments to other councils & NHS Complex Care, movement due to actual year end expenditure less than forecast.
Voluntary Organisations	378	242	(136)	(136)	0	Underspend on Payments to Third Party Organisations as forecast.
Misc Third Party Payments	335	1,374	1,039	302	737	Overspend relates to transfer of Covid provider Support Costs from service expenditure as part of year end accounting.
Misc Third Party Payments Total	**943**	**1,929**	**986**	**302**	**684**	
Supplies & Services						
Premises Expenditure	11	83	72	66	6	The budget covers cleaning materials within operational buildings. Overspend due to additional costs of materials due to increased covid related cleaning. The movement reflects cost pressures being higher anticipated.
Supplies and Services	401	386	(15)	74	(89)	Includes equipment, food and insurance, postage, printing and administration. Movement relates to year end capitalisation of equipment.
Transport Expenditure	48	50	2	2	0	
Supplies & Services Total	**460**	**519**	**59**	**142**	**(83)**	
Total Expenditure	**38,562**	**38,754**	**192**	**375**	**(183)**	
Income						
Other Income	(4,770)	(5,066)	(296)	0	(296)	Client income is higher than forecast as a result of increased service demand.
Resource Transfer (Health)	(8,625)	(8,521)	104	(15)	119	Includes Income from NHS, integration funding and contributions for complex care which depends on approved level of contributoins to care packages.
Income Total	**(13,395)**	**(13,587)**	**(192)**	**(15)**	**(177)**	
H&SCP Total	**25,167**	**25,167**	**0**	**360**	**(360)**	**Year end position is an underspend of £0.923m, with £0.572m use to offset Partnership overspend and £0.351m taken to reserves.**

Place Directorate
HRA Variances at 31 March 2023   **Appendix 8**

Housing Revenue Account	Annual Budget 2022/23	Actual to March 2023	Variance to Budget at March	Variance Forecast to Budget at December	Movement in variance March to December	Narrative
	£'000	£'000	£'000	£'000	£'000	
Employee expenditure	8,485	7,665	(820)	(679)	(141)	The underspend on staffing costs is £(820)k an increase of £(141)k from December. This increase has resulted from delays in progressing the restructure and from difficulties in recruiting to posts during the year, mainly tradespersons. There has been more of an emphasis on recruiting tradespersons recently and this has been successful. The continued charging of staff to the General Fund while operating in that area has also contributed to the underspend.
Premises expenditure	1,416	1,510	94	139	(45)	The main reason for the reduction in the overspend is with the easing of the pandemic the coverage of bad debts has been taken back to to 2019-20 levels rather than the full 100%. This has resulted in £(90)k less being required as a contribution to the bad debt provision. The overspend in void rent loss £89k an increase of £14k from December as numbers remain high. Increased cost on repairs by contractors of £67k from December have offset this reduction.
Transport expenditure	359	449	90	39	51	Overspend of £90k mainly due to additional costs of maintaining and running the fleet £51k.
Supplies and Services	2,666	2,225	(441)	(292)	(149)	The Service was unable to progress as expected in a few areas, the result of which has seen an increase in the underspend by £(149)k to £(441)k. Underspends on - Materials and equipment £(99)k, legal expenses and professional fees £(36)k and mobile phones and computer hardware £(30)k. It is hoped that as staff move away from supporting the General Fund that progress can be made on the developments that were on hold in 2022/23.
Third Party Payments	1,392	2,034	642	525	117	The main reason for the increase in the overspend is the continued requirement to use sub contractors on the capital programme. This extra cost is compensated by extra income as shown below. Expenditure on sub contractors this year is £650k over budget and some of this can be recharged to Capital, however the use of Trades staffing is prioritised to reduce the reliance on private contractors on core work.
Support Services	1,204	1,168	(36)	0	(36)	Small reduction in actual costs posted.
Capital financing costs	1,707	1,504	(203)	(259)	56	As a result of no requirement for borrowing the loans fund interest and expenses are lower than budget.
Total Gross Expenditure	**17,229**	**16,555**	**(674)**	**(527)**	**(147)**	
Income	(22,854)	(23,541)	(687)	(253)	(434)	Additional income from charges for work done on Capital Projects and General Fund buildings of £(539)k. Offset by costs of sub contractors above.
Total Net Expenditure	**(5,625)**	**(6,986)**	**(1,361)**	**(780)**	**(581)**	

Housing Capital Programme 2022-23

Variances at 31 March 2023

	Project Code	Revised 22-23 Budget £	Net Expenditure to 31/03/23 £	Actual to Budget Variance £	C/F to 2023-24 £
SCOTTISH HOUSING QUALITY STANDARD					
TACKLING SERIOUS DISREPAIR					
PRIMARY BUILDING ELEMENTS					
Structural Works					
Structural Upgrades	10192	430,000	340,833	(89,167)	
Asbestos Testing for Council Houses	10071	20,000	9,033	(10,968)	
Asbestos Removal Works for Council Houses	10072	50,000	27,663	(22,337)	
Structural Works		**500,000**	**377,528**	**(122,472)**	
SECONDARY BUILDING ELEMENTS					
Damp/Rot					
Damp & Rot Works	10195	120,000	208,609	88,609	
Damp/Rot		**120,000**	**208,609**	**88,609**	
Roofs / Rainwater / External Walls					
Roof & Render Upgrading Works	10196+10264	1,000,000	325,978	(674,022)	
Roofs / Rainwater / External Walls		**1,000,000**	**325,978**	**(674,022)**	
Windows					
Window Replacement	10247	1,800,000	2,360,837	560,837	
Windows		**1,800,000**	**2,360,837**	**560,837**	
		2,920,000	**2,895,424**	**(24,576)**	
ENERGY EFFICIENCY					
Central Heating - Design and Installation 2019-22	10193+10263	650,000	558,622	(91,378)	
Weir Multicon Upgrade	10178	0	8,557	8,557	
Renewable Central Heating Systems	10232	60,000	171	(59,829)	
Energy Performance Certificates Programme	10233	50,000	50,000	0	
Internal Wall Insulation	10249	50,000	0	(50,000)	
Full/Efficient Central Heating		**810,000**	**617,350**	**(192,650)**	
MODERN FACILITIES & SERVICES					
Kitchen Renewal					
Kitchen Replacement	10158	1,000,000	466,853	(533,147)	
Kitchen Renewal		**1,000,000**	**466,853**	**(533,147)**	
Bathrooms					
Bathroom Replacements	10141	50,000	50,795	795	
Bathrooms		**50,000**	**50,795**	**795**	
		1,050,000	**517,648**	**(532,352)**	
HEALTHY, SAFE & SECURE					
Safe Electrical systems 2018-22	10171+10265	1,544,200	715,177	(829,023)	
Safe Electrical Systems		**1,544,200**	**715,177**	**(829,023)**	
Communal Areas (Environmentals)					
External Works : Fencing, Gates, Paths	10090	426,500	118,127	(308,373)	
Secure Door Entry Upgrade 2021-25	10160	200,000	250,069	50,069	
CCTV Security	10250	100,000	0	(100,000)	
Communal Areas (Environmentals)		**726,500**	**368,196**	**(358,304)**	
		2,270,700	**1,083,374**	**(1,187,326)**	

Housing Capital Programme 2022-23

Variances at 31 March 2023

	Project Code	Revised 22-23 Budget £	Net Expenditure to 31/03/23 £	Actual to Budget Variance £	C/F to 2023-24 £
NON-SHS ELEMENTS					
PARTICULAR NEEDS HOUSING (CITC)					
Conversions & Upgradings					
Conversions & Upgradings	10092	70,000	28,750	(41,250)	
Conversions & Upgradings		**70,000**	**28,750**	**(41,250)**	
Disabled Adaptations					
Aids & Adaptations	10161	500,000	211,778	(288,222)	
Disabled Adaptations		**500,000**	**211,778**	**(288,222)**	
Environmental Improvements					
HRA Roads & Footpaths Improvements	10099	100,000	93,115	(6,885)	
Tenant Community Improvement Fund	10100	305,000	237,952	(67,048)	
Environmental Improvements		**405,000**	**331,067**	**(73,933)**	
		975,000	**571,595**	**(403,405)**	
Council New Build Housing					
Off The Shelf Purchase	10105	1,845,000	1,771,810	(73,190)	73,000
Estate Management Redesign	10234	0	0	0	
Lochies Road Clackmannan	10248	1,385,000	0	(1,385,000)	85,000
Council New Build Housing		**3,230,000**	**1,771,810**	**(1,458,190)**	
		3,230,000	**1,771,810**	**(1,458,190)**	
OTHER					
Other Costs / HBMS					
Construction Design Management	10143	20,000	22,565	2,565	
Computer Equipment - New (HBMS)	10111	372,000	0	(372,000)	372,000
Lock Up Strategy	10185	278,700	132,386	(146,314)	
Westhaugh Travelling Site - Alva	10186	0	0	0	
IT Infrastructure - Clacks IT	10188	21,000	2,028	(18,972)	
Demolitions	10200	134,800	0	(134,800)	
Other Costs / HBMS		**826,500**	**156,979**	**(669,521)**	
TOTAL CAPITAL EXPENDITURE		**12,582,200**	**7,991,708**	**(4,590,492)**	
Sale of Council Property					
Sale of Council Houses	10112		-168,544	(168,544)	
Sale of Council Property			**-168,544**	**(168,544)**	
NET EXPENDITURE		**12,582,200**	**7,823,164**	**(4,759,036)**	**530,000**

General Fund Capital Outturn 2022/23

As at 31 March 2023

Project ID	Project Manager	Project ID Description	Amended Budget £	Total Expenditure £	(Under)/Over spend £	Proposed C/fwd to 2023/24 £
Community Investment Strategy						
All Clackmannanshire Areas						
10042	CJARVIE	Community Investment Grants	60,000	56,080	(3,920)	0
10235	PLEONARD	City Deal Regional Energy Masterplan	0	41,327	41,327	0
10156	PLEONARD	City Deal (Land)	36,250	0	(36,250)	0
10174	SCRICKMAR	Fitness Suite Replacement	12,000	0	(12,000)	0
10209	PLEONARD	City Deal RPMO	100,000	87,532	(12,468)	0
10270	PLEONARD	City Deal - Japanese Garden	750,000	750,000	(0)	0
10213	PLEONARD	Innovation Hub Delivery	400,000	0	(400,000)	400,000
10086	EFYVIE	Renewable Energy Projects	80,000	0	(80,000)	50,000
10246	LSANDA	WELLBEING HUB RESOURCING	0	0	0	0
10251	LSANDA	Wellbeing Hub - Permanant	370,313	168,193	(202,120)	0
10267	LSANDA	CO2 Monitors in Schools	0	46,883	46,883	0
10272	M BOYLE	Free school Meals	284,000	0	(284,000)	284,000
		Total All Clackmannanshire Areas	**2,092,563**	**1,150,015**	**(942,548)**	**734,000**
Alloa Cluster						
10000	JALLAN	Schools ICT Replacement - Alloa	62,661	57,715	(4,947)	0
10005	IMCDONALD	Park, Play Area & Open Space Improvements - Alloa	91,800	148,676	56,876	0
10006	AMORRISON2	Park Primary School - School Development	359,265	25,353	(333,912)	0
10007	JALLAN	School Interactive Display Replacement - Alloa	4,935	4,935	(0)	0
10008	PLEONARD	Heritage Improvement	0	38,716	38,716	0
10168	GMACLACHLAN	Forthbank Road Operational Facilities	20,000	0	(20,000)	0
10183	GSTUART	Forthbank Recycling Centre Improvements	0	3,511	3,511	0
					0	
		Total Alloa Cluster	**538,661**	**278,904**	**(259,757)**	**0**
Hillfoots Cluster					0	
10030	SCULLEN	Village and Small Town - Tillicoultry	100,000	0	(100,000)	0
10031	JALLAN	Schools ICT Replacement - Alva Academy	42,373	13,079	(29,294)	
10035	JALLAN	School Interactive Display Replacement - Alva	3,935	3,797	(138)	0
10039	SCULLEN	Village and Small Town - Dollar	51,617	0	(51,617)	
10118	AMORRISON2	Coalsnaughton Primary School - School Development	106,000	0	(106,000)	
10029	AMANZIE	Street Lighting Improvements - Tillicoultry & Alva	0	0	0	0
10032	PLEONARD	Alva Community Campus/Locality Hub/Primary School	0	0	0	0
10085	PLEONARD	Dumyat Visitor Hub	0	1,938	1,938	0
10140	SCULLEN	Village and Small Town - Alva	412,949	621,270	208,321	0
					0	
		Total Hillfoots Cluster	**716,874**	**640,084**	**(76,790)**	**0**
Lornshill Cluster						
10011	JALLAN	Schools ICT Replacement - Lornshill	73,036	62,131	(10,905)	0
10014	AMORRISON2	Craigbank Primary School Refurbishment	-7,354	0	7,354	0
10015	SCULLEN	Safer Routes to School	705,918	0	(705,918)	0
10017	AMORRISON2	School Estate - Tullibody South Campus	50,000	49,809	(191)	0
10020	JALLAN	School Interactive Display Replacement - Lornshill	38,555	38,555	0	0
10125	AMORRISON2	Banchory Primary School - School Development	16,079	0	(16,079)	0
10149	PLEONARD	Clackmannan Regeneration	1,562,550	229,317	(1,333,233)	1,333,233
10024	PLEONARD	Clackmannan Primary School Refurbishment/Locality Hub	0	850	850	0
10043	PLEONARD	Lochies Primary School - School Development	0	0	0	0
10034	IMCDONALD	Hillfoots Glen - Upgrading - Alva	0	1,330	1,330	0
10164	CJARVIE	Clackmannan CAP	93,000	0	(93,000)	0
					0	
		Total Lornshill Cluster	**2,531,784**	**381,991**	**(2,149,793)**	**1,333,233**
Total Community Investment Strategy			**5,879,882**	**2,450,995**	**-3,428,887**	**2,067,233**

Project ID	Project Manager	Project ID Description	Amended Budget £	Total Expenditure £	(Under)/Over spend £	Proposed C/fwd to 2023/24 £
Fleet Asset Management Strategy						
10062	kphilliben	Vehicle Replacement	973,448	555,479	(417,969)	332,664
Total Fleet Asset Management Strategy			**973,448**	**555,479**	**(417,969)**	**332,664**
IT Asset Management Strategy						
All Clackmannanshire Areas						
10041	JALLAN	Schools ICT Replacement - All Primaries	203,851	129,057	(74,794)	74,794
10227	JALLAN	CRB System	40,000	0	(40,000)	0
10229	JALLAN	Interactive Screen Replacement (Secondary Schools)	123,000	123,001	1	0
10230	JALLAN	ICT Replacement (Secondary Schools)	0	0	0	0
10255	FCOLLIGAN	Digital Transformation - Work Smarter	950,000	198,591	(751,409)	551,409
10256	CJARVIE	IT Resourcing - Corporate	165,300	193,270	27,970	0
10257	CJARVIE	IT Resourcing - Digital Rollout	50,155	51,531	1,376	0
		Total All Clackmannanshire Areas	**1,532,306**	**695,449**	**(836,857)**	**626,203**
IT Asset Management Strategy						
10064	JALLAN	IT Infrastructure	160,515	65,562	(94,953)	94,953
10065	lbarker	Social services adaptations	75,000	74,242	(758)	0
10253	lbarker	Tech Analogue to Digital Trans	386,000	201,587	(184,413)	184,413
10066	FCOLLIGAN	Social Services IT System	331,500	0	(331,500)	0
10067	JALLAN	Digital Transformation	0	8,822	8,822	0
10187	JALLAN	Digital Infrastructure	605,827	1,675	(604,152)	604,152
10202	JALLAN	Digital Learning Strategy	494,241	494,097	(144)	0
10207	JALLAN	Digital Foundations : M365	43,833	1,140	(42,693)	
10210	JALLAN	Homeworking	17,355	17,347	(8)	0
10225	JALLAN	Upgraded Telephony System	348,931	146,323	(202,608)	
10231	RSCOBBIE	Building Energy Management System	81,620	49,738	(31,882)	31,882
		Total IT Asset Management Strategy	**2,544,822**	**1,060,533**	**(1,484,289)**	**915,400**
Total IT Asset Management Strategy			**4,077,128**	**1,755,982**	**-2,321,146**	**1,541,603**
Land Asset Management Strategy						
Alloa Cluster						
10245	PLEONARD	West End Park Improvements	119,158	101,154	(18,004)	18,004
10262	AMORRISON2	St Mungos Primary - Demolition	250,000	0	(250,000)	0
			0			
		Total Alloa Cluster	**369,158**	**101,154**	**(268,004)**	**18,004**
Land Asset Management Strategy						
10061	GSTUART	Wheeled Bins	27,143	49,412	22,269	0
10258	GWRIGHT	Kilncraigs - Stone Preservation	120,000	0	(120,000)	0
10096	EFYVIE	Gartmorn Dam Country Park	22,000	0	(22,000)	22,000
		Total Land Asset Management Strategy	**169,143**	**49,412**	**(119,731)**	**22,000**
Total Land Asset Management Strategy			**538,301**	**150,566**	**(387,735)**	**40,004**
Property Asset Management Strategy						
All Clackmannanshire Areas						
10224	NHERKES	Learning Estate Cleaning Equipment	35,129	4,125	(31,004)	0
10226	GWRIGHT	Wellbeing Hub - Demolition of ALB	397,335	53,888	(343,447)	343,447
10252	LSANDA	Wellbeing Hub - Interim Pool	2,154,386	0	(2,154,386)	0
10259	PLEONARD	Strategic Estates Enhancements	315,000	0	(315,000)	0
10254	SCRICKMAR	Capital Program Legal Resource	110,000	15,424	(94,576)	94,576

Project ID	Project Manager	Project ID Description	Amended Budget	Total Expenditure	(Under)/Over spend	Proposed C/fwd to 2023/24
			£	£	£	£
10219	AMORRISON2	Learning Estate - Condition Surverys	74,748	0	(74,748)	0
10260	AMORRISON2	Learning Estates - Option Appraisals	213,512	35,480	(178,032)	0
10261	AMORRISON2	Learning Estates - Contingencies	476,488	7,805	(468,683)	0
10268	EFYVIE	Nature Restoration Fund	0	64,458	64,458	0
		Total All Clackmannanshire Areas	**3,776,598**	**181,181**	**(3,595,417)**	**438,023**
Alloa Cluster						
10191	EFYVIE	Town Centre Regeneration Fund	455,472	170,140	(285,332)	285,332
10208	GWRIGHT	Bowmar Community Hub	2,637	20,524	17,887	0
10214	GWRIGHT	Kilncraigs - Roof	0	0	0	
		Total Alloa Cluster	**458,109**	**190,665**	**(267,444)**	**285,332**
Property Asset Management Strategy						
10045	SGRAHAM	Statutory Compliance DDA Schools	17,000	11,500	(5,500)	0
10046	SGRAHAM	Compliance - Asbestos Removal (Schools)	10,000	2,105	(7,895)	0
10212	PLEONARD	Car park works	64,905	0	(64,905)	0
10220	SGRAHAM	Clackmannan Town Hall Roof and Wall Upgrade	1,078,852	914,596	(164,256)	164,256
10221	SGRAHAM	Cemetery Walls Upgrade	298,784	23,339	(275,445)	275,445
		Total Property Asset Management Strategy	**1,469,541**	**951,540**	**(518,001)**	**439,701**
Total Property Asset Management Strategy			**5,704,248**	**1,323,385**	**(4,380,863)**	**1,163,056**
Roads Asset Management Strategy						
All Clackmannanshire Areas						
10176	SCULLEN	Electric Vehicle Charge Points	0	133,717	133,717	0
10093	SCULLEN	Active Travel Route Railway Station	25,000	0	(25,000)	0
		Total All Clackmannanshire Areas	**25,000**	**133,717**	**108,717**	**0**
Road Asset Management Strategy						
10049	SCULLEN	Flood Prevention	78,931	35,281	(43,650)	43,650
10050	SCULLEN	Cycle Routes	235,495	72,677	(162,818)	0
10051	GMACLACHLAN	Carriageways	2,532,142	2,655,115	122,973	0
10054	SCULLEN	Bridge Improvements	175,569	51,916	(123,653)	0
10055	SCULLEN	Road Safety	0	30,207	30,207	0
10056	GMACLACHLAN	Lighting Replacement	303,423	450,219	146,796	0
10218	SCULLEN	Bus Priority Rapid Development Fund	31,794	0	(31,794)	0
10222	SCULLEN	Active Travel Route - Alloa-Alva-Menstrie	30,000	0	(30,000)	0
		Total Road Asset Management Strategy	**3,387,354**	**3,295,413**	**(91,941)**	**43,650**
Total Roads Asset Management Strategy			**3,412,354**	**3,429,130**	**16,776**	**43,650**
Place Based Investment Fund						
10299	EFYVIE	Wimpy Park Play Facilities	0	45,100	45,100	0
10300	EFYVIE	Tullibody Civic Centre - Outdoor Playing Surface	0	116,250	116,250	0
10301	EFYVIE	Hawkhill Community Centre - Outdoor Playing Surface	0	101,250	101,250	0
Total Place Based Investmemt Fund			**0**	**262,600**	**262,600**	**0**
		Total Expenditure	**20,585,361**	**9,928,137**	**(10,657,224)**	**5,188,210**
		Total Income	**(7,143,000)**	**(7,143,000)**	**0**	**0**
NET Expenditure			**13,442,361**	**2,785,137**	**(10,657,224)**	**5,188,210**

Earmarked Reserves from Underspends 2022/23   **Appendix 11**

Description	£000's
Devolved School Management	573
Pupil Equity Fund (PEF)	788
Ringfenced Housing Grants	143
Other Miscellaneous Commitments	1,218
Specific Employability Funding	43
Developer Contributions	38
Ukrainian Refugee Support	519
Homeless Accommodation	1,109
TOTAL	**4,431**

CLACKMANNANSHIRE COUNCIL

Report to: Audit and Scrutiny Committee

Date of Meeting: 24th August 2023

Subject: Exceptions from the Application of Contract Standing Orders

Report by Strategic Director Partnership & Performance

1.0 Purpose

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

2.0 Recommendations

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

3.0 Considerations

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

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

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

3.3 Two exceptions were considered since the last report in June 2023

3.3.1 To permit the appointment of Forth Environment Link (FEL) to deliver the community engagement and capacity building elements of the Forthbank Renewable Energy and Food Growing Demonstrator project which is being funded by the Scottish Government's Vacant and Derelict Land Fund from the 1 August 2023 - 31 March 2024 at a value of £35,000

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

Reference 2/6/2073

Granted

Based on the information provided the exception was granted and being directly awarded due to FEL is already a full partner in the Forthbank project with detailed knowledge of its scope and required outcomes.

The Currently provide expertise in food strategy and food growing at a Clackmannanshire level, which is a key element of this project and have a successful delivery of Clacks Good Food Partnership with a good performance track record and have a unique specialism in this area

Furthermore they have experience of delivering related programmes and projects in partnership with our communities, particularly in Alloa south and east, our target area consequently there is a lack of alternative suppliers with required skillset level, local knowledge (including the local challenges) and existing engagement

Most of the work will be carried out prior to 31 March 2024. However there may be a small amount additional work that takes place after this time if the project runs on. If this is the case, the service will use alternative funding out with the grant

Conditions

Procurement Form 2 should be completed and authorised for this requirement
A purchase order should be raised to cover the period requested
The award should be published in Public Contracts Scotland

3.3.2 To permit the appointment of Cecilia Meechan into a Personal Services Contract (PSC) with Clackmannanshire Council to act as independent chair for the child protection and adult protection committees over an 18 month period with the possibility of extension for 6 months to the value of £65,000 The PSC is being requested following advice from Legal and HR

The basis of the exception request is that, in terms of 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 2/6/2077

Granted

She has experience working with Clackmannanshire Council in the role of Independent Chair for the Child Protection Committee and Adult Protection Committees and is available immediately.

She has been the Independent Chair for the Clackmannanshire & Stirling child protection and adult protection committees for 2 years which recently expired.

She has experience interagency working for both Adult and Child Protection Committees. This experience is essential for the role as there are ongoing commitments required that cannot be delayed. There is also no in-house availability as legal have stated this role requires a PSC.

Conditions

A Procurement Form 2 should be completed and authorised
The supplier will need to be set up in the financial system in order to raise a Purchase order to cover the period and value requested.
A award notice should be published in Public Contracts Scotland
Any further requirements for this role should be subject to a procurement exercise and undertaken within the potential 6 month extension period

4.0   Sustainability Implications

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

5.0   Resource Implications

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

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

6.0   Exempt Reports

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

7.0   Declarations

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

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

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

(2)   Council Policies (Please detail)

Contract Standing Orders

Financial Regulations

8.0   Equalities Impact

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

N/A

9.0 Legality

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

10.0 Appendices

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

none

11.0 Background Papers

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

No ☑ (please list the documents below)

Author(s)

NAME	DESIGNATION	TEL NO / EXTENSION
Derek Barr	Procurement Manager	2017

Approved by

NAME	DESIGNATION	SIGNATURE
Stuart Crickmar	Strategic Director Partnership & Performance	

CLACKMANNANSHIRE COUNCIL

Report to: Audit & Scrutiny Committee

 Date of Meeting: 24 August 2023

Subject: Update on Outstanding Internal Audit Actions

Report by: Strategic Director: Partnership and Performance

1.0 Purpose

1.1. The purpose of this report is to provide Audit & Scrutiny Committee a progress update on outstanding actions arising from Internal Audit reports.

1.2. Appendix 1 provides a summary update on the progress, with key points highlighted in the *Considerations* section of this report.

2.0 Recommendations

2.1. Committee is asked to:

2.2. note, comment on and challenge the report; and

2.3. note that progress updates on outstanding Internal Audit actions will be provided henceforth on a six monthly basis.

3.0 Considerations

3.1. Systematic updates on outstanding Internal Audit actions have not been provided to Committee since the pandemic response began. Given the reprioritisation of service provision and staff abstractions over a period of nearly 3 years, it was inevitable that backlogs and overruns in progressing actions would occur to some extent. Extensive efforts are being to ensure all Internal Audit actions are progressed.

3.2. This report provides Committee with progress on current outstanding Internal Audit actions in order to provide and update position. It is proposed that henceforth systematic updates will be provided to Committee every six months for assurance purposes. Given the passage of time, this update is larger than is likely to be routine.

3.3. Appendix 1 provides a summary illustration of progress against Internal Audit reports, as well as an update against each action where progress is ongoing. It should be noted that these are manager assessment. Should Internal Audit identify any variances as part of verification works, these will be reported to Committee.

3.4.   Key points to highlight are as follows:

3.4.1. Of the sixteen outstanding reports, eight are assessed as complete;

3.4.2. Of the remaining eight, five are assessed as having completed the majority of actions, with a number due to complete in the next few months. These are:

- Corporate Risk Management Arrangements 2021/22

- Waste Services Procurement Arrangements 2019/20

- Legionella Management Arrangements 2021/22

- Procurement – Contract Monitoring – Facilities Management Repairs & Maintenance 2021/22

- CONTEST, Prevent & Serious Organised Crime Readiness 2018/19

3.4.3. Of the three where least progress has been made, the majority of actions are assessed as due to complete by the end of 2023/24. These are:

- Use & Control of Social Media 2020/21

- Housing Arrears and Rent Collection Management 2019/20

- Sundry Debtors 2017/18

3.5.   It should be noted that there are also a number of more recently completed Internal Audit reports which are in the process of being uploaded to the Pentana system. Progress with these and any subsequent reports will be reported to the Committee at the next scheduled report and 6 monthly thereafter.

3.6.   The full list of Internal Audit actions will be provided to Members of the Committee as a background report.

Conclusion

3.7.   Significant organisational change, the pandemic response and its aftermath have impacted on the progression of a number of actions identified through Internal Audit reports. Efforts are being made to ensure all outstanding actions are being progressed as soon as possible. Going forward, systematic, 6 monthly progress updates will provide Committee with ongoing assurance.

4.0   Sustainability Implications

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

5.0   Resource Implications

5.1. Financial Details

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

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

5.4. Staffing – no direct implications.

6.0 Exempt Reports

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

11.0 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)

12.0 Equalities Impact

12.1 Have you undertaken the required equalities impact assessment to ensure that no groups are adversely affected by the recommendations?
Yes ☐   No ☑ Not applicable.

13.0 Legality

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

14.0 Appendices

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

Appendix 1 – Update Report on Outstanding Internal Audit Actions

15.0 Background Papers

15.1 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)
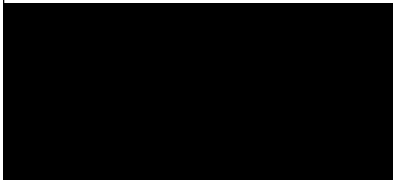
Yes ☑ (please list the documents below)   No ☐

Full List of Internal Audit Actions – Pentana Extract

Author(s)

NAME	DESIGNATION	TEL NO / EXTENSION
Stuart Crickmar	Strategic Director	2127

Approved by

NAME	DESIGNATION	SIGNATURE
Stuart Crickmar	Strategic Director	

Internal Audit Progress Report as at 9th August 2023

ACTION STATUS KEY	
🛑	Overdue
⚠️	Check Progress (Assigned)
▶️	In Progress, on track
✅	Completed
❌	Cancelled

Summary - all audits

Code	Audit	Assurance Level	Status	Date Completed
IAF A07 CRM	Corporate Risk Management Arrangements 20/21	Substantial assurance	▶️	
IAF A08 SWS	Staff Wellbeing and Support Arrangements 21/22	Substantial assurance	✅	08-Aug-2023
IAF A08 WAS	Waste Service Procurement Arrangements 19/20	Substantial / Limited assurance	🛑	
IAF A09 LMA	Legionella Management Arrangements 21/22	Substantial assurance	🛑	
IAF A09 POA	Purchase Order / Invoice Authorisation and Certification – Transactional Testing 19/20	Substantial assurance	✅	09-Aug-2023
IAF A10 HPU	System Administration – High Privilege User Access to Key Corporate Systems 19/20	Substantial assurance	✅	04-Dec-2019
IAF A10 SMD	Use and Control of Social Media	Substantial assurance	🛑	
IAF A15 CFM	Procurement - Contract Monitoring - Facilities Management Repairs and Maintenance 21/22	Assurance level n/a	🛑	

Code	Audit	Assurance Level	Status	Date Completed
IAF A16 HRC	Housing Rent Collection and Arrears Management 19/20	Substantial assurance	🔴	
IAF BSC	Building Security 18/19	Limited assurance	✅	08-Aug-2023
IAF CON	CONTEST, Prevent and Serious Organised Crime Readiness 18/19	Substantial assurance	🔴	
IAF EAM	Education Asset Management 20/21	Assurance level n/a	✅	12-May-2022
IAF EDT	Education Transport	Assurance level n/a	✅	22-Jun-2023
IAF IG2	GDPR Readiness 18/19	Substantial / Limited assurance	✅	08-Aug-2023
IAF SDB	Sundry Debtors 17/18	Assurance level n/a	🔴	
IAF SSU	Supplier Set Up 18/19	Assurance level n/a	✅	01-Aug-2019

Code	Finding/Recommendation	Agreed Action	Grading	Status	Due Date	Latest Note	Lead
IAF CRM 001	The Risk Management Strategy (and associated guidance) should be reviewed and updated by the Strategic Director - Partnership and Performance. Thereafter, the revised documentation should be submitted to the Strategic Leadership Group and Audit Committee for approval. On completion of the approval process, the revised Strategy (and associated guidance) should be disseminated to all staff and elected Members. The Audit Committee must ensure that the Strategy revision, approval, and dissemination process is undertaken in a timely manner, and challenge the Strategic Director – Partnership and Performance on any delays.	The review and updating of the Risk Management Strategy will form part of the Partnership & Performance Business Plan for 2021/22 and the Audit Committee forward plan.		🛑	15-Jun-2023	Progress was delayed due to workload issues in various areas, The strategy has been drafted, including new elements to better translate high-level principles into practical operational support for staff and managers. These elements are currently being consulted on with the Corporate Risk & Integrity Forum and the Health & Social Care Joint Risk Forum (among others) and will be proposed for approval to Council in October 2023.	Stuart Crickmar
IAF CRM 004	The Strategic Director - Partnership and Performance should complete a Training Needs Analysis to identify the level and type of risk management training required by each category of staff (and elected Members). Thereafter, a Training Programme should be developed and implemented to satisfy all identified needs. In addition, the content of the online 'Risk Analysis' training module should be reviewed and updated to ensure that there is greater alignment with the Risk Management Strategy (and associated guidance). Thereafter, all staff should be required to complete the module on an annual basis. Finally, the format of the corporate	Training for elected members on risk will be identified and delivered. A training needs analysis process will be undertaken to understand the training requirements.		🛑	31-Oct-2021	Needs assessed (as per action 3), training content defined and materials produced, focussing on key principles, public sector complexities, local arrangements, scrutinising governance & risk, and current/future development. A TNA is planned for the Audit & Scrutiny Committee during late summer/early autumn 2023 – work being refreshed in consideration of the fact that we are now in a new administrative cycle with a new committee make up.	Lee Robertson

Code	Finding/Recommendation	Agreed Action	Grading	Status	Due Date	Latest Note	Lead
	Induction Programme checklist should be amended to mandate the issue of the Risk Management Strategy to, and completion of the 'Risk Analysis' training module by, new starts.						
IAF CRM 005	The Strategic Director - Partnership and Performance should complete a Training Needs Analysis to identify the level and type of risk management training required by each category of staff (and elected Members). Thereafter, a Training Programme should be developed and implemented to satisfy all identified needs. In addition, the content of the online 'Risk Analysis' training module should be reviewed and updated to ensure that there is greater alignment with the Risk Management Strategy (and associated guidance). Thereafter, all staff should be required to complete the module on an annual basis. Finally, the format of the corporate Induction Programme checklist should be amended to mandate the issue of the Risk Management Strategy to, and completion of the 'Risk Analysis' training module by, new starts.	The review of the risk analysis training module on Clacks Academy will take place after the approval of the revised risk strategy.		▶	30-Sep-2023	Module will be aligned to strategy, once approved (% progress reflects the fact that content has already been broadly agreed by the risk forum). As stated, it is inappropriate to make annual completion mandatory for all staff and the module will instead be targeted at managers, project/functional leads, and other relevant officers.	Judi Richardson
IAF CRM 006	The Strategic Director - Partnership and Performance should complete a Training Needs Analysis to identify the level and type of risk management training required by each category of staff (and elected Members). Thereafter, a Training Programme should be developed and implemented to satisfy all identified needs. In addition, the content of the online 'Risk Analysis' training module should be reviewed and updated to ensure that	Mandatory training is provided for via the Corporate Learning & Development Policy, and establishes a minimum standard for the wellbeing and safety of all staff. As such, the agreed risk TNA process, and revised risk strategy will help establish whether risk analysis training is appropriate for all staff and the most appropriate vehicle for delivery. It is not general practice to physically issue a strategy to staff, and as such		⬣	31-Dec-2021	The strategy delivery plan includes actions to ensure risk management is embedded in induction and leadership development, whether as a stand-alone topic, or as part of the toolkit for managing other explicit risks. There is an additional action to create an intranet page to ensure all key corporate governance strategies, guidance and templates are accessible to staff in a single location. (Again, this action has been marked as started as content will	Alastair Hair

Code	Finding/Recommendation	Agreed Action	Grading	Status	Due Date	Latest Note	Lead
	there is greater alignment with the Risk Management Strategy (and associated guidance). Thereafter, all staff should be required to complete the module on an annual basis. Finally, the format of the corporate Induction Programme checklist should be amended to mandate the issue of the Risk Management Strategy to, and completion of the 'Risk Analysis' training module by, new starts.	alternative provision will made through highlighting risk management, and relevant locations of strategies via the corporate induction process. Additionally, part of the corporate induction process includes mandatory training, and as such this will be considered in line with the review of 'risk analysis' training.				be driven by the strategy, which has already been broadly agreed).	

IAF A08 WAS   **Waste Service Procurement Arrangements 19/20**   **Substantial / Limited assurance**

Code	Finding/Recommendation	Agreed Action	Grading	Status	Due Date	Latest Note	Lead
IAF WAS 005	The points in relation to a Waste Service Commodity Strategy should be addressed Report Paragraph: 3.8	A Waste Service Commodity Strategy will be developed		🛑	31-Mar-2020	Document produced, which lists every contract in place for the commodities the Council is seeking an outlet for. Contract value, start and expiry date etc for each contract detailed.	

IAF A09 LMA   **Legionella Management Arrangements 21/22**   **Substantial assurance**

Code	Finding/Recommendation	Agreed Action	Grading	Status	Due Date	Latest Note	Lead
IAF LMA 002	The points relating to the content of the Legionella Policy should be considered when it is next updated.	Report findings to be proposed to be added into Legionella Policy during next review.		🛑	31-Mar-2022	Update from Seonaid Scott: Changes have been drafted and are due to go to Policy group in April 2023 before going to Executive H&S Committee in August 2023.	Stuart Graham; Seonaid Scott

Code	Finding/Recommendation	Agreed Action	Grading	Status	Due Date	Latest Note	Lead
IAF SMD 001	The points relating to the content of the Social Media Policy and Guidelines should be considered when it is next updated.	Policy and Guidelines recognised as requiring revision during review of Communications Strategy. These points will be considered as part of these projects and incorporated if appropriate. Action Due date is as per new Communications Strategy Action Plan.		🛑	31-Dec-2022	Delayed due to Covid abstractions. This will be picked up as part of a revised Communications Strategy will be presented to Council in late 2023.	Karen Payton
IAF SMD 002	The content of the social media training module should be revised and updated to reflect the updated Policy and Guidelines.	Need for training to be updated recognised during review of Communications Strategy. Update to be included within new Communications Strategy Action Plan. Action Due date is as per new Communications Strategy Action Plan.		🛑	31-Dec-2022	Delayed due to Covid abstractions. This will be picked up as part of a revised Communications Strategy will be presented to Council in late 2023.	Karen Payton
IAF SMD 003	In reviewing the format and content of the comms highlight report consideration should be given to whether any additional corporate social media performance measures should be included.	Review of comms highlight report identified as necessary during review of Communications Strategy. Options for new format, content and frequency to be included within new Communications Strategy Action Plan. Action Due date is as per new Communications Strategy Action Plan.		🛑	31-Dec-2022	Delayed due to Covid abstractions. This will be picked up as part of a revised Communications Strategy will be presented to Council in late 2023.	Karen Payton

Code	Finding/Recommendation	Agreed Action	Grading	Status	Due Date	Latest Note	Lead
IAF CFM 002	Consideration should be given to building on existing finance system functionality through the inclusion of a contract reference field in the Tech One Finance System. Thereafter, regular system generated expenditure reports should be produced by all contract managers to monitor overall contract spend, with reports set up to capture variations in spend in excess of 10%.	The Tech One team will look at how this can be implemented.		🛑	31-Mar-2018	Consideration has been given to this as part of Techone, although this is a major piece of work that remains under development as follows. There is existing functionality in TechOne. Contract references are now required for all contracts over £10,000, however it is not a mandatory field for those under £10,000. This is being considered for implementation at a future date and as such it is on the current list of business improvement tasks.	CFO

IAF A16 HRC **Housing Rent Collection and Arrears Management 19/20** **Substantial assurance**

Code	Finding/Recommendation	Agreed Action	Grading	Status	Due Date	Latest Note	Lead
IAF HRC 001	The Revenues Team have no up to date written procedures in place for some of their key processes. This includes: raising charges and annual billing; identifying, recording, and allocating payments received; reconciliations; management of suspense accounts; issuing accounts to Sheriff Officers; and identifying and processing write-offs. The Housing Rent Collection and Arrears Management roles and responsibilities of the Revenues Team, Accountancy Services or Housing Services are not formally recorded. This could be recorded in written procedures and referred to in a formal Rent Management Policy.	Written procedures to be prepared for written for key Housing Rent Collection and Arrears processes. To include: reconciliations, management of suspense accounts, issuing accounts to Sheriff Officers, write offs, raising charges and annual billing, identifying, recording and allocating payments received.		🛑	31-Aug-2020	Some progress has been made on documenting main tasks and this will continue to be taken forward following implementation of the Finance and Revenues Restructure and Housing Restructure. Sundry debt procedures including issuing accounts to Sheriff Officers and write-offs are planned to be completed during the review of sundry debt currently underway. This has been delayed due to the additional workload within Revenues supporting individuals and businesses during the pandemic.	Lindsay Sim
IAF HRC 002	A control sheet should be introduced to record the completion of each of the key stages of the annual billing	An annual billing control sheets will be produced and used to record the key stages of the annual billing process		🛑	31-Aug-2020	**Update from Chief Finance Officer – August 2023**	Lindsay Sim

Code	Finding/Recommendation	Agreed Action	Grading	Status	Due Date	Latest Note	Lead
	process. This should also be used to record the details of the Revenues Team sample checking.	including checking accounts and sign off and will record officers involved				Annual billing control sheets are in place. Checks and sign off to be added.	
IAF HRC 003	The Corporate Debt Recovery and Write Off Policy records that Revenues have the 'authority to write-off debts up to the value of £20 "if all avenues for recovery have been exhausted and the debt is more than 2 financial years old'. There are a number of accounts that fall into this category and these should be actioned. In addition, accounts with arrears less than £50 are not passed to the Sheriff Officers for collection. This de minimis level should be included in the Policy (when it is next reviewed) and the procedural instructions	In accordance with the Corporate Debt Recovery and Write Off Policy Revenues will write off debts up to the value of £20. The minimum level of debt on accounts that will be passed to the Sheriff Officers will be included in the next annual update of the Corporate Debt Recovery and Write Off Policy		🛑	31-Aug-2020	**Update from Chief Finance Officer – August 2023** Accounts where outstanding debt <£20 and > 2 years old where all recovery options have been exhausted to be identified by the new temporary credit controller starting June 2023 as part of overall debt recovery plan. Policy has not yet been reviewed. Will incorporate into next review due by 31 March 2024.	Lindsay Sim

IAF CON **CONTEST, Prevent and Serious Organised Crime Readiness 18/19** **Substantial assurance**

Code	Finding/Recommendation	Agreed Action	Grading	Status	Due Date	Latest Note	Lead
IAF CON 001	The points relating to the Serious Organised Crime delivery plan should be addressed.	The self assessment completed in 2016 and the action plan on Serious and Organised Crime will be revised. This will aim to reflect updated actions and areas for improvement along with owners for delivery. These will also include target dates in the action plan to provide clarity on pace of change.		🛑	31-Mar-2022	Due to the pandemic and ongoing cost of living response these has not been sufficient resources to undertake this work, which remains overdue.. It will be incorporated into the Partnership & Performance Business Plan for progression during 2023/24.	Stuart Crickmar

Code	Finding/Recommendation	Agreed Action	Grading	Status	Due Date	Latest Note	Lead
IAF SDB 001	Revenues and the Corporate Management Team should agree the steps to be followed to clarify Revenues and Service staff roles and responsibilities for the sundry debt process.	Service Manager Revenues and Strategy to arrange meeting with Depute Chief Executive and Head of Housing and Community Safety, to discuss report findings in context of current organisational redesign.		🛑	31-Oct-2017	**Update from Chief Finance Officer – August 2023** Work ongoing. Roles and responsibilities will be clarified as part of the Finance and Revenues restructure.	CFO/ Revenues Manager
IAF SDB 002	Written procedures should be prepared setting out the process for: • the creation or amendment of debtor accounts; • the raising of a debtor invoice; • cancelling a debtor invoice; and • identifying accounts for write off.	Pending outcome of Recommendation 1. Develop procedures and processes identified.		🛑	31-Mar-2018	**Update from Chief Finance Officer – August 2022** Work has commenced, however, has been delayed due to pandemic and staff absence	CFO/ Revenues Manager
IAF SDB 003	The authorisation arrangements when creating or amending debtor accounts, and raising or cancelling a debtor invoice, should be reviewed.	Pending outcome of Recommendation 1. Revenue will consider as part of ongoing engagement work with Services.		🛑	31-Mar-2018	**Update from Chief Finance Officer – August 2023** This task is outstanding but has been delayed due to pandemic and staff absence	CFO/ Revenues Manager
IAF SDB 004	Consideration should be given to introducing a debtor set up and amendment form	Pending outcome of Recommendation 1. Revenue will consider as part of ongoing engagement work with Services.		❌	31-Dec-2018	**pdate from Chief Finance Officer – August 2023** This has been considered but not taken forward. Services can create a debtor account and will have all the information required to do so. No additional value seen in creating a form.	CFO/ Revenues Manager
IAF SDB 005	An Authorised Signatory List should be established for requests to cancel sundry debtor invoices	Pending outcome of Recommendation 1. Engage with Procurement Manager to review current authorised signatory process to accommodate		🛑	31-Dec-2018	**Update from Chief Finance Officer – August 2023** Outstanding – to be considered and incorporated into debtor procedures.	CFO/ Revenues Manager
IAF SDB 006	Services should be reminded to provide adequate supporting	Pending outcome of Recommendation 1. Revenue will		🛑	31-Mar-2018	**Update from Chief Finance Officer – August 2023**	CFO/ Revenues Manager

Code	Finding/Recommendation	Agreed Action	Grading	Status	Due Date	Latest Note	Lead
	documentation when creating or amending debtor accounts, and raising or cancelling debtor invoices. The functionality within Tech One should be utilised to enable supporting documentation to be stored electronically.	consider as part of ongoing engagement work with Services and Tech One team.				Outstanding – to be considered and incorporated into debtor procedures.	

CLACKMANNANSHIRE COUNCIL

Report to Audit & Scrutiny Committee

Date of Meeting: 24 August 2023

Subject: Draft Audit & Scrutiny Committee Forward Plan 2023/24

Report by: Strategic Director, Partnership & Performance

1.0   Purpose

1.1.   The purpose of this report is to develop a forward plan for Audit & Scrutiny Committee and to introduce the concept of an annual self evaluation and report.

2.0   Recommendations

2.1.   It is recommended that Committee:

2.2.   Note the draft forward plan as set out at Appendix 1;

2.3.   Note that it is intended to convene an informal meeting of the committee members to review the forward plan prior to a final draft being considered by Committee in October 2023;

2.4.   Note the approach to the development of a Committee Annual Report based on the indicative self evaluation approach outlined at Appendix 2.

3.0   Considerations

3.1.   This report outlines a proposed schedule of reports (Appendix 1) for Scrutiny & Audit Committee up to June 2024. The draft Forward Plan endeavours to reflect the remit of Audit & Scrutiny Committee as approved by Council in May 2022.

3.2.   Whilst the draft Forward Plan covers the Committee's core remit, it should be noted that it may vary during the course of the year to accommodate unanticipated developments.

3.3.   As part of the Committee's planning and review cycle, it is intended to introduce an Annual Report based on the Chartered Institute of Professional Finance and Accountancy Audit Committee Position Statement. Appendix 2 sets out an indicative self evaluation approach to be undertaken by the

Committee members to be reported in draft at the October 2023 meeting, with a final Report to Council thereafter.

3.4.   There are no financial implications arising from this report.

4.0   Sustainability Implications

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

5.0   Resource Implications

5.1.   Financial Details

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

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

5.4.   Staffing – there are no staff implications arising from this report.

6.0   Exempt Reports

6.1.   Is this report exempt?   No

7.0   Declarations

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

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

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

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

8.0   Equalities Impact

8.1   Have you undertaken the required equalities impact assessment to ensure that no groups are adversely affected by the recommendations?
An EQIA is not applicable in this context.

9.0 Legality

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

10.0 Appendices

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

Appendix 1 – Audit Committee Forward Plan 2023/24

Appendix 2 – Indicative Self Evaluation Approach

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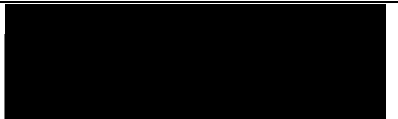
11.1   Have you used other documents to compile your report? (All documents must be kept available by the author for public inspection for four years from the date of meeting at which the report is considered)
Yes ☑ (please list the documents below)

- The Council's Decision-Making Framework and Special Responsibility Allowances, Report to Council 25 May 2022.

Author(s)

NAME	DESIGNATION	TEL NO / EXTENSION
Stuart Crickmar	Strategic Director	2127

Approved by

NAME	DESIGNATION	SIGNATURE
Stuart Crickmar	Strategic Director	

Draft Audit and Scrutiny Committee Forward Plan from August 2023

Date of Meeting	Title of Report	Lead Officer/Service
	Scrutiny - People	
	People Year End Business Plan Report 2022/23	L Sanda (People)
	National Improvement Framework Annual Report	C Scott (People)
	Annual Complaints Report	L Robertson (P&P)
	Audit	
Cycle One 24 August 2023	Internal Audit Assurance Report 2022/23	I Wright (Internal Audit)
	Corporate Risk Register Update	L Robertson (P&P)
	Council Financial Performance 2022/23	L Sim
	Internal Audit Actions - Progress Update	S Crickmar
	Exceptions to Contract Standing Orders	L Sim (P&P)
	Local Government in Scotland Overview	S Crickmar
	Draft Audit and Scrutiny Forward Plan	S Crickmar (P&P)
	Scrutiny - Partnership	
	Police Year End Report 2022/23	Local Police Commander (Police)
	Fire Year End Report 2022/23	Local Fire Commander (Fire)
	Partnership and Performance Year End Business Plan Report 2022/23	S Crickmar (P&P)
	Chief Social Work Officer Report	S Robertson (People)
	Children's Services Plan Annual Report	L Sanda (People)
	Community Justice Local Outcomes Annual Report	S McDonald (People)
	RIPSA – Annual Report	L Robertson (P&P)
	LOIP Annual Report	C Jarvie (P&P)
	Local Child Poverty Action Report	L Sanda/C Jarvie (People and P&P)
	Procurement Annual Report and Procurement Strategy Corporate	L Sim (P&P)
Cycle Two 26 October 2023	Health and Safety Annual Report	L Robertson (P&P)
	Audit	
	Council Financial Performance – June 2023	L Sim (P&P)
	Annual Report – CIPFA position statement	Cllr Rennie (Chair)
	Final Audit and Scrutiny Forward Plan	S Crickmar (P&P)
	Corporate Risk Register Update	L Robertson (P&P)
	Exceptions to Contract Standing Orders (as needed)	L Sim (P&P)
	Internal Audit Updates (as needed)	I Wright (Internal Audit)
	Scrutiny - Place	
	Place 2022/23 Year End Business Plan Progress Report	P Leonard (Place)
	Community Empowerment Act Annual Report (Participation Requests and Asset Transfer)	P Leonard (Place)
	Food Control Annual Assurance Information	E Fyvie (Place
	Homelessness Performance Update	M Sharp (Place)
	Local Employability Performance Report	E Fyvie (Place)
Cycle Three 14 December 2023	Clackmannanshire and Stirling HSCP – Clackmannanshire Locality Performance Report 2022-2023	W Forrest (HSCP)
	Audit	
	Council Financial Performance - September	L Sim (P&P)
	Exceptions to Contract Standing Orders (as needed)	L Sim (P&P)
	Internal Audit Updates (as needed)	I Wright (Internal Audit)
	Annual Governance Statement – ½ Year Progress Report	L Robertson (P&P)
Cycle Four 8 February 2024	**Scrutiny – People**	
	People Business Plan 2023/24 - Half Year Report	L Sanda (People)
	Clackmannanshire and Stirling HSCP Annual Performance	A Black (HSCP)

	Report 2022-2023	
	Community Learning & Development Annual Report	L Sanda (People)
	Audit	
	Annual Fraud Update	L Robertson (P&P)
	Maximising Attendance and Employee Wellbeing Annual Report	C Alliston (P&P)
	Internal Audit Updates (as needed)	I Wright (Internal Audit)
Cycle Five 18 April 2024	**Scrutiny – Partnership**	
	Police Half Year Report 2023/24	Local Police Commander (Police)
	Fire Half Year Report 2023/24	Local Fire Commander (Fire)
	Staff Engagement Results	C Alliston (P&P)
	Interim Workforce Plan Progress Report	C Alliston (P&P)
	Partnership and Performance 2023/24 Half Year Business Plan Report	S Crickmar (P&P)
	Annual Corporate Performance (LGBF)	C Jarvie (P&P)
	Cyber Security Assurance Report	C Jarvie (P&P)
	Audit	
	2024/25 – External Audit Plan Report	External Auditor
	2024/25 – Internal Audit Plan Report	Internal Auditor
	Annual Fraud Risk Assessment & Assurance Report	L Robertson (P&P)
	Internal Audit Updates (as needed)	I Wright (Internal Audit)
	Council Financial Performance - December	L Sim (P&P)
	Annual Governance Statement – Year End Progress Report	L Robertson (P&P)
	Internal Audit Actions - Progress Report	S Crickmar
Cycle Six 13 June 2024	**Scrutiny – Place**	
	Place Half Year Business Plan Report	P Leonard (Place)
	Corporate Priorities Annual Report	S Crickmar (P&P)
	Housing Charter Report	M Sharp (Place)
	Net Zero/Sustainability Performance Update	E Fyvie (Place)
	Clackmannanshire and Stirling HSCP – Clackmannanshire Locality Performance Report Half Year 2023-2024	W Forrest (HSCP)
	Audit	
	Internal Audit Updates (as needed)	I Wright (Internal Audit)
	Corporate Risk Register - Update	L Robertson (P&P)
	Council Financial Performance - Year End	L Sim (P&P)
	Internal Audit Annual Assurance Report 2023/24	Internal Audit

Appendix 2

Audit & Scrutiny Committee
Self Evaluation against CIPFA Position Statement 2023

Is the committee:
directly accountable to the authority's governing body independent of both the executive and the scrutiny functions empowered to have rights of access to and constructive engagement with other committees/functions/strategic groups empowered to have rights to request reports and seek assurances from relevant officers of an appropriate size to operate as a cadre of experienced, trained committee members. Large committees should be avoided.
Yes Qualified Yes No Qualified No
Areas for Improvement

Does the committee include co-opted independent members in accordance with the appropriate legislation? (Where there is no legislative direction to include co-opted independent members, CIPFA recommends that each authority audit committee should include at least two coopted independent members to provide appropriate technical expertise.
Yes Qualified Yes No Qualified No
Areas for Improvement

Core functions

The core functions of an audit committee is to provide oversight of a range of core governance and accountability arrangements, responses to the recommendations of assurance providers and helping to ensure robust arrangements are maintained.

The specific responsibilities include:

Maintenance of governance, risk and control arrangements

Does the Committee:
Support a comprehensive understanding of governance across the organisation and among all those charged with governance, fulfilling the principles of good governance. Consider the effectiveness of the authority's risk management arrangements. It should understand the risk profile of the organisation and seek assurances that active arrangements are in place on risk-related issues, for both the body and its collaborative arrangements. Monitor the effectiveness of the system of internal control, including arrangements for financial management, ensuring value for money, supporting standards and ethics and managing the authority's exposure to the risks of fraud and corruption.
Yes Qualified Yes No Qualified No
Areas for Improvement

Financial and governance reporting

Is/does the Committee
satisfied that the authority's accountability statements, including the annual governance statement, properly reflect the risk environment, and any actions required to improve it, and demonstrate how governance supports the achievement of the authority's objectives. Support the maintenance of effective arrangements for financial reporting and review the statutory statements of account and any reports that accompany them.
Yes Qualified Yes No Qualified No
Areas for Improvement

Establishing appropriate and effective arrangements for audit and assurance

Does the Committee
Consider the arrangements in place to secure adequate assurance across the body's full range of operations and collaborations with other entities. In relation to the authority's internal audit functions: - oversee its independence, objectivity, performance and conformance to - professional standards - support effective arrangements for internal audit - promote the effective use of internal audit within the assurance framework. Consider the opinion, reports and recommendations of external audit and inspection agencies and their implications for governance, risk management or control, and monitor management action in response to the issues raised by external audit. Contribute to the operation of efficient and effective external audit arrangements, supporting the independence of auditors and promoting audit quality. Support effective relationships between all providers of assurance, audits and inspections, and the organisation, encouraging openness to challenge, review and accountability.
Yes Qualified Yes No Qualified No
Areas for Improvement

Audit committee membership

To provide the level of expertise and understanding required of the committee, and to have an appropriate level of influence within the authority, the members of the committee will need to be of high calibre. When selecting elected representatives to be on the committee or when co-opting independent members, aptitude should be considered alongside relevant knowledge, skills and experience.

Are the following characteristics of audit committee membership evident:

A membership that is trained to fulfil their role so that members are objective, have an inquiring and independent approach, and are knowledgeable.
A membership that promotes good governance principles, identifying ways that better governance arrangement can help achieve the organisation's objectives.
A strong, independently minded chair, displaying a depth of knowledge, skills, and interest.

Yes Qualified Yes No Qualified No
Areas for Improvement

Does the Committee Chair
promote apolitical open discussion
manage meetings to cover all business and encouraging a candid approach from all participants
maintain the focus of the committee on matters of greatest priority.
show willingness to operate in an apolitical manner.
exhibit unbiased attitudes – treating auditors, the executive and management fairly.
exhibit ability to challenge the executive and senior managers when required.
exhibit knowledge, expertise and interest in the work of the committee.

Yes Qualified Yes No Qualified No
Areas for Improvement

Engagement and outputs

The audit committee should be established and supported to enable it to address the full range of responsibilities within its terms of reference and to generate planned outputs.

To discharge its responsibilities effectively, does the Committee:
meet regularly, at least four times a year, and have a clear policy on those items to be considered in private and those to be considered in public
have the ability to meet privately and separately with the external auditor and internal audit manager
include, as regular attendees, the chief finance officer(s), the chief executive, the head of internal audit and the appointed external auditor; other attendees may include the monitoring officer and the Strategic Director of Partnership & Performance
have the right to call on any other officers or agencies of the authority as required; recognise the independence of the chief constable in relation to operational policing matters
support transparency, reporting regularly on its work to those charged with governance
report annually on how the committee has complied with the position statement, discharged its responsibilities, and include an assessment of its performance. The report should be available to the public.
Yes Qualified Yes No Qualified No
Areas for Improvement

CLACKMANNANSHIRE COUNCIL

Report to: Audit and Scrutiny Committee

Date of Meeting: 24 August 2023

Subject: Internal Audit Annual Assurance Report 2022/23

Report by: Internal Audit Manager

1.0 Purpose

1.1 This report provides an overall assurance on the Council's arrangements for risk management, governance, and control, based on Internal Audit work undertaken during 2022/23.

2.0 Recommendations

2.1 The Committee is asked to note that:

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

- Internal Audit can provide **SUBSTANTIAL** assurance on the Council's arrangements for risk management, governance, and control for the year to 31 March 2023;

- should the trend away from substantial assurance continue, there is a risk that, in future years, the Internal Audit Manager may not be able to reach an overall conclusion that substantial assurance can be provided in relation to arrangements for risk management, governance, and control;

- the Strategic Director Partnership and Performance will provide any status changes to the Audit and Scrutiny Committee as part of a six monthly update report. Internal Audit will also provide assurance and follow up as part of the established action tracking process. Any recommendations that remain outstanding beyond the agreed implementation date will be included in future update reports to the Audit Committee;

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

- the Internal Audit section operated in compliance with Public Sector Internal Audit Standards, and there has been no impairment to independence during the year.

3.0 Overall Adequacy of the Council's Control Environment and Summary of Internal Audit Work Undertaken During 2022/23

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

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

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

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

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

3.3   This report has been prepared to meet those requirements.

3.4   Internal Audit's Plan for 2022/23 was agreed by the Audit Committee on 27 October 2022. It proposed sixteen assignment areas to be completed by the team during the year. This included ten audit reports to be issued to Clackmannanshire Council (these ten audit reports did not include those reports issued to the Clackmannanshire and Stirling Integrated Joint Board or Central Scotland Joint Valuation Board).

3.5   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 could, and continue to, fluctuate and change.

3.6   To date, four audit reports (completed to final report stage and issued to Clackmannanshire Council senior management) have been reported to this Committee in February and April of this year. These include:

- Non Domestic Rates;

- Climate Change Act Public Body Duties Audit;

- Building Security; and

- Payroll Transactional Testing.

3.7   Two reports have been finalised (completed to final report stage and issued to Clackmannanshire Council senior management) since April, therefore, have not been reported to this Committee before. These include:

- Physical Income Security Arrangements; and

- Supplier Set Up and Bank Account Changes.

3.8   At the April 2023 meeting, Members noted that three audit reviews would be deferred into the 2023/24 Internal Audit Plan. These reviews are as follows:

- IT and Information Security Governance;

- Purchase Order Arrangements at Clackmannanshire for Adult Social Care; and

- Leisure Income Follow Up Review.

3.9 One report relating to Refugee Schemes Governance has yet to be finalised and will be reported to the next meeting of this Committee.

3.10 Of the six audit reports finalised, two were substantial assurance and four were limited assurance. Internal Audit use a set of Assurance Categories. A summary of these is set out at **Appendix 1**.

3.11 Internal Audit made a total of 81 recommendations in relation to these six finalised audit reports. All recommendations were accepted by management with mitigation action, action dates, and responsible officers included within agreed action plans.

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

3.13 Sufficient Internal Audit work was undertaken to support a balanced opinion on the overall adequacy of the Council's control environment. Given the number of recommendations arising from the six finalised audit reports above, and given the number of reports where the level of assurance has fallen below substantial assurance, it is imperative that remedial action is taken on these recommendations as a matter of priority.

3.14 To ensure that any significant weaknesses likely to undermine the achievement of objectives and leave the Council vulnerable to an unacceptable risk of error or abuse are addressed, the Strategic Director Partnership and Performance will provide any status changes to the Audit and Scrutiny Committee as part of a six monthly update report. Internal Audit will also provide assurance and follow up as part of the established action tracking process. Any recommendations that remain outstanding beyond the agreed implementation date will be included in future update reports to the Audit Committee.

3.15 On the basis of work undertaken, and given the split of assurances across the reports issued, Internal Audit can provide **SUBSTANTIAL** assurance in relation to the Council's arrangements for risk management, governance, and control for the year to 31 March 2023. Should the trend away from substantial assurance continue, however, there is a risk that, in future years, the Internal Audit Manager may not be able to reach an overall conclusion that substantial assurance can be provided in relation to arrangements for risk management, governance, and control. This would be a significant departure from previous years.

3.16 Internal Audit measures performance against the following Key Performance Indicators overleaf.

Key Performance Indicator	2022/23	2021/22	2020/21	2019/20
Complete **85%** of main audit programme	92%	88%	89%	94%
Have **90%** of recommendations accepted	100%	100%	100%	100%
Issue **75%** of draft reports within 3 weeks of completion of fieldwork	83%	100%	78%	100%

3.17 Actual performance met or exceeded target for all three indicators, however, performance dropped slightly in one of the indicators. This related to the 'Issue 75% of draft reports within 3 weeks of completion of fieldwork' indicator. It has dropped from 100% to 83%.

3.18 Internal Audit are experiencing delays in confirming audit findings with auditees / Directorates which has meant it has proven difficult to clear audit reports within agreed timeframes. This is due to backlog recovery, staff turnover, and delays in filling vacancies. The Senior Leadership Group has undertaken to monitor these issues to ensure improvement.

3.19 In overall terms, the programme of work was completed within the agreed time allocation, but it is recognised that there are issues outwith the Internal Audit team's control which impact on the ability to meet or exceed performance.

4.0 Compliance With Public Sector Internal Audit Standards

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

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

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

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

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

4.2 The Standards define internal auditing as, "an independent, objective assurance and consulting activity designed to add value and improve an organisation's operations. It helps an organisation accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control and governance processes".

4.3 The Council is responsible for establishing and maintaining appropriate risk management processes, control systems, accounting records, and governance arrangements. Internal Audit plays a vital role in advising the Council that these arrangements are in place and operating effectively. There has not been any real or apparent impairment of independence or objectivity relating to audit work.

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4.4 The Standards require the Internal Audit Manager to establish a Quality Assurance and Improvement Programme (QAIP) to allow evaluation of compliance with the Standards. This comprises an annual self assessment and a five yearly external assessment. Part of this annual assessment includes the Internal Audit Manager confirming the organisational independence of the internal audit activity and to confirm that they report to a level within the organisation that allows the internal audit activity to fulfil its responsibilities. This requirement is further defined in the PSIAS as being met when the Internal Audit Manager reports functionally to Audit Committee. Both of these requirements continued to be met during 2022/23.

4.5 Internal Audit services are provided on the basis of a Joint Working Agreement with Falkirk Council. The Internal Audit Manager undertook a detailed self assessment against the Standards in March 2023. This confirmed continuing compliance with the Standards, and will be subject to independent, external validation as part of a national review process established by the Scottish Local Authorities Chief Internal Auditors' Group.

5.0 Conclusions

5.1 Sufficient Internal Audit work was undertaken to support a balanced opinion on the overall adequacy of the Council's control environment. Given the number of recommendations arising from the six finalised audit reports above, and given the number of reports where the level of assurance has fallen below substantial assurance, it is imperative that remedial action is taken on these recommendations as a matter of priority.

5.2 On the basis of work undertaken, and given the split of assurances across the reports issued, Internal Audit can provide **SUBSTANTIAL** assurance in relation to the Council's arrangements for risk management, governance, and control for the year to 31 March 2023. Should the trend away from substantial assurance continue, however, there is a risk that, in future years, the Internal Audit Manager may not be able to reach an overall conclusion that substantial assurance can be provided in relation to arrangements for risk management, governance, and control. This would be a significant departure from previous years.

5.3 In providing this opinion, Internal Audit operated in compliance with the Public Sector Internal Audit Standards with no impairments or restrictions to independence.

6.0 Sustainability Implications

6.1 None Noted.

7.0 Resource Implications

Financial Details

7.1 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 ☐

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

Staffing

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

8.0   Exempt Reports

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

9.0   Declarations

9.1   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)

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

- **Appendix 1**: Definition of Internal Audit Assurance Categories.

- **Appendix 2**: Summary of 2022/23 Internal Audit Programme.

- **Appendix 3**: Details of 2022/23 Internal Audit Programme.

13.0   Background Papers

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)   No ☐

Author(s)

NAME	DESIGNATION	TEL NO / EXTENSION
Isabel Wright	Internal Audit Manager	01324 506342

Approved by

NAME	DESIGNATION	SIGNATURE
Stuart Crickmar	Strategic Director Partnership and Performance	

Definition of Internal Audit Assurance Categories

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

Summary of 2022/23 Internal Audit Programme

	Directorate	Assignment	Level of Assurance
Other Client Work			
1.	Central Scotland Valuation Joint Board	Agreed with Board management on 1 July 2022	**Reported to Board on 30 June 2023**
2.	Clackmannanshire and Stirling IJB	Strategic Commissioning Plan	**Reported to Audit and Risk Committee on 28 June 2023**
Annually Recurring Assignments			
3.	All Directorates	National Fraud Initiative	**Ongoing Assurance**
4.	All Directorates	Continuous Auditing	**Ongoing Assurance**
5.	Place	Climate Change Act Public Body Duties Audit	**Final Report Issued Substantial Assurance**
6.	All Directorates	Consultancy Work	**Ongoing Assurance**
7.	All Directorates	Work on Recommendations Outstanding	**Ongoing Assurance**
Committed Assignments			
8.	Partnership and Performance / All Directorates	Non Domestic Rates	**Final Report Issued Substantial Assurance**
9.	All Directorates	Building Security	**Final Report Issued Limited Assurance**
10.	Partnership and Performance / All Directorates	Payroll Transactional Testing	**Final Report Issued Limited Assurance**
11.	Partnership and Performance / All Directorates	IT and Information Security Governance	**Included in 2023/24 Internal Audit Plan**
12.	People / All Directorates	Purchase Order Arrangements at Clackmannanshire for Adult Social Care	**Included in 2023/24 Internal Audit Plan**
13.	All Directorates	Physical Income Security Arrangements	**Final Report Issued Limited Assurance**

	Directorate	Assignment	Level of Assurance
Other Client Work			
14.	Partnership and Performance / People	Leisure Income Follow Up Review	**Included in 2023/24 Internal Audit Plan**
15.	People	Refugee Schemes Governance	**Fieldwork Ongoing**
16.	All Directorates	Supplier Set Up and Bank Account Changes	**Final Report Issued Limited Assurance**

Details of 2022/23 Internal Audit Programme

Assignment	Directorate	Assurance
National Fraud Initiative	All Directorates	**Ongoing Assurance**

Scope	Final Report Executive Summary
The purpose of the NFI exercise is to review and investigate the outcomes of data matching undertaken by Audit Scotland on behalf of the Cabinet Office. Matches cover areas such as Payroll, Pensions, Housing / Council Tax Benefit, Council Tax Single Person Discount, and Creditors. The Internal Audit Manager acts as Key Contact for NFI, with responsibility for co-ordinating the process of ensuring that relevant matches are followed-up.	The 2020/21 NFI exercise is now complete. The 'high risk' matches have been risk assessed and followed up as appropriate. No instances of fraud or error have been identified. The 2022/23 National Exercise is now fully underway with Services reviewing and following up on new matches. In addition to the core NFI exercise, Clackmannanshire Council participates in a related exercise designed to detect wrongly claimed Council Tax Single Person Discount. As a result of participation in this exercise (which matches Council Tax and Electoral Roll data), 262 cases were reviewed, with 260 cases identified as being correct and since cleared. Two cases of wrongly claimed discount have resulted in the correct discount being applied now. This has led to a net effect of zero on the Council Tax account due to the change being the same rate. Revised Council Tax demand notices will be issued and recovery action progressed if appropriate. Recovery action would be taken via adjustments to future Council Tax bills.

Assignment	Directorate	Assurance
Continuous Auditing	All Directorates	**Substantial**

Scope	Final Report Executive Summary
This involves analysing Creditors payment data (payments to suppliers) to identify potential duplicate payments. We use audit interrogation software to identify matches on invoice date, amount, and number. We then check our initial results on Integra to identify any cancelled payments; payments made to different suppliers; and duplicate payments already identified (and either cancelled or monies recovered).	For the period April 2022 to March 2023, we identified potential duplicate payments with a value of c£49k. Details of these have been passed to the Chief Finance Officer for appropriate recovery action. As of 11 August 2023, recovery action has been undertaken on potential duplicates identified in 2022/23. This has resulted in recovery of c£42k so far, with full recovery of the remaining duplicates being progressed by the Creditors section.

Assignment	Directorate	Assurance
Climate Change Act Public Body Duties Audit	Place	**Substantial Assurance**

Scope	Final Report Executive Summary
We undertook validation work on the Council's 2021/22 Annual Report. The Climate Change (Scotland) Act 2009 (the Act), introduced the requirement for public bodies to report on their climate change duties. In line with the timescales from the Act, the Council's annual report had to be submitted to the Sustainable Scotland Network (SSN) by the end of November 2022. Our work focused on reviewing the reporting arrangements and the accuracy of the information in the report.	To ensure consistency of returns across public bodies, the Annual Report format is a standard template split into five areas: • Profile of Reporting Body; • Governance, Management, and Strategy; • Corporate Emissions, Targets, and Project Data; • Adaption; and • Procurement. We were able to provide Substantial Assurance on the Council's reporting arrangements and the accuracy of the information set out in each section of the Annual Report. 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. 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.

Assignment	Directorate	Assurance
Non Domestic Rates	Partnership and Performance / All Directorates	**Substantial**
Scope	**Final Report Executive Summary**	

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.	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).

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:

- 48 bills;
- 20 changes of liability bills that had been processed between April and August 2022; and
- 41 exemptions.

The arrangements for administering and processing NDR bills are compliant with the Scottish Government NDR legislative framework and national guidance.

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.

NDR bills with a change in liability during 2022/23 had supporting documentation in place, and the revised bill was accurately calculated.

For empty property and church exemptions we found that the correct exemption was applied and where appropriate, supporting documentation was received.

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.

Assignment	Directorate	Assurance
Building Security	All Directorates	**Limited**

Scope	Final Report Executive Summary
The purpose of this review was to follow up on progress with implementing the recommendations from our 2018/19 and 2019/20 reviews of Building Security Arrangements; and to evaluate and report on the adequacy of the controls in place to ensure that Clackmannanshire Council's operational buildings, and the contents therein, are secure. In May 2018, Internal Audit issued a report on building security arrangements. The report provided 'No Assurance' and contained four corporate recommendations that were subsequently agreed with the then Corporate Management Team. In January 2020, Internal Audit issued a further report on building security arrangements. This report included a follow up on the status of the four corporate recommendations from the 2018 review (no further corporate recommendations were made). We found that none of the 2018/19 recommendations were implemented and were 'pending', on the appointment of the Senior Manager (Property). Internal Audit, therefore, provided 'Limited Assurance'.	Internal Audit has reviewed the progress of the 2018/19 corporate recommendations with the Senior Manager (Property) and their current status was found to be partially implemented. We recommend, that action is taken to implement the building security corporate recommendations which have been outstanding since 2019. Consideration should be taken to creating a short term Building Security Working Group in order to take forward outstanding recommendations. There has, however, been a range of actions taken corporately since the 2018/19 audit to raise staff awareness and vigilance. Some of these were reported to the Audit Committee in April 2019 and again in September 2021, including: • A workplace security briefing was reissued on the intranet and communicated to all staff via a management cascade in early 2019 and November 2021; • Briefings were provided to Head Teachers as duty holders for school premises and work on duty holders' roles and responsibilities continues through the Council's Health and Safety Executive; • Intranet page on Connect (Safety and Your Security) provides supervisors and staff with a range of information and advice on building security; and • Premises Duty Holders have been appointed, and a Handbook to assist in fulfilling responsibilities effectively has been issued. Internal Audit undertook unannounced visits to a sample of 12 operational buildings and reviewed the physical security measures in place at each building. Particular emphasis was placed on buildings in which vulnerable people (e.g. pupils and elderly residents) were users. For 10 out of 12 operational buildings visited Internal Audit had previously gained unauthorised access as part of the building security reviews in 2018/19 and 2019/20. Robust security measures were found to be in place to prevent and deter unauthorised access to the majority of the sampled buildings. These included a combination of two or more of the following controls: • perimeter fencing around the building and the grounds; • remote locking entry doors to the main reception area; • intruder alarms; and • CCTV cameras. Out of the 12 unannounced visits access was gained to four properties. Examples of security weaknesses to be addressed: • Access to street lighting and roads equipment store by proceeding through the main gate; • Unauthorised entry to a school by proceeding through an open gate at the bus park and through an unlocked door; • Unauthorised access to a Resource Centre through an unlocked fire exit; and • Unauthorised entry through a main door by tailgating a member of staff.

Assignment	Directorate	Assurance
Payroll Transactional Testing	Partnership and Performance / All Directorates	**Limited**
Scope	**Final Report Executive Summary**	

Scope	**Final Report Executive Summary**
The scope of the review was to evaluate and report on the controls established to manage payroll related change transactions, including new starts; leavers; and overtime.	A sample of 117 transactions were selected. We were content that the information from the new start, leaver, and change forms were accurately input to iTrent by Payroll and HR with the changes reflected in the employee's pay. Bank account changes processed by Payroll had appropriately authorised supporting documentation and the change was accurately processed on iTrent. Some weaknesses, however, were found in the controls over the processing, checking, and authorising of Payroll changes. In particular, the insufficient delegated authority of Services iTrent 'reporting managers' and 'managers' approving change forms. In addition, the authorisation levels of these managers were not verified by Payroll and HR prior to processing. Overtime payments are approved within the Service, and processed directly onto iTrent by the reporting managers. There was a lack of audit trail for overtime payments provided by reporting managers which demonstrated non compliance with the Council's Overtime Authorisation Policy. This included evidence relating to the reason overtime was required, and the authorisation and monitoring of overtime and related duties. We also found evidence of late notification by Services of new starts, change of contractual hours, and leavers resulting in six back pay and three overpayment transactions. All back pay identified was found to have been accurately paid in the following month. All overpayments identified have been processed for recovery through the Council's Sundry Debtors in line with the Salary Overpayments Policy.

Assignment	Directorate	Assurance
Physical Income Security Arrangements	All Directorates	**Limited**
Scope	**Final Report Executive Summary**	

Scope	**Final Report Executive Summary**
The purpose of the audit was to review the arrangements in place for physical income security at income generating and cash handling sites across the Council. In particular, cash handling, banking, cash storage, and Imprest processes.	Internal Audit reviewed the measures in place to safeguard cash at a sample of 12 buildings, with particular emphasis placed on buildings with high income levels and / or Imprest values. Internal Audit found several significant cases of non-compliance with the Council's Financial Regulations, for example: • Weaknesses were found in 12 out of 12 sites visited regarding restricting access to safes, and recording and checking safe contents; • 12 out of 12 sites visited had a lack of segregation of duties and management checks; and • There were no Corporate Imprest / Cash Handling procedures. In addition the site specific operational procedures that were available require to be reviewed and updated.

Assignment	Directorate	Assurance
Supplier Set Up and Bank Account Changes	All Directorates	**Limited**

Scope	Final Report Executive Summary
The scope of the review was to evaluate and report on controls established to manage the risks relating to the efficiency and effectiveness of supplier management arrangements within the corporate finance system.	Internal Audit reviewed 65 supplier transactions (20 new suppliers, 20 supplier changes, and 25 supplier bank account changes) between 1 April 2021 and 22 December 2022. The 40 suppliers with the highest spend in 2021/22 were checked and found that no amendments to supplier details had been made to these accounts over the period. The processing of the sample of new suppliers, changes to suppliers, and changes to bank details were accurate, appropriately approved, and reconciled to supporting documentation. These processes were in line with the written procedures. From Internal Audit testing, weaknesses were found in the controls relating to the processing, checking, and authorising of new supplier details and changes. There was a risk of financial loss should supplier details be deliberately or inadvertently amended. In particular, there is no system requirement for authorisation when creating new supplier details or amending bank account details. There was no management checks to ensure that bank account changes or new suppliers' data is valid and have been processed accurately. Internal Audit also found that there was no Access Control Policy governing individuals who are required to have access to TechOne. This includes defining controls over user passwords and security, monitoring and logging access, and role management. In addition, Internal Audit also identified the following related weaknesses; although the System Administrator role was being fulfilled it has not been defined in job profiles or written procedures, and there was no evidence of reviews being undertaken on user access levels to ensure they are appropriate. The analysis of the supplier database also highlighted a number of potential duplicate records. Details have been provided to the Corporate Accountancy Team Leader for review and action as appropriate.

CLACKMANNANSHIRE COUNCIL	THIS PAPER RELATES TO ITEM 10
Report to **Audit & Scrutiny Committee**	**ON THE AGENDA**

Date of Meeting: 24th August 2023

Subject: **Corporate Risk Register**

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

1.0 Purpose

1.1. This report provides Committee with the Quarter 1, 2023/24 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 all relevant factors are taken into account in their planning and execution so 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 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; or
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. Scores for Workforce Planning, Harm to Child(ren) and Industrial Unrest have reduced as a result of progressing mitigations. It is notable, however, that several current risks are 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, are being 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 Clacks & Stirling 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
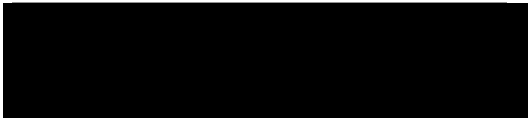
11.1 Have you used other documents to compile your report? (All documents must be kept available by the author for public inspection for four years from the date of meeting at which the report is considered)
Yes (please list the documents below) No ✓
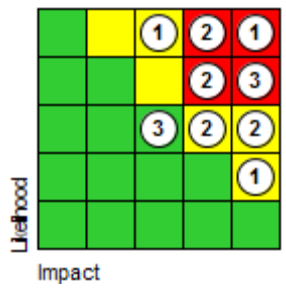
Author(s)

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

Approved by
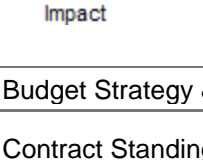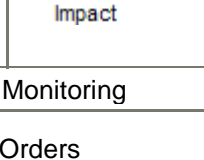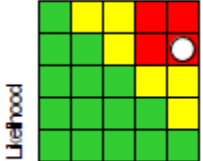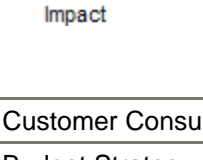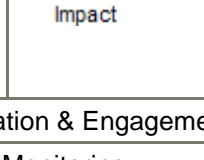
NAME	DESIGNATION	SIGNATURE
Stuart Crickmar	Strategic Director – Partnership & Performance	

Appendix A - Corporate Risk Log

Clackmannanshire Council | Comhairle Siorrachd Chlach Mhanann
www.clacks.gov.uk
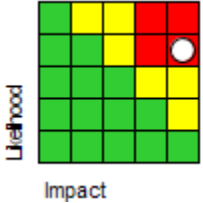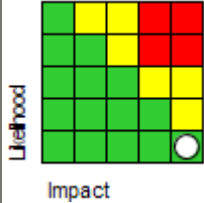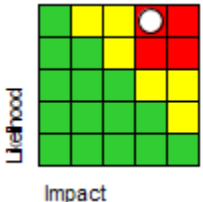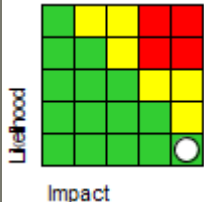
Summary of Changes	Distribution of Scores
At the end of Quarter 1, 2023/24 (out of a total of 17 risks): **Status** • 8 risks are red (same as in previous report - 2022/23 year end) • 6 risks are amber (previously 9) • 3 risks are green (previously 0 - normally fewer green as often demoted to lower-level registers unless particular scrutiny needed) **Approach** • 12 risks are being **Treated** (same as previous) • 5 risks must be **Tolerated** (same as previous) **Change in Scores Since Last Review** • No risks have increased • 14 risks remain the same • 3 risks have reduced • No risks have been added or removed from the register	
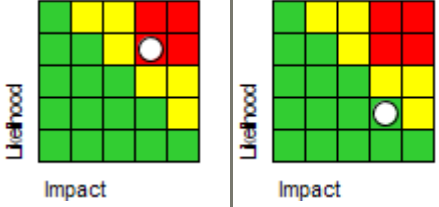
Code	Title	Score	Status	Approach	Change
COU CRR 008	Insufficient Financial Resilience	25	🔴	Treat	➖
COU CRR 005	Impact of Poverty, Inequality & Changing Demographics	20	🔴	Treat	➖
COU CRR 034	Insufficient Pace & Scale of Organisational Transformation	20	🔴	Treat	➖
COU CRR 050	Supply Chain & Labour Market Disruption	20	🔴	Tolerate	➖
COU CRR 012	Health & Safety Breach	20	🔴	Treat	➖
COU CRR 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 040	Failure of Public Utility Supply	15	🔺	Tolerate	➖
COU CRR 038	Failure to Prevent Extremism and/or Radicalisation	15	🔺	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	➖
COU CRR 047	Inadequate Workforce Planning	9	✅	Treat	⬇️
COU CRR 011	Harm to Child(ren)	9	✅	Treat	⬇️
COU CRR 023	Industrial Unrest	9	✅	Tolerate	⬇️
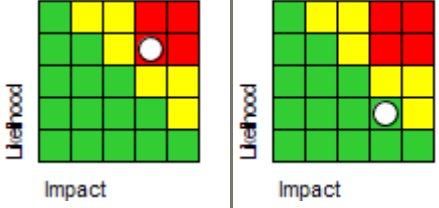
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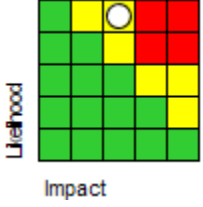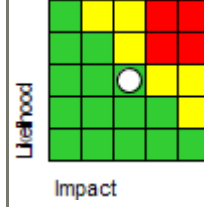
🛑 ➖ **Insufficient Financial Resilience**	Senior Manager Finance & Revenues	Current Score	25	Target Score	5

Risk	The Council does not have a balanced budget to meet essential service demands, customer needs, or external agendas.
Potential Impact	Reputational and legal implications and severe, extended loss of service provision. Possibility of Alliance, Health & Social Care and other partners also experiencing budget pressures contributes to potential impact, given the interdependencies.
Note	The budget for 2023/24 was approved in March reflecting a balanced position. Within this budget there is £3.8m of savings to be achieved during 2023/24. Due to the use of reserves and cash savings to balance the 2023/24 budget, the budget gap for 2024/25 has been estimated at £11.6m. The budget process for 2024/25 is already progressing to take forward savings through transformation and other areas previously identified. The budget gap is also subject to the settlement funding from Scottish Government which will be known towards the end of the year.

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

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

Risk	Services are not appropriately redesigned based on changing needs in relation to the ageing population, health, complexity of care or socio-economic factors, specifically poor outcomes associated with welfare reform, poverty and/or inequality and wider impacts associated with the cost of living crisis.
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			**Existing Controls**	
	Clackmannanshire Alliance Local Outcomes Improvement Plan 2017-27	CPP LOI		Customer Consultation & Engagement
	Implement Health & Care Partnership Strategic Delivery Plan	CRR HSC SDP		Budget Strategy & Monitoring

Appendix A – Corporate Risk Log ✅ Low: 9 or less ⚠️ Medium: 10 – 15 🔴 High: 16 or more ⬆️Increased ➖ Consistent ⬇️Reduced **N**ew Risk **R**emove from log Page 2 of 9
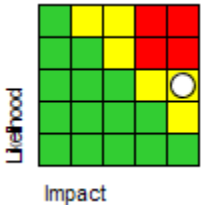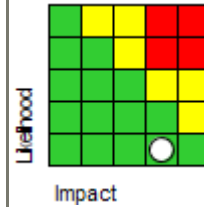
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⬣ ➖ **Insufficient Pace & Scale of Organisational Transformation**	Chief Executive	Current Score	20	Target Score	5

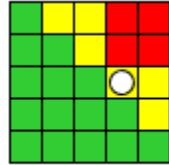|	
Risk	The Council fails to proactively drive the fundamental redesign of services and organisational planning/development with the speed required to address the funding gap due to ineffective change management.
Potential Impact	Failure to maintain the required level of provision for statutory services. The corporate business improvement programme does not establish sustainable service delivery and a sustainable cost base for the future.
Note	Special Council meeting of 9th March approved a General Services Budget for 23/24 that highlights the continued focus on our transformation ambitions. Our capital programme will see £236 million invested in the area over the next 20 years. It is an ambitious plan which will deliver a new Wellbeing Hub, improvements to our schools, significant economic regeneration and will play a key role in our journey towards net zero. One of the financial flexibilities awarded by the Scottish Government to use capital receipts for transformation is due to end at 31st March 2023, meaning the Transformation Team fixed-term model will cease by the end of May 2023. A paper is to come to a future Council meeting informing the next steps of the Be the Future Transformation Programme. The Capital Plan, however, includes new and alternative provision for resources to prioritise delivery of key Capital Plan projects in support of the Council's transformation ambitions and strategy of investment-led recovery. An Investment Strategy for Clackmannanshire is to be developed that will attract potential investors to work with the Council and its partners to develop Clackmannanshire as an investable proposition.

Related Actions			**Existing Controls**	Be the Future Board
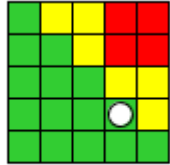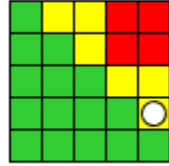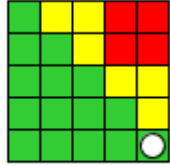
⬣ ➖ **Health & Safety Breach**	Chief Executive	Current Score	20	Target Score	5

Risk	Incident or statutory breach results in injury or death of staff member or customer due to lack of awareness or non-compliance with policies and procedures. Incidents may also arise from third parties actions, outwith Council control.
Potential Impact	The effects on individuals and their families, financial penalties (including Health & Safety Executive intervention fees), criminal proceedings, adverse publicity, increased insurance or damage to Council assets.
Note	There are still significant gaps in our legal compliance and discussions with managers still show significant gaps in their understanding of their responsibilities. IOSH Managing Safely programme being rolled out to help plug this gap as part of work on the Health & Safety Strategy

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

Appendix A – Corporate Risk Log   ✓ Low: 9 or less   ⚠ Medium: 10 – 15   ⬤ High: 16 or more   ⬆Increased   ➖ Consistent   ⬇Reduced   **N**ew Risk   **R**emove from log   Page 3 of 9

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🔴 ➖ **Increasing Attainment Gap**			Chief Education Officer			Current Score	16	Target Score	8

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

Related Actions	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

🔴 ➖ **Information Not Managed Effectively**			Senior Manager - Legal & Governance			Current Score	16	Target Score	8

Risk	Information is not protected, managed or used effectively due to lack of compliance with information sharing, data protection, records management or IT principles/protocols, potentially leading to data breaches, inefficiency/duplication and strategic/performance management decisions based on poor quality/inaccurate business intelligence.
Potential Impact	Legal/reputational/financial implications from breaches (regulators being the ICO and SIC can impose monetary penalties and enforcement notices), inefficiencies costing time/money, non-completion of (possibly statutory) duties. Loss of productivity, impacting morale, or misinformed decision-making if information not available/used.
Note	There is currently no Records Management Officer in post and a full review of the current records management / retention plans is required. The Data Protection Officer is now an internal officer. The likelihood of this risk occurring increased at a previous 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. Planned actions around reviewing the training approach and manager support to ensure 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

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

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

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

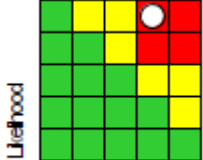| Related Actions	Develop & deliver the Council's Digital Transformation Strategy	CRR P&P IT1	Existing Controls	Business Continuity Plans
	Complete actions from IT Asset Management Plan	CRR P&P IT2		Service Level Agreements & Contracts

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

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

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

Appendix A – Corporate Risk Log   ✅ Low: 9 or less   ⚠️ Medium: 10 – 15   🔴 High: 16 or more   ⬆️Increased   ➖ Consistent   ⬇️Reduced   **N**ew Risk   **R**emove from log   Page 5 of 9
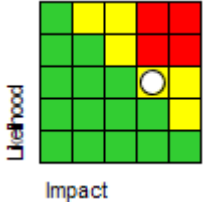
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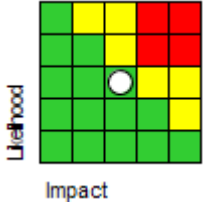
⚠ ▬	**Failure to Address Serious Organised Crime**	Senior Manager Partnership & Transformation	Current Score	12	Target Score	8

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

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

⚠ ▬	**Continued Contribution to Climate Change**	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 also being prepared and a Council Climate Emergency Group and community Climate Change Forums have been established to support this process. Scotland's International Environment Centre proposal, as part of the City Region Deal, will place Clackmannanshire at the forefront of Scotland's Climate Change mitigation efforts.

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

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

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✅ 🔽 **Inadequate Workforce Planning**	Senior Manager HR & Workforce Development	Current Score	9	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	Portfolio workforce planning sessions are underway and these will be used to inform the interim workforce plan 23-25 to allow fuller development of the Strategic Workforce plan 25-28. Ongoing issues remain as capacity issues, a stretched and fatigued workforce balancing "business as usual", 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.

Related Actions	Develop & implement the strategic workforce plan 2022-25	CRR P&P HR4	Existing Controls	Strategic Workforce Plan

✅ 🔽 **Harm to Child(ren)**	Strategic Director - People	Current Score	9	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 team leaders into posts and 2 senior practitioners(as part of the Children's Services re-design) to build resilience and skill within the workforce, particularly with the high number of newly qualified social workers within the service, this allows the service to develop an approach to practice that is trauma informed and rights based. There is also a recurrent social work recruitment campaign to ensure that all vacant posts are recruited to in a timely manner as well as forging links with academic institutions to highlight Clackmannanshire Council as a forward thinking local authority for child protection work, for newly qualified social workers. Furthermore, the locality model will provide greater flexibility and be more responsive to children/young people at risk of harm as well as focussing on strengthening early intervention at the first point of contact. The e-IRD system is now embedded and allows for agencies to respond in real time to children/young people at risk of harm for timely assessments and interventions. In addition there has been a sustained decrease in the number of child protection registrations.

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

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

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Approach Tolerate

🛑 ➖	**Supply Chain & Labour Market Disruption**		Chief Executive	Current Score	20	Existing Controls
Risk	Disruption to UK supply chains & labour markets as a result of EU withdrawal, increasing costs & delays in sourcing goods (particularly in construction), already materialising and could continue for an extended period or escalate					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	Impact and Likelihood remain unchanged. Ongoing pressures on supply chain impacted by inflation, brexit etc plus recruitment difficulties particularly for key roles do have an impact.					Procurement Processes & Procedures

🛑 ➖	**Public Health Emergency**		Chief Executive	Current Score	20	Existing Controls
Risk	Significant numbers of Council staff and customers become ill due to the occurrence of a public health emergency, such as a flu pandemic, with spread potentially exacerbated through failure to vaccinate or follow hygiene protocols.					Business Continuity Plans
Potential Effect	Short- & long-term health implications for public & staff (inc. absence if ill or caring for others). Disruption to support & front-line services, inc. to already vulnerable groups. Consideration required of minimal service provision requirements.					Pandemic Flu Plan
Note	Remains status quo awaiting outcome of Covid enquiry					Major Incident Procedures

🔺 ➖	**Failure of Public Utility Supply**		Strategic Director - Partnership & Performance	Current Score	15	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.					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	Work continuing at national and regional level to reduce this risk					Emergency Response Plan

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⚠ ▬	**Failure to Prepare for Severe Weather Events**	Strategic Director - Place	Current Score	12	Existing Controls
Risk	Inability to respond to severe weather events due to lack of appropriate planning & equipment (e.g. 4x4 vehicles). Most likely flooding from rain/coastal surge, winter weather or heatwave (increasing frequency & severity due to climate change).				Business Continuity Plans
Potential Effect	Widespread community dislocation, damage to property, businesses, roads & utility infrastructure (inc. telecoms & power), or inability of staff to get to workplace. Impact on delivery, reputation & finances, and increased workload in numerous services to support communities, including clearing roads and core paths (e.g. from fallen trees & other debris).				Forth Valley Local Resilience Partnership
Note	Current roads plan in place and 5 community resilience plans in place along Hillfoots villages. Winter planning has started and working with HSCP on their winter planning, Council wide exercise planned for late Autumn 2023				Winter & Flood Management Plan

✔ ⬇	**Industrial Unrest**	Chief Executive	Current Score	9	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 Communications Protocol
Note	SNCT Teaching side settled on the 22/23 pay award during March 2023. The offer made to SJC/Craft unions for 23/24 award has been rejected with potential for industrial action. It is likely that we might see targeted action again such as in waste, schools i.e services which would be impacted more as a result of industrial action.				Forth Valley Local Resilience Partnership

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

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CLACKMANNANSHIRE COUNCIL

Report to: Audit and Scrutiny Committee

Date of Meeting: 24 August 2023

Subject: People Directorate Business Plan Report 2022/23

Report by: Senior Manager

1.0 Purpose

1.1. The People Business Plan report 2022/23 provides an annual update on progress against the actions, priorities and key performance indicators set out in the Clackmannanshire People Directorate Business Plan 2023-23, which was approved by the Audit and Scrutiny Committee in August 2022. It summarises the actions that we have taken over the past year to address our improvement priorities and the impact of our work to date. It also highlights any challenges that we may have encountered.

1.2. The detailed Pentana Progress Report (Appendix 1) highlights improvement activity undertaken across Key Performance Indicators and the three main priorities: Sustainable and Inclusive growth, Empowering Families and Communities and Health and Wellbeing. Key highlights are noted in this Covering Paper.

2.0 Recommendations

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

3.0 Considerations

3.1. A fully integrated People Directorate is now well established and has driven forward improved ways of working with and for our families and communities. From the period August 2022 - June 2023, 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. Based on evaluation and feedback, the Directorate has continued to respond to the ongoing needs and impact of Covid and the Cost of Living Crisis, as well as drive forward with continuous improvement activity and service redesign by collaborating across services within the People Directorate, with

other Directorates, community and national partners, making use of data and intelligence gathered from across the system – in particular stakeholders' views and needs.

3.3.   Our focus has been on empowering staff to take forward ideas and plans to work more collaboratively with partners, other third sector organisations, both national and local. There has been an increased focus on early intervention and prevention, and to reducing duplication Increasingly the Directorate is using the Scottish Approach to Service Design, reflecting the views of individuals and communities in the decisions and services that impact them. Integrated workstreams have already shown progress, namely The Promise, Family Wellbeing Partnership, STRIVE,   Mental Health Transformation, Education Empowerment Groups, Community Justice. The Child Wellbeing Project and Violence Against Women and Girls.

3.4.   However, there are a number of factors which have been challenging in our approach to service delivery in 2022-23, including:

- reduced funding , particularly in relation to the Scottish Equity Fund
- continued impact and effects of Covid-19
- increased and more complex demand on public services
- reduced availability of qualified staff
- demographic and socio-economic pressures
- cost of living crisis
- increasing inequalities

3.5.   The pace of change for the People Directorate remains rapid, ongoing and significant as we continue to respond to the needs of our communities. The recovery from the Covid pandemic continues to impact on service delivery, which, when combined with the current cost of living crisis, has seen an increase in the number of families facing considerable financial, social and wellbeing pressures. The impact on our children and young people has been significant with some of the effects still being captured.

4.0   Key Highlights from 2022/2023

4.1.   A collective endeavour to embed an empowered system, ensuring that school and establishment 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 has underpinned the work of the People Directorate. Colleagues from Clackmannanshire Council, Education Scotland, ADES and Forth Valley West Lothian Regional Improvement Collaborative engaged in professional discussion, with a focus on data analysis and recovery approaches. This has continued throughout 2022/23, through the establishment of Collaborative Empowerment Groups, with a focus on Pedagogy, Health, Wellbeing and Inclusion, Curriculum, Performance and Quality Assurance. Early indications are that this new way of working is resulting in an increased pace of change and building capacity

within and across our education service, with 87% of participants asked stating that they felt empowered to make positive change.

4.2. Commissioning of intensive support provision to enable the return home of care experienced children/young people placed outwith the authority and that children on the "cusp of care" remain supported at home with their family. The Council has commissioned Aberlour to deliver the Sustain Service, which will be operational from October 2023. This will work with families where children are on the edge of care. The key objective is to ensure children remain at home with their families.

4.3. As part of the Regional Improvement Collaborative Action Plan, schools and establishments have included UNCRC as part of their Improvement Plans. Work has continued to ensure stakeholders are fully appraised of developments relating to the UNCRC (Scotland) Bill. This means that Clackmannanshire is well placed to implement the legislation when it is passed, which is expected to be after the parliamentary summer recess 2023, as outlined by the Cabinet Secretary for Social Justice on 27 June 2023.

4.4. The Family Wellbeing Partnership continues to develop links with local and national partners to tackle poverty and improve wellbeing, including 'The Lens', Columba 1400, Street Soccer, Wellbeing Economy Alliance and Flexibility Works Scotland. This work is impacting on improved wellbeing and capabilities for individuals and positive moves towards employability

4.5. Work has progressed with pace, to ensure that we are able to 'Keep Our Promise' that care experienced children and young people in Clackmannanshire will grow up loved, safe, and respected. This has included the creation of a Language of Care Policy, by a multi-disciplinary team, engagement with Communities That Care / Who Cares? Scotland to support workforce capacity and the development of a Participation Network to improve the current collaboration and participatory opportunities for care experienced children and young people and their families and carers. Care experienced children and young people (CECYP) were integral to the success of the launch of the 'Language of Care' policy at a dedicated day across all sectors at Alloa town hall in April 2023. CECYP facilitated groups, ensuring that their voice remains central to this process. This event was led by Social Work and staff from 'The Promise' and its central focus was to meet the needs of CECYP by asking for their feedback about the care system, through their own lived experience. ("Nothing about us without us", as outlined in 'The Promise')

4.6. The Assistant Director of the Aberlour Foundation was seconded to Clackmannanshire Council to support the design phase and liaison with the Vardy Foundation around a pioneering project for investment and support for Care Experienced Young People and their families. Care Experienced Young People and families participated in focus groups and structured interviews, to ensure their views were captured and acted on. A Plan to take forward these findings is under development.

4.7. The appointment of a Virtual Headteacher has supported the delivery of 'The Promise' by bridging the gap between schools and families with care

experience or on the cusp of care. Robust tracking is in place to monitor attendance and achievement, with appropriate interventions implemented to remove barriers to engagement, including work experience, volunteering and a Skills Academy (Coach my Sports). This has had resultant impact, with 37 young people now engaged with an opportunity. A data tracker for following Care Experienced Young People in Secondary School has been created to include bespoke packages for young people, enabling VHT (Primary) and VHT (Secondary) to work together on progressive support programmes. All care experienced young people in secondary now have access to one Key Worker from Skills Development Scotland, ensuring consistency of approach in supporting them into a positive and sustained destination.

4.8. The Whole Family Wellbeing Fund has been utilised to address identified gaps in Whole Family Support, which will help children to remain at home within their families and communities and to help services shift toward earlier intervention. The aim is to provide holistic support to families at the point of need and reduce the number of children who are unable to remain cared for within their family.

4.9. A Resource Allocation Group has been implemented to oversee the use of internal and external care provision. This provides greater scrutiny of decision making where it is possible that a child may need to be cared for outwith their family network. The group takes a strength based approach to look at alternative ways to support families. Early evidence suggests that the group has been successful in reducing the number of external placements and has helped to find alternative supports to assist children to remain within the care of their family. We have achieved a 17% reduction in external foster care placements and 16% reduction in external residential placements between May 22 and 23. Thus far, robust monitoring is having a positive impact in respect of prevention of external placements, increased use of our own resources, highlighting drift in planning and tighter financial arrangements.

4.10. The Early Intervention Team has worked hard this year to develop the range of services available. This includes the implementation of a new Commissioned Services Review Group in October 2022 which has improved partnership working with third sector organisations and brought services together to discuss and prioritise referrals. Professionals involved have reported that the shared method of referral screening has been beneficial in priority allocation, targeting of support and reducing unnecessary waiting times.   In addition Family Support Workers in the Early Intervention Team have been trained in Triple P - a parenting and family support system designed to help children to realise their potential. This programme will be delivered in the future alongside Education partners and will offer parents support to build strong healthy relationships and confidently manage their children's behaviour; reducing the risk of crisis intervention and placement breakdown.

4.11. Over the course of course of 2022-23, Children's services have significantly reduced the number of vacancies in the service, through a rigorous recruitment campaign and extensive induction and support programme for newly qualified staff. As a result, the service is able to respond swiftly to

concerns and all families who require a social worker are allocated swiftly. The previous delays due to the lack of staff have been removed.

4.12. Clackmannanshire Council People Directorate staff have worked in partnership with colleagues from Place and an external consultant, undertaking a City Region Deal skills mapping exercise across Clackmannanshire. This work is to develop Skills Pathway Plans relating to key investment areas of the City Region Deal and will continue in 2023-24, with the development of a Skills Framework for Clackmannanshire educational establishments, in collaboration with Skills Development Scotland.

4.13. The use of the Clackmannanshire Pupil Equity Funding Framework is ensuring that school allocations are much more focussed on improving outcomes for the children and young people impacted by poverty .Planning and quality assurance processes, roles and responsibilities are clear in this regard, with 100% of schools identifying clear outcomes and related activity as part of their School Improvement Planning.

4.14. Clackmannanshire Early Adopter Childcare/Child Wellbeing Project funded by Scottish Government's School Age Childcare Team offers free wrap around childcare (extended breakfast club provision and after school) in targeted primary schools for priority families in relative poverty, as defined in 'Best Start, Bright Futures'. The project is currently supporting 95 families and 136 children and young people. Support has included 60 term time breakfast clubs every day, up to 172 after school places, 134 places offered during the April holidays and childcare places at Play Alloa, a specialist provider of regulated childcare for children with complex additional support needs.

4.15. There has been significant partnership working between Children's Services and Justice Services to ensure all individuals supported through Youth Justice are receiving support, as per national standards. The review and redesign of the service, with ongoing support from the Children and Young People's Centre for Justice (CYCJ), has involved key partners including Elected Members, Children's Services, Justice Services, Housing, Police Scotland, Education, Psychology, Clackmannanshire Third Sector Interface (CTSI), Employment Services and Sport and Leisure to ensure that there is a consistent approach to intervention, support and recording of outcomes.

4.16. A Resource Allocation Group has been implemented to oversee the use of external placements supporting care provision. This provides greater scrutiny of decision making where external resource is provided. The Group takes a strengths based approach to look at alternatives ways to support families.

4.17. The continuum of digital and face-to-face supports has continued to be developed in order to support mental health and wellbeing for children, young people and their families. The continuum continues to offer 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. 642 children and young people have accessed our digital supports since they launched in April 2021. Since the introduction of the MHWB Clacks

Continuum of Support, the FK10 postcode has experienced a **39**% reduction in referrals to Child and Adolescent Mental Health Services A revised Digital Learning Strategy was approved by Council on 18 May 2023.

4.18. The operational transitions group supporting the development of an integrated transitions strategy and operational procedure to improve outcomes for disabled children and young people has reviewed their procedures and systems to ensure children are identified and assessed in time to provide a smooth transition. In addition, Children's services, Education and Health and Social Care Partnership have been working on a revised policy which will go out for consultation with stakeholders over the summer.

4.19. In April 2023 Clackmannanshire Council entered into a new Partnership Agreement with **sport**scotland on a four year investment cycle, totalling **£1,014,066.28**. The Partnership Agreement is a commitment between Clackmannanshire Council and **sport**scotland to identify, plan and deliver shared local and national priorities and outcomes for sport and physical activity over the period 1 April 2023 – 31 March 2027. The partnership allows the Sport and Leisure Team to deliver: the Active Schools programme, the Community Sport Hubs programme, enhanced places for sport - including the new Wellbeing Hub and Lochies School project, inclusion projects - such as the Family Wellbeing Partnership Child Wellbeing Project and the delivery of the refreshed Sport and Active Living Framework (SALF).

4.20. Staff confidence and skills to support children and young people with additional support needs (ASN) is supported by Additional Support for Learning (ASL) Outreach Team, Educational Psychology and Clackmannanshire Schools' Support Service (CSSS) Outreach Teams. Connecting Clacks' Educators/ASN tile is updated with latest guidance documents. The quality of referrals into GIRFEC forum (formerly C-Strive) demonstrates improved use of the wellbeing assessment to assess children and young people's needs. Embedding inclusive solutions for children with ASN within mainstream settings is leading to improves staff skills, supported by Flexible Learning Spaces teams.

4.21. Increased employer engagement opportunities have been established through new partnerships with training providers and third sector organisations in Clackmannanshire and Forth Valley, including the offer of volunteering options for young people. Our positive destination figures have improved again and are now the same as pre Covid levels, which has ensured Clackmannanshire remains in the top quartile.

4.22. The Scottish Attainment Challenge Framework for Recovery and Accelerating Progress introduced a requirement for local authorities to set ambitious, achievable stretch aims for progress in overall attainment and towards closing the poverty-related attainment gap in the 2022/23 academic year. Robust contextual analysis allowed us to set ambitious stretch aims in Clackmannanshire and a full report on these is include in the National Improvement Framework Report 2022/23.

5.0 Next Steps

5.1 Moving forward, we will build on the successes to date and focus on service development, including the continuing development of our workforce, leading to improvement in our services and better outcomes for our children, young people and families.

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	☑
Our families; children and young people will have the best possible start in life	☑
Women and girls will be confident and aspirational, and achieve their full potential	☑
Our communities will be resilient and empowered so that they can thrive and flourish	☑

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

None

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: Business Plan Pentana Report 2022/23

13.0 Background Papers
- Annual Report of the Chief Social Work Officer 2021-2022
- Children's Services Plan 2021/24
- People Directorate Business Plan 2022/23
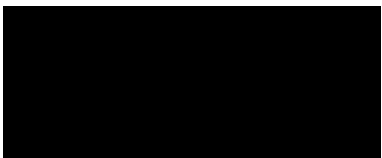- National Improvement Framework Report 22/23

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 22/23

NAME	DESIGNATION	TEL NO / EXTENSION
Catriona Scott	Senior Manager	2469

Approved by

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

People Business Plan 2022-23 – End of Year Report

Edited on: 4 August 2023

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	100%	✅	The 5 identified Skills Pathway Plans being developed relate to: • Culture Heritage and Tourism • Digital • Scotland's International Environment Centre • National Aquaculture Technology and Innovation Hub • Intergenerational Living Innovation Hub Our Improvement Analyst worked with her counterpart in Stirling and an external consultant to establish baselines for the range of educational opportunities that are currently on offer across Clackmannanshire, relating to the courses and learner profile of those enrolled in those courses. We have a specific interest in learner demographics relating to the City Region Deal's target groups: Women and girls; People with a disability; Those living in areas experiencing the highest levels of deprivation (top 20%). This underpins a Skills Framework for schools and establishments, developed in collaboration with Skills Development Scotland, Local Employability Partnership and the newly appointed Skills Lead for the Stirling and Clackmannanshire City Region Deal.	Education Senior Manager (Secondary)
PPL 22 02	Secure links with local employers and Flexibility Works Scotland to analyse research information	31-Aug-2023	95%	✅	The Family Wellbeing Partnership commissioned The Wellbeing Economy Alliance Scotland (WEALL Scotland)	Senior Manager Inclusion &

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Code	ACTION	By When	Progress	Expected Outcome	Latest Note	Lead
	commissioned by the Social Innovation Partnership from the Wellbeing Economy Alliance Scotland (WEALL).				to review employability in Clackmannanshire to highlight key areas for change around delivering enhanced employability support for local families and to better meet their needs, as well as those of local employers. A series of community and business engagement sessions have taken place – a final employers / employability service user focus group session took place in July and a draft action plan is being created to address gaps in existing provision in Clackmannanshire to build progression routes into Further/ Higher Education, Modern Apprenticeships and other appropriate provision, as well as supporting access to employment. A Child Poverty Coordinator has been appointed within the Clackmannanshire Family Wellbeing Partnership. This role will provide critical additional resource to support the policy intentions set out by the Scottish Government as well as supporting the work of the Clackmannanshire Local Employability Partnership to better align employability and wrap-around services between Council departments and wider Community Planning Partnership (CPP) that support parents' transition or progression within work, such as childcare and transport.	Partnerships Murray Sharp
PPL 22 04 Linked with PPL 22 13	Improve tracking arrangements to inform the choices of young people and the curricular offer. Establish systems to routinely sample those at risk of not securing a positive destination including the care including the care experienced and winter leavers.	31-Aug-2023	100%	✅	All care experienced young people (CECYP) are referenced within a newly devised local authority dashboard, which allows all professionals to have a single point of access to all information relating to the child, leading to a more cohesive approach to providing support including a positive destination after school. All Secondary Schools now have a CECYP tracker, a designated CECYP contact and an identified link with the Virtual Headteacher (Secondary). A Virtual School Improvement Plan has been co-written by the Virtual Headteachers (Primary and Secondary) which will inform Clackmannanshire's direction around	Education Senior Manager (Secondary)

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Code	ACTION	By When	Progress	Expected Outcome	Latest Note	Lead
					The Promise.	
					Last academic year, 156 young people were supported by the MCR programme in Clackmannanshire. MCR mentored care-experienced young people have achieved their best results over the last three academic years in all attainment KPIs, ranging from 9% to 20% improvement.	
					Literacy & Numeracy at Level 4+ 100% (8/8) of MCR mentored care-experienced young people achieved literacy and numeracy at Level 4+.	
					5+ qualifications at Level 4+ 100% (8/8) of MCR mentored care-experienced young people achieved 5+ qualifications at Level 4+.	
					1+ qualification at Level 5+ 100% (8/8) of MCR mentored care-experienced young people achieved 1+ qualifications at Level 5+.	
					3+ qualifications at Level 5+ 87.5% (7/8) of MCR mentored care-experienced young people achieved 3+ qualifications at Level 5+.	
					S5 Staying On 52.4% (11/21) of MCR mentored care-experienced young people stayed on to S5.	
					All these outcomes for care-experienced young people in Clacks are better than non-MCR local and national indicators.	
PPL 22 05 Linked with PPL 22 08 & PPL 22 12	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	31-Aug-2023	100%	⚠️	Improving Outcomes Principal Teachers (funded by SEF) have: • met with and worked 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 . • identified relevant research based interventions to support targeted groups of learners.	Education Senior Manager (Secondary)

Code	ACTION	By When	Progress	Expected Outcome	Latest Note	Lead
					• used evidence-based approaches with targeted groups (e.g. Write On!, use of shared text and three sharings discussions) to raise attainment and close the poverty related attainment gap. • Three primary schools have benefitted from an additionality of learning assistants to support identified children improve their numeracy and literacy progress. There are increases reported at authority level across both Literacy and Numeracy attainment. However, despite the increasing trend, rates remain lower than the national average and pre-COVID levels. 2022/23 attainment indicates that the achievement rate for learners in our most deprived area (Q1) for Literacy has increased to 61.2% and has also surpassed our Stretch Aim of 59.3%. 2022/23 figures indicate that the achievement rate for learners in our least deprived area (Q5) for Literacy has increased to 79.8% and has also surpassed our Stretch Aim of 76.9%. 2022/23 figures indicate that the achievement rate for learners in our most deprived area (Q1) for Numeracy has fallen to 63.7%. This rate is also lower than pre-COVID levels. The Stretch Aim of 68.3% has therefore not been met. 2022/23 figures indicate that the achievement rate for learners in our least deprived area (Q5) for Numeracy has remained almost the same at 81.5%. This rate has surpassed our Stretch Aim of 79.3%.	
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	100%	✅	The Local Authority Attainment Database is used to track progress of Literacy and Numeracy against stretch aims. 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 Local Authority and Establishment level resulting in greater awareness and shared understanding of the	Education Senior Manager (Secondary)

Code	ACTION	By When	Progress	Expected Outcome	Latest Note	Lead
					barriers to attainment for learners across Clackmannanshire schools. Attainment across Literacy and Numeracy has seen improvement in many areas: Literacy & Numeracy (P1,4,7 combined) • Literacy (unpublished) - Overall achievement increased to 69.5%, surpassing stretch aim of 68% • Literacy (unpublished) - Quintile 1 increased to 61.2%, surpassing stretch aim of 59.3% • Literacy (unpublished) - Quintile 5 increased to 79.8%, surpassing stretch aim of 76.9% Despite the literacy gap closing to 18.6% this has not yet met the stretch aim of 17.6%. This is despite a rise in attainment overall and in Q1 and Q5 in 2022/23. • Numeracy (unpublished) - Overall achievement increased to 72.4%, but did not reach stretch aim of 74.9% • Numeracy (unpublished) - Quintile 1 fell slightly to 63.7%, but did not reach stretch aim of 68.3% • Numeracy (unpublished) - Quintile 5 remained almost the same at 81.5%, surpassing stretch aim of 79.3% Significant increase in Q5 numeracy attainment over the past 2 years resulted in the gap opening to 17.8%. The numeracy stretch aim has therefor not been achieved in 2022/23. The attendance overall aim has also not been met but is a focus for session 2023/24.	
PPL 22 08 Linked with PPL 22 05 & PPL 22 12	Develop a model of targeted support with Education Scotland to accelerate progress in attainment across Clackmannanshire.	31-Aug-2023	100%	⚠	Despite a narrowing of the poverty related attainment gap the Stretch Aim of 17.6pp for literacy has not been met. It is however smaller than the previous year at 18.6pp. This is despite improvement in the achievement levels for both learners in Q1 and Q5 in 2022/23.	Education Senior Manager (Secondary)

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Code	ACTION	By When	Progress	Expected Outcome	Latest Note	Lead
					The poverty related attainment gap for Numeracy has grown to 17.8pp following the same trend of the year before. Despite the increase, the gap is almost at the same rate as pre-COVID levels. The Stretch Aim of 12pp has therefore not been met.	
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	100%	✅	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, via the Performance Information Meetings, 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. Engagement with our statutory and third sector partners across the Strategic Equity Fund 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.	Education Senior Manager (Secondary)
PPL 22 12 Linked with PPL 22 05 & PPL 22 08	Ensure that 'stretch aims' articulate both ambitious and achievable aims and take into account evidence-based self-evaluation.	31-Aug-2023	100%	✅	• Attendance – Quintile 1 remained almost the same at 88.4%, but did not reach stretch aim of 94% • Attendance – Care Experienced attendance did not achieve the stretch aim An in depth quality assurance exercise has been done in conjunction with childcare social work to ensure that pupils' LAC status or if they are residing with a family member in a formal 'kinship care' arrangement is	Senior Manager Inclusion & Partnerships; Education Senior Manager (Secondary)

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Code	ACTION	By When	Progress	Expected Outcome	Latest Note	Lead
					recorded accurately in schools. The targeted and individual support now in place via the Clackmannanshire Virtual HT roles for Primary and Secondary will focus on care experienced attendance.	

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	100%	✅	Child Protection referrals are monitored quarterly by SM Care and Protection and CPC Lead Officer and audited by SM Permanence and Independent Reviewing Officer. Inappropriate registrations create an unnecessary workload demand on a stretched workforce so further multi-agency training around the e-IRD process and thresholds will ensure a shared understanding for children and young people to ensure only those deemed at significant risk of harm are progressed through Child Protection pathways. NQSWR (newly qualified social workers) are completing mandatory training on Public Protection, as are existing staff, improving confidence and competence in Child Protection and allowing the workforce to provide early intervention to children and young people who are at risk of harm, intervening early and providing positive outcomes. This has resulted in fewer young people being subject to Child Protection and Statutory measures, reducing the number of children/young people on the Child Protection register and through robust quality assurance processes, CP registration is time limited, specific to each child/young person and there have been no periods of re-registration and an overall decrease in CP registrations for a sustained period - outcomes for children and young people are improving.	Service Manager - child protection
PPL 22 22	Implement Phase 2 of the Icelandic Prevention Model (IPM) / Planet Youth 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	90%	✔️	The IPM approach was shared with young people, parents and carers through assemblies, on-line discussions and briefings to ensure that all those participating were aware of the aims and objectives of the IPM approach.	Senior Manager Inclusion & Partnerships

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Code	ACTION	By When	Progress	Expected Outcome	Latest Note	Lead
					Data has been shared with the Parent Councils in the 3 secondary schools who took part in the 2021 survey, with a clear warning that the picture in some areas may have improved, whilst in other areas it may have deteriorated. In addition, there has been early engagement with 3 primary schools and 1 Early Learning Centre to begin to consider how the key messages about prevention can be introduced at earlier, at Primary stages rather than waiting until secondary.	
					Funding from Scottish government, through the Winning Scotland Foundation, will increase resource to drive the project forward in Clackmannanshire and information shared with all heads of establishment across Clackmannanshire.	
PPL 22 27	Ensure CLD plan continues to meet local needs and targeted approaches in light of recovery from COVID	31-Aug-2023	100%	✓	The Clackmannanshire Community Learning and Development Partnership developed their second three year plan for the period 2021 – 2024, which sets out five key priorities partners have been working towards, outlined below. A progress report has been submitted to Elected Members and the Clackmannanshire Alliance. Progress was noted in each of the five key priority areas. - *Develop support for staff and service users to address Health, Wellbeing (and Cost of Living – years 2 &3)* - *Develop clear pathways to support learner accreditation and progression from CLD service provision into volunteering, training, education and employment* - *Develop Adult and family Learning opportunities to meet the needs of priority groups* - *Partners will work towards building the capacity of in individuals and community groups to develop services to meet their needs* - *Partners will support the continued professional develop of staff and volunteers to enhances skills and knowledge within the sector* Years 2 and 3 of the plan have evolved, based on	Education Senior Manager (Secondary)

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Code	ACTION	By When	Progress	Expected Outcome	Latest Note	Lead
					emerging need, taking cognisance of the Scottish Government's CLD Plans' Guidance Note 2021-2024 which recognises "that the Covid-19 crisis is likely to continue to present significant practical challenges to CLD planning and that this could have an influence on future CLD planning priorities throughout 2021 - 2024".	
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	100%	✅	Work is continuing around Alloa Academy to widen the opportunities available to the local community. There are various programmes and initiatives, for example:

• Alloa Community Empowerment: a group of Alloa Academy school staff and community members which is planning, co-creating and delivering after school experiences for the community, supported by £15k from The Lens process 2023. All sixteen participants gained qualifications. Childcare was provided by senior pupils, offering the chance to develop leadership and pre-employability skills.

• Adult Learning Programme: this year (2022-23), practical cookery and Food Hygiene courses were also offered in addition to Level 4/5 Literacy and Employability. The children of participants ended up cooking alongside their parents/carers and two young people in S4 who were disengaging from school attended regularly and gained qualification.

• Links to The Bowmar Bookies & The Bowmar Borrowers strengthened: ongoing communication and reading mentoring programme piloted at Alloa Academy after school hours. Environment Services have supported by providing a container for storage; Strathclyde University continues to support the literacy programme.

• NHS Scotland & Stirling University: S3 classes have been working with Forth Valley College students, NHS Simulation Team and Stirling University staff. Each S3 | Senior Manager Inclusion & Partnerships |

Code	ACTION	By When	Progress	Expected Outcome	Latest Note	Lead
					class will visit Stirling University to participate in workshops and to discuss career pathways.	
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	75%	✔	First phase of free wrap around childcare (extended breakfast club provision and after school) in Park Primary, Sunnyside Primary and St. Mungo's Primary commenced November 2022 for primary school age children, for priority families in relative poverty. From January the Child Wellbeing Project (CWP) was able to offer additional after school activity services at Play Alloa, Community House Alloa, Hawkhill Community Centre, Kidz-World and Connect Alloa to eligible families in Alloa South and East. This has been taken up by 95 families (136 children). The CWP is now able to offer wrap around childcare from 8am until 6pm. Funding from the Scottish Government's School Age Childcare Team has been secured to continue this provision until March 2024.	Senior Manager Inclusion & Partnerships
PPL 22 30	Continued use of local budgets to take a consolidated approach to supporting families at the point of need.	31-Aug-2023	80%	✔	The Family Wellbeing Partnership, with support from The Hunter Foundation, are scoping a proposal for a new community 'entity' to coalesce funds aimed at improving wellbeing, mitigating poverty and directly supporting individuals and families in greatest need. This would also seek to ensure funding and resources are directed to supporting families – consequently work is underway to map all funds into Clackmannanshire Council which support wellbeing of families and address poverty. Summer Food and Holiday Childcare funding was announced in June 2023 and has been distributed promptly - for families beyond Alloa South and East, Clackmannanshire Third Sector Interface (CTSI) have been given Summer Food and Childcare funding and this has been distributed to partners, including The Gate, Alloa who can evidence that children and young people will be taking part in activities and provided with food. Clackmannanshire Sport and Leisure Team have also	Senior Manager Inclusion & Partnerships

11

Code	ACTION	By When	Progress	Expected Outcome	Latest Note	Lead
					added additional spaces for families in Sports Camps offer a variety of sporting activities daily for three weeks of the summer break and food is provided. Community Learning and Development have been given additional funding to ensure that young people can attend summer trips within and beyond Clackmannanshire – food will be provided on trips and when attending events at the Bowmar Centre. The Scottish Government Whole Family Wellbeing Fund has been utilised to recruit a participation development officer who will work directly with families to involve them in the development of Whole Family Support services.	
PPL 22 31 Linked with PPL 22 50	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 crisis.	31-Aug-2023	75%	✔	The team have delivered drop in sessions with 2 primary schools in the Alloa Academy catchment - raising the profile of STRIVE team and early access to the services. A discussion with the Family Support workers in 6 Primary Schools across Clackmannanshire has taken place to highlight the role of STRIVE – Family Support workers have knowledge of those in their school community who may benefit from some additional advice to prevent them reaching levels of crisis. The team has engaged additional third sector services to support the work of STRIVE, such as CERT (Clackmannanshire Economic Regeneration Trust) and Cyrenians and extended to include the energy team from within Clackmannanshire Council. STRIVE has increased its profile to include Clackmannanshire Council's website, with plans to increase our public presence further. Information leaflets for both professional networks and for families have been recently been created.	Senior Manager Inclusion & Partnerships
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	91%	✔	The group have completed their work in relation to the Language of Care resulting in a policy being produced through both co-design and consultation and reporting to	Service Manager - Permanence

Code	ACTION	By When	Progress	Expected Outcome	Latest Note	Lead
					the Keeping the Promise Group. Oor Clacks Voices (OCV) began meeting monthly in February 2023 - as a result of them meeting more regularly, they have been able to link more within the Participation Network over the last six months. Membership of the network will continue to be reviewed to ensure representation across all groups, and opportunities for different people to become involved as new work streams are developed within the network.	
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	100%	✅	Following a review of the Parental Involvement and Engagement Survey and analysis of School Improvement Plans for 2022-2023, 3 targeted schools were identified to develop a plan for improvement in Family Learning with a focus on intergenerational learning. Family learning opportunities have been held at 2 Primary schools with an emphasis on literacy and numeracy and Lornshill Academy was a finalist in the Parent and Family Engagement category at the Education Scotland National Awards in May 2023. A new Family Practitioner Network has been set up in Clacks for all practitioners to share ideas and effective family engagement taking place in their settings. 100% of attendees at the first meeting found it "useful and had ideas to take away." Planning is currently underway for a second FPN group to take place in September 2023.	IO Team Leader
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	100%	✅	A Parent Council (PC) audit was carried out in September 2022 which highlighted where schools and PCs needed additional support. This session 85% 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 and some good	IO Team Leader

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Code	ACTION	By When	Progress	Expected Outcome	Latest Note	Lead
					practice has been identified and shared with Education Scotland for their good practice hub. Engagement Officers have worked directly with over 47% of the Parent Councils on issues around membership and operation to enable them to continue meeting regularly. In session 2021-22, 50% of Parent Councils claimed their admin support money from Clackmannanshire Council, this has increased to 76% in the current session.	
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	100%	✅	The RIC UNCRC working group has continued to meet regularly to ensure that the matter of embedding UNCRC remains a high priority with a raised profile. After the parliamentary summer recess, public authorities will only be required to comply with the UNCRC requirements when delivering duties under powers in an act of the Scottish Parliament, to minimise the risk of a further referral to the Supreme Court, whilst also minimising the complexity for those using the legislation. The estimated timeline for the Bill to be passed is unknown and depends on Parliamentary timetables. The UNCRC group are to meet in August 2023, at which a timeline will be developed to refresh the professional learning of staff, given the delay of the original bill and work will continue on a Child Friendly Complaints Procedure and ensuring that all stakeholders are fully appraised of the legislation.	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	100%	✅	Empowerment ensures 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 and giving more autonomy to the schools that will use the policies, resources and approaches developed. Through participation in five working groups, covering Pedagogy, Curriculum, Performance, Wellbeing &	Education Senior Manager (Secondary)

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Code	ACTION	By When	Progress	Expected Outcome	Latest Note	Lead
					Inclusion and Quality Assurance, school leaders have been active participants in the wider corporate work of the Local Authority. A series of collaborative meetings have been held throughout the academic session and an evaluation of the programme has now been undertaken, to gauge impact as noted below. ☐ *Collaboration and networking* – increased and meaningful collaboration with everyone contributing, working as an effective team, working in partnership, using the skills and expertise of members, agreed collaborative plans, established a joined up approach and thinking, space and time given to enable collaboration to take place. ☐ *Vision* - established a clear vision for improvement, established shared vision and understanding, moving towards a self-improving system. ☐ *Values based* - ethos and culture, open and honest conversations, effective group dynamics, positive relationships. ☐ *Supporting Improvement* - creation of a curriculum rationale, a Clacks definition of pedagogy, the performance calendar, the use of data to support improvement, effective self-evaluation for School Improvement, emerging supportive tools, alignment of QA groups and Performance Improvement Meetings. 87% of participants reported that they felt empowered to make positive change, as a result of their involvement in the programme.	
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	70%	✔	Effective joint working between Children Services and Justice Services is ensuring young people supported through Youth Justice receive timely support in accordance with national standards and new staff are benefitting from support and shadowing opportunities	Senior Manager, Justice

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Code	ACTION	By When	Progress	Expected Outcome	Latest Note	Lead
					from Justice Services staff, increasing professional confidence and competence in Youth Justice work. Review and redesign of youth justice is underway supported by the Children and Young People's Centre for Justice and including key partners from the community planning partnership e.g. Elected Members who participated in a strategic workshop. To support the redesign of youth justice provision, further workshops involving operational staff and those with lived experience are planned. A training pathway for new staff is operational with staff registered to complete training in various risk assessment tools such as the Outcomes Star, a tool for measuring and supporting change, being piloted.	
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%	✔	Justice Services continues to run 3 pilot schemes, the Non Court Mandated Caledonian Programme, the STRIVE support for Women and Perpetrators and the new Men's Self Referral helpline launched in January 2023 – reporting that these services are being accessed and funding has been agreed to be extended for a further 6 months by Scottish Government and partners from Housing, Police Scotland and Alcohol and Drug Partnership. Staff from across the partnership continue to access Safe and Together training which is heavily embedded within the Caledonian System and supports staff with the necessary competences and skills in supporting child well-being and safety and keeping children safe and together with their non-offending parent.	Senior Manager, Justice
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	90%	✔	An Education Task Group, made up of representatives from educational establishments and partners has been established to continue to support the key outcomes in the Clackmannanshire Violence Against Women Action Plan. The group will address the expectations of the Equally	Senior Manager Inclusion & Partnerships

Code	ACTION	By When	Progress	Expected Outcome	Latest Note	Lead
					Safe Quality Standards with regard to '**Ensuring that a joined-up approach is taken to embedding age appropriate VAWG messaging into education and early years setting.'** Women's Aid have continued to provide support to establishments through their education and prevention programme and are expanding their Workshops to ensure that they continue to deliver age-appropriate, evidence-based interventions to raise children, teachers and parents' understanding and awareness of gender based violence, positive, healthy relationships and consent.	
PPL 22 43	Increased Early Intervention Referrals to Family Group Decision Making (FGDM) to increase strengths and resilience within family networks. The range of family support provision within communities is enhanced and includes the redesign of and investment in early help and intensive family support.	31-Aug-2023	100%	✅	The efforts to increase the range of early intervention provision available in Clackmannanshire have continued throughout the year and it is anticipated that the Social Work redesign will significantly increase the resource available to provide early intervention for families by the end of August 2023. FGDM referrals have continued to increase: December - 5, January - 8, February - 9, March - 10, April - 2, May - 5, June - 10 and workers are now referring to FGDM for a wider range of need, introducing family led support plans at an earlier stage.	Service Manager - Early Intervention
PPL 22 44	Reduction in the use of external placements 1. Development of a resource allocation group to quality assure and support planning which requires an additional resource. 2. Further develop foster carer recruitment approaches to maximise success. 3. Review of foster carer levels and fees to support	31-Aug-2023	90%	✔	A Resource Allocation Group has been in place since January 2023 to provide greater scrutiny of decision making where external resource is provided. Over 12 months between 31 May 2022 and 31 May 2023 there is a 17% (n12) reduction in external foster care placements and 16% (n2) reduction in number of	Service Manager - Permanence

Code	ACTION	By When	Progress	Expected Outcome	Latest Note	Lead
	recruitment and retention of foster carers and maximise use of existing resources.				residential placements. Next steps are to increase local care provision through foster carer recruitment and increased residential provision within Clackmannanshire and an increase to the number of staff within the Family Placement team will allow more rigorous recruitment efforts to be made with an emphasis based on local communities. A review of Foster Carer Fees and Allowances was completed and changes were implemented from 1 April 2023.	
PPL 22 46	Develop opportunities to consult and include all parents in establishment's improvement planning, with a focus on the use of Pupil Equity Funding to enhance family engagement, learner participation and democratic education	31-Aug-2023	100%	✅	As part of the Scottish Government's focus on learner and community participation, educational establishments are being asked to spend at least 1% of their PEF (Pupil Equity Fund) budget using a Participatory Budgeting (PB) methodology. Following a successful Participatory Budgeting pilot at St Bernadette's Primary involving parents, carers, staff and partners and including church representatives, Muckhart, Redwell and Craigbank Primary School have carried out similar Participatory Budgeting events during session 2022-2023 with Lornshill Academy, Deerpark, Tillicoultry, St Bernadette's and Sunnyside Primary Schools planning some PB activities in session 2023-24.	IO Team Leader
PPL 22 50 Linked to PPL 22 31	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	100%	✅	There continue to be a steady number of referrals to STRIVE particularly from specific geographical areas within the authority and the majority from Police and Housing. The team has engaged additional third sector services to support the work of STRIVE, such as CERT (Clackmannanshire Economic Regeneration Trust) and Cyrenians and extended to include the energy team from within Clackmannanshire Council. STRIVE has increased its profile to include Clackmannanshire Councils website, with plans to increase our public presence further. Information leaflets	Service Manager - Early Intervention

Code	ACTION	By When	Progress	Expected Outcome	Latest Note	Lead
					for both professional networks and for families have been recently created. A discussion with the Family Support workers in 6 Primary Schools across Clackmannanshire has taken place to highlight the role of STRIVE – Family Support workers have knowledge of those in their school community who may benefit from some additional advice to prevent them reaching levels of crisis.	
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	80%	✔	The strategic needs analysis is now concluded and the identified strategic priorities will inform the development of a consortium commissioning approach, led by the participation development officer, who will be key to the involvement of children, young people and families in the process. The consortium commissioning process is scheduled to be concluded by March 2024. In addition, the Whole Family Wellbeing fund is being used to provide intensive support services to children on the edge of care, supplementing existing service provision, and actively coordinated through the Commissioned Services referral group and family support working group who identify gaps, duplication and opportunities to work with community partners to provide easier access to services for families when they need it.	Service Manager - Early Intervention

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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 Linked with PPL 22 04	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	100%	✅	From April – May 2023, our Virtual Headteacher and Improvement Analyst designed a bespoke tracker for tracking Care Experienced Young People in Secondary School which has, from June 2023, been expanded to include bespoke packages for young people within the Virtual Headteacher remit and also for Primary Children, enabling VHT (Primary) and VHT (Secondary) to work together on progressive support programmes. From August 2023, following national best practice advice from CELSIS, Clackmannanshire Council will hold a monthly People Directorate meeting specifically focussed on Care Experienced Young People, which will be underpinned by the Tracking Spreadsheet – focus on the young people to ensure that all agencies around the young people are both accountable and working effectively together.	Education Senior Manager (Secondary)
PPL 22 14	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.	31-Aug-2023	100%	✅	<u>Virtual Head – Primary</u> From April 2023 to date, there has been an increased focus on an identified group of 17 P6 care-experienced learners across 8 establishments by the Virtual headteacher for Primary (VHP) and the identified care lead within the establishment, to identify what supports are required to ensure a robust and supportive transition to secondary school in August 2024. All care experienced children are referenced within a newly devised local authority and dashboard, which allows all within the professional network to have a single point of access to all information relating to the child, leading to a more cohesive approach to supporting all children.	Education Senior Manager ELC & Primary

Code	ACTION	By When	Progress	Expected Outcome	Latest Note	Lead
					The VHP will monitor progress with this and engage in dialogue with educational establishments to offer both support and challenge around a detailed set of priorities which will be shared with all establishments for session 23/24.	
PPL 22 15	A relaunch of the School Sports Awards supporting primary and secondary schools to achieve silver / gold awards	31-Aug-2023	90%	✔	The **sport**scotland School Sport Award is a national initiative designed to encourage schools to put young people at the heart of decision making, planning and implementation of extra-curricular school sport. Since the award relaunched in September 2022 Clackmannanshire schools have reengaged as follows:

19 primary, secondary & ASN schools have completed the online self-assessment process

17 schools have been rated Gold standard with **5** schools aiming to have submitted their evidence by the end of summer term

1 school has been rated Silver standard & **1** school bronze standard

All schools plus those who did not engage with the process this year will implement an action planning toolkit for next year to support the continuous improvement aspect of the award.

A final update will be provided by the end of August 23 as to whether any schools are awarded the Gold award for 22/23 academic year. | Service Manager |
| PPL 22 16 | Increase support available to care experienced young people aged 16-25.
1. Registration and development of a Supported Lodgings Service for young people aged 16-25.
2. Strengthen the availability of intensive support for young people moving to live in their own tenancy. This will be achieved through commissioning arrangements and a small test of | 31-Aug-2023 | 70% | ⚠ | An application has been made to register a Supported Lodgings Service which is in the final stages of the registration process. Work with the Aberlour Vardy initiative has allowed further scoping work to be carried out in this area, and learning from this will inform next steps.

The provision of wrap around support for young people | Service Manager - Permanence |

Code	ACTION	By When	Progress	Expected Outcome	Latest Note	Lead
	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.				moving to independence has still not been achieved in a sustainable way. Plans are in place to progress this through use of the Whole Family Wellbeing Fund. Support has been strengthened through review of Pathway planning arrangements for young people to increase numbers of Pathway Reviews taking place, as well as the provision of a Wellbeing Worker for 16-25 year olds.	
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	100%	✓	A range of training opportunities for those within the People Directorate have been identified and begun to be delivered for Woodside Residential staff and Early Intervention staff. The aim of this programme of development work is to develop a package of training and professional development for frontline staff and foster carers drawing on the successful 'Readiness for Learning' approach taken within Education to be adapted into this context.	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	100%	✓	Suicide continues to regularly be 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 – to date, no texters have yet required an 'active rescue' by the emergency services, indicating that the risk assessment and de-escalation 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 reduction and what role the new services could be playing in suicide prevention. 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 and Suicide and self-	Principal Educational Psychologist

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Code	ACTION	By When	Progress	Expected Outcome	Latest Note	Lead
					harm guidance for educational establishments is in the process of being reviewed by this sub-group.	
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	100%	✅	Digital Supports The contracts for our digital mental health supports have been extended, delivering text-based crisis intervention through a keyword partnership 'Text Clacks' with Shout, and support for mild-to moderate mental health difficulties through Kooth, with an extended age range of 10-26 years. To date, the digital services have been accessed by 841 individuals (approximately 6% of our target population) and 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 (January – March 2023, 75% of Kooth and 51% for Shout contact/logins have been out of hours). From those who responded to the optional survey, 100%* of Kooth users who replied said they would refer Kooth to a friend and found it to be useful; additionally, 100%* of Shout respondents also said that they found the conversation to be useful (*100% of users who have responded between January and March of 2023). Face to Face We have three face-to-face services in operation (Creative Therapeutic Interventions for Children (CTIfC), which includes music therapy, therapeutic art, and most recently, animal-assisted therapy), Counselling in Schools (CiSS) and a new Through Care, After Care (TCAC) Wellbeing Worker Service for school leavers who are care experienced). 701 children and young people have been referred to our two face-to-face services since they launched (CTIfC and CiSS 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.	Principal Educational Psychologist

Code	ACTION	By When	Progress	Expected Outcome	Latest Note	Lead
					There are early indications that where uptake of these new services is greatest, referrals to CAMHS are reducing (39% reduction in referrals within the FK10 postcode since 2020), further supporting the need for developmentally-appropriate, easily accessible supports and services within local communities. Resource Partnerships The GIRFEC Forum (formally, cSTRIVE) has been successfully rebranded and continues to meet weekly with education and 3rd sector partners. There have been 156 referrals to the Forum since Sept 2022 and 22 of these have been allocated to CTIfCS with a clear trend in referrals looking for support with anxiety, emotional health and wellbeing and Autism Spectrum Conditions (ASCs). The Scottish Government funded development across Forth Valley aimed at improving the assessment process for Neurodevelopmental Difficulties (NDD) has now ended, with a suite of new materials to support educational establishments to make referrals regarding NDD having been developed.	
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 **Increased number of young people with severe and complex disabilities who have a timely transition to adult care services**	31-Aug-2023	80%	✓	Engagement with children and young people with disabilities and their parents has highlighted that our current transition processes are unclear to families and although children and young people have been referred appropriately, their care packages have not always been agreed well enough in advance of them leaving school. The operational transitions group have reviewed their procedures and systems to ensure children are identified and assessed in time to provide a smooth transition in line with what the Scottish Government would expect to see as Transitions and their expectations around Health, Social Work and Education. Children's services. Education and HSCP have been working on a revised policy which is due to be out for consultation with stakeholders over the summer.	Service Manager - Early Intervention

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Code	ACTION	By When	Progress	Expected Outcome	Latest Note	Lead
					All young people leaving school in June this year have now got packages identified and all children due to leave school in 2024 and 2025 who will require a transition plan involving targeted services from the HSCP have been identified, referred to the relevant service and their transition plans will be reviewed at the operational transitions group.	
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	100%	✅	All establishments were provided with their results from National Health and Wellbeing Census in 2022 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, *Respect Me* were contacted and provided Clackmannanshire with an opportunity to undertake their new e-learning modules - Understanding and Responding to Bullying; to date 20% of establishments have currently completed the e-learning modules and further promotion of the resource will take place to ensure that we continue to focus on the impacts of bullying. SEEMiS data on bullying for 2022 has shown an increase from 69 (2021-2022) to 88 incidents possibly due to the increased focus and support with recording of bullying incidents rather than an actual increase in cases. Further analysis and review will be needed to ensure that all forms of bullying are reported and monitored effectively.	Senior Manager Inclusion & Partnerships
PPL 22 25	In line with Future Leisure Provision, revise Implementation Plan within Sport and Active Living Framework (SALF)	31-Aug-2023	100%	✅	Partners from across the sporting and active living sector, NHS, sportscotland, CTSi, diability sport and internal Council colleagues have been taking part in a series of workshops to review the success and learning from the first 5 years of the Sport & Active Living Framework and to agree the way forward and any required updates to this 10 year document.	Sports Development Manager; Service Manager

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Code	ACTION	By When	Progress	Expected Outcome	Latest Note	Lead
					The refresh process has identified 6 key priority areas: o Develop a provider network o Offer programmes for everyone o Develop workforce strategy & plan o Create an asset strategy & plan o Create a travel strategy & plan o Refresh partnership strategy & plan The updated SALF will be presented to the Alliance in August 2023.	
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	100%	✓	A collaborative working group was formed from the Lens and Family Wellbeing Partnership programme with two parents of children and young people who have previously worked with the Council alongside Columbia 1400. Funding was used to purchase National Autistic Society EarlyBird Training for 2 members of the ASD Outreach Staff in January 2023, who are currently delivering the first programme. There have been fourteen topics covered as workshops this academic session both at the Bowmar Centre and a further venue in Alva – it is hoped a venue in the Lornshill cluster will be added next session. There has been a core of 6 regular attendees, but some sessions have had as many as 13 attendees at sessions. Evaluations gathered highlighted the benefits of sessions as being: getting to know other parents and professionals; learning how to approach schools regarding support and not feeling alone any more and Podcasts will be shared on the ASN digital hub that will allow those who cannot attend in person to find out specific information and how to access support. The ASL Parent/Carer Network sessions, Clax P and C, have been advertised through social media channels and info flyers sent to establishments.	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	31-Aug-2023	85%	✓	Funding was secured in April 2022 through the Lens and Family Wellbeing Partnership to pilot remuneration for care-experienced individuals who have participated in co-	Service Manager - Permanence

Code	ACTION	By When	Progress	Expected Outcome	Latest Note	Lead
	service design in order that they receive fair remuneration for their time/input.				production of service design within Clackmannanshire. Since then, extensive efforts have been made to find an appropriate mechanism by which Clackmannanshire Council can remunerate individuals who are involved in these processes. Following extensive consultation and exploration of options, a draft policy is now in development with a view to launching a process by August 2023.	
PPL 22 39	Extend the range of therapeutic supports available through the Intensive Therapeutic Service (ITS) that are specifically targeted towards the refugee population within Clackmannanshire.	31-Aug-2023	100%	✅	The Refugee Intensive Therapeutic Service aims to extend the range of therapeutic supports available that are specifically targeted towards the refugee population within Clackmannanshire – all informed by partners and the Scottish Government's Trauma Informed Practice Toolkit. Five refugee families are currently being supported through ITS with significant positive impact, including decrease in PTSD-type symptoms in one family and a case study summary will be produced as evidence of further impacts. Continued therapeutic support alongside other services in a holistic, integrated, needs based way, ensures that the refugee population get the right help from the right people at the right time.	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	100%	✅	Following the initial meeting of the PEPAS group further progression has been paused until the completion of the refresh of the Sport & Active Living Framework which is due to be completed by end July 2023. Co-ordinated planning was put in place to ensure that a full programme of PE, Active Schools and community sport was put in place for all pupils P1 to S6 during academic year 2022-23. All schools have extra curricular clubs and a full programme of inter school competition was in place this	Education Senior Manager ELC & Primary; Service Manager

Code	ACTION	By When	Progress	Expected Outcome	Latest Note	Lead
					year with the re-introduction of all pre Covid events at both primary and secondary school.	
PPL 22 54	Launch of new online booking system	31-Aug-2023	100%	✓	The new version of the booking system has now been in place for just under 12 months with all facility hire, weekly sports classes, holiday programmes, Firpark and many other aspects across the Sport & Leisure service now accessible to the customer to book online 24 hours a day. However there still remains a percentage of the customer base who still contact the office via telephone to book and pay for their classes, bookings etc. The system continues to be developed by the providers Delta and ongoing support from their staff around internal issues and problems continues with Sport & Leisure staff monitoring the efficiency of the new processes.	Service Manager
PPL 22 55	Collaborate with Sportscotland to develop an Active Schools and Community Sports Hub and plan	31-Aug-2023	100%	✓	The Partnership Agreement is a commitment between Clackmannanshire Council and **sport**scotland to identify, plan and deliver shared priorities for sport and physical activity, and to secure an in-principle commitment to resources and working together over the period April 2023 – 31 March 2027. The agreement was completed and signed in May 2023 and through the continued investment in the Active Schools, Community Sport Hub and wider Sport & Leisure department enable collaborative working around the following priorities: • **Planning for Sport** - Working together we will ensure that sport and physical activity is strategically planned with accountability to deliver agreed priorities and outcomes. • **Active Schools** - Increase the number and diversity of children and young people taking part in sport and physical activity. • **Community Sport Hubs** - Support Community Sport	Education Senior Manager ELC & Primary; Service Manager

Code	ACTION	By When	Progress	Expected Outcome	Latest Note	Lead
					Hubs (CSH), local collectives of sports clubs & other community organisations that co come together to improve the contribution that sport & physical activity has on a community. • **Equality, Diversity and Inclusion** - Reduce inequalities in sport and physical activity and support recovery from the Coronavirus (COVID-19) pandemic. • **Places** - We will work together to take a more strategic and integrated approach to the school and sports facilities estate.	

Priority - People Workforce Plan

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	100%	✅	**Flexible Learning Spaces** Five Flexible Learning Spaces have been developed with multi-agency team support in response to the identified need in educational establishments following the 'Flexible Learning Space Guidance' which was developed and shared with establishments along with the 'Tiered Approach to ASL Professional Learning' document. As a result here have been fewer referrals to the GIRFEC Forum for support from these establishments and almost no requests for places within specialist provisions, which would indicate the inclusion of the Flexible Learning Spaces has improved the capacity of the establishments to meet the needs of children and young people. The self-evaluation of the Quality Indicator 3.1 Ensuring Wellbeing, Equity and Inclusion carried out by the schools has shown that all establishments with a Flexible Learning Space returned an evaluation of good or better. **Professional Learning** 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 and guidance documents on the Connecting Clacks Educators / ASN Glow tile – the result of this support has seen the quality of referrals into the GIRFEC forum improve.	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	100%	✅	Following a data analysis in September 2022 by the Regional Improvement Collaborative, targeted CLPL work has focussed 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. Practitioners across Clackmannanshire continue to	Senior Manager Inclusion & Partnerships

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Code	ACTION	By When	Progress	Expected Outcome	Latest Note	Lead
					access the Numeracy and Literacy Academy with physical classroom spaces for professional trainers and learners to work in an environment that promotes deep learning supported by pedagogical expertise. Regular signposting to professional learning opportunities through the weekly Head Teacher Communication and directly to establishments aims to improve the understanding and effectiveness of curriculum rationale and design, continue to improve the capacity of staff to self-evaluate for improvement and support and increase the use of research and data to evidence progress and improvement.	
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	100%	✔	In the past year, Performance Information Meetings (PIMs) have been conducted in all Clackmannanshire Primary and Nursery establishments using a standard format with discussion between the Headteacher of the establishment, the Quality Improvement Team and a peer Headteacher. The depth of information and knowledge in using and acting on this data resulted in the Clackmannanshire 2023 Achievement of Curriculum for Excellence (ACEL) data showing improvement in attainment for Literacy and Numeracy with many measures heading towards or surpassing 2022 National figures. The Data Coach is being retained for session 2023/24 to continue targeting pupil Attendance as a key focus in conjunction with HT's / attendance leads.	Education Senior Manager (Secondary)
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	100%	✔	An expanded PIE CLPL directory for Clacks was produced in January 2023, showing what is on offer for all practitioners, both locally and nationally, including sessions for probationer teachers and family support workers on topics such as Family Learning, Learning at Home, Home School Partnership and Parental Representation as part of encouraging Parental Involvement and Engagement (PIE).	IO Team Leader

Code	ACTION	By When	Progress	Expected Outcome	Latest Note	Lead
					Since then, there have been more Clacks practitioners completing anti-bullying training with RespectMe, Understanding Dads training with Father's Network Scotland and sessions for probationer teachers have been delivered both in person and online resulting in them reporting an increase in knowledge and a positive influence on their practice in engaging families. A new Family Practitioner Network has been set up in Clacks for practitioners to share ideas and effective family engagement taking place in their settings - 100% of attendees at the first meeting found it useful and had ideas to take away.	
PPL 22 36	Clackmannanshire to implement revised GIRFEC materials and Pathways, in line with Forth Valley activity.	31-Aug-2023	100%	✅	Forth Valley wide GIRFEC group is now reinstated and meeting regularly. It has reviewed the GIRFEC guidance alongside the review of the Child Protection guidance and associated materials will be reviewed to ensure they are aligned. The materials will be available for implementation by the end of August followed by training to ensure a shared understanding and use of GIRFEC across Clackmannanshire and the Forth Valley so that children receive the help they need from the right people at the right time.	Service Manager - Early Intervention
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	90%	✔	These posts were linked to the wider Children's Services redesign which resulted in a delay while that broader redesign was agreed. All Independent Reviewing Officer (IRO) posts (3 FTE) and Team Leader (0.5 FTE) have now been recruited. It is anticipated that successful applicants should be in post by 31 August 2023.	Service Manager - Permanence
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	100%	✅	Resilience Learning Partnership, a local and unique provider of education and training services specialising in psychological trauma and lived experience, has been commissioned since January 2023 to deliver training and	Principal Educational Psychologist

Code	ACTION	By When	Progress	Expected Outcome	Latest Note	Lead
					consultancy services. Resilience Learning Partnership will help support the quality assurance of the implementation of trauma informed approaches across the Council, as well as roll out training for managers on becoming trauma-informed which has been approved by the Extended Senior Leadership Group (ESLG).	
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	100%	✅	The Council works with local authorities across Forth Valley and West Lothian to offer a range of leadership courses at Stirling University which are funded in partnership with Scottish Government and Stirling University.	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	100%	✅	Referrals to third sector agencies are now screened and allocated via the education and social work screening groups to ensure that allocation is as quick as possible and that resources are used appropriately. The range of group provision across the authority is increasing and additional resource is being allocated to third sector providers from the Whole Family Wellbeing fund in order to increase the range of support to families, particularly at the edge of care. Between November 2022 and June 2023 there has been a 7% reduction in the number of care experienced children and young people (excluding adopted children).	Service Manager - Early Intervention
PPL 22 53	Work with our community of Values Based Leaders to continue to change attitudes and behaviours.	31-Aug-2023	100%	✅	At a Values Based Leadership experience at Blair Estate in January, it was agreed we would commit to reconnect to further discuss the Target Operating Model (TOM), Placed Based approaches and the Family Wellbeing Partnership. The reconnect event was held in May 2023 featuring two main themes – to deepen our understanding of the (TOM) and explore how partners and third sector organisations could support this model.	Service Manager - Early Intervention

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Code	ACTION	By When	Progress	Expected Outcome	Latest Note	Lead
					A summary of reflections, observations and themes emerging from this facilitated discussion has been submitted to the Chief Executive detailing how we can collectively take forward the transformational change objectives in this financial year.	

Performance Indicators

	2020-21	2021-22	2022-23	Target
Average FTE working days lost through sickness absence PPL AB1 GOV	9.6	11.9	12.3	TBC
% of Freedom of Information requests dealt with within timescale PPL FOI GOV	89%	90%	92%	100%
% of Councillor Enquiries dealt with within timescale PPL CNQ BUS	84%	91%	93%	100%
% of MP/MSP enquiries dealt with within timescale PPL MPQ BUS*	50%	76%	86%	100%
% formal complaints closed within timescale (stages 1 and 2) PPL C02 CUS	69%	55%	62%	100%
% formal complaints dealt with that were upheld/partially upheld PPL C04 CUS	49%	23%	49%	TBC
% of employees who have completed mandatory training by the due date	N/A	N/A	10.3%* *this year so far	100%
Staff Survey - I feel valued for the work I do PPL S12 HWD	68%	63%	N/A	100%
Staff Survey - I feel that I am treated with dignity and respect within my team PPL S17 HWD	80%	75%	N/A	100%
Staff Survey - I am clear about how I contribute to the organisation's goals PPL S21 HWD	79%	74%	N/A	100%
Survey response rate PPL S26 HWD	23%	23%	N/A	100%

* School based staff generally complete their mandatory training on the first two in-service days in August when this figure will increase significantly.

CLACKMANNANSHIRE COUNCIL

Report to Audit and Scrutiny Committee

Date of Meeting: 24 August 2023

Subject: National Improvement Framework Report 2022/2023

Report by: Senior Manager

1.0 Purpose

1.1. This report presents the National Improvement Framework (NIF) Report 2022/23

2.0 Recommendations

2.1. It is recommended that the Audit and Scrutiny Committee note, comment on and challenge the contents of this report.

3.0 Considerations

3.1. The National Improvement Framework Report is focused on:

- Empowering families and communities

- Sustainable Inclusive Growth

- Health and Wellbeing

3.1.1 The Standards in Scotland's Schools Act 2000 places duties on education authorities in relation to the delivery of school education, to reduce inequalities of educational outcome experienced by learners, as a result of socio-economic disadvantage. This Act requires Clackmannanshire to prepare and publish an annual report setting out the steps that have been taken to secure improvements in education provision and outcomes set out in the National Improvement Framework Improvement Plan and those identified by the Service.

3.1.2 Progress made with the main drivers for the Education Service in Clackmannanshire between August 2022 and June 2023 are set out in this NIF 2022-2023 report, highlighting what has been achieved and areas where further progress is needed.The purpose of this report is to evaluate progress in improvement priorities in the Plan, in line with statutory duties. This includes

reporting on progress made as a Service during the Academic Year, under the five priorities and six drivers identified in the National Improvement Framework for 2022-2023.

3.2 The service is committed to progressing workforce development and leadership plans to support the transformation of services.

4.0 Sustainability Implications

4.1. None

5.0 Resource Implications

5.1. Financial Details

5.2. None

5.3. Staffing

There are no implications for staffing arising from the NIF Report 2022/2023.

6.0 Exempt Reports

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

7.0 Declarations

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

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

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

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

8.0 Equalities Impact

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

9.0 Legality

9.1 It has been confirmed that in adopting the recommendations contained in this report, the Council is acting within its legal powers.   Yes ☑   No ☐

10.0 Appendices

Appendix 1 - National Improvement Framework Report 2022/23

Appendix 2 - ACEL Data

Appendix 3 - SQA Attainment Data 2023

11.0 Background Papers

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

Author(s)

NAME	DESIGNATION	TEL NO / EXTENSION
Catriona Scott	Senior Manager	2469

Approved by

NAME	DESIGNATION	SIGNATURE
Lorraine Sanda	Strategic Director (People)	

Education Service

National Improvement Framework Report
22/23

Be the FUTURE

1

Contents

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Introduction

The Standards in Scotland's Schools Act 2000 places duties on education authorities in relation to the delivery of school education, to reduce inequalities of educational outcome experienced by learners as a result of socio-economic disadvantage.

This Act requires Clackmannanshire to prepare and publish an annual report setting out the steps taken to secure improvements in education provision and outcomes set out in the National Improvement Framework Improvement Plan and those identified by the Service.

The Scottish Government expects every education authority to prepare and submit a National Improvement Framework Plan and Progress Report by the end of August, annually.

Progress made with the main drivers for the Education Service in Clackmannanshire between August 2022 and June 2023 are set out in this NIF 2022-2023 Report, highlighting what has been achieved and areas where further progress is needed.

The purpose of this Report is to evaluate progress in improvement priorities in the Plan, in line with statutory duties. This includes reporting on progress made as a Service during the Academic Year, under the five priorities and six drivers identified in the National Improvement Framework for 2022-2023.

The Five Priorities

- Placing the human rights and needs of every child and young person at the centre of education

- Improvement in children and young people's health and wellbeing

- Closing the attainment gap between the most and least disadvantaged children and young people

- Improvement in skills and sustained, positive school-leaver destinations for all young people

- Improvement in attainment, particularly in literacy and numeracy

The Six Drivers

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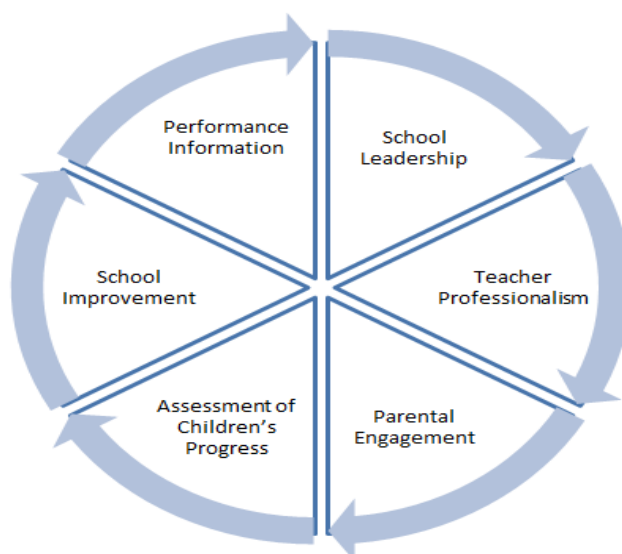
People Directorate Overview – Education

The People Directorate is committed to improving outcomes for children, young people, families and communities. It brings together Education, Children's Social Work and Criminal Justice into one Directorate. The management functions of these services are coordinated by the Strategic Director, to improve communication, create efficiencies, and develop co-production, thereby achieving a more integrated service. The National Improvement Framework underpins work on the all the Attainment Funding (Scottish Attainment Challenge, Pupil Equity Funding, Care Experienced Funding).

Education Services, as part of the People Directorate, provides and commissions education, support, care and protection services for children and young people, and people and families across Clackmannanshire. The service provision is wide- ranging from assessing need and providing care and protection to vulnerable children, young people and families, delivering early learning and education to implementing measures of control for those who may be at risk.

The organisational structure is designed to facilitate a deeper integration of services and supports, ultimately leading to improved outcomes.

Clackmannanshire's Education Service is made up of Community Learning and Development, Educational Psychology, Sport Development, Estates, Early Learning and Childcare, Additional Support for Learning, Leisure and Libraries, Strategic Equity Funding and Improving Outcomes (Broad General Education and Senior Phase) Teams.

Organisational chart:

- **Strategic Director - People**
  - **Chief Social Work Officer**
    - Senior Manager- Care and Protection
    - Senior Manager- Justice Services
    - Senior Manager- Early Intervention and Prevention
    - Senior Manager- Care and Permanence
  - **Chief Education Officer**
    - Senior Manager- Inclusion and Partnerships
    - Senior Manager- Secondary and Communities
    - Senior Manager- ELC, Primary, Libraries (ACTING)
    - Senior Manager Sport and Leisure
  - **Strategic Equity Fund Manager**

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The People Directorate operates within a highly complex environment and its key objectives are driven by a number of overlapping strategic plans, legislation and policies, as outlined below:

- Children and Young People (Scotland) Act 2014)
- Getting It Right For Every Child
- Children's Rights - United Nations Convention on the Rights of the Child (UNCRC)
- Expansion of Early Learning and Childcare
- Curriculum for Excellence
- Community Empowerment (Scotland) Act 2015
- Community Learning and Development (Scotland) Regulations 2013
- Parental Involvement (Scotland) Act 2006 and national Parental Involvement and Engagement Action Plan "Learning Together" launched in August 2018
- The Education (Additional Support for Learning) (Scotland) Act 2003 (as amended 2009)
- Developing the Young Workforce and Youth Employment Strategy
- Tackling Child Poverty Delivery Plan 2022-26- Best Start, Bright Futures
- The Promise Plan 21-24
- Forth Valley and West Lothian Regional Improvement Collaborative (RIC) Plan
- Equally Safe Strategy - Scotland's strategy for prevention and eradicating violence against women and girls
- Framework for Risk Assessment Management & Evaluation (FRAME) with children aged 12-17. Standard, Guidance & Operational Requirements for risk practice June 2021
- Age of Criminal Responsibility (Scotland) Act 2019
- Section 13 of the Children's (Scotland) Act 2020 (Standing Up for Siblings)
- Secure Care Pathways and Standards Scotland October 2020
- National Youth Justice Vision and Strategy June 2021
- National Guidance for Child Protection in Scotland 2020.

This schedule includes key strategic documents and publications:

Service Strategy or Policy	Approved/ Last Reviewed	Review Date
Clackmannanshire Children's Services Plan, 2021-2024	Launched August 2021	August 2024
Community Justice Improvement Plan, 2018-2023 Community Justice Improvement Plan 2023-2028	2018 (following LOIP Plan) Under development	2023 December 23
The Promise 2021-24	May 2021	May 2024

National Improvement Framework (NIF) Education Plan 2023-24	August 2023	August 2024
Family Wellbeing Partnership Plan 2023-2024	Approved by FWP Board July 2023 Homologation – 10 August 2023	June 2024
Digital Learning Strategy, 2023-2025	May 2023	May 2025
Additional Support for Learning Strategy, 2019-2022	October 2019	October 2022
Strategic Equity Fund Plan 2023-2024 (Part of NIF Plan)	September 2023	September 2024
Health and Wellbeing Strategy	August 2023	August 24
Learning, Teaching and Assessment Strategy	Implementation Phase	December 2022
Outdoor Learning Strategy	Implementation Phase	December 2023
Numeracy Strategy	August 2023	August 2024
Literacy Strategy	August 2023	August 2024
Parental Involvement and Engagement Strategy	August 2021	August 2024
Learning Estate Strategy, 2019-2040	2023	2040
Community Learning and Partnership Plan,2023-2024	August 2023	August 2024
Sport and Active Living Framework for Clackmannanshire, 2018-2028	2018	Under development
Violence against Women and Girls Strategy 2023-2024	under development	under development
Safe and Together	Implementation Phase 2023	2024
Forth Valley Care and Risk Management Procedures 2022-2025	2023	2024
Forth Valley Social Work Operational Child Protection Procedures	2023	2024
Forth Valley Guidance Getting our Priorities Right for Children and Families affected by Parental Alcohol and Drug Use (2019)	2023	2024
Forth Valley Secure Pathway and Standards Procedures	under Development	under Development

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Emergent Themes for 2022-2023

This report demonstrates how Education, as part of the People Directorate, seeks to deliver against the strategic priorities of the National Improvement Framework taking into account the following emerging and new areas of development .These have been identified in the 2023-2024 Plan and are referenced in the main report.

- ## Strategic Equity Funding

While the continued reduction in Attainment Challenge funding has impacted on the finance available for the Clackmannanshire Programme Plans, interventions planned to support closing the poverty related attainment gap and ensuring equity and excellence continue to be reviewed with those having the greatest impact being the focus of activity. Strategic Equity Funding continues to be used to deliver targeted activities, and resources which are additional to universal local improvement plans including:

- continuing our collective commitment to equity in education
- mitigating the impact of poverty on children's outcomes
- tackling the poverty-related attainment gap

The Care Experienced Children and Young People Fund continues to enable Clackmannanshire , as corporate parents, to make strategic decisions around how best to improve the attainment of Care Experienced children and young people. Decisions are informed by robust data (high quality, timely and complete) and take account of care experienced voices in order to ensure that activity is centred on overcoming the barriers to achieving the best outcomes for care experienced children and young people.

By working collegiately, consideration has also been taken to make sure that the utility and reach of Pupil Equity Funding (PEF) supports our shared approaches and stretch aims.

This is ensuring that the use of all Attainment Scotland Funding at school and local authority level is aligned across wider strategic planning.

The value of the funding schools receive from the Pupil Equity Fund (PEF) element of the Strategic Equity Fund is being eroded by inflation as the PEF funding is not increased by inflation. Similarly core funding that the schools receive for funding of pupil resources is being eroded by the impact of inflation.

- ## COVID-19 Pandemic - On-going Recovery

The impact of the Covid-19 pandemic continues to affect children, families and educators. Evidence of progress, as detailed in this report (2022/23) focuses on how our service continues to work in partnership with statutory and third sector partners and agencies to offer support to the mental health and wellbeing of children, young people and educators, taking into account those with additional support needs .Balancing progress in learning with children and young people's social and emotional needs, particularly as a result of the pandemic continues to be a priority.

- ## Mental Health and Wellbeing

A continued need and demand for our continuum of mental health supports is evident. Trauma–informed approaches to service delivery are also a priority.

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- **Inclusion**

Supporting the educational, physical, social and emotional needs of children and young people with and increasing range and complexity of additional support needs remains a focus

- **Cost of Living Crisis**

An increase in the number of families facing considerable financial pressures as a result of the national cost of living crisis is clearly evident across all educational establishments. Poverty proofing the school day, that is considering how policy and practice can impact on children and young people on a low income's experience and addressing identified barriers will ensure that establishments do not inadvertently discriminate against and marginalise pupils from low-income households. Amongst Clackmannanshire Family Wellbeing Partnership's (FWP) key ambitions is the ambition to tackle child poverty. This is approached through FWP's further ambitions: a radical shift to a prevention model which will support delivery of sustainable person-centred public services, to develop the conditions to enhance wellbeing so that people can thrive and flourish (including financial security and moves towards employability and to secure a system with voice and agency of community at its heart, shifting power, design and decision making.) FWP is working alongside the Tackling Poverty Partnership and reporting to Clackmannanshire Alliance. Further information on FWP is included below.

- **Family Wellbeing Partnership**

Formed in 2020, the Clackmannanshire Family Wellbeing Partnership (FWP) is a collaboration between Clackmannanshire Council, the Scottish Government and The Hunter Foundation via the Social Innovation Partnership. The FWP is testing and embedding a wellbeing and capability-enhancing approach to policy and practice that is about supporting people to be and do things they have reason to value and to live flourishing lives. At the heart of this approach is a recognition that we need to focus on what matters to people in our communities. We are focusing not only what needs to change but how change is sustained and implement, and how underlying values, cultures and behaviours need to shift if policy and practice is to have greatest impact. This work is in with the Christie Principles on Public Service Reform. This work supports the core purpose of the National Performance Framework of supporting people to flourish and contributes to the aims and ambitions set out in the First Minister's Policy Prospect and, more specifically, those set out in Best Start, Bright Futures, as well as those of the Wellbeing Economy.

In a local context, the FWP's approach is informing work across the local authority. In line with the Target Operating Model agreed by Council in August 2022, it is testing alternative delivery models, and developing more meaningful partnerships with communities and third sector partners. At its heart is tackling poverty and a shift to early intervention and prevention. Therefore, there is an importance of getting the basics right by placing the needs of residents, communities and business at the heart of council decision making; aligning the council's trauma-informed approaches to our wellbeing and capabilities model, with a view to developing individual and community capacity through the way services are designed and delivered. Increasingly, we are identifying issues and barriers preventing families being supported out of poverty. Solutions are sought and these barriers and solutions are shared with the Scottish Government; influencing policy and practice. This relentless focus on improving outcomes for our families, also leads to improved outcomes for our children and young people

- **Transformation Journey: Sharing Learning**

The People Directorate, are part of a broader national and international community tackling poverty; learning from others and sharing our learning with others. This network includes The Hunter Foundation, The Joseph Rowntree Foundation, the Robertson Trust and The Vardy Foundation

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- **Localities Model and Partnerships**

Services are being re-structured around early intervention, placed-based and multi-agency approaches. These integrated approaches lead to improved strategic direction and improved delivery. The People Directorate (and Education Services) are working with an increasing range of partners.

- **Educational Reform**

Stakeholders from across Clackmannanshire contributed to the national discussion on the reform of Scotland's education system in a variety of ways. This was structured around ten questions and asked what kind of education would be needed in Scotland in the future and how that could become a reality.
The listening phase of the National Discussion took place between September and December 2022 and young people and staff were involved in discussions at school level, with packs from Scottish Government used to consult young people about their views. Feedback was also sought from Parent Council Chairs and the wider school community. This was an opportunity for children and young people, parents and carers, and educators to share views about what the education system should look like for the next 20 years. There were multiple ways to participate in the listening phase, including a national consultation hosted on Citizen Space, which was disseminated across all establishments, to collate as many views as possible.

The findings thus far from the OECD, Muir and Hayward reviews have been the focus of Heads of Establishment meetings, so that Clackmannanshire staff are fully appraised of the significant impending educational reform ahead.

- **Empowerment and Collaboration**

Five key themes of Wellbeing and Inclusion, Quality Assurance, Performance, Curriculum and Pedagogy were identified as the focus of collaboration and empowerment in session 22/23. As a result a new culture is developing which seamlessly integrates the work of senior leaders in schools and ELCs and the work of Clackmannanshire's Education Service. Early indications are that this new way of working is resulting in an increased pace of change based on a foundation of meaningful and purposeful collaboration. Providing the conditions which facilitate empowerment and collaboration have allowed for building capacity within and across our education service at a time of challenge where the level of need is high and resources are limited. We will continue to build collaboration and empowerment opportunities into session 2023/24.

- **UNCRC**

The RIC UNCRC work stream has continued to implement the RIC UNCRC action plan. This involved developing a UNCRC toolkit in response to needs highlighted by authorities and their staff. UNCRC resources and toolkit are on the FVWL blog for all to access, including children's services staff. A 'ThingLink' has been developed by the RIC to raise awareness of UNCRC across FVWL in a fun and accessible way. This is now being used nationally. A self-evaluation resource has been developed and piloted for teams and educational establishments on their journey embedding UNCRC into practice. The resource provides ideas on next steps for areas highlighted as needing further development.

On 27 June 2023, an announcement was made in the Scottish Parliament by the Cabinet Secretary for Social Justice that changes will be brought forward after the parliamentary summer recess which will mean public authorities will only be required to comply with the UNCRC requirements when delivering duties under powers in an act of the Scottish Parliament, as this is the only way to minimise the risk of a further referral to the Supreme Court, whilst also minimising the complexity for those using the legislation. The estimated timeline for the Bill to be passed is unknown and depends on Parliamentary timetables.

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Clackmannanshire Demographic Profile July 2023

The following profile includes data available at time of writing.

AIM: The aim of this profile is to provide background data to inform improvement planning across Clackmannanshire's People Directorate

Clackmannanshire has 9 main localities or neighbourhood settlements:

- Alloa
- Alva
- Clackmannan
- Dollar
- Menstrie
- Muckhart
- Sauchie
- Tullibody
- Tillicoultry

The Scottish Household Survey [SHS] is an annual survey of the general population in Scotland. Typically, SHS respondents are interviewed face-to-face, in their homes; however, in March 2020 the fieldwork approach was altered in response to the COVID 19 pandemic.

The majority of the 2020 survey fieldwork, and all of the 2021 survey fieldwork was carried out using telephone interviewing[i].

POPULATION

In June 2021, the population of Clackmannanshire increased by 0.5% to 51,540. Over the same period, the population of Scotland increased by 0.3%.
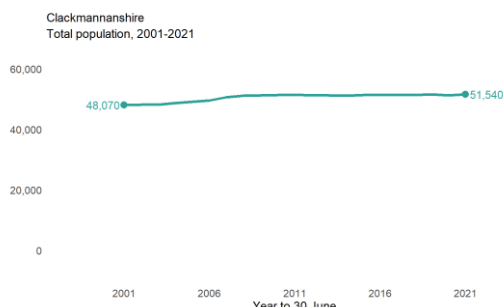
Between 2001 & 2021, the population of Clackmannanshire increased by 7.2%; this is the ***16th highest percentage change*** out of the 32 council areas in Scotland. [*Over the same period, Scotland's population rose by 8.2%*].[ii]

Between 2018 & 2028, the population of Clackmannanshire is projected to ***decrease*** by 0.4% compared to a projected increase of 1.8% for Scotland as a whole.

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In 2021, the number of households in Clackmannanshire was **24,077.** This is a slight increase on the previous year [24,066].

In comparison, the number of households in Scotland overall increased by 0.8%[iii].

In 2021 there was **no change** to the gender ratio with more females [51.1%] than males [48.9%] living in Clackmannanshire[iv].

DEPRIVATION

Scottish Index of Multiple Deprivation [SIMD] is an area-based measure of *relative deprivation*; not every person in a highly deprived area will experience high levels of deprivation.

If an area is identified as 'deprived', it can relate to people having a low income, fewer resources or opportunities.

SIMD looks at the extent to which an area is deprived across **seven domains**:
- income,
- employment,
- education,
- health,
- access to services,
- crime and
- housing[v].

Clackmannanshire consists of **72 datazones** [out of 6976 across Scotland].

It has a **25%** share of the 20% most deprived data zones [18 datazones].

One of the datazones in Clackmannanshire features as the *6th highest* overall deprived data zone and the *10th highest* most income deprived data zone across Scotland[vi].

This means that some areas of Clackmannanshire still experience a *high number of vulnerable communities* associated with high levels of unemployment, including youth unemployment, substance misuse, mental health issues and young parents/one parent families.

EMPLOYMENT[vii]

Clackmannanshire's employment traditionally consisted of industries such as brewing, coal mining and textiles. Now the area relies more heavily on public service employment, production and retail.

According to NOMIS figures for the year 2022 *[Jan – Dec]* Clackmannanshire had **61.9%** of its population in the age range 16 to 64 years, lower than the Scottish average of 63.8%.

Almost 70% [**69.5%]** of its population recorded as "Economically Active", less than the Scottish average of 77.1%.

4% of its population recorded as "unemployed"; higher than the Scottish average of 3.4%.

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WORKLESS HOUSEHOLDS

Across Clackmannanshire it is estimated there are 23.7% households classed as "workless"; this is higher than the Scottish average of 18.6%. [Workless Households: where no-one aged 16 or over is in employment. These members may be unemployed or economically inactive. Economically inactive members may be unavailable to work because of family commitments, retirement or study, or unable to work through sickness or disability].

YOUNG PEOPLE EMPLOYMENT

Employment statistics for young people *[16-19 year olds]* is published by Skills Development Scotland and is part of a national measure, "Participation Measure" [PM].

In 2022, the PM, i.e the percentage of 16 to 19 year olds participating in ***education, employment, or training*** was 92.4% across Scotland; in Clackmannanshire the percentage was lower at **90.7%[viii].**

The gender participation gap [the difference between the PM for men and women] for young people is reported at 1.7pp in 2022 with young women participating more than young men.

This is an improvement on the year before [2021] where the gap was 2.8pp with the change caused by more young men participating in 2022.

CHILD POVERTY

Scottish Government reported in March 2023 that child poverty rates have stabilised at **24%** *[after housing costs]*.

It is estimated that in 2019-22, **69%** of children in relative poverty after housing costs were living in working households [170,000 children each year][ix].

Across Clackmannanshire there are **25.9%** of children living in poverty[x].

HOMELESS[xi]

Over the same six month period, April to September, there has been *a 6% increase* in the number of homelessness applications across Scotland in 2022. Across Clackmannanshire this increase is higher at **8%.**

Over the same period there has also been a *6% increase* in the number of households across Scotland assessed as homeless or threatened with homelessness; in Clackmannanshire this is slightly higher at **7%.**

45 children in temporary accommodation as of 30th Sept 22

Across Scotland there was a *10% increase* in the number of children in temporary accommodation; across Clackmannanshire there was no change with 45 children remaining in temporay accommodation.

HEALTH

Children's Health

My Health, My Rights is a national campaign with the aim to give voice to Health Priorities that support the health and wellbeing of children and young people whilst raising awareness of health rights and the benefits of health-related play. This campaign will officially launch during Scottish Children's Health Week 2023 [**4-10 September 2023**] and is supported by Children's Health Scotland [Charity][xii].

SUBSTANCE MISUSE

ALCOHOL

Across Scotland the number of alcoholspecific deaths *rose by 5%* to 1,245 in 2021.

Across the Clackmannanshire area the number of alcohol related deaths *__fell by a quarter__* to 9 in 2021[xiii].

MALE:
Average age:
58.7 years

FEMALE:
Average age:
59.7 years

Two thirds deaths were male

In the five year period from 2017 to 2021 there have been a total of 50 alcohol related deaths across the Clackmannanshire area.

DRUG MISUSE

The Scottish Government has a National Mission to reduce drug deaths and improve the lives of those affected by drugs.

Suspected Drug Deaths – Police Scotland publish quartery reports on the number of [Police Scotland] suspected drug deaths. This report gives an indication whether drug related deaths are increasing or falling across the area. Across Scotland there were 298 suspected drug deaths between January and March 2023; 3 more than the previous quarter and 5% [13] higher than during the same period of 2022[xiv].

Across the Forth Valley area there were *14 suspected drug related deaths* [5% of the overall total]between January and March 2023; one less than the same period in 2022. Overall, in 2022, Police Scotland figures report **54 suspected drug related deaths**, a reduction on the year before where there were 63.

Males still account for the largest percentage of drug deaths [just over two thirds] with the 35 to 54 age range experiencing the highest number of deaths.

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BREASTFEEDING

It has been long reported that breastfeeding provides the best nutrition for babies and young children supporting children's health in both the short and longer term. There is strong evidence that breastfeeding reduces children's risk of infections and can lead to a small but significant improvement in brain development.

Almost two thirds [65%] of babies born in Scotland in 2021/22 were breastfed for at least some time after their birth; a slight fall on the year before where it was 65.6%.

More than half [55%] of babies were being breastfed at 10-14 days of age in 2021/22. This has increased from 44% in 2002/03, mainly due to an increase in mixed breast and formula feeding. Across Clackmannanshire this figure was slightly lower at 42.7%.

TEENAGE PREGNANCIES

The teenage pregnancy rate in Scotland is at its lowest level since reporting began as rates fell to 23.9 per 1000 women in 2020 [equivalent to 3300 teenage pregnancies – women aged less than 20 years].While teenage pregnancy rates have reduced across all levels of deprivation, they have fallen more rapidly in the most deprived areas which has narrowed the absolute gap between the most and least deprived areas.[xv]

Across Clackmannanshire, this rate is *higher* at 32.8 per 1000 women however is much lower than the last recorded figure which was 46.8.

Teenage women from the most deprived areas are more likely to deliver than to terminate their pregnancy. In contrast, those from the least deprived areas are more likely to terminate than to deliver.

YOUNG PEOPLE - SUICIDE

The Scottish Suicide Information Database, [ScotSID] brings together data to improve the understanding of suicide in order to help reduce the number of suicide deaths in Scotland. The latest report concerns suicide amongst children and young adults aged 5 to 24 years during the period 2011 to 2020.

During this ten year period **820** young people resident in Scotland died as a result of suicide.*About one in four* of all deaths among young people is caused by suicide. This proportion is much greater than the proportion of deaths caused by suicide in older adults, which is around one in 100.

The overall number of suicides across Clackmannanshire fell to 7 in 2021[xvi]. *[Young person data not available at local authority level]*
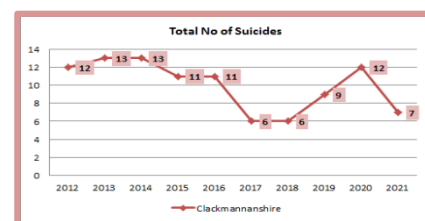
CRIME

Domestic Abuse

In 2021/22 the rate of domestic abuse at ***146 incidents per 10k population*** is the **fourth highest** in Scotland with Dundee City, West Dunbartonshire & Glasgow City higher [Scottish

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average was 118 incidents per 10k population][xvii].

Despite being the fourth highest, the number of incidents of domestic abuse fell by 6.6% in 2021/22 to 755. More than a third [37%] included a crime or offence being committed, slightly lower than the Scottish average of 39%.

The highest percentage of domestic incidents take place in the victim's home with females remaining the more common victim. The weekend remains the highest risk period for domestic incidents to occur.

[Juvenile Offending [Referrals to Children's Reporter]

In 2022/23, 10,981 children and young people in Scotland were referred to the Children's Reporter; 1.2% of all children and young people in Scotland.

The majority of children and young people [9,025] were referred due to concerns about them [care and protection grounds].

Lack of parental care is the most common reason assigned by Reporters when a child or young person is referred to the Reporter

The most common ages for children and young people to be referred to the Reporter continues to be 14 and 15 years.

For very young children [those who were aged under one year] the principal concern identified related to *a lack of parental care* or having close connection with a person who has carried out *domestic abuse*.

Across Clackmannanshire **118 children** were referred to the Children's Reporter in 2022/23, <u>43 children less</u> than in 2020/21; a ***fall of 27%*** over a two year period.
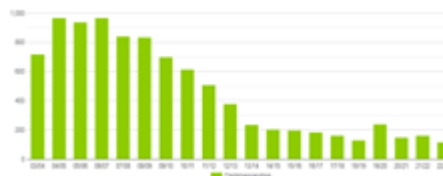
The most common reason for referral remains "parental care/neglect" at 30% of all referrals. Young people "committing an offence" accounted for 24% of all referrals in 2022/23[xviii].

Prison Population

Prison Population has increased to 3.3 per 1k population [Clackmannanshire]

Scotland has one of the highest imprisonment rates in Western Europe [138 per 100,000 population in April 2023], although the prison population remains lower than pre-pandemic levels. As at the 1st April 2023, the average daily prison population in Scotland was **7,507[xix]**.

HMP Glenochil is located within Clackmannanshire and holds both short and long term convicted prisoners; some of whom may come from the Clackmannanshire area.

Offenders who live in the Clackmannanshire area are likely to be held on remand at HMP Barlinnie [Glasgow] or HMP Saughton [Edinburgh] with young offenders held at HMYOI Polmont.

Young people [under 21 years old] represented less than 3% of the total prison population in 2021/22, and the average daily numbers in prison fell to 193, driven by a reduction in both sentenced and tried population

Recent statistics released by the Scottish Prison System [SPS] report HMP Glenochil as having an average of 717 prisoners held each day in 2021/22; this is an increase of 11% on the year before.[xx]

The number of offenders who entered the prison system [arrivals] from the Clackmannanshire area in 2021/22 increased to a rate of 3.3 per 1000 population from 2.8 per 1k populaton the previous year; this rate is the ***second highest*** across Scotland.

EDUCATION

Educational Establishments

Clackmannanshire has 18 publicly funded primary schools, 3 publicly funded secondary schools, 2 Special Schools [Secondary School Support Service & Lochies], 4 Specialist Provisions [Alloa Academy [EASN], Alva Academy [ASD], Alva PS [ASD] & Primary School Support Service] and 4 standalone Early Learning & Childcare [ELC] establishments.

Staffing

At the latest annual school staff survey[xxi], Clackmannanshire is reporting **553 teachers** [including ELC], slightly lower than the year before but still an increase of 8% over the last 5 years.
The overall pupil teacher ratio hasn't changed at **12.1**, lower than the Scottish average of 13.2 [no change on previous year].

Early Learning & Childcare [ELC] Establishments

In 2021/22, there were more 2 year olds in placement within an ELC Establishment across Clackmannanshire; **30%** of all 2 year olds; *highest* across Scotland and much higher than the Scottish average [14%].

Establishment Roll

Across Clackmannanshire, there were **6666 pupils** registered in 2021/22[xxii] [3,837 primary school pupils, 2,746 secondary school pupils & 83 pupils who attend our Special Schools], *a slight fall* on the year before [less than 1%].

Levels of Deprivation

32.4% of all pupils in Clackmannanshire establishments live in our most deprived areas [SIMD Q1] in 2021/22; a *slight increase* on the year before. **14.1%** live in our least deprived areas [SIMD Q5]. There is more than double the number of pupils in SIMD Q1 compared to SIMD Q5. Nationally the ratio is 22.3% & 19.3% respectively.

Class Size:

The average class size for primary schools across Clackmannanshire in 2021/22 was 22.1 pupils, ***smaller*** than the Scottish average of 23.2.

Additional Support Needs [ASN]

DISABILITY: In 2021/22, the rate assessed and/or declared as having a disability fell to 12.3 per 1000 pupils; the previous year it was 13.7,. This rate remains lower than the Scottish rate at 27.7 per 1000 pupils.

In 2022, Clackmannanshire recorded **26.7%** of primary school pupils as having Additional Support Needs [ASN]; this is *a fall* on the year before [29.6%] and is now slightly lower than the Scottish average of 28.3% [the Scottish average has increased from 27.7% in 2020/21]. The more common support need remains at "*Social, emotional and behavioural difficulty*".

The percentage of secondary school pupils identified as having Additional Support Needs increased to **38.2%** in 2021/22 [previous year it was 37.6%][xxiii]. Despite the increase this rate remains lower than the Scottish average of 40.1% [also reporting a yearly increase]. The more common support for secondary school pupils is *"Dyslexia".*

Free School Meals

77% of primary school pupils and **21%** of secondary school pupils are registered for FSM. Both cohorts reporting an increase in the uptake of FSM. Scottish average 76% for primary & 17.8% for secondary][xxiv]
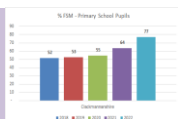
The chart opposite illustrates the ***upward trend*** in the uptake of Free School Meals for primary school pupils.

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Attendance

Statistics on attendance & absence are collected and published every two years by Scottish Government. In 2020/21 [*most recent published data*] attendance across Clackmannanshire was higher than the national average at 92.9%[xxv].

As previously reported, attendance across all educational establishments had been improving prior to COVID-19. Since schools returned to a normal timetable attendance across Clackmannanshire has been sporadic.

In 2021/22, the average attendance reported was 90.5% [authority figure]. Provisional figures for 2022/23 indicate that attendance has increased to **90.7%** [unpublished figures].

At the start of the new academic term in 2023/24 a new **Attendance Campaign** is being launched led by the Forth Valley & West Lothian Regional Improvement Collaborative (RIC).

Its slogan:

**Be INspired
Be INvolved
Be IN school**

Exclusions:

Since the introduction of a new exclusion policy across the authority, there have been **no recent exclusions**. The last reported exclusion was in 2020/21.

Bullying

In 2022/23, the number of reported bullying incidents *increased by 39%* compared to the year before[xxvi].

The main nature of reporting has changed to "Name calling, teased, put down or threatened", accounting for almost half of all bullying incidents [46.5%].

Note: A review of all recent bullying incidents has identified that only some schools seem to be using the new "Bullying & Equalities" reporting on SEEMiS. *Care also needs to be taken when comparing reporting of incidents and it is likely the reported increase is due to an increase in reporting and not necessarily an increase in bullying incidents.*
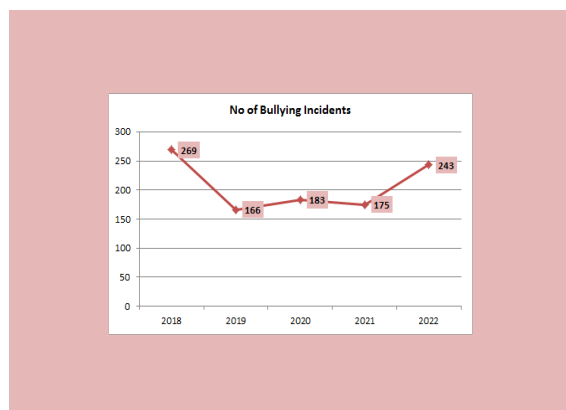
Lets Talk Scottish Education

The Scottish Government and COSLA co-convened a national discussion on the future of education in Scotland in response to Professor Ken Muir's report "Putting Learners at the Centre".

The "**All Learners in Scotland Matter: Our National Discussion on Education**" was subsequently published on 31st May 2023. This report is based on the findings of a listening exercise which took place between 21st September 21 & 5th December 2022.

More than one hundred organisations dedicated to supporting children and young people were consulted as well as education partners and parent and carer groups in designing the National

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Discussion.

The Scottish Government and COSLA, at the time of writing, are considering the report and are working to ensure that the vision for Scottish education is realised for all learners[xxvii].

ATTAINMENT INC. POVERTY RELATED ATTAINMENT GAP

Curriculum for Excellence [CfE] - [2021/22 results]

The following details the main findings from analysis of CfE results for 2021/22 [published data].

Early Level Reading beginning to show signs of recovery with the rate of 80.7% higher than the national average.

First Level Reading remained lower than the national average but reported a yearly increase at 69.9%.

The attainment gap for First Level Reading *narrowed* and remains smaller than the national gap.

The achievement rate for **Early Level Writing** increased to 76.1% and is higher than the national average.

The achievement rate for **First Level Writing** increased to 61.2%.

The attainment gap for First Level Writing *narrowed* although remains slightly more than the national gap.

The achievement rate for **Second Level Writing** reported a yearly increase and is higher than the national average.

The achievement rate for **Early Level Literacy** reported a yearly increase and is higher than the national average in 2020/21.

The achievement rate for **Second Level Literacy** also reported a yearly increase.

The achievement rate for *Early Level Numeracy* reported a yearly increase and is higher than the national average.

The achievement rate for *First & Second Level Numeracy* also reported yearly increases.

The attainment gap for First Level Numeracy *narrowed* in 2021/22 and is slightly smaller than the national gap.

The achievement rate for the combined cohort [P1, P4 & P7] for Literacy reported a yearly increase and the attainment gap narrowed.

The achievement rate for the combined cohort [P1, P4 & P7] for Numeracy also reported a yearly increase and the attainment gap narrowed.

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Senior Phase - [2021/22 awards]

Results in 2022 were compared to results in 2019 [pre-COVID] as both years students undertook similar examinations with the two years in between involving different assessment models.

<u>Compared to 2019 [last exam year]:</u>

- Overall fall in National 4 awards but an increase in both National 5 & Higher results
- More students passing Advanced Higher Awards
- Overall increase in pass rate for Maths at National 5 continuing an increasing trend
- Despite increase in pass rates, the attainment gap ***widened*** at National 5 and Higher.
  All three secondary schools reported improvement in pass rates at National 4, National 5 and Higher.

SCHOOL LEAVERS

Attainment:

The percentage of school leavers attaining 1 or more passes at SCQF level 5 in 2021/22 fell to 84.1%. Despite the fall the rate is higher than in 2018/19 where the assessment circumstances were similar.

The percentage of school leavers attaining 1 or more passes at SCQF level 5 who live in our most deprived areas (Q1*) increased* in 2021/22 to 77.5%.

The percentage of school leavers attaining 1 or more passes at SCQF level 6 in 2021/22 fell to 54.8%. Despite the fall the rate is the same as 2018/19 where the assessment circumstances were similar.

The percentage of school leavers attaining 1 or more passes at SCQF level 6 who live in our most deprived areas (Q1) fell in 2021/22 to 36.7%.

Positive Destinations
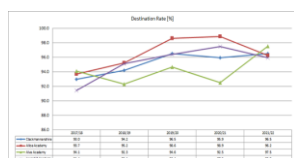
96.5%
Initial Destination Rate

96.5% of all young people in Clackmannanshire entered an initial positive destination in 2021/22; higher than the previous year & the Scotland-wide figure of 95.7%.

This rate matches the **highest rate** ever reported in Clackmannanshire [2019/20] and is higher than the previous year & the pre-COVID rate.

56.9% of young people in Clackmannanshire moved on to further or higher education, a *fall* on last year's figure of 66.8%, reflecting the fall nationally which is suspected as being an impact of increase in cost of living.

Three in ten young people entered employment, an *increase* on 28% from the previous year and higher than the Scottish rate of 25%.

Participation Rate

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The Annual Participation Measure [APM] reports on the economic and employment activity of 16 to 19 year olds in Scotland and is the source of the Scottish Government's National Performance indicator
"Percentage of young adults [16-19 year olds] participating in education, training or employment".

In 2022, this national indicator stood at 92.4%, a slight increase on the rate in 2021[xxviii]. Across Clackmannanshire the Participation Rate also increased to **90.7%** continuing a 3 year increasing trend.

67.8% participating in Education, 20.6% participating in Employment & 2.3% in other training & development.

CHILDREN & YOUNG PEOPLE

Child Social and Physical Development

Problems with early child development are strongly associated with long-term health, educational, and wider social difficulties. Detecting developmental problems early provides the best opportunity to support children and families with good evidence that parenting support and enriched early learning opportunities can improve outcomes for children including intensive early interventions for children with serious developmental problems.

The percentage of children meeting developmental milestones across Clackmannanshire continued to fall in 2021/22 to 75.9%. The Scottish average also fell to 73.2%[xxix] . The percentage with a concern about speech, language & communication development has continued to increase over the last 3 year period. *[Note: due to COVID-19 some assessment practices differed over the period under review.]*

Care Experienced [or LAC]

The total number of Looked After Children [LAC] across Clackmannanshire as of 31st July 2021 was 261; the total number LAC as of 31st July 2022 was 263, 3% of the population. This rate is ***higher*** than the Scottish average at 1%, and the highest rate recorded across all authorities [apart from West Dunbartonshire which has the same rate][xxx].

More males are Looked After than females with a split of 58% to 42% across Clackmannanshire. 16% aged under 5 years, slightly lower than the Scottish average of 17%; 14% aged over 16 years, again slightly lower than the Scottish average of 15%.

The largest proportion of LAC continues to be looked after by friends/relatives [43%], followed by foster carers purchased by local authority at 24%. Across Scotland 34% are looked after by friends /relatives and 10% purchased by local authority. The funding for LAC across Clackmannanshire is therefore ***more expensive*** than the Scottish average.

Child Protection

The number of children on the Child Protection Register across Clackmannanshire on 31st July 2022 was 15, a rate of **1.7 per 1000 children**. The national rate across Scotland was 2.2 per 1000 children[xxxi].
Across Scotland the main concern reported is linked to domestic abuse followed by parental substance abuse [drugs & alcohol] and then neglect. Across Clackmannanshire the main concern identified is linked to domestic abuse followed by neglect. In the year 2021/22, **80 children** were registered with the main concerns identified at case conference being neglect,

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domestic abuse and parental substance abuse [in that order]-all similar to what is being reported across Scotland.

CLACKMANNANSHIRE EDUCATIONAL PSYCHOLOGY SERVICE

The Educational Psychology Service [EPS] has had **539** requests for assistance from establishments and parents/ carers looking for support and advice between August 2022 & June 2023, approximately *49 requests per month[xxxii].*

More than 600 [602] cases have been opened on the EPS database in this time period. The most frequent issue raised in requests for assistance remains *autism spectrum conditions*, with *anxiety* and *non-attendance* also featuring heavily.

Of the 602 cases opened, the majority were male [61.7%]; female – 37.8%; & other – 0.5%. The majority of work was in the Primary Sector [52% age 6-11 years, 20% age 0-5 years, 27% age 12-16 years and 1% age 17-24 years].

The **Intensive Therapeutic Service** works regularly [usually weekly] with *13 children, young people and their families* to help resolve trauma that is affecting their education.

A further *28 children and young people* are supported by the EPS in Out of Authority Placements.

Mental Health and Wellbeing in Clacks Transformation Project

The EPS over-sees the development and operation of a range of mental health services for children and young people, including
- The Counselling in Schools Service (CiSS);
- Creative Therapeutic Interventions for Children Service (CTIfCS);
- Through Care After Care Wellbeing Worker Service; and,
- Two digital mental health services.

In addition, the EPS is a stakeholder in the *Getting It Right Forum* for both mental health and Additional Support Needs.

There have been **156 referrals** to the Forum since Sept 2022 and 22 of these have been allocated to CTIfCS.

701 children and young people have been referred to our 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.

To date [June 2023], the digital services have been accessed by 841 individuals [approximately 6% of our target population].

Although time of use within the day fluctuates, both of our open-access services show a high level of use **out of normal working hours** [January – March 2023, 75% of Kooth and 51% for Shout contact/logins have been out of hours] indicating the importance of providing services around the clock.

Mental Health & Wellbeing Survey

Fourth running of this survey has just taken place and more detailed analysis will be available by *mid-August 2023.*

Early indications are that across all sectors EPS are continuing to see a *significant number* of children and young people experiencing difficulties with their mental health and wellbeing, with

particular concerns noted in relation to both behavioural regulation [e.g. being easily distracted, fidgeting] and emotional regulation [e.g. having lots of worries, appearing unhappy].

However, there remains a <u>high level of satisfaction</u> across all sectors with the emotional support and sense of safety provided by establishments.

EPS continue to see a high level of loss/bereavement within the population across Clackmannanshire, particularly within the secondary school population:

- Secondary: 55.7%,
- Primary: 38.3%
- Nursery:30.8%

have all lost someone close in the last year.

ACTIVE SCHOOLS

Active Schools have continued to offer an annual inclusive programme of physical activity, sport and leadership programmes to all pupils in primary, secondary and additional support needs settings.

The programmes key areas of work are[xxxiii]:

Delivery of free extra curricular sport sessions at lunchtime or after school over a 24 week period. During 2022/23, **2834 children & young people** participated which is an *18% increase* from the last academic year.

In addition a new programme of breakfast and extended after school clubs (3-5pm) were offered to children in three primary schools as part of the **Child Wellbeing Project**.

This programme was supported by sports coaches and local community sports clubs such as Esprit Judo Club delivering over 600 hours of activity for around 70 children.

The **Sportscotland School Sport Award** was re-introduced in September 2022 and all 22 schools put in place sports committees to support the development of action plans. In June 2023, 20 schools had completed an online self assessment with 17 schools rated **GOLD** standard, 2 **SILVER** and 1 **BRONZE** standard. These will be used as baseline figures for future tracking.

Lornshill Academy has continued to be supported to deliver the **Sports Leader UK SCQF Leadership in Sport Awards** with 13 young people achieving Level 6 in 2022/23.

All Primary 7 pupils across both the Alloa and Lornshill Academy Cluster have had <u>access to a free bike</u> as part of a Scottish Government programme in partnership with Forth Environment Link.

Every child received a day of journey training, bike maintenance and for those who needed it a new bike, helmet, lock and high viz vest was provided for the children to keep.

All primary 5 and 6 children continued to receive *free cycle skills* training with **556** P5s completing their Level 1 Bikeability Award and **593** pupils completing their Level 2 Bikeability Award.

Events & Festivals

During academic year 2022/23, every P1 to P7 had the opportunity to take part in a range of events and festivals either delivered at their own school or in a central venue.

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During this period the full secondary events calendar was re-introduced with the schools badminton and athletics championships taking place for the first time since 2019.

There was also a full calendar of events for children & young people with *Additional Support Needs* and this included the local and regional Boccia Championships, local & regional cross country and athletics events, and the **Para Sport Festival** hosted by The Peak in Stirling.

This has returned the events calendar for everything to pre-COVID levels.

Physical Education

All primary pupils continue to receive 2 hours quality PE each week delivered by a qualified teacher.

All primary 5 pupils took part in a 5 week water confidence / aquatics skills programme during April to June 2023. This was due to the re-introduction of the curricular swimming programme with **590 pupils** from across 19 primary schools involved including Lochies.	All Primary 7 pupils are offered a day's ski instruction during the school day at Firpark Ski Centre.

Engagement in Sport

2022/23 is the first full year of data collection around the *participation levels* of school aged children in extra curricular sport and has built on the baseline set during 2021/22.

- 58% of primary school pupils took part in extra curricular sport; **up 5%** from previous year's figures
- 21% of secondary school pupils took part in extra curricular sport; **6% increase** from previous year's figures.

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Improvement Planning

This report sets out the rationale, strategies, actions and performance measures which ensure that ongoing improvement remains the norm.

NIF Key Priorities 2022-2023

- **Placing the human rights and needs of every child and young person at the centre of education**

- **Improvement in children and young people's health and wellbeing**

- **Closing the attainment gap between the most and least disadvantaged children and young people**

- **Improvement in skills and sustained, positive school-leaver destinations for all young people**

- **Improvement in attainment, particularly in literacy and numeracy.**

It identifies 5 key priorities with progress reported against its **6 key drivers**:

- School and ELC Leadership

- Teacher and Practitioner Professionalism

- Parent/carer involvement and engagement

- Curriculum and Assessment

- School and ELC improvement

- Performance information

It is clear as we report against our activities within this report there is interconnectivity meaning "success in one [Driver] contributes to success in others".

> Our improvement is closely monitored against a comprehensive set of performance

The key priorities and drivers apply to all children, young people, their parents and carers, and all educators within Education: Community Learning and Development, Libraries and Leisure, Educational Psychology, Sports Development, Estates, Early Learning and Childcare, Additional Support for learning, Strategic Equity Funding and Improving Outcomes (Broad General Education and Senior Phase).

Plans: Our Improvement Plans are informed by the latest research both nationally and internationally, on-going assessment, consultation and review of School Improvement Planning whilst also recognising our local context. We continue to respond to national policy developments, strategies, plans and priorities, aiming to meet the challenges of any new national initiatives. As detailed in our NIF Plan 2023/24, we fully adhere to National Directives such as:

- Children's Rights - United Nations Convention on the Rights of the Child (UNCRC)

- The Promise

- Getting It Right for Every Child (GIRFEC)

- Curriculum for Excellence

- The Education (Additional Support for Learning) (Scotland) Act 2003 (as amended 2009)

- Children and Young People (Scotland) Act 2014

- Developing the Young Workforce

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In addition, improvement is focussed through Strategic Equity Funding (Scottish Attainment Challenge, Pupil Equity Funding, and Care Experienced Funding), and working in partnership with Education Scotland and Forth Valley and West Lothian Regional Improvement Collaborative.

Support continues to be provided to all schools by the Quality Improvement Officers, Data Coach, [funded through SEF) and the Attainment Advisor provided by Education Scotland.

School profiles, accompanying data packs and planned, Quality Assurance Visits, Performance and Improvement Meetings (PIMs) with schools help inform improvement conversations, identifying gaps in learning, teaching and assessment.

Our NIF Plan remains linked to wider strategic plans under the 'People Directorate'' including the Children's Services Plan as well as Clackmannanshire's Local Outcome Improvement Plan.

This report continues to highlight the strong focus on collegiate planning providing opportunities to share effective practice/strategies to support recovery and accelerating progress, ensuring improvement remains closely monitored against a comprehensive set of performance measures.

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Delivery Plan and Measurement

The NIF Plan(2023-2024) and this report continue to provide a focus and structure for gathering evidence to identify where further improvements can be made, for ensuring we have the evidence sources to contribute to our priorities, and to minimise unintended consequences. It also identifies key actions for educational improvement and the evidence gathered to analyse whether progress is being made and where further improvements are required.

The Core Stretch Aims and Core Plus Stretch Aims, developed in 2022-2023, to improve outcomes for all children and young people, continue to focus on closing the poverty related attainment gap. Progress towards achievement has been monitored through existing governance with support from the Children and Young People Strategic Group, People Committee, Strategic Equity Fun Board, Education Scotland and Scottish Government.

Core Stretch Aims – June 2023

	ACEL Levels – Literacy (P1, 4, 7 combined)			
	Overall levels	SIMD Quintile 1	SIMD Quintile 5	Gap (Q1 – Q5)
Current level (Jun 2022)	63.3	53.7	73	19.3 pp
Stretch aim to be achieved 2023/24	68	59.3	76.9	17.6 pp
Improvement (percentage point)	4.7 pp	5.6 pp	3.9 pp	1.7 pp

	ACEL Levels – Numeracy (P1, 4, 7 combined)			
	Overall levels	SIMD Quintile 1	SIMD Quintile 5	Gap (Q1 – Q5)
Current level (Jun 2022)	71.7	66.3	81.9	15.6 pp
Stretch aim to be achieved 2023/24	74.9	68.3	79.3	12 pp
Improvement (percentage point)	3.2 pp	2 pp	2.6 pp	3.6 pp

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	Proportion of school leavers attaining 1 or more passes at SCQF level 5 based on 'Summary statistics for attainment and initial leaver destinations' publication.			
	Overall levels	SIMD Quintile 1	SIMD Quintile 5	Gap (Q1 − Q5)
Current level (Jun 2022)	84.1	77.5	90.7	13.2 pp
Stretch aim to be achieved 2023/24	88.2	80.0	91.7	11.7 pp
Improvement (percentage point)	4.1 pp	2.5 pp	1 pp	1.5 pp

	Proportion of school leavers attaining 1 or more passes at SCQF level 6 based on 'Summary statistics for attainment and initial leaver destinations' publication.			
	Overall levels	SIMD Quintile 1	SIMD Quintile 5	Gap (Q1 − Q5)
Current level (Jun 2022)	54.8	36.7	76.7	40 pp
Stretch aim to be achieved 2023/24	64.9	47.5	77.0	29.5pp
Improvement (percentage point)	10.1 pp	10.8 pp	0.3 pp	10.5 pp

	Proportion of school leavers attaining 1 or more passes at SCQF level 6 based on 'Summary statistics for attainment and initial leaver destinations' publication.			
	Overall levels	SIMD Quintile 1	SIMD Quintile 5	Gap (Q1 − Q5)
Current level (Jun 2022)	54.8	36.7	76.7	40 pp
Stretch aim to be achieved 2023/24	64.9	47.5	77.0	29.5pp
Improvement (percentage point)	10.1 pp	10.8 pp	0.3 pp	10.5 pp

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	Participation measure: proportion of 16-19 years olds participating in education, employment or training based on Annual Participation Measure produced by Skills Development Scotland.			
	Overall levels	SIMD Quintile 1	SIMD Quintile 5	Gap (Q1 – Q5)
Current level (Jun 2022)	**90.7**	85.9	97	11.1 pp
Stretch aim to be achieved 2023/24	**91.4**	87.3	96.2	8.9 pp
Improvement (percentage point)	**0.7 pp**	1.4 pp	0.8 pp	2.2 pp

	HWB Measure - Attendance - Primary			
	Overall levels	SIMD Quintile 1	SIMD Quintile 5	Gap (Q1 – Q5)
Current level (May 2023)	**92.2**	89.8	95.7	5.9 pp
Stretch aim to be achieved 2023/24	**94.3**	93.5	96.6	3.1 pp
Improvement (percentage point)	**2.1 pp**	3.7 pp	0.9 pp	2.8 pp

	HWB Measure - Attendance - Secondary			
	Overall levels	SIMD Quintile 1	SIMD Quintile 5	Gap (Q1 – Q5)
Current level (May 2023)	**88.9**	86.1	93.4	7.3 pp
Stretch aim to be achieved 2023/24	**92.3**	90.3	94.1	3.8 pp
Improvement (percentage point)	**3.4 pp**	4.2 pp	0.7 pp	3.5 pp

	HWB Measure - Attendance - Overall [inc Prim, Sec & Spec]

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	Overall levels	SIMD Quintile 1	SIMD Quintile 5	Gap (Q1 – Q5)
Current level (May 2023)	**90.9**	88.4	94.8	6.4 pp
Stretch aim to be achieved 2023/24	**94.0**	91.7	95.4	3.7 pp
Improvement (percentage point)	**3.1 pp**	3.3 pp	0.6 pp	2.7 pp

Core Plus Stretch Aims – June 2023

Recognising the importance of wider achievements and a range of other factors that underpin positive outcomes for children and young people, stretch aims have also been detailed for a range of further local priorities, using local measures. These are our *Core Plus Stretch Aims.*

The focus on the attendance of Care Experienced Children and Young People especially the historical difference between Looked After at Home and Looked After Away continues to be a priority Annual Participation Measures (APM) will continue to be monitored and reviewed to ensure that by narrowing the gap between initial and follow up destinations our APM will improve. Progress will continue to be monitored through existing governance across Education Services and within the Children and Young People Strategic Group, People Committee, Strategic Equity Fund Board, Education Scotland and Scottish Government.

	Care Experienced - Attendance			
	Overall levels	**SIMD Quintile 1**	**SIMD Quintile 5**	**Gap (Q1 – Q5)**
Current level (May 2023)	86.7	82.6	93.2	10.6 pp
Stretch aim to be achieved 2023/24	94.0	91.7	97.6	5.9 pp
Improvement (percentage point)	7.3 pp	9.1 pp	4.4 pp	4.7 pp

	Narrow the gap between initial and follow-up school leaver destinations.			
	Overall levels	**SIMD Quintile 1**	**SIMD Quintile 5**	**Gap (Q1 – Q5)**
Current level (Jun 2022)	**8.7**	13	2.3	10.7

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	Narrow the gap between initial and follow-up school leaver destinations.			
	Overall levels	**SIMD Quintile 1**	**SIMD Quintile 5**	**Gap (Q1 – Q5)**
Stretch aim to be achieved 2023/24	**2.5**	6.7	0	6.7
Improvement (percentage point)	**2.4 pp**	6.3 pp	2.3 pp	4 pp

2022/2023
13 Key Indicators (tracked by SIMD 1 & 2 and overall)
*Stretch Aims

- % Children achieving expected levels of Literacy & Numeracy*

- % Young people achieving at SCQF Levels in Literacy & Numeracy*

- No of Awards achieved by young people by end of Senior Phase

- No of Children & Young People (C&YP) gaining volunteering awards at school and in the community

- Attendance figures*

- Poverty Related Attainment Gap*

- No of care experienced young people who are gaining awards.

- Sustained Positive Destinations*

- No of C&YP reporting engagement in leadership opportunities

- No of children / families in SIMD 1&2 with access to digital resources

- No of C& YP who area aware of their rights in relation to UNCRC

- No of young people who report drinking alcohol

- Mental Health Indicator – No. of young people (3years-18 years)accessing digital mental health supports

- % of children expected to achieve their chronological vocabulary/communication level

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Progress Report

Evidence of improvement is included in the following pages where attainment data, attendance, exclusion data and positive destination information is detailed.

A report on the Key Indicators is included at **Appendix 2.**

School and ELC Leadership

School and ELC leadership is vital in achieving equity and excellence in education across Clackmannanshire.

Leadership programmes build capacity to ensure that educators make a real difference to improving outcomes for children and young people, leading to greater achievement and attainment.
Young people are encouraged to lead their own learning and pupil voice is important across all establishments and in the local community where they are encouraged to become responsible citizens and effective contributors.

Key outcomes/actions for 2022/23

1. **Ensure that all practitioners working in schools and ELCs follow a consistent and coherent approach to prevent and respond to bullying by following the Local Authority Guidance, using targeted Career Long Professional Learning, resources and signposting to relevant agencies.**

2. **Develop an ASN moderation group to monitor and support the planning and delivery of support for children with ASN.**

3. **Ensure all schools have established school sports committees.**

4. **Review and update Clackmannanshire's Health and Wellbeing Strategy.**

5. **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.**

6. **Develop opportunities to consult and include pupils, parents and carers in establishment's improvement planning, with a focus on the use of Pupil Equity Funding to enhance family engagement, learner participation and democratic education through Participatory Budgeting.**

7. **Increase mentoring opportunities through Careers Ready, MCR Pathways and other available programmes.**

8. **Embed approaches to school and ELC improvement planning and standards and quality reporting ensuring feedback supports self improvement. Support schools and ELCs in the effective use of self evaluation toolkits, HGIOS4, HGIOELC and promote deeper understanding of empowerment within** schools. Review and enhance model of Quality **Assurance to support rigorous Validated Self Evaluation and School and ELC Performance and Improvement meetings.**

9. **Implement key actions outlined in Clackmannanshire's 'Numeracy Framework: Raising attainment, Accelerating Progress and Closing the Poverty Related Attainment Gap, Improvement Plan 2022 - 2026' to support practice. Implement key actions outlined in Clackmannanshire's 'Literacy Framework: Raising attainment, Accelerating Progress and Closing the Poverty Related Attainment Gap, Improvement Plan 2022 - 2026' to support practice.**

Achievements/Impact

<u>Evidence of Progress across Actions/Outcomes</u>

1. Ensure that all practitioners working in schools and ELCs follow a consistent and coherent approach to prevent and respond to bullying by following the Local Authority Guidance, using targeted Career Long Professional Learning, resources and signposting to relevant agencies.

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, *Respect Me* were contacted and provided Clackmannanshire with an opportunity to review their new e-learning modules- Understanding and Responding to Bullying.

20% of establishments have currently completed the e –learning modules and further promotion of the resource and sharing of good practice is needed to ensure that we continue to focus on the impacts of bulling.

SEEMiS monitoring of bullying for 2022-23 has shown an increase from 69 (2021-2022) to 88 incidents. This may be due to the increased focus and support with recording of bullying incidents rather than an actual increase in cases. Further analysis and review will be needed to ensure that all forms of bullying are reported and monitored effectively.

Results from the second Planet Youth Survey, planned for September 2023 will highlight any changes in children and young people's views and perception of bullying and will be used to identify any reduction in the number of bullying incidents.

2. Develop an ASN moderation group to monitor and support the planning and delivery of support for children with ASN.

The GIRFEC Forum Guidance has been reviewed and improvements made to documents to support schools in completing robust Wellbeing Assessments. These have been fully shared with Establishments and have been uploaded to the 'Connecting Clacks Educators' Glow tile for easy access for all staff. Establishments have been making appropriate use of the 'Guidance on Completion of Wellbeing Assessments' to access support from the GIRFEC Forum. As a result most wellbeing assessments submitted to the Forum have been fully completed to a good standard. Next steps will be to continue to quality assure the process and identified data trends to enable us to better support establishments with identified cohorts of children/young people.

Validated Self Evaluation (VSE) visits have been carried out across 6 establishments. Following these visits support has been provided to develop practice in the use of all the GIRFEC documents and recording of needs within SEEMiS. This support has been either in the form of one-to-one support or professional learning. From evaluations received, 25% stated it was good while 75% stated it was very good. Next steps will be to continue the VSE process as part of the quality assurance cycle.

The ASL Moderation group has been formed with representation from all ASL Specialist Provisions and Outreach Teams with meetings taking place each term. There has also been an effective joint training session where there was agreement made to the consistent recording of reporting of incidents, as well as initiating a bank of effective risk assessment templates. Moderation activities e.g. Child's Plans have taken place, leading to a shared understanding of what a high quality Child's Plan should be. All participants reported that they highly valued these opportunities to meet and collaborate. Next steps will be to continue to develop this model of sharing information, knowledge and skills while moving towards developing wider networking opportunities for ASL staff. This will link in with Regional Collaborative offers of ASL networking events across session 2023-24.

3. Ensure all schools have established school sports committees.

All primary, secondary and ASN schools have active sports committees working on development plans against SSA programme.

4. Review and update Clackmannanshire's Health and Wellbeing Strategy.

A draft Health and Wellbeing Strategy for Education has been developed with support from Education Scotland. It builds on the principles and practice outlined in the 2017-2022 Health and Wellbeing Strategy and sets out 6 key priorities for all those working within Clackmannanshire Council Education Services to improve the Health and Wellbeing of our children, young people and their families.

The strategy aims to progress our vision within the context of our Local Outcome Improvement Plan (LOIP) and refreshed Education Vision which has the reduction of health inequalities for children, young people and their families at its heart.

The draft Strategy will be shared with establishments at the start of the new academic session to align with the launch of the Education Vision.

5. 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.

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. The areas of focus being either retained reduced or removed.

The Council's core stretch aims will continue into 2023/24 with the move to 3 year aims. This is in line with Education Scotland requirements. The core aims will continue to be Achievement of Curriculum for Excellence (ACEL) Literacy and Numeracy, number of leavers attaining 1 or more passes at Level 5, number of leavers attaining 1 or more passes at Level 6, percentage of 16-19 year olds participating in education, employment or training, and attendance for Primary, Secondary and overall. The core plus stretch aims for Care Experienced – Attendance and narrowing the gap between initial and follow-up school leaver destinations will also move to a three year projection.

All establishments' Pupil Equity Fund (PEF) plans have been reviewed. This 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.

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.

6. Develop opportunities to consult and include pupils, parents and carers in establishment's improvement planning, with a focus on the use of Pupil Equity Funding to enhance family engagement, learner participation and democratic education through Participatory Budgeting.

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As part of the Scottish Government's focus on learner and community participation, educational establishments are being asked to spend at least 1% of their PEF (Pupil Equity Fund) budget using a Participatory Budgeting methodology.

Following a successful Participatory Budgeting pilot at St Bernadette's RC Primary involving parents, carers, staff and partners including church representatives, Muckhart, Redwell and Craigbank Primary School have carried out similar Participatory Budgeting events during session 2022-2023. Lornshill Academy, Deerpark, Tillicoultry, St Bernadette's and Sunnyside Primary Schools are planning some PB activities in session 2023-24.

Their approaches will be shared with other establishments to support them to spend at least 1% of their PEF money using the PB methodology next session.

7. Increase mentoring opportunities through Careers Ready, MCR Pathways and other available programmes.

On-going data capture and analysis since August 2022 within the MCR Programme has identified 77 mentored relationships across the authority with 21 in Alloa Academy, 28 in Alva Academy, 27 in Lornshill Academy and 1 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.

57 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.

Following a Mentor Recruitment events in October, currently 30 mentors have been identified to be matched with a young person. A full report will be available from MCR in August 2023.

8. Embed approaches to school and ELC improvement planning and standards and quality reporting ensuring feedback supports self improvement. Support schools and ELCs

in the effective use of self evaluation toolkits, HGIOS4, HGIOELC and promote deeper understanding of empowerment within schools. Review and enhance model of Quality Assurance to support rigorous Validated Self Evaluation and School and ELC Performance and Improvement meetings.

Schools and ELCs need robust self-evaluation to plan for continuous improvement. A consistent model of Performance and Improvement meetings has been implemented across all ELCs and Primary schools.

Proportionate support/challenge has been provided to all schools/ELCs as required. As a result all schools have focused on self-evaluation for continuous improvement across five identified quality indicators.

Professional learning for senior leaders has led to an increase in the quality of self-evaluation. Evaluative writing, as a feature of key documents has increased from a minority to almost all. This is leading to more effective planning for improvement.

Almost all (74%-90%) ELCs and schools have evaluated themselves as good or above for self-evaluation for self improvement in 23 June 2023. Self evaluation for improvement will continue to be a focus across our schools and ELCs during academic session 2023/24.

9. Implement key actions outlined in Clackmannanshire's 'Numeracy Framework: Raising attainment, Accelerating Progress and Closing the Poverty Related Attainment Gap, Improvement Plan 2022 - 2026' to support practice. Implement key actions outlined in Clackmannanshire's 'Literacy Framework: Raising attainment, Accelerating Progress and Closing the Poverty Related Attainment Gap, Improvement Plan 2022 - 2026' to support practice.

The Numeracy and Maths Framework details the priorities and actions to support improved learning and teaching and attainment in Numeracy and maths. In year 1, 2022/23, Numeracy and Maths Early level (ELC – P1) curriculum progression pathways were prioritised for review and improvement. An early level numeracy and maths work stream reviewed the existing progression pathway and created a new pathway with supporting documentation. Initial feedback

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from practitioners is very positive and early signs indicate that this work-stream will impact positively on practitioners' skills, knowledge and confidence. The documents will be implemented session 23/24, supported by a series of professional learning.

Next steps in numeracy and maths will include reviewing support resources available in numeracy and maths at first (P2-4) and second (P5-7) level.

Literacy was a focus for the local authority pedagogy empowerment group of Heads and Education Scotland partners; the teaching of writing was prioritised. In addition, primary schools focussed on making improvements to writing attainment. This has resulted in a plan to deliver a literacy approach across Clackmannanshire which is aimed to further improve writing attainment P2-4. This will be supported by professional learning in session 23/24.

In addition early level literacy progression pathways will be reviewed and refreshed to incorporate speech and language development aspects of early language and communication. This review and refresh will be completed in partnership with speech and language therapists.

All establishments developed and embedded robust systematic approaches to tracking and monitoring children's progress in both literacy and numeracy. This means that the appropriate support is provided for children at the right time to ensure continued progress. Rigorous support and challenge was provided regularly throughout 2022/23 through Performance and Improvement meetings. Meetings included education officers and peer Heads resulting in an increased confidence and consistency in the analysis and use of data for improvement. Most establishments now report that the quality of learning, teaching and assessment is good or better compared to a majority reporting good or better in session 2021/22.

All establishments now have robust and systematic approaches to tracking and monitoring children's progress in both literacy and numeracy. This means that the appropriate support is provided for children at the right time to ensure continued progress. Most (72%) establishments report that the quality of learning, teaching and assessment is good or better compared to a majority (61%) reporting good or better in session 2021/22.

Purposeful moderation at school, cluster and local level remains a key area for further development in session 2023/24.

Analysis of Literacy & Numeracy Attainment (P1,4,7 combined) data indentified:
• Literacy (unpublished) - Overall achievement increased to 69.5%, surpassing stretch aim of 68%
• Literacy (unpublished) - Quintile 1 increased to 61.2%, surpassing stretch aim of 59.3%
• Literacy (unpublished) - Quintile 5 increased to 79.8%, surpassing stretch aim of 76.9%
• Numeracy (unpublished) - Overall achievement increased to 72.4%, but did not reach stretch aim of 74.9%
• Numeracy (unpublished) - Quintile 1 fell slightly to 63.7%, but did not reach stretch aim of 68.3%
• Numeracy (unpublished) - Quintile 5 remained almost the same at 81.5%, surpassing stretch aim of 79.3%

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Teacher and Practitioner Professionalism

Teacher and Practitioner professionalism is a key driver in realising improvement in attainment and achievement.

The General Teaching Council for Scotland (GTCS) Professional Standards include standards for career long professional learning (CLPL) and leadership and management. Once registered, throughout their career, teachers and practitioners must continue to develop their expertise and experience through CLPL and professional practice.

Key outcomes/actions for 2022/23

1. **Develop a tiered approach to professional learning (PL) for staff in schools and ELCs to ensure they have the knowledge and skills to meet the range of ASN in their establishments.**

2. **Embed Clackmannanshire Family Wellbeing Partnership Community around the School (365 schools) approach within Alloa Academy.**

3. **Work with school senior leadership teams and improvement analyst to scrutinise the attainment gap, determine stretch aims and to ensure robust tracking and monitoring is in place to achieve this. Enhanced tracking of care experienced young people's attainment and achievement.**

4. **Support aspiring school and ELC leaders through a range of National, Regional and Local programmes. Support teacher and practitioner leadership through a range of local, regional and national programmes.**

5. **Support aspiring school and ELC leaders through a range of National, Regional and Local programmes. Support teacher and practitioner leadership through a range of local, regional and national programmes.**

6. **Promote professional learning (PL) for education staff to ensure they have the knowledge and skills to meet the needs of all children and young people in particular, the range of ASN in their establishments.**

7. **Implement revised quality assurance / VSE activity to gather evidence of evaluation and improvement.**

Achievements/Impact

Evidence of Progress across Actions/Outcomes

1. Develop a tiered approach to professional learning (PL) for staff in schools and ELCs to ensure they have the knowledge and skills to meet the range of ASN in their establishments.

An overview of high quality professional learning - A Tiered Approach to Additional Support for Learning (ASL) Professional Learning ' has been developed and shared with establishments and uploaded to the 'Connecting Clacks Educators' Glow tile for easy access for all staff.

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This document has been developed in consultation with a number of ASL staff and is aimed at supporting staff to identify and undertake appropriate training in ASL to ensure they have the knowledge and skills for their role. As well as this document, a comprehensive ASL Induction Programme has been developed for staff within ASL Provisions to ensure they undertake the required training for their role within specific time frames. Feedback from ASL staff has indicated that it is useful to have professional learning opportunities held in one place and organised in a way that makes it clear what is appropriate to their roles. Data gathered from the GIRFEC Forum indicates there have been 13% less referrals this session compared to 2021-22, which would suggest staff are more confident in meeting the needs of more children with ASN.

The ASL offer for the Probationer programme continued this session and covered such topics as GIRFEC, Staged Intervention, ASD, supporting children/young people with complex needs and care experienced. Feedback from these sessions has been very positive with all evaluating sessions as good or above. Next session there will continue to be ASL sessions within the Probation calendar.

Approximately 450 staff have been trained by central teams face-to face in a range of ASN topics such as Moving and Handling , GIRFEC, Staged Intervention, Deaf Awareness/British Sign Language (BSL) training and CPI Verbal Intervention training. From evaluations of these sessions, staff reports the impact as being increased confidence and knowledge in meeting pupils needs. Evaluations indicate almost all staff rated the professional training as good or above. Staff have also accessed online learning via Clacks Academy, Education Scotland or other quality Professional Learning providers, as well as accessing ASL professional learning related to their improvement plans, which are captured by the PRD process, but not available for analysis centrally.

Moving forward we will continue to respond to staff requests for specific ASN topics, as well as maintaining the current offer outlined in the Tiered Approach to Additional Support for Learning (ASL) Professional Learning document. Next steps will be to update and make any appropriate additions to document for 2023-24 session and add to the Connecting Clacks Educators tile on Glow for easy access for staff.

2. Embed Clackmannanshire Family Wellbeing Partnership Community around the School (365 schools) approach within Alloa Academy

Work is continuing around Alloa Academy to widen the opportunities available to the local community. There are various programmes and initiatives, for example:

• Alloa Community Empowerment: a group of Alloa Academy school staff and community members which is planning, co-creating and delivering after school experiences for the community, supported by £15k from The Lens process 2023.
The group is building on the success of the Adult Learning programme (now in its second year) run after school hours by school staff. In the first year, adults were referred through Clackmannanshire Works (a service designed to support local people who are looking to get into work or training) and Women's Aid and offered National 4/Level 5 Literacy and Employability. All sixteen participants gained qualifications. Childcare was provided by senior pupils, offering them the chance to develop leadership and pre-employability skills.

• Adult Learning Programme (now part of the wider Alloa Community Empowerment programme): this year (2022-23), practical cookery and Food Hygiene courses were also offered in additional to Level 4/5 Literacy and Employability. The children of participants ended up cooking alongside their parents/carers and two young people in S4 who were disengaging from school attended regularly and gained qualification.

• Street Soccer: initial engagement session on 23rd June at The Bowmar Centre.

• Links to The Bowmar Bookies and The Bowmar Borrowers strengthened: ongoing communication and reading mentoring programme piloted at Alloa Academy after school hours for one group member and an extended transition project for one child; Environment Services have supported by providing a container for storage; Strathclyde University continues to support the literacy programme.

• NHS Scotland & Stirling University: S3 classes have been working with Forth Valley College students, NHS Simulation Team and Stirling University staff to raise aspirations and awareness of opportunities. Each S3 class will

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visit Stirling University to participate in workshops and to discuss career pathways.

Evidence gathered so far includes evaluations and impact statements.

Adult Learning/Alloa Community Empowerment
• Gaining qualifications and participating in cookery sessions has resulted in increased confidence, new friendships and the ability to apply for work.
• One participant gained 16 hours of paid work cooking for The Bowmar Bookies literacy sessions.
• Another (who is bi-lingual) starting volunteering in the Modern Languages Department at Alloa Academy and was able to apply for a job in Early Years.
• Two young people who were disengaging from school gained qualifications through this programme.
• Two joined the Alloa Community Empowerment Group and The Lens process.
• All reported feeling more connected to the school.

The Bowmar Bookies and The Bowmar Borrowers
• Enhanced relationships between school/FWP staff and community members.
• Improved literacy skills and increased confidence following Reading Mentoring.
• Increased confidence following extended transition programme.
• Strathclyde University continues to provide support and new opportunities for group members.

Links to NHS Scotland and Stirling University.
• Greater awareness of career pathways and opportunities.
• Raised aspirations.
Alloa Community Empowerment
Planning the following programmes for 2023-4:
• Year 3 of Literacy, Employability and Food Hygiene programme
• New programmes and initiatives will be introduced from August 2023– Sewing, Self Defence, Community Choir, Community Walks, Literacy Support for primary school children.
Street Soccer: programme to start this summer.
The Bowmar Bookies and The Bowmar Borrowers: continue to offer support (e.g. Reading Mentoring) as /when required.
NHS Scotland & Stirling University Programme: 4 more S3 classes to visit the university; NHS links

to be maintained and strengthened; seek more opportunities to involve parents/carers.

3. Work with school senior leadership teams and improvement analyst to scrutinise the attainment gap, determine stretch aims and to ensure robust tracking and monitoring is in place to achieve this. Enhanced tracking of care experienced young people's attainment and achievement.

Our core stretch aims in Clacks have been developed to improve outcomes for all children and young people whilst closing the poverty-related attainment gap.

They articulate both ambitious and achievable aims and take into account evidence-based self-evaluation, collaboration between and across school planning and have been supported and challenged through professional dialogue with Education Scotland to drive improved outcomes for children and young people impacted by poverty across Clackmannanshire.

• 1 or more pass at SCQF Level 5 & Level 6

Using the Summary statistics for attainment and initial leaver destinations' publication, the percentage of school leavers attaining 1 or more passes at SCQF level 5 in 2021/22 **fell to 84.1%.** Despite the fall the rate is higher than in 2018/19 where the assessment circumstances were similar. This rate is lower than the Stretch Aim of 88.2%.

The percentage of school leavers attaining 1 or more passes at SCQF level 5 who live in our most deprived areas (Q1) *increased* in 2021/22 to **77.5%.** Despite the increase the rate is lower than the Stretch Aim of 80%.

4. Support aspiring school and ELC leaders through a range of National, Regional and Local programmes. Support teacher and practitioner leadership through a range of local, regional and national programmes.

We expect to see evidence of the impact of professional learning including formal academic leadership in our schools and ELCs. In academic session 22/23, indications are most (74-90%) of our schools and ELCs self –evaluated Leadership of change as good. This is an increase from session 21/22. We will continue to track and monitor this information up to July 2023.

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656 attendees took part in a total of 58 local and regional professional learning opportunities this session. In addition, promoted and un-promoted staff continue to enrol into a range of leadership programmes provided by a range of partners at local, regional and national levels including post-graduate diploma and master's level study.

5. Promote professional learning (PL) for education staff to ensure they have the knowledge and skills to meet the needs of all children and young people in particular, the range of ASN in their establishments.

High quality professional learning should impact on the quality of children and young people's experience in schools and ELCs. There are a number of systems in place to direct teachers and educators to a range of professional learning opportunities.

Our regional improvement collaborative has created a Professional Learning portal supporting educators to access a wide range of professional learning in one place.

656 attendees participated in a total of 58 local and regional professional learning opportunities this academic session. In addition, promoted and un-promoted staff continue to enrol into a range of leadership programmes provided by a range of partners at local, regional and national levels including post-graduate diploma and master's level study.

Robust self-evaluation evidence and impact, directly related to learning, teaching and assessment is gathered regularly; supported by revised quality assurance procedures. Education officers and Heads of ELC and Primaries have worked collaboratively to develop a self-improving systems approach which will continue into academic session 2023/24.

Indications are the majority of Primary schools and ELCs evaluate themselves as good or above for the quality of learning teaching and assessment. This will continue to be tracked until July 2023.

Gathering robust self-evaluation supported by robust evidence will continue to be embedded within our systems across ELC, Primary and Secondary.

6. Implement revised quality assurance / VSE activity to gather evidence of evaluation and improvement.

A revised model of formal quality assurance has been created and implemented. This new process ensures proportionate support is planned and provided to schools and ELCs as required. Each school and ELC will receive a local authority quality assurance visit every three to four years. Each quality assurance visit is completed by a quality assurance team of education officers, school and ELC staff. A written report is provided identifying areas of strength and areas of development. This leads to greater consistency in high quality experiences for children across our primary and ELC establishments.

Six establishments had a QA visit since August 2022; one ELC and five primary schools. The QA visit model has evolved over the year and now validates the self-evaluation provided by the school/ELC.

One school experienced a QA visit and was then inspected by HMIe. The outcome of the inspection validated our QA visit procedures and subsequent action plan requirements.

Two secondary schools, two primary schools and one ELC were selected to take part in HMIe thematic inspections. Feedback from all was very positive, and validated the establishment's self-evaluation.

Seven local authority ELCs have had Care inspectorate inspections since August 2022. 86% of these reports have grading's of good or above in all areas of inspection. 100% of inspections have at least one grading of good or above across all areas of inspection. Three partner provider ELCs have been inspected by Care Inspectorate since August 2022. Two establishments (67%) were graded as good and very good across all areas. Where good was not achieved, capacity for improvement has been evidenced.

QA visits will continue to be embedded within our systems from ELC – S3. A QA model, specifically designed for secondary schools will be implemented next academic session**.**

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Parent/Carer Involvement and Engagement

Evidence based research highlights that parental engagement has a bigger influence on a pupil's achievement than socio-economic background, parent's education level, family structure or ethnicity.

This research has shown that parents who take on a supportive role in their children's learning make a difference in improving achievement and behaviour. Their active involvement can help promote a learning community in which children and young people engage positively with educators and their peers.

Clackmannanshire Education Services are encouraging parents and carers to actively and meaningfully engage in their child's learning and life at school, as outcomes are improved if schools and families work together. Our educational establishments continue to deliver high quality universal and targeted support enabling families to access the learning and support they need.
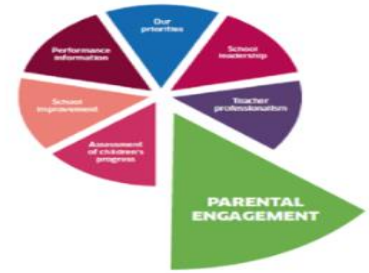
Key outcomes/actions for 2022/23

1. **Work with partners, staff, young people and families to ensure that UNCRC legalisation is understood to inform practice. Provide professional learning in the UNCRC for all school and ELC staff.**

2. **Increase the number of children and young people engaging and participating in the Youth Voice network across services, schools and the wider community.**

3. **Promote 'Shout', our evidence-based trauma-informed text-based service for suicide prevention for 5 – 26 year olds to ensure awareness of crisis support that is available 24/7, 365 days.**

4. **Re-launch parenting programmes delivered by ELCs post Covid**

5. **Develop and implement a programme of support and networking opportunities for parents and carers of children/young people with ASN (Schools and ELCs).**

6. **Establish systems to support children and young people at risk of non-attendance and late-coming in schools and ELCs.**

7. **Audit capacity and flexibility of current provisions of childcare within Clackmannanshire.**

8. **Library Services to work closely with 2 identified primary schools to develop engagement and positive attitudes to reading. Develop family reading groups with parents / carers in two communities.**

9. **Support teachers / practitioners to have the appropriate knowledge, skills, tools and good practice exemplars to work with parents and families to deliver Family Learning to fulfil the aims of the School Improvement Plan (SIP).**

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10. Ensure Parent Councils are supported to fulfil their legally prescribed and constituted role, offering individualised support as identified and required.

Achievements/Impact

Evidence of Progress across Actions/Outcomes

1. Work with partners, staff, young people and families to ensure that UNCRC legalisation is understood to inform practice. Provide professional learning in the UNCRC for all school and ELC staff.

The RIC UNCRC working group has continued to meet regularly to ensure that the matter of embedding UNCRC remains a high priority with a raised profile.

The UNCRC (Incorporation) (Scotland) Bill was passed unanimously by the Scottish Parliament in 2021 but certain provisions within it were later ruled out with the parliament's legislative competence at the UK Supreme Court.

On 27 June 2023, an announcement was made in the Scottish Parliament by the Cabinet Secretary for Social Justice that changes will be brought forward after the parliamentary summer recess which will mean public authorities will only be required to comply with the UNCRC requirements when delivering duties under powers in an act of the Scottish Parliament, as this is the only way to minimise the risk of a further referral to the Supreme Court, whilst also minimising the complexity for those using the legislation. The estimated timeline for the Bill to be passed is unknown and depends on Parliamentary timetables.

The next steps for the UNCRC group are to meet in August 2023, at which a timeline will be developed to refresh the professional learning of staff, given the delay of the original bill. Work will continue on a Child Friendly Complaints Procedure and ensuring that all stakeholders are fully appraised of the legislation.

2. Increase the number of children and young people engaging and participating in the Youth Voice network across services, schools and the wider community.

Work has continued to ensure that the voice of young people is captured and is central to our decision making. During the year, young people have been consulted on educational reform and their feedback contributed to the National Discussion on Education.

A further meeting was held on 5 June 2023, chaired by the Chief Education Officer, in which discussions centred on the cost of living crisis, environmental policy and to garner views on the Local Outcome Improvement Plan (LOIP). To ensure a cross Directorate approach, Economic Development Strategy Officers attended the meeting and provided young people with an insight into how the LOIP is developed. To ensure diversity, we worked in collaboration with partners from CLD and Columba 1400, thus securing a wide variety of pupil voice, central to discussions. Young people from Clackmannanshire joined with others from across the Regional Improvement Collaborative (RIC) to look at the 650+ views gathered from children and young people across the region, regarding what matters to them. These views were gathered through the support and involvement of CLD and Education based staff in each authority.

The objective of this was to ensure that RIC Plans have the voice of children and young people at their core. This work was taken forward in collaboration with CLD, due to their expertise within youth voice and youth participation, to develop a concept to allow youth voice to work in a regional way. The young people developed the feedback and ideas into 10 charter statements, which marks the completion of the first of the three parts surrounding the youth voice approach for the region.

The youth voice guidance framework, a strategic document providing overall outcomes for youth voice within the region, shows the structures, methodology, policy, approaches and theory surrounding youth voice and has now been published and shared with stakeholders for feedback.

This empowering youth voice resource allows any practitioner in any setting to effectively empower

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children and young people to consult their peers on any given theme, local, regional or national. Youth Charter and Youth Voice work was shared with the Children and Young People's Board and Senior Leadership Group. Feedback from the youth engagement session on 5 April 2023 has been hugely positive, with young people from Clacks praised by facilitators for their contributions and the way they represented the local authority.

Next steps:
- Endorsement of charter to be utilised as guidance for youth voice principles within authorities

- Guidance framework to be launched in August 2023 to support practitioners and leaders who facilitate youth voice

- Empowering youth voice resource to be utilised in establishments

- Establishment of cross sector youth voice networks within each authority

3. Promote 'Shout', our evidence-based trauma-informed text-based service for suicide prevention for 5 – 26 year olds to ensure awareness of crisis support that is available 24/7, 365 days.

A range of face-to-face engagement events have been attended over the past academic session, including two Health Fairs at Alva Academy and one at Menstrie Primary School. These events were designed to raise awareness of the services available for children and young people to increase engagement and usage. We are continuing to explore other opportunities to engage with our communities to ensure that the information they require is visible and accessible when it is needed and have a range of leaflets and print materials available to support this.

Our Directory of Support website continues to be well-used as a 'one stop shop' for information and signposting to other services, which has been viewed over 700 times since January 2022. Our social media posts have continued to share information on a range of mental health difficulties and ways to support them and have been viewed almost 85,000 times since January 2023. Again, the purpose of our social media presence is to

raise awareness of our services to drive engagement.

4. Re-launch parenting programmes delivered by ELCs post Covid

ELC settings continue to re-engage with families and are holding their Peep groups in person. In Peep groups staff share tips, ideas and info about how day to day activities help with children's development. The sessions for parents/carers, their children and Peep-trained practitioners, centres around singing, sharing books and stories, playing, talking and getting to know other families. This is supporting families to reconnect following Covid restrictions.

Incredible Years (14 weeks) and Triple P (8 weeks) are targeted programmes designed to support families who have children with escalated levels of behaviours. A strengths and difficulties questionnaire (SDQ) is used to score the levels of behaviour under various headings such as emotional distress, hyperactivity and concentration difficulties. The scoring determines which group, if any would best suit the family. Training and resources are currently funded by Psychology of Parenting Project (PoPP). PoPP also provide support to the PoPP coordinator in Clackmannanshire and give access to a data analysist and data sites for recording and gathering the data from the SDQ's.

An information session led by Dr Donna Paxton (Principal Educator of PoPP) took place in February for all Heads/Deputes regarding Incredible Years and Triple P. A dedicated email account has been set up and shared across Council services, Health and the 3rd Sector for any PoPP referrals.

8 staff across Education, Social Work and 3rd sector took part in the 3-day Triple P training programme in February.

2 staff attended the 3-day Incredible Years training in June, again across Education and 3rd sector. Further training is due to take place next session.

5. Develop and implement a programme of support and networking opportunities for parents and carers of children/young people with ASN (Schools and ELCs)

This year we have worked as a collaboration formed from the Lens and Family Wellbeing

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Partnership programme (Round 1) with 2 parents of children and young people within Clackmannanshire who have previously worked with the council alongside Columbia 1400TheASL Parent/Carer Network sessions, Clax P and C, have been advertised through social media channels and info flyers sent to establishments. Funding from this programme was used to purchase National Autistic Society Early Bird Training for 2 members of the ASD Outreach Staff in January 2023, who are currently delivering the first programme.

The network was supported by key education staff and met weekly during the school term. The sessions followed a model of week one networking/discussion session and the following week a focused workshop. There have been fourteen topics covered as workshops this academic session. Initially, all the sessions were held at the Bowmar Centre, but to make it more accessible for all of Clackmannanshire, a further venue in Alva was added once a month. There has been a core of 6 regular attendees, but some sessions have had as many as 13 attendees at sessions. Evaluations gathered highlighted the benefits of sessions as being: getting to know other parents and professionals; learning how to approach schools regarding support and not feeling alone any more.

Next steps are to continue to develop and strengthen the network, seeking further organisations to support the network sessions while seeking a suitable venue within the Lornshill cluster to further expand. Podcasts will be shared on the ASN digital hub that will allow those who cannot attend in person to find out specific information and how to access support.

Evaluations will be gathered from the Early Bird training, with further opportunities offered next session.

6. Establish systems to support children and young people at risk of non-attendance and late-coming in schools and ELCs.

Since the pandemic attendance rates in schools have dropped. Clackmannanshire have been working alongside our Forth Valley and West Lothian Regional Improvement Collaborative to support schools in promoting attendance.

A cross Authority Steering Group has been set up, as well as a Clackmannanshire Attendance Leads group, to share good practice and support

schools in planning universal and targeted interventions. All schools have had support visits from the RIC Officer and Data Coach/Attendance Lead and the majority of schools have started to use the self-evaluation toolkit to support their action planning.

An attendance dashboard has been developed and schools access this on a regular basis to analyse and monitor their attendance data, especially vulnerable groups such as Free School Meals, Care Experienced and Quintile 1 pupils. As of the end of May 83% of our schools had a higher average attendance for the second half of the session compared to the first half of the session. Additionally, as of the end of May, 5 of our primary schools were meeting our stretch aim of 94%.

As part of our ongoing work we have linked with the ASD Team, Educational Psychologists, School Administration Team, School Nurse, Virtual Head teacher, and our Parental Engagement Officers to raise awareness and ensure there is a collegiate and collaborative approach to tackling absence.
The review of the Attendance policy is ongoing and will be completed by December, and there will continue to be a focus on the attendance of Quintile 1, FSM and Care Experienced pupils. Promoting attendance will be ongoing work next session and will launch with a FVWL RIC attendance campaign, starting on 7th August 2023 for 6 weeks, with soundbites on Forth Radio, bus adverts and social media adverts. Schools will also facilitate a range of activities and communications to promote attendance in schools. The tagline will be Be INspired, Be INvolved, Be IN School.

7. Audit capacity and flexibility of current provisions of childcare within Clackmannanshire.

Clackmannanshire has received funding to begin developing a model of out of school care for primary aged pupils in Alloa South and East. A key strand of this funding is to conduct an audit of the availability of out of school care.

Initially the audit was tasked to Flexible Childcare Services Scotland, however due to unforeseen circumstances they have been unable to progress this work. They have shared their recent Scotland wide research and gave feedback on an internal survey of parents which is currently in place and due to conclude on the 10th of February.

Once the data has been collected a process of analysis will take place and a summary report prepared.

June 2023 - Survey conducted collected 289 responses from the parents of primary aged children across Clackmannanshire. Responses indicate parent opinion that available childcare services are currently too expensive, not accessible enough and insufficient to meet the needs of parents. There was a strong response from parents in Menstrie and Tillicoultry in particular. Most respondents were employed either full or part time.

8. Library Services to work closely with 2 identified primary schools to develop engagement and positive attitudes to reading. Develop family reading groups with parents / carers in two communities.

In September, all P5-P7 completed a reading attitude survey. Results on the whole were very positive. As part of planning and improvement meetings areas for improvement have been identified, such as allowing opportunities for visits to the library and opportunities for children to recommend books to each other. This survey will be revisited in May to measure improvement.

To encourage motivation and engagement in reading and writing all P1-P3 took part in a session with Makastory. Almost all children positively engaged with this session. All P5-P7 pupils participated in a 'Live Author' event which they all thoroughly enjoyed with all 90 children going home with the brand new addition of the author's latest book. This was positively reported in the press.

All P1-P4 participated and enjoyed weekly Bookbug sessions for four weeks delivered by Ian Keane. All Early Years Educators and class teachers have participated in Bookbug training. Resources are being used in class with the plan to establish Parent groups next term.

All classes and ELC are now regularly visiting the library and taking books home to read for enjoyment.

P6 have had an introduction to eBooks with the plan to have a 2nd session to allow them to build confidence in supporting classes across the school to access eBooks on their 1:1 devices.

9. Support teachers / practitioners to have the appropriate knowledge, skills, tools and good practice exemplars to work with parents and families to deliver Family Learning to fulfil the aims of the School Improvement Plan (SIP).

Following a review of the Parental Involvement and Engagement Survey and analysis of School Improvement Plans for 2022-2023, 3 targeted schools were identified to develop a focussed plan for improvement. Support sessions and visits were provided to set out individual actions and outcomes to help establishments to encourage family members to learn together, with a focus on intergenerational learning.

As a result, focussed programmes and learning opportunities have been held at 2 Primary schools with an emphasis on literacy and numeracy and one Secondary school was a finalist in the Parent and Family Engagement category at the Education Scotland National Awards ceremony in May 2023.

Regular updates and signposting to national guidance and events continues to ensure that all establishments plan, manage and deliver opportunities to engage adults and children to learn together as and within a family through quality formal or informal programmes.

10. Ensure Parent Councils are supported to fulfil their legally prescribed and constituted role, offering individualised support as identified and required.

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.

This session 85% 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.

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Engagement Officers have worked directly with over 47% 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 regularly again.

In session 2021-22, 50% of Parent Councils claimed their admin support money; this has increased to 76% in the current session. Parent Voice in School Improvement Planning could be improved and an audit tool, similar to one used by West Lothian Council, has been sent to schools to identify what Parental Involvement actions could be included in their SIP and this will be monitored when SIPs are submitted.

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Curriculum and Assessment

Assessment of progress provides rich data which can be triangulated with other data sources to ensure that learning and teaching is improving attainment and closing the poverty related attainment gap.

Teachers' professional judgement is the foundation for quality and improvement and we continue to promote effective use of assessment and moderation by educators and learners to maximise the successes and achievements of our children and young people. Assessment of children's needs is particularly important for our children and young people with Additional Support Needs and who are Care Experienced. All our learners' attainment and wellbeing is tracked frequently to ensure the best possible educational outcomes.

Key outcomes/actions for 2022/23

1. **Implement Phase 3 and 4 of the Icelandic Prevention Model to ensure that all practitioners have access to clear, practical support, training and help to enhance the consistency of response to self-harm and suicidal intent.**

2. **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.**

3. **Extend the range of therapeutic supports available through the Intensive Therapeutic Service that are specifically targeted towards the refugee population within Clackmannanshire.**

4. **Develop Clackmannanshire Family Wellbeing Partnership STRIVE (Safeguarding for Rapid Intervention) model to provide multi- agency responses at an early stage; based around one secondary school catchment.**

5. **Collaborate with employability partners, including colleagues from Place and the City Region Deal in the implementation of a Skills Framework for schools and ELCs.**

6. **Improve tracking arrangements to inform the choices of young people and curricular offer. Establish systems to routinely sample those at risk of not securing a positive destination including the care experienced and winter leavers to determine any re design. Work in partnership with others (DYW and SDS) to increase opportunities for young people to talk about their skills for learning, life and work.**

7. **Map the range of courses aligned to growth are learning pathways by 2026 to identify how best to reduce duplication and maximise opportunity.**

8. **Review and refresh our Assessment and Moderation Framework. Develop Skills of teacher / practitioner judgement, including use of SNSA, to support consistent and effective assessment and reporting. Provide professional learning, in collaboration with Education**

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Scotland, with Moderation Leads to lead in effective assessment and moderation processes, within and out with their own school / ELC.

9. **Review early level progression pathways in literacy and numeracy.**

Support schools and ELC to identify, monitor and track the attainment of young people form a care experienced background, to ensure that they fulfil their potential and that any barriers to engagement are removed.

Achievements/Impact

Evidence of Progress across Actions/Outcomes

1. Implement Phase 3 and 4 of the Icelandic Prevention Model to ensure that all practitioners have access to clear, practical support, training and help to enhance the consistency of response to self-harm and suicidal intent.

In September 2021, the Icelandic Prevention Model (IPM) was introduced to all secondary schools with support from the Winning Scotland Foundation and 'Planet Youth Scotland' Based on a programme of reducing substance misuse in young people in Iceland. The IPM approach was shared with young people, parents and carers through assemblies, on-line discussions and briefings to ensure that all those participating were aware of the aims and objectives of the IPM approach.

Data has been shared with the Parent Councils in the 3 secondary schools who took part in the 2021 survey, with a clear warning that the picture in some areas may have improved, whilst in other areas it may have deteriorated. Discussions to include CSSS within the project, although they would be unable to participate in the survey, as the cohort numbers are too small to protect anonymity, are to take place. In addition, there has been early engagement with 3 primary schools and 1 Early Learning Centre to begin to consider how the key messages about prevention can be introduced at earlier, at Primary stages rather than waiting until secondary. This will be shared with all heads of establishment, in order to raise the profile of the Planet Youth project across Clackmannanshire.

The organisations supporting the project continue to work together, in order to ensure that the project has as much community presence as possible to drive the work locally, and to support the work of the schools.

Engagement with the project nationally continues, with opportunities to learn and share practice from the other local authorities in this phase of the project.

Funding from Scottish government, through the Winning Scotland Foundation, will increase resource to drive the project forward in Clackmannanshire.

2. 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.

The continuum of digital and face-to-face supports has continued to be developed in order to support mental health and wellbeing for children, young people and their families. The continuum continues to offer 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 suit their needs.

The contracts for our digital mental health supports have been extended, delivering text-based crisis intervention through a keyword partnership 'Text Clacks' with Shout, and support for mild-to moderate mental health difficulties through Kooth, with an extended age range of 10-26 years. To date, the digital services have been accessed by 841 individuals (approximately 6% of our target population) Although time of use within the day fluctuates, all of our open-access services show a high level of use out of normal working

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hours indicating the importance of providing services around the clock (January – March 2023, 75% of Kooth and 51% for Shout contact/logins have been out of hours).

The impact of accessing these services is measured through post-use questionnaires which are optional. From these respondents, 100%* of Kooth users who replied said they would refer Kooth to a friend and found it to be useful; additionally, 100%* of Shout respondents also said that they found the conversation to be useful (*100% of users who have responded between January and March of 2023).

We have three face-to-face services in operation (Creative Therapeutic Interventions for Children (CTIfC), which includes music therapy, therapeutic art, and most recently, animal-assisted therapy), Counselling in Schools (CiSS) and a Through Care, After Care Wellbeing Worker Service for school leavers who are care experienced). 701 children and young people have been referred to our two face-to-face services since they launched (CTIfC and CiSS. The TCAC service is new and has not yet received any referrals) 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.

There are early indications that where uptake of these new services is greatest, referrals to CAMHS are reducing (39% reduction in referrals within the FK10 postcode since 2020), further 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.

The GIRFEC Forum (formally, cSTRIVE) has been successfully rebranded and continues to meet weekly with education and 3rd sector partners. Due to ongoing GDPR delays between Clackmannanshire Council and the NHS, the only mental health representation on the GIRFEC Forum is the CTIfCS . There have been 156 referrals to the Forum since Sept 2022 and 22 of these have been allocated to CTIfCS. The Forum continues to review and reflect on the themes emerging with a clear trend in referrals looking for support with anxiety, emotional health and wellbeing and Autism Spectrum Conditions (ASCs). A Network Health Scorecard analysis

shows that members of the Forum are positive about the purpose, performance and operations of the group but some have concern for the lack of material resources needed to advance the goals of the Forum. There are ongoing plans to improve the collation of impact data next session.

The Scottish Government funded development across Forth Valley aimed at improving the assessment process for Neurodevelopmental Difficulties (NDD) has now ended, with a suite of new materials to support educational establishments to make referrals regarding NDD having been developed. Plans to launch these materials across the Forth Valley West Lothian Regional Improvement Collaborative are at an early stage.

3. Extend the range of therapeutic supports available through the Intensive Therapeutic Service that are specifically targeted towards the refugee population within Clackmannanshire.

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.

Five refugee families are currently being supported through ITS. Work completed with one Ukrainian family has had significant positive impact, including decrease in PTSD-type symptoms. A case study summary will be produced as evidence of impact as data collected has been qualitative rather than quantitative due to the needs of this client group. Continued participation in monthly ERT meetings enables us to deliver therapeutic support alongside other services in a holistic, integrated, and needs based way, which ensures that the refugee population get the right help from the right people at the right time.

4. Develop Clackmannanshire Family Wellbeing Partnership STRIVE (Safeguarding for Rapid Intervention) model to - provide multi- agency responses at an early stage; based around one secondary school catchment.

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There continue to be a steady number of referrals to STRIVE, although a reduction from the previous year by 7%. Analysis of this has shown an increase in the number of referrals from specific geographical areas within the authority, despite a drop in the overall referral numbers. This data is collated and shared with the STRIVE board. The sources of referrals come from a variety of sources, but with the majority from police and housing, with a significant number of the referrals being for adult care and money/finance support.

The team has engaged additional third sector services to support the work of STRIVE, such as CERT (Clackmannanshire Economic Regeneration Trust) and Cyrenians and extended to include the energy team from within Clackmannanshire Council.

STRIVE has increased its profile to include Clackmannanshire Councils website, with plans to increase our public presence further. The development of information leaflets for both professional networks and for families have been recently created, and a discussion with the Family Support workers in 6 Primary Schools across Clackmannanshire has taken place to highlight the role of STRIVES. The Family Support workers will have knowledge of those in their school community who may benefit from some additional advice to prevent them reaching levels of crisis. This will be reviewed regularly for impact and reported to the STRIVE board.

5. Collaborate with employability partners, including colleagues from Place and the City Region Deal in the implementation of a Skills Framework for schools and ELCs.

Clackmannanshire Council People Directorate staff have worked in partnership with colleagues from Partnership and Performance and an external consultant, regarding the City Region Deal skills mapping exercise being undertaking across Clackmannanshire.

This work is to develop Skills Pathway Plans relating to key investment areas of the City Region Deal. The 5 identified Skills Pathway Plans to be developed relate to:
• Culture Heritage and Tourism
• Digital
• Scotland's International Environment Centre
• National Aquaculture Technology and Innovation Hub
• Intergenerational Living Innovation Hub

Our Improvement Analyst has worked with her counterpart in Stirling, as they are also participating in the data analysis exercise for skills framework. Alongside an external consultant they have established baselines for the range of educational opportunities that are currently on offer across Clackmannanshire, relating to the courses and learner profile of those enrolled in those courses. Included in this work is an examination of the course choice process at school. This will inform the development of a skills framework for Clackmannanshire schools and establishments.

This has helped us to identify patterns within the skills system and look at areas that require a collective approach to improvement. Baselines are being collected for secondary education, college, university and Skills Development Scotland provision. In addition, we have a specific interest in learner demographics relating to the City Region Deal's target groups:

• Women and girls
• People with a disability
• Those living in areas experiencing the highest levels of deprivation (top 20%)

This work will underpin the ambition in Clackmannanshire to develop a Skills Framework for schools and establishments, developed in collaboration with Skills Development Scotland, Local Employability Partnership and the newly appointed Skills Lead for the Stirling and Clackmannanshire City Region Deal.

6. Improve tracking arrangements to inform the choices of young people and curricular offer. Establish systems to routinely sample those at risk of not securing a positive destination including the care experienced and winter leavers to determine any re design. Work in partnership with others (DYW and SDS) to increase opportunities for young people to talk about their skills for learning, life and work.

All care experienced children are referenced within a newly devised local authority and dashboard, which allows all within the professional network to have a single point of access to all information relating to the child, leading to a more cohesive approach to supporting all children.

From April – May 2023, there was a development of a Tracker for Care Experienced Young People

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in Secondary School. This has been used to quality assure data around Care Experienced Children and Young People (CECYP) which is a continuously changing piece of data. All Secondary Schools now have a CECYP tracker, a designated CECYP contact and an identified link with the Virtual Head teacher (Secondary)

A Virtual School Improvement Plan has been co-written by the Virtual Head teachers (Primary and Secondary) which will inform Clackmannanshire's direction around The Promise by 2024, 2026 and 2028 in line with Phase 1 and Phase 2 of Change Programme One within The Promise.

From August 2023, following national best practice advice from CELSIS (The National Centre for Excellence based in The University of Strathclyde), Clackmannanshire Council will have a monthly People Directorate meeting specifically focussed on Care Experienced Young People that will be underpinned by the Tracking Spreadsheet – focus on the young people to ensure that all agencies around the young people are both accountable and working effectively together.

The monitoring and tracking of care experienced young people to ensure they have a tailored curriculum in the senior phase is continuing, to ensure they enter a positive destination.

Last academic year, 156 young people were supported by the MCR programme in Clackmannanshire. Young people looked after at home, looked after away from home, those with informal social work supervision and those previously looked after were offered support.

MCR mentored care-experienced young people have achieved their best results over the last three academic years in all attainment KPIs, ranging from 9% to 20% improvement.

Literacy & Numeracy at Level 4+
100% (8/8) of MCR mentored care-experienced young people achieved literacy and numeracy at Level 4+; compared with 70.5% of care-experienced young people nationally and 88.9% of those in the local authority.5

5+ qualifications at Level 4+
100% (8/8) of MCR mentored care-experienced young people achieved 5+ qualifications at Level 4+;compared with 62.4% of care-experienced young people nationally and 88.9% of those in the local authority.

1+ qualification at Level 5+
100% (8/8) of MCR mentored care-experienced young people achieved 1+ qualifications at Level 5+;compared with 63.8% of care-experienced young people nationally and 88.9% of those in the local authority.

3+ qualifications at Level 5+
87.5% (7/8) of MCR mentored care-experienced young people achieved 3+ qualifications at Level 5+;compared with 43.5% of care-experienced young people nationally and 77.8% of those in the local authority.

S5 Staying On
52.4% (11/21) of MCR mentored care-experienced young people stayed on to S5; compared with41.7% of overall care experienced in the local authority, and 40% (8/20) of care-experienced non-mentored S4s. This shows an improvement from the previous session.

7. Map the range of courses aligned to growth are learning pathways by 2026 to identify how best to reduce duplication and maximise opportunity.

Recently published data showed that Clackmannanshire has achieved higher than the national figure for young people entering a positive destination once again this year. School leavers who are engaged in higher education, further education, training, voluntary work or employment are classed as having a 'positive destination' and this data is based on Skills Development Scotland Opportunities for All shared dataset, matched with pupil census records for the school year 2021/2022.

Official Insight statistics released by the Scottish Government in February 2023 have shown that 96.5% of all young people in Clackmannanshire entered a positive destination including work, training or further study within three months of leaving school last year, higher than the Scotland-wide figure of 95.7%, higher than our figures from last year and the highest of our neighbouring local authorities across Forth Valley. The 2021/22 rate matches our highest rate reported in 2019/20; higher than previous year & pre-COVID rate.

Initial positive destinations are higher than they have been before, which was a priority for us and is testament to the strengthened partnership working between schools and partners from Skills Development Scotland and Developing the Young

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Workforce. Alva Academy in particular shows a marked improvement (97.5% for 21/22 compared to 92.5% in 20/21).

A total of 56.9% of young people in Clackmannanshire moved on to further or higher education, a fall on last year's figure of 66.8%, reflecting the fall nationally. Three in ten of our young people entered employment, which is an increase on 28% from last year and is higher than the Scottish rate of 25%. The percentage of pupils who were unemployed and seeking employment was 2.4%, a slight fall on the previous year and similar to the Scottish rate.

8. Review and refresh our Assessment and Moderation Framework. Develop Skills of teacher / practitioner judgement, including use of SNSA, to support consistent and effective assessment and reporting. Provide professional learning, in collaboration with Education Scotland, with Moderation Leads to lead in effective assessment and moderation processes, within and out with their own school / ELC.

Schools were supported in a variety of ways to access, facilitate, and analyse their SNSA data on the new updated platform. They were signposted to online training and help sections to support their understanding of how to use the new platform. Schools are using this data to support their Teacher Professional Judgements. Several schools were specifically supported by the Data Coach in the analysis of their data to look at trends and patterns so that next steps could be planned for pupils and staff development. Unfortunately due to staff absence this was not all schools but schools have analysed their data themselves.

9. Review early level progression pathways in literacy and numeracy.

Early level (ELC – P1) curriculum progression pathways have been prioritised for review and improvement. These include; numeracy and maths and digital.

An early level numeracy and maths work stream and digital working group, reviewed the existing progression pathways created new pathways with supporting documentation.

Initial feedback from practitioners is very positive and early signs indicate that this work will impact on practitioners' skills, knowledge and

confidence. The documents will be implemented session 23/24, supported by a series of professional learning.

Next steps will include reviewing first (P2-4) and second (P5-7) level within these 2 areas. In addition early level literacy will be reviewed to incorporate early language and communication. This is in partnership with speech and language therapists.

10. Support schools and ELC to identify, monitor and track the attainment of young people form a care experienced background, to ensure that they fulfil their potential and that any barriers to engagement are removed.
From April 2023 to date, there has been an increased focus on an identified group of care experienced children within all primary establishments. 17 Primary 6 learners across 8 establishments have been the focus of a discussion between the Virtual Head teacher for Primary (VHP) and the identified care lead within the establishment, to identify what supports are required to ensure a robust and supportive transition to secondary school in August 2024, with activity to lead to this taking place throughout session 23/24.

All care experienced children are referenced within a newly devised local authority and dashboard, which allows all within the professional network to have a single point of access to all information relating to the child, leading to a more cohesive approach to supporting all children. The Virtual Head teacher (Primary) will monitor progress within this and engage in dialogue with educational establishments to offer both support and challenge. A detailed set of priorities support the development of this work which will be shared with all establishments for session 23/24.

From April – May 2023, Clackmannanshire Council designed a bespoke tracker on behalf of Forbes McGinnis (Virtual Head teacher) for tracking Care Experienced Young People in Secondary School which has, early June, been expanded to include bespoke packages for young people within the Virtual Head teacher remit and also for Primary Children – Enabling Virtual Head teacher (Primary) and Virtual Head teacher (Secondary) to work together on progressive support programmes. This has been used to quality assure data around Care Experienced Children and Young People (CECYP) which is a continuously changing piece of data. All

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Secondary Schools now have a CECYP tracker, a designated CECYP contact and an identified link with the Virtual Head teacher (Secondary).

A Virtual School Improvement Plan has been co-written by the Virtual Head teachers (Primary and Secondary) which will inform Clackmannanshire's direction around The Promise by 2024, 2026 and 2028 in line with Phase 1 and Phase 2 of Change Programme One within The Promise.

From August 2023, following national best practice advice from CELSIS (The National Centre for Excellence based in The University of Strathclyde), Clackmannanshire Council will have a monthly People Directorate meeting specifically focussed on Care Experienced Young People that will be underpinned by the Tracking Spreadsheet – focus on the young people to ensure that all agencies around the young people are both accountable and working effectively together.

6

School and ELC Improvement

Within our learning communities, there is regular engagement in effective quality improvement activities and agreed standards and expectations. Schools and ELC's work collegiately to develop promote and improve a quality curriculum which meets the needs of all learners, reflecting local and national good practice. Seeking and acting on learners' views is integral to this. The curriculum is regularly reviewed and refreshed with the support of partners to ensure it continues to meet the needs of all learners.
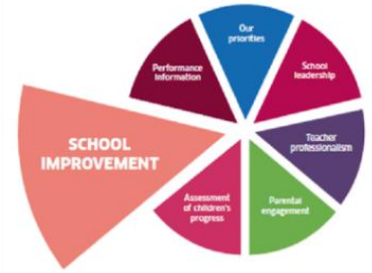
Key outcomes/actions for 2022/23

1. **Work with 'Clackmannanshire Violence Against Women' to support practitioners embed the principles and practice within the Scottish Governments Equally Safe at School Strategy to prevent and eradicate violence against women and girls.**

2. **Develop and implement Flexible Learning Spaces in identified schools.**

3. **Support primary, secondary and special schools at relaunch of the National School Sports Awards to achieve silver/gold.**

4. **Ensure negotiations between local council and Sports Scotland result in a new 4 year partnership agreement.**

5. **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.**

6. **Develop a 'Learn to Swim' staff training programme.**

7. **Provide additionality in targeted schools, to carefully plan for, implement and evaluate the impact of evidence based approaches and interventions with a focus on closing the gap between pupils in Q1 and Q5. Implement key actions outlined in Clackmannanshire's 'Numeracy Framework: Raising attainment, Accelerating Progress and Closing the Poverty Related Attainment Gap, Improvement Plan 2022 - 2026' to support practice in schools and ELCs.**

8. **Implement key actions outlined in Clackmannanshire's 'Literacy Framework: Raising attainment, Accelerating Progress and Closing the Poverty Related Attainment Gap, Improvement Plan 2022 - 2026' to support practice in schools and ELCs. With the support of the RIC and Education Scotland, look inwards and outwards to share effective practice to raise attainment and close the poverty related attainment gap.**

Achievements/Impact

Evidence of Progress across Actions/Outcomes

1. Work with 'Clackmannanshire Violence Against Women' to support practitioners embed the principles and practice within the Scottish Governments Equally Safe at School Strategy to prevent and eradicate violence against women and girls.

Following discussions with Leads, one secondary school has been identified and registered to take forward the Equally Safe at School approach to preventing gender based violence.

Key actions, designed to meet the health and wellbeing outcomes of Curriculum for Excellence and Getting it Right for Every Child have been included in their 2023-2024 School Improvement Plan to ensure that there is an holistic approach to preventing and eradicating violence against women and girls.

An Education Task and Finishing Group, made up of representatives from educational establishments and partners has been established to continue to support the Equally Safe at School approach and the key outcomes across Priority 1, of the Clackmannanshire Violence Against Women Action Plan.

2. Develop and implement Flexible Learning Spaces in identified schools.

Five Flexible Learning Spaces have been developed in response to the identified need in educational establishments. The 'Flexible Learning Space Guidance' was developed and shared with establishments along with the 'Tiered Approach to ASL Professional Learning' document. Each establishment has had access to a multi-agency 'Team Around the School' to support with the development of the space and problem solve emerging issues. Centre staff have visited the spaces to moderate the provision, all of which have been positive. A supportive network for teachers has been established, as a means to share experience and engage in professional dialogue.

Feedback from all staff attending the network has been positive. As a result here have been fewer referrals to the GIRFEC Forum for support from these establishments and almost no requests for

places within specialist provisions, which would indicate the inclusion of the Flexible Learning Spaces has improved the capacity of the establishments to meet the needs of children/young people. The self-evaluation of the Quality Indicator 3.1 Ensuring Wellbeing, Equity and Inclusion carried out by the schools has shown that all establishments with a Flexible Learning Space returned an evaluation of good or better.

Next session the support network will continue and further opportunities for joint training will be sought. Peer visits to establishments will be encouraged and there will be validation of their self-evaluation.

3. Support primary, secondary and special schools at relaunch of the National School Sports Awards to achieve silver/gold.

The sportscotland School Sport Award is a national initiative designed to encourage schools to put young people at the heart of decision making, planning and implementation of extra-curricular school sport. Since the award relaunched in September 2022

Clackmannanshire schools have reengaged as follows:
- 20 primary, secondary & ASN schools have completed the online self-assessment process

- 17 schools have been rated Gold standard with 5 schools aiming to have submitted their evidence by the end of summer term

- 2 school have been rated Silver standard & 1 school bronze standard

All schools plus those who did not engage with the process this year will implement an action planning toolkit for next year to support the continuous improvement aspect of the award.

4. Ensure negotiations between local council and Sports Scotland result in a new 4 year partnership agreement.

The Partnership Agreement is a commitment between Clackmannanshire Council and sportscotland to identify, plan and deliver shared priorities for sport and physical activity, and to

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secure an in-principle commitment to resources and working together over the period April 2023 – 31 March 2027.

The agreement was completed and signed in May 2023 and through the continued investment in the Active Schools, Community Sport Hub and wider Sport & Leisure department enable collaborative working around the following priorities:
• Planning for Sport - Working together we will ensure that sport and physical activity is strategically planned with accountability to deliver agreed priorities and outcomes.
• Active Schools - Increase the number and diversity of children and young people taking part in sport and physical activity.
• Community Sport Hubs - Support Community Sport Hubs (CSH), local collectives of sports clubs & other community organisations that co come together to improve the contribution that sport & physical activity has on a community.
• Equality, Diversity and Inclusion - Reduce inequalities in sport and physical activity and support recovery from the Coronavirus (COVID-19) pandemic.
• Places - Work together to take a more strategic and integrated approach to the school and sports facilities estate.

5. 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.

Following the initial meeting of the PEPAS group further progression has been paused until the completion of the refresh of the Sport & Active Living Framework which is due to be completed by end July 2023.

Co-ordinated planning was put in place to ensure that a full programme of PE, Active Schools and community sport was put in place for all pupils P1 to S6 during academic year 2022-23. All schools have extra curricular clubs and a full programme of inter school competition was in place this year with the re-introduction of all pre Covid events at both primary and secondary school.
A full analysis of data will be brought forward as a new baseline for measures in 23/24.

6. Develop a 'Learn to Swim' staff training programme.

The Primary PE team worked in partnership with Scottish Swimming to create a new national syllabus for training teachers in a water safety module and a basic aquatic skills module. The Primary PE team and eight local senior pupils also attended national training with The Swimming Teachers' Association (STA) on lifeguard skills. This involved 5 days of training at the end of March 2023 for all staff.

This teacher training led to the re-introduction of the Primary 5 school swimming programme delivered at The Peak and Dollar Academy during the summer term. The two blocks of five weeks sessions of the Scottish Swimming modules consisting of Water Safety and Basic Aquatic Skills. The modules were delivered to more than 590 Primary 5 pupils across the 19 primary schools (including Lochies) with a total of 2,950 individual hours being delivered.

The design of the model for the programme has relied heavily on a range of partnerships; Scottish Swimming, Safety Training Awards, Dollar Academy, Active Stirling, Stirling Council and Clackmannanshire Council all supporting the programme in various ways such as; delivering staff training, access to swimming pools, tendering for the transport for over 500 pupils. In addition to this programme the weekly Friday night Learn to swim and water confidence sessions continue for children with ASN.

7. Provide additionality in targeted schools, to carefully plan for, implement and evaluate the impact of evidence based approaches and interventions with a focus on closing the gap between pupils in Q1 and Q5. Implement key actions outlined in Clackmannanshire's 'Numeracy Framework: Raising attainment, Accelerating Progress and Closing the Poverty Related Attainment Gap, Improvement Plan 2022 - 2026' to support practice in schools and ELCs.
Implement key actions outlined in Clackmannanshire's 'Literacy Framework: Raising attainment, Accelerating Progress and Closing the Poverty Related Attainment Gap, Improvement Plan 2022 - 2026' to support practice in schools and ELCs. With the support of the RIC and Education Scotland, look inwards and outwards to share effective practice to raise attainment and close the poverty related attainment gap.

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Since August:

The Numeracy and Maths Framework details the priorities and actions to support improved learning and teaching and attainment in Numeracy and maths.

Numeracy and Maths Early level (ELC – P1) curriculum progression pathways have been prioritised for review and improvement. An early level numeracy and maths workstream reviewed the existing progression pathway and created a new pathway with supporting documentation.

Initial feedback from practitioners is very positive and early signs indicate that this work will impact on practitioners' skills, knowledge and confidence. The documents will be implemented session 23/24, supported by a series of professional learning.

Next steps will include reviewing first (P2-4) and second (P5-7) level within these 2 areas. In addition early level literacy will be reviewed to incorporate early language and communication. This is in partnership with speech and language therapists.

In literacy the local authority pedagogy empowerment group of Heads and Education Scotland partners has focussed on writing pedagogy. This has resulted in a plan to deliver a literacy approach across Clackmannanshire which is aimed to improve writing attainment P2-4. This will be supported by professional learning sessions.

Indications are the majority of Primary schools and ELCs evaluate themselves as good or above for the quality of learning teaching and

assessment. This will continue to be tracked until July 2023.

Literacy and Numeracy Attainment (P1, 4, 7 combined)

- Literacy (unpublished) - Overall achievement increased to 69.5%, surpassing stretch aim of 68%
- Literacy (unpublished) - Quintile 1 increased to 61.2%, surpassing stretch aim of 59.3%
- Literacy (unpublished) - Quintile 5 increased to 79.8%, surpassing stretch aim of 76.9%
- Numeracy (unpublished) - Overall achievement increased to 72.4%, but did not reach stretch aim of 74.9%
- Numeracy (unpublished) - Quintile 1 fell slightly to 63.7%, but did not reach stretch aim of 68.3%
- Numeracy (unpublished) - Quintile 5 remained almost the same at 81.5%, surpassing stretch aim of 79.3%

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Performance Information

Performance information is used to inform and drive improvement at all levels.

As part of our continuous cycle of improvement, educators analyse progress and performance across a range of data and evidence to identify where the gaps remain and action is required.

Our service is data rich, gathering appropriate and accurate performance information which is reported nationally as well as data which applies to a single school, class or child. This information, appropriately triangulated and analysed, helps educators to take early action to improve outcomes for children and young people and meet their particular learning needs.

Young people, parents/carers and other stakeholders have an essential role in helping school leaders identify areas for improvement and also to contribute to and celebrate their school's identified strengths and learners' successes. Stakeholder views play a key role in school self evaluation and shaping and delivering school improvement plans

Key outcomes/actions for 2021/22

1. **Support Schools and ELCs in using data to identify attainment gaps, plan interventions and evaluate the impact on raising attainment of children affected by poverty.**

2. **Support schools and ELCs to extend and embed effective use of data tools, including updated monitoring and tracking toolkit, school profiles, FOCUS Toolkit and BGE Benchmarking Tool. Develop and deliver a Performance and Improvement Professional Learning Programme to upskill and support senior leadership teams.**

3. **Implement Local Authority Performance and Improvement planned actions. Extend Performance and Improvement meetings to include ELC and Secondary settings.**

Achievements/Impact

Evidence of Progress across Actions/Outcomes

1. Support Schools and ELCs in using data to identify attainment gaps, plan interventions and evaluate the impact on raising attainment of children affected by poverty.

Use of data has significantly increased both by the depth of use and by the number of staff across a variety of areas of responsibility. 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.

The Local Authority Attainment Database is used to track progress of Literacy and Numeracy against stretch aims.

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 Local Authority and Establishment level. This has resulted in greater awareness and shared understanding of the barriers to attainment for learners across Clackmannanshire schools.

Attainment across Literacy and Numeracy has seen improvement in many areas:
Literacy & Numeracy (P1, 4, 7 combined)
• Literacy (unpublished) - Overall achievement increased to 69.5%, surpassing stretch aim of 68%
• Literacy (unpublished) - Quintile 1 increased to 61.2%, surpassing stretch aim of 59.3%
• Literacy (unpublished) - Quintile 5 increased to 79.8%, surpassing stretch aim of 76.9%

Despite the literacy gap closing to 18.6% this has not yet met the stretch aim of 17.6%. This is despite a rise in attainment overall and in Q1 and Q5 in 2022/23.

• Numeracy (unpublished) - Overall achievement increased to 72.4%, but did not reach stretch aim of 74.9%
• Numeracy (unpublished) - Quintile 1fell slightly to 63.7%, but did not reach stretch aim of 68.3%
• Numeracy (unpublished) - Quintile 5 remained almost the same at 81.5%, surpassing stretch aim of 79.3%

Significant increase in Q5 numeracy attainment over the past 2 years has led to the gap opening to 17.8%. The numeracy stretch aim has therefor not been achieved in 2022/23.
Third Level attainment data analysis is not yet complete but initial indications show that overall attainment has improved. Stretch aims analysis will be completed by mid July 2023.

The attendance overall aim has also not been met. Tackling attendance in conjunction with Q1 attainment should be a focus for session 2023/24.

2. Support schools and ELCs to extend and embed effective use of data tools, including updated monitoring and tracking toolkit, school profiles, FOCUS Toolkit and BGE Benchmarking Tool. Develop and deliver a Performance and Improvement Professional Learning Programme to upskill and support senior leadership teams.

Through the work of the Quality Assurance Empowerment group QIOs and Head teachers were offered a Self-Evaluation for Continuous Improvement course (SECI) facilitated by our Education Scotland Attainment Advisor and some of her colleagues. This supported further understanding of data and analysis, as well as effective and evaluative writing. It was well received by all and there is an appetite for follow up training. These groups are lead by Heads and supported by education officers to ensure sustainability.

For DHTs, PTs and aspiring PTs there was a Data Literacy course organised that incorporated some of the work from the SECI training. Unfortunately, due to staff absence this was started but not completed, however it will be rescheduled for next session.

All schools now have an attendance dashboard that supports their analysis of attendance in their school, showing patterns and trends that can be analysed in more depth. Most schools have had individual support to look at their patterns of attendance through the work of the Data Coach.

This work has supported schools in their planning for universal and targeted interventions to support attendance in school.

Schools in the Lornshill cluster have been working collaboratively using Progress (Didbook) to track and analyse their attainment data, as well as moderate across stages and schools. This is work that will continue next session.

3. Implement Local Authority Performance and Improvement planned actions. Extend Performance and Improvement meetings to include ELC and Secondary settings.

All ELCs and Primaries have actively participated in focussed performance and improvement meetings across academic session 22/23.

Meetings have been planned and implemented through an empowerment approach where education officers and heads work collaboratively. In addition, all schools and ELCs are developing robust systems of self-evaluation which is informing improvement and performance.

A data for improvement professional learning programme has been developed and will be delivered in session 23/24. This is designed to compliment successful professional learning, focussed on self-evaluation for continuous improvement

All ELCs and schools have robust tracking and monitoring processes. This work will further evolve session 23/24 to include ELC-S3 and bring together new approaches identified by quality assurance and performance empowerment groups. These groups are lead by Heads and supported by education officers to ensure sustainability.

This has resulted in increased confidence and skills in the effective use of data and self-evaluation for all Heads.
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APPENDIX 2

ACEL Attainment Data

ACEL Levels – Literacy (P1, 4, 7 combined)			
	Overall levels	SIMD Quintile 1	SIMD Quintile 5	Gap (Q1 – Q5)
Current level (Jun 2021)	59.8	53.3	73.9	20.6 pp
Stretch aim to be achieved 2022/23	68	59.3	76.9	17.6 pp
Improvement (percentage point)	8.2 pp	6 pp	3 pp	3 pp

Note: Some slight changes to original figures in above table due to new tables containing published figures (SG Stats).

LITERACY	P1,P4,P7 COMBINED 2019	P1,P4,P7 COMBINED 2021	P1,P4,P7 COMBINED 2022	P1,P4,P7 COMBINED 2023 unpublished
OVERALL	71.6%	59.8%	63.3%	69.5%

The latest ACEL figures (unpublished) indicate that the overall achievement rate for Literacy has *increased* to **69.5%** and *surpassed* our Stretch Aim of 68%.

P1,4,7 COMBINED LITERACY					
SIMD Q1 -MOST DEPRIVED - ACHIEVEMENT LEVELS	% ACHIEVING 2017/18	% ACHIEVING 2018/19	% ACHIEVING 2020/21	% ACHIEVING 2021/22	% ACHIEVING 2022/23 unpublished
AUTHORITY	63.3%	62.4%	53.3%	53.7%	61.2%

The latest ACEL figures (unpublished) indicate that the achievement rate for learners in our most deprived area (Q1) for Literacy has *increased* to **61.2%** and has also *surpassed* our Stretch Aim of 59.3%.

P1,4,7 COMBINED LITERACY					
SIMD Q5 -LEAST DEPRIVED - ACHIEVEMENT LEVELS	% ACHIEVING 2017/18	% ACHIEVING 2018/19	% ACHIEVING 2020/21	% ACHIEVING 2021/22	% ACHIEVING 2022/23 unpublished
AUTHORITY	78.4%	84.8%	73.9%	73.0%	79.8%

The latest ACEL figures (unpublished) indicate that the achievement rate for learners in our least deprived area (Q5) for Literacy has *increased* to **79.8%** and has also *surpassed* our Stretch Aim of 76.9%.

LITERACY P1,4,7 COMBINED					
SIMD GAP Q1 VS Q5	2017/18	2018/19	2020/21	2021/22	2022/23
AUTHORITY	-15.1%	-22.4%	-20.6%	-19.3%	-18.6%

Despite a *narrowing* of the poverty related attainment gap the Stretch Aim of 17.6pp has not been met.It is however smaller than the previous year at **18.6pp**. This is despite improvement in the achievement levels for both learners in Q1 and Q5 in 2022/23.

ACEL Levels – Numeracy (P1, 4, 7 combined)			
	Overall levels	SIMD Quintile 1	SIMD Quintile 5	Gap (Q1 – Q5)
Current level (Jun 2021)	68.9	64.3	77.3	13 pp
Stretch aim to be achieved 2022/23	74.9	68.3	79.3	12 pp
Improvement (percentage point)	6.0 pp	4 pp	2 pp	1 pp

Note: Some slight changes to original figures in above table due to new tables containing published figures (SG Stats).

NUMERACY	P1,P4,P7 COMBINED 2019	P1,P4,P7 COMBINED 2021	P1,P4,P7 COMBINED 2022	P1,P4,P7 COMBINED 2023 updated
OVERALL	77.2%	68.9%	71.7%	72.4%

The latest ACEL figures (unpublished) indicate that there is an increase in the overall achievement rate for Numeracy at **72.4%.**
Despite the increase, this rate has not achieved our Stretch Aim of 74.9%.

P1,4,7 COMBINED NUMERACY					
SIMD Q1 -MOST DEPRIVED - ACHIEVEMENT LEVELS	% ACHIEVING 2017/18	% ACHIEVING 2018/19	% ACHIEVING 2020/21	% ACHIEVING 2021/22	% ACHIEVING 2022/23 unpublished
AUTHORITY	69.1%	68.2%	64.3%	66.3%	63.7%

The latest ACEL figures (unpublished) indicate that the achievement rate for learners in our most deprived area (Q1) for Numeracy has fallen to **63.7%.** This rate is also lower than pre-COVID levels.
The Stretch Aim of 68.3% has therefore not been met.

P1,4,7 COMBINED NUMERACY					
SIMD Q5 -LEAST DEPRIVED - ACHIEVEMENT LEVELS	% ACHIEVING 2017/18	% ACHIEVING 2018/19	% ACHIEVING 2020/21	% ACHIEVING 2021/22	% ACHIEVING 2022/23 unpublished
AUTHORITY	81.8%	85.9%	77.3%	81.9%	81.5%

The latest ACEL figures (unpublished) indicate that the achievement rate for learners in our least deprived area (Q5) for Numeracy has remained almost the same at **81.5%.**

NUMERACY P1,4,7 COMBINED					
SIMD GAP Q1 VS Q5	2017/18	2018/19	2020/21	2021/22	2022/23
AUTHORITY	-12.7%	-17.7%	-13.0%	-15.6%	-17.8%

The poverty related attainment gap for Numeracy has grown to **17.8pp** following the same trend of the year before.

This rate has *surpassed* our Stretch Aim of 79.3%.

Despite the increase, the gap is almost at the same rate as pre-COVID levels.
The Stretch Aim of 12pp has therefore not been met.

School Leavers

Proportion of school leavers attaining 1 or more passes at SCQF level 5 based on 'Summary statistics for attainment and initial leaver destinations' publication

	Proportion of school leavers attaining 1 or more passes at SCQF level 5 based on 'Summary statistics for attainment and initial leaver destinations' publication.			
	Overall levels	SIMD Quintile 1	SIMD Quintile 5	Gap (Q1 – Q5)
Current level (Jun 2021)	84.7	74.1	90.7	16.6pp
Stretch aim to be achieved 2022/23	88.2	80.0	91.7	11.7pp
Improvement (percentage point)	3.5pp	5.9pp	1pp	4.9pp

Year	1+ at SCQF Level 5 or better
2017/18	76.1
2018/19	78.8
2019/20	77.1
2020/21	84.7
2021/22	84.1

The percentage of school leavers attaining 1 or more passes at SCQF level 5 in 2021/22 **fell to 84.1%.** Despite the fall the rate is higher than in 2018/19 where the assessment circumstances were similar.

This rate is lower than the Stretch Aim of 88.2%.

The percentage of school leavers attaining 1 or more passes at SCQF level 5 who live in our most deprived areas (Q1) *increased* in 2021/22 to **77.5%.**

Year	1+ at SCQF Level 5 or better
2017/18	64.0
2018/19	64.2
2019/20	60.1
2020/21	74.1
2021/22	77.5

Most Deprived (Q1)

Despite the increase the rate is lower than the Stretch Aim of 80%.

There are no figures published for learners from our least deprived areas (Q5) hence cannot make any comment towards our Stretch Aim or the poverty related attainment gap

Proportion of school leavers attaining 1 or more passes at SCQF level 6 based on 'Summary statistics for attainment and initial leaver destinations' publication

	Proportion of school leavers attaining 1 or more passes at SCQF level 6 based on 'Summary statistics for attainment and initial leaver destinations' publication.			
	Overall levels	SIMD Quintile 1	SIMD Quintile 5	Gap (Q1 – Q5)
Current level (Jun 2021)	60.5	43.5	74.1	30.6pp
Stretch aim to be achieved 2022/23	64.9	47.5	77.0	29.5pp
Improvement (percentage point)	4.4pp	5pp	2.9pp	1.1pp

Year	1+ at SCQF Level 6 or better
2017/18	49.7
2018/19	54.4
2019/20	53.2
2020/21	60.5
2021/22	54.8

The percentage of school leavers attaining 1 or more passes at SCQF level 6 in 2021/22 **fell to 54.8%.**

Despite the fall the rate is the same as 2018/19 where the assessment circumstances were

similar.

This rate is lower than the Stretch Aim of 64.9%.

Year	1+ at SCQF Level 6 or better
2017/18	33.6
2018/19	36.6
2019/20	36.2
2020/21	43.5
2021/22	36.7

Most Deprived (Q1)

The percentage of school leavers attaining 1 or more passes at SCQF level 6 who live in our most deprived areas (Q1) *fallen* in 2021/22 to **36.7%.**

This rate is lower than the Stretch Aim of 47.5%.

Year	1+ at SCQF Level 6 or better
2017/18	77.5
2018/19	76.4
2019/20	79.6
2020/21	74.1
2021/22	76.7

Least Deprived (Q5)

The percentage of school leavers attaining 1 or more passes at SCQF level 6 who live in our least deprived areas (Q5) has *increased* in 2021/22 to **76.7%.**

This rate is almost the same as our Stretch Aim of 77%.

YEAR		1+ at SCQF Level 6 or better [PP]
2017/18	Attainment Gap	-43.9
2018/19	Attainment Gap	-39.8
2019/20	Attainment Gap	-43.4
2020/21	Attainment Gap	-30.6
2021/22	Attainment Gap	-40.0

The poverty related attainment gap for school leavers attaining 1 or more passes at SCQF level 6 has *grown* to **40pp.**

Despite the increase the gap is similar to 2018/19 where the assessment circumstances were similar.

The gap is more than our Stretch Aim of 29.5pp.

Participation Measure

Participation measure: proportion of 16-19 years olds participating in education, employment or training based on Annual Participation Measure produced by Skills Development Scotland

	Participation measure: proportion of 16-19 years olds participating in education, employment or training based on Annual Participation Measure produced by Skills Development Scotland.			
	Overall levels	SIMD Quintile 1	SIMD Quintile 5	Gap (Q1 – Q5)
Current level (Jun 2021)	90.7	85.9	96.1	10.2 pp
Stretch aim to be achieved 2022/23	91.4	87.3	96.2	8.9 pp
Improvement (percentage point)	0.7	1.4	0.1	1.3 pp

Note: Some slight changes to original figures in above table due to new tables containing published figures (SG Stats).

Year	Participating (16-19)
2018	89.3
2019	90.1
2020	89.3
2021	90.0
2022	90.7

The Participation Measure [PM] for Clackmannanshire *increased* to **90.7%** following a 3 year increasing trend.

Despite the increase, the PM is lower than the Stretch Aim of 91.4%.

Year	Participating in Education (16-19)
2018	61.7
2019	63.2
2020	65.0
2021	67.4
2022	67.8

Of particular note is the increasing trend for school leavers participating in education which is now 67.8%, an increase of 6.1pp since 2018.

The Participation Measure [PM] for school leavers who live in our most deprived areas (Q1) is **85.9%,** *the same as* the previous year but lower than our Stretch Aim of 87.3%.

The Participation Measure [PM] for school leavers who live in our least deprived areas (Q5) is **97%,** *higher* than the previous year and following an increasing trend.

This PM is also higher than our Stretch Aim of 96.2%.

The poverty related gap for our PM is **11.1pp** which is *more than* our Stretch Aim of 8.9pp.

Attendance

Primary

	HWB Measure - Attendance - Primary			
	Overall levels	SIMD Quintile 1	SIMD Quintile 5	Gap (Q1 – Q5)
Current level (Jun 2021)	92.4	90.5	95.1	4.6 pp
Stretch aim to be achieved 2022/23	94.3	93.5	96.6	3.1 pp
Improvement (percentage point)	1.9	3	1.5	1.5 pp

Overall attendance for Pimary Schools at the end of May 2023 is **92.2%** *[BI report 23/06/23]*

This is *almost the same* as the previous year but does not meet our Stretch Aim of 94.3%.

Attendance for learners who live in our most deprived areas (Q1) is **89.8%,** *lower* than the previous year and lower than our Stretch Aim of 93.5%.

Attendance for learners who live in our least deprived areas (Q5) is **95.7%,** *higher* than the previous year but lower than our Stretch Aim of 96.6%.

The poverty related attendance gap is **5.9pp** which is *more than* our Stretch Aim of 3.1pp.

Secondary

	HWB Measure - Attendance - Secondary			
	Overall levels	SIMD Quintile 1	SIMD Quintile 5	Gap (Q1 – Q5)
Current level (Jun 2021)	89.2	86.3	92.1	7.6 pp
Stretch aim to be achieved 2022/23	92.3	90.3	94.1	3.8 pp
Improvement (percentage point)	3.1	4	2	3.8 pp

Overall attendance for Secondary Schools at the end of May 2023 is **88.9%** *[BI report 23/06/23]*

This is *lower* than the previous year and does not meet our Stretch Aim of 92.3%.

Attendance for learners who live in our most deprived areas (Q1) is **86.1%,** *almost the same as* the previous year but lower than our Stretch Aim of 90.3%.

Attendance for learners who live in our least deprived areas (Q5) is **93.4%,** *higher* than the previous year but lower than our Stretch Aim of 94.1%.

The poverty related attendance gap is **7.3pp** which is *narrower than* the previous year but more than our Stretch Aim of 3.8pp.

Overall

HWB Measure - Attendance - Overall [inc Prim, Sec & Spec]			
	Overall levels	SIMD Quintile 1	SIMD Quintile 5	Gap (Q1 – Q5)
Current level (Jun 2021)	90.5	88.7	93.9	5.2 pp
Stretch aim to be achieved 2022/23	94.0	91.7	95.4	3.7 pp
Improvement (percentage point)	3.5	3.0	1.5	1.5 pp

Overall attendance at the end of May 2023 is **90.9%** *[BI report 23/06/23]*

This is an *increase* on the previous year but does not meet our Stretch Aim of 94%.

Attendance for learners who live in our most deprived areas (Q1) is **88.4%,** *almost the same as* the previous year but lower than our Stretch Aim of 91.7%.

Attendance for learners who live in our least deprived areas (Q5) is **94.8%,** *higher* than the previous year but lower than our Stretch Aim of 95.4%.

The poverty related attendance gap is **6.4pp** which is more than our Stretch Aim.

Attendance Care Experienced

Please note that an in depth quality assurance exercise has been done in conjunction with childcare social work to ensure that pupils' LAC status is recorded accurately in schools.

There was a large number of records where the' Looked After 'status hadn't been updated for up to 10 years and these have now all been marked correctly as previously looked after.

There was also some confusion around kinship care; many schools had a child recorded as 'in kinship' if they were residing with a family member, however they now understand that kinship is a formal agreement and only those cases where it has been formalised should be recorded thus.

The impact of this exercise is that the attendance figures recorded previously may differ. The attendance figures used in this report for 2022/23 include the amended LAC status.

Care Experienced - Attendance			
	Overall levels	SIMD Quintile 1	SIMD Quintile 5	Gap (Q1 – Q5)
Current level (Jun 2021)	90.5	88.5	96.5	8.0 pp
Stretch aim to be achieved 2022/23	94.0	91.7	97.6	5.6 pp
Improvement (percentage point)	1.8 pp	2.1 pp	1 pp	1.1 pp

STATUS	Average of % Present Openings
Away	92.2
Home	68.3
Previously	86.5
Total	86.7

The above exercise has particularly impacted on the attendance figures for LAC at home learners.

The overall attendance rate for LAC therefore is **86.7%** *lower* than the previous year and much lower than our Stretch Aim of 94%.

Attendance for learners who live in our most deprived areas (Q1) is **82.6%,** *lower* than the previous year and lower than our Stretch Aim of 91.7%.

Attendance for learners who live in our least deprived areas (Q5) is **93.2%,** *lower* than the previous year and lower than our Stretch Aim of 97.6%.

The poverty related attendance gap is 10.6pp which is more than the previous year and much more

than our Stretch Aim of 5.6pp.

Destinations

Gap between initial and follow-up school leaver destinations

	Narrow the gap between initial and follow-up school leaver destinations.			
	Overall levels	SIMD Quintile 1	SIMD Quintile 5	Gap (Q1 – Q5)
Current level (Jun 2021)	4.9	13.3	0.1	13.2
Stretch aim to be achieved 2022/23	2.5	6.7	0	6.7
Improvement (percentage point)	2.4 pp	6.7	0.1	6.5

The gap between the initial and follow up grew in 2021/22 **to 8.7pp**; much larger than the stretch aim of 2.4pp.

This gap increase is due to a fall in the number of school leavers who were initially in "training" no longer being in such at the time the follow up destination was recorded.

This is due to a number of the training courses being short term however it would be expected that school leavers who had undertaken a training course would go on to a positive destination.

(These school-leavers are being followed up by Skills Development Scotland)

The gap between initial & follow up for school leavers who live in our most deprived areas (Q1) is **13pp**, *similar* to the previous year however much higher than our Stretch Aim of 6.7pp.

The gap between initial & follow up for school leavers who live in our least deprived areas (Q5) is **2.3pp**, *more than* the previous year and much more than our Stretch Aim which is aiming to have no gap.
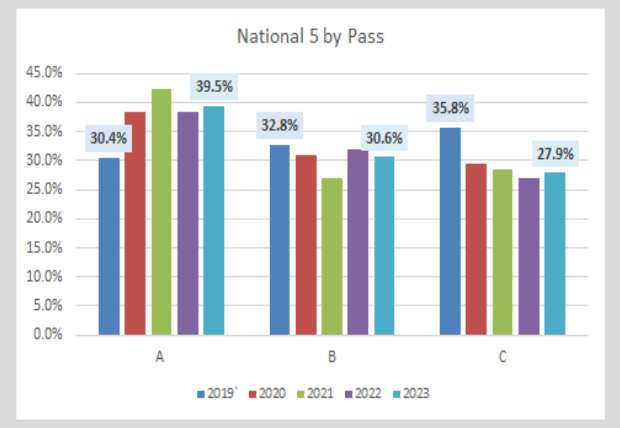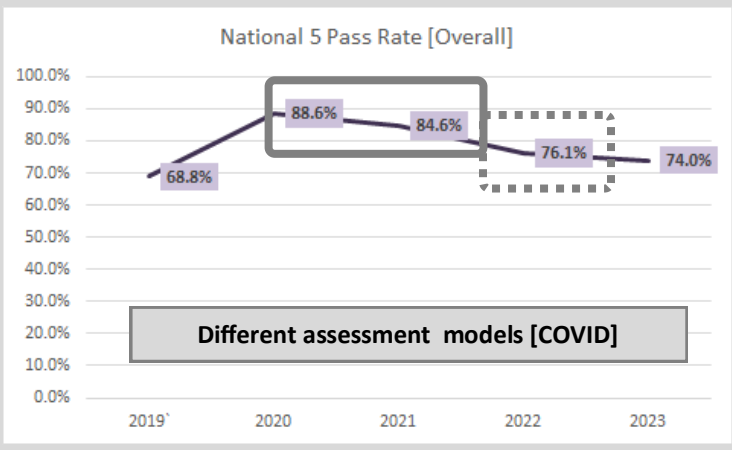
The poverty related gap in related to the PM is **10.7pp**, more than our Stretch Aim which is 6.7pp.

SQA Achievement 2022/23

August 2023

National 5

National 5 Pass Rate [Overall]

68.8% ... 88.6% ... 84.6% ... 76.1% ... 74.0%

Different assessment models [COVID]

National 5 by Pass

A: 30.4%, 39.5% | B: 32.8%, 30.6% | C: 35.8%, 27.9%

COMMENTS: Comparing this year's results to pre-COVID levels then the overall pass rate is *higher,* although lower than the national rate. Results in 2023 report similar percentage of pupils achieving an A pass compared to the previous year and a much higher rate than pre-COVID levels.

National 2023: Overall: 78.8%; 'A' Pass: 38.6%

Higher

Higher Pass Rate [Overall]

65.7% ... 85.4% ... 87.2% ... 73.4% ... 69.1%

Different assessment models [COVID]

Higher by Pass

A: 27.5%, 39.4% | B: 33.1%, 33.9% | C: 33.8%

COMMENTS: Comparing this year's results to pre-COVID levels the overall pass rate is *higher,* although is lower than the national rate. Results in 2023 report a higher percentage of pupils achieving A & B passes compared to pre-COVID levels. *'A' pass rate at Higher is close to the national rate of 32.8%.*

National 2023: Overall: 77.1%; 'A' Pass: 32.8%

Attainment Gap - National 5

Attainment Gap - National 5

2019: -16.7% | 2020: -5.7% | 2021: -5.5% | 2022: -10.3% | 2023: -20.9%
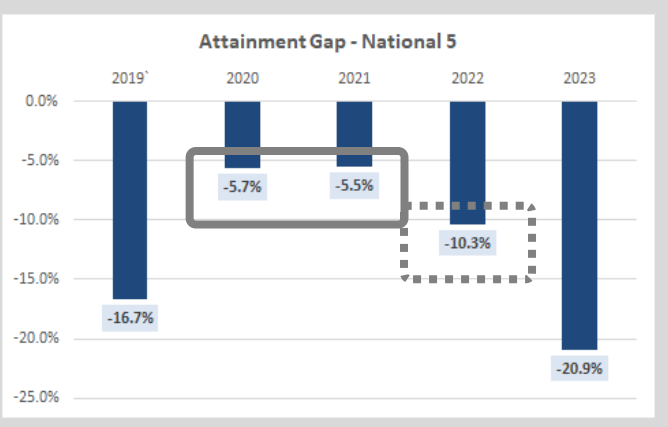
COMMENTS: The attainment gap has grown compared to pre-COVID levels. An increase of 4.2pp compared to pre-COVID levels.

ATTAINMENT GAP HAS GROWN @ NATIONAL 5

Attainment Gap - Higher

Attainment Gap - Higher

2019: -12.7% | 2020: 1.0% | 2021: -5.0% | 2022: -15.2% | 2023: -9.7%
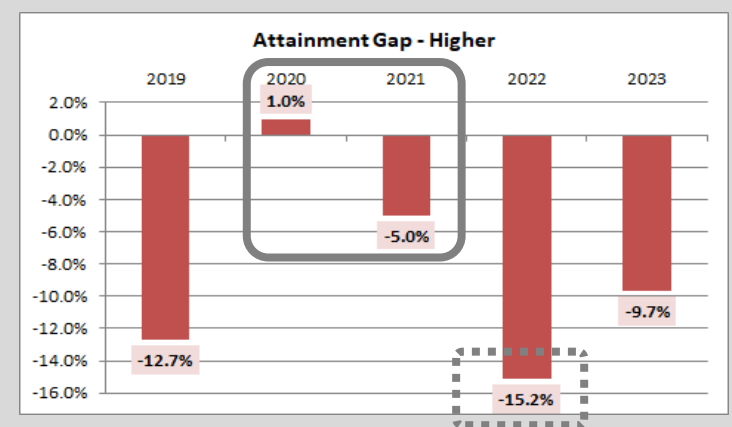
COMMENTS: The attainment gap has narrowed compared to pre-COVID levels. A fall of 2.5pp compared to pre-COVID levels.

ATTAINMENT GAP HAS NARROWED @ HIGHER

National 2,3 & 4 Awards

National 2 Awards

2019: 7 | 2020: 33 | 2021: 17 | 2022: 26 | 2023: 37

National 3 Awards

2019: 241 | 2020: 207 | 2021: 194 | 2022: 178 | 2023: 164

National 4 Awards

2019: 864 | 2020: 690 | 2021: 742 | 2022: 916 | 2023: 915
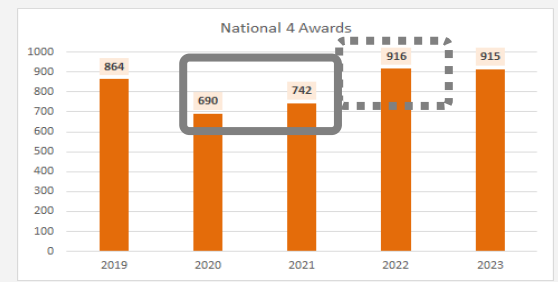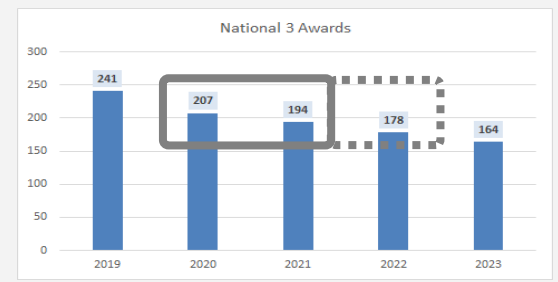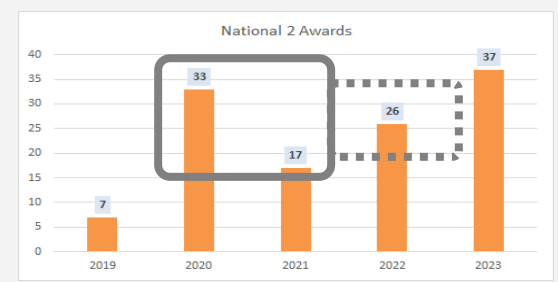
COMMENTS:
- National 2 & 3 awards reflects the focus that ALL pupils should be aspiring to achieve SQA awards in Clackmannanshire
- In 2023 there is a significant increase compared to pre-COVID levels; from 7 to 37; 64.9% awarded in 2023 compared to 46.7% in 2019
- The number of National 3 awards are reporting a fall since pre-COVID levels but the pass rate increased from 77.7% in 2019 to 78.8% in 2023
- The number of National 4 awards is 6% higher than pre-COVID levels. The pass rate increased from 80.9% in 2019 to 81.8% in 2023
- **Scottish 2023: National 2: 69.2%; National 3: 84.2% & National 4: 87.8%**

More National 2, 3 & 4 awards in 2023 [than pre-COVID levels]

Please note charts above illustrates figures as percentage [%] where its actually percentage points [pp]

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Clackmannanshire Council | Comhairle Siorrachd Chlach Mhanann
www.clacks.gov.uk

SQA Achievement 2022/23

August 2023

Pre-COVID comparison included due to different assessment models during COVID and in 2022 a "generous approach" applied to awards; pre-COVID is 2019
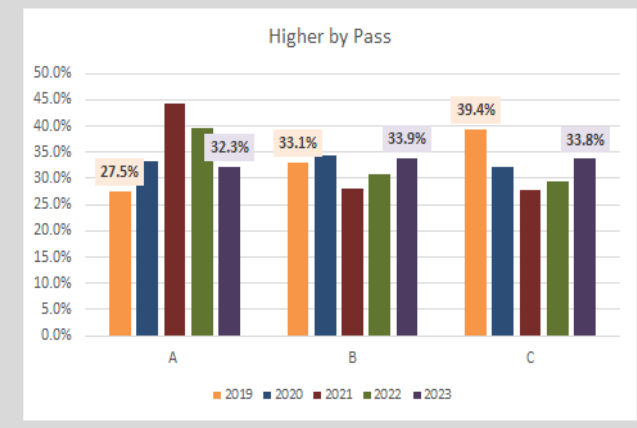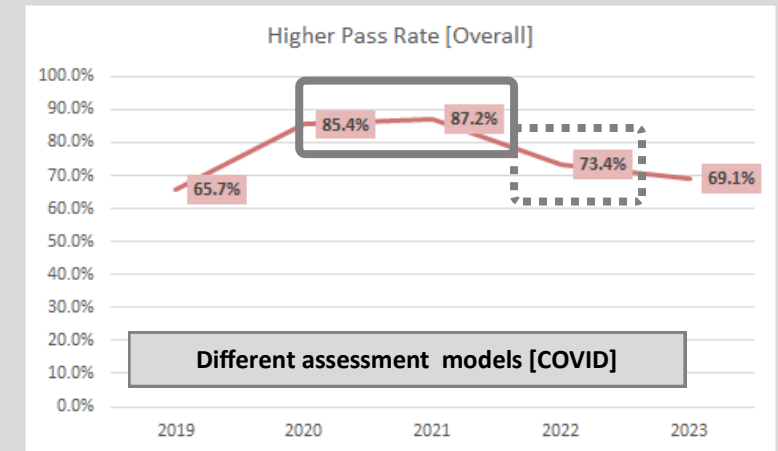
Advanced Higher

Advanced Higher Pass Rate [Overall]
- 82.4%, 94.7%, 87.7%, 77.3%, 65.5%

Different assessment models [COVID]

Adv Higher by Pass
- A: 22.9%, 40.5%
- B: 37.4%, 19.8%
- C: 39.7%, 39.7%
(2019, 2020, 2021, 2022, 2023)
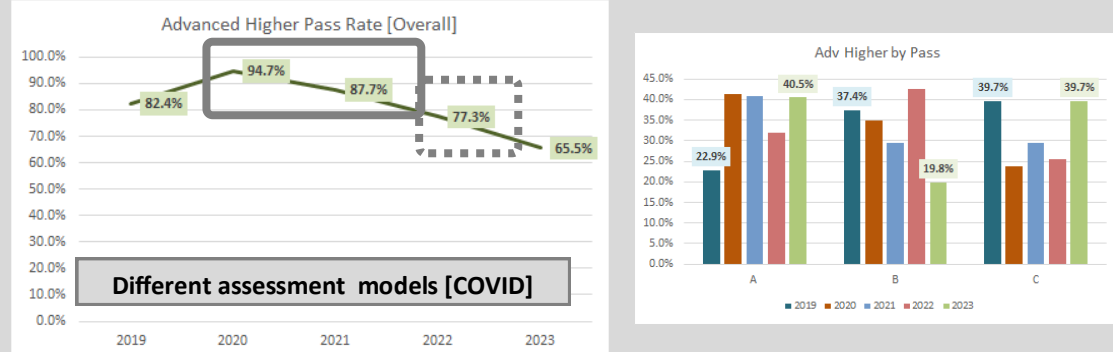
COMMENTS: Despite an increase in the percentage of pupils achieving an A pass, which is higher than the national rate, the overall pass rate is lower than pre-COVID levels.

National 2023: Overall: 79.8%; 'A' Pass: 33%

Care Experienced

	2019	2020	2021	2022	2023
NATIONAL 2	0	5	0	6	2
NATIONAL 3	20	35	19	26	7
NATIONAL 4	28	20	21	54	30

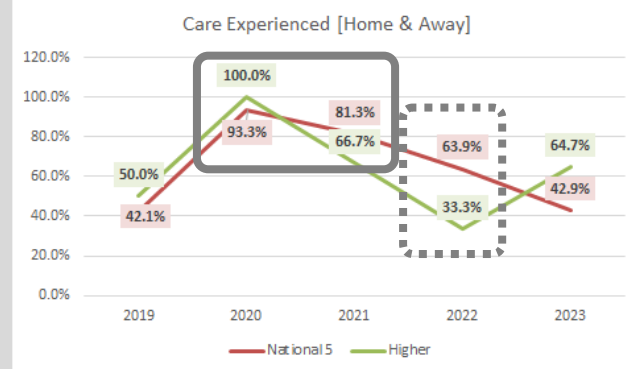Care Experienced [Home & Away]
- National 5: 42.1%, 93.3%, 81.3%, 63.9%, 42.9%
- Higher: 50.0%, 100.0%, 66.7%, 33.3%, 64.7%

COMMENTS:
The table and chart is the SQA results of pupils recorded as "LAC" in SEEMiS.

Using this data, there is an *increase* in the achievement of 'LAC' pupils compared to pre-COVID levels.

Pass Rate 2023
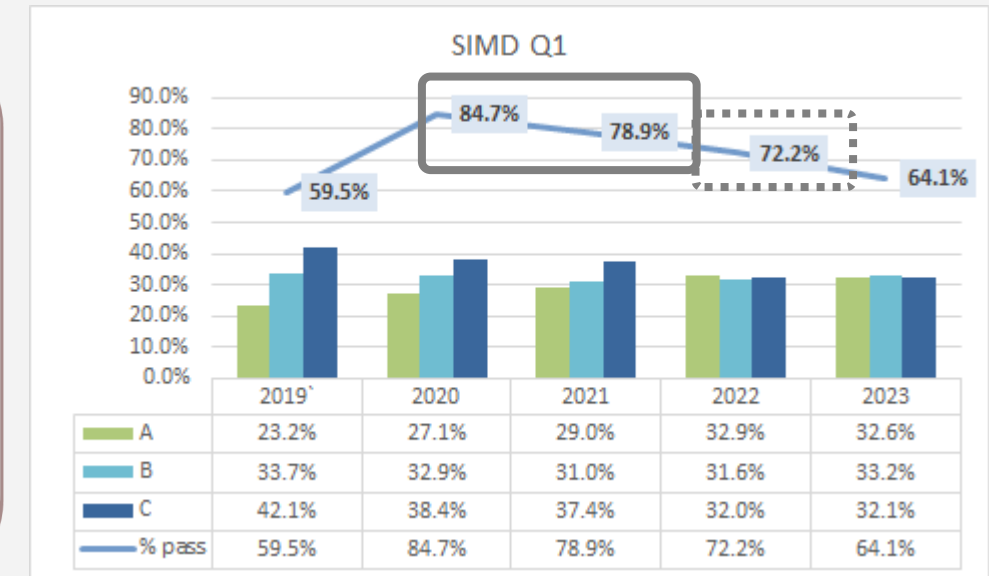National 5: 43%
Higher: 65%

!! CAUTION !! - Small cohort size; differs in size over the years under review - size of cohorts included in table opposite: [taken from SEEMiS so may differ to Insight data when published]

Cohort Size	2019	2020	2021	2022	2023
HOME	7	10	2	5	4
AWAY	14	11	14	24	20
PREV	8	8	6	14	18
TOTAL	29	29	22	43	42

SIMD Q1 Attainment - National 5

COMMENTS:
The pass rate for pupils from our most deprived area [Q1] in 2023 is *higher* than pre-COVID levels, by 4.6pp.

The gap between the overall cohort pass rate and the pass rate for SIMD Q1 cohort at National 5 is similar to the gap pre-COVID.
[Overall 2023 - 74.0%]

The proportion of 'A' pass awards is much higher than pre-COVID levels at 32.6% pass rate.

SIMD Q1
- % pass: 59.5%, 84.7%, 78.9%, 72.2%, 64.1%

	2019	2020	2021	2022	2023
A	23.2%	27.1%	29.0%	32.9%	32.6%
B	33.7%	32.9%	31.0%	31.6%	33.2%
C	42.1%	38.4%	37.4%	32.0%	32.1%
% pass	59.5%	84.7%	78.9%	72.2%	64.1%

SIMD Q1 Attainment - Higher
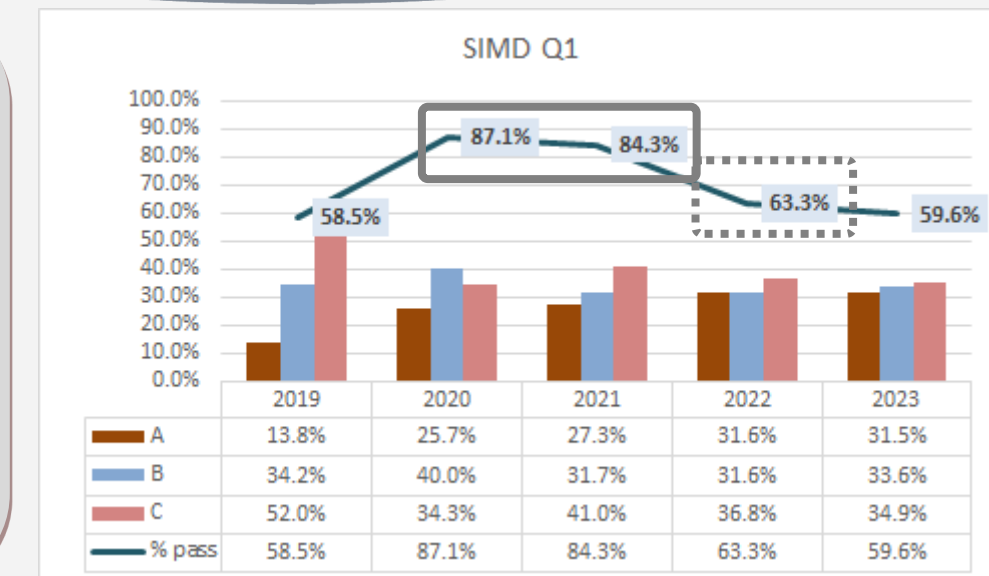
COMMENTS:
The pass rate for pupils from our most deprived areas [Q1] in 2023 is slightly higher than pre-COVID levels, by 1.1pp.

The gap between the overall cohort pass rate and the pass rate for SIMD Q1 cohort for Higher is 9.5pp; gap pre-COVID levels was smaller at 7.2pp.
[Overall 2023 - 69.1%]

The proportion of 'A' pass awards is much higher than pre-COVID levels at 31.5% pass rate.

SIMD Q1
- % pass: 58.5%, 87.1%, 84.3%, 63.3%, 59.6%

	2019	2020	2021	2022	2023
A	13.8%	25.7%	27.3%	31.6%	31.5%
B	34.2%	40.0%	31.7%	31.6%	33.6%
C	52.0%	34.3%	41.0%	36.8%	34.9%
% pass	58.5%	87.1%	84.3%	63.3%	59.6%

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CLACKMANNANSHIRE COUNCIL

Report to Audit & Scrutiny Committee

Date of Meeting: 24th August 2023

Subject: Annual Complaints Report 2022/23

Report by: Strategy & Performance Adviser

1.0   Purpose

1.1.   This report presents an overview of performance in relation to complaints handling during the year 2022/23.

2.0   Recommendations

2.1.   It is recommended that Committee note, comment on and challenge the performance of Council services in handling complaints.

3.0   Considerations

3.1.   Complaints provide a first-hand account of customers' views and experiences, and can highlight problems we may otherwise miss. This can help us address a customer's dissatisfaction and prevent the same problem from happening again. Complaints also offer valuable information that can help us to improve services and customer satisfaction.

3.2.   Clackmannanshire Council's commitment to customer service is reflected in our values, in particular: Be the **Customer** - Listen to our customers, communicate honestly and with respect and integrity.

Complaints Handling Procedure

3.3.   A complaint is:

An expression of dissatisfaction by one or more members of the public about our action or lack of action, or about the standard of service provided by us or on our behalf.

3.4.   Complaints we receive are dealt with according to our Complaints Handling Procedure (CHP), which is in line with guidance produced by the Scottish Public Services Ombudsman (SPSO). The full CHP can be found on the Council website: https://www.clacks.gov.uk/site/documents/customerfeedback/clackmannanshirecouncilscomplaintshandlingprocedure/

3.5.   The CHP follows a 2 stage process:

Stage 1 (frontline response) aims to respond quickly (within five working days) to straightforward complaints that require little or no investigation.

Stage 2 is appropriate where:

– the customer is dissatisfied with the frontline response or refuses to engage at the frontline stage;

– the complaint is not simple and straightforward and therefore requires investigation; or

– the complaint relates to a serious, high-risk or high-profile issue

3.6.   If, after the Council has fully investigated the complaint, the customer is still not satisfied with the decision or the way the Council has dealt with the complaint, then they can refer it to the SPSO.

3.7.   By recording and tracking complaints we can analyse the causes of complaints, identifying any common themes or possible systemic problems, and ensuring that complaints are being dealt with efficiently and appropriately.

3.8.   Under the LAMCHP, councils are required to publish annual performance information against a number of indicators, including complaints volumes, outcomes and timeliness of response.

3.9.   The Complaints Performance Report for 2022/23 is shown in the appendix to this report.

4.0   Improvement Actions

4.1.   A refresh of the Customer Charter has been completed. A period of engagement will take place prior to the charter being agreed published. An unacceptable behaviour policy has also been developed which will be published at the same time.

5.0   Sustainability Implications

5.1.   There are no sustainability implications arising directly from this report.

6.0   Resource Implications

6.1.   Financial Details

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

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

6.4.   Staffing

7.0   Exempt Reports

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

7.0   Declarations

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

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

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

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

Customer Charter

8.0   Equalities Impact

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

9.0 Legality

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

10.0 Appendices

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

Appendix: Annual Complaints Performance Report 2022/23

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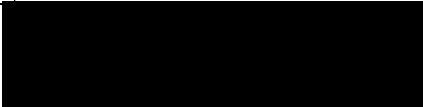
11.1   Have you used other documents to compile your report? (All documents must be kept available by the author for public inspection for four years from the date of meeting at which the report is considered)

Yes ☐ (please list the documents below) No ☑

Author(s)

NAME	DESIGNATION	TEL NO / EXTENSION
Rose Hetman	Strategy & Performance Adviser	2052

Approved by

NAME	DESIGNATION	SIGNATURE
Stuart Crickmar	Strategic Director, P&P	

Clackmannanshire Council

Annual Complaints Performance Report 2022/23

Clackmannanshire Council aims to provide the highest possible quality of service to our customers, but we recognise that sometimes things can go wrong and we fail to meet expectations. We value all complaints and use information from them to help us improve our services.

We manage complaints in line with the Scottish Public Services Ombudsman (SPSO) Local Authority Model Complaints Handling Procedure, which consists of 2 stages:

Stage 1: (Frontline response) covers straightforward complaints that require little or no investigation, and should be responded to within 5 working days;

Stage 2: (Investigation) concerns complaints that have not been successfully resolved at Stage 1, or more complex or serious complaints that require investigation. Stage 2 complaints should be answered within 20 working days.

This report presents the Council's performance in relation to complaints handling from 1st April 2022 until 31st March 2023, against key performance indicators defined by the SPSO.

1

Scottish Public Services Ombudsman Performance Indicators

NB At the time of writing, the most recent Scottish benchmarking data available was for 2021/22. These figures have been included to allow comparison.

Indicator 1: Total number of complaints received

		2020/21	2021/22		2022/23
		Clacks	Clacks	Scotland	Clacks
1	Number of formal complaints received - Council	246	283	57,015	253
1a	*Number of complaints received per 1,000 population*	4.8	5.5	10.5	4.9
1b	*Number of complaints closed per 1,000 population*	3.8	5.5	10.2	4.2

Indicator 2: Complaints at each stage that were closed in full within the set timescales of 5 and 20 working days

		2020/21	2021/22		2022/23
		Clacks	Clacks	Scotland	Clacks
2(i)	Number of complaints closed at stage 1 within 5 working days as % of total number of stage 1 complaints	78.7%	60.9%	67.1%	73.1%
2 (ii)	Number of complaints closed at stage 2 within 20 working days as % of total number of stage 2 complaints	80.0%	75.0%	63.4%	57.9%
2(iii)	Number of escalated complaints closed within 20 working days as a % of total number of escalated stage 2 complaints	70.0%	66.7%	61.6%	61.9%

Indicator 3: Average time in working days for a full response to complaints at each stage

		2020/21	2021/22		2022/23
		Clacks	Clacks	Scotland	Clacks
3(i)	Average time in working days for a full response to complaints at stage 1	5.8 days	6.1 days	6.3 days	6.8 days
3(ii)	Average time in working days for a full response to complaints at stage 2	19.6 days	20.4 days	20.7 days	25.5 days
3(iii)	Average time in working days for a full response to complaints after escalation	26.9 days	17.9 days	18.6 days	24.7 days

2

Indicator 4   Average time in working days for a full response to complaints at each stage

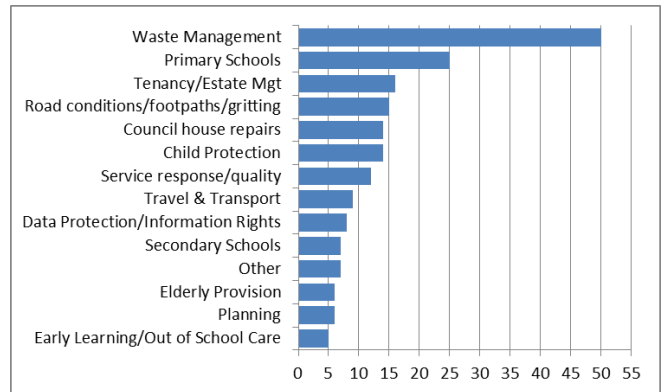|		2020/21	2021/22		2022/23
		Clacks	Clacks	Scotland	Clacks
4(i)(a)	Number of complaints upheld at stage 1 as % of all complaints closed at stage 1	29.6%	25.9%	40.7%	25.0%
4(i)(b)	Number of complaints not upheld at stage 1 as % of all complaints closed at stage 1	53.3%	42.4%	28.0%	41.7%
4(i)(c)	Number of complaints partially upheld at stage 1 as % of all complaints closed at stage 1	17.2%	14.0%	14.5%	17.3%
4(i)(d)	Number of complaints resolved at stage 1 as % of all complaints closed at stage 1	n/a	17.7%	16.8%	16.0%
4(ii)(a)	Number of complaints upheld at stage 2 as % of all complaints closed at stage 2	0.0%	10.7%	18.3%	26.3%
4(ii)(b)	Number of complaints not upheld at stage 2 as % of all complaints closed at stage 2	60.0%	42.9%	49.7%	31.6%
4(ii)(c)	Number of complaints partially upheld at stage 2 as % of all complaints closed at stage 2	40.0%	46.4%	20.7%	42.1%
4(ii)(d)	Number of complaints resolved at stage 2 as % of all complaints closed at stage 2	n/a	0.0%	11.3%	0.0%
4(iii)(a)	Number of escalated complaints upheld at stage 2 as % of all escalated complaints closed at stage 2	10.0%	6.7%	24.6%	14.3%
4(iii)(b)	Number of escalated complaints not upheld at stage 2 as % of all escalated complaints closed at stage 2	60.0%	46.7%	46.7%	42.9%
4(iii)(c)	Number of escalated complaints partially upheld at stage 2 as % of all escalated complaints closed at stage 2	30.0%	40.0%	21.0%	42.9%
4(iii)(d)	Number of escalated complaints resolved at stage 2 as % of all escalated complaints closed at stage 2	n/a	6.7%	7.7%	0.0%

3

Why people complain

Complaints by Service

HSCP, 9
P&P, 13
People, 60
Place, 112

Complaints by Subject

Waste Management
Primary Schools
Tenancy/Estate Mgt
Road conditions/footpaths/gritting
Council house repairs
Child Protection
Service response/quality
Travel & Transport
Data Protection/Information Rights
Secondary Schools
Other
Elderly Provision
Planning
Early Learning/Out of School Care

0 5 10 15 20 25 30 35 40 45 50 55
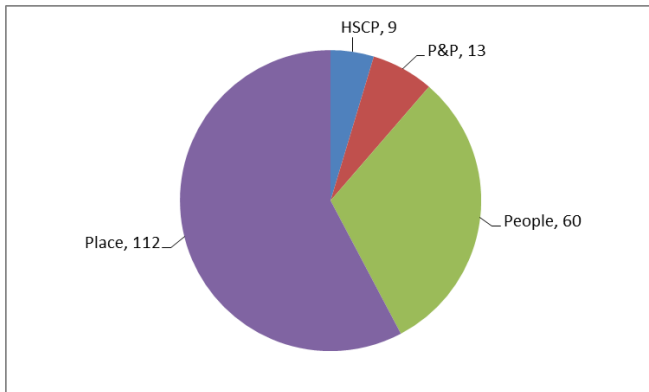
Complaints referred to the SPSO

During 2022/23, 12 complaints against Clackmannanshire Council were received and 14 determined by the SPSO. None of the complaints was upheld.

Complaints received by SPSO, by service

Subject Group	
Building Control	1
Education	3
Environmental Health & Cleansing	1
Housing	1
Legal & Admin	2
Planning	2
Social Work	2
Total	**12**

4

Outcome of complaints determined by SPSO

The SPSO reached determinations on 14 complaints about Clackmannanshire Council. None was upheld.

Stage	Outcome Group	
Advice	Premature	2
	Unable to proceed	1
Early Resolution	Discretion – Insufficient benefit would be achieved by investigation	4
	Discretion – Alternative route used or available	2
	Discretion - Good complaint handling	3
	Discretion - Resolved - both parties satisfied with proposed outcome	1
	Subject matter not in jurisdiction	1
Total		**14**

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