
Report to: Audit and Scrutiny Committee

Date of Meeting: 8 February 2024

Subject: People Business Plan – Interim Update December 2023

Report by: Chief Education Officer

1.0 Purpose

- 1.1 The purpose of this report is to provide an interim update on the progress across the 2023-2024 People Business Plan.

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 Background

- 3.1. In the period from September 2023 - December 2023, the People Directorate continued with an extensive plan of improvement activity set out within the Business Plan 2023-2024, to improve outcomes for children, families and communities, with a particular focus on the most vulnerable.
- 3.2. This Plan, previously approved by Council in August 2023, contributes to the delivery of key strategic objectives as set out within:
- Be the Future Programme
 - Local Outcomes Improvement Plan 2017-27 (Refresh)
 - Health and Social Care Partnership Transformation Plan
- 3.3. The detailed Pentana Progress Report at Appendix 1 highlights improvement activity underway so far. A full report on the progress against the Key Performance Indicators will be included in the final end of year report which will be presented to Audit and Scrutiny Committee. Progress on all actions is on track for completion but should be noted that some have a longer timeframe than the period of the report which explains where less progress is indicated.
- 3.4. This report focuses on collaboration across services within the People Directorate, with other Directorates and partners, and draws on intelligence gathered from across the system – in particular stakeholders' needs.

4.0 Considerations

4.1. Overview

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

- Through our Family Wellbeing Partnership (FWP) work, we are seeing an increased understanding of how to design and deliver improved services in partnership and focused on the needs of the communities. The Wellbeing Economy Alliance Scotland Employability Action Plan has been completed and with support from Columba 1400 will develop targeted Employability approaches which are integrated with Family Wellbeing Partnership interventions. The Pilot funded ChildCare Project is creating opportunities for parents and carers to gain qualifications and obtain paid work experience including in our Early Years settings, and plans for expansion for 24/25 are well underway.
- The Family Wellbeing Partnership continues to develop partnership links with local and national partners to tackle poverty; most recently we have seen significant progress with our partner Street Soccer.
- In October 2023 our Children's Services redesign was implemented. . This has more than doubled the early help social work resource and provided an opportunity for locality working with schools and health visitors.
- A Support for Learning (ASL) working group has been established to develop a draft ASL Strategy, which will cover the period 2024-2027. Parent/carer, staff and learner voice has been central to the development of the plan.
- Our Regional Improvement Collaborative has led local, regional and national approaches to supporting School Attendance. This has seen 83% of our educational settings making positive progress.
- Through our Iceland Prevention Model approaches of using data to target areas for development, we have completed a survey with young people in S3 and S4 in the three secondary schools; the data has been collated in Iceland and we now have this feedback to prioritise our partnership approaches to supporting young people with health and wellbeing.
- The development of a bespoke tracker for Care Experienced Young People has ensured a more robust approach to identifying and tracking young people in this cohort, with appropriate interventions being implemented earlier to improve their life chances.
- School improvement meetings have taken place across all establishments alongside validated Self Evaluation visits to Early Learning Centres, which have enabled opportunities to discuss and share good practice, including peer evaluations. For the establishments involved, this has already lead to enhanced approaches to Literacy that have improved attainment.

- Significant progress is being made to Keep the Promise in Clackmannanshire, with the voice of the care community being fundamental to planning, along with training for staff. A five year programme of work, 'Communities that Care' is underway supported by Who Cares? and funded by the STV Appeal. A draft remuneration policy has been developed which will ensure that care experienced individuals and their families are remunerated for their time/input.
- A new Violence Against Women and Girls Strategy has been approved by Council and is now being implemented alongside other early interventions and supports including through STRIVE.
- Next Steps
Based on this interim report, evaluation and feedback, the Directorate will continue to respond to the ongoing needs, as well as drive forward continuous improvement activity.

5.0 Sustainability Implications

5.1 None

6.0 Resource Implications

6.1 None

7.0 Exempt Reports

7.1 Is this report exempt? No

8.0 Declarations

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

Our Priorities (Please double click on the check box)

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

(2) Council Policies (Please detail)

None

9.0 Equalities Impact

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

Yes No

10.0 Legality

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

11.0 Appendices

11.1 Please list any appendices attached to this report.
Appendix 1: Interim Report December 2023

12.0 Background Papers

- 1 Children's Services Plan 2021/24
- 2 People Directorate Business Plan 2023/24

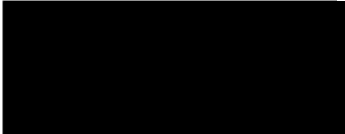
12.1 Have you used other documents to compile your report? (All documents must be kept available by the author for public inspection for four years from the date of meeting at which the report is considered)

Yes (please list the documents below)

People Directorate Business Plan 2022-23


NAME	DESIGNATION	TEL NO / EXTENSION
Colin Bruce	Chief Education Officer	2462

Approved by



NAME	DESIGNATION	SIGNATURE
Lorraine Sanda	Strategic Director (People)	

Empowering Families and Communities

Covalent Code	By When	Priority Action	Progress	Expected Outcome	Latest Note	Lead
PPL 23 12	31-Aug-24	Continue work with Regional Improvement Collaborative on implementation of UNCRC Incorporation (Scotland) Bill, further to the announcement from Scottish Parliament in June 2023 that changes will be brought forward to the Bill. Develop a timeline to refresh professional learning of staff and to engage with the Improvement Service (IS) which is actively supporting local authorities across Scotland to prepare for the incorporation of the UNCRC and take forward a children's rights approach to policy and practice.	20%	✓	<p>A motion inviting Parliament to agree to reconsider the UNCRC Bill was passed on Thursday 14 September 2023. The amendments to the Bill were formally lodged with Parliament on Monday 18 September 2023.</p> <p>Work continues, to ensure that we are fully appraised in Clackmannanshire of next steps. The Improvement Service is working with local authorities across Scotland to support them to be ready for UNCRC Incorporation and to embed children's rights approaches to their work.</p> <p>The RIC UNCRC Network Group has continued to meet regularly, to support the implementation of UNCRC.</p>	Education Senior Manager (Secondary)
PPL 23 13	31-Aug-24	Youth Charter Guidance Framework to be launched in August 2023 to support practitioners and leaders. Establishment of cross sector youth voice networks within each authority in the RIC.	50%	✓	<p>A meeting with Education Scotland and Deputes with UNCRC on their remits from each Academy and young people from schools was held to get feedback on the Empowering Youth Voice resource, which helped to shape the Empowering Youth Voices toolkit.</p> <p>Colleagues have been asked to:</p> <ul style="list-style-type: none"> • Read the Guidance Framework, share and recommend it to others as emerging practice in youth voice. • Share the Charter and support it to be upheld in every school and educational setting, council department, third sector organisation and community group. • Connect Education Scotland to practitioners who would support the implementation of the Empowering Youth Voices Resource. • Support the development of youth voice networks in each local authority, identifying practitioners who should be included. 	Education Senior Manager (Secondary)
PPL 23 18	31-Aug-24	Families and vulnerable people get the help and support they need as early as possible,	50%	✓	In order to reduce the numbers of children subject to statutory measures of care, it is necessary to ensure that Families and	Chief Social Work Officer

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		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.			<p>vulnerable people get the help and support they need as early as possible. This should be delivered by agencies working together and the range of family support provision within communities will be enhanced. In Clackmannanshire this activity has included the redesign of Children's services to extend the range of early help provision available: from place based group work provision to intensive family support services.</p> <p>In October 2023, Children's Services redesign became operational. This has more than doubled the early help social work resource and provided an opportunity for locality working with schools and health visitors. Several new services have been commissioned to deliver intensive family support for children at the edge of care, or moving on from care.</p> <p>Desired Outcomes:</p> <p>A. Increase number in families who have received an intensive family support service.:</p> <p>Action for Children and Barnardo's have continued to deliver intensive Family Support services. Since August this has increased due to the introduction of Aberlour Sustain. In November 2023 5 families are in receipt of support from Sustain. Increased Functional Family Therapy provision will further increase these numbers in the next quarter. Additional provision has also been arranged via Barnardos to support young people leaving care.</p> <p>B. Increased number of families supported in the Early Intervention Team. In November the early help team dealt with 63% of referrals to the childcare social work service.</p> <p>C. Decreased numbers of children becoming care experienced. By August 2024, we would expect to see a reduction in the number of Care experienced children within Clackmannanshire. In August 2023, this number was 222.</p> <p>Next steps are to consolidate the Early Help team and build on working relationships with other early help services such as STRIVE, NHS, CLD and Community Groups.</p>	
PPL 23 19	31-Aug-24	Support practitioners to have the appropriate	50%		Support meetings have been held with many office bearers, most of	Education

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		knowledge, skills, tools and good practice exemplars to work with families to deliver Family Learning as outlined in School Improvement Plans. Ensure Parent/Carer Councils are supported to fulfil their legally prescribed and constituted role, offering individual support as identified and required.			whom are new to their Parent Council post. Connect , have developed a 'Parent Council re-boot' session after feedback from Clacks Parent Councils. This will be piloted and offered to all Parent Councils in Scotland. Ongoing CLPL for Clackmannanshire probationer and newly-qualified staff on Parental Involvement and Engagement is scheduled. Officers have actively engaged with school and ELC practitioners to increase participation of parents and carers in Family Learning. Our second Family Practitioners Network session was organised around encouraging fathers' involvement and to highlight the importance of their active engagement in their children's learning. Many settings are planning events to involve more dads. The next Family Practitioners Network will be around Partnerships.	Senior Manager (Secondary) Senior Manager Inclusion & Partnerships
PPL 23 21	31-Aug-24	Implement a fair and transparent policy for remunerating care experienced individuals involved in co-designing and co-producing aspects of service design in order that they receive fair remuneration for their time/input.	40%	✓	A draft remuneration policy is now in the final stages of amendments before a request will be made to take it to Council for approval and a date for an agreed launch sought.	Principal Educational Psychologist
PPL 23 23		Increase support available to care experienced young people. Development of Supported Lodgings Service for young people aged 16-25. Development of supported accommodation for young people leaving care in Clackmannanshire. Development of a multidisciplinary model of working to support care experienced young people with the aims of reducing isolation, creating community, and creating accessible pathways of support based on learning from Aberlour/Vardy work with young people and partners.	40%	✓	Considerable strengths in the working relationships and existing care experience protocols that exist between housing and children's services, however there remains a risk of homelessness for young people who leave care in an unplanned way, particularly if living out with the area. Work is ongoing to develop a range of services to support young people to live independently within Clackmannanshire. It is anticipated that a supported lodgings service will be registered by February 2024, and options to develop a housing support service are currently being explored for development over the next twelve months. Training on outcomes star and view point offer different mechanisms to be able to measure change and outcomes for care experienced young people. Training has been delivered across the service, and procedures reviewed to ensure implementation. This will support planning for young people on an individual level as well as informing needs for strategic actions.	Chief Social Work Officer
PPL 23 24		Review of approaches to planning for children in order to increase participation and improve outcomes. Implementation of a new team	55%	✓	The Council's Language of Care Policy was agreed in August 2023, this continues to be implemented across services through tests of change - one of the first being led through the reviewing service	Chief Social Work Officer

Covalent Code	By When	Priority Action	Progress	Expected Outcome	Latest Note	Lead
		dedicated to leading planning for children with a focus on quality assurance, participation and language. Extending remit of Independent Reviewing Officers to include children living at home, and dedicated resource for pathway planning.			<p>who have a role for quality assurance and reviewing planning for children and young people. The team was created through the Children's Services redesign in October 2023 and is now fully staffed. The team will lead changes in practice and language relating to planning for children with a view to improving participation of children, young people and their families in a non stigmatising and inclusive way.</p> <p>Work has been completed on a Permanence Tracker which was recognised by Care Inspectorate at recent Adoption Service inspection in October 2023. This will provide a baseline for tracking improvement in this area, alongside the changes to permanence planning facilitated by the redesign which are intended to reduce drift. The inspection also noted positive changes to practice in relation to unplanned endings, both in relation to joint working across teams to support children and care givers, as well as the introduction of reflections meetings for all unplanned endings to ensure learning for all services.</p>	
PPL 23 25	31-Aug-24	A whole system approach is developed for young people who are involved or on the cusp of involvement with youth or criminal justice services. Review and redesign of service is underway with ongoing support and with Children and Young People's Centre for Justice (CYCJ). Further workshops are being scheduled, including workshops consisting of operational staff and those with lived experience. The need for a shared language/approach across services has been identified to ensure a consistent approach to intervention, support and recording of outcomes. The Outcome Star tool has been identified and the first training event takes place in June 23 and consists of staff from Children Services, Justice Services, Community Justice and Housing.	<div style="background-color: #4f81bd; color: white; padding: 2px;">50%</div>		<p>The aim is the development of a Youth Justice team to provide responsive/appropriate services to young people who come into conflict with the law. TL with portfolio for Youth Justice in post managing dedicated Youth Justice social worker - building up risk assessment training.</p> <p>Attendance at 2 Re-Imagining Youth Justice workshops by CYCJ within Clackmannanshire Council involving all key partners, to develop a trauma informed, rights-based approach that conforms with the UNCRC. Development of Outcome Star tool to measure outcomes.</p> <p>The impact has been a clear overview of current services available and gaps in service delivery with progression to a Strategic Oversight Group for Youth Justice.</p>	Chief Social Work Officer
PPL 23 32	31-Aug-24	Improved strategy for Additional Support for Learning across Clackmannanshire.	<div style="background-color: #4f81bd; color: white; padding: 2px;">50%</div>		An Additional Support for Learning (ASL) working group has been established to develop a draft ASL Strategy, which will cover the period 2024-2027. The key themes of this strategy have been	Senior Manager Inclusion &

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					<p>taken from the Scottish Government ASL Action Plan and have been consulted on with stakeholders. Parent/carer, staff and children and young people's consultation feedback was positive and overall, in agreement with the proposed ASL strategic themes.</p> <p>Next steps will be to analyse the pupil responses and make any amendments to the ASL Strategy before submitting for consideration at Council. Once agreed, we will implement the action plan, which should support improving outcomes for children/young people with ASN and their families.</p>	Partnerships
PPL 23 35	31-Aug-24	Use resources and support provided by our Regional Improvement Collaborative to improve practice in relation to attendance in the following key areas:- • Ethos and Relationships • Policy and procedures • Targeted interventions Partnership working.	<div style="border: 1px solid black; background-color: #e0e0e0; padding: 2px;">60%</div>	✓	<p>A joint Attendance Campaign with Forth Valley and West Lothian Regional Improvement Collaborative commenced in summer 2023. This campaign consisted of soundbites on Forth Radio, bus adverts and social media adverts from FVWL RIC, as well as social media posts from our Educational Psychologist colleagues and Clacks Education which promoted attendance and signposted support resources.</p> <p>Two thirds of primary schools started in August 2023 with a higher percentage attendance rate than August 2022, and sustained this as of the end of November 2023.</p> <p>Attendance dashboards that support analysis of school attendance data is shared weekly with our secondary schools and monthly with our primary schools. 83% of primary schools are meeting trajectory aim as of the beginning of December 2023.</p> <p>We continue to support and promote attendance with our vulnerable groups such as Free School Meals, Care Experienced and Quintile 1 pupils. Our Virtual Headteacher regularly and rigorously tracks the attendance and support our Care Experienced learners.</p>	IO Officer
PPL 23 37	31-Aug-24	Ensure that stretch aims articulate both ambitious and achievable aims and take into account evidence-based self-evaluation.	<div style="border: 1px solid black; background-color: #e0e0e0; padding: 2px;">30%</div>	✓	<p>Stretch aim targets have moved to 3-year incremental aims with these submitted to Scottish Government on 1/11/2023.</p> <p>Targets set by Clackmannanshire align with SG data gathered from all Local Authorities.</p> <p>Attendance target for 2023/24 shows signs of concern.</p>	Education Senior Manager (Secondary)

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					<p>From data gathered ACEL predictions for overall Literacy is 3pp lower than stretch aim.</p> <p>If predictions are achieved for overall Numeracy this would see the stretch aim being fulfilled.</p> <p>For both Literacy and Numeracy the current reported Q1 – Q5 gap is closing. This is due to Q5 attainment not yet rising to predicted levels. Efforts to improve all levels need to continue to prevent the gap opening again.</p>	
PPL 23 39		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.	80%	✓	<p>In line with Scottish Government Guidance, Clackmannanshire has developed a Transition Strategy and operational guidance. This isto ensure children and young people with disabilities are supported as they leave school and move into adulthood.</p> <p>The policy has been written and stakeholders, including families, have had an opportunity to feedback. The operational procedure for education and social work has also been updated.</p> <p>These will be discussed and hopefully approved at the Council meeting in February 2024.</p> <p>In the interim childcare and adult social work have been working with education to ensure that all children with additional support needs who will leave school in the next 2 years have been identified and allocated to the appropriate service in order to ensure that, where necessary, a support package is in place for the young person leaving school.</p>	Chief Social Work Officer
PPL 23 40	31-Aug-23	Through R4L principles and practice, increase knowledge and skill of Clacks educators to include and meet the needs of all learners.	40%	✓	<p>The EPS continues to support the implementation of an R4L approach through ongoing consultation with establishments. In addition, focused time has been given to priority schools to support their implementation of the approach, some of which has taken place in collaboration with colleagues in Speech and Language Therapy and Occupational Therapy. Education staff are continuing to access the R4L e-modules, resulting in over 2400 hours of CLPL being delivered since April 2023. Live sessions in NME will take place for probationers in December.</p>	Principal Educational Psychologist

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PPL 23 43	31-Aug-24	Build capacity and expertise across all school to support learners with ASD to ensure our mainstream schools have a level of expertise.	50%	✓	<p>Work has continued with ASD Provisions to improve learning environments for pupils, with physical adaptations still underway. Alva Academy ASD Provision capacity has been increased this session to accommodate an increase in need, which has required additional space and adaptation in the school.</p> <p>A number of autistic children continue to be supported in mainstream schools with the support of flexible spaces, targeted interventions and outreach support.. There is a network for teachers within these settings to share practice, engage in professional dialogue and seek support with aspects of the children's needs. ASD Outreach continues to provide advice, consultation and professional learning for education staff. Staff are developing competence and knowledge of supporting autistic children/young people: improving their educational outcomes through targeted support in the Child's Plans.</p> <p>The next steps planned are to develop drop-in sessions for staff with questions regarding Autism and how to support specific individual needs.</p>	Senior Manager Inclusion & Partnerships
PPL 23 44	31-Aug-24	For learners with ASN/EASN, improve the key stage transitions experience for learners and families.	50%	✓	<p>A working group was established to develop Additional Support for Learning (ASL) Operational Transition Guidance for staff, with a draft document produced and consulted on with focus groups of staff. The document is to compliment the Transitions Policy currently being consulted on by Health and Social Care Partnership (HSCP), which they will take to Council in February 2024. Once we have full agreement and it is confirmed that other services will meet the timescales required by Education legislation, the Education Operational Guidance for ASL Transitions will be consulted on with a group of parent/carers. Thereafter, any amendments will be made, then it will be shared with education establishments.</p> <p>Pupil centred planning meetings have been facilitated for our most complex learners to ensure there are clear pathways and planning for post school destinations. The Operational Transitions Group, with representation from Education, Children's and Adult Social Work, continues to meet to monitor the transitions for children meeting their criteria.</p> <p>To ensure that young people and their families are aware of the</p>	Senior Manager Inclusion & Partnerships

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					possible opportunities available to them post school, an ASL post school transitions fayre was held. The event was well attended with 60 participants visiting 25 provider stalls ranging from public sector, third sector, charities and private providers. The feedback from attendees was positive: 79% stating it was excellent, 18% saying very good and 3% good.	
PPL 23 57	31-Aug-24	Implement Phase 2 of the Icelandic Prevention Model to ensure that all practitioners have access to clear, practical support, training and help to enhance the consistency of response particularly in relation to substance use, self-harm and suicidal intent.	25%	✓	The 2023 surveys have been completed by S3 young people in three secondary schools. The Clackmannanshire data has been shared with the Strategic Director (People); Chief Education Officer and Senior Education Managers. The Clackmannanshire Planet Youth Lead (acting) has attended the PY data analysis and dissemination workshops and has drafted a dissemination plan for approval. In order to extend the membership of the Clackmannanshire Planet Youth Coalition, an online information session was held in November 2023 – facilitated by Dave Barrie (Planet Youth Manager). New members will be welcomed to a coalition meeting in January 2024. Recently established community groups (e.g. Clacks What Matters to You) will be included in the dissemination plan.	Senior Manager Inclusion & Partnerships
PPL 23 58	31-Aug-24	There is collaborative investment in Safe and Together and the Caledonian Model for working with families and children who have experienced domestic abuse. In consultation with partners we are looking to develop and introduce a 2 year full time Domestic Abuse Coordinator post. This is in line with COSLA recommendations relating to Equally Safe.	85%	✓	In order to address Domestic Abuse in Clackmannanshire the Justice Services team continued to work in partnership with the Scottish Government, key partners and elected members to provide supervision, support, guidance and resources to address this significant area of concern. Whilst continuing to deliver both the Moving Forward and Making Changes and Caledonian statutory Programmes in partnership with Stirling Justice Services and SACRO, Justice Services introduced a further 2 initiatives to add to that of the Non Court Mandated Caledonian Programme which is in its third year of development and delivery. These new initiatives, co-funded by Police Scotland, Clackmannanshire Housing Services and the Community Justice Partnership, provide a Women's Worker and Perpetrator support to the STRIVE Team (Safeguarding Through Rapid Intervention). This early, non court mandated intervention is aimed at providing targeted support to prevent escalation and further harm whilst also providing appropriate safety planning. A new Men's Self Referral helpline was also launched with information posted through	Chief Social Work Officer

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					<p>Clackmannanshire's social media and partner organisations.</p> <p>These new initiatives align with Clackmannanshire's Violence Against Women and Girls Strategy, Equally Safe and Community Justice Scotland in terms of earlier intervention. They draw upon the expertise, resources and funding from all partners to provide a whole system's approach to address Domestic Abuse. Positively all three initiatives are being utilised with support being provided timeously to those who may previously been unable to access assessed specific support. These additional services are accessible and utilised by those subject to CPOs.</p>	
PPL 23 59	31-Aug-24	Working with Clackmannanshire Violence Against Women, support practitioners to embed the principles and practice within the Scottish Government's 'Equally Safe at School' strategy to prevent and eradicate violence against women and girls. Increase offer of support measures.	50%	✓	<p>The VAWG Task and Finish Group comprised of membership from Education, Social Work, Children's Services, Police Scotland, NHS, and Women's Aid met bi-weekly from August to October 2023 to review the outcomes and actions outlined in the Strategic Delivery Plan.</p> <p>The strategic aim is to embed principles and practice of the Equally Safe at School strategy; two establishments are trialling ESSS (CSSS & Alva Academy) with S2, S4 and S6 year groups. Women's Aid are delivering inputs in the three secondary schools to raise understanding and awareness of gender-based violence as part of a whole school approach.</p> <p>School Based Officers are active partners raising awareness of support services available and providing inputs where appropriate working with young people, families and the community. Early in 2024 the National Evaluation will be piloted to gauge impact of work that has already taken place.</p>	Senior Manager Inclusion & Partnerships

Health and Wellbeing

Covalent Code	By When	Priority Action	Progress	Expected Outcome	Latest Note	Lead
PPL 23 07	31-Aug-24	Increase understanding of wellbeing and capabilities approach across Council and partners.	<div style="width: 25%;"><div style="background-color: #4F81BD; height: 10px; width: 100%;"></div></div> 25%	✓	<p>The Family Wellbeing Partnership are in discussion with colleagues from Glasgow University and Edinburgh University to work together on raising awareness about the Capabilities Approach. We have agreed to collaborate on academic research - a review of academic and policy literature about how the Capabilities Approach is useful to organisations/local authorities doing work like the FWP. Two initiatives are underway,</p> <p>What Matters to You (WM2U) - is a community-based systems change initiative, new to Clackmannanshire in partnership with The Hunter Foundation. Two sessions have been held with participants keen to focus on quick wins. This will be followed up by a session in January 2024, which will drill down on community actions.</p>	Senior Manager Inclusion & Partnerships
PPL 23 08	31-Aug-24	Identify barriers and share learning of our transformation journey; learning from others who are transforming systems.	<div style="width: 58%;"><div style="background-color: #4F81BD; height: 10px; width: 100%;"></div></div> 58%	✓	<p>The Wellbeing Economy Alliance Scotland report has been completed and was submitted to council in August 2023 as part of the FWP action plan.</p> <p>A Columba 1400 cohort was held in Dec to bring FWP and Employability colleagues together and agree the best way to take the WEALL action plan forward.</p> <p>We have already started preparing for our childcare expansion by creating opportunities for parents to gain qualifications and paid work experience in our Early Years settings to prepare them for future job vacancies. We have also started a Childminding recruitment programme with Scottish Childminding Association to train and support potential childminders who will be able to support the childcare expansion.</p>	Senior Manager Inclusion & Partnerships
PPL 23 10	31-Aug-24	Mobilise and support Community of change makers.	<div style="width: 50%;"><div style="background-color: #4F81BD; height: 10px; width: 100%;"></div></div> 50%	✓	<p>In September the Child Wellbeing Partnership was delivering a wraparound childcare and activity services offer to 201 children and 136 families in Alloa South and East.</p> <p>The current figure is estimated at 208 children, with an update from providers due in January.</p>	Senior Manager Inclusion & Partnerships


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PPL 23 11	31-Aug-24	Align money flow, funding and reporting.	<div style="width: 50%;"><div style="background-color: #4F81BD; width: 50%;"></div></div> 50%	✓	<p>Scottish Government have developed a research tender to examine and establish the critical benefits that the FWP has delivered and contributed to. The aim of this work is to help align money flow, maximise funding and streamline reporting for the benefit of the community.</p> <p>Work underway with main workstreams such as Employability to examine and explore the flexibilities available in the pursuit of helping individuals and families lead a flourishing life.</p>	Senior Manager Inclusion & Partnerships
PPL 23 15	31-Aug-24	Extend the range of therapeutic supports available through the Intensive Therapeutic Service that are specifically targeted towards the refugee population within Clackmannanshire.	<div style="width: 40%;"><div style="background-color: #4F81BD; width: 40%;"></div></div> 40%	✓	The refugee Intensive Therapeutic Service continues to provide weekly support to three refugee families across Clackmannanshire and contributes to supplementary activities e.g. presenting at ESOL and parents groups.	Principal Educational Psychologist
PPL 23 17	31-Aug-24	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 re-design of and investment in early help and intensive family support services.	<div style="width: 50%;"><div style="background-color: #4F81BD; width: 50%;"></div></div> 50%	✓	<p>In order to progress the implementation of The Promise, Local Authorities across Scotland are embedding various approaches to extend and improve their range of services commissioned. There is a clear drive toward supporting families at the earliest possible point and reducing the numbers of children subject to statutory measures of care.</p> <p>Since August 2023, there has been extensive activity to develop a commissioning consortium for family support across Clackmannanshire. This consortium will align various funding streams and develop the foundation for the commissioning of a broad range of family support across the county. Importantly, the consortium has the involvement of people with lived experience at its centre, in order to facilitate coproduction wherever possible. The first few meetings of the consortium have taken place and the model of care has been developed.</p> <p>The next steps are for the consortium to be finalised and 3 year contracts to be confirmed. The anticipated end date for this activity is 31.3.24, but it may be extended if necessary to ensure meaningful participation and co production.</p> <p>At the end of August 2023, there were 222 care experienced children in Clackmannanshire. Unfortunately this has increased slightly to 228 at the end of October. As the development of services</p>	Chief Social Work Officer

Covalent Code	By When	Priority Action	Progress	Expected Outcome	Latest Note	Lead
					progresses this number is expected to reduce.	
PPL 23 26	31-Aug-24	Re-refresh and re-launch the Readiness for Learning (R4L) approach to ensure establishments are maximising their ability to provide trauma-informed environments and approaches to closing the poverty-related attainment gap.	<div style="width: 40%;"><div style="background-color: #4F81BD; height: 10px;"></div></div> 40%	✓	The EPS continues to support the implementation of an R4L approach through ongoing consultation with establishments. In addition, focused time has been given to priority schools to support their implementation of the approach, some of which has taken place in collaboration with colleagues in Speech and Language Therapy and Occupational Therapy. Education staff are continuing to access the R4L e-modules, resulting in over 2400 hours of CLPL being delivered since April 2023. Live sessions in NME will take place for probationers in December.	Principal Educational Psychologist
PPL 23 29	31-Aug-24	Implementation of the Virtual School Improvement Plan in line with Phases 1 & 2 of 'Change Programme One' within The Promise. Supporting establishments to identify, monitor and track the attainment and achievement of Care Experienced Young People (CEYP) and those furthest from engagement, From August 2023, monthly People Directorate meetings focussed on Improvement Analyst's Tracking Spreadsheet of CEYP. Ensure all agencies around young people are both accountable and working effectively together. Strengthen links between MCR Pathways Coordinators and monitor the impact of mentoring.	<div style="width: 60%;"><div style="background-color: #4F81BD; height: 10px;"></div></div> 60%	✓	Launched August 2023, all Secondary Establishments are now tracked within Clackmannanshire Care Experienced Children and Young People Dashboard. Since August, attendance is updated weekly, with schools getting a monthly detailed graphic showing baseline data (May 2023) vs August/September/Oct/Nov and measured against a 5-week rolling average. This is shared with stakeholders The attendance information and any concerns are shared via multi-agency professional discussion including DHTs (All Secondary Establishment), MCR Link, Who Cares Link and Permanence Manager (Promise Team)	Education Senior Manager (Secondary)
PPL 23 47	31-Aug-24	Develop and implement a systematic approach to gathering developmental milestone data for 2 yr olds. Make effective use of developmental milestone data to ensure experiences provided in ELCs meet children's needs. Provide professional learning to support observational assessment of developmental milestones.	<div style="width: 55%;"><div style="background-color: #4F81BD; height: 10px;"></div></div> 55%	✓	A system has been developed to monitor children's progress towards developmental milestones. The system has been supported by an improvement advisor and group of senior leaders who ensure timeframes are achieved. An observation tool has been designed and used in all ELCs at three data points. The information has been collected and analysed. As a result of the first data collection the tool was adapted in partnership with educational psychology. To ensure there is an understanding and confidence in using the system, four professional learning sessions have been delivered.	Education Senior Manager ELC & Primary

Covalent Code	By When	Priority Action	Progress	Expected Outcome	Latest Note	Lead
					ELC quality assurance visits have evidenced a wider range of developmentally appropriate resources. Senior educators have reported the tool to be helpful for planning learning experiences for two year olds.	
PPL 23 48	31-Aug-24	Through the 5 year refresh process & as part of a re-alignment of priority areas, revise Implementation Plan within Sport and Active Living Framework.	<div style="border: 1px solid black; width: 100px; height: 20px; background-color: #e0e0e0; position: relative;"><div style="background-color: #4f81bd; width: 10%; position: absolute; left: 0;"></div></div> 10%	✓	The SALF has been going under a refresh process since Dec 22 and partners have come together to create updated priorities and actions. This process has been ratified at the Clackmannanshire Alliance in August 23 with the partners now engaging with key stakeholders from October to December - consulting on the refresh. The outcome of this will lead to an initial draft action plan in Dec 23	Sports Development Manager
PPL 23 49	31-Aug-24	Creation of a 4 year action plan with key priority areas.	<div style="border: 1px solid black; width: 100px; height: 20px; background-color: #e0e0e0; position: relative;"><div style="background-color: #4f81bd; width: 25%; position: absolute; left: 0;"></div></div> 25%	✓	The new four year Partnership Agreement was signed in June 2023 and covers the period April 23 to March 27. New key priority areas have been identified and the Active Schools Co-ordinators and Community Sports Hub Officer are working towards these new priority areas. Reporting against these will match the sportscotland reporting cycle of Dec 23, April / July 24	Sports Development Manager
PPL 23 50	31-Aug-24	Maintain 2 hours (per pupil per week) of high quality curricular PE for all children in all primary establishments.	<div style="border: 1px solid black; width: 100px; height: 20px; background-color: #e0e0e0; position: relative;"><div style="background-color: #4f81bd; width: 15%; position: absolute; left: 0;"></div></div> 15%	✓	The primary PE team are currently tracking the children's achievement within physical education. This will continue throughout academic year. In addition, as part of the service improvement plan, the teachers are looking at strategies to get to know the pupils better and how to support them to meet their needs.	Sports Development Manager
PPL 23 51	31-Aug-24	Deliver the Primary 5 School Swimming Programme for all schools.	<div style="border: 1px solid black; width: 100px; height: 20px; background-color: #e0e0e0; position: relative;"><div style="background-color: #4f81bd; width: 10%; position: absolute; left: 0;"></div></div> 10%	✓	Planning has started with Dollar Academy and The Peak, Stirling to identify pool time and timetable classes in for all Primary 5 pupils for summer term 2024. Partnership with Scottish Swimming has been restarted to look at a review of the 2023 delivery programme and update the syllabus for 2024.	Sports Development Manager
PPL 23 52	31-Aug-24	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.	<div style="border: 1px solid black; width: 100px; height: 20px; background-color: #e0e0e0; position: relative;"><div style="background-color: #4f81bd; width: 40%; position: absolute; left: 0;"></div></div> 40%	✓	The EPS is contributing to the ongoing work with the Vardy Foundation to explore how to improve capacity to support children within Clackmannanshire. Three key strands include the development of a new-build accommodation (a small-group children's house and supported living accommodation), a new multi-disciplinary therapeutic team and a significant programme of staff	Principal Educational Psychologist


Covalent Code	By When	Priority Action	Progress	Expected Outcome	Latest Note	Lead
					training and development in the 'Readiness for Caring' approach – this will allow us to develop a new Centre of Excellence within Clackmannanshire.	
PPL 23 53	31-Aug-24	Increase uptake of Text Clacks, 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.	<div style="border: 1px solid black; background-color: #e0e0e0; padding: 2px;">40%</div>	✔	<p>Suicide continues to regularly be the most common reason for individuals accessing Text Clacks, our text-based crisis service, highlighting the need for a service which can deal with this level of risk. However, no texters have yet required an active rescue by the emergency services, indicating that the risk assessment and de-escalation processes embedded within the service may be evidencing a reduction in harm.</p> <p>In 2022, National Records of Scotland (NRS) classified 38 deaths in Forth Valley as probable suicide. This is an 11.6% reduction from 43 deaths in 2021. Clackmannanshire had a significant decrease in 2021 with a 58% reduction in death by suicide (there has been no change since then with 7 registered in both 2021 and 2022).</p> <p>There is a significant average age difference in those who died by suicide in Clackmannanshire (52.6 years in 2021, and 45.6 years in 2022) compared with Falkirk (39.7 years in 2021, and 41.8 years in 2022) and Stirling (35.4 years in 2021 and 48 years in 2022). The youngest person to die by probable suicide in Clackmannanshire was 34 years, compared with 22 years in Falkirk and 26 years in Stirling.</p> <p>The NRS research found that the rate of suicide mortality in the most deprived areas of Scotland was 2.6 times higher than the least deprived areas.</p> <p>Work to review the suicide and self-harm guidance for educational establishments will begin in the New Year.</p>	Principal Educational Psychologist
PPL 23 54	31-Aug-24	Extend the continuum of support available within the Mental Health and Wellbeing in Clacks Transformation Project in order that children and young people can access the right support at the right time in the right place.	<div style="border: 1px solid black; background-color: #e0e0e0; padding: 2px;">40%</div>	✔	<p>The contracts for our digital mental health supports have been extended, delivering the 'Text Clacks' crisis service, and Kooth for mild to moderate mental health needs, with an extended age range of 10-26 years. After some technical issues, Mind Moose is once again operational and offering digital support to targeted primary-age children. To date in 2023, our digital services have been accessed by 1,322 individuals (approximately 9.5% of our target population).</p>	Principal Educational Psychologist

Covalent Code	By When	Priority Action	Progress	Expected Outcome	Latest Note	Lead
					<p>The impact of accessing these services is measured through post-use questionnaires which are optional. From these respondents, 83%* of Kooth users who replied said they would refer Kooth to a friend; additionally, 100%* of Text Clacks respondents also said that they found the conversation to be useful (*100% of users who have responded between July and September of 2023).</p> <p>Face-to-face services in operation (Creative Therapeutic Interventions for Children (CTIfC, which includes music therapy, therapeutic art, animal-assisted therapy, and very recently play therapy), Counselling in Schools (CiSS) and a Through Care, After Care Wellbeing Worker Service for school leavers who are care experienced). 804 children and young people have been referred to our three face-to-face services (CTIfC, CiSS and TCAC)) with statistically significant improvements.</p> <p>In addition to services working directly with children and young people, a new small-group support for parents who have children experiencing mental health difficulties has been launched in partnership with Barnardo's.</p> <p>The GIRFEC Forum continues to meet weekly with education, social work 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 Creative Therapeutic Interventions for Children. There have been 228 referrals to the Forum since September 2022 and 29 of these have been allocated to CTIfC.</p> <p>The new Forth Valley-wide guidelines to support educational establishments to make referrals to CAMHS for Neurodevelopmental Difficulties (NDD) has now been launched, with 120 educators across Forth Valley attending a symposium to explore the new documentation and seek clarification on any issues.</p>	
PPL 23 56	31-Aug-24	Improve the responses and identification of children in need of protection alongside the intervention strategies that will support recovery and safety. Implementation of the Scottish Child Interview Model (SCIM), a trauma informed, evidenced and rights based	50%	✓	<p>Where Child Protection processes are required, a trauma informed and rights based approach with children/young people will be implemented.</p> <p>Refresh of Child Protection National Guidance/subsequent launch and Clackmannanshire Child Protection training for qualified social</p>	Chief Social Work Officer

Covalent Code	By When	Priority Action	Progress	Expected Outcome	Latest Note	Lead
		approach to interviewing children/young people involved with the Child Protection process.			workers. Qualified social workers are trained at recognising and responding to Child Protection concerns, responding in a trauma informed approach. Embed the refreshed Child Protection National Guidance in practice/trauma informed practice/UNCRC approach.	
PPL 23 60	31-Aug-24	Deliver a new Lochies School and Wellbeing Hub that provides a range of inclusive and accessible health, well-being and learning services that are connected, holistic and well signposted both internally and with other services in Clackmannanshire, creating a destination that the community takes pride in. Progress the project through the RIBA pre construction stages, completing RIBA Stage 2 - Concept Design, and RIBA Stage 3 Spatial Coordination, and begin RIBA Stage 4 Technical Design. Ensure effective communication with all stakeholders throughout the RIBA process.	15%		The Wellbeing Hub and Lochies School development is on track to deliver on time - quarter 4 2026. The Project Team is made up of internal and external partners, including colleagues from Education and Place as well as the NHS and our external Project Manager. In September 23 the supply chain process concluded with JM Architects have been selected to lead the design team following a thorough and highly competitive selection process. Robertson Construction have been selected as the Main Contractor. BakerHicks have been selected as the Mechanical & Electrical Engineers and Blyth+Blyth have been selected as the Civil & Structural Engineers for the project. Hub East Central Scotland Ltd (Hubco) has led on the selection of the Design Team, Tier 1 Contractor and Professional Team and a New Project Request (NPR) (approved by the Wellbeing Hub and Lochies School Project Board) has been issued to Hubco. The selection of the Design Team, Tier 1 Contractor and Professional Team enables the Wellbeing Hub and Lochies School project to move from RIBA Stage 1 to RIBA Stage 2 (Concept Design development). During the Concept Design phase the design team will undertake a detailed review of the accommodation requirements and identify opportunities to refine this and drive best value. This will also involve further optioneering to determine the best configuration of the facilities on the site, continued development of the spacial adjacencies, definition of the engineering principles and commencement of the formal planning pre-application process.	Director of People Service

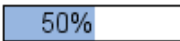

People Workforce Plan						
Covalent Code	By When	Priority Action	Progress	Expected Outcome	Latest Note	Lead
PPL 23 14	31-Aug-24	Continue to embed the work of Empowerment Group, building on the good practice from session 22/23. Embed support for an empowered system, working collectively and in partnership across all establishments and with relevant stakeholders.	<div style="width: 40%;"><div style="background-color: #4f81bd; height: 10px;"></div></div> 40%	✓	<p>The Curriculum Empowerment team planned and delivered a high quality professional learning conference. 200 plus delegates attended from four local authorities.</p> <p>Action plans have been developed for all teams with a focus on improving outcomes for children and young people.</p> <p>Regular lead meetings ensure there are opportunities for teams to work together effectively.</p>	Education Senior Manager ELC & Primary
PPL 23 27	31-Aug-24	Increased partnership working between primary schools and Librarians through the implementation of Education and Libraries partnership plan 23/24.	<div style="width: 35%;"><div style="background-color: #4f81bd; height: 10px;"></div></div> 35%	✓	<p>Key areas of partnership working have been agreed including increased use of ebooks, and supporting literacy in schools through author events.</p> <p>A full review and update of available e-books has been completed and communication has gone out to schools to highlight what is available. Communication will be repeated in January 2024.</p> <p>During Book Week Scotland funding was secured funding 3 author events 1 was allocated to adults the other 2 to schools.</p> <p>Alan Windram attended Park Primary and performed to the entire school. (331)</p> <p>Stuart Reid attended Redwell and Performed to the whole school. He also volunteered to take a writing class with the P7s (386).</p>	Education Senior Manager ELC & Primary
PPL 23 30	31-Aug-24	Develop opportunities with the support of the Regional Improvement Collaborative and Education Scotland to share effective practice around 'How Good is Our School? 4' Quality Indicator 2.3 Learning, Teaching and Assessment, with the aim of raising attainment and closing the poverty related attainment gap.	<div style="width: 60%;"><div style="background-color: #4f81bd; height: 10px;"></div></div> 60%	✓	<p>Secondary establishments have completed the first Quality Assurance peer evaluation visits. This took place in November with a focus on one QI across all establishments with findings shared across all schools.</p>	Education Senior Manager (Secondary)

Covalent Code	By When	Priority Action	Progress	Expected Outcome	Latest Note	Lead
PPL 23 34	31-Aug-24	Ensure all stakeholders are fully appraised of the latest developments within Scottish education, informed by the OECD, Muir, Hayward and Withers reviews and have opportunities to discuss this and provide feedback.	<input type="text" value="10%"/>	✓	Information has been shared with all Heads of Establishments regarding the national policy landscape and the current proposals for educational reform. Schools and ELCs have had the opportunity to give their feedback on the Hayward and Muir reviews.	Education Senior Manager (Secondary)
PPL 23 42	31-Aug-24	Review the Quality Assurance model for ASN/EASN to ensure there is a relentless improvement agenda to meet learners' needs.	<input type="text" value="50%"/>	✓	<p>There has been a programme of Validated Self Evaluation (VSE) visits to three ELCs and one primary so far this session. Both the Staged Intervention process and GIRFEC paperwork are audited during the VSE to ensure that there are appropriate processes in place to assess, identify and plan to meet the additional support needs of children/young people. As a result there are systems in place to ensure appropriate strategies and approaches are in place to support children/young people with ASN achieve the best possible outcomes. The VSE visits will continue over this coming session.</p> <p>The ASL Moderation Group continues to meet and moderate aspects of work in the ASL Provisions. The group will visit each others establishments to share good practice regarding the learning and teaching environment. Ultimately this will contribute to improved access to the curriculum for all learners</p>	Senior Manager Inclusion & Partnerships
PPL 23 45	31-Aug-24	Implement the re-design of the CLD team to a locality model, adhering to Organisational Change processes.	<input type="text" value="50%"/>	✓	<p>The CLD re-design implementation has concluded with ring fenced recruitment in December 2023. for those staff currently in Grade 5 and Grade 6 posts. This will see the service move from a themed model to a locality model. We have appointed a new CLD Coordinator, who took up her post in October 2023 and has worked alongside the Senior Manager and Chief Education Officer, to prepare for a Progress Visit from Education Scotland, which took place from 20 November – 22 November.</p> <p>Meetings have taken place with HR and Senior Manager and any staff whose post is not in the re-design model. This has resulted in three staff who have taken TVR and one who has opted for re-deployment. The anticipated date for full implementation of the model is 1st January 2024.</p>	Education Senior Manager (Secondary)
PPL 23 46	31-Aug-24	Clackmannanshire to implement revised GIRFEC materials and Pathways, in line with Forth Valley activity.	<input type="text" value="50%"/>	✓	National GIRFEC guidance has been recently updated. Forth Valley Partners are working together to ensure that GIRFEC is well	Chief Social Work Officer

Covalent Code	By When	Priority Action	Progress	Expected Outcome	Latest Note	Lead
					<p>understood in all 3 local authority areas and embedded consistently.</p> <p>This work is progressing well and joint training initiatives have been discussed - with a view to the commencing in February 2024.</p> <p>Childcare social work teams are engaging with health and education to ensure that GIRFEC is understood and that the role of the named person and lead professional is thoroughly embedded throughout the county.</p>	
PPL 23 55	31-Aug-24	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.	40%		Across the general council workforce, 17% staff have accessed e-modules in relation to trauma-informed practice. 49 managers have so far attended in-person trauma-informed training. Within Education, staff have accessed over 2400 hours of CLPL in relation to various aspects of 'Readiness for Learning' – a trauma-informed approach to supporting learners in the classroom.	Principal Educational Psychologist

Sustainable, Inclusive Growth						
Covalent Code	By When	Priority Action	Progress	Expected Outcome	Latest Note	Lead
PPL 23 01	31-Aug-24	Roll out the revised Digital Learning Strategy 2023-2025. Continue Digital Device Deployment Programme and evaluate.	<div style="width: 40%;"><div style="background-color: #4F81BD; height: 10px;"></div></div> 40%	✓	<p>The revised Digital Learning Strategy 2023-2025 was approved by Council on 18 May 2023. Work is now underway to implement this strategy, which will be led by the newly established Digital Leads group, which comprises Cluster Leads and secondary leads as well as a representative from ELC. Establishment Heads were asked for their input into nominating the lead person to collaborate on this.</p> <p>The Delivery Plan lays out the actions which are to be taken forward, alongside a timeline of expected implementation. The Project Lead for the 1: 1 Digital Device Programme, David Kay, will evaluate the plan in collaboration with Digital Leads.</p>	Education Senior Manager (Secondary)
PPL 23 02	31-Aug-24	Monitor and track progress of all young people who enter commissioned training programmes of sector based provision with the Scottish Government's 'No-one Left Behind' grant. Work in partnership with new Key Worker for Employability post to support the transition of young people leaving school and into appropriate pathways. Continue collaboration with DYW Coordinators to strengthen links with employers and businesses. Strengthen partnership with FIDA (Futures Institute at Dollar Academy).	<div style="width: 40%;"><div style="background-color: #4F81BD; height: 10px;"></div></div> 40%	✓	<p>'No One Left Behind' funding from Scottish Government has been significantly reduced for 2023/2024, which resulted in fewer training opportunities. The funding did secure three commissioned programmes with Enable, Stirling Community Enterprise (SCE) and Positive Qualities (PQ), which are all currently operating at full capacity.</p> <p>All young people in commissioned programmes will be followed up at the end of programme, to ensure they secure a further positive pathway. This will positively impact our sustained destination figures; an area of focus for the Partnership Participation Group. Partnership working is firmly rooted in the importance of ensuring that the initial destination is appropriate, so that it is sustained.</p> <p>An Adult and Social Care Event, organised by DYW, to attract young people into these careers, took place on 3 October at Falkirk Campus, Forth Valley College. Groups of S4 learners from each Academy in Clackmannanshire attended.</p> <p>Monthly meeting with DYW Leads across Clacks, Stirling and Falkirk continue throughout the session.</p>	Education Senior Manager (Secondary)
PPL 23 03	31-Aug-24	Collaborate with partners from the Local Employability Partnership, schools and establishments to develop a Skills Framework for Clackmannanshire which reflects local	<div style="width: 10%;"><div style="background-color: #4F81BD; height: 10px;"></div></div> 10%	✓	Work to develop a Skills Strategy for Clackmannanshire as part of the work with the City Region Deal has continued, with our Improvement Analyst, collaborating with her counterpart in Stirling Council and working alongside Emma McGregor Consulting, to	Education Senior Manager (Secondary)

Covalent Code	By When	Priority Action	Progress	Expected Outcome	Latest Note	Lead
		labour market intelligence, puts learners and employers at the centre, ensures parity of esteem between vocational and academic routes and aligns with the findings of the Withers review, with a specific focus on 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%)			produce a data set that maps the skills gap in our schools. The findings of this exercise are still to be analysed, at which point work will be taken forward with Forth Valley College, the Local Employability Partnership and Skills Development Scotland. A Data Sharing Agreement has been put in place and the data sets have been grouped so they are not disclosive.	
PPL 23 04	31-Aug-24	Continue work with Regional Improvement Collaborative Learning for Sustainability (LFS Workstream). Increase the number of schools and establishments with 'Eco School' status. Build on the success of the Scottish International Environment Centre (SIEC) Young Pathfinder Programme.	20%	✓	<p>The Learning for Sustainability Leads' group sent out a Microsoft Form in November 2023 to ask where LfS is in strategic plans and corporate priorities.</p> <p>The expectation is that details will be shared regarding how local authorities are working towards Education Scotland's Vision 2030, that all learners acquire the knowledge and skills needed to promote sustainable development and lifestyles.</p> <ul style="list-style-type: none"> • The Call to Action will launch Target 2030 and ask that all 3-18 places of education become a sustainable learning setting by 2030. Date for the launch is still being confirmed. • LFS mentors network - this is to be in place for next session with discussion taking place the latter half of this session. <p>Scotland's Climate week took place on Monday 25th September 2023 and schools and establishments shared what they were doing to mark this. The Climate Change Forum meetings continue to take place throughout the year.</p>	Education Senior Manager (Secondary)
PPL 23 05	31-Aug-24	Continued partnership with Academies, Local Employability Partnership and Skills Development Scotland to ensure all young people enter an initial positive destination. Work with Clackmannanshire Partners Participation Group to improve sustained destinations (6 months after school leaving date) and to track those at risk beyond this date.	70%	✓	<p>Weekly meetings with DHTs and partners take place to address concerns regarding young people at risk of not entering a Positive Destination. A revised rationale was developed to accompany a proposed programme of volunteering for mental health support for a minority of young people with severe mental health issues. This enables any young person with extreme anxiety to progress to a positive destination.</p> <p>Worked with Virtual Headteacher to develop a programme of employability skills, volunteering and personal development for</p>	Education Senior Manager (Secondary)

Covalent Code	By When	Priority Action	Progress	Expected Outcome	Latest Note	Lead
					<p>young people with additional barriers to engagement, facilitated Coach My Sport team, with support from Skills Development Scotland, Clackmannanshire Third Sector Interface (CTSI) and Clackmannanshire Works.</p> <p>The Annual Participation Measure (APM) 2023, which was published on the 29.08.23 by SDS, provides a picture of the education, employment and training activity of Scotland's 16 to 19-year-olds between 1 April 2022 and 31 March 2023. The results are showing a positive change for our participation yet to be confirmed. We refreshed the aims of the CPPG to ensure a more focussed approach to improving our figures.</p> <p>Key results for Clackmannanshire: The proportion of 16-19-year-olds participating in education, training, or employment in 2023 was 91.6%, showing a 0.9 percentage points (pp) increase compared to 2022 (90.7%). This is the highest percentage reported since 2016.</p> <p>Those with an unconfirmed status was 1.8%, down 1.9 pp compared to 2022 (3.7%) and the lowest percentage ever reported.</p> <p>The proportion of 16 – 19-year-olds not participating was 6.6% showing a 1.0 percentage point increase compared to 2022. The 1% increase has been unemployed not seeking (3.6%) and the unemployed seeking has stayed the same (3%) as 2022.</p>	
PPL 23 06	31-Aug-24	The People Directorate and the Family Wellbeing Partnership, in conjunction with the Hunter Foundation and Scottish Government, will work with a researcher to deliver a data map for Clackmannanshire. The People Directorate will review Associated Governance of all strategic plans to ensure a more holistic approach to meeting needs.			<p>Initial scoping and drafting of a data map for all outcome and impact measures for People Directorate is in production. This will be a themed collation all of the pieces of data collected across a host of areas in the People Directorate, used for reporting and improvement purposes.</p> <p>Work is also underway to align the draft data map with each of the key FWP workstreams and People Directorate outcomes.</p> <p>Discussions with Scottish Government are taking place to streamline reporting and collection of the data in line with priority outcomes to reduce duplication.</p>	Director of People Service

Covalent Code	By When	Priority Action	Progress	Expected Outcome	Latest Note	Lead
PPL 23 22	31-Aug-24	Continued focus on reducing use of external placements to support children and young people to remain within the local area. Continued review and development of the Resource Allocation Group demonstrating reduction in admissions to care and use of external resource. Recruitment of local foster carers will be achieved through increased dedicated resource within Family Placement Team and implementation of new recruitment strategy. Increased support to foster carers in order to prevent unplanned endings, increase retention, and improve reputation locally. Development of additional residential provision in Clackmannanshire.	<div style="width: 50%;"><div style="background-color: #4F81BD; height: 10px; width: 50%;"></div></div> 50%	✓	<p>There continues to be a trend of reduced admissions to care with reduced numbers of children looked after away from home across all settings. This is attributed to a number of factors: the introduction of a resource allocation group in January 2023 which continues to meet weekly; improved planning through support of Independent Reviewing Officers and more stable staffing picture; and the introduction of Sustain an intensive support service supplementing the supports available for children to remain within their families. Between 1 July and end of November 23 there was a reduction of use of residential placements by 25%, and external foster care placements reduced by 14%.</p> <p>Retention of foster carers has improved significantly, and was reflected in the outcome of the Fostering Service Inspection in October 2023.</p> <p>Over the remain period of the plan work further work is required to recruit additional foster carers to our service.</p>	Chief Social Work Officer
PPL 23 28	31-Aug-24	Implement key actions outlined in Clackmannanshire's 'Numeracy and Literacy Frameworks' to support increased attainment and improved practice across the Broad General Education.	<div style="width: 50%;"><div style="background-color: #4F81BD; height: 10px; width: 50%;"></div></div> 50%	✓	<p>Two Professional learning sessions have been provided to support implementation of our newly revised numeracy progression pathways with identified leads in each school/ELC.</p> <p>Clackmannanshire are now fully represented across ELC, Primary and Secondary at the National Practitioner Forum.</p> <p>Three professional learning sessions have been delivered to support the assessment of literacy.</p> <p>Schools/ELCs have been identified to work in partnership with Education Scotland.</p> <p>BGE assessment data is collected and analysed at key points in the year. December data is currently under analysis.</p>	Chief Education Officer
PPL 23 31	31-Aug-24	Develop increased opportunity for learners to engage in active learning including Outdoor Learning and Wider Achievement. Explore opportunities of developing a 'Clackmannanshire Active Learning Academy'.	<div style="width: 30%;"><div style="background-color: #4F81BD; height: 10px; width: 30%;"></div></div> 30%	✓	<p>Links have been made with Higher Education settings to scope for potential benefits in developing effective Active Learning Academies to best meet the needs highlighted nationally (Muir Report). This vision has been shared with the CYP Board and was supported.</p> <p>We are currently at the stage of working with 3rd Sector partners and</p>	Chief Education Officer


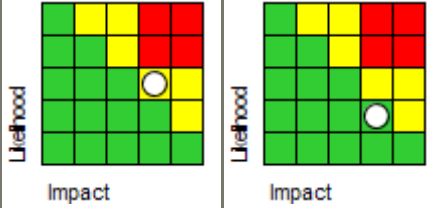

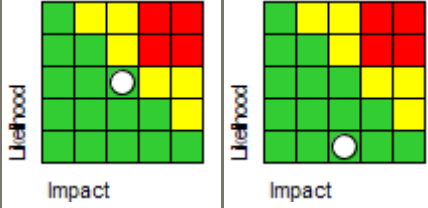
Covalent Code	By When	Priority Action	Progress	Expected Outcome	Latest Note	Lead
					internal colleagues to identify roles and capacity to support programmes. Further work on leading this innovative project will take place in the New Year.	
PPL 23 36	31-Aug-24	Ensure that Strategic Equity Funding (SEF) interventions continue to be targeted to those areas of greatest need, to improve outcomes and close the poverty related attainment gap.	30%	✓	<p>The SEF Plan continues to be monitored and governed at the 6 weekly SEF Board.</p> <p>An audit of the impact of roles has been issued to Heads of Establishments and centre staff to measure impact. This will inform decision making for the remainder of this year and planning for next year.</p> <p>The Early Intervention Team are fully now deployed, supporting all Primary schools. Each worker is supporting five children per week, predominantly in P1 and P2, targeting closing gaps in their learning. The first set of reporting by the team will be completed by the end of term. This will show levels of impact in each establishment and collectively across the Authority.</p> <p>All PEF plans were reviewed when submitted to ensure funds were targeting closing the gap.</p>	Education Senior Leadership Team

Performance Indicators

	2020-21	2021-22	2022-23	Target 2023-24
Average FTE working days lost through sickness absence PPL AB1 GOV	9.6	11.9	12.3	Reduce
% 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	No data available	No data available	37.9%*	100%
Staff Survey - I feel valued for the work I do PPL S12 HWD	68%	63%	No data yet available	100%
Staff Survey - I feel that I am treated with dignity and respect within my team PPL S17 HWD	80%	75%	No data yet available	100%
Staff Survey - I am clear about how I contribute to the organisation's goals PPL S21 HWD	79%	74%	No data yet available	100%
Survey response rate PPL S26 HWD	23%	23%	No data yet available	100%

* Data shown up to end August 2023

Corporate Risk Register

Risk	COU CRR 048 Increasing Attainment Gap	Approach	Treat	Status		Managed By	Chief Education Officer	Current Score	12	Target Score	8
Description	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 Effect	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.										
Latest Note	Recovery forms 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 Scottish Attainment Challenge has seen funding to 9 authorities (£43m) distributed between all 32 - now named Strategic Equity Funding. This significantly reduces finance available for local plans, tapering down over 4 years (2022-25). We continue to monitor closely and the risk score has reduced as schools are starting to see the gap closing with the literacy interventions in place.										
Related Actions	Improved arrangements for tracking, monitoring, moderating and quality assuring attainment and progress with a focus on narrowing the gap for identified groups.					Internal Controls	Education Senior Management Team				
	Increased number of school leavers attaining SCQF and wider achievement qualifications.						Strategic Equity Funding				
							National Improvement Framework				
Risk	COU CRR 011 Harm to Child(ren)	Approach	Treat	Status		Managed By	Strategic Director - People	Current Score	9	Target Score	3
Description	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 Effect	Effects of injury or death on individual, family, friends & staff members, reputational & legal implications, with associated costs, as well as impact of reputational damage & negative publicity on morale, workforce development and sustainability.										
Latest Note	Robust internal control measures in place to ensure appropriate staffing, leadership, assurance and risk management planning, including quarterly reports to the Chief Officer Group and Child Protection Committee (CPC), regular review of the CPC Risk Register and prioritisation of child protection work. We have successfully recruited all team leaders into posts and new senior practitioners (as part of the Children's Services re-design) to build resilience and skill within the workforce. All vacant posts within the children's social work service are recruited to in a timely manner. Rolling programme of council specific and multi-agency child protection training in place, including Joint Investigative Interviewing training. The e-IRD system allows for agencies to respond in real time to children/young people at risk of harm for timely assessments and interventions. There has been a sustained decrease in the number of child protection registrations.										

All People Service Risks are currently under review