
Report to: Audit & Scrutiny Committee

Date of Meeting: 5 February 2026

Subject: Interim Report - People Community Wellbeing Plan
(April 2025 - December 2025)

Report by: Strategic Director, People

1.0 Purpose

This report provides an interim update on progress against the [People Community Wellbeing Plan 2025–26 \(One Fund, One Plan, One Report\)](#). It sets out progress from April to December 2025 and demonstrates how the outcomes and actions delivered by the Council, [The Clackmannanshire Alliance](#) (the Community Planning Partnership), and wider partners contribute to the [Wellbeing Local Outcomes Improvement Plan \(WLOIP\) 2024–2034](#).

- 1.1 The WLOIP is the overarching strategic plan that binds together all Community Planning Partnership shared priorities and activity within Clackmannanshire. Its vision, **Working together to reduce inequality and improve the wellbeing of all people in Clackmannanshire**, provides the strategic direction for The Alliance and its supporting partnerships and partners.
- 1.2 The full report, available at Appendix 1, evidences how the Community Wellbeing Plan supports delivery of the WLOIP priorities, aligned with national commitments on child poverty, whole family support, economic growth, and sustainable public services. Key highlights and summary of impact are noted at Section 4.0

2.0 Recommendations

- 2.1. Committee is asked to note, comment on and challenge the report at Appendix 1.
- 2.2. Note the explicit alignment between the Community Wellbeing Plan and the WLOIP Strategic Outcomes and Priority Themes for a Wellbeing Economy (Appendix 2).
- 2.3. Note the explicit alignment to the Be the Future Transformation Plan (Appendix 2)
- 2.4. Note the explicit alignment to Best Value Duties (Appendix 2)

3.0 Considerations

- 3.1. This report sets out how The Alliance, the People Directorate, wider Council services and partners are collectively contributing to the WLOIP outcomes. This demonstrates the golden thread that links partnership activity across the Community Wellbeing Plan to the WLOIP. The outcomes being progressed include:

- 3.2. **Outcome 1** – Our children and young people (including women and girls) have improved life outcomes by growing up loved, safe and respected
- 3.3. **Outcome 2** – Our empowered communities are well designed, inclusive, sustainable, resilient and safe
- 3.4. **Outcome 3** – People of all ages are able to successfully contribute to our communities as they are educated, skilled and confident individuals
- 3.5. **Outcome 4** – Poverty in our communities is reduced by improving outcomes for all
- 3.6. **Outcome 5** – Our people are healthy and active with improved health and wellbeing
- 3.7. **Outcome 6** – Our Equality and Human Rights are respected and fulfilled by tackling inequalities across our communities.
- 3.8. The One Plan incorporates various Plans and includes the People Business Plan 2025-26. More detailed operational plans sit behind the One Page Plans.

4.0 Summary of Impact - The report at Appendix 1 reflects tangible progress across key areas as well as areas where increased focus will be needed.

Key highlights:

- 4.1. Work has begun on “Reimagining Social Care” across Adults, Children’s, Justice and Education, with a strong focus on how the benefits of a new Social Work Management System can be optimised to manage demand and signpost people to appropriate supports. The programme aims to improve workforce productivity, improve assessment to delivery turnaround, improve access to service provision and strengthen accountability and responsibility across teams.
- 4.2. There is an increased focus on Community Planning Partnership (Alliance) in tackling silo working and delivering Whole Family Support. Strategic partners, including Police Scotland and NHS Forth Valley, are actively exploring enhanced planning and reporting to accelerate early intervention and prevention, lifting more families out of poverty through wraparound support.
- 4.3. Progress is also being made in embedding The Promise across council-decision making. Following a motion agreed by elected members, relevant council policies are being reviewed through the lens of The Promise, with oversight provided through the Promise Delivery Group to ensure care-experienced young people are supported consistently and appropriately.
- 4.4. The Clackmannanshire Transformation Space (CTS) was established in April 2025 and is now operational, with a year-zero fund of £ 1.34 million.
- 4.5. Values Based Leadership in partnership with Scottish Government, Hunter Foundation, and Columba 1400 is embedded enabling practitioners to move from service specific boundaries to addressing the interconnected challenges that communities experience.
- 4.6. Overall attendance for children and young people in school shows a 0.6 percentage point (pp) increase from this time last year (from 91.2 to 91.8%). Initial leaver destinations increased to 96% in 2024/25. Care experienced positive destination rate is reported at 97.5%, above the national rate of 87.9%

- 4.7. Planet Youth approaches at The Hive have increased youth club membership from 38 to over 200, providing safe, inclusive spaces alongside pro-social campaigns such as 'Match day Buzz' and youth diversionary activities.
- 4.8. Diversion from prosecution performance has shown a marked improvement: cases commenced per 10,000 population have increased from 28.6% in 2020/21 to 48.6% in 2024/25, and the completion rate reached approximately 94% in 2024/25, significantly above the national rate.
- 4.9. Free flexible childcare has supported over 169 families with younger children and 215 families with school-age children.
- 4.10. COSLA Chairperson's Award 2025 – Family Wellbeing Partnership gained recognition of Family Wellbeing Partnership, place – based whole family support [Council Teams Named Winners in COSLA's Local Government Excellence Awards | COSLA](#)
- 4.11. Within our mental health services, progress evidences effective, equitable access and meaningful outcomes at scale. Prevention is strong, with zero deaths by suicide among 11–25-year-olds in 2024–25 (rolling five-year average) - the lowest in Scotland.
- 4.12. The Wellbeing Hub and Lochies School programme has moved from design into delivery, achieving financial close in October 2025 and moved into construction, with handover targeted for late summer 2027 and full operations by October 2027; community benefits (school engagement, training pathways, skills academy, local employment) are being tracked against the national framework.
- 4.13. The Active Schools programme is on course to reach 50% participation; above the national average.
- 4.14. 100% engagement from schools with the Rights Respecting Schools Award (21 awards), a whole-authority approach to the Keeping The Promise Award, with training delivered to over 600 staff and 2,400 young people
- 4.15. Through the Child Wellbeing Partnership, provision for children with disabilities has expanded and is targeted, including Wee Play Alloa sensory-rich sessions, Play Roots multi-agency delivery, home sensory support packages, flexible funded childcare and additional learning assistant hours. Play Alloa has extended to S1–S2.
- 4.16. The Educational Psychology (EP) Service has taken on 233 new referrals from August - December 2025 (equivalent to 66.5 cases per maingrade EP) with the majority of referrals being in relation to neurodevelopmental queries. This highlights the growing trend for support in relation to neurodevelopmental differences and reinforces the move towards a more intensive model of EP support for educational establishments.
- 4.17. STRIVE capacity has been expanded e.g. Women's Worker Service Lead, which supported 74 women at crisis points with risk assessments and follow-up.

4.18 Progress

To strengthen transparency and demonstrate Best Value, the Pentana extract (Appendix 2) sets out how each Community Wellbeing Plan action aligns to the WLOIP, Be the Future Transformation Plan priorities and Best Value Duties. This confirms how operational activity delivers on Clackmannanshire's long-term strategic direction through The Alliance partnership. In the short term, more progress needs to be made in specific areas, including:

- Numeracy attainment is improving at First and Second Level over time yet is below the national average and remains an area of focus .
- Continued multi-agency approaches to tackling gender based violence.

- Continued efforts to improve out of school experiences for children with disabilities.
- Desistance and diversion are being strengthened through coordinated community and justice partnerships, specialist employability for those with justice experience is in the early stages.

5.0 Sustainability Implications

Sustainability is integrated into all People Directorate planning.

6.0 Resource Implications

None

7.0 Exempt Reports

7.1. Is this report exempt?

No X

8.0 Impact Assessments

8.1 Have you attached the combined equalities impact assessment to ensure compliance with the public sector equality duty and fairer Scotland duty? (All EFSIAs also require to be published on the Council's website)

Yes ☒

8.2 If an impact assessment has not been undertaken you should explain why:

9.0 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)

Complies with relevant Council policies ✓

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

Appendix 1 - Community Wellbeing Plan Interim Report April 2025 - December 2025

Appendix 2 - Pentana Extract

Appendix 3 - Risk Register

Appendix 4 - Impact Statements

Appendix 5 - Equality and Fairer Scotland Impact Assessment (EFSIA)

12.0 Background Papers

- 12.1 Have you used other documents to compile your report?

Yes ✓

Wellbeing LOIP 2024-2026

[Wellbeing Local Outcomes Improvement Plan \(WLOIP\) 2024–2034](#)

Community Wellbeing Plan (incorporating People Business Plan) 2025-2026:

<https://www.clacks.gov.uk/document/meeting/1/1288/8207.pdf>

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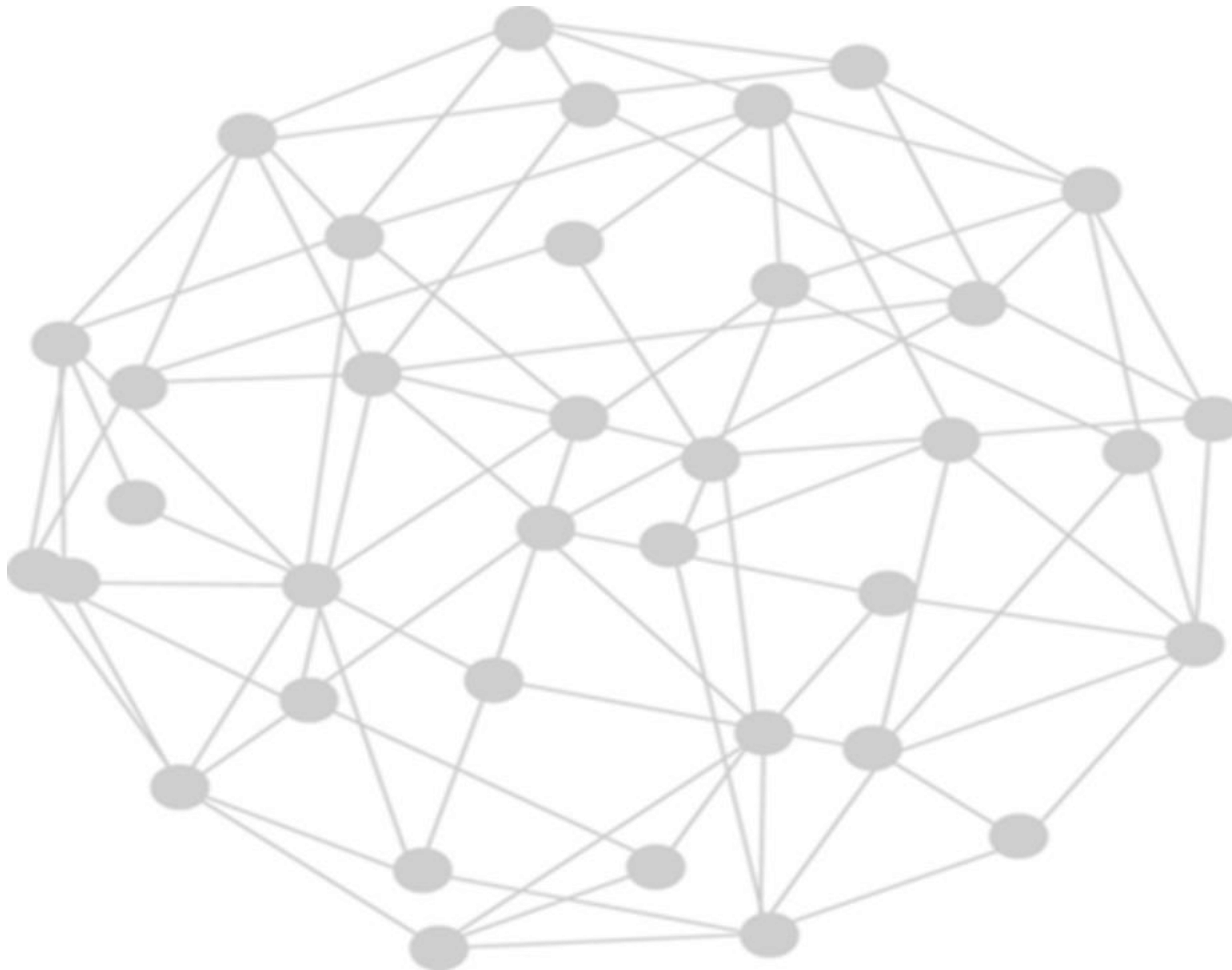
Approved by

NAME	DESIGNATION	SIGNATURE
Lorraine Sanda	Strategic Director	

Community Wellbeing Plan 2025-2026 Interim Report

Prepared by Clackmannanshire Council, People Directorate

One Fund, One Plan, One REPORT



Introduction






This interim report sets out progress from April to December 2025 against the Strategic Outcomes and Actions approved by Council on **21 August 2025** as part of the **Community Wellbeing Plan 2025/26 (the 'One Plan')**. The Plan provides a framework for an **integrated and outcomes focused approach** across community planning partnerships and service plans, aligning with the Wellbeing Local Outcomes Improvement Plan and public sector reform principles. It explicitly addresses the recommendations of the Christie Commission and the Auditor General for Scotland and aligns with national priorities including eradicating child poverty, whole family support, growing the economy and delivering high quality, sustainable public services.

As noted, when the One Plan was approved, the One Fund, One Plan, One Report will continue to pioneer streamlined planning and reporting through a single outcomes led report covering six Strategic Outcomes and four Strategic Priorities, incorporating the relevant partnership plans and the People Business Plan. This report includes the plans and work set out within the following plans and frameworks.

<u>Wellbeing Local Outcomes Improvement Plan (LOIP) 2024-2034</u>		
* Includes contributions from Community Planning Partners		
Children Service's Plan (CSP) *	Community Learning and Development (CLD) *	Community Justice (CJ) *
Local Child Poverty Action Plan *	National Improvement Framework (NIF)	Violence Against Women and Girls (VAWG) *
Libraries	Sport and Active Living Framework (SALF)	Family Wellbeing Partnership (FWP) *
The Promise		United Nations Convention of the Rights of the Child (UNCRC)

Strategic Actions agreed at Council on 21 August 2025: People Community Wellbeing Plan 2025/26	
OUTCOME 1: Children and young people have improved life outcomes by growing up loved, safe and respected.	
ACTION 101	Coordinate safeguarding efforts across sectors to deliver proactive and responsive support
ACTION 102	Ensure women and girls feel safe at home, work, and in the community
ACTION 103	Support children, young people, and families early through integrated services
ACTION 104	Deliver local accommodation and support for care experienced young people in partnership
ACTION 105	Enhance workforce and caregiver skills in line with Trauma Knowledge and Skills Framework
OUTCOME 2: Empowered communities are well designed, inclusive, sustainable, resilient and safe.	
ACTION 201	Implement Clackmannanshire Transformation Space and Invest to Save fund, guided by the Citizens Panel, building on FWP approaches
ACTION 202	Leverage data and voice insights to drive impactful decision making
ACTION 203	Strengthen and deploy Community Justice Partnership resources
ACTION 204	Develop sustainable transport solutions, including active travel options, in collaboration with key partners
OUTCOME 3: People of all ages successfully contribute to our communities by developing skills for learning life and work	
ACTION 301	Deliver targeted initiatives for vulnerable and disadvantaged groups, removing engagement barriers
ACTION 302	Promote desistance from offending and diversion from the justice service
ACTION 303	Improve attainment in Literacy and Numeracy with a focus on the poverty related attainment gap
ACTION 304	Implement learning, teaching and assessment guidance alongside new Raising Attainment Strategy
ACTION 305	Strengthen Workforce Development with a specific focus on improving follow up leaver destinations
OUTCOME 4: Poverty in our communities is reduced by improving outcomes for all.	
ACTION 401	Encourage voice-led transformation across services supporting families in or at risk of poverty
ACTION 402	Develop Whole Family Support (WFS) approaches tailored to community needs
ACTION 403	Optimise income maximisation opportunities and referral pathways
ACTION 404	Establish specialist employability support for those with criminal justice experience, including employer engagement
OUTCOME 5: People are healthy and active with improved health and wellbeing.	
ACTION 501	Ensure access to continuum of mental health and wellbeing services for children, young people and families and prioritise prevention - focused mental health and wellbeing initiatives
ACTION 502	Progress the Wellbeing hub and Lochies School project through design to construction
ACTION 503	Increase opportunities for healthier behaviours, focusing on those facing inequality
ACTION 504	Develop shared measures and targets to improve community health and wellbeing
OUTCOME 6: Human Rights are respected and fulfilled by tackling inequalities across our communities.	
ACTION 601	Champion UNCRC and the Promise across all policies and services
ACTION 602	Direct support and resources to improve experiences for children with disabilities
ACTION 603	Support learning potential by targeting Additional support for Learning resources effectively
ACTION 604	Facilitate reintegration of offenders into the community
ACTION 605	Embed voice and co-design in all policy and service development

Outcome 1: Children and young people have improved life outcomes by growing up loved, safe and respected

Strategic Action	Title (short)	RAG Status
101	Coordinate safeguarding efforts across sectors	 Green
102	Ensure women and girls feel equally safe	 Amber
103	Support early, integrated services for families	 Green
104	Local accommodation and support for care experienced young people	 Amber
105	Enhance workforce and caregiver skills (Trauma Framework)	 Green

Progress Against Actions 101 – 104 and Outcome 1

Delivery under Outcome 1 is **on track overall**, with **coordinated safeguarding, integrated early support** and **trauma informed practice** demonstrating measurable improvements for children and families.

- **Safeguarding coordination:** [STRIVE](#) (Safeguarding through Rapid Intervention) shows upstreaming and responsiveness with high referral and support volumes; recent multi agency audit activity validates practice (Figures 1 – 3). Strengthened multi agency frameworks across schools, expanded public protection training and targeted workforce development, including training on the Children (Care and Justice) (Scotland) Act 2024, underpin timely, child centred responses. **Trend data** evidence impact includes reductions in Child Protection Register rates (Figures 4 and 5), offence referrals to the Children's Reporter (Key Performance Indicator (KPI)-page 34), number of children care experienced children (Figure 6) and children with 3 or more placements (Figure 7). The proportion of adolescents who report feeling safe at home, school and in the community has increased (Figure 8).

- **Women and girls' safety:** Programmes are embedded across schools, insight is strengthened through safety mapping and lived experience input, and timely multi agency responses are in place; however, external funding reductions present sustainability risks, requiring continued oversight and partnership investment.
- **Early, integrated support:** Families access coordinated early help rapidly (front door contacts within two weeks, reduced waiting times, expanded diversionary supports). Reported outcomes include improved parental wellbeing and tangible financial gains by all third sector partners, for example the Young Parenting Partnership (Figure 9). STRIVE's interventions continue to provide coordinated support (Figures 1-3).
- **Prevention of escalation to statutory intervention:** Referral to Social Work Services have continued to increase to 888 (01/04/25 – 30/09/25). Of the 888 referrals, 509 (57%) were to the Early Help Team. Of those 509 referrals to Early Help, 94% avoided escalation to statutory interventions, highlighting the impact of effective early intervention. This is echoed in the reduction in the number of children who require statutory measures of intervention (p.33), the Key Performance Indicator shows a **26.5% reduction** in the number of children requiring statutory intervention from 2021/22 to 2024/25.
- **Trauma informed workforce:** Significant professional learning hours completed (Skilled, Enhanced, Specialist levels), widespread progress on Keeping the Promise Award and joint training embed relational practice, contributing to improved relationships and reduced placement instability.
- **Care experienced support:** Enhanced therapeutic support, trauma informed spaces, roles (Virtual Headteacher and Promise Support Worker) and accredited learning opportunities provide stronger local support. National shortages of foster carers constrain placement choice and increase reliance on external placements, prompting a local focus on recruitment and retention.

Integrated Approach: Progress Actions 101 to 104 have made to other Outcomes

Outcome 2 (Action 203): Community Justice Partnership innovations, including diversion from prosecution improvements and lived experience, support upstream prevention; reducing youth offending risks relevant to safeguarding.

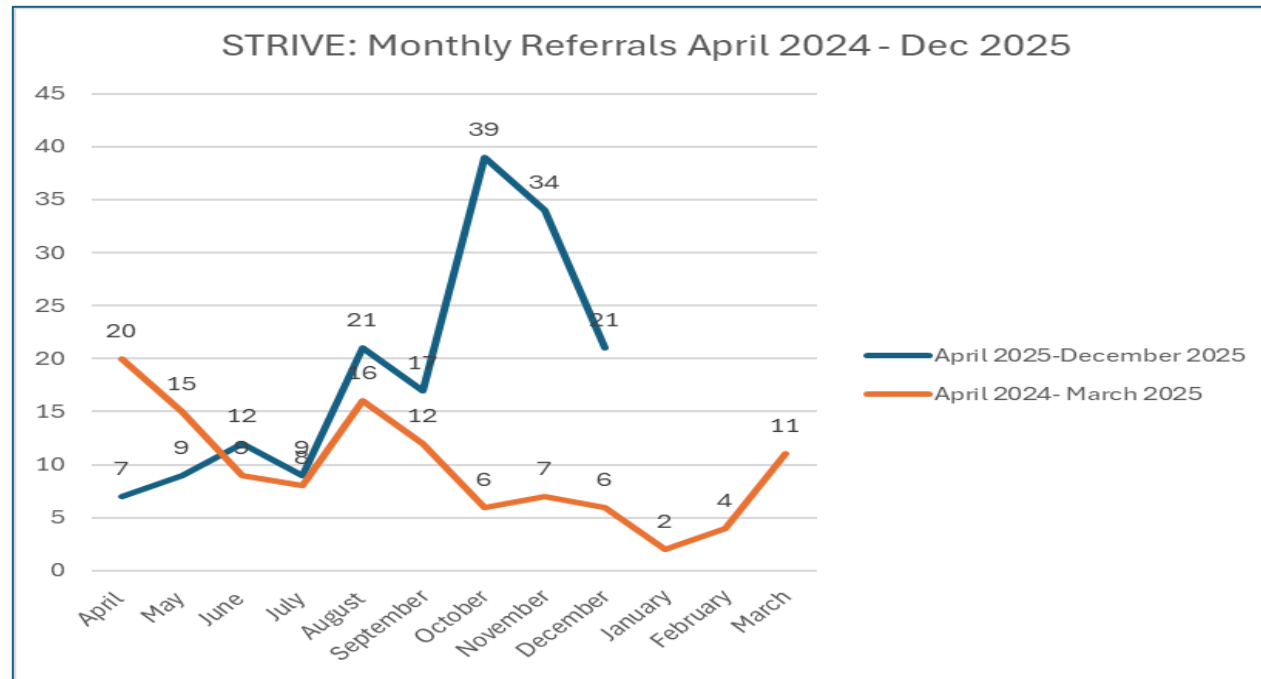
Outcome 3 (Actions 301–304): Increased participation and improved school attendance enhance protective factors and resilience for children and young people.

Outcome 4 (Actions 401–403): Whole Family Support and income maximisation reduce poverty drivers and stressors linked to risk and vulnerability, thereby supporting safer, more stable home environments.

Outcome 5 (Actions 501, 503, 504): Expanded mental health support, healthier behaviours and shared measures contribute to improved wellbeing and prevention (including zero deaths by suicide among 11–25 year-olds on the rolling five-year average).

Outcome 6 (Action 601): United Nations Convention on the Rights of the Child (UNCRC) and The Promise implementation, rights respecting schools, and strengthened complaints processes ensure a rights-based environment for children and young people.

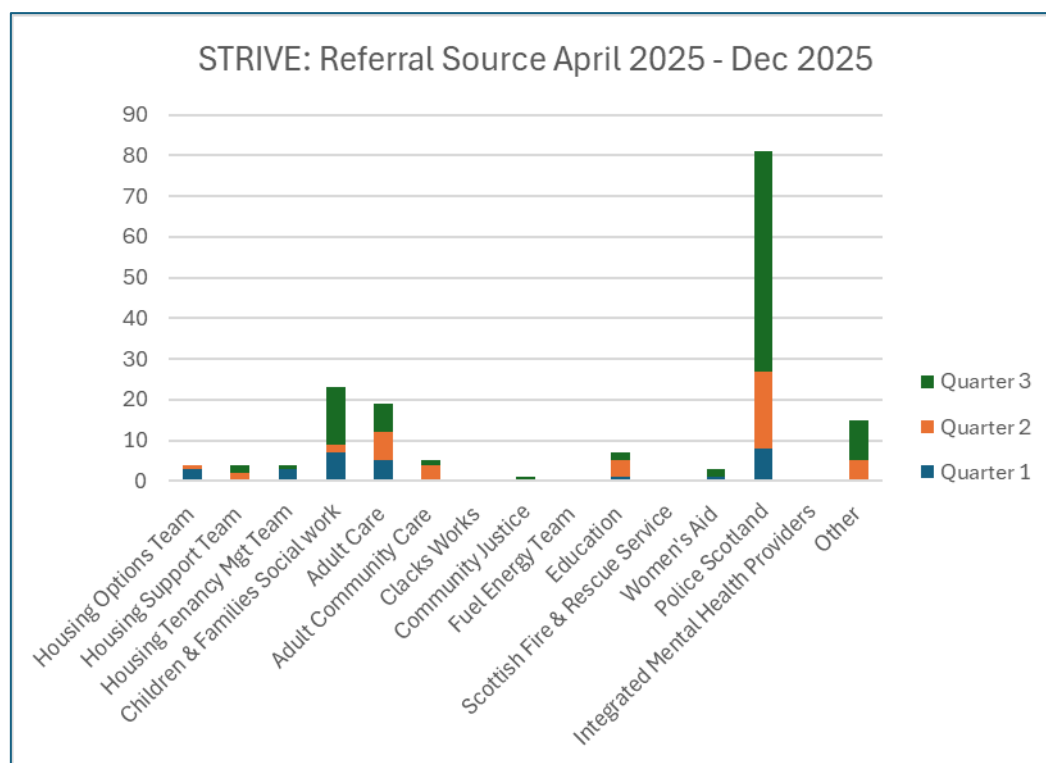
Figure 1: STRIVE (Safeguarding Through Rapid Intervention) Monthly Referrals April 2024 to December 2025



Source: FWP/STRIVE Returns

STRIVE referrals increased by **71%** from April to December 2025, compared to April to December 2024. This includes a steady increase in referrals since the implementation of a STRIVE Lead postholder in July 2025, providing dedicated resource in managing and driving the development of STRIVE.

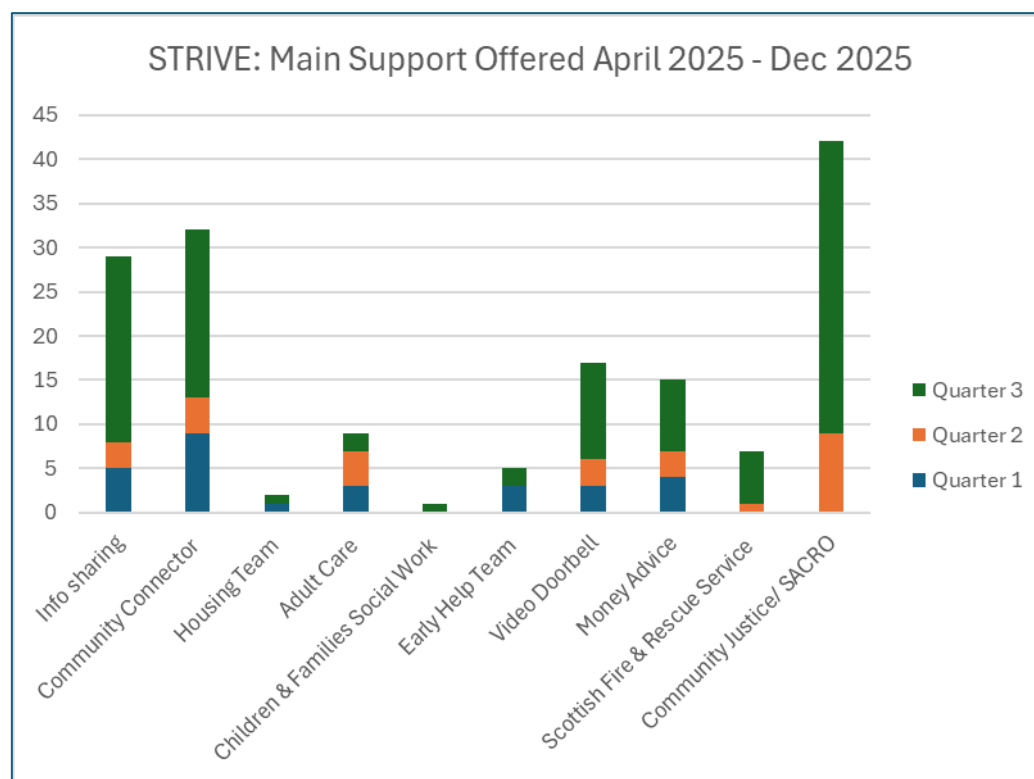
Figure 2: STRIVE (Safeguarding Through Rapid Intervention) Referral Source April 2025 to December 2025



Source: FWP/STRIVE Returns

Police Scotland are the biggest source of referrals in 2025. STRIVE is working with Police Scotland to strengthen the link between STRIVE and their Community Hub pilot, recognising that Community Police have a key role in identifying potentially vulnerable people in the community who may not be accessing any supports or engaging with any services. There has been an increase in 'Other' referrals, identifying a broader range of organisations referring into STRIVE, beyond the established statutory or council services.

Figure 3: STRIVE Main Support Offered April 2025 to December 2025



Source: FWP/STRIVE Returns

Referrals to Justice Services/SACRO regarding no-crime domestic incidents had decreased in recent years but following a dedicated focus, referrals have increased. Justice Services/SACRO primarily respond to no-crime domestic incidents, providing people with advice on safeguarding and healthy relationship behaviours. One of the new Community Connector posts (funded by the Family Wellbeing Partnership and hosted in CTSI) is aligned to STRIVE and is receiving high volumes of referrals through STRIVE. This is resulting in high rates of engagement, supporting people to access wider third sector supports, medical appointments and digital access.

Figure 4: Clackmannanshire - Rate per 1000 Children on the Child Protection Register since 2020

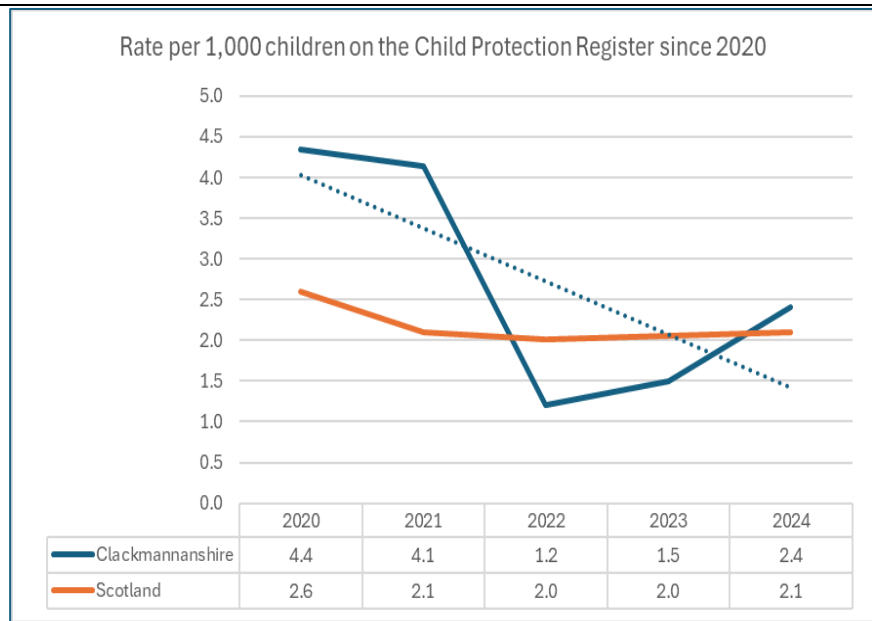
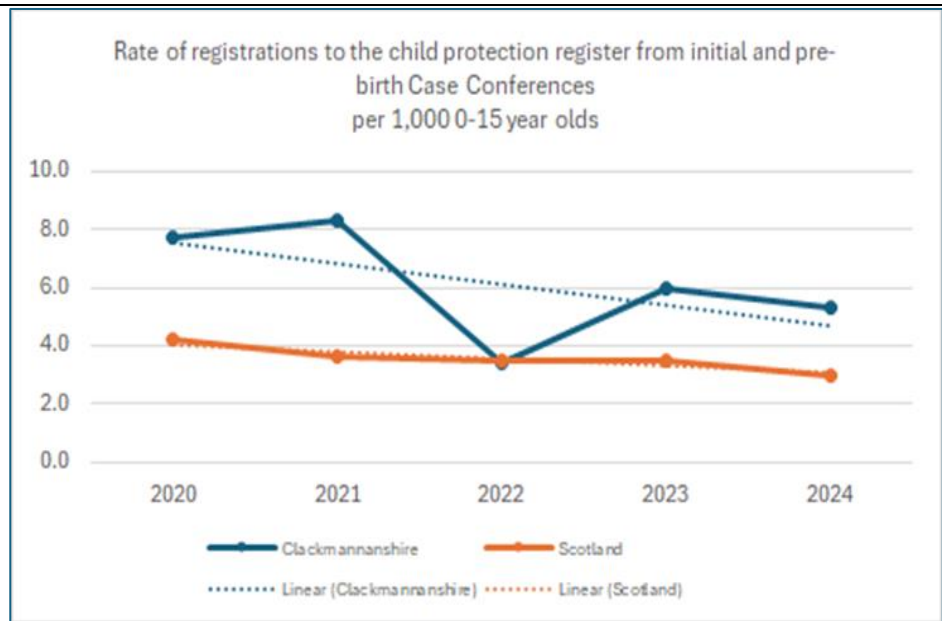


Figure 5: Clackmannanshire - Rate of registrations to the Child Protection Register since 2020 [from initial and pre-birth Case Conferences per 1,000 0–15-year-olds]



Source: <https://www.gov.scot/publications/childrens-social-work-statistics-looked-after-children-2023-24/pages/looked-after-children/>

The rate of children on the Child Protection Register fell to 2.4 per 1,000 (July 2024 compared to 2020), a 45% reduction since 2020. Similarly, the trend in the rate of registrations indicated in Figure 5 is downward. Together, these trends show proactive, coordinated safeguarding that is child-centred and timely, validated by recent multi-agency audit activity supported by the Care Inspectorate (pre-birth IRD). Data for 2025 is not yet published.

Figure 6: Clackmannanshire, Number of care experienced children (year end)

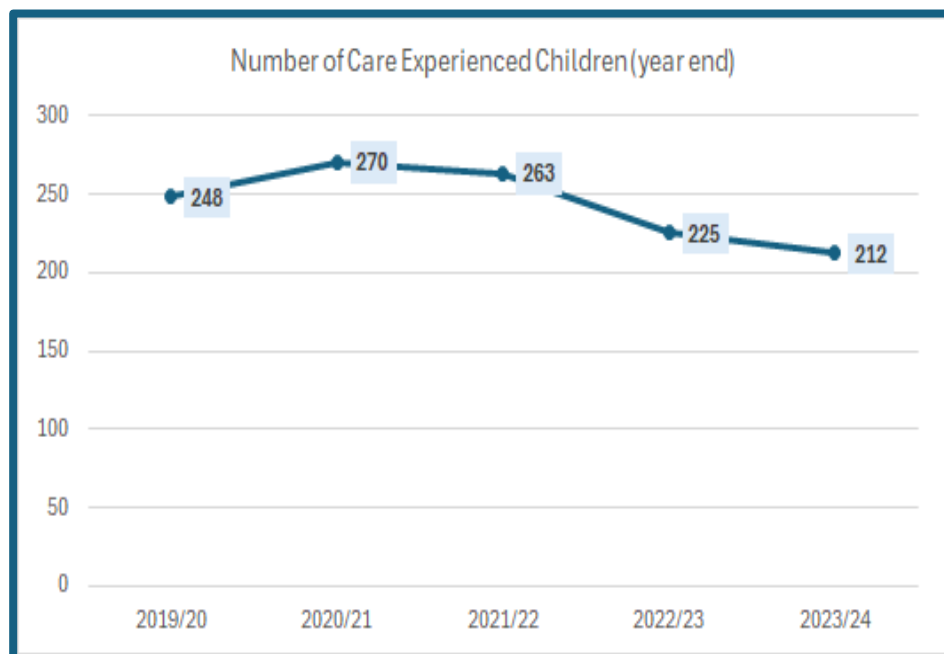
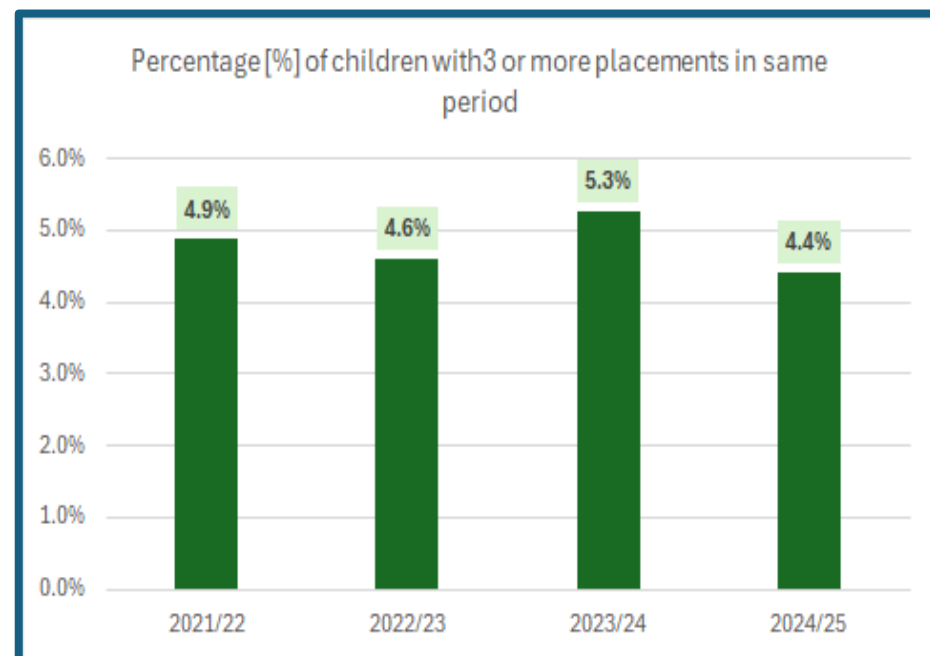


Figure 7: Clackmannanshire, Percentage [%] of children with 3 or more placements in same period

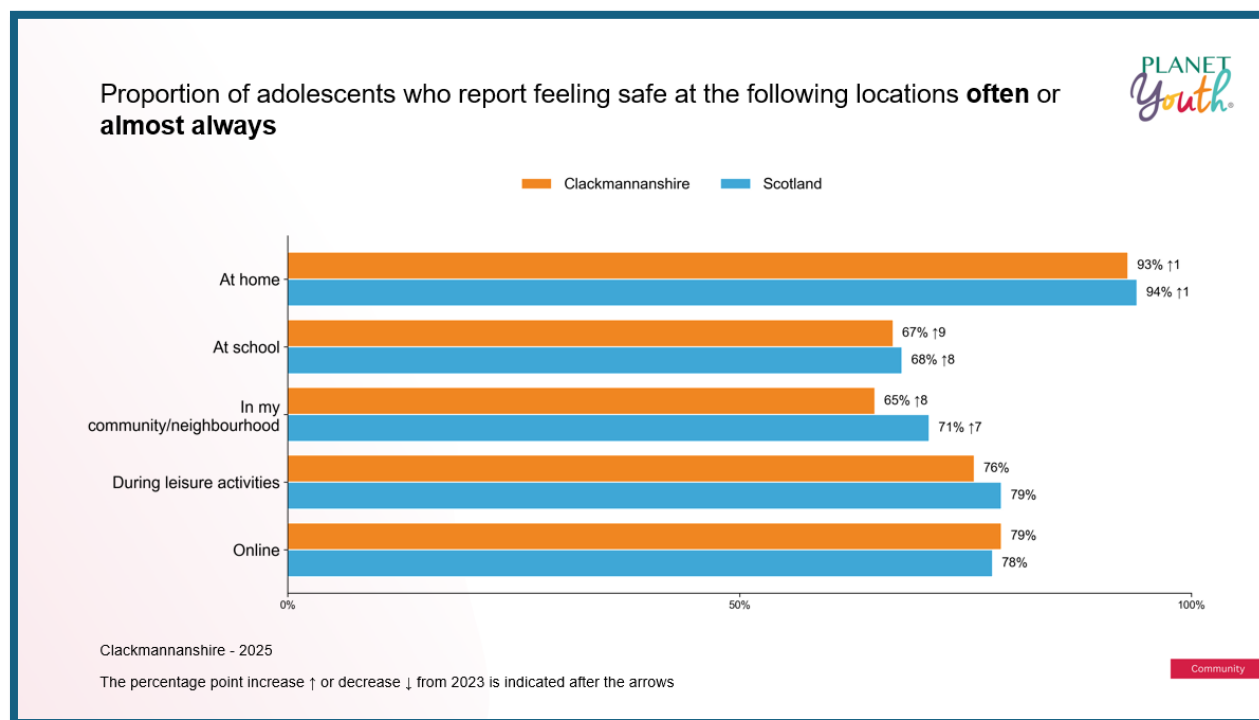


Source: <https://www.gov.scot/publications/childrens-social-work-statistics-looked-after-children-2023-24/>

A continued downward trend is noted in relation to number of children becoming looked after. This is reflective of continuing efforts to ensure that families receive the right support at the right time. A decline in the number of children experiencing three or more is attributed to improvements in support and planning for children in addition to increased support to caregivers. Data for 2024/25 is not yet published.

Figure 8: Proportion of adolescents who report feeling safe at the following locations often or almost always

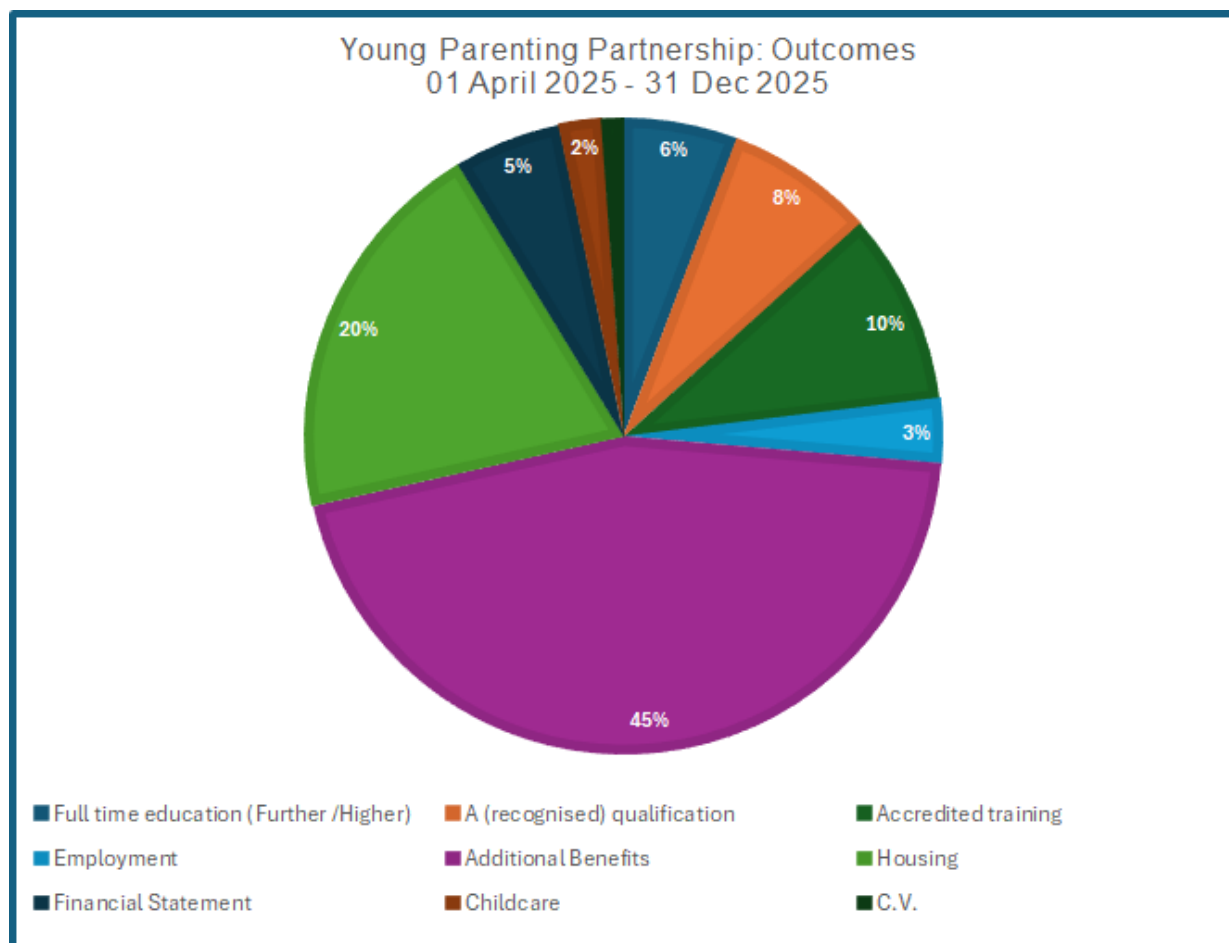
2025 participants = 769 Clackmannanshire, 7662 Scotland sample; 2023 = 681 participants Clackmannanshire, 4305 Scotland sample



Source: Planet Youth (PY) Survey 2025

As part of the PY Coalition Action Plan, the PY Officer working with Child Protection Officer conducted Safety Mapping consultations with young people leading to a Safety Mapping Action List. Clacks Keys, a youth led campaign to raise awareness about mental wellbeing, is operational. All secondaries have established frameworks to deliver Mentors in Violence Prevention Programme and processes have been reviewed to strengthen implementation. Staff have been trained to deliver the [Get SET Girls](#) programme to strengthen self-esteem and improve mental wellbeing of girls.





Figure 9: FWP Young Parenting Partnership (YPP): Outcomes April - December 2025



Source: FWP/Young Parenting Partnership Returns

Young Parent Partnership: Tailored support for young people has led to educational and employment outcomes, including qualifications, childcare access, and financial gains totalling £34,369 between April and December 2025. In each quarter there are, on average, 27 young people actively supported; improving outcomes for both parents and young children.

Outcome 2: Empowered communities are well designed, inclusive, sustainable, resilient and safe

Strategic Action	Title (short)	RAG Status
201	Implement Clackmannanshire Transformation Space (CTS) and Invest to Save fund	 Green
202	Use data and community voice for decisions	 Green
203	Strengthen Community Justice Partnership resources	 Green
204	Develop sustainable transport solutions with partners	 Amber

Progress Against Actions 201 – 204 and Outcome 2

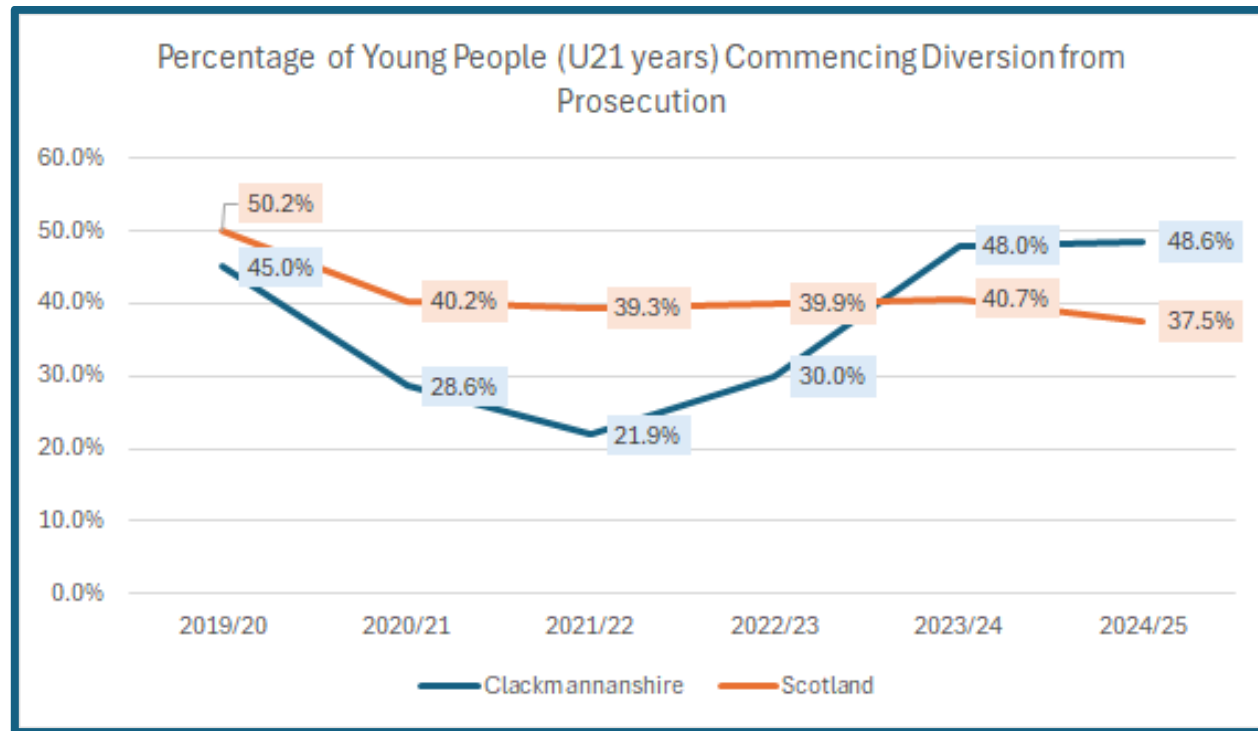
Delivery progress is strong overall, with community-led investment, data informed decision-making, and justice partnership capacity evidencing impact. Clackmannanshire Transformation Space (CTS) is operational with governance through an independent fund manager and an outcomes focused learning framework, a paid Community Voice Panel has mobilised CTS decisions, with awards confirmed under homelessness prevention and children's mental health. Further rounds are progressing for employability and support for women and girls. Active pursuit of external leverage and widening participation are underway. A newly appointed Strategic Lead for Community Collaboration and Redesign is providing strategic oversight and leadership from the Local Authority and strengthening the relationship between the council and the community to achieve shared goals.

Data and voice insights (including peer research, What Matters to You panels and Make It Happen Fund) drive targeting, with organisational development support sustaining delivery and evaluation infrastructure through a learning partner and Dartington.

Community Justice capacity advances lived experience governance, employability pilots, recovery roles, and multi-agency pre-release planning, alongside national engagement and performance improvements in youth diversion from prosecution.

Sustainable transport remains in early implementation with positive early evidence (Volunteer Driver Scheme, door-to-door services, bus passes supporting THRIVE to Keep Well Programme), but capacity risks are emerging; continued implementation planning and scaling are required.

Figure 10: Clackmannanshire, Percentage of Young People Commencing Diversion from Prosecution



Source: <https://www.gov.scot/publications/justice-social-work-statistics-additional-time-series-tables/>

Since 2021/22, the percentage of young people commencing Diversion from Prosecution has increased locally and, over the last two reporting years, sits above the national rate. Pooled investment in the STRIVE linked Women's Worker strengthens early and rapid support. Desistance and diversion are being strengthened through coordinated community and justice partnerships. The Hive's preventative offer, youth-led arts and structured youth sessions, provide safer alternatives and are associated, anecdotally, with

reductions in local anti-social behaviour. Justice Services report continued strong delivery of Unpaid Work and early intervention programmes, with an Addiction Recovery Worker now embedded to support individuals with substance use needs. Diversion from prosecution performance has shown a marked improvement: cases commenced per 10,000 population have increased and the completion rate reached approximately 94% in 2024/25, significantly above the national rate. These trends indicate effective upstream prevention and community-based sentencing options, reducing the likelihood of re-offending and supporting positive community contribution.

Integrated Approach: Progress Actions 201 - 204 have made to other Outcomes

Community decision making- and targeted investment supports safer environments for children (Outcome 1), participation and pathways (Outcome 3), and access to services and wellbeing (Outcomes 4 and 5).

Outcome 3: People of all ages successfully contribute by developing skills for learning, life and work

Strategic Action	Title (short)	RAG Status
301	Targeted initiatives for vulnerable and disadvantaged groups	● Green
302	Promote desistance and diversion from justice	● Green
303	Improve attainment in Literacy and Numeracy (poverty gap focus)	● Amber
304	Implement learning, teaching and assessment guidance	● Green
305	Strengthen workforce development (leaver destinations)	● Green

Progress against Actions 301 - 305 and Outcome 3

Targeted initiatives are reaching priority groups at scale, with increased youth club membership, accessible programmes and adapted cycling for pupils with profound barriers; evidence indicates enhanced physical and mental wellbeing. System improvements include streamlined Early Learning and Childcare admissions and growth in digital mental health use for historically lower access groups.

School attendance shows a 0.6 percentage point increase year on year; initial positive destinations rose to 96.8% in 2024/25; combined primary Literacy and Numeracy have shown a slight fall in 2024/25 after year-on-year improvement from 2019/20.

Desistance and diversion are strengthened through community offers, Unpaid Work delivery, embedded Addiction Recovery Worker, and 94% completion rate for Diversion from Prosecution in 2024/25 (above national rate).

His Majesty's Inspectorate of Education in Scotland (HMIE) inspection reports from August 2025 to October 2025 identify strengths in nurturing relationships and leadership. Strengthened moderation, pedagogy and early reading/writing programmes support high quality learning experiences.

Learning, teaching and assessment guidance implementation, one to one devices and Neighbourhood Groups support upskilling and data use, early years staff engagement with the new national [Quality Improvement Framework](#).

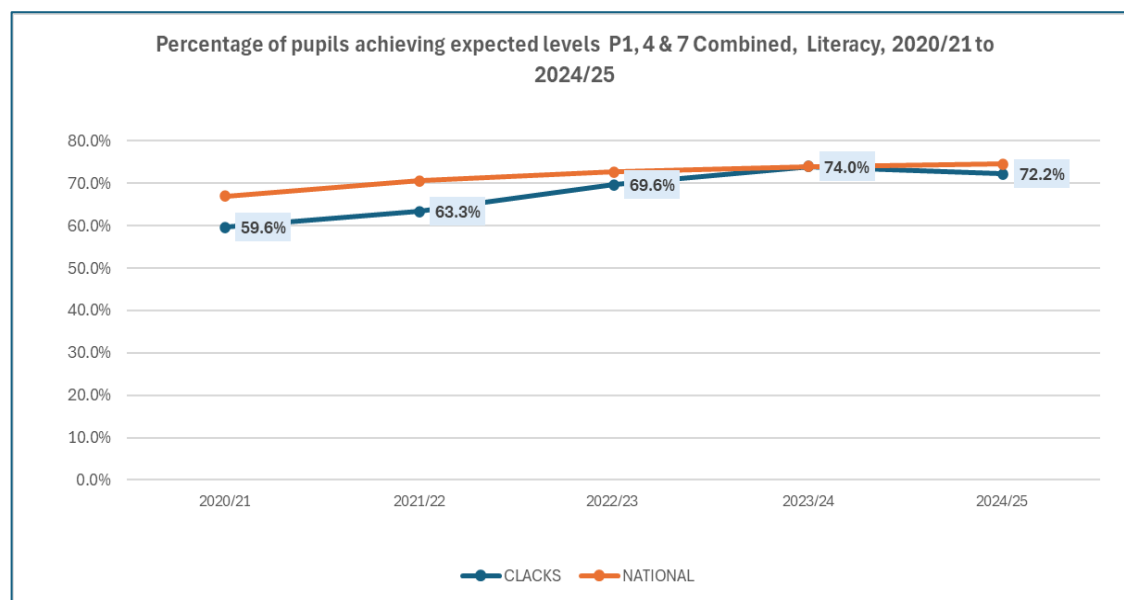
Workforce development is advancing through values-based leadership, professional learning, and targeted employability, maintaining strong indicators for initial positive destinations (96.8%) and participation (92%).

Integrated Approach: Contribution of Actions 301 – 305 to other Outcomes

Increased engagement and participation reduce risk factors (Outcome 1), improve employability (Outcome 4), and support wellbeing (Outcome 5).

Figure 11: Literacy Attainment 2020/21 – 2024/25

Percentage of pupils achieving expected levels at P1, P4 & P7 combined



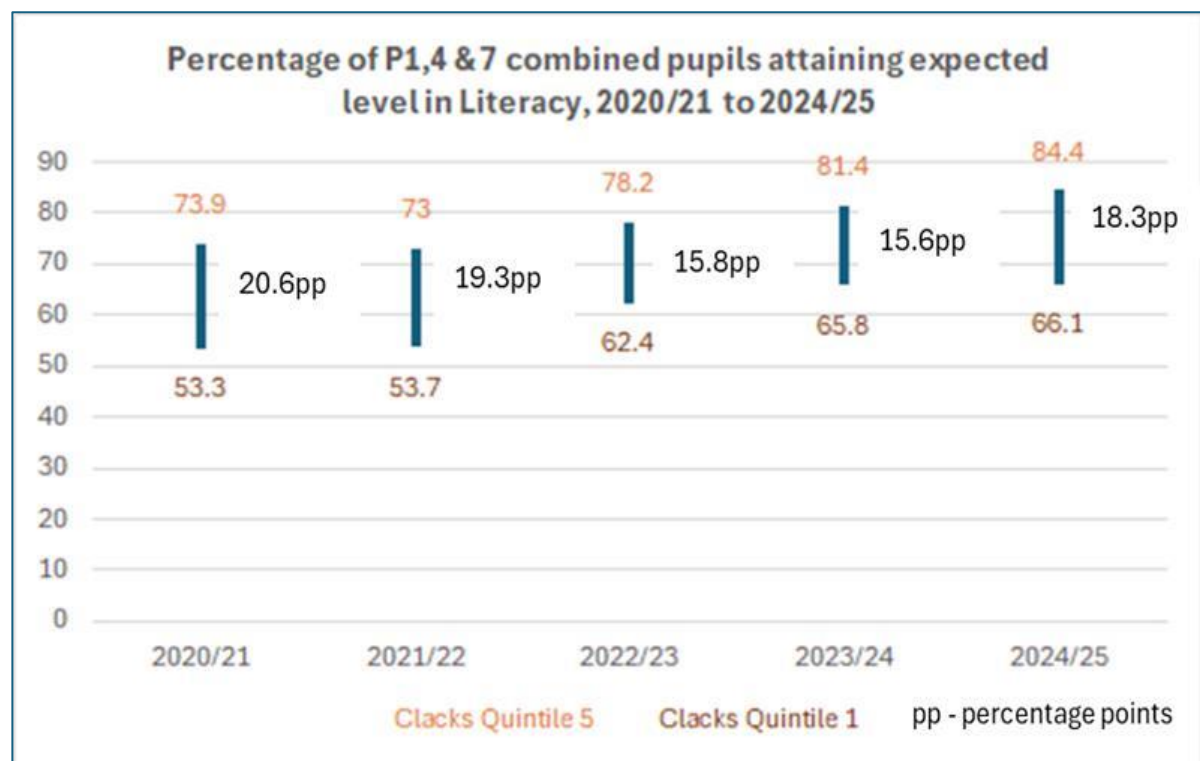
Combined literacy attainment increased annually from 2020/21 to 2023/24. Attainment levels in 2024/25 have decreased slightly since 2023/24; less than 2 percentage points.

From 2020/21 to 2023/24 there was an annual narrowing of the literacy attainment gap between Clackmannanshire's and the national average. From 2023/24 to 2024/25 there has been a slight widening of the gap (2.3 percentage points).

Source: <https://www.gov.scot/publications/achievement-of-curriculum-for-excellence-cfe-levels-2024-25/>

Figure 12: Literacy Attainment 2020/21 to 2024/25

Percentage of pupils achieving expected levels at P1, P4 & P7 combined, by Quintile 1 and 5



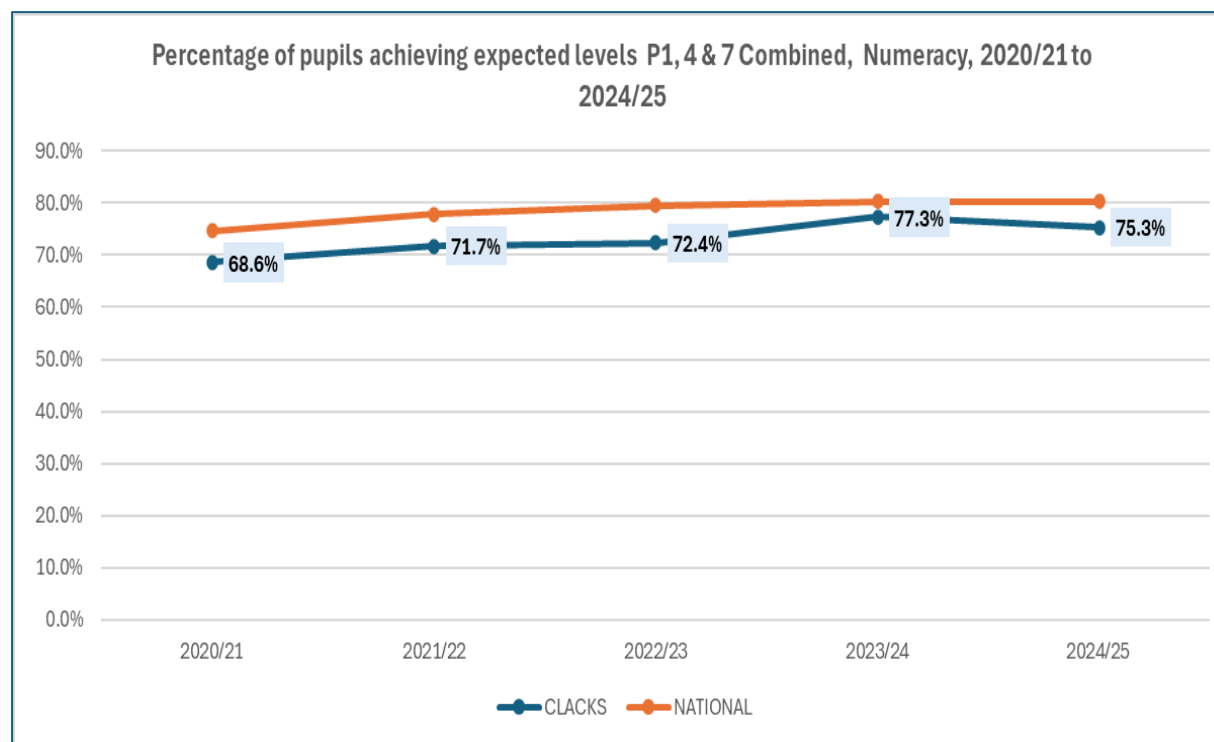
Attainment of Quintile 1 (Q1) cohort has increased annually over the last 5 years. Attainment of Quintile 5 (Q5) cohort has increased annually over the last 3 years.

Overall, the gap between Q1 and Q5 has narrowed since 2020/21, compared to 2024/25, with a year on year gap decrease from 2020/21 to 2023/24.

In 2024/25, Clackmannanshire's Q1 cohort literacy attainment (66.1%) outperformed the 2024/25 Q1 national average (65.7%).

Source: <https://www.gov.scot/publications/achievement-of-curriculum-for-excellence-cfe-levels-2024-25/>

Figure 13 Numeracy Attainment 2020/21 - Percentage of pupils achieving expected levels at P1, P4 & P7 combined

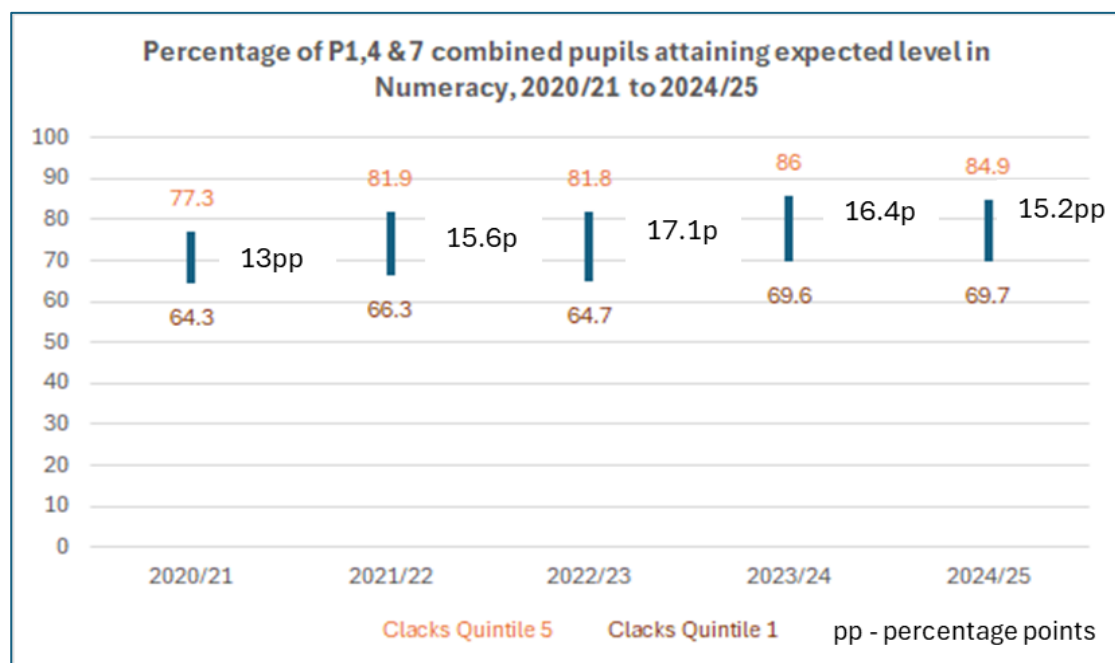


Combined numeracy attainment has increased annually from 2020/21 to 2023/24. Attainment levels in 2024/25 decreased slightly since 2023/24; 2 percentage points.

From 2020/21 to 2023/24 there was an annual narrowing of Clackmannanshire's numeracy attainment, as compared to the national average. From 2023/24 to 2024/25 there has been a slight widening of the gap (2.0 percentage points).

Source: <https://www.gov.scot/publications/achievement-of-curriculum-for-excellence-cfe-levels-2024-25/>

Figure 14 Numeracy Attainment 2020/21 - Percentage of pupils achieving expected levels at P1, P4 & P7 combined, by Quintile 1 and 5



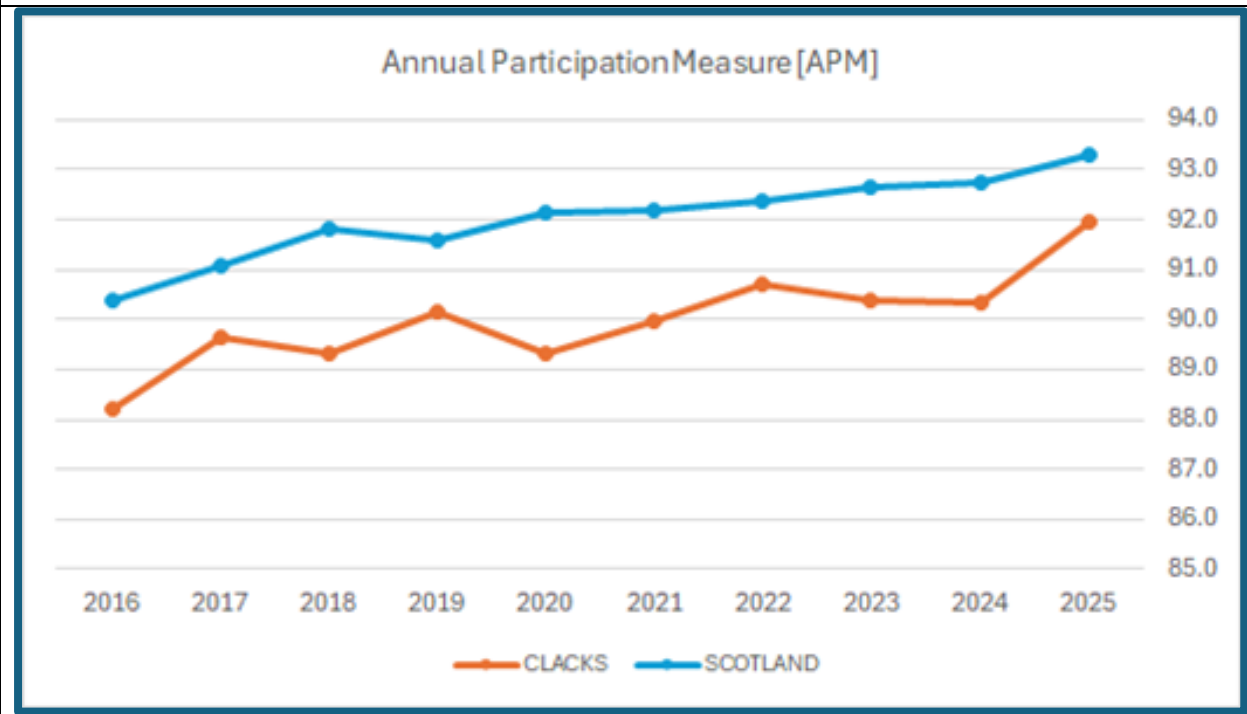
Over the last 5 years (2024/25 compared to 2020/21) attainment of both Quintile 1 (Q1) and Quintile 5 (Q5) cohorts has increased.

In the same time frame (2024/25 compared to 2020/21) the gap between Q1 and Q5 has widened by 2.2 percentage points.

In 2024/25, attainment of Clackmannanshire's Q1 cohort reached the highest level in the last 5 years yet remains below the 2024/25 national average for Q1 (72.5 percentage points).

Source: <https://www.gov.scot/publications/achievement-of-curriculum-for-excellence-cfe-levels-2024-25/>

Figure 15: Clackmannanshire, Annual Participation Measure (APM)

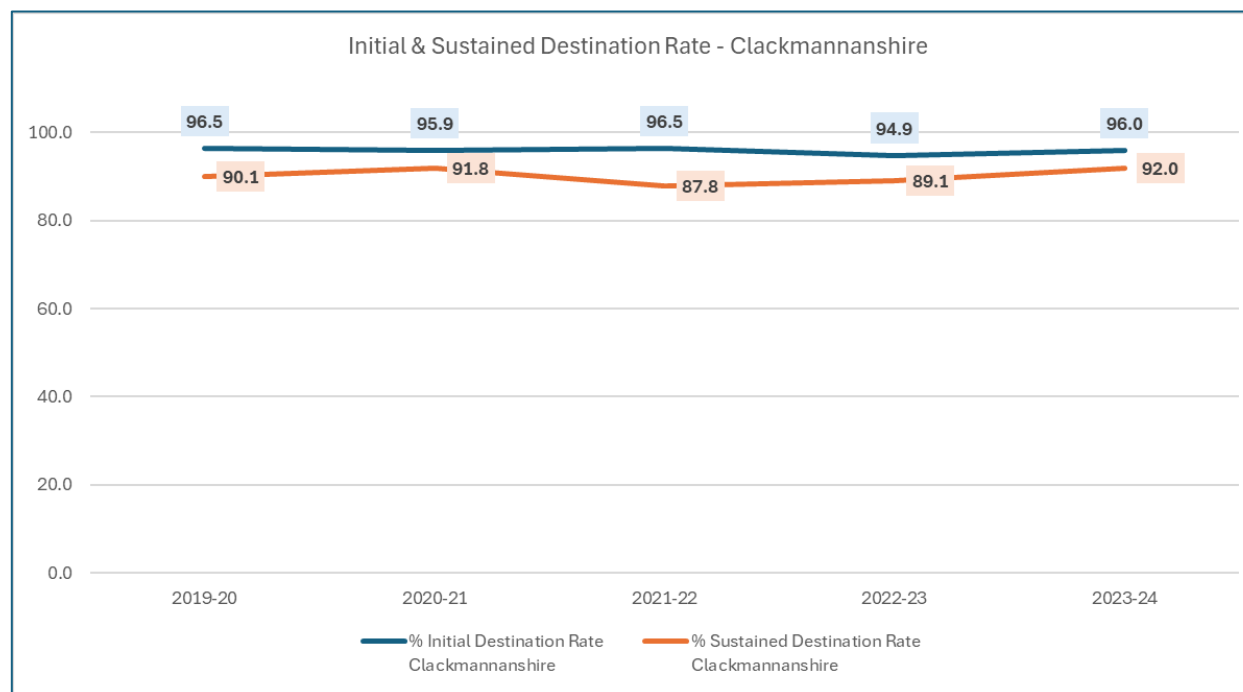


The Annual Participation Measure reports the participation status of all 16–19-year-olds in Clackmannanshire versus Scotland across an entire year. It shows whether young people are participating (in education, training or employment), not participating, or unconfirmed.

Through holistic supports and targeted interventions from partnership working, and focused resource there has been significant progress in Clackmannanshire in 2024/25 moving to 92% positive.

Source: <https://www.skillsdevelopmentscotland.co.uk/publications-statistics/statistics/annual-participation-measure>





Figure 16: Initial Leaver Destinations (IDL) and Sustained (Follow Up) Destination Rate – Clackmannanshire, 2019/20 to 2023/24



Source: <https://www.gov.scot/collections/school-education-statistics/>

Clackmannanshire continues to perform well for Initial Leaver Destinations (96.0%) that measures what school leavers are doing three months after leaving school, this is higher than the national average which was 95.7% in 2023/24. IDL has consistently performed above the national average from 2019/20 to 2023/24. The latest published sustained destinations data(follow up at 9 months) has improved yearly from 2021/22 to 2023/24. The IDL data for 2024/25 is unpublished, however, local data intelligence indicates a continued improvement of Initial Leaver Destinations (IDL) for 2024/25. Sustained data for 2024/25 is due to be published in February 2026.

Outcome 4: Poverty in our communities is reduced by improving outcomes for all

Strategic Action	Title (short)	RAG Status
401	Encourage voice led transformation across family services	 Green
402	Develop Whole Family Support tailored to need	 Green
403	Optimise income maximisation pathways	 Amber
404	Specialist employability for those with justice experience	 Amber

Progress Against Actions 401 – 404 and Outcome 4

Voice led service design, community funding decisions, and early years supports (Play Roots, Wee Play Alloa) demonstrate improved child development, adult confidence and wellbeing; Family Hubs have expanded across localities, and parent feedback highlights trusted staff, safe and inclusive environments, and flexible childcare enabling employment and inclusion.





Whole Family Support infrastructure links early years groups and multi-agency Family Wellbeing Hubs, combined with the Child Wellbeing Partnership (Scottish Government funded All Age Childcare) supporting 169 families with younger children and 215 families with school age children. Integration with Health and allied services strengthens outcomes; Care Inspectorate approved variations increasing baby places; whole family approaches are embedded in THRIVE and the Lone Parent Employability Project; the Local Employability Partnership fully incorporates Whole Family Support.

Income maximisation pathways are in place, with embedded referrals delivering £1,459,725 in client financial gains since April 2025, targeted outreach, and updated Housing Policy focusing on affordable plans and signposting. Child Wellbeing Partnership November 2025 survey data shows 41% improved financial circumstances, 10% accessing new benefits, and 20% reporting increased annual household income; emergency food pathways support families discharged from hospital; Fairer Public Debt work secures shared commitments to policy/practice fairness.

Integrated Approach: Progress Actions 401 to 404 have made to other Outcomes

Reduced financial stress supports stability and safeguarding (Outcome 1), participation and attainment (Outcome 3), and wellbeing (Outcome 5).

Outcome 5: People are healthy and active with improved health and wellbeing

Strategic Action	Title (short)	RAG Status
501	Ensure access to a continuum of mental health support; prioritise prevention	 Green
502	Progress the Wellbeing Hub and Lochies School project	 Green
503	Increase opportunities for healthier behaviours (inequalities focus)	 Amber
504	Develop shared measures and targets for community health	 Amber

Progress Against Actions 501 – 504 and Outcome 5

Children and young people access a broad continuum of mental health and wellbeing support: referrals to Counselling in Schools have increased substantially (with shortened waiting times and maintained throughput); clinical outcome measures show material improvement; Creative Therapeutic Interventions reach the most deprived communities; digital services engage priority groups with significant out of hours access; prevention is strong, with zero deaths by suicide among 11–25 year olds (rolling five year average).

The Wellbeing Hub and Lochies School programme achieved financial close in October 2025 and moved into construction, with handover targeted for late summer 2027 and full operations by October 2027; community benefits (school engagement, training pathways, skills academy, local employment) are being tracked against the national framework.

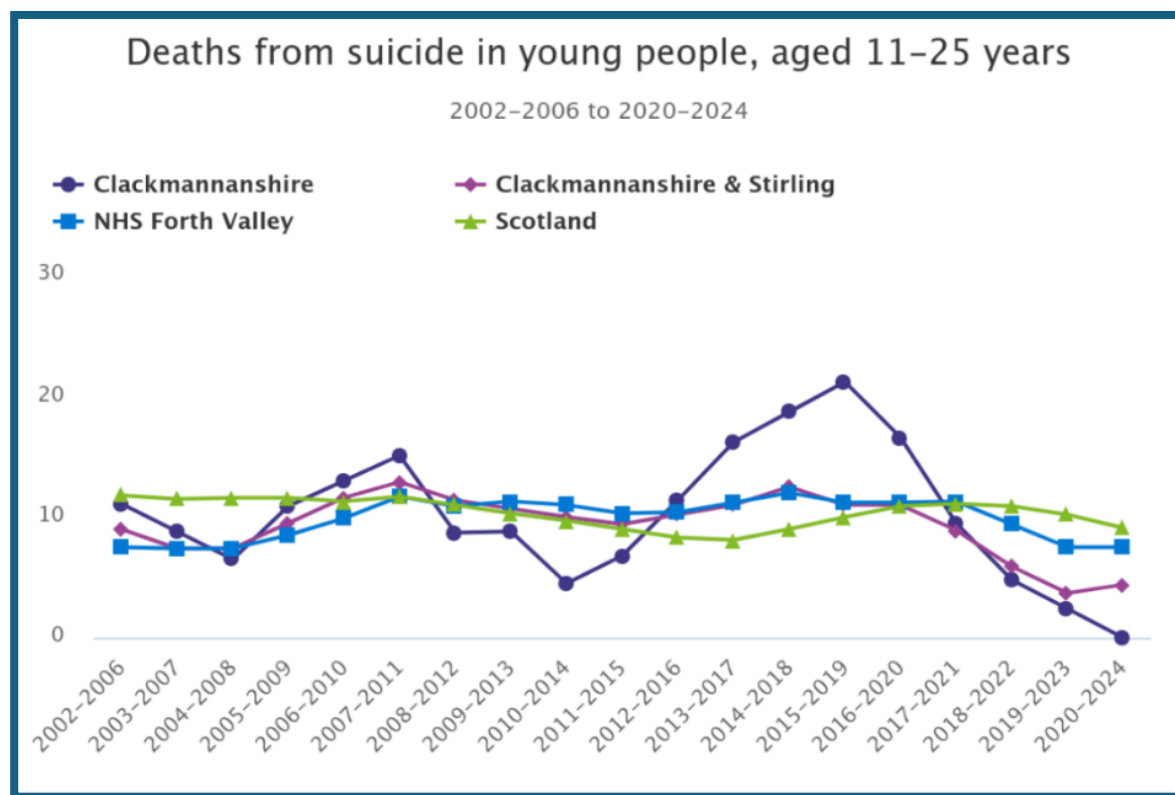
Healthy behaviours expand through school and community settings; Active Schools is on course to reach 50% participation (above national average); targeted wraparound physical activity programmes have expanded from 9 to 12 schools; parent reported outcomes are positive; 61 clubs are being accessed by 145 families; Family Leisure Pass pilot scaled from 14 to 51 families; Street Soccer Alloa and library programmes increase activity and social connection among priority groups.

Shared measures align activity and investment with impact, mitigate publication lags, and show consistent improvements in adult wellbeing and children's behaviour, confidence, emotional wellbeing and engagement in learning; Planet Youth data dissemination and action planning will follow in early 2026.

Integrated Approach: Progress Actions 501 - 104 have made to other Outcomes

Strengthened mental health services and healthier behaviours support safeguarding (Outcome 1), participation/attainment (Outcome 3), and poverty reduction through improved access to services (Outcome 4).

Figure 17: Clackmannanshire, Deaths from Suicide (11–25-year-olds)



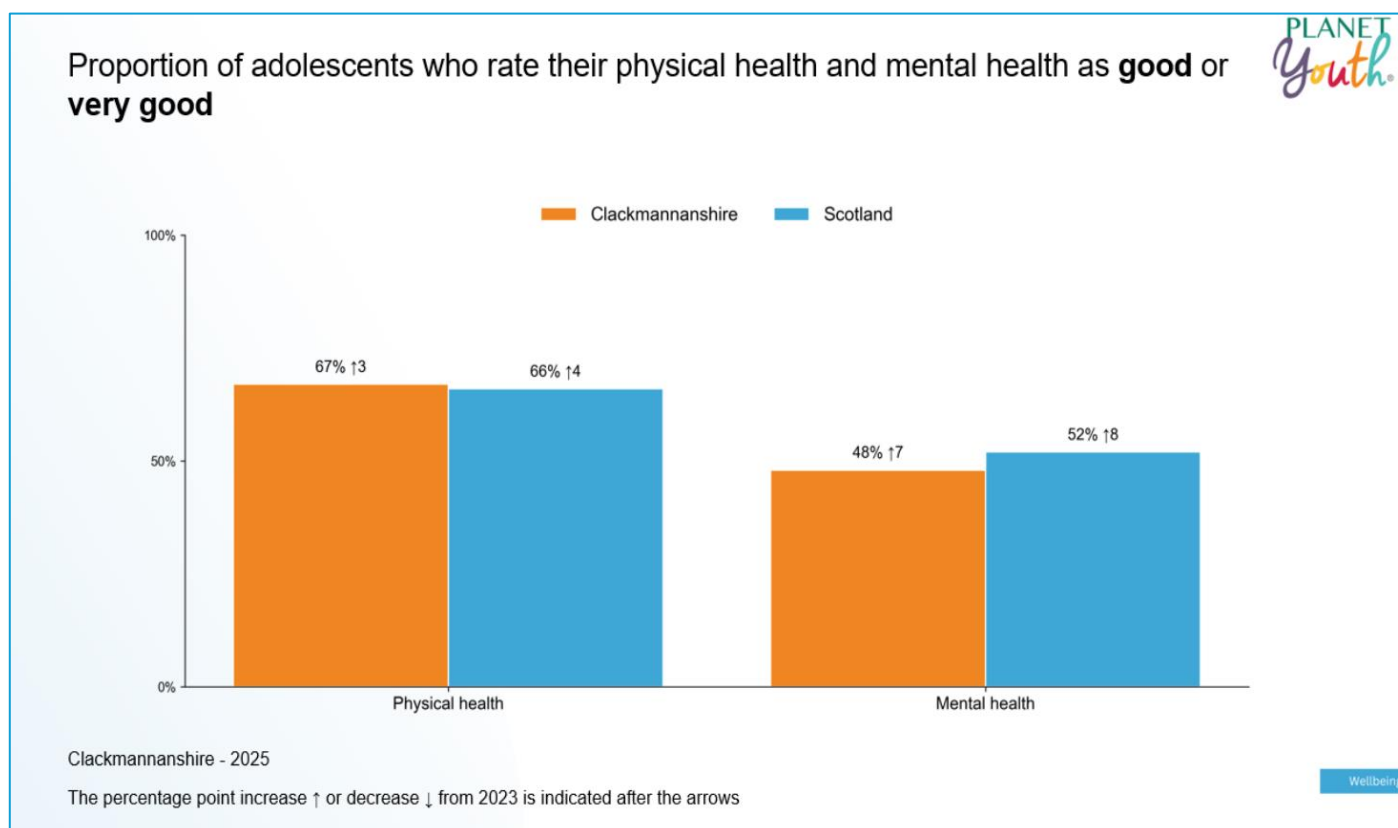
Clackmannanshire has seen a sustained drop in deaths by probable suicide for 11-25 year old since 2019 (figure 17).

For 2024/25, Clackmannanshire were the only local authority in Scotland to return a zero death rate. Alongside this, the most recent Planet Youth data (figure 18) shows a greater number of young people rating their physical and mental health as 'good' or 'very good'.

Source: <https://www.nrscotland.gov.uk/publications/probable-suicides-2024/>

Figure 18: Clackmannanshire, Planet Youth Survey- Rating of Physical and Mental Health

2025 participants = 769 Clackmannanshire, 7662 Scotland sample; 2023 = 681 participants Clackmannanshire, 4305 Scotland sample



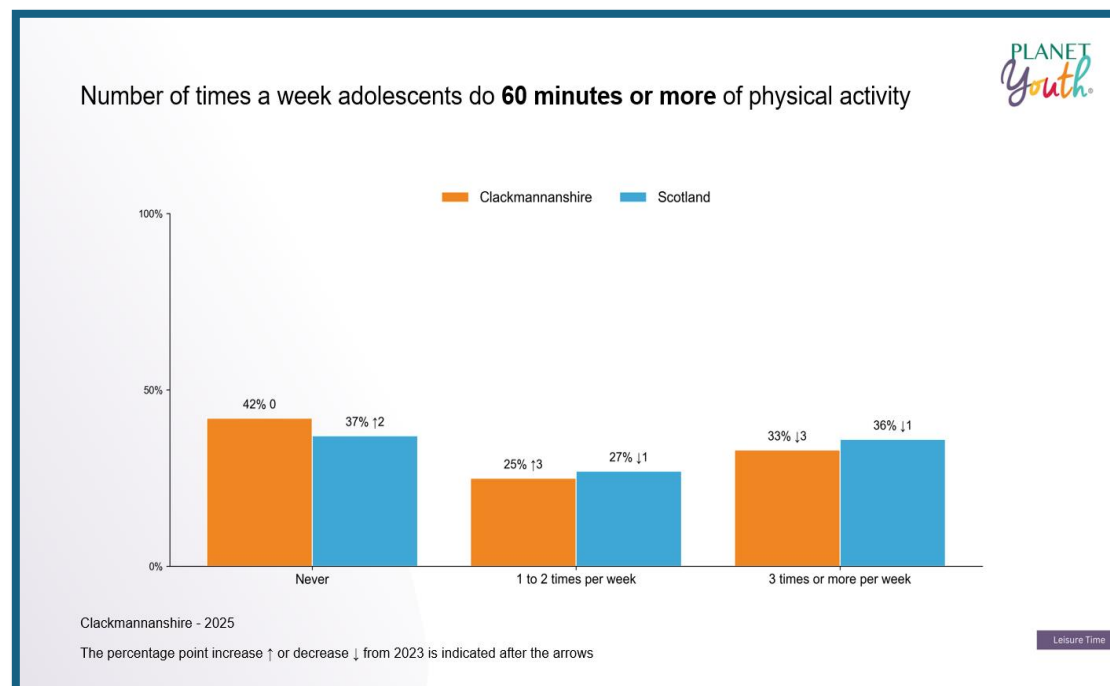
Source: Planet Youth Survey 2025

Full analysis, dissemination and planning around the 2025 Planet Youth Survey is a key next step

(data received end December 2025)

Figure 19: Clackmannanshire, Physical Activity, Adolescents






(2025: participants 769 Clackmannanshire, 7662 Scotland; 2023 681 participants Clackmannanshire, 4305 Scotland; 2023)



Source: Planet Youth Survey 2025

Active Schools contribute to this increase in young peoples' participating in physical activity. Active Schools activities have steadily increased over the last 3 years from 12% of the school roll in 2021/22 to 25% in 2024/25, which is 5% above the national average. Additionally, the Fit for Girls (FFG) program was reintroduced in 2023/24, with pupil ambassadors in each secondary school working to identify barriers and create opportunities for female participation. This initiative has led to a 10% rise in female involvement in secondary school extracurricular sports, with Clackmannanshire's female participation rate currently 6% higher than the national average.

Outcome 6 — Human rights are respected and fulfilled by tackling inequalities across our communities

Strategic Action	Title (short)	RAG Status
601	Champion UNCRC and The Promise across policies and services	 Green
602	Improve experiences for children with disabilities	 Amber
603	Target Additional Support for Learning resources	 Green
604	Facilitate reintegration of offenders	 Amber
605	Embed voice and co-design in policy and service development	 Green

Progress Against Actions 601 - 605

UNCRC and The Promise are being championed across services, with 100% engagement from schools and Early Learning and Childcare (ELC) establishments with Rights Respecting Schools Award (21 awards), authority wide- Keeping The Promise training (over 600 staff and 2,400 young people), child friendly complaints, and robust tracking endorsed by Education Scotland; care-experienced positive destinations at 97.5% exceed the national rate (87.9%); Planet Youth data is linked to UNCRC, and co-design informs Transformation Space investment themes.

Experiences for children with disabilities have expanded and are targeted (sensory-rich, multi-agency delivery, home sensory packages, flexible funded childcare, additional learning assistant hours); collaborative work addresses paediatric neurodiversity and pathways; contextual KPIs show a high prevalence of disability in respondent households and improved respite time, though provider capacity gaps persist for complex needs.

ASL resources are better targeted via improved guidance, frameworks and reviews, with school attendance for learners with additional support needs above the Scottish rate and increased access to Educational Psychology (233 new referrals Aug–Dec 2025).

Reintegration of offenders is supported through prevention focused hub models and strengthened partnerships (including expanded Women's Worker service, STRIVE support for 74 women at crisis points, and increased CPO Unpaid Work hours); service user feedback is positive, with some operational pressures noted.

Voice and co-design are embedded across decision making, including youth consultations on national and local issues, with Transformation Space and Make It Happen funds providing community and youth panels to define challenges and make funding decisions; Community Justice Partnership lived experience informs governance and vision.

Integrated Approach: Progress Actions 601 - 605 have made to other Outcomes

Rights-based practice strengthens safeguarding (Outcome 1), access to learning and participation (Outcome 3), and equitable service design (Outcomes 2, 4, 5).

Progress: Strategic Priorities – aligned to Wellbeing Local Outcomes Improvement Plan

The One Plan groups all actions under four Strategic Priorities: **Health and Wellbeing, Empowering Families and Communities Sustainable Inclusive Growth and People Workforce.**

Health and Wellbeing

Actions **501–504** show scale and impact (continuum of mental health support, Wellbeing Hub progress, healthier behaviours, shared measures) with prevention outcomes and increased participation. These actions also reinforce **Outcome 1** (safeguarding, resilience), **Outcome 3** (attendance and attainment), and **Outcome 4** (reducing stressors).

Empowering Families and Communities

Actions **401–403** demonstrate voice led design, Whole Family Support and income maximisation gains, while **201–202** enable community led investment and data informed decision making. Together, these actions reduce poverty drivers, strengthen social capital, and align with the **WLOIP** through community empowerment mechanisms.

Sustainable, Inclusive Growth

Transport solutions (**204**) are advancing in early delivery; Clackmannanshire Transformation Space (**201**) is mobilising equitable funding and external leverage; justice linked employability (**404**) is commissioned to address service gaps; workforce pathways (**305**) and attainment focused actions (**303–304**) support inclusive growth by improving skills and transitions.

People Workforce

Trauma informed professional learning (**105**) at scale and values-based leadership (**305**) strengthen relational practice and cross system collaboration; improved guidance, frameworks and quality improvement activities (**303–304**) build staff capability; multi-agency training (public protection; justice; health) sustains competence across statutory functions.









Next Steps (January to March 2026)








- **Sustain and scale safeguarding capacity (Outcome 1):**
Consolidate public protection training cycles and multiagency audit learning; maintain STRIVE throughput and data sharing arrangements; continue school-based prevention frameworks and lived experience input.
- **Stabilise women and girls' safety delivery (Outcome 1/Outcome 2):**
Progress internal redesign, expand Get SET Girls accreditation, strengthen Safe & Together alignment, and pursue external leverage via CTS.
- **Embed Whole Family Support and income maximisation (Outcome 4):**
Maintain integrated hub delivery; continue targeted support sessions; utilise survey insights to refine referral pathways and address acute need (hospital discharge food pathway; Fairer Public Debt commitments).
- **Advance transport implementation and capacity (Outcome 2):**
Scale volunteer driver supply, monitor demand, and formalise delivery group project plans with assigned leads/timescales to sustain early positive impacts.
- **Maintain attainment momentum and participation (Outcome 3):**
Embed Neighbourhood Groups approach to performance and improvement in schools and ELCs, moderation and pedagogy empowerment; sustain digital inclusion and values-based leadership; monitor predicted attainment and attendance improvements.
- **Progress Wellbeing Hub/Lochies construction and community benefits (Outcome 5):**
Maintain project governance and reporting; finalise operational KPIs during 2026/27; continue framework monitoring of community benefits.
- **Analyse, disseminate Planet Youth Survey – agree next steps**
- **Consolidate UNCRC and The Promise implementation (Outcome 6):**
Continue rights respecting activities, training and complaints system enhancements; track care experienced outcomes; prepare **UNCRC statutory report section for the year end report**, including **backdated reporting to March 2024** to reflect Royal Assent and commencement.










Key Performance Indicators [from 25/26 Plan]









All Plans on a Page – approved at Council in August 2025 are linked to the Overarching Key Performance Indicators (detailed below) as well as having Plan specific Management Key Performance Indicators.





Overarching Key Performance Indicators, Updated Dec'25						2021/22	2022/23	2023/24	2024/25	Difference between latest two data sets	Target 2025/26
* Anticipated publication date											
<div><div><div>↓</div></div><div>Reduced</div><div><div>↑</div></div><div>Increased</div><div><div></div></div><div>Consistent</div></div>											
Child Poverty Rate (0 -15 years Clackmannanshire) – relative poverty after housing costs Source: https://endchildpoverty.org.uk/child-poverty-2025/						28.3%	29.2%	28.5%	*Jun. 26	↓	24%
Unemployment Rate Young People (aged 16-24 years) Source: Pentana: DVM ECD F3c: ONS NOMIS Data Portal						6.6%	4.8%	5.1%	4.7%	↓	3.3%
Domestic Abuse Incidents (rate per 10,000 population)- Clackmannanshire Source: https://www.gov.scot/publications/domestic-abuse-statistics-recorded-police-scotland-2023-24/pages/incidents-of-domestic-abuse/						146	127	141	(Target 24/25: 114) *TBC	↑	116
Number of diversions from prosecution successfully completed Source: https://www.gov.scot/publications/justice-social-work-statistics-additional-time-series-tables/						28	13	32	33	↑	35
Number of all sexual crimes (includes rape & attempted rape and sexual assault) per 10,000 population Source: https://www.gov.scot/publications/recorded-crime-scotland-2024-25/documents/						29	23	25	24	↓	22






Overarching Key Performance Indicators, Updated Dec'25						2021/22	2022/23	2023/24	2024/25	Difference between latest two data sets	Target 2025/26
* Anticipated publication date											
<div><div><div><div></div></div><div>Reduced</div><div><div><div></div></div><div>Increased</div><div><div><div></div></div><div>Consistent</div></div></div></div></div>											
Number of children referred to Children's Reporter (offences only) – rates per 1000 children Source: https://www.scra.gov.uk/resources_articles_category/official-statistics/ [SCRA Dashboard]						5.8	10.5	13	9.5		4.0
Number of children referred to Children's Reporter (non-offences only) – rates per 1000 children Source: https://www.scra.gov.uk/resources_articles_category/official-statistics/ [SCRA Dashboard]						16.4	11.3	11.4	11.9		9.5
Number of children (0-17 years) entering the 'care system' during the year [August – July] Source: https://www.gov.scot/publications/childrens-social-work-statistics-looked-after-children-2023-24/documents/ [ADDITIONAL TABLES]						61	44	68	(Target not set for 24/25) *April 26		70
Reduction in the number of children who require statutory measures of intervention Source: SCRA CSO Number of Children subject to CSO at year end						162	146	113	119		107
Number and percentage of children in the care system living within the community (not including residential care) Source:- Pentana [CHC LAC B3a: https://www.gov.scot/publications/childrens-social-work-statistics-looked-after-children-2023-24/documents/						94.9% (250)	94.7% (213)	93.7% (199)	(Target 24/25: 90.8%) *Apr. 26		94%

Overarching Key Performance Indicators, Updated Dec'25 *Anticipated publication date						2021/22	2022/23	2023/24	2024/25	Difference between latest two data sets	Target 2025/26
	Reduced		Increased		Consistent						
Percentage of care experienced children and young people who report they have meaningful opportunities to inform and influence service development and delivery Source: Social Work [internal data – new measure]						No Data	No Data	No Data	No Data		No baseline yet to set target
16-19 year old Participation Rate (Annual Participation Measure) Source: https://www.skillsdevelopmentscotland.co.uk/publications-statistics/statistics/annual-participation-measure						90.7%	90.4%	90.3%	92.0%		93.3%
Percentage of children with one or more developmental concerns at 27-30 month reviews Source: https://publichealthscotland.scot/publications/early-child-development/early-child-development-statistics-scotland-2023-to-2024						20.1%	17.7%	17.6%	(Target 24/25:16.7% - national) *Apr.26		17.5%
Attendance Rate – all (taken from stretch aims) Source: https://www.gov.scot/publications/school-attendance-and-absence-statistics/						90.3%	90.7%	90.1%	91%		94%
Attendance Rate – Care Experienced (taken from stretch aims) Source: https://www.gov.scot/collections/childrens-social-work/Educational Outcomes for Looked After Children – Table 4.4						89.5%	86.1%	85.6%	(Unpublished) 90.1% *TBC		94%

Overarching Key Performance Indicators, Updated Dec'25 <i>*Anticipated publication date</i>						
<div>  Reduced  Increased  Consistent </div>						
	2021/22	2022/23	2023/24	2024/25	Difference between latest two data sets	Target 2025/26
Percentage of P1, P4 and P7 pupils combined achieving expected CfE Level in Literacy (taken from stretch aims) Source: https://www.gov.scot/publications/achievement-of-curriculum-for-excellence-cfe-levels-2024-25/	63.3%	69.6%	74%	72.2%		75%
Percentage of P1, P4 and P7 pupils combined achieving expected CfE Level in Numeracy (taken from stretch aims) Source: https://www.gov.scot/publications/achievement-of-curriculum-for-excellence-cfe-levels-2024-25/	71.7%	72.4%	77.3%	75.3%		78%
Attainment gap at Senior Phase - SCQF Level 5 (percentage points) Source: Scotxed, INSIGHT	10.4	9.2	21	11.1		6
Percentage of School Leavers achieving at SCQF Levels in Literacy and Numeracy (Levels 4, 5 & 6) Source: Scotxed, INSIGHT	54.5%	53.7%	63.8%	*Feb.26		60.1% (national)
Percentage of Care Experienced School Leavers achieving at SCQF Levels in Literacy & Numeracy (Levels 4, 5 & 6) Source: Scotxed, INSIGHT	26.3%	30.2%	28.6%	*Feb.26		38.7% (Virtual Comparator)
Percentage of Children and Young People who describe their mental health as good or very good Source: Planet Youth Survey	41% (2021)	41% (2023)		48% (2025)		54%

Overarching Key Performance Indicators, Updated Dec'25						Difference between latest two data sets	Target 2025/26
* Anticipated publication date							
	Reduced		Increased		Consistent		
Percentage of Children and Young People (under 18's) participating in extracurricular school sport and physical activity Source: https://sportscotland.org.uk/schools-colleges/active-schools/active-schools-reports/active-schools-report-2024-2025	36%	42%	45%	48%		50%	
Proportion of adolescents who have consumed alcohol in last 30 days Source: Planet Youth Survey	36% (2021)	28% (2023)		29% (2025)		14%	
Drug-related Hospital Admissions – Young People (15-24 years, per 100,000 population) - 3 year average Source: Pentana: SAP ADP D04 - ScotPHO ScotPHO tool: care and wellbeing dashboard - PHS Planning Tools - Resources and tools - Public Health Scotland	150	134	133	(Target 24/25: 115) *Apr.26		115	
Deaths from suicides – Young People (11-25 years) 5 year average – per 100,000 population Source: Pentana: SAP PHO O04 - ScotPHO tool: care and wellbeing dashboard - PHS Planning Tools - Resources and tools - Public Health Scotland	9.5	4.8	2.4	0		0	
Teenage pregnancy (ending in a delivery or termination) by local authority of residence and year of conception(under 20 years) Rate per 1000 women (annual yearly rate – January to December) Source: https://publichealthscotland.scot/publications/teenage-	29.0 (2021)	33.0 (2022)	23.7 (2023)	(Target 2024: 27.1) *Jul.26		23 (2025)	

Overarching Key Performance Indicators, Updated Dec'25						2021/22	2022/23	2023/24	2024/25	Difference between latest two data sets	Target 2025/26
* Anticipated publication date											
	Reduced		Increased		Consistent						
pregnancies/teenage-pregnancies-year-of-conception-ending-31-december-2023/											
% of Girls in Clackmannanshire participating in recreational activity Source: Internal Data – Sport and Leisure Team						No data	No data	No data	50%		52%
Active Travel to School Source: Pentana: SAP PHO T01 - ScotPHO tool: care and wellbeing dashboard - PHS Planning Tools - Resources and tools - Public Health Scotland						66.1%	65.3%	62.2%	62.5%		64%

People Directorate: Common Business Plan Indicators (Updated December '25)						
 Reduced  Increased  Consistent						
	2021/22	2022/23	2023/24	Achieved 2024/25	Difference between latest two data sets	Target 2025/26
Average FTE working days lost through sickness absence PPL AB1 GOV	11.9	12.3	14.02	13.16		12
% of employees who have completed mandatory training by the due date	N/A	10.3%	58%	63.32%		100%









People Directorate: Financial Results							
Key Performance Indicator	2021-22	2022-23	2023-24	2024-25	2025-26	Progress Update at 30 Sept 2025	Lead
	Value	Value	Value	Value	Target		
Percentage of People budget savings achieved	83%	92.15%	87.65%	82.07%	100%	To be confirmed with Q2 Outturn	Strategic Director (People)
Outturn variance based on budget – People £'000		(£2.898m)	(£551k)	(£1.607m)	0	To be confirmed with Q2 Outturn	Strategic Director (People)

People Directorate: Key Service Strategies and Policies Review Schedule			
Strategy / Policy	Approved/ Reviewed	Review Date	Progress Update - December 2025
Clackmannanshire Children's Services Plan 21/24	August '25	April '26	Children's Services Plan 25/26
Community Justice Improvement Plan 23/28	August '25	August '26	
The Promise Plan 23/26	August '23	August '26	In progress
National Improvement Framework Education Plan 25/26	December '24	August '27	Reviewed June '25
Family Wellbeing Partnership Plan 24/26	April '25	April '26	In progress
Digital Learning Strategy 2022-2025	May '23	September '25	Review underway with submission to Council 26/27
Additional Support for Learning Strategy 24/27	February '24	August '26	In progress
Strategic Equity Fund Plan 23/24	September '23	September '24	Updated September '25
Health and Wellbeing Strategy	August '23	August '24	In progress
Learning, Teaching and Assessment Strategy	Refreshed June '24	June '26	In progress
Numeracy Strategy 22/26	Refreshed '23	August '26	In progress
Literacy Strategy 22/ 26	Refreshed '23	August '26	In progress
Parental Involvement and Engagement Strategy	May '25	May '28	CYP Board Sept '25
Learning Estate Strategy, 2019-2040	2023	2040	Due 2040
Community Learning & Development Partnership Plan 24/27	August '25	August '27	Due '27
Sport and Active Living Framework Refresh 24/28	March '24	August '27	Due '27
Violence against Women and Girls Strategy 23/26	August '25	August '26	In progress
Clackmannanshire Transitions Policy for young people with additional support needs to adulthood	February '24	August '25	Updated September '25
Forth Valley Inter Agency Child Protection Guidance '23	May '25	May '26	In progress
Forth Valley GIRFEC Guidance	Refreshed July '24	August '25	Reviewed and refreshed.
Forth Valley Guidance Getting our Priorities Right for Children and Families affected by Parental Alcohol and Drug Use (2019)	May '25	May '27	Due '27

Appendix 2 – Pentana Extract










People Directorate Progress Report : Community Wellbeing Plan 2025/26

Action Symbols






Status	 Completed	 In Progress, On Track	 Check Progress/Unassigned	 Overdue	 Cancelled
Expected Outcome	 Already Complete	 Complete Within Target	 Complete Outwith Target	 Fail to Complete	 Cancelled

Priority shows 'golden thread' links to Wellbeing Economy Local Outcomes Improvement Plan (WELOIP), Be the Future Transformation (BtF) and Best Value Duties (BV)














Performance Indicator Symbols

Status	 Met Target (or within 5%)	 Outwith Target (5-15%)	 Outwith Target (more than 15%)	 No Target Set	
Expected Outcome	 Will Exceed Target	 Will Meet Target	 Will Just Miss Target	 Will Fail to Meet Target	 No Target Set

Risk Symbols

Status	 Low Risk (score of 9 or less)	 Medium Risk (10-15)	 High Risk (16 or more)
Change	 Score Has Reduced	 Score Remains Static	 Score Has Increased

Plan Summary

	PPL CWP 256 People Directorate Business Plan 2025/26					Overall Progress	<div><div></div></div> 75%
Lead	Strategic Director - People		Portfolio Owners	Chief Education Officer; Chief Social Work Officer			
Outcomes				Expected Outcome	Due By	Completed	Progress
	CWP 256 100	Children and young people have improved life outcomes by growing up loved, safe and respected			31-Mar-2026		<div><div></div></div> 76%
	CWP 256 200	Empowered communities are well designed, inclusive, sustainable, resilient and safe			31-Mar-2026		<div><div></div></div> 77%
	CWP 256 300	People of all ages successfully contribute to our communities by developing skills for learning life & work			31-Mar-2026		<div><div></div></div> 64%
	CWP 256 400	Poverty in our communities is reduced by improving outcomes for all			31-Mar-2026		<div><div></div></div> 77%
	CWP 256 500	People are healthy and active with improved health and wellbeing			31-Mar-2026		<div><div></div></div> 80%
	CWP 256 600	Human Rights are respected and fulfilled by tackling inequalities across our communities			31-Mar-2026		<div><div></div></div> 76%

Outcome Summary

Children and young people have improved life outcomes by growing up loved, safe and respected							Overall	76%
High-level Action Areas			Lead Service Area	Expected Outcome	Due By	Completed	Progress	
▶	CWP 256 101	Coordinate Proactive & Responsive Safeguarding	Children's Social Work	✓	31-Mar-2026		80%	
▶	CWP 256 102	Ensure Women & Girls Feel Safe	Justice Services	✓	31-Mar-2026		70%	
▶	CWP 256 103	Provide Early & Integrated Support	Early Intervention	✓	31-Mar-2026		80%	
▶	CWP 256 104	Support Care Experienced Young People	Permanence	✓	31-Mar-2026		70%	
▶	CWP 256 105	Enhance Workforce & Caregiver Skills	People Directorate	✓	31-Mar-2026		80%	
Empowered communities are well designed, inclusive, sustainable, resilient and safe							Overall	77%
High-level Action Areas			Lead Service Area	Expected Outcome	Due By	Completed	Progress	
▶	CWP 256 201	Implement Transformation Space & Invest to Save	People - Transformation	✓	31-Mar-2026		80%	
▶	CWP 256 202	Leverage Data & Voice Insights	People - Transformation	✓	31-Mar-2026		80%	
▶	CWP 256 203	Strengthen & Deploy Justice Resources	Justice Services	✓	31-Mar-2026		80%	
▶	CWP 256 204	Develop Sustainable Transport Solutions	People - Transformation	✓	31-Mar-2026		70%	
People of all ages successfully contribute to our communities by developing skills for learning life & work							Overall	64%
High-level Action Areas			Lead Service Area	Expected Outcome	Due By	Completed	Progress	
▶	CWP 256 301	Remove Barriers for Vulnerable Groups	Justice Services	✓	31-Mar-2026		80%	
▶	CWP 256 302	Promote Desistance & Diversion from Offending	Justice Services	✓	31-Mar-2026		80%	
▶	CWP 256 303	Improve Attainment & Reduce Poverty Gap	Early Learning, Primary Education & Libraries	✓	31-Mar-2026		80%	
▶	CWP 256 304	Implement Guidance & Raising Attainment Strategy	Early Learning, Primary Education & Libraries	✓	31-Mar-2026		80%	

	CWP 256 305	Strengthen Workforce Development	Education		31-Mar-2026		<div><div>80%</div></div>
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	Poverty in our communities is reduced by improving outcomes for all					Overall	<div><div>77%</div></div>
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High-level Action Areas		Lead Service Area	Expected Outcome	Due By	Completed	Progress
	CWP 256 401	Encourage Voice-led Transformation	Education		31-Mar-2026	<div><div>80%</div></div>
	CWP 256 402	Develop Whole Family Support Approaches	Education		31-Mar-2026	<div><div>80%</div></div>
	CWP 256 403	Optimise Income Maximisation & Referral Pathways	Education		31-Mar-2026	<div><div>80%</div></div>
	CWP 256 404	Establish Justice Employability Support	Education		31-Mar-2026	<div><div>70%</div></div>

	People are healthy and active with improved health and wellbeing					Overall	<div><div>80%</div></div>
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High-level Action Areas		Lead Service Area	Expected Outcome	Due By	Completed	Progress
	CWP 256 501	Ensure Access to Mental Wellbeing Services	Psychological Services		31-Mar-2026	<div><div>80%</div></div>
	CWP 256 502	Progress Wellbeing Hub & Lochies School Project	Sport & Leisure		31-Mar-2026	<div><div>80%</div></div>
	CWP 256 503	Increase Opportunities for Healthier Behaviours	Sport & Leisure		31-Mar-2026	<div><div>80%</div></div>
	CWP 256 504	Develop Health & Wellbeing Measures & Targets	People Directorate		31-Mar-2026	<div><div>80%</div></div>

	Human Rights are respected and fulfilled by tackling inequalities across our communities					Overall	<div><div>76%</div></div>
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High-level Action Areas		Lead Service Area	Expected Outcome	Due By	Completed	Progress
	CWP 256 601	Champion UNCRC & The Promise	Inclusion & Partnerships		31-Mar-2026	<div><div>80%</div></div>
	CWP 256 602	Improve Experiences for Children with Disabilities	Inclusion & Partnerships		31-Mar-2026	<div><div>70%</div></div>
	CWP 256 603	Target Additional Support for Learning Resources	Inclusion & Partnerships		31-Mar-2026	<div><div>80%</div></div>
	CWP 256 604	Facilitate Offender Reintegration	Justice Services		31-Mar-2026	<div><div>70%</div></div>
	CWP 256 605	Embed Voice & Co-design	People - Transformation		31-Mar-2026	<div><div>80%</div></div>

Summary of High-level Action Areas

Children and young people have improved life outcomes by growing up loved, safe and respected



Coordinate Proactive & Responsive Safeguarding

Coordinate safeguarding efforts across sectors to deliver proactive and responsive support

Lead Service Manager - Child Protection Progress

80%

 Expected Outcome Priority WELOIP 1.2 Wellbeing - Outcomes for Young People CWP 256 101

Multi-agency safeguarding has been strengthened through established frameworks in secondary schools (Mentors in Violence Prevention), active participation in the 16 Days of Activism campaign. A robust public protection training calendar spanning child protection, adult support and protection, Inter Agency Referral Discussions (IRDs) and domestic abuse-related trauma is in place. Workforce capability has been further enhanced via targeted training for Scottish Children's Reporter Administration and Children's Panel members on the Children (Care and Justice) (Scotland) Act 2024.

Quantitative indicators corroborate impact: the rate of children on the Child Protection Register fell to 2.4 per 1,000 (July 2024), a 44% reduction since 2020; referrals to the Children's Reporter for offences decreased to 14.1 per 1,000 in 2024/25; the number of children entering care fell 19% since 2019/20; and the number of care experienced children reduced by 14.5% since 2020. The STRIVE multi-disciplinary model evidences upstreaming and responsiveness, with 75 referrals received in the first half of 2025/26 and 110 supports offered, alongside strengthened information-sharing with partners and collaboration with Police Scotland's Community Hub. Together, these trends show proactive, coordinated safeguarding that is child-centred and timely, validated by recent multi-agency audit activity supported by the Care Inspectorate (pre-birth IRD).



Ensure Women & Girls Feel Safe

Ensure women and girls feel safe at home, work, and in the community

Lead Senior Manager (Justice Services) Progress

70%

 Expected Outcome Priority WELOIP 1.1 Wellbeing - Physical & Mental Health CWP 256 102

Progress to ensure women and girls feel equally safe is advancing across prevention, empowerment and protection. School-based programmes (Everyone's Invited, Get SET Girls, Equally Safe at School) are now embedded across all secondary schools, complemented by events that build awareness and voice. Safety mapping consultations through Planet Youth have strengthened insight and the Violence Against Women and Girls Partnership maintains continuity via interim coordination and a pilot needs-assessment tool with lived experience input. Justice Services have tightened supervision and notifications in response to early release and relocation schemes and multi-agency responses - STRIVE, THRIVE to Keep Well Programme, Multi-Agency Risk Assessment Conference (MARAC) participation, practical measures such as issuing safety doorbells are improving timely access to safeguarding and support.

While the rate of rape and sexual crimes has fallen, outperforming a national increase, sustainability risks remain due to significant external funding reductions for women's services. Continuation of internal service redesign, expansion of Get SET Girls with accredited qualifications and stronger multi-agency alignment through Safe & Together provide credible mitigations. Overall, the evidence indicates meaningful progress with identifiable risks that warrant close oversight and continued investment in partnership delivery.



Provide Early & Integrated Support

Support children, young people, and families early through integrated services

Lead	Service Manager (Early Intervention)	Progress	<div><div>80%</div></div>	Expected Outcome		Priority	WELOIP 1.3	Wellbeing - Poverty	CWP 256 103
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Integrated, early support is reaching more families and demonstrating measurable outcomes across wellbeing, safety and engagement. Community Around the School initiatives across Alloa, Lornhill and Alva are widening participation and qualifications for parents and carers.

Whole-family and targeted supports are increasingly timely: the Family Support Collaborative's front-door contacts are typically within two weeks; Functional Family Therapy waiting times have reduced; Barnardo's have increased the number and range of diversionary supports for young people, which is improving stability. Action for Children data shows prevention of escalation into statutory services and 100% of parents/carers report wellbeing improvements after engagement alongside tangible financial assistance. The Young Parenting Partnership has supported 28 young parents, 18 new referrals, 11 births, £22,419 in financial gains. STRIVE continues to provide coordinated, multi-agency interventions. Collectively, these results evidence a coherent, integrated offer that is improving outcomes and resilience for children, young people and families. A continued downward trend is noted in relation to number of children becoming looked after. This is reflective of continuing efforts to ensure that families receive the right support at the right time. A decline in the number of children experiencing three or more is attributed to improvements in support and planning for children in addition to increased support to caregivers.



Support Care Experienced Young People


Deliver local accommodation and support for care experienced young people in partnership

Lead	Senior Manager (Permanence)	Progress	<div><div>70%</div></div>	Expected Outcome		Priority	WELOIP 1.3	Wellbeing - Poverty	CWP 256 104
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Local support for care experienced young people has been strengthened through re-focused therapeutic provision (Eye Movement Desensitisation and Reprocessing (EMDR) delivered by the Educational Psychology Service) and the development of a trauma-informed space at Alloa Family Centre. Enhanced roles (Virtual Headteacher and Promise Support Worker) that improve education access and coordinated support have been introduced. Relationship and resilience-based learning via The Hive Community Cafe; and the Outdoor Learning Academy is delivering accredited, measurable outcomes.

Clackmannanshire's care community remains strong and proactive. Foster carers have secured funding for shared experiences to build connection and belonging among young people and two carers are now trained to deliver the Skills to Foster programme, supporting carer-led recruitment. However, a national shortage of foster carers, driven by an ageing population and limited impact of national campaigns, poses challenges, reducing placement choice and increasing reliance on external placements. In response, local recruitment and retention are a priority, focusing on relationship-based approaches and the lived experience of local carers.

Progress is also being made in embedding The Promise across council decision-making. Following a motion agreed by elected members, relevant council policies are being reviewed through the lens of The Promise, with oversight provided through the Promise Delivery Group to ensure care-experienced young people are supported consistently and appropriately.


Enhance Workforce & Caregiver Skills


Enhance workforce and caregiver skills in line with Trauma Knowledge and Skills Framework

Lead	Strategic Director - People	Progress	<div><div>80%</div></div>	Expected Outcome		Priority	BtF vii.	Workforce Strategy	CWP 256 105
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Workforce and caregiver capability aligned to the National Trauma Transformation Programme is advancing at scale. Across Education and Social Work Childcare Services, approximately 2,000 hours of professional learning have been completed over the past two years (Trauma Skilled Level 2, Trauma Enhanced Level 3 and Trauma Specialist Level 4). Over 600 staff have completed Part 2 of the Education Scotland Keeping the Promise Award.

Joint trauma-informed training across residential care and family support services (Playfulness, Acceptance, Curiosity and Empathy (PACE), Dyadic Developmental Psychotherapy (DDP) Levels 1 and 2, and the Solihull approach) is embedding consistent, relational practice. This is resulting in more emotionally attuned responses, improved relationships and reduced placement instability. Continued rollout and alignment with the refreshed Readiness for Learning/Caring (R4L/C) modules will consolidate and sustain trauma-informed culture and practice.


Empowered communities are well designed, inclusive, sustainable, resilient and safe


Implement Transformation Space & Invest to Save


Implement the Clackmannanshire Transformation Space (CTS) and Invest to Save (ItS) fund, guided by the Citizens Panel and building on FWP approaches

Lead	Child Poverty Co-ordinator	Progress	<div><div>80%</div></div>	Expected Outcome		Priority	BV 4.	Being Accountable & Transparent	CWP 256 201
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The Clackmannanshire Transformation Space (CTS) was established in April 2025 and is now fully operational, with a year zero fund of £1.34 million “One Fund” in place, including £1 million from Invest to Save. Governance, oversight and learning arrangements are embedded through a Community Interest Company, an independent fund manager (Foundation Scotland), an Oversight Board and an outcomes-focused Learning Framework. Community decision-making has been mobilised: a 54-member paid Community Voice Panel has defined themes and taken funding decisions. Under homelessness prevention, five awards totalling £297,406 were confirmed and for mental health for children and young people, £96,080 was awarded across five organisations. Further rounds are in progress for employability and for women and girls, alongside plans to widen participation (target c.70 panel members) and to convene a full-panel session. External leverage is being actively pursued with private charitable funders and local businesses. These milestones evidence a functioning, equitable funding model that is aligned to Wellbeing Local Outcome Improvement Plan priorities and capable of delivering impact at pace. The action is on track; continued use of the Learning Framework and the Improving Outcomes Framework will support monitoring of contribution to core KPIs, including reductions in violence against women and girls and relevant contextual indicators.


Leverage Data & Voice Insights

Leverage data and voice insights to drive impactful decision making

Lead	Child Poverty Co-ordinator	Progress	<div><div>80%</div></div>	Expected Outcome		Priority	BtF ix.	Collaborative Community Models	CWP 256 202
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There is strong evidence that the voices of children, families and communities are shaping service design and resource allocation alongside local data. Over 200 expressions of interest from families have enabled tailored childcare and wraparound offers, supported by data integration and reporting. Peer research with children and ongoing engagement events inform priorities and system change. What Matters to You has increased local capacity for community decision-making, with two trained panels allocating nearly £15,000 to 29 grassroots projects through the Make It Happen Fund, while Community Learning and Development provides organisational development support to sustain delivery. Evaluation infrastructure is in place through a learning partner and the Dartington Service Design Lab. Supplementary analysis confirms commissioned

provision is effectively targeted to groups most likely to experience disadvantage. Additional insights from the Community Justice lived experience panel and emergent peer-led support (e.g., chronic pain) broaden the voice evidence base. On this basis, the action is on track and contributing to the Strategic Outcome by embedding rights-based practice, improving equity and strengthening community empowerment.



Strengthen & Deploy Justice Resources

Strengthen and deploy Community Justice Partnership resources

Lead	Senior Manager (Justice Services)	Progress	<div><div>80%</div></div>	Expected Outcome	✓	Priority	BV 3.	Promoting Equality & Diversity	CWP 256 203
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The Community Justice Partnership (CJP) has progressed a coherent package of lived-experience-led governance, service enhancement and strategic influencing. The CJP Lived Experience Panel is advising on surveys, reporting and vision and is embedded in quarterly governance. Targeted capacity has been introduced through a specialist employability pilot for people with justice system experience. This pilot is now live, with a worker in post and evaluation scheduled for June 2026. This is supplemented by an Addiction Recovery Worker jointly funded across partners. Partnership with Upside enhances voluntary through care via multi-agency pre-release planning. The annual Outcome Activity Return was submitted to Community Justice Scotland and national engagement is active via the Coordinators Network, a December visit from Community Justice Scotland leadership, which showcases innovation. KPI-relevant trends are positive: since 2021/22, the percentage of young people commencing Diversion from Prosecution has increased locally and, over the last two reporting years, sits above the national rate (which fell in 2024/25). Pooled investment in the STRIVE-linked Women's Worker strengthens early and rapid support. Overall, the action is delivering against the plan, with clear pathways to improved outcomes and monitoring in place; next steps on public attitudes, reporting and communications will further consolidate progress.



Develop Sustainable Transport Solutions

Develop sustainable transport solutions, including active travel options, in collaboration with key partners

Lead	Child Poverty Co-ordinator	Progress	<div><div>70%</div></div>	Expected Outcome	✓	Priority	BtF iii.	Sustainable Transport	CWP 256 204
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The Wellbeing Economy Transport Steering Group has delivered an approved action plan with short, medium and long-term actions. Implementation arrangements are being set through a re-established delivery group and a project plan assigning leads and timescales. Early delivery evidence is positive: a Volunteer Driver Scheme has completed 181 trips for 27 passengers and now receives around 20 new trip requests per week, with 47 passengers registered and a small but active driver cohort; a door-to-door Falkirk Community Hospital service commenced in October; and participants in THRIVE to Keep Well receive bus passes to reduce cost barriers to participation. Capacity risks are emerging (e.g. scaling volunteer driver supply against rising demand). The action shows good momentum but remains in early implementation.

People of all ages successfully contribute to our communities by developing skills for learning life & work



Remove Barriers for Vulnerable Groups

Deliver targeted initiatives for vulnerable and disadvantaged groups, removing engagement barriers

Lead	Senior Manager (Justice Services)	Progress	<div><div>80%</div></div>	Expected Outcome	✓	Priority	WELOIP 2.2	Economy & Skills - Economic Opportunities	CWP 256 301
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Targeted initiatives are reaching vulnerable and disadvantaged groups at scale, with strong evidence of barrier removal and early engagement translating into improved participation, attendance and progression. Values-based leadership for young people (Columba 1400) and upstream prevention through Planet Youth approaches at The Hive have increased youth club membership from 38 to over 200, providing safe, inclusive spaces alongside pro-social campaigns such as 'Matchday Buzz'. Community Around the School activities and free access to programmes have widened participation and strengthened pathways into advice, employability and learning. Active Clacks

and the Library Service have worked together to increase support to older adults in the community through programmes such as Sporting Memories. School pupils with profound barriers to participation have benefited from the Riding Beyond Limits adapted cycling programme, a partnership between Active Clacks and Forth Environment Link. Enhanced physical and mental wellbeing of participants has been evidenced as a result of these targeted initiatives. System-level improvements include streamlined Early Learning admissions and sustained growth in digital mental health usage by groups with historically lower access. Overall attendance for children and young people in school shows a 0.6 percentage point (pp) increase from this time last year (from 91.2 – 91.8%). Initial positive destinations increased to 96.8 % in 2024/25. Taken together, the activity is contributing to skills for learning, life and work while reducing barriers to engagement across the community.



Promote Desistance & Diversion from Offending

Promote desistance from offending and diversion from the justice service

Lead	Senior Manager (Justice Services)	Progress	<div><div>80%</div></div>	Expected Outcome		Priority	WELOIP 2.2	Economy & Skills - Economic Opportunities	CWP 256 302
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Desistance and diversion are being strengthened through coordinated community and justice partnerships. The Hive's preventative offer, youth-led arts and structured Friday youth sessions provide safer alternatives and are associated anecdotally with reductions in local anti-social behaviour. Justice services report continued strong delivery of Unpaid Work and early intervention programmes, with an Addiction Recovery Worker now embedded to support individuals with substance use needs. Diversion from prosecution performance has shown a marked improvement: cases commenced per 10,000 population have increased and the completion rate reached approximately 94% in 2024/25, significantly above the national rate. These trends indicate effective upstream prevention and community-based sentencing options, reducing the likelihood of re-offending and supporting positive community contribution, minimising instances of antisocial behaviour.




Improve Attainment & Reduce Poverty Gap


Improve attainment in Literacy and Numeracy with a focus on the poverty related attainment gap

Lead	Improving Outcomes Team Leader	Progress	<div><div>80%</div></div>	Expected Outcome		Priority	WELOIP 1.2	Wellbeing - Outcomes for Young People	CWP 256 303
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Attainment in Primary 1,4,7 combined literacy and numeracy fell slightly in 2024/25 following year on year improvements since 2019/20. Supported by clear guidance, moderating practice and targeted professional learning, current prediction of achievement data shows combined Primary 1, 4, 7 literacy predicted levels increasing from 67.9% (December predictions 2024) to 72.7% (December predictions 2025) and numeracy increasing from 72.4% (December predictions 2024) to 77.1%. Early Level numeracy planning is now familiar to most establishments and moderation events are well attended, with staff reporting improved confidence in developmentally appropriate practice and play-based learning. Three primary schools inspected this term were evaluated mainly as Good, with clear strengths in nurturing relationships and leadership. While outcomes remain below national averages, the trajectory is positive and aligned with the poverty-related attainment gap strategy. From 2020/21 to 2024/25, combined literacy attainment of children living in Quintile 1 (Q1) and Quintile 5 (Q5) postcode areas have both increased annually with the exception of a slight drop of less than 1 percentage point for Q5 in 2021/22. A combination of varying cohort sizes, with particularly small numbers with Q5 cohorts have resulted in a poverty related attainment gap in literacy that has decreased annually between 2021/22 and 2023/24 but increased by 2.7 percentage points in 2024/25. The attainment of children of both Q1 and Q5 is at its highest levels since 2017/18.


From 2020/21 to 2024/25, combined numeracy attainment of children living in Quintile 1 (Q1) has increased year on year with the exception of a drop of 1.6 percentage points in 2022/23. Attainment of children in Quintile 5 (Q5) postcode areas has increased annually with a drop of 1.1 percentage points in 2024/25. A combination of varying cohort sizes, with particularly small numbers within Q5 cohorts have resulted in a poverty related attainment gap in numeracy that is greater than it was in 2022/21 but is below the national average gap for 2024/25. Numeracy attainment of Q1 is at the highest level since 2017/18.

 **Implement Guidance & Raising Attainment Strategy** Implement learning, teaching and assessment guidance alongside new Raising Attainment Strategy

Lead	Improving Outcomes Team Leader	Progress	<div><div>80%</div></div>	Expected Outcome		Priority	WELOIP 1.2	Wellbeing - Outcomes for Young People	CWP 256 304
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Implementation of learning, teaching and assessment guidance within the new Raising Attainment Strategy is well advanced and showing early impact. Investment in one-to-one devices and a multi-agency Digital Expo have supported staff upskilling and curriculum innovation. ELC and Primary 'Neighbourhood Groups' are providing a collaborative model for performance dialogue and shared practice, with initial school-level predictions increasing for children achieving expected levels. Quality Improvement Officers have further strengthened the use of data with rigorous moderation. Early years settings are engaging with the new national Quality Improvement Framework. National writing and early reading programmes are being implemented at scale and pedagogy empowerment is enhancing lesson quality and learner voice. These system changes are contributing to the observed improvements in attainment and attendance, positioning the authority to sustain a consistent, research-informed approach across sectors.


 **Strengthen Workforce Development** Strengthen Workforce Development with a specific focus on improving follow up leaver destinations

Lead	Chief Education Officer	Progress	<div><div>80%</div></div>	Expected Outcome		Priority	BtF vii.	Workforce Strategy	CWP 256 305
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Workforce development is strengthening through values-based leadership, structured professional learning and targeted employability support for young people and adults. Two residential cohorts and a growing facilitator network are embedding values-based leadership across teams, with reported improvements in collaboration and practice. A school-based Key Worker for employability is actively supporting transitions, with participants gaining accredited training, volunteering placements and jobs. A programme for young people with additional support needs and Vocational Training Academies are delivering qualifications, work experience and paid placements. Core indicators for initial positive destinations (96.8%) and participation (92%) remain strong. Overall, the activity is building capacity and pathways, with work being developed to support destination sustainment.



Poverty in our communities is reduced by improving outcomes for all

 **Encourage Voice-led Transformation** Encourage voice-led transformation across services supporting families in or at risk of poverty

Lead	Senior Manager Inclusion & Partnerships	Progress	<div><div>80%</div></div>	Expected Outcome		Priority	WELOIP 1.3	Wellbeing - Poverty	CWP 256 401
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Voice-led service design is embedded across family and community support, with community members shaping priorities and funding decisions through the Transformation Space and the What Matters to You approaches. Delivery through Play Roots and Wee Play Alloa has strengthened early years support, reaching 51 children and 54 adults and improving child development, adult confidence and personal wellbeing. Tenants' participation is informing housing policy and rent consultations, while Family Hub sessions have expanded across Alloa, Alva, Tullibody, Sauchie and Clackmannan. The November 2025 analysis of parents' open-text feedback reports (Child Wellbeing Partnership) provides positive sentiment, citing trusted staff, safe and inclusive environments and flexible childcare that enables parental employment and inclusion. Collectively, these developments evidence a shift to prevention and early help that is expected to reduce drivers of poverty by improving access to childcare, strengthening social capital and centring lived experience in decision-making.

		Develop Whole Family Support Approaches		Develop Whole Family Support (WFS) approaches tailored to community needs			
Lead	Senior Manager Inclusion & Partnerships	Progress	<div><div>80%</div></div>	Expected Outcome		Priority	BtF ix. Collaborative Community Models CWP 256 402
<p>A coherent Whole Family Support infrastructure is now in place linking early years groups and multi-agency Family Wellbeing Hubs. Flexible childcare and targeted groups have supported over 169 families with younger children and 215 families with school-age children, with more than 70% of these families reporting financial hardship or mental health challenges. Integration with Health, Educational Psychology and Speech and Language Therapy is strengthening outcomes. Insights gathered from 324 families have been used to shape provision and Care Inspectorate-approved variations have increased baby places at Park and Sauchie Early Learning Centres. Whole family approaches are being embedded within the Thrive to Keep Well and the Lone Parent Employability Project, with multi-disciplinary screening and end-of-programme reviews. The Local Employability Partnership has updated and reviewed its action plan to fully incorporate Whole Family Support.</p> <p>The introduction of a Promise Support Worker has improved attendance, engagement and early identification of need, through relationship-based home visiting. Overall, delivery and reach is significant and aligned to the Improving Outcomes Framework.</p> <p>Written feedback from the Improvement Service following submission of the Community Wellbeing Report 2024/25 (incorporating Clackmannanshire's Local Child Poverty Action Plan Report 2024/25) stated that the approach clearly satisfies the duty to produce an annual local child poverty action report under the Child Poverty (Scotland) Act 2017 and that the one report approach appears to have enabled Clackmannanshire to engage a wide range of policy levers, including transport and housing.</p>							

		Optimise Income Maximisation & Referral Pathways		Optimise income maximisation opportunities and referral pathways			
Lead	Senior Manager Inclusion & Partnerships	Progress	<div><div>80%</div></div>	Expected Outcome		Priority	WELOIP 1.3 Wellbeing - Poverty CWP 256 403
<p>Income maximisation pathways are robust and producing financial gains for households. Embedded referral routes between the Child Wellbeing Partnership, Clackmannanshire Works, Social Security Scotland, the Department for Work and Pensions and Citizens Advice Bureau are providing timely support, including bridging support for childcare payments during transitions to Universal Credit and Tax-Free Childcare. A coordinated winter communications effort and targeted One-Stop Support sessions have widened access to advice. The Housing Service Current and Former Tenant Arrears Policy was approved at Council on 27th November 2025. This focuses on supporting tenants to pay, working with them through Housing Officers to set affordable plans and signposting to Clackmannanshire Citizen's Advice Bureau for money advice and income maximisation.</p> <p>Citizens Advice Bureau interventions have delivered £1,459,725 in client financial gains since April 2025, enhanced by direct referral pathways from employability and health visiting. Child Wellbeing Partnership survey data for November 2025 indicates improvements in financial circumstances for 41% of respondents, with 10% accessing new benefits and 20% reporting increased annual household income. Partnership working is addressing acute need and systemic barriers: The Gate Charity is supporting an emergency food pathway for families discharged from the women and children's wards at NHS Forth Valley, ensuring dignified access to essential foods. This supports NHS Forth Valley's commitment to taking a Whole Family Support approach.</p> <p>A Fairer Approaches to Public Debt group has been established. Working in partnership with Aberlour, this group brings together stakeholders from the Housing Service, Council Tax team, STRIVE, VAWG, Citizen's Advice and the FWP to consider how policy and practice relating to debts owed to public bodies can be made fairer for families</p>							

facing poverty. The group has achieved consensus and shared commitment to making policy and practice changes to ensure fairness and dignity for families who owe rent and council tax arrears; early positive outcomes for families through the Citizens Advice Bureau Council Tax project; and collaboration and engagement with Financially Included, which has led to partnership work with them on specialist money advice and debt support for victim-survivors of gender-based violence.



Establish Justice Employability Support

Establish specialist employability support for those with criminal justice experience, including employer engagement

Lead	Senior Manager Inclusion & Partnerships	Progress	<div><div>70%</div></div>	Expected Outcome		Priority	WELOIP 2.1	Economy & Skills - Labour Market & Fair Work	CWP 256 404
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Apex Scotland has been recently commissioned to deliver a targeted employability programme for people aged 16-67 who have experienced the justice system, addressing an identified service gap. This foundation programme provides remote disclosure support and tailored one-to-one practitioner support based on a six-stage personal development model. This model ensures tailored support based on individual readiness, motivation and goals, helping each participant progress at their own pace.

Delivery commenced on 15 September 2025 following commissioning delays and the need to contract outside the existing employability framework. The programme will run until 30 May 2025 and aims to register ten participants. All participants are expected to demonstrate reduced reoffending indicators, with five supported into volunteering or training opportunities and two supported into meaningful employment pathways, including work placements.

People are healthy and active with improved health and wellbeing



Ensure Access to Mental Wellbeing Services

Ensure access to continuum of mental health and wellbeing services for children, young people and families and prioritise prevention - focused mental health and wellbeing initiatives

Lead	Senior Manager (Secondary Education & Communities)	Progress	<div><div>80%</div></div>	Expected Outcome		Priority	WELOIP 1.1	Wellbeing - Physical & Mental Health	CWP 256 501
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There is clear evidence that children and young people in Clackmannanshire can access a broad continuum of mental health and wellbeing support with demonstrated impact. Referrals to the Counselling in Schools Service have increased substantially (243 since April 2025, a 42% rise) and, despite a waiting list of 49, the provider's delivery model is shortening waiting times and maintaining throughput. Clinical outcome measures show material improvement (Young Person's CORE improving from 18 to 12 and Strengths and Difficulties Questionnaire Total Difficulties Scores improving from 21.5 to 16.5), with 80% of participants reporting better health and wellbeing. Creative Therapeutic Interventions provision remains at capacity and is reaching children in the most deprived communities (Scottish Index of Multiple Deprivation Quintiles 1-4: 85%), while digital services are successfully engaging priority groups (minority ethnic populations and those who identify as LGBTQIA+) and providing significant out-of-hours access (Kooth 69%; Text Clacks 75.5%). Prevention is strong, with zero deaths by suicide among 11-25-year-olds in 2024-25 (rolling five-year average) and youth-led action through Clacks Keys. Taken together, and within the Improving Outcomes Framework for Outcome 5, progress evidences effective, equitable access and meaningful outcomes at scale.

Progress Wellbeing Hub & Lochies School Project

Progress the Wellbeing hub and Lochies School project through design to construction

Lead

Senior Manager, Sport and Leisure

Progress

80%

Expected Outcome

Priority

WELOIP 3.1

Places - Sustainable Places

CWP 256 502

The Wellbeing Hub and Lochies School programme has moved from design into delivery. Financial close was achieved in October 2025 and construction is now underway, with handover targeted for late summer 2027 and full operations by October 2027. The Lochies School migration is planned after the October break in 2027. Key delivery partners, including Governing Bodies of Sport, Community Groups and anchor community clubs, have been identified and early agreements are in place. The community benefits plan is active, encompassing school engagement, training pathways, an on-site skills academy and local employment opportunities and is reported monthly to the Project Board and through the Council’s economic development group. While operational Key Performance Indicators will be defined in 2026/27 ahead of launch, community benefit outcomes are already tracked against the national Themes, Outcomes and Measures (TOMs) framework.

Increase Opportunities for Healthier Behaviours

Increase opportunities for healthier behaviours, focusing on those facing inequality

Lead

Senior Manager Inclusion & Partnerships

Progress

80%

Expected Outcome

Priority

WELOIP 1.3

Wellbeing - Poverty

CWP 256 503

Opportunities to support healthier behaviours have continued to expand across school and community settings, with our focus on supporting those facing inequalities showing it is having a positive impact. We have increased values-based leadership experiences for targeted young people. All schools offer lunchtime and after school physical activities. The Active Schools programme is on course to reach 50% participation, above the national average. Targeted wraparound childcare physical activity programme, including breakfast clubs through the Child Wellbeing Partnership and Scottish Football Association Extra Time, have expanded from 9 to 12 schools. Parent-reported outcomes are positive (more physical activity, healthier eating and better peer relations).

Across Clackmannanshire, 61 sport and physical activity clubs are now being accessed by 145 families and a Family Leisure Pass pilot has scaled from 14 to 51 families. Street Soccer Alloa continues to sustain engagement and link participants with further supports. Programmes such as Dads and Daughters and Feel Good Friday are increasing activity and social connection among priority groups through our Libraries and Active Clacks services.

Develop Health & Wellbeing Measures & Targets

Develop shared measures and targets to improve community health and wellbeing

Lead

Strategic Director - People

Progress

80%

Expected Outcome

Priority

WELOIP 1.3

Wellbeing - Poverty

CWP 256 504

Shared measures and governance for community health and wellbeing have been strengthened. The Outcomes Improvement Framework is now in place to align activity and investment with impact, provide transparent scrutiny and assurance. This will drive continuous improvement through core, contextual and supplementary indicators that mitigate known publication lags. The Child Wellbeing Partnership (CWP) survey has compared the same families between May and November 2025, demonstrating consistent improvements in adult wellbeing; confidence and coping; and in children’s behaviour; confidence; emotional wellbeing and engagement in learning. Planet Youth survey data will be analysed and a data dissemination plan and school and Planet Youth Coalition level action plans will be implemented from early 2026. Collectively, this provides an effective platform for shared targeting, learning and cross-pollination of data to inform future planning. This strategic action remains on track with clear evidence that continued engagement with Child Wellbeing Partnership services is delivering meaningful, sustained benefits for families.

Human Rights are respected and fulfilled by tackling inequalities across our communities



Champion UNCRC & The Promise

Champion UNCRC and the Promise across all policies and services

Lead	Senior Manager (Secondary Education & Communities)	Progress	<div><div>80%</div></div>	Expected Outcome		Priority	BV 3.	Promoting Equality & Diversity	CWP 256 601
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Authority-wide engagement and implementation activities are extensive and sustained. Highlights include 100% engagement from schools with the Rights Respecting Schools Award (21 awards), a whole-authority pilot of the Keeping The Promise Award, with training delivered to over 600 staff and 2,400 young people, development of a child-friendly complaints process and robust tracking of care experienced learners, endorsed by Education Scotland with HGIOS 3.1 rated "Very Good". Care experienced positive destination rate reported at 97.5%, above the national rate of 87.9%. Planet Youth data has been linked to UNCRC to strengthen awareness; and co-design with pupils and local employers has informed investment themes in the Transformation Space.



Improve Experiences for Children with Disabilities

Direct support and resources to improve experiences for children with disabilities

Lead	Senior Manager (Secondary Education & Communities)	Progress	<div><div>70%</div></div>	Expected Outcome		Priority	BV 3.	Promoting Equality & Diversity	CWP 256 602
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Provision has expanded and is targeted, including Wee Play Alloa sensory-rich sessions, Play Roots multi-agency delivery, home sensory support packages, flexible funded childcare and additional learning assistant hours. Play Alloa has extended to S1–S2. A Forth Valley Improvement Collaborative is addressing assessment and diagnosis pathways for children with Neurodevelopmental Differences (NDD). Contextual KPIs from the November 2025 survey show 27% of respondent households include a person with a disability and 49% report more time to rest and recharge due to services accessed. Qualitative feedback indicates strong perceived impact and safe, specialist environments. However, gaps remain where some providers cannot meet the range and complexity of additional support needs.



Target Additional Support for Learning Resources

Support learning potential by targeting Additional support for Learning resources effectively

Lead	Senior Manager (Secondary Education & Communities)	Progress	<div><div>80%</div></div>	Expected Outcome		Priority	BV 2.	Ensuring Services are Sustainable	CWP 256 603
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System improvements are in progress and showing measurable effects. Internal Resource Group (IRG) guidance has streamlined requests and promoted presumption of mainstream. An Additional Support for Learning (ASL) Professional Learning Framework and Flexible Learning Guidance are in place, with safety intervention guidance progressing to consultation. A comprehensive Relationships Review informs targeted investment using £250,000 Scottish Government funding. The Additional Support Needs (ASN) Review Group is redesigning resources, enhancing Autism Outreach and developing professional learning for learning assistants based on needs analysis. Collaboration with Enquire has produced modules to strengthen learner voice in complex profiles, with training delivery and evaluation planned. Attendance for learners with additional support needs has increased for three consecutive years, now above the Scottish rate. The Educational Psychology (EP) Service has taken on 233 new referrals from August - December 2025 (equivalent to 66.5 cases per maingrade EP) with the majority of referrals being in relation to neurodevelopmental queries. This highlights the growing trend for support in relation to neurodevelopmental differences and reinforces the move towards a more intensive model of EP support for educational establishments.



Facilitate Offender Reintegration

Facilitate reintegration of offenders into the community

Lead	Senior Manager (Justice Services)	Progress	<div><div>70%</div></div>	Expected Outcome		Priority	BV 3.	Promoting Equality & Diversity	CWP 256 604
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The prevention-focused Hub model and strengthened multi-disciplinary partnerships are enabling early intervention, voluntary throughcare and alternatives to custody. Capacity has been expanded (e.g. Women's Worker Service) and STRIVE supported 74 women at crisis points with risk assessments and follow-up. Courts continue to utilise bail supervision and diversion, contributing to increased Community Payback Order unpaid work hours. Service user feedback is largely positive, identifying effective support and communication, alongside operational pressures (e.g. weekend unpaid work oversubscription).



Embed Voice & Co-design

Embed voice and co-design in all policy and service development

Lead	Child Poverty Co-ordinator	Progress	<div><div>80%</div></div>	Expected Outcome		Priority	BV 5.	Engaging with Local Communities	CWP 256 605
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Youth voice and co-design are being applied across decision-making, including consultation on national and local issues (e.g. Bairns Hoose scoping, Curriculum Improvement Cycle, Education Scotland inspection framework). Community panels and young people have had the opportunity to define the parameters of funding and make decisions on investment proposals through the Transformation Space and Make it Happen funds. To enhance young people's participation in this process, funding is being leveraged for a specific young people's panel, to define the challenges that affect them and decide where funding should be invested. This will act as a stepping stone for young people interested in joining the Community Voice panel.



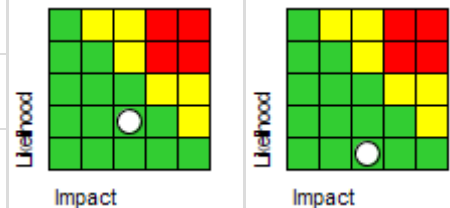
The Community Justice Partnership Lived Experience Panel (CJP) contributed to self-evaluation of the CJP using the Care Inspectorate Core Assurances template. From this, the need for a revised Vision Statement was identified, which is now being developed by the Panel and CJP partners.



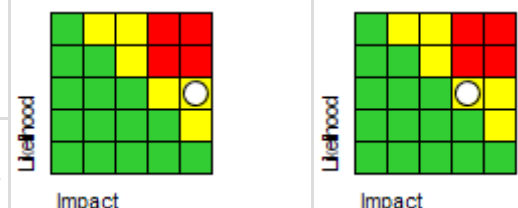
Appendix 3

People Directorate Risk Register



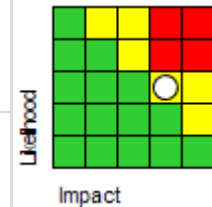
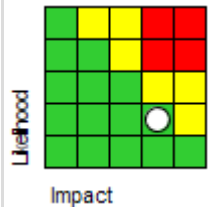
Interim Report (Community Wellbeing Plan 2025-2026)



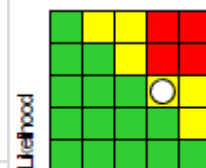
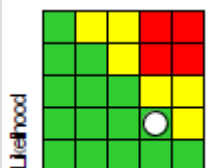
People Directorate Risk Register



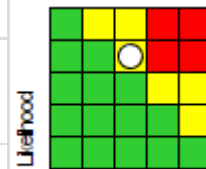
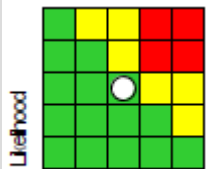
		Harm to Children	Senior Manager, Care & Protection	Current Score	6	Target Score	3
Risk	A lack of capacity, stability or skillset in key roles reduces the Council's ability to fulfil statutory requirements and intervene to prevent the serious harm to a child/children.						
Potential Impact	Effects of 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	The e-IRD system enables real-time response to children at risk of harm for assessments and interventions. The Scottish Child Interview Model team is fully embedded, undertaking 100% of joint interviews. Whilst the risk continues to reduce, its significance means it is appropriate for constant review of this register.						
Related Actions	Robust controls ensure appropriate staffing, leadership & assurance, including quarterly reports to governance groups, regular risk review and prioritisation of child protection work. Robust annual council-specific/multi-agency staff training ensures confidence/competence to fulfil duties and access to support/development opportunities consolidating professional identity and social work practice/education. We have recruited team leaders & senior managers to build resilience and skills, filling vacancies in a timely manner.			Existing Controls		Child Protection Procedures Child Protection Committee Public Protection Chief Officers Group Local Outcomes Improvement Plan	



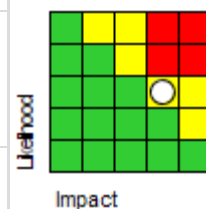
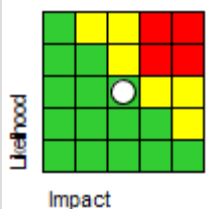
		Insufficient resources to meet learners' needs	Senior Manager, Secondary Education & Communities	Current Score	15	Target Score	12
Risk	Increased cases of children and young people with Neurodevelopmental Disorders (NDD) is putting a strain on resources to deliver Section 15 of the Standards in Scotland's Schools etc. Act 2000, which introduced a 'presumption of mainstreaming' for children and young people with Additional Support Needs (ASN).						
Potential Impact	If the Council is unable to fully meet the needs of all learners, there is a risk of failure to adhere to the legislative duties outlined in Section 15 of the Standards in Scotland's Schools Act 2000, namely that children & young people should learn in a mainstream environment except in particular circumstances. Additionally, this could harm the wellbeing, achievement and life chances of individuals and the reputation of the Council.						
Note	<p><i>"The number of pupils recorded as receiving Additional Support for Learning (ASL) in Scotland has increased by 768 per cent since 2004 – from 32,752 pupils (4.5 per cent of all pupils) to 284,448 pupils (40 per cent of all pupils) in 202. In 2023, almost all pupils receiving ASL (93 per cent) attended only mainstream classes."</i></p> <p>Additional support for learning briefing, Audit Scotland, February 2025</p> <p>The Clackmannanshire Council review of Additional Support Needs (ASN) in session 2023/2024 highlights that Clackmannanshire has a significantly higher proportion of children/young people with an identified additional support need (ASN) compared to the national figure, in every Quintile. There has been a 61% increase in referrals to</p>						



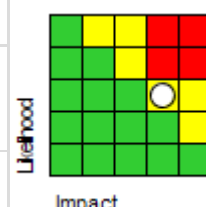
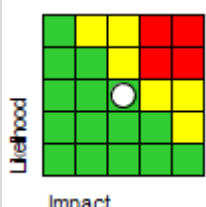
	Educational Psychology Service (EPS) since 2019 and in the complexity of referrals, with increased numbers of complex neurodiversity including severe Autism Spectrum Conditions, resulting in a greater strain on resources, greater pressure on attainment and a greater challenge in closing the attainment gap. The number of pupils with recorded Additional Support for Needs (ASN) increased by 84 per cent between 2014 and 2023 and continues to rise (Audit Scotland 2024).		
Related Actions	Establishment of an ASN Working Group to review the delivery of ASN in Clackmannanshire, including resourcing, ensuring that we have a system that meets all learners' needs. Support learning potential by targeting ASL resources effectively. Direct support and resources to improve experiences for children with disabilities.	Existing Controls	Local Outcomes Improvement Plan Community Wellbeing Plan ASL Strategy Validated Self Evaluation Visits



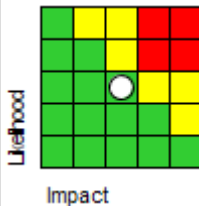
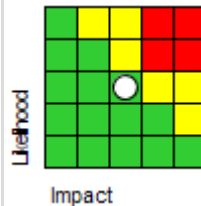
		Grading of below 'Good' in Early Learning and Childcare establishment gradings	Senior Manager, ELCs, Primaries & Libraries	Current Score	12	Target Score	8
Risk	Risk of ELC establishments not achieving gradings of 'Good' or above through inspection by the Care Inspectorate and the reputational damage this would bring to the Council.			<div></div> <div></div>			
Potential Impact	All ELCs are expected to meet the national standard of Good or above in each area of a Care Inspectorate Inspection. There is a risk that if ELCs do not achieve this, there would be serious reputational damage to the Council and a requirement for the ELC concerned to be placed on a Service Improvement Plan and monitored, also leading to potential workforce harm.						
Note	Care Inspectorate Inspections provide written reports and gradings and are conducted at regular intervals. Post Covid, Early Learning and Childcare settings (ELCs) were prioritised for inspection according to the risk they presented e.g. parental complaints, number of incidents and near misses. Whilst an element of prioritising remains, inspections have now mainly returned to a 2-3 year cycle. A new framework for inspection is being launched in August 2025. From August 2025, Clackmannanshire has 14 Local Authority ELCs, 10 classes and 4 extended year, standalone ELCs.						
Related Actions	Increase level of Quality Assurance and implementation of key networks across the sector to mitigate against the risk of below Good gradings. Deliver targeted initiatives for vulnerable and disadvantaged groups, removing barriers to engagement. Enhance workforce and caregiver skills in line with the Trauma Knowledge and Skills Framework. Consistent focus on early intervention, inclusion and family wellbeing. Support children, young people, and families early through integrated services.			Existing Controls	Local Outcomes Improvement Plan Community Wellbeing Plan Validated Self Evaluation Visits		



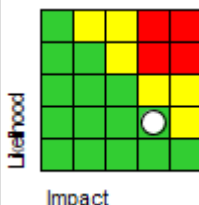
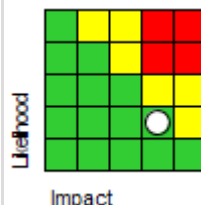
		Failure to recruit Primary Leadership positions	Chief Education Officer	Current Score	12	Target Score	8
Risk	The Service may struggle to recruit and retain senior leaders within primary schools due to the national shortage of people willing to undertake such roles, posing a risk to Strategy, Workforce, Governance and Reputation.			<div><div><div>Likelihood</div><div>Impact</div></div><div></div></div> <div><div><div>Likelihood</div><div>Impact</div></div><div></div></div>			
Potential Impact	Changes in leadership and /or acting positions can lead to periods of uncertainty for staff, families and communities, whilst failure to recruit and retain senior leaders puts the council at risk of reputational damage and low morale amongst the existing workforce. Such change and uncertainty may interrupt improvement, slow down progress and may be evident in inspection gradings as part of external scrutiny, with resultant possible impacts on individuals & communities and associated legal & reputational implications.						
Note	Failure to recruit permanent Headteacher posts and significant changes in leadership in the last 4 years across ELCs, schools and the central officer education team. A report by the Gatsby Foundation (Teacher Recruitment and Retention in 2025) suggests a post pandemic recovery in the wider graduate market may be impacting the attractiveness of Headteacher roles.						
Related Actions	Strengthen Workforce Development and address any issues. Continued collaboration and partnerships to develop a coherent and whole systems approach and whole family approaches to tackling local and national priorities. Scottish Government has acknowledged the challenges in recruitment and has established a Headteacher Recruitment and Retention Working Group to address these issues.			Existing Controls		Recruitment & Retention Policy Staff Induction Programmes Professional Learning Opportunities	

		Inability to Recruit & Retain Qualified Social Work Staff	Chief Social Work Officer	Current Score	12	Target Score	9
Risk	Current labour market challenges, particularly in the Social Work field, result in inability to Recruit and Retain Qualified Staff.			<div><div><div>Likelihood</div><div>Impact</div></div><div></div></div> <div><div><div>Likelihood</div><div>Impact</div></div><div></div></div>			
Potential Impact	Difficulty in attracting and retaining qualified social work professionals may lead to increased workloads/caseload ratios, reduced service quality and insufficient staff to meet statutory responsibilities, possible impacts on individuals & communities, with associated legal & reputational implications.						
Note	The social work sector is experiencing high demand for qualified professionals, but the supply of social workers is not keeping pace. There is a challenge in attracting and retaining qualified staff in a sector facing increased demand and limited resources, making it difficult to fill vacant positions.						
Related Actions	Several initiatives are in place, including flexible working and an enhanced induction programme, strategic workforce planning, investment in professional development and support to gain additional qualifications. There is ongoing monitoring of vacancy rates and staff turnover. Recruitment of statutory posts is prioritised, as is statutory training.			Existing Controls		Social Services Supervision policy Staff induction and Development Strategic Workforce Plan	

		Lack of investment in Library Service improvement	Senior Manager, ELCs & Primaries	Current Score	12	Target Score	9
Risk	Lack of investment in library service improvement resulting in community spaces being devalued.						
Potential Impact	Uncertainty surrounding the future of one main Library located in the Speirs Centre and two branches located in Tullibody South Campus and Alva Primary School has the potential to harm the community and disregard the feedback from residents who advise that the library is a much needed service. This could lead to harming the Council's reputation whilst having a detrimental impact on individuals.						
Note	Our cost per visit remains high whilst our customer satisfaction (SHS) continues to be low. The last customer satisfaction survey conducted by SLIC in 2023 stated: 84.9% of responders said that the library service was very important to them, whilst 93.5% either agreed or strongly agreed that the library service improved their quality of life.						
Related Actions	A focus on collaboration and co-design, leading to service improvement so that our libraries will be valued community spaces, served by a skilled workforce supporting the needs of our communities. A consultation for improvement is being progressed, the results of which will inform improvement plans. Implement the Clackmannanshire Transformation Space and Invest to Save fund, guided by the Citizens' Panel and building on Family Wellbeing Partnership approaches. Embed voice and co-design in all policy and service development			Existing Controls	Library Services Plan Local Outcomes Improvement Plan		

		Failure to meet timeline of Wellbeing Hub and Lochies School	Senior Manager, Sport & Leisure	Current Score	12	Target Score	9
Risk	Delay to the construction, completion and handover of the Wellbeing Hub and Lochies School and the resultant implications.						
Potential Impact	Delay to the operation of the Wellbeing Hub could potentially result in loss of revenue and reputational damage. Additionally, a delay to migration of Lochies in time for October term could lead to the risk of harm not only to the reputation of the Council but to the families, individuals and communities affected.						
Note	Potential delays from Legal to finalise the construction contract delaying the project start. Very limited flexibility in the construction programme to handle any delays to deliveries, extreme weather etc. Difficulties in recruiting and training full complement of staff to coincide with handover.						
Related Actions	Legal preparation for financial close: - Advance work undertaken (at risk) on legal contract prior to final council approval. Fully costed and timetable construction schedule: - Hubco and T&A liaising with contractor to establish final programme. Market testing on all aspects of construction. Staff recruitment and training. Community engagement, training and recruitment plan being established with partners. Contingency plans addressing delays: contingency for Lochies, staff training/utilisation and comms plan for public awareness.			Existing Controls	Project Board Oversight Project timetable and comms plan External scrutiny on cost plan and technical (Hubco and T&A) Capitalise resources to establish work strategies		

		Failure to meet national expectations regarding staffing (teachers)	Chief Education Officer	Current Score	9	Target Score	9
Risk	The impact of national discussions on proposed reduction in class contact time for teaching staff and the implications for the local authority.						
Potential Impact	Non contact time for teachers is in the Scottish Government Manifesto from 2021, reducing contact time by 90 minutes per week, from 22.5 to 21 hours. There has been a delay in decision making at national level on implementation, however when it is actioned, we would potentially require additional staffing in secondary establishments and recruiting such staff, particularly in shortage subjects, would prove difficult. Schools would have to reduce the curricular offer, thereby disadvantaging our young people who want to pursue particular pathways. Potential industrial action if COSLA and the Scottish Government can't reach an agreement. Risk Categories: Governance, Wellbeing, Workforce, Continuity.						
Note	This risk is ongoing and dependent on outcomes of national staffing agreements.						
Related Actions	Stay informed with developments at national level between Scottish Government and COSLA. Attendance at Association of Directors of Education in Scotland (ADES meetings)	Existing Controls	ADES COSLA Bi-partite				

		Failure to close the attainment gap	Chief Education Officer	Current Score	8	Target Score	8
Risk	There is a risk to the Council's reputation if there is failure to close the poverty related attainment gap between young people from the most and least deprived areas due to financial pressures, workforce issues or wider economic, demographic and poverty-related issues.						
Potential Impact	The risk of not closing the attainment gap could harm the Council's reputation, as young people would fail to reach their potential because of socio-economic disadvantage. This could have longer term impacts on social mobility, poverty, life chances and economic growth, plus implications for inspection gradings and funding.						
Note	We continue to monitor closely and the risk score has reduced as schools are starting to see the gap closing with a number of further interventions in place as part of School Improvement Plans. As this risk has now reached a green status, it will be demoted from the corporate register and monitored via the People Directorate register, to be escalated again should future statistics demonstrate a change in this position. As a more immediate issue, the condition of buildings across the school estate is being considered for escalation to the corporate log due to rising concerns around the recent downgrading in suitability ratings of some educational facilities.						
Related Actions	Deliver targeted initiatives for vulnerable and disadvantaged groups, removing barriers to engagement. Improve attainment in Literacy and Numeracy, with a focus on the poverty related attainment gap. Implement learning, teaching and assessment guidance as part of the development of a new Raising Attainment Strategy. Strengthen Workforce Development with a specific focus on improving follow-up leaver destinations so that initial destinations are	Existing Controls	Education Senior Management Team Strategic Equity Planning National Improvement Framework Validated Self Evaluation Visits				

	sustained. Support learning potential by targeting Additional Support for Learning resources effectively.		
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Appendix 4 - Impact Statements

1. Putting Children and Families First

Funded by Scottish Government Early Adopter Communities (EAC), the Child Wellbeing Partnership (CWP) investment in flexible, locally based childcare has had a clear and life-changing impact on families across Clackmannanshire, particularly those at risk of poverty. Over 500 children now have safe, trusted places to learn, play, socialise and de-stress, improving their confidence, routines, friendships and engagement with school, while access to food and inclusive support has helped meet both physical and emotional needs. For families, affordable and appropriate childcare has reduced stress and isolation and opened up real opportunities to work, increase hours, accept promotions, study, volunteer and protect their mental wellbeing. Some report immediate improvements such as being able to heat their homes or return to work after maternity leave. Families of children with Additional Support Needs (ASN) describe the provision as a “lifeline,” allowing them to sustain employment and maintain their own identity beyond caring roles. Early Years (Family Support) and pre-five services have strengthened relationships, identified needs earlier and increased social connections, particularly for isolated families. Overall, the approach has improved daily life, wellbeing and opportunity for both children and parents/carers, while building stronger, more connected communities.

2. Building a Youth-Led Club

Established in 2024, The Hive is a youth-led, multipurpose community space in Alloa town centre, created by young people for young people and run by WASP Community Club (rooted in the local football club, Alloa Athletic). It provides a safe, inclusive place where young people can connect, relax, and develop. Young people have been involved from the earliest stages, transforming an unused building into a vibrant hub while developing confidence, a sense of ownership, and practical skills in teamwork, budgeting, communication, and leadership – and, for a couple of young people, resulting in paid work. Over several months of weekly engagement, young people – many of whom were previously disengaged from school – have improved attendance, motivation and aspirations, gaining experience linked to qualifications, employability pathways and future college or work opportunities. The Hive offers structured and unstructured sessions that provide a positive alternative to antisocial behaviour, while in building youth leadership, peer support and a sustainable model where young people progress into volunteer and paid roles, creating lasting benefits for both young people and the wider community. Over recent months, funding was secured through Planet Youth to employ a community connector 20 hours per week based at The Hive who is supported by the FWP Senior Lead. FWP funding supported the establishment of a community artist who, to date, has worked with 215 children and young people.

Appendix 4 - Impact Statements

3. Transforming Justice Services

Justice Services in Clackmannanshire has been transformed through a collaborative redesign led by the Senior Manager and Community Justice Co-ordinator, shifting from a reactive, statutory-only model to a whole-system approach focused on early intervention, prevention and partnership working. Over the past three years, match funding has been used from partners including Police Scotland, Housing, Health and Social Care, SACRO, Recovery Scotland, and the Scottish Prison Service to extend part-time staff roles into non-statutory work, creating a multidisciplinary team that includes women's support workers, a tenancy support worker, an addiction recovery worker with lived experience, mental health and wellbeing support, a non-court-mandated perpetrator worker and a men's self-referral helpline. A six-month pilot supporting 30 families demonstrated clear qualitative improvements, directly leading to the pilot being converted into a permanent service and securing £19k in ongoing funding, while 18 months of outcomes data sustained funding for the addiction recovery role and prevented service gaps. This approach has increased access to support before court involvement, improved tenancy sustainment, reduced repeat contact with the justice system, strengthened staff recruitment and retention during national workforce shortages and enabled earlier safety planning through police and partner referrals, delivering more effective, person-centred and preventative justice outcomes for people across Clackmannanshire.

4. Local Employability Partnership

The Local Employability Partnership (LEP) in Clackmannanshire has significantly improved outcomes for residents by providing coordinated, person-centred support that reduces unemployment and tackles inequality. Council employability teams have supported 343 participants so far this year, with Clackmannanshire Economic Regeneration Trust, delivering pre-employability Key Worker support to an additional 58 participants. Through LEP commissioned programmes 35 school leavers have been supported through vocational training programmes, accessing a range of qualifications and work experience. LEP partners and Education colleagues have worked collaboratively to ensure school leavers are supported to secure an onward destination resulting in 95.9% of summer 2025 school leavers securing a positive destination upon leaving. The LEP has funded 20 paid placements across public, private and third sector organisations this year for unemployed participants, including parents/carers and young people. Cross directorate working helped establish 6 paid placements across both People and Place directorates providing skills, training and work experience to allow participants to compete effectively in the labour market on completion. Participants also have the opportunity to apply for internal vacancies across all council areas. The LEP has also commissioned Specialist Employability Support for people with mental health challenges, learning disabilities and long-term health conditions, providing support to additional participants. A new specialist programme has now been established, currently supporting 5 participants with experience of the justice system. Employability Services have supported a total of 123 people into work since April 2025, and 15 people into Further or Higher Education.

Evidence shows the LEP's relational, data-driven partnership approach has increased sustained positive destinations for young people, enhanced household income and

Appendix 4 - Impact Statements

built capacity for long-term community wellbeing while addressing barriers such as transport, skills gaps and childcare.

5. STRIVE (Safeguarding Through Rapid Intervention)

STRIVE (Safeguarding through Rapid Intervention) is a multi-agency team led by Clackmannanshire Council (supported by staff resource from Education, Housing, Justice Services, Social Work, Police and the Third Sector) that delivers timely, coordinated support to vulnerable individuals, families and households where concerns are serious but do not yet require statutory intervention. STRIVE provides a single point of contact, linking people quickly to the right supports and ensuring services work together rather than in isolation. By sharing information and responding rapidly, STRIVE delivers holistic solutions addressing housing, mental health, education and financial challenges. This approach leads to faster help, improved outcomes, reduced pressure on statutory services and stronger community safety and wellbeing. STRIVE routinely supports individuals affected by trauma, homelessness risk, mental health deterioration and financial hardship, arranging housing and financial assistance, coordinating mental health support and connecting people to their communities through the FWP funded community connector and external partners. This joined-up support helps individuals regain stability, confidence and a sense of belonging. Overall, STRIVE's impact lies in its ability to act quickly, simplify access to services and empower individuals to regain control of their lives. STRIVE has supported 169 referrals this year, an increase of 41% on the same period last year.

6. Sport and Leisure Team

Working closely with the community, the Sport and Leisure team continues to create opportunities designed to enhance the capabilities and wellbeing of families facing challenging circumstances across Clackmannanshire. The Active Schools team is an integral part of the Child Wellbeing Partnership (CWP), delivering wraparound extra-curricular sports sessions across 6 primary schools to 138 pupils from 108 families. Survey data highlights a notable positive impact on physical, mental and social wellbeing. Families eligible for the CWP service are also offered a Family Leisure Pass (FLP), introduced in August 2025 - offering all family members free access to all Sport and Leisure programmes and venues. To date, 51 families have signed up to this offer (70 adults, 91 children). Innovative programmes are implemented to break down barriers to sport and physical activity (PA), directly improving the overall wellbeing of participants. Over the past year, examples include:

- Riding Beyond Limits: in partnership with Forth Environment Link, every pupil within Alloa Academy Extended Additional Support Needs (EASN) and Lochies Primary School has had access to regular cycling opportunities (63 participants).
- Dads and Daughters: Sport and PA sessions which create a space for dads to bond with their daughters (16 participants).
- Feel Good Friday: tackling social isolation for people over 50, light PA and social events based in Alloa Library (average 10 participants each week)

Appendix 4 - Impact Statements

→ Alva PS ASD provision: Participatory budgeting with parents and carers led to the creation of an extra-curricular programme where 80% of pupils within the provision accessed free sport and PA out of school hours.

→ Fit For Girls (FFG): In partnership with Sportscotland and the Youth Sport Trust, FFG ambassadors have been trained in each secondary school to promote, encourage and create sport and physical activity opportunities for girls. Current Active Schools data shows more girls than boys (51% to 49%) are taking part in sport and PA for the first time.

7. Early Help Team

Established in 2023, the Early Help Team provides early access to social work services to avoid escalation of need and risk. The team works closely with multi-agency partners and a wide range of third sector family support providers. Since 2023 the team has developed services and approaches which have demonstrated tangible improvements in family wellbeing, family supports and strengthened parental and family resilience. In 2025 the team received 933 referrals with 90% avoiding statutory intervention, highlighting the impact of effective early support. Mellow Parenting Programmes achieved a 90% attendance rate and improved parental wellbeing and relationships. The awareness group work programme helped reduce reoffending by 56% and lowered social work intervention by 31%. Participants in the THRIVE group work programme all reported increased self-esteem and confidence with 86% reporting measurable improvement in parenting capacity. Baby massage and toddler groups are delivered across Clackmannanshire and this year 654 families accessed this support. Of those children referred to Family Group Decision Making in 2025, 31 family plans led to children staying within family networks and reduced foster care placements. 20 children avoided external accommodation, 7 returned home and 2 mother baby placements secured. National recognition of this work was highlighted through The Gaining the COSLA Excellence Award for SOLACE Team of the Year in 2024, the team's work demonstrates tangible improvements in family wellbeing, mental health, child safety and social support, reducing the need for statutory intervention and fostering resilient family networks.

8. Planet Youth

The Clackmannanshire Planet Youth Coalition established in 2021 brings together over 30 partners across the Council, schools, NHS and the Third Sector to focus on early, upstream prevention aligned to tackling poverty and inequality. Operating within the Icelandic Prevention Model, the coalition meets every six weeks and has leveraged national and local investment to strengthen community-based prevention. In 2024–25, Winning Scotland funded two full-time Planet Youth Officers for ten months, enabling extensive community engagement with parents/carers, schools, third sector and faith groups and delivery of family activities engaging twelve regular family groups. This included a UNCRC-linked social media campaign, development of a Substance Misuse Framework for secondary schools and contextual safeguarding consultations. Despite reduced national funding in 2025–26, Clackmannanshire Council secured additional

Appendix 4 - Impact Statements

resources for a 20-hour-per-week Planet Youth Connector over six months, hosted at The Hive youth centre, contributing to an increase in youth membership from 38 in June 2025 to over 200. Robust data underpins this work, with biennial Planet Youth surveys of S3 and S4 pupils achieving an improved completion rate of just over 80% in September 2025. Data will inform evidence-led planning.

9. Mental Health and Wellbeing

The Mental Health and Wellbeing in Clacks transformation project continues to provide a range of supports and services which are both proactive and reactive in managing the mental health needs of children, young people and their families. Funding from both the Counselling in Schools and Community Mental Health (CMH) Supports and Services grants has been combined and supports both digital and face-to-face services to operate. In addition, funding from the CMH stream has been utilised within the Transformation Space, and recently £100,000 worth of projects were approved through the Citizens Panel to complement existing services/supports. To date, over 6000 children and young people have been supported by one or a combination of the services available. Evaluation data varies by each individual service, with improvements noted in executive functioning, anxiety and general levels of difficulty. The majority of children and young people would recommend the services they have used to others. There is ongoing evidence that our digital services provide support at times when other services are less available and that they are particularly effective in targeting minority groups such as those from the LGBTQIA+ and BAME populations. Data from the Scottish Public Health Ombudsman (SPHO) shows that Clackmannanshire has had an emerging trend of reducing deaths from probable suicide since 2019. In 2024/25, Clackmannanshire was the only local authority in Scotland to return a zero death rate for the 11-25 year-old population, based on the rolling five year average. In addition, recent data gathered by Planet Youth indicates that there has been a 7% increase in the number of YP rating their mental health as either good or very good.

10. Clackmannanshire Transformation Space

The Clackmannanshire Transformation Space is a new community-led funding and decision-making model designed to shift power, align resources, and improve outcomes for local people. Year 0 has focused on building the foundations: governance, community voice, funding alignment and a learning framework. Despite being early in implementation, there are already clear signs of impact. It has already established stronger community voice with over 50 community voice panel members recruited. Panels have shaped priorities for funding investment responding to homelessness prevention and Mental Health for children and young people. Panel members report feeling respected, influential and motivated to stay involved. £1.34 million has been raised to establish the Transformation Space from various council services across People and Place directorates, Scottish Government and The Hunter Foundation. Specialist fundraising capacity has been established to attract private sector investment.

Equality and Fairer Scotland Impact Assessment (EFSIA)

Summary of Assessment

Title: Community Wellbeing Plan 2025/2026

Key findings from this assessment:

The Plan is explicitly designed to reduce inequalities through whole family support, targeted poverty actions, early intervention and inclusive service design. Voice and co-design is gathering pace and being amplified through for example the Citizen's Panel and will continue to represent diversity and ensure equality as indicated in the Plan on a page and the work which underpins these plans.

Summary of actions taken because of this assessment:

Review of feedback and data from a variety of sources:

- Strategic Needs Assessment (2023, updated 2025)
- Community Wellbeing Plan 2025 -26 (Clackmannanshire demographic profile)
- Performance indicators on poverty, health, education
- Engagement findings from families, youth forums and minority groups

Engaged with Council's equalities mainstreaming report "[Mainstreaming Equality and Diversity in Clackmannanshire 2017-2021](#)", and [Employment information and gender pay gap reports](#) <https://www.clacks.gov.uk/council/eqopps/>

Engaged with [Scottish Government Equality Evidence Finder](#) <https://scotland.shinyapps.io/sg-equality-evidence-finder/>

Ongoing actions beyond implementation of the proposal include:

Implementation of Strategic Actions (2025–2026) as outlined in the Community Wellbeing plan 2025 -26 and the Plans on a Page (Annex A)

Lead person(s) for this assessment: Catriona Scott

Senior officer approval of assessment: Catriona Scott

DATE: 23 July 2025

Equality and Fairer Scotland Impact Assessment (EFSIA)

An Equality and Fairer Scotland Impact Assessment (EFSIA) must be completed in relation to any decisions, activities, policies, strategies or proposals of the Council (referred to as 'proposal' in this document). The first stage of the assessment process will determine the level of impact assessment required.

This form should be completed using the guidance contained in the document: Please read the guidance before completing this form.

The aim of this assessment is to allow you to critically assess:

- the impact of the proposal on those with protected characteristics and, where relevant, affected by socio-economic disadvantage (referred to as 'equality groups' in this document);
- whether the Council is meeting its legal requirements in terms of Public Sector Equality Duty and the Fairer Scotland Duty;
- whether any measures need to be put in place to ensure any negative impacts are eliminated or minimised.

The Fairer Scotland Duty requires public authorities to pay 'due regard' to how they can reduce inequalities of outcome caused by socio-economic disadvantage, when making **strategic decisions**. Strategic decisions are key, high-level decisions such as decisions about setting priorities, allocating resources, delivery or implementation and commissioning services and all decisions that go to Council or committee for approval.

Step A – Confirm the details of your proposal

1. Describe the aims, objectives and purpose of the proposal.

The Community Wellbeing Plan 2025–2026 sets out Clackmannanshire Council's strategic priorities and outcomes to improve the lives of children, families, and communities. It integrates the People Business Plan and aligns with national frameworks such as the National Performance Framework, The Promise and UNCRC. The Plan focuses on reducing poverty, improving health and wellbeing and promoting inclusive, empowered communities. The Plan is explicitly designed to reduce inequalities through whole family support, targeted poverty actions, early intervention and inclusive service design.

2. Why is the proposal required?

This Community Wellbeing Plan provides a framework for an integrated and outcomes focused approach to improving outcomes for people and communities across Clackmannanshire, including the work of community planning partnerships. The Plan addresses the recommendations of the Christie Commission and the Auditor General for Scotland and aligns with the First Minister's ambition for Scotland, particularly eradicating child poverty, whole family support, growing the economy and delivering high quality and sustainable public services. This Plan also incorporates the People Business Plan for the forthcoming year.

3. Who is affected by the proposal?

Those experiencing disadvantage in our communities, including:

- Gender-based violence
- Trauma
- Domestic abuse
- Mental Health and Wellbeing
- Poverty
- Additional Support Needs
- English as an Additional Language
- Care Experienced
- LGBTQ+ Youth and Minority Groups
- Lone parents
- Young parents

4. What other Council policies or activities may be related to this proposal? The EFSIAs for related policies might help you understand potential impacts.

- Wellbeing Local Outcomes Improvement Plan (WLOIP) 2024-2034
- Poverty Action Plan 2025–2030
- Children’s Services Plan 2025-2026
- The Promise Plan 2025-2026
- National Improvement Framework 2024-2027(incorporating the Scottish Equity Fund Plan)
- Violence Against Women and Girls’ Strategy 2023-2026
- Community Justice Plan 2023-2028
- Community Learning and Development Plan 2024-2027
- Sport and Active Living Framework 2024-2028
- Family Wellbeing Partnership Plan 2024-2026
- Library Service Plan 2024-27
- Educational Psychology Service 2025-2026
- Children and Young People’s Strategic Partnership

- Tackling Poverty Partnership
- Child Protection Committee
- Community Justice Partnership
- Violence Against Women and Girls Partnership
- Clackmannanshire and Stirling Alcohol and Drug Partnership
- Local Employability Partnership
- Family Wellbeing Partnership
- Digital Learning Strategy 2022-2025
- Additional Support for Learning Strategy 2024-2027
- Strategic Equity Fund Plan 2023-2024
- Health and Wellbeing Strategy
- Learning, Teaching and Assessment Strategy
- Numeracy Strategy 2022-2026
- Literacy Strategy 2022 - 2026
- Parental Involvement and Engagement Strategy
- Learning Estate Strategy, 2019-2040
- Community Learning and Development Partnership Plan, 2024-2027
- Forth Valley Inter Agency Child Protection Guidance 2023
- Clackmannanshire Transitions Policy for young people with additional support needs to adulthood
- Forth Valley GIRFEC Guidance
- Forth Valley Guidance Getting our Priorities Right for Children and Families affected by Parental Alcohol and Drug Use (2019)

5. Is the proposal a strategic decision? If so, please complete the steps below in relation to socio-economic disadvantage. If not, please state why it is not a strategic decision:

The Equality Impact Assessment demonstrates that the Community Wellbeing Plan 2025–2026 is robust and well-aligned with the Council's duties under the General Equality Duty and the Fairer Scotland Duty. The policy:

- Actively promotes equality of opportunity across all protected characteristics.
- Embeds inclusive, trauma-informed, and rights-based approaches.
- Targets socioeconomic disadvantage through data-driven, community-led interventions.
- Fosters good relations through co-design, participatory budgeting, and inclusive engagement.

There is no evidence of unlawful discrimination, and the Plan includes mechanisms for ongoing monitoring, evaluation, and stakeholder involvement to ensure continuous improvement.

Step B – Consider the level of EFSIA required

You should consider the available evidence and data relevant to your proposal. You should gather information in order to:

- help you to understand the importance of your proposal for those from equality groups,
- inform the depth of EFSIA you need to do (this should be proportionate to the potential impact), and
- provide justification for the outcome, including where it is agreed an EFSIA is not required.

6. What information is available about the experience of those with protected characteristics in relation to this proposal? Does the proposal relate to an area where there are already known inequalities? Refer to the guidance for sources of evidence and complete the table below.

Equality Group	Evidence source (e.g. online resources, report, survey, consultation exercise already carried out)	What does the evidence tell you about the experiences of this group in relation to the proposal? NB Lack of evidence may suggest a gap in knowledge/ need for consultation (Step C).
Age	<ul style="list-style-type: none"> - Strategic Needs Assessment (2023, updated 2025) - Community Wellbeing Plan 2025 -26 (Clackmannanshire demographic profile annex B) - Performance indicators on poverty, health, education - Engagement findings from families, youth forums and minority groups 	The Plan includes targeted support for children, young people and older adults, including early years education, youth employability and mental health services
Disability	As above	The Plan addresses Additional Support Needs (ASN), promotes inclusive education and

Equality Group	Evidence source (e.g. online resources, report, survey, consultation exercise already carried out)	What does the evidence tell you about the experiences of this group in relation to the proposal? NB Lack of evidence may suggest a gap in knowledge/ need for consultation (Step C).
		ensures access to mental health and wellbeing services.
Race	As above	The Plan promotes inclusive engagement and acknowledges the need to improve ethnicity data and representation in service planning. Data available at school level for children and young people; limited disaggregated data on outcomes by ethnicity for adults; commitment made to improve data collection via surveys
Sex	As above	The Plan includes a dedicated Violence Against Women and Girls (VAWG) strategy, gender-based analysis, and actions to reduce the gender pay gap and notes women are disproportionately affected by poverty and domestic abuse.
Gender Reassignment	As above	While not explicitly named, the Plan supports inclusive environments and services for LGBTQ+ youth, including co-design and participation. Lack of detailed data on the experiences and needs of LGBTQ+ individuals, especially adults.
Sexual orientation	As above	The Plan supports LGBTQ+ youth through inclusive programming, youth forums, and anti-stigma initiatives. Lack of detailed data on the experiences and needs of LGBTQ+ individuals, especially adults.
Religion or Belief	As above	While not a primary focus, the Plan supports inclusive service design and community engagement that respects cultural and religious diversity. Minimal data on how religious or belief-based needs are being met or considered.
Pregnancy or maternity	As above Demographic profile 2025/2026, prepared by Improvement Analyst	The Plan includes support for teenage parents, early years education, and access to childcare and family wellbeing services. Across Clackmannanshire, the rate of teenage pregnancies [under 20 years] increased from 30.5 per 1,000 women to 33.6 <i>per 1,000 women</i> in 2022, this rate remains higher than the Scottish average and is fourth highest across all local authorities [no change from 2021]
Marriage or civil partnership (only the first aim of the Duty is relevant to this)	/	The Plan does not contain specific provisions or impacts related to marital or civil partnership status.

Equality Group	Evidence source (e.g. online resources, report, survey, consultation exercise already carried out)	What does the evidence tell you about the experiences of this group in relation to the proposal? NB Lack of evidence may suggest a gap in knowledge/ need for consultation (Step C).
protected characteristic and only in relation to work matters)		
Socio economic disadvantage (if required)	Demographic profile 2025/2026, prepared by Improvement Analyst	A quarter [25%] of all SIMD datazones across Clackmannanshire fall into the 20% most deprived datazones [equates to 18 datazones]. Eight [8] datazones have more than a quarter of people who are income deprived, with one datazone in the Alloa South and East area recording almost half [47%]. The most recent data from 2023-24 puts the percentage of children in Clackmannanshire living in poverty after housing costs at 28.5% Before housing costs, the most recent data for FYE 2024 indicates a child poverty rate of 20.8% in Clackmannanshire, compared to 16.3% across Scotland as a whole.

7. Based on the evidence above, is there relevance to some or all of the equality groups? Yes

If yes or unclear, proceed to further steps and complete full EFSIA

If no, explain why below and then proceed to Step E:

Step C – Stakeholder engagement

This step will help you to address any gaps in evidence identified in Step B. Engagement with people who may be affected by a proposal can help clarify the impact it will have on different equality groups. Sufficient evidence is required for you to show 'due regard' to the likely or actual impact of your proposal on equality groups.

8. Based on the outcome of your assessment of the evidence under Step B, please detail the groups you intend to engage with or any further research that is required in order to allow you to fully assess the impact of the proposal on these groups. If you decide not to engage with stakeholders, please state why not:

A cross section of the community across diverse groups has been consulted in many aspects of the Plan. See Community engagement Section of the Community Wellbeing Plan 2025-26.

9. Please detail the outcome of any further engagement, consultation and/or research carried out:

- Citizens' Panel of the Clackmannanshire Transformation Space
- Clacks' Youth Forum collaborated on decision-making and campaigns like the 16 Days of Activism.
- Family Voices Groups helped co-design family support services.
- Peer Research Programme facilitated youth-led inquiry and insight gathering.
- School-Based Focus Groups & Surveys captured perspectives of young people on mental health and education.
- Consultation events such as the Childcare Fayre connected providers with families.
- What Matters To You (WM2U) supported informal community engagement and trained three new community panels.
- Family Wellbeing Partnership (FWP) projects focused on relational models and radical transformation.
- Programmes such as Fit for Girls and Football Leaders addressed participation barriers in sport and leisure.
- Feedback from families and professionals guided improvements in mental health support, holiday provision, and educational psychology services.
- Engagement included support for young carers, LGBTQ+ youth, kinship carers, and families of children with disabilities.

Step D - Impact on equality groups and steps to address this

10. Consider the impact of the proposal in relation to each protected characteristic under each aim of the general duty:

- Is there potential for discrimination, victimisation, harassment or other unlawful conduct that is prohibited under the Equality Act 2010? How will this be mitigated?
- Is there potential to advance equality of opportunity between people who share a characteristic and those who do not? How can this be achieved?
- Is there potential for developing good relations between people who share a relevant protected characteristic and those who do not? How can this be achieved?

If relevant, consider socio-economic impact.

Age	Place 'X' in the relevant box(es)			Describe any actions you plan to take, eg. to mitigate any impact, maximise positive impact, or record your justification to not make changes
	Positive impacts	Negative impacts	No impact	
risk of discrimination			X	
potential for developing good relations	X			Partnership working and collaborative efforts to achieve outcomes.
potential to advance equality of opportunity	X			Partnership working and collaborative efforts to achieve outcomes.

Disability	Place 'X' in the relevant box(es)			Describe any actions you plan to take, eg. to mitigate any impact, maximise positive impact, or record your justification to not make changes
	Positive impacts	Negative impacts	No impact	
risk of discrimination			X	
potential for developing good relations	X			Partnership working and collaborative efforts to achieve outcomes.
potential to advance equality of opportunity	X			Partnership working and collaborative efforts to achieve outcomes.

Race	Place 'X' in the relevant box(es)			Describe any actions you plan to take, eg. to mitigate any impact, maximise positive impact, or record your justification to not make changes
	Positive impacts	Negative impacts	No impact	
risk of discrimination			X	
potential for developing good relations	X			Partnership working and collaborative efforts to achieve outcomes.
potential to advance equality of opportunity	X			Partnership working and collaborative efforts to achieve outcomes.

Sex	Place 'X' in the relevant box(es)			Describe any actions you plan to take, eg. to mitigate any impact, maximise positive impact, or record your justification to not make changes
	Positive impacts	Negative impacts	No impact	
risk of discrimination			X	
potential for developing good relations	X			Partnership working and collaborative efforts to achieve outcomes.
potential to advance equality of opportunity	X			Partnership working and collaborative efforts to achieve outcomes.

Gender Reassignment	Place 'X' in the relevant box(es)			Describe any actions you plan to take, eg. to mitigate any impact, maximise positive impact, or record your justification to not make changes
	Positive impacts	Negative impacts	No impact	

risk of discrimination			X	
potential for developing good relations	X			Partnership working and collaborative efforts to achieve outcomes.
potential to advance equality of opportunity	X			Partnership working and collaborative efforts to achieve outcomes.

Sexual Orientation	Place 'X' in the relevant box(es)			Describe any actions you plan to take, eg. to mitigate any impact, maximise positive impact, or record your justification to not make changes
	Positive impacts	Negative impacts	No impact	
risk of discrimination			X	
potential for developing good relations	X			Partnership working and collaborative efforts to achieve outcomes.
potential to advance equality of opportunity	X			Partnership working and collaborative efforts to achieve outcomes.

Religion or Belief	Place 'X' in the relevant box(es)			Describe any actions you plan to take, eg. to mitigate any impact, maximise positive impact, or record your justification to not make changes
	Positive impacts	Negative impacts	No impact	
risk of discrimination			X	
potential for developing good relations	X			Partnership working and collaborative efforts to achieve outcomes.

potential to advance equality of opportunity	X			Partnership working and collaborative efforts to achieve outcomes.
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Pregnancy/maternity	Place 'X' in the relevant box(es)			Describe any actions you plan to take, eg. to mitigate any impact, maximise positive impact, or record your justification to not make changes
	Positive impacts	Negative impacts	No impact	
risk of discrimination			X	
potential for developing good relations	X			Partnership working and collaborative efforts to achieve outcomes.
potential to advance equality of opportunity	X			Partnership working and collaborative efforts to achieve outcomes.

Marriage/civil partnership	Place 'X' in the relevant box(es)			Describe any actions you plan to take, eg. to mitigate any impact, maximise positive impact, or record your justification to not make changes
	Positive impacts	Negative impacts	No impact	
risk of discrimination (only the first aim of the Duty is relevant to this protected characteristic and only in relation to work matters)			X	Partnership working and collaborative efforts to achieve outcomes.

Socio-economic disadvantage	Place 'X' in the relevant box(es)			Describe any actions you plan to take, eg. to mitigate any impact, maximise positive impact, or record your justification to not make changes
	Yes	No	No impact	

(If required) Will the proposal reduce inequalities of outcome caused by socio-economic disadvantage?	X			Partnership working and collaborative efforts to achieve outcomes.
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11. Describe how the assessment might affect the proposal or project timeline?

The assessment should not affect the proposal or project timeline. The Community Wellbeing Plan 2025/2026 and approaches align with the Clackmannanshire 'Be the Future' Programme, the WLOIP, Community Wealth Building and the Wellbeing Economy. The Plan sets out targeted priorities, outcomes and actions for 2025-2026. It focuses on collaboration and intelligence gathered from across the system; particularly, stakeholders' needs. Individual plans on a page, which inform and support our work have been retained to demonstrate how they connect with Strategic Priorities, Outcomes and Actions and these are underpinned by delivery plans with details of individual timelines.

12. **Having considered the potential or actual impacts of your proposal, you should now record the outcome of this assessment.** Choose from one of the following:

Please select (X)	Implications for the proposal
X	<p>No major change</p> <p>Your assessment demonstrates that the proposal shows no risk of unlawful discrimination and that you have taken all opportunities to advance equality of opportunity and foster good relations, subject to continuing monitoring and review.</p>
	<p>Adjust the proposal and/or implement mitigations</p> <p>You have identified ways of modifying the proposal to avoid discrimination or to better advance equality of opportunity or foster good relations. In addition, or alternatively, you will introduce measures to mitigate any negative impacts. Adjustments and mitigations should be recorded in the tables under Step D above and summarised in the summary sheet at the front of the document.</p>
	<p>Continue the proposal with adverse impact</p> <p>The proposal will continue despite the potential for adverse impact. Any proposal which results in direct discrimination is likely to be unlawful and should be stopped and advice taken. Any proposal which results in indirect discrimination should be objectively justified and the basis for this set out in the tables under Step D above and summarised in the summary sheet at the front of the document. If objective justification is not possible, the proposal should be stopped whilst advice is taken.</p>
	<p>Stop the proposal</p> <p>The proposal will not be implemented due to adverse effects that are not justified and cannot be mitigated.</p>

Step E - Discuss and review the assessment with decision-makers

- 13. You must discuss the findings of this assessment at each stage with senior decision makers during the lifetime of the proposal and before you finalise the assessment. Record details of these discussions and decisions taken below:**

On-going discussion and review as part of the development of the Community Wellbeing Plan as part of PSMT discussions monthly.

Step F – Post-implementation actions and monitoring impact

- 14. Record any post-implementation actions required.**

Once the Community Wellbeing Plan (i.e. the proposal) is approved at Council, the EFSIA will be reviewed at regular points in the year.

- 15. Note here how you intend to monitor the impact of this proposal on equality groups.**

Capturing qualitative and quantitative feedback through the methods outlined at Question 9.

- 16. Note here when the EFSIA will be reviewed as part of the post-implementation review of the proposal:**

- When completing the interim half yearly report on the Community Wellbeing Plan 2025/2026 (December 2025/January 2026) and
- On development of the Community Wellbeing Plan for 2026/2027 (June/July 2026)

Step G – Assessment sign off and approval

Lead person(s) for this assessment:

Signed: Catriona Scott

Date: 23.07.25

Senior officer approval of assessment:

Signed: Catriona Scott

Date: 23.07.25

All full EFSIAs must be published on the Council's website as soon as possible after the decision is made to implement the proposal.