

Stirling Single Outcome Agreement 2008 – 11

Updated for 2009/10

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Introduction

Purpose of the Agreement

The Stirling Single Outcome Agreement is the means by which the Stirling Community Planning Partners have agreed their vision for the Stirling area and the strategic priorities that need to be addressed to achieve this vision.

Those priorities are expressed as outcomes to be delivered by the partners, both individually and jointly. The contribution of these local outcomes to the Scottish Government's national outcomes is shown.

The Stirling Single Outcome Agreement expresses the joint commitment and mutual accountability of the Scottish Government, the statutory Community Planning partners and the other partners within the Stirling Community Planning Partnership to the delivery of the agreed outcomes that will make a difference to the lives of the citizens and communities of Stirling.

Concordat between the Scottish Government and COSLA

The Single Outcome Agreement is set within the context of a new relationship based on mutual respect and partnership between Scottish Government and local government as described in the Concordat between the Scottish Government and COSLA signed in November 2007. The key points of the Concordat include a move towards accountability based on outcomes, greater local freedom, reduced ring fencing of funding, less monitoring and reporting and improved partnership working.

The Concordat established that Single Outcome Agreements would be agreed between local authorities for 2008-09 covering all local government services in each local authority area including those responsibilities of Community Planning Partnerships where local authorities have a significant role to play. The Concordat established that future Agreements would be with Community Planning Partnerships themselves, and subsequently it was agreed that this would take place from 2009 -10 onwards.

Community Planning Partnerships and the Single Outcome Agreement

It is clear that the natural place for the responsibility for the ongoing development of Single Outcome Agreements is within Community Planning Partnerships led by local Councils. Single Outcome Agreements continue the spirit of the Local Government in Scotland Act 2003, detailing the statutory duty of community planning and build upon Community Planning Partnerships' experience in working jointly towards outcomes that improve the lives of all citizens.

Stirling Community Planning Partnership

Stirling Community Planning Partnership is generally recognised to be a mature organisation very much at the forefront of community planning in Scotland. The Partnership is significantly progressed, inclusive and has a very strong basis in community engagement and local community planning.

The strength of Stirling Community Planning Partnership supports the complex nature of governance in partnership required by a Community Planning Partnership Single Outcome Agreement. It suggests both intent for and acceptance by partners of the Single Outcome Agreement as the broad framework through which collective commitment and contribution will be managed. The Partnership already has in place many of the key elements of partnership governance, encompassing detail on leadership, planning, performance reporting, accountability and redress. The move towards the Community Planning Partnership Single Outcome Agreement in 2009/10 will stretch the effectiveness of these.

Details on governance and delivery arrangements are set out in Section 3 of this Agreement.

Scope of the Agreement

This Agreement covers all local authority services and all the public services which are the responsibilities of other partners in the Community Planning Partnership and which the Partnership has agreed should be covered. The Single Outcome Agreement will run on a three year rolling basis while being subject to annual reviews.

The Stirling Single Outcome Agreement is not intended to detail everything that every partner does, nor is it a forum for 'over partnering'. Community Planning needs to provide focus and to guide strategic direction and action for all partners both individually through core service delivery and jointly through collaborative partnership working. The Single Outcome Agreement needs to show a distinct 'golden thread' to individual agency responsibility for both individual and joint action.

The Single Outcome Agreement sits within the Councils', public bodies' and Scottish Government's duties in relation to Community Planning, Best Value, equalities and sustainable development.

Stirling Community Planning Partners have embedded into the Single Outcome Agreement process, a shared commitment to tackling inequalities. There is no doubt that some communities of both people and place in Stirling suffer adversely in contrast to the prosperity of the area as a whole. The polarisation of social and economic conditions across Stirling remains a challenge and this will be exacerbated by the onset of the recession. The co-ordinated approach offered by the Single Outcome Agreement and the integration of Fairer Scotland within it, offers an opportunity to respond to this challenge. As Stirling jointly develops its economy and opportunities for all its citizens, then the Single Outcome Agreement process must ensure that more disadvantaged citizens are supported to maximise their benefit from this and their ability to make best use of the opportunities available to all.

Spirit of Co-operation

Stirling Community Planning Partners embrace both the challenges and the opportunities of the Single Outcome Agreement. Partners are committed to working together to realise the outcomes for our citizens and communities, and to ensuring Stirling's contribution to the outcomes for Scotland.

In signing this document partners are making a formal commitment to the whole of the Single Outcome Agreement, not selected parts of it. This commitment will involve supporting the delivery of the Single Outcome Agreement in all possible ways compatible with their duties and responsibilities. This will include a willingness to review pre-existing structures, processes and resource deployment including consideration of the creation of joint budgets, to optimise delivery of outcomes.

Vision - Our Stirling

The Stirling Community Planning Partnership's Vision for Stirling is that Stirling will be:

- A place with ambition for itself and its people
- A location of choice with a growing population and vibrant economy that is open for business
- A place with jobs and opportunities for all
- A place where lifelong learning is valued and encouraged
- A place where improved wellbeing adds life to years, not just years to life
- A place with safe, strong and resilient communities
- A place with a high quality natural and built environment
- A place where services that citizens receive are efficient, effective and customer focused
- A place where people participate and take responsibility for their lives and their communities
- A place with a commitment to sustainable development and carbon reduction
- A place where equality of opportunity is promoted and diversity welcomed.

The Stirling Single Outcome Agreement sets out how this vision will be achieved.

The Agreement is organised around the following sections:

Section 1: Integrated Area Profile

The Integrated Area Profile sets out the economic, social and environmental conditions of the area identifying past trends and future challenges and opportunities. The profile provides the evidence from which Partners have identified the challenges and priority areas for action set out in the Agreement.

Section 2: Strategic Outcomes

Following consideration of the economic, social and environmental conditions outlined in the Local Area Profile, priority areas for action for each of the 6 Strategic Topics and 4 Strategic Themes that make up the Partnership's Vision for Stirling have been identified.

In each area the local outcomes we are trying to achieve are described and the challenges we need to address to achieve these outcomes are outlined.

Indicators that will be used to measure our progress towards these outcomes are identified and targets for these indicators have been set.

Section 3: Governance and Delivery Arrangements

In this section details are given of the governance and delivery arrangements established to ensure effective delivery against the Stirling Single Outcome Agreement.

SECTION 1: INTEGRATED AREA PROFILE

Introduction

This Local Area Profile sets out the social, environmental and economic conditions of the Stirling area. By identifying key issues it provides the context in which partners have worked to analyse and evidence the needs of Stirling's citizens and communities, and will continue to do so to reinforce the appropriateness of local outcomes.

Overview of Stirling: Challenge and Opportunities

Stirling¹ covers just less than 2200 sq km and is the 9th largest local authority by land area. This area encompasses Tyndrum and Crianlarich on the edge of the Highlands in the north, the Glasgow commuter villages of Killearn and Strathblane in the southwest and the former mining villages of Plean, Fallin and Cowie in the east. The main urban centre – where 64% of the population lives – consists of Scotland's newest city Stirling (2002) including Bannockburn and its neighbouring communities of Dunblane and Bridge of Allan.

The population of Stirling is 88,350² making it the 8th smallest authority by population size in Scotland. The population continues to grow at a rate of 4.9% as at June 2007 considerably above the national growth rate of 1.2%. The area's population is projected to continue to increase, at a faster rate, through inward migration and with significant planned housing development. The relatively low population density of the overall area presents challenges in ensuring that all communities and citizens have access to high quality public services. Projected population growth presents both opportunities to drive Stirling's development and challenges in ensuring that partners can respond to the needs of the growing population.

Few regions have such dramatic diversity of landscape. Urban land use accounts for only 3% of the Stirling Council area. The Stirling area encompasses some of Scotland's finest countryside including a large part of the Loch Lomond and the Trossachs National Park. The City of Stirling contains a rich historical built heritage. The unique natural and built environment carries with it responsibilities but also opportunities in relation to making Stirling a highly attractive place to live, work, visit and study.

Stirling's location at the heart of Scotland has always been important. 55% of Scotland's population live within an hour of the City. This strategic location, together with the well-educated population, the high quality environment and quality of life factors have led to a substantial economic expansion in the last decade. Stirling has moved from an area that was a net exporter of its highly qualified workforce to Glasgow, Edinburgh and other adjacent areas to a significant importer of its workforce from other Council areas. The major housing developments now planned and under construction will ensure that inward commuters that wish to live in the area have an opportunity to do so. A challenge will be to ensure the local economy can deliver sufficient jobs to support this growing population.

The area enjoys relative economic prosperity and has a relatively affluent population. Overall crime rates are low. Healthy life expectancy is higher than any mainland council and educational attainment for children and young people is consistently above the national average. Overall the area offers an unrivalled quality of life.

However, the overall averages for the area masks a high degree of social and economic polarisation, with one study identifying Stirling as having the second highest spread of rich and

¹ References to 'Stirling' throughout the report are to the whole of the Stirling Council area, unless otherwise indicated.

² General Register Office for Scotland (GROS) June 2008

poor of councils in the UK.³ 6% of the population live in areas rated as the most deprived 15% of Scotland. The effects of poverty and disadvantage are evidenced in the income, health, learning and community safety of these citizens. Whilst the area has many obvious advantages and opportunities, there are communities of both place and interest that have not benefited from these. The current economic downturn further marginalises certain areas and citizens from the opportunities Stirling presents. Therefore one of our primary challenges in this Single Outcome Agreement process is to tackle the inequalities of opportunity and socio-economics that clearly disadvantage some of our citizens.

The following pages provide a more detailed profile of the Stirling area and identify key opportunities and challenges that need to be addressed by the Stirling Community Planning Partnership.

ECONOMIC CONDITIONS

Stirling occupies a critical location in Scotland, at the heart of the central belt. A growing and sustainable economic base is essential for Stirling and the Scottish economy more widely. While a recent review (TERU, 2007) of Stirling's business sectors identified that the Stirling Council area has few 'industrial strengths', tourism/retailing and higher value business services were key exceptions.

The local supply of highly qualified labour, supported by a strong Higher Education sector, should act as the basis for attracting inward investors, enhancing and promoting indigenous growth and facilitating business start-up. Planned infrastructure projects offer the potential to ease congestion, open up new development opportunities, improve transport links and raise Stirling's profile as a regional service centre.

The recent Stirling Economic Positioning Study (TERU, 2007) made the following recommendations:

- Stirling should use its central location (and residential and quality of life assets) to develop a more diversified economy.
- There needs to be recognition that business development activities, rather than sector or industrial development per se are important.
- Stirling should look to support several of the Scottish Government's priority industries, most obviously construction, forestry and potentially energy (Biomass).
- Stirling should exploit its specific assets outwith an industry focus, most obviously around the University (along with Stirling University Innovation Park).
- With tourism Stirling needs to prioritise both activities via the national park and more importantly Stirling City with an improved offering of retail and other tourism related services.
- There needs to be greater recognition of the importance to Stirling's economy of high value business services and a review of their support requirements.
- There needs to be a greater exploration of niche development opportunities that could underpin longer term economic development, potentially around sports, the environment, science (through Stirling University Innovation Park). The University of Stirling has a key role to play here.
- Capturing value from capital projects and working to influence national policy will ensure Stirling utilises its competitive advantage compared to other parts of Scotland.

Stirling is part of the East Region supported by Scottish Enterprise within the context of the National Economic Strategy. (www.scottish-enterprise.com/se-operating-plans-current)

³ Source: Experian Ltd 2000

The East Region has been the best performing of Scotland's regions to date, and whilst it is likely to be hard hit in terms of Financial Services, it also has many strengths, among them a diverse economy. A recent review of the East Region looked at performance to date and revealed the following:

- Total economic output (as measured by Gross Value Added) from the East Region amounted to £22.8bn in 2007⁴. This represented more than a quarter (27%) of Scotland's total GVA, slightly lower than the region's share of national jobs (29%).
- GVA growth in the East Region has outperformed relative to both Scotland and the UK in recent years. The region is therefore performing well in relation to the national growth target.
- The average annual growth rate for ECR between 1999 and 2007 was 2.9%, the same as the equivalent rate for the UK and higher than the average of 2.5% for Scotland.

Source: ONS and SLIMS Calculations

Looking at the East Region as a whole by key sector:-

- In terms of wealth generation, financial & business services is the largest industry within Edinburgh City Region accounting for 30% of total GVA from the area in 2007.
- The region is responsible for over a third (34%) of total economic output from financial & business services in Scotland.
- The contributions of retail & catering and education & health are also significant, each accounting for 15% of economic output - in line with the national averages.
- The East Region is less dependent on manufacturing to generate GVA than Scotland as a whole. The sector accounted for 12% of GVA in 2007, relative to 15% nationally.

Clearly, the recession has not yet fed into the data yet, apart from unemployment and vacancy information. Oxford Economic Forecasters predict 10,000 job losses across Scotland, more than half of which will come from the East Region, so this will clearly have an impact on opportunities in the region.

Scottish Enterprise currently works with 601 account managed companies in the East Region, including nearly 58 in Stirling. Partners recognise the value of, and opportunities presented by, Stirling's central location as Scotland's heart. Maximising connectivity and co-ordinated action with neighbouring economies is a key component in our emerging economic strategy. Our inclusion within the Scottish Enterprise East region enables our integration with that part of the Scottish economy, and we will continue to work with SE East to ensure that we optimise that connection. At the same time, we will take advantage of our location to develop further our economic connectivity throughout central Scotland and the southern highlands.

Economic downturn

The global economic downturn has not bypassed Stirling. Since the latter half of 2008 there has been a drop off in business growth and an increase in unemployment, reflecting regional and national trends. Information on the impact of the recession is provided throughout the report.

In terms of key factors in the National Economic Strategy, Stirling's recent figures for growth (2.5%), productivity (£32,500) and labour market participation (76%) are broadly in line with the National average. Clearly however the current downturn means that good recent performance is not necessarily going to translate into good performance in the future. Much will depend on the scale and nature of the recession, and therefore forecasting is very difficult.

⁴ Refers to Real GVA at 2003 prices

Business growth

Stirling has a high density of VAT registered businesses compared to Forth Valley and Scotland as a whole. In 2008, Stirling had 468 VAT registered businesses per 10,000 resident adults, significantly higher than the 309 average for Forth Valley and 336 average for Scotland. One-year survival rates for businesses are similar to Scottish picture, whereas 3-year survival rates are higher. (Source: VAT registration and deregistration, DTI Small Business Service, NOMIS).

The number of new businesses recorded by the Scottish Banks for the Stirling Council area has fluctuated between 90 and 140 over the past 7 years. However, the figures for the second and third quarters of 2008 show a decline in the number of business starts to below 90 per quarter.

Further evidence on a recent decline in business growth is shown by the data on new businesses to the Stirling Council area as recorded by Stirling Council's Rates Team. This shows that there were more new businesses recorded in 2008 than 2007 at 135 in 2008 compared with 113 in 2007. However, the number of new businesses was lower for the third and fourth quarter of 2008 in comparison to 2007.

There is evidence of a growth in the social economy, both in the turnover of existing organisations, and in the establishment of new organisations and opportunities.

VAT registrations, deregistrations and stock

Data on VAT registrations, deregistrations and stock for the Stirling Council area show an increase in the number of VAT registrations per annum in Stirling between 1998 and 2007, particularly between 2006 and 2007. The number of VAT deregistrations per annum has remained consistently below the number of VAT registrations, leading to a steady increase in the stock of VAT registered businesses. VAT registrations have increased at a higher rate in Stirling (24% increase 1998- 2007) than across Scotland as a whole (14% increase 1998 – 2007).

2008 annual Business Panel survey

The annual Business Panel survey was sent to 500 Business Panel members in October 2008 and the shows that despite the economic downturn, businesses in October/November were fairly positive about their plans for the next three years.

However businesses identified a range of factors limiting productivity, most commonly:

- Issues finding appropriate commercial premises / business space
- Issues accessing finance and capital investment
- The current economic climate
- Red tape
- A shortage of good / skilled staff
- A lack of support / assistance for businesses

Factors inhibiting growth were identified as:

- Declining market
- Difficulties recruiting skilled staff
- Increasing competition from within Scotland
- Increasing competition from outside Scotland
- Lack of capital investment / finance
- Lack of parking near business premises

- Lack of space to expand on existing business site
- Lack of suitable new sites in area to build business premises
- Lack of suitable rented property in the area
- Skills of existing staff

The key areas where businesses stated they require most support are:

- Funding
- Provision of business networks / contacts
- Help with e-business
- Financial advice
- Business skills development
- Sector specific advice

A mini-survey carried out in early 2009 established that while net confidence is still reasonable at 59%, this is a fall of 12% on 6 months ago. However 79% of the 139 businesses who took part in the mini survey see market opportunities at this time. Half of these opportunities have emerged since the economic down turn began and almost two thirds of the businesses saw no barriers to pursuing these opportunities.

Support Network

One of the key elements of the local support network is the Business Gateway. In Forth Valley this contract is delivered by a consortium of three Enterprise Trusts operating across the Council areas. From 1st April 2008, local authorities have taken on the management of the Business Gateway contract. Whilst Falkirk Council manage the contract on a day to day basis, the strategic overview is maintained via a partnership group managed by Stirling Council. This Management Group has identified that the support landscape under the new contract arrangements is distinctly different from that previously available. Whilst every business can access a range of generic services such as advice on business plans via the Business Gateway website, not every business qualifies for Adviser time or specific products or services to help it grow. This results in a gap in the provision of business support services, which is echoed by the Stirling Business Panel survey.

To achieve the local outcome of economic success, partners will require to work together to identify what actions can be taken to tackle and resource these issues.

Tourism

Total employment supported by tourism consists of industries that are also part of the services industry, hotels etc. Approximately 20% of jobs in the Stirling area were estimated as being directly related to or supported by tourism in 2006 compared with a national figure of around 8% demonstrating the importance of tourism to the local economy. Estimated tourism spend in Stirling was £390 million in 2007 slightly up from £389 million in 2006. Estimated tourist numbers in 2007 were 4,323,500, slightly lower than 4,366,600 in 2006.

Stirling Visitor Survey 2008 shows visitor satisfaction remains high among interviewees, in line with previous years. Those surveyed gave an average score of 8.72 (out of 10) in relation to their 'Likelihood to recommend' Stirling and 8.68 in relation to 'visitor attractions'.

(Sources: ONS annual business inquiry employee analysis 2005, Scottish Tourism Economic Assessment Model, Stirling Visitor Survey 2008)

Stirling is well placed to work towards the national agenda to increase tourism revenue by 50% over the next 10 years. Business tourism offers major potential for growth, capitalising on the city's central location. The infrastructure development at Forthside will provide the step change required to develop the profile and grow this market.

Another area of opportunity is to convert day visitors to staying visitors, building on the city brand to cross sell the urban and rural visitor product - the combination of compact heritage city and expansive rural environment is a strong proposition. Anecdotal information from tourism operators suggests that they are not seeing a significant drop off in bookings compared to this time in previous years. There is a view that the weakness of the pound will have a positive impact on the domestic tourism market

Business space

Information on available commercial space in the Stirling area shows that there is a lack of supply of quality industrial space. Available industrial space was 4.5% against a Scotland average of 11.0% in September 2008. A further 26,700m² of industrial floorspace is required per annum for Stirling to achieve the national average and ensure that economic growth can be sustained. Office space was 17.4% against a Scotland average of 13.5% in September 2008 and available retail space was 9.9% against a Scotland average of 13.5%. (Source: Property Portfolio % Vacancy Rates – floor space, Scottish Property Network)

Stirling has experienced high office availability compared to the Scottish average since September 2007. The high rate in September 2007 was mainly due to the completion of two new office blocks at Castle Business Park. Although Stirling's office availability rate decreased by 2 per cent between September 2007 and September 2008, it was still above the Scottish average, mostly due to around one and a half of the new office blocks at Castle Business Park remaining empty.

Commercial property enquiries

433 individuals made commercial property enquiries using Stirling Council's Property Search Service in 2008, lower than the number of individuals making property enquiries in 2007 (588). On average enquiries were made by 47 individuals per month in 2008, lower than the average of 67 for 2007.

The reasons given for looking for commercial property by enquirers were 39% looking for premises for a new business start up, 25% looking for premises for a relocation and 20% were looking for either premises for expansion or for an additional facility. On the whole, enquirers are looking for smaller floor plates, with 37% looking for properties up to 99 sq m, 25% looking for properties between 100 and 199 sq m and 17% looking for properties between 200 and 499 sq m.

Retail

A number of national retail ranking indices are available to monitor the performance of town and city centres. Stirling city centre is currently ranked 84th position overall in the UK and as 7th in Scotland. (Source: Venuescore, 2007). There are 148 leading shopping venues in the UK. Stirling is placed ahead of other Scottish shopping venues such as East Kilbride, Inverness, Falkirk, Perth and Ayr.

A key consideration in planning for retailing in the future is competition from elsewhere and resultant expenditure leakage. Current development and pipeline development in towns and cities adjacent to Stirling are likely to have an impact on Stirling. There is a need to reinforce Stirling city centre in the retail market to help stem any leakage to competing centres.

Footfall

The impact of the recent economic downturn shows that footfall for the 52 week period to the end of December 2008 at Thistles shopping centre was down 4.8% compared to the previous year. The most recent information at the time of publication shows that footfall within the

Thistles Centre is down by around 15.7% for the first 9 weeks of the year compared to the same period last year. This compares to a national benchmark figure showing a fall of 6%. Footfall does not directly relate to sales figures. Sales index for all retailers for 2008 was 99 (where 100 is the base figure for previous years index). For 2008 Car Parks were down 0.5% in comparison to the previous year.

Vacant retail space

The number of vacant units at ground floor level within the city centre has remained relatively stable over several years at around 9%, but in recent months it has moved upwards and is currently at 12%.

Transport

Stirling has a wide rural hinterland from Tyndrum and Crianlarich in the southern highlands to the Glasgow commuter villages of Killearn and Strathblane in the southwest, as well as a wealth of small towns and villages in the east and west. Transport issues largely relate to problems of accessibility to key services, and the specific concern of speed and road safety. 31% of households do not have access to a car. Traffic levels in Stirling are forecast to increase by 19% between 2005 and 2010 with potential growth of 24% by 2015. Around 60% of journeys to work into Stirling originate from Clackmannanshire and Falkirk. 24% of Stirling residents travel to work in Glasgow. Stirling's rural area is increasingly reliant on car use as public transport is less readily available.

The importance of external connectivity in supporting and growing the local and national economy is recognised. In this regard Stirling has a role as a strategic transport hub within the national transport network. Implementation of the Regional Transport Strategy and the Council's Local Transport Strategies aim to improve connectivity, ease congestion, increase pedestrianisation in the City Centre, improve public and active transport arrangements and address traffic and parking management. Issues around ensuring adequate access to health services and facilities, training/education and employment including economic sites currently being developed must also be addressed.

The most recent detailed information on car ownership is from the 2001 census. This shows significant variations across the area. While the overall rate of 24% of households having no access to a car was lower than the national rate of 34%, this masks the fact that 54% of households in Raploch ward had no access to a car or van and 8% of households in Blane Valley Ward had no access to a car or van.

55% of Scotland's population is estimated to live within one hour 's drive of the city of Stirling itself, with up to 80% living within two hours.

There is an opportunity to use Stirling's central position as a key asset in the region's attractiveness to new investment, as well as consolidation of existing investment.

Information on access to services (ACCESSION Calculations March 2009) shows that 60% of the population is within 30 minutes of Stirling Royal Infirmary by public transport. It also shows that nearly 10% of households without a car are more than 1 hour away from Stirling Royal Infirmary by public transport.

27% of the National Park population without a car is more than 30 minutes from their nearest GP by public transport.

Around 20% of all 16-19 year olds are more than 1 hour away from the nearest Further/Higher Education establishment.

Infrastructure developments

A number of infrastructure developments will contribute to the vibrancy of the local economy including the continued development of Forthside, the completion of Castle Business Park, the development of the Craighforth (Prudential) site, development of the Kildean Loop, the new Auction Mart, the Sports Village and a new College Campus.

Employment

An estimated 43200 working age residents were in employment for the period Jul 2007-Jun 2008, representing a working employment rate of 75.5%, slightly lower than the Scottish average of 76.3%. Total employee jobs were 47900 in 2007, showing a net inflow of workers into the area. (Sources: Annual Population Survey, Annual Business Inquiry Employee Analysis)

66% of Stirling's working residents work in the area. 34% work elsewhere and there is strong knowledge economy link with Edinburgh. These tend to be high value jobs. (source-Scottish Enterprise)

Oxford Economics is forecasting that there will be an additional 14200 jobs (+1.8%) in the Scottish Enterprise East Region over the decade ahead. The number of manufacturing jobs is expected to decline by a further 17000 over this period. IN the short terms there is the expectation of decline in employment in a number of key sectors, most notably financial and business services.

Unemployment

Unemployment rate trends show that overall rates have been lower than the Scottish average for several years but with significant variations between local areas and some pockets of persistently high levels of unemployment.

Job-seeker allowance claimants in the Stirling Council area and in Scotland reveal a significant increase in the latter half of 2008. Over the last few years the percentage of residents who are Job Seekers has been below the Scottish average, but the gap between the local and national rate has decreased in recent months. In May 2008 the Stirling rate of job-seeker allowance claimants was 1.5% compared with a Scottish rate of 2.3% a variation of 0.8%. In March 2009, the rate increased to 3.4%, compared to 3.9% for Scotland, a variation of 0.5%. The percentage change from March 08-09 is 1.8% in Stirling, 0.2% higher than the National change of 1.6%.

Males

Highest area for males = 13.1%
Stirling = 2.3%
Scotland = 3.3%
Source: SNS, NOMIS (Feb 2009)

Females

Highest area for females = 7.9%
Stirling = 0.9%
Scotland = 1.2%

Earnings

Stirling shows higher than national average levels of resident based earnings but lower than national average levels of workplace based earnings. This reflects the extent to which higher earning residents travel outwith Stirling for employment. Stirling weekly workplace earnings average £453, compared to £493 for residents. 10% of Stirling's population are regarded as income and employment deprived; ranking 24th least deprived of the 32 authorities.

Stirling has one the highest spread of income levels in UK (Source: Experian). Average gross estimated household income; including benefits are lowest in Raploch at £13k and highest in the Barbush area of Dunblane at £73k. The Stirling average is £33.4k compared to a Scottish average of approx. £30k. (Source: Annual survey of hours and earnings 2008)

Education and training

Around 33,600 (62%) working age residents in Stirling hold an NVQ level 3 equivalent or higher qualification, significantly higher than the 52% averages for Scotland as a whole. The estimated proportion of working age adults who have no qualifications in 2007 is 10% for Stirling, well below the 14% for Scotland as a whole. 28% of those in economically active are graduates compared to 22% for Scotland. (Source: Annual Population Survey 2007).

The proportion of working age people in employment in Stirling who received job-related training in the last 3 months was estimated to be 18% for the period July 2007 – June 2008, below the Scotland average of 22%, and down from 22% for the period April 2006 – March 2007 (Scotland 23%). (Source: Annual Population Survey 2008).

There is a need to build information on skills levels in the area, particularly for those out of work, and the skills requirements of employers. This will allow for better planning in addressing skills mis-match by providing appropriate training, which is vital in the current climate for long term planning.

SOCIAL CONDITIONS

Population growth and house building

The population of Stirling is 88,350. The population continues to grow at a rate of 4.9% as at June 2008 considerably above the national growth rate of 1.2%. The area's population is projected to continue to increase, at a faster rate.

Current and planned local house building reflects this. Over the past five years housing building has taken place at a rate of 355 units per annum⁵ and this is projected to grow to 654 per annum over the next few years. The changing economic climate has however had a significant negative impact on Scotland's housing market with a decline in the number of new homes being built. Within Stirling monthly housing completions dropped from 124 in September 2007 to 86 in December 2008.⁶

The effective housing land supply is 4578 dwellings to 2015⁷. The planned housing land supply to 2017 is 5497 dwellings. This includes the development of a Major Growth Area - a new village with 2,500 houses and associated facilities to the south-east of Stirling, west of Plean. This is a major development to cater for Stirling's new housing requirements. It will have implications for the environment, transport and for neighbouring communities. A new secondary school is proposed as part of an education campus and this may serve a wider catchment including the villages of Cowie and Plean. Other proposals include a potential new rail station, community facilities and local shopping.

In November 2008 Stirling Council agreed its Strategic Housing Investment Plan (SHIP) for the period 2009 – 2014. The SHIP, which forms part of the Local Housing Strategy, was developed in consultation with Scottish Government and partners including local housing associations. It sets out a programme of developments designed to ensure progress in meeting rural and urban housing needs and in particular to respond to demand for social rented and affordable housing. The SHIP includes a total of 244 houses across 21 sites to be developed by Stirling Council, marking a return to significant house building by the Council for the first time in over twenty years. 887 housing association homes are also planned for construction under the programme. The delivery of this programme will be dependent on the availability of resources from the Scottish Government and other sources. The SHIP also takes forward the Council's commitment to the regeneration of Cultenhove, Cornton and Raploch

⁵ Stirling Council Housing Land Audit 2008

⁶ Stirling Council

⁷ Stirling Council Housing Land Audit 2008

Regeneration

6% (5,000) of Stirling's population live in areas rated as the most deprived 15% of Scotland. These areas are in Raploch, Culterhove, Cornton and Fallin. Raploch and Culterhove lie within the most deprived 5% of Scotland. (Source: Scottish Index of Multiple Deprivation, 2006.)

Regeneration programmes are underway in Raploch, Cornton and Culterhove. The first phase of regeneration work has been completed in Cornton and Culterhove largely through demolition and rebuild. All new houses have been let and new play areas are in use. Both developments achieved a Secure by Design Award, recognising the use of effective crime prevention and security standards. Future phases of housebuilding and regeneration in Cornton and Culterhove are under discussion.

The most extensive regeneration activities are taking place in Raploch where the Raploch Urban Regeneration Company, established by Stirling Council, is providing a comprehensive regeneration programme delivered through effective partnership with the community, public sector agencies, and the private sector; that will result in.

- new education, social and community facilities;
- a safe and quality public realm;
- a choice of quality properties to cater for different needs;
- an enhanced sense of place for all those living, working and visiting Raploch;
- improved economic prospects and opportunities for the Raploch community;
- a high quality of life for all the people of Raploch.

The Raploch housebuilding programme began in January 2008 and will be completed over a ten year period. 900 houses are to be built 650 for sale and 250 for social rent. A range of measures is in place to ensure that local people benefit from the regeneration activities through jobs and training opportunities.

Housing ownership and house prices

Levels of owner occupation as a whole are higher than in Scotland (32% in Stirling compared to 28% in Scotland, 2004) but there are large variations within the area. (Owner occupation: Raploch - 25%, Torbrex - 88%). The local median house price for the area of £167,500 compares with a median house price for Scotland of £133,500 (at 02/2008, Myhouseprice.com). The number of Local Authority owned dwellings in Stirling was 16% of all dwellings compared to 15% across Scotland in 2006. The estimated average weekly standard rent for local authority dwellings is £48.34 in 2007-08 compared to a Scottish average of £47.91.

Homelessness

Stirling Council is continuing to work towards achieving the target of abolition of priority need by 2012. However, this will be challenging without a significant increase in resources to provide both temporary accommodation and permanent affordable homes. In 2007/08 permanent accommodation was secured for 72% of priority homeless compared to the Scottish average of 76%. In early 2009 there has been an increase in number of enquiries for advice particularly from those who have lost jobs and/or are unable to pay mortgage or private rent. While the core number of homeless applications has remained fairly constant, more advice and prevention is being given to avoid numbers turning into real homeless figures. The demand for temporary accommodation has continued to outstrip supply. This has resulted in a significant rise in the use of bed and breakfast accommodation. The Council is seriously short of accommodation in order to fulfil its obligations to permanently house homeless people. As a result the average length of stay in temporary accommodation has risen significantly over

the last two years. There is potential that this situation could be exacerbated by the current recession. Additional funding was allocated by Stirling council in its 2009-10 budget.

Stirling's rural profile

Stirling's rural communities are not a single entity but the economic/social and environmental profile of Stirling's rural areas show some distinctions from the main urban centre where 65% of the population lives. Characteristics of the rural areas include:

- The rural economy relies heavily on low skill/low wage employment in tourism and retail businesses.
- High disposable incomes (from residents working outwith the rural area) support some high quality/ high value businesses and support services in some areas.
- An older population, more retirees, fewer students in rural area.
- Higher average incomes in rural area, but greater number on lower incomes especially in the north of the rural area.
- Generally higher-status employment but not a great deal within the rural area itself.
- Much more self-employment and potential entrepreneurship in the rural area than the urban area, especially further north.
- Less reliance on retail and public sector within rural area, but still significant employment of residents in these areas.
- Greater levels of owner-occupation in rural area, but increasing levels of social housing and other accommodation (e.g. accommodation with friends, parents, or employer-provided) towards the north of the rural area.
- House prices high and strong demand for social housing.
- Poorer housing stock condition and higher repair costs in rural area.
- Generally better health reported in rural area, but must be balanced with generally older population with specific needs.
- Significant variations within rural Stirling, in age, household structure, incomes, economic activities, and housing.
- Transport accessibility and connectivity are particularly important in the rural area. Stirling's rural area is increasingly reliant on car use as public transport is less readily available. Innovative solutions, including Demand Responsive Transport need to be considered to ensure continued access to jobs and opportunities for all.

LOCH LOMOND & THE TROSSACHS NATIONAL PARK

A significant proportion of rural Stirling lying to the west of the city falls within the boundary of Scotland's first National Park. The Park extends to 720 square miles in total embracing significant parts of Argyll & Bute and Stirling Council areas, and small parts of West Dunbartonshire and Perth & Kinross.

63.4% (456 sq miles) falls within Stirling Council area, and 9085 of the 15,600 residents in the Park (58.2%) (based on the 2001 census data) live within the Stirling Council area. The National Park amounts to just over 50% of the total Stirling Council area.

The National Park Authority was established in 2002 and is a Non Departmental Public Body, currently led by a Board with 25 Members, 10 of which are nominated by the local authorities, four of whom come from Stirling Council.

The National Park, one of only two in Scotland, has four statutory aims embracing conservation, sustainable use of resources, responsible enjoyment and the socio-economic well being of communities. These aims are equal unless a situation of conflict arises, at which point conservation takes priority. The Authority's primary remit is to lead and oversee the delivery of the four aims and ensure this is undertaken in an integrated way. The tool for this

is the National Park Plan, the overarching management document for the Park, which, under the National Parks Act 2000, all public bodies operating in the area must have regard for. The first plan was approved by Scottish Ministers in 2007 and will shortly be subject to a mid term review.

Within its boundary, and of immediate relevance to this Single Outcome Agreement, the National Park Authority is both the planning authority and access authority exercising full statutory powers under the associated legislation. These powers, typically exercised by the local authorities elsewhere in Scotland, are therefore exercised in tandem by the National Park Authority and Stirling Council. The National Park's (draft) Local Development Plan, Core Path Plan and Biodiversity Action Plan all have a significant bearing on activity within the 458 sq mile area of the Park falling within Stirling Council.

Environmental and Cultural Resources

The Park contains many outstanding natural heritage features and designations such as SSSIs, Ramsar sites, National Nature Reserves and Natura 2000 sites many of which are of European and international importance. A significant number of these are located within the Stirling area of the Park and almost the entire Stirling area of the Park is designated either a National Scenic Area or Area of Great Landscape Value. The Park has a high proportion of forest and woodland cover and many examples of ancient and long established woodlands along the water courses.

River water quality throughout the Park was categorised as good or excellent based on sampling in 2003 although recent sampling has highlighted potential issues.

A number of the towns and villages within the Stirling area of the Park are conservation areas and there is a wealth of listed buildings and scheduled ancient monuments. The impact of human activity is visible throughout the Park area. The area has outstanding cultural associations with national figures such as Rob Roy McGregor, and the Trossachs can lay claim to being the birthplace of romantic tourism in the UK if not wider following the publication in 1810 of Sir Walter Scott's epic verse set in and around Loch Katrine the Lady of the Lake. Loch Katrine was a Victorian engineering wonder when it became the primary gravity fed water source for the city of Glasgow. The Park has a number of active heritage and history interest groups notably in Killin, Strathard and Callander.

A significant level of public and NGO land ownership within the Park and rural Stirling is focussed on conservation and land management. The role of Biodiversity Action Plans, the Local Development Plans of both the National Park Authority and Stirling Council are central to this focus.

Population and Health

The National Park population density is on average 0.08 people per hectare as compared to the Stirling average of 0.39 and the national average of 0.65. The Park population marginally increased between 1991 and 2001. The population is ageing in line with national trends but has a significantly higher proportion of its population in the 45-64 age group, and a lower than average number of people of Scottish origin living in the Park. People in the Park enjoy better health than Scotland as a whole. The Park itself offers a rare opportunity for physical and spiritual wellbeing.

Economic Development & Prosperity

Tourism, land-based businesses and the service sector dominate the Park's economy. Full time employment in agriculture is dropping with an increase in part-time working and contract labour, and forestry related work has been affected by recent trends in timber pricing. Hotels and restaurants are the main employers in the Park accounting for many full time jobs but there is also a high proportion of seasonal employment and low wage jobs. In general the Park is slightly above the national average for economic activity and is significantly higher than the

national average for self employment and home working. These figures, however, mask that within tourism hours are long, wages are low and many jobs are part-time or seasonal.

Tourism and Recreational Opportunities

The National Park is a key brand and major strength for growth in tourism especially eco-tourism activity. The National Park has achieved Europarc Chartermark status for its action plan to promote and further develop sustainable tourism practices within the Park and is working closely with the Council and other partners in promoting the Park as one of Scotland's premiere sustainable tourism destinations, uniquely located in close proximity to both Glasgow and Stirling city destinations. The draft Local Development Plan highlights two significant development opportunities for the Stirling area, specifically a major international tourism opportunity at Callander, the eastern gateway to the Park, and at Drymen linking to the West Highland Way and making provision for walkers and the equestrian market

The National Park's mountains, woodlands and waters provide one of the prime countryside recreation resources in Scotland for both passive and active pursuits, and physical and spiritual well being. Within the Stirling area the Park offers a series of unique tourism and recreational resources including the West Highland Way, NCR7, Queen Elizabeth Forest Park, Loch Katrine, the Lake of Menteith and Loch Venacher Fisheries, the Trossachs/Bird of Prey Trail, a series of golf courses, access to the many lochs, beaches/shores, munros and lower peaks, and a network of pathways.

The Park has a wealth of educational and interpretive establishments for local residents, visitors and tourist including primary and secondary schools, outdoor centres, visitor centres and University field stations.

Further detailed information on the profile of the National Park is available in the State of the Park Report 2005 ref www.lochlomond-trossachs.org

Diversity

In the 2001 Census, Stirling showed a slightly lower ethnic diversity than Scotland. (Stirling 98.5% White, compared with Scotland 98% White; Stirling 0.4% Pakistani and other South Asian compared with Scotland 0.8%.) However, recent developments are expected to have changed this structure significantly. The Numbers of migrant workers registering in Stirling has recently increased faster than Scottish or UK levels. A total of 800 registered in Stirling for National Insurance numbers in 2007/08. A third of these were from Poland, whilst another fifth are from other new EU members. There is a larger proportion of male migrant workers. Stirling's share of Scotland's total of migrant workers is relatively small but has increased to be 1.5% of all registrations, mirroring Stirling's share of Scotland's total population.

The Fresh Talent Initiative is attracting foreign students to continue to stay and work in the area after completion of their studies at the University of Stirling or Forth Valley College. Stirling was estimated to have attracted 2.3% of all participants in this initiative as a place of residence in the latest survey, growing significantly from previous surveys with approximately two-thirds of these coming from China, India and Nigeria.

Further information on the diversity of Stirling's population including terms of disability, age, gender is being gathered.

Education And Lifelong Learning

Early Years

A strategic plan for progressing the Early Years Framework through the Community Planning process is being developed. This will ensure the engagement of key agencies and partners as well as ensuring local community engagement. Within Stirling Council, Children's Services already provide an integrated early years service offering combined early education, care and family support that is recognised as sector leading in Scotland. One of the many examples of this is Raploch Nursery, a combined early education, care and family support service operating in an area of regeneration it gained 4 awards of excellence in the draft HMle Inspection report (April 2009), and was described as, 'being a sector leading example of the delivery of the early years framework in practice'.

Stirling's integrated children's services plan sets out how partners will continue to develop a range of early intervention strategies, with a particular focus on children under three and parent and family support.

Schools

Stirling is recognised as a high performing authority with good schools. HMle school inspections undertaken in school session 2007/08 evaluated 100% of our schools as adequate or better against the 3 key quality indicators. Educational attainment levels overall are significantly above the Scottish average again. In 2008, at S4, 42% of Stirling pupils gained 5+ awards at Standard Grade compared with 34% nationally. In S5, 29% gained 3+ awards at Higher level compared with 22% nationally.

2007/08 attendance rates are similar to national figures for both Primary and Secondary Schools. Stirling primary school rate of attendance was 96% while national figures were 95%. Stirling secondary figures were 90% while national figures were 91%. 72% of Stirling pupils stay on to S5 compared with 65% nationally. In 2007/08, 34% of Stirling pupils went on to Higher Education compared with 31% nationally and 19% went on to Further Education compared with 25% nationally. The rate of exclusions of primary school per 1,000 pupils was 7, compared to a national figure of 15. For secondary school pupils, the Stirling figure was 36 compared to a national figure of 106.

School leaver destinations

The Skills Development Scotland 2007/08 School Leaver Destination Return shows that the percentage of school leavers entering a positive destination is 85.3%, a decrease of 1.7% from last year.

- The percentage of leavers entering a positive destination is, however, 2.7% higher than five years ago.

The percentage of young people entering further and higher education has fallen from 54.1% in 2006-07 to 53.5% this year, which is 2.5% lower than the national percentage (56%). This fall is as a result of the 3.2% decrease in the percentage of leavers entering higher education. Even with this decrease Stirling is 7th highest in Scotland for the percentage of leavers entering higher education and has consistently been in the top ten authorities for the last ten years.

- Conversely the percentage of leavers entering further education has risen to 19.5%, which is a five year high.
- Stirling mirrors the Scottish trend for the decreasing number of leavers entering employment & training sitting at 31.7%.

However with the decrease in leavers entering a positive destination, Stirling has the 9th highest percentage of leavers entering negative destinations in Scotland.

The percentage of leavers who are unemployed seeking work has risen to a five year high of 13%, 2.2% higher than the national rate and joint 7th highest in Scotland. There were no leavers whose destination was unknown to Skills Development Scotland. There were only 8 leavers recorded from residential provision in the Stirling area with 75% becoming unemployed seeking work. All but one of them moved out with the Stirling area. Skills Development Scotland holds ethnicity data for 99 % of school leavers in the Stirling area. Only 1.6% of leavers was from a Minority Ethnic background and as such would not be statistically valid to provide analysis on such a low number.

Positive Destinations

In order to increase the number of young people moving into positive destinations Stirling Council in partnership with Skills Development Scotland has in place a range of strategies set out in the integrated children's services plan. These strategies make visible our commitment to and the approaches we will take in order to support young people directly, provide a more creative curriculum that encourages entrepreneurial learning, increase employer engagement and work experience and work based vocational learning for all young people.

Within the school context the Determined to Succeed strategy and plan sets out how this is being developed across the area, working in partnership with other groups, organisations, agencies and local business. The plan also includes individual agreements with each secondary school in Stirling. Arrangements for effective monitoring, tracking and evaluation are being reviewed and developed to ensure that individual plans for each young person are appropriate and work in practice and that the levels of support and intervention are effective. A copy of the Determined to Succeed strategic plan for the next two years, has been submitted to the Scottish Government and the approaches outlined have been celebrated nationally at conferences and events as examples of good and creative practice.

The More Choices More Chances local plan for 2008 –11 provides an opportunity for Community Planning Partners to further develop Stirling's capacity to support every young person to overcome barriers and make a successful transition. It outlines the strategic and historical context in which services are operating, providing a detailed picture of barriers faced by young people in Stirling identifies key outcomes and priority areas for action and aims to provide the framework for co-ordinated, innovative and person-centred approaches that support young people to overcome barriers and achieve positive and sustainable futures.

Through the 16+ Learning Choices implementation plan, partners have critically reflected on their systems and processes and identified specific tasks and actions that will ensure young people have the opportunity to make a successful transition from school.

Continuous learning

The proportion of people aged 16 to 69 who are no longer in continuous full-time education but participated in some type of adult learning (taught or non-taught) in the previous year, was estimated to be 74% in 2006; above the Scottish figure of 68%. (Annual Population Survey 2006). The definition of adult learning used in the survey is very broad. Partners are keen to get a more detailed understanding of the extent of participation in adult learning and the barriers to participation.

Vulnerable Children and Young People

Looked after children

The National Children Looked After Statistics 2007-08 give the following details for Stirling:

- Children looked after by local authority on 31 Mar 2008: Nationally there was a 6% increase from last year while Stirling had a 10% increase.

Number of children looked after away from home by characteristics of care and local authority.

- In placement for 1 year+ Number: Nationally there was a 4% increase from last year while Stirling had a 29% increase.

Percentage of care leavers beyond minimum school leaving age with a pathway plan & a pathway co-ordinator, to look at support needed to live independently:

- Percentage with a pathway plan: National average is 55% while Stirling is 27% - Stirling 6th lowest authority across Scotland. Nationally there was a 6% increase from last year while Stirling had a 10% decrease.
- Percentage with a pathway co-ordinator: National average is 57% while Stirling is 27% - Stirling 3rd lowest authority across Scotland. Nationally there was a 2% increase from last year while Stirling had a 10% decrease.

Young people entitled to aftercare services:

- Nationally there was a 10% increase from last year while Stirling had a 45% increase.
- Percent still in touch with social services: Nationally there was a 16% decrease from last year while Stirling had a 63% decrease.
- In employment, education or training – as % of those with known economic activity: Nationally there was a 4% increase from last year while Stirling had a 9% decrease.
- In employment, education or training – as % of all entitled to aftercare services: Nationally there was a 5% increase from last year while Stirling had a 9% decrease.

Looked After Children Population: As at March 2008 the total number of children looked after was 212. 41% were subject to a Home Supervision requirement. Relatives looked after 14% of children subject to a statutory order through the Children's Hearing system and 30% of looked after children were cared for by foster carers. A small number required places outwith Stirling's own resources – 14 in residential schools/units; 5 in crisis care, one child in secure accommodation.

Educational attainment: 30 young people ceased to be looked after between April 2007 and March 2008. Of these, 18 were previously subject to Home Supervision, 79% achieved at least one qualification at SCQF level 3 and 42% achieved both English and Maths (37% and 12% in 2006/07).

Throughcare and Aftercare: Between April 2007 and March 2008, 12 young people moved on from care, a small number of whom had significant learning needs and made the transition to Adult Care and Support Services. During the same period 18 young people ceased to be subject to Home Supervision.

Health and Wellbeing

Health and wellbeing profile

Stirling Community Health Partnership Health and Wellbeing Profile 2008 compiled by the Scottish Public Health Observatory ([ScotPHO CHP profiles](#)) gives the following information about Health and Wellbeing in Stirling:

- All-cause mortality (all ages), and mortality rates from heart disease, cancer and stroke (under-75s), are all significantly better than the Scotland average.

- An estimated 23.5% of adults smoke, compared to 27.3% in Scotland as a whole.
- There have been 92 alcohol related deaths in the last five years, a death rate significantly below the Scotland average. The proportion of the population hospitalised for alcohol related and attributable causes is amongst the lowest of any CHP. The proportion of the population hospitalised for drug related conditions is also better than average, with 114 patients discharged from hospital over the last three years.
- The CHP has an incidence of cancer not significantly different to the Scotland average. For patients with heart disease and stroke, multiple admission patients aged 65 years and over, and unintentional injuries in the home among patients aged 65 and over, the proportions of the population hospitalised are significantly better than the Scotland average. The area is significantly better than, or not significantly different to, the Scotland average for all ill health & injury indicators.
- Expected years of life in good health are 69.3 for males and 72.2 for females (Scotland 66.3 and 70.2 respectively). The area is either significantly better than, or not significantly different to, Scotland on all mental health & function indicators.
- For all child & maternal health indicators, the area is either significantly better than, or not significantly different to, the Scotland average. Over one-third of babies (34.3%) are exclusively breastfed at 6-8 weeks (Scotland 27.1%), and 22.0% of mothers smoke during pregnancy (Scotland 24.3%).
- In relation to Healthy Life Expectancy i.e. the percentage of life expectancy free from limiting long-term illness, the most recent figures show Stirling ranks 2nd highest in Scotland at 78%. Only Orkney is higher at 79%. (1999/2000).

The overall picture of good health and wellbeing for the Stirling area can mask significant differences between local areas. Further analysis of the health Profiles of local areas within Stirling is taking place to increase our understanding of the needs of particular communities.

Stirling is implementing Equally Well locally. Equally Well sets an ambitious and radical programme for change across the key priority areas of children's very early years; the big killer diseases of cardiovascular disease and cancer; drug and alcohol problems and links to violence; and mental health and wellbeing. Key points are:

- The poorest in our society die earlier and have higher rates of disease, including mental illness.
- Healthy life expectancy needs to be increased across the board to achieve the Scottish Government's overall purpose of sustainable economic growth.
- Tackling health inequalities requires action from national and local government and from other agencies including the NHS, schools, employers and Third Sector.
- Priority areas are children, particularly in the early years, "killer diseases" such as heart disease, mental health and the harm caused by drugs, alcohol and violence.
- Radical cross-cutting action is needed to address Scotland's health gap to benefit its citizens, communities and the country as a whole.

Action on many fronts is already being taken forward. An implementation plan has been developed to support further progress and change, both at local and national level. It describes how the Government and community planning partnerships can and will turn the recommendations into action in the short to medium term across the four priority areas, and identifies which organisations can most helpfully be involved at each stage.

Health inequalities remain a significant challenge in Stirling.

Life expectancy

Life expectancy in Stirling at 76.8 years for men (5th highest in Scotland) and 81 years for women (9th highest in Scotland) is generally higher than the Scottish average of 74.8 years for men and 81 years for women. (2005/07 GRO 2008, NHS Forth Valley CHP). But there are significant variations evident across the area. Some areas have life expectancy rates significantly below the national average. The difference between life expectancy in the highest and lowest communities in Stirling is over 17 years for men (83.6 years vs 66.4 years) and just under 15 years for women (87.4 years vs 72.6 years) .

Healthcare

Significant changes to the way in which acute healthcare services will be delivered in Forth Valley will be implemented over the next few years. NHS Forth Valley's aim is for people to receive the right care, in the right place, at the right time and delivered by the most appropriate professional. This will be achieved through the development of new models of care supported by a modern workforce, information and communication infrastructure. The Integrated Healthcare Strategy will deliver acute inpatient healthcare services from a single site in Larbert with some outpatient and diagnostic services provided in Stirling. This will be supported by fully integrated and enhanced primary and community services which will be delivered from a variety of settings ranging from community hospitals in Falkirk, Stirling, Bo'ness and Clackmannanshire to support people in or as close to their own homes as possible.

The key factors driving the need for change in Forth Valley now and in the future include:

- The ageing population
- Higher incidence of chronic diseases and long term conditions
- The need to create and sustain local clinical services, improving the quality of care provided;
- Duplication of services and equipment across two infirmaries;
- Technological and medical advances in patient care and communication;
- Public and patient expectation;
- The national policy framework and shifting the balance of care.

Community care

- In Stirling CHP, 15.2% of older people with intensive care needs are cared for at home, rather than in care homes or geriatric long-stay hospital beds (Scotland 29.2%). (Scot PHO CHP Profile 2008)
- Just over 3.0% of older people receive free personal care at home (Scotland 4.8%). At the 2001 Census, lone pensioner households accounted for 14.1% of total households (Scotland 15.0%), and 3.2% of the population were providing unpaid care for over 20 hours per week (Scotland 3.5%). (Scot PHO CHP Profile 2008)

Over the past decade the span of Stirling Council's Community Care Services responsibilities and resources have increased by over 150%. The Council's net budget has increased from £10.8m in 2001/02 to £28.3million in 2008/09. This is in response to changing demographics as the population has grown and the proportion of older people requiring community care services has increased. The demand for complex care has also increased. In addition the national policy context has evolved during that time increasing demands and legal responsibilities upon the Council.

In 2008 a Multi Agency Inspection of Older People's Services in Forth Valley. covered a wide range of services for older people, mainly health and social work, and focused on NHS Forth Valley and the three Councils.

The inspection identified that key issues for Stirling include:

- Need for a 'whole systems approach' to joint health and social work services including joint reporting of finance, with the potential to align and possibly pool resources around joint services.
- Need to improve service users' and carers' satisfaction levels, aspects of which were less positive than in other areas.
- Need to improve the level and range of home care services. The level of homecare service provision within the Stirling area is low compared to that of other authorities; this may be due to higher levels of health locally.

We are reviewing the way we provide services for older people to address the issues raised by the MAISOP report and in order to address the future pressures facing us, along with the rest of Scotland, in relation to a growing elderly population.

Our intention is two-fold - firstly to design services that increasingly enable people to cope and to be cared for in their own homes; recognising the increasing emphasis on providing support that will allow self-management of long term conditions. Secondly to promote and enable healthy lifestyles so that we are all living healthier lives and require less care and support.

A Community Care Strategy is emerging. It will set out the outcomes we are seeking, identify areas for service improvement, and develop plans to address these.

Stirling Council have engaged with the Joint Improvement Team of the Scottish Government to assist in reviewing current services, sharing good practice, capacity planning and future service modelling. This work focussed on Learning Disability and Older People's Services. A cross party Panel of Councillors is currently undertaking a Scrutiny of the emerging strategy for Older People's Services.

Stirling Council, NHS Forth Valley, Clackmannanshire and Falkirk Councils have recently agreed a joint Commissioning Framework for Older People services which sets the template for how the agencies intend to work together to improve services for Older People. A local Joint Commissioning Strategy for Learning Disability is in draft, and further work is planned with NHS partners to develop integrated services where there will be real benefits for Service Users.

The role of third sector organisations in both delivering 'wellbeing' services and supporting communities and service users is significant and growing.

Links

[NHS Forth Valley - Healthcare Strategy](#)

Community Safety

Crime

Stirling has a crime rate significantly below and a crime clear up rate significantly above the Scottish average. In 2007/08 Crimes recorded per 10,000 population in Stirling were 633 compared with Scotland 749. Crimes cleared up 58% in Stirling compared to 48% Scottish average.

Levels of recorded crime and their clear up rates in Stirling for 2007/08 and 2008/09 were as follows:

Ref	Indicator	Performance					
		2008/09			2007/08		
PR1	Gp 1 crimes of violence (Number, per K pop', % detection)	113	1.28	97%	127	1.44	100%
PR2	Gp 2 crimes of indecency (Number, per K pop', % detection)	83	0.94	77%	120	1.36	98%
PR3	Gp 3 crimes of dishonesty (Number, per K pop', % detection)	2,539	28.79	50%	2,503	28.38	47%
PR4	Gp 4 crimes - fire-raising, malicious mischief etc (Number, per K pop', % detection)	1,606	18.21	36%	1,665	18.88	40%
PR5	Gp 5 other crimes (Number, per K pop', % detection)	1,189	13.48	100%	1,162	13.18	100%
PR6	Gp 6 Miscellaneous offences (Number, per K pop', % detection)	3,139	35.59	92%	3,472	39.37	94%

Road safety

Road safety is a key issue in relation to transportation. General reductions in casualty rates are evident. There was a 45% reduction in the killed or seriously injured(ksi) casualties between the periods 1994-98 and 2008 and a 75% reduction in the child ksi rate over the same period . However latest casualty rates for the 16-25 age groups remain high at 28% of all casualties.

Central Scotland Police has conducted a detailed strategic assessment in order to establish the threats facing our local communities. Examination of these threats has allowed priorities to be set in accordance with the level of risk that each threat poses. The current priorities for Central Scotland Police, which impact upon Community Safety, are;

- Public Protection (includes Child Protection, Domestic Abuse,
- Sex Offenders and Sex Crime)
- Disorder and Antisocial Behaviour (includes Vandalism and
- Violence)
- Drugs (community level problematic drug abuse/dealing)
- Road Deaths and Injuries
- Serious Organised Crime (includes cross border drug dealing,
- Human Trafficking, Fraud)
- Counter Terrorism

[Central Scotland Police Vision-Strategic Plan 2008-11](#)

Participation

Local democracy

Stirling enjoys good participation rates in elections with turnout rates tending to be significantly higher than the Scottish average. For example, the constituency vote turnout for the 2007 Scottish Parliament and Local Government elections was 62% in Stirling, compared to 52% across Scotland. In the 2004 European Parliament Election, 38% of Stirling's voters made it to the polls, compared to 31% across Scotland.

Community engagement

94.7% of the population were covered by a local community plan, 96% of schools had a functioning parent council and 100% of the population was covered by a functioning community council in 2008.

Stirling has significant levels of valuable community and voluntary sector activity. Information from third sector partners on the range and scope of this will be added. The role of regeneration groups, local community planning organisations, community trusts and area community planning forums is central to the delivery of the Single Outcome Agreement.

Stirling has two Members of the Scottish Youth Parliament who were elected in a highly participative and engaging process, which revealed that the top five issues Stirling's young people want action on are:

- Things to do: more things to do that are relevant, local and good value for money
- Alcohol: increased awareness and action on alcohol issues affecting young people
- Leisure and sport: increased and improved facilities
- Drugs: reduce the numbers of young people affected by drugs
- Environment: Stirling's environment to be green, clean and beautiful

ENVIRONMENTAL CONDITIONS

Geology and topography

Few regions have such a dramatic diversity of landscape in such a relatively small area. The Highland Boundary Fault, stretching from Balmaha on Loch Lomond, through Aberfoyle to west Glen Artney, divides the area. North of the fault, the mountainous terrain reflects the underlying ancient, hard, metamorphic rocks, which are resistant to weathering but were much affected by glaciation. South of the fault lies a blend of gently sloping, heavily cultivated, partly industrialised lowland and surrounding hilly land. Hills, such as the Gargunnoch and Ochils, are formed predominantly of volcanic rocks, with isolated crags of igneous rock (such as at Stirling Castle, Abbey Craig and Craigforth) emerging from flat carseland. Areas of Great Landscape Value can be designated through Development Plans and currently account for 66% of the Stirling Council area.

Climate

The depressions which sweep in from the Atlantic combined with the varied topography of central Scotland ensures that the climate of the Stirling area is characterised by daily variations where long spells of consistently similar weather are relatively infrequent.

Areas such as the Forth lowlands can experience some of the highest daytime temperatures in Scotland during the summer, with a mean daily maximum temperature in July of 19.5 deg. C. In winter it is generally colder than the west coast with a mean daily maximum temperature in January of 6 deg. C. The longer summer days, in combination with an atmosphere containing relatively little suspended dust and smoke, can lead to sunshine hours similar to those

recorded at coastal resorts in southern England. However, in the winter, when day-length is relatively short, the greater amount of cloud cover in Scotland brings about a marked reduction in the amount of direct solar radiation reaching the ground. Average annual rainfall is in the range of 600 to 800mm with April to June the driest months, on average, and October to January the wettest. Average wind strength is greatest from November to March, when most gales occur.

Consecutive years are rarely similar in character and there is some evidence that there has been a subtle change in the climate in recent years - annual rainfall has steadily increased and winters have become slightly milder with less snow on the hills.

Vegetation wildlife and habitats

A great diversity of topography, climates, soils and other variables has led to a rich variety of habitats. The diversity of habitats in the region allows an intermingling of species otherwise characteristic of distinct northern or southern and highland or lowland areas, with many species at the limits of their environmental ranges. Rare plants found in the area include the Loch Lomond Dock, which is found nowhere else, and the Sticky Catchfly, which has its largest Scottish population in the west of the Ochils. The total number of native vascular plants recorded from the Stirling area is relatively high and reflects this diversity of habitats. UK Priority habitat areas are those for which the UK has international obligations, are at risk, or are important for species of particular conservation concern. Just under 25% of the Stirling area is designated as a Priority Habitat area which includes certain types woods, grasslands, meadows and bog.

Designated Areas

There are 70 Sites of Special Scientific Interest with a combined area of 18,513 ha in Stirling; 1 National Nature Reserve, Flanders Moss, completely within the Council area boundary, with 3 others (Loch Lomond, Ben Lui and Ben Lawers) located partly within the area; 9 Special Areas of Conservation with an area of 13,061 ha; parts of the Firth of Forth & Loch Lomond Special Protection Areas and Ramsar sites located in Stirling; and 1 Local Nature Reserve (Balquhiderock Wood), with an area of 6 ha. Areas of Great Landscape Value (AGLV) account for 66% of the area, but only 1.37% of the area is designated Green Belt, although extensive additional Green Belt, linked to the Major Growth Area, is being designated. Just over 50% of the Stirling Council area is located within Loch Lomond & Trossachs National Park.

Land use

Urban land use accounts for only 3% of the Stirling Council area. Woodland and farmland account for 22% and 28% respectively, while the most dominant type is upland habitat (blanket bog). Every habitat has been influenced by human activity. Agricultural production is predominantly of beef cattle, cereal crops and hill-sheep farming. Production of soft fruit and vegetables is limited. Conventional farming practices predominate.

River quality

The quality of selected key rivers in the Stirling Council is reported to SEPA. Most of the key rivers are good or excellent in quality and the trend shows improving quality in the current classification system. In the most recent figures available for 2005 48% of Stirling rivers were classified as 'excellent' compared to the Scottish average of 32%. Less than 1% were classified as 'poor' compared to a Scottish average of 3%.

Cultural heritage and the built environment

The City of Stirling is an important historic City, the centre of which is designated as an Outstanding Conservation Area. Most towns and villages in the Stirling Council area have a conservation area. A number of iconic sites and locations of national significance are located

within the area. Stirling is home to the sites of the battles of Bannockburn and Stirling Bridge. The role of William Wallace is recognised by the Wallace Monument. Stirling Castle has witnessed many key historical events and remains one of Scotland's most popular tourist destinations. The built heritage include Argyll's Lodgings - the most complete surviving example of a Scottish 17th century town house; the Old Town Jail, built in the 1800s in an era of prison reform to replace the notorious Tolbooth gaol - now a cutting edge arts centre. There are currently 23 buildings on the Buildings at Risk Register with the Scottish Civic Trust. The heritage of City and the National Park are significant contributions to their role as visitor destinations

Air quality

Nitrogen dioxide (NO₂) is the main air quality pollutant of interest and is monitored across the area. In addition, other pollutants such as particulate matter are monitored from time to time. The data for annual NO₂ figures show a slight upward trend in all Stirling sites, as opposed to the UK urban average which has shown decreases since the 1980s, due in the main to cleaner vehicle technology. Increasing traffic levels are likely to be a chief cause of this trend in Stirling.

Waste

38.7% of Stirling's waste was recycled/composted in 2007/08 up from 36.0% in 2006/07. Stirling ranked 6th highest in Scotland for its recycling/composting rates. Stirling Council has achieved the best performance of any Scottish council for diverting its allotted tonnage of biodegradable waste away from landfill. In 2006/07 Stirling Council became the first unitary authority in the UK to achieve the quality standard (PAS100) for the compost we make from brown bin waste. This means the Council can use appropriate recycled 'green' and cardboard waste to make compost for local people to use in their gardens and for Stirling landscaping projects.

A range of initiatives are in place to improve waste reduction:

- Piloting Zero Waste Community Planning with the Riverside community. This is an intensive partnering arrangement with the community aiming for a targeted 70% landfill diversion. This community is trialing initiatives, and successful ones will be rolled out to the rest of the communities of Stirling. Our process of community waste planning, which encourages communities to take more responsibility and develop individual plans is continuing to develop.
- A successful food collection pilot which will see around 3,000 tonnes collected once rolled out during 2009.
- Introducing collection for tetrapac, batteries and electronic and electrical waste
- Considering options for processing commercial waste and or possibly introducing a commingled collection system to the commercial waste customers.
- Processing Household Waste Recycling Centre landfill wastes through a dirty Material Recovery Facility.
- Firming up arrangements to send specification compost to land reclamation projects.
- Firming up our enforcement process which could see householders who persistently refuse to recycle or contaminate brown bin served with a fixed penalty up Section 33a of the EPA 1990.

- A communication strategy that emphasises to householders that recycling is no longer really an option, but a necessity.

Ecological footprint

An Ecological Footprint is a measure of the amount of land and water used to support an individual, organisation, community, city or country. It is a way of measuring the environmental impacts of consumption patterns. Dividing the planet's productive surface area amongst the current world population gives a land 'ration' of 1.8 global hectares (gha) per person. The Ecological Footprint of the Stirling area has been calculated as 5.58 gha per person, which is more than 3 times our ration.

Domestic energy consumption

Stirling has the sixth highest average domestic energy consumption (electricity and gas) per household per year, of the 32 local authorities in Scotland. An average household in Stirling generates 6.25 tonnes of CO₂ per year from energy consumption alone (Scotland – 5.49 tonnes). Other sources, such as transport, and other fuel use will be in addition to this total. (Source: Regional and local electricity consumption statistics, 2006, BERR)

Transport

The Stirling Local Transport Strategy (2006) is an overarching document for Stirling Council area setting out the objectives, strategy and transport action plans for 2006 onwards. The vision looks beyond 2020 and the strategy seeks to address current and future transportation issues through a combination of short, medium and long-term action plans. The LTS is an umbrella document for three location-specific transport strategies encompassing the City Transport Strategy, the National Park Strategy and the Smaller Towns and Villages Transport Strategy. These strategies seek to respond to the need to develop more sustainable transport solutions, including minimised environmental impacts, within the context of a growing local population. The strategies developed by Stirling Council fit into a wider framework of Regional and National Transport Strategies.

The TACTRAN Regional Transport Strategy sets out a vision and objectives for improving regional transport infrastructure, services and other facilities over the 15 years to 2023. The strategy provides a balanced and integrated approach, which aims to support sustainable economic growth, connect communities and deliver environmental sustainability, and improved health and wellbeing outcomes. Relevant proposals within the Regional Transport Strategy Delivery Plan include securing improvements to the strategic road and rail networks to improve connectivity and working with the freight sector to develop more efficient and sustainable movement of goods. The Delivery Plan will also look to enhance public transport services and facilities through partnership working with transport providers, including more sustainable forms of transport, in particular walking and cycling.

Road conditions

The percentage of the road network that should be considered for maintenance treatment was estimated at 47.5% for the period 2006-08 above the Scottish local authority average of 37.5% and an increase from 43.9% in 2005/06.

Stirling Council has increased budget provision and is implementing a five-year road investment plan, which has increased the levels of road resurfacing. Assuming the current levels of increased investment continue it is anticipated that there will be an upward trend in local improvements. It is recognised that the position nationally is also improving and therefore while the local situation is getting better, it may take some time to reach the national average position.

SECTION 2: STRATEGIC OUTCOMES

Following consideration of the economic, social and environmental conditions outlined in the Local Area Profile and to help us to work towards the vision 10 Strategic Outcomes in the form of 6 Strategic Topics and 4 Strategic Themes have been identified.

The **topics** represent the areas of work that the Community Planning Partners will concentrate on as they seek to make progress towards the vision. The **themes** apply to all activities and will underpin everything that the Community Planning Partners do, as they work toward the vision.

Strategic Topics

1. Making Stirling a place with a vibrant economy that is open for business
2. Making Stirling a place with jobs and opportunities for all
3. Making Stirling a place where lifelong learning is valued and encouraged
4. Making Stirling a place where improved wellbeing adds life to years, not just years to life
5. Making Stirling a place with safe, strong and resilient communities
6. Making Stirling a place with a high quality environment

Strategic Themes

- A. Making services better
- B. Encouraging participation and responsibility
- C. Making Stirling more sustainable
- D. Equalities and diversity

The following sections outline the local outcomes we seek to achieve in each strategic area and identifies the platforms for actions we plan to take to achieve these outcomes.

In addition indicators that will be used to measure our progress towards these outcomes are identified and targets for these indicators have been set.

The contribution of each strategic outcome to the national outcome established by the Scottish Government is described.

STRATEGIC TOPIC 1:

MAKING STIRLING A PLACE WITH A VIBRANT ECONOMY THAT IS OPEN FOR BUSINESS

Introduction and context

This topic focuses on taking a strategic approach to economic development, both directly locally and indirectly through influencing the wider Scottish agenda. The intention is that the Stirling area will increasingly be seen as an attractive business location and a place that is truly 'open for business'.

This Strategic Topic was reviewed by the Economic Critical Partnership in January 2009. A significant aspect of the review related to the degree to which the global economic climate has changed since the original Single Outcome Agreement had been developed for 2008/09. As a consequence it recognised that immediate actions may need to be focussed on maintaining business and growth. However the partnership also felt that aspirations in the longer term should continue to seek growth in Stirling's economy.

Local Outcomes

The local outcomes that the Partnership will deliver are:

- Vital, vibrant and diverse Stirling city centre
- Economically assured businesses, investors, employees and families
- Diverse and sustainable urban and rural economies and communities

Platforms for Action

Having identified the local outcomes, the Partners have determined that the key Platforms for Action to deliver these outcomes are:

Future proofing

- Develop and deliver a new Economic Strategy for Stirling based on sustainable growth, innovation and enterprise, resilience and economic opportunity
- Intervening early in key work areas including
 1. Retraining
 2. Business retention
 3. Maintaining and developing skills
- Develop measures of economic performance which are effective and appropriate to our economic strategy and conditions

Economic Success

- Ensure the economic success of our citizens and our contribution to the sustainable growth of the Scottish economy
- Deliver an integrated system for sustainable business growth, innovation and enterprise
- Identify and pursue areas of competitive advantage

- Maximise connectivity and co-ordinated action, within the Stirling area, and with neighbouring economies

Communicating confidence

- Deliver effective and appropriate marketing
- Define Stirling's 'confidence' level and working to keep it high
- Demonstrate Stirling's contribution to the economy of Scotland

Business support

- Engage directly with private sector businesses and respond to their expressed needs
- Provide effective, tailored business support
- Provide appropriate business space
- Develop and support a social enterprise network

Indicators and targets

To demonstrate progress towards the strategic vision for Stirling, the Partners have set the following **targets** to be met by 2011:

- Maintain the net rate of business formation (measured through VAT registration) at 40 per 10,000 resident adults in the Stirling area per year
- A net increase of 2.5% per year in the number of recorded jobs in the Stirling area
- A top 3 ranking within Scotland in the 1 and 3 year business survival rates for business in the Stirling area
- 10,000 sq m of new urban industrial space, 20,000 sq m of new urban office space, 1,600 of new rural industrial space and 1,600 sq m of new rural office space plus 14ha of new land available for development and no reduction in the availability of retail floorspace across the Stirling area
- ***An increase in the proportion of businesses rating Stirling as a 'good' or 'very good' place to do business***
- ***No increase in the unemployment rate in the Stirling area with a focus on decreasing gaps between groups and areas where unemployment levels are particularly high***
- ***An increase in Gross Value Added***
- No reduction in the median earnings of residents living in Stirling who are employed and an increase to the Scottish average in the median earnings of employees working in the Stirling area
- ***90% of young people moving on to positive and sustained destinations after leaving school (Further or Higher Education, training or employment)***
- ***An increase in post school attainment***
- An increase of 2% above the national growth rate in the value of tourism activity in the Stirling area and an increase from 4.4 million to 5 million annual visitors
- An increase in the volume and value of cultural activity in the Stirling area
- An appropriate balance of employment sectors and occupational breakdowns within the Stirling area
- No reduction in the current high level of qualifications held by residents of the Stirling area

Indicators in ***italics*** are regarded as of most Strategic significance. The impact of the recession and partner's ability to maintain the targets will be monitored closely by the Critical Economic Partnership

National Contribution

Strategic Topic 1 contributes to the following National Outcomes

National outcome 1: We live in a Scotland that is the most attractive place for doing business in Europe.

National outcome 2: We realise our full economic potential with more and better opportunities for our people.

STRATEGIC TOPIC 2:

MAKING STIRLING A PLACE WITH JOBS AND OPPORTUNITIES FOR ALL

Introduction and context

This topic focuses on ensuring access across the Stirling area to a range of core services for all citizens and communities, including where necessary targeted action to address issues of deprivation, cultural difference, vulnerability or geographic isolation. This will include addressing the particular needs of Stirling's rural communities and of the urban areas where regeneration is needed.

Work in this area will be supplemented by the Community Planning Partnership's Fairer Scotland Fund allocation. The Community Planning Partnership will seek to use the Fairer Scotland Fund allocation to make progress on reducing the significant inequalities of health, wealth and opportunity that exist for too many of Stirling's population. The aim is that all citizens can realise their full economic potential through more and better employment opportunities and increased financial inclusion.

With regard to rurality, Stirling's rural communities are not a single entity. The issues being raised by rural communities are often the same as those faced by urban communities. The rural dimension manifests itself most often in accessibility and availability of a range of services. Community Planning Partners' shared challenge is to deliver as far as possible and realistic, equity to rural communities; and to develop a robust method of 'rural proofing' its actions and interventions across all activities/priorities.

Local Outcomes

Local outcomes that contribute to this strategic priority will be:

- A greater diversity of jobs, including those of higher value
- An appropriately skilled workforce
- Maximised income and minimised poverty (including fuel poverty)
- A good range and choice of housing, including affordable
- Reduced inequalities across the area
- Viable and sustainable communities

Platforms for Action

Having identified the local outcomes, the Partners have determined that the key Platforms for Action to deliver these outcomes are:

Meeting housing needs

- Ensure an appropriate range and choice of housing across the Stirling area through the Local Plan/ Local Development Plans
- Progress the physical and social re-generation of Raploch, Cornton and Cultenhove
- Implement a Strategic Housing Investment Plan to meet Housing Quality Standards
- Increase the number of social rented homes and developing a new affordable housing policy
- Create a new community with 2500 new homes at Durieshill
- Meet the housing needs of people who are homeless

- Develop specialist and adapted housing to address the housing needs of individuals with particular care requirements
- Improve access to local facilities and services

Skills development and access to jobs

- Provide co-ordinated pathways for skills development and learning
- Ensure the achievement of core employability skills for all those seeking work, including young people
- Encourage and support volunteering and other routes into economic activity
- Build the capacity of employers to provide more apprenticeship, training and employment opportunities, in particular for young people, in ways that enhance business competitiveness and profitability
- Identify and address barriers to accessing jobs, including transport access issues.

Financial Inclusion

- Develop and deliver an Antipoverty Strategy
- Provide integrated support for all those wishing to be economically active
- Provide comprehensive and integrated advice and support services for vulnerable families and individuals

Rural development

- Address access to services issues in rural areas
- Support rural business growth and new business development
- Address rural housing needs
- Develop enhanced integrated public transport opportunities

Indicators and targets

To demonstrate progress towards the strategic vision for Stirling, the Partners have set the following **targets** to be met by 2011:

- A net increase of 2.5% per year in the number of recorded jobs in the Stirling area
- ***No increase in the unemployment rate in the Stirling area with a specific focus on decreasing gaps between groups and areas where unemployment levels are particularly high***
- No reduction in the median earnings of residents living in Stirling who are employed and an increase to the Scottish average in the median earnings of employees working in the Stirling area
- ***90% of young people moving on to positive and sustained destinations after leaving school (Further or Higher Education, training or employment)***
- ***An increase in post school attainment***
- An appropriate balance of employment sectors and occupational breakdowns within the Stirling area
- An increase to 69% of the Council housing stock meeting the Scottish Housing Quality Standard by 2012 with 100% meeting the standard by 2015
- ***An increase in the rate of new house building***
- ***Maintaining the amount of overall housing stock that is social rented by 2012 with a longer-term aspiration to increase the amount of affordable and social rented houses***
- 100% of unintentionally homeless households assisted into settled accommodation

- 95% of tenants satisfied with the Council's housing services
- ***No more than 25% of children living in households that are dependent on benefits***
- ***A reduction from 10% to 8% in the numbers of people in the Stirling area who are income deprived and those who are employment deprived***
- To increase the proportion of the population in rural areas aged 25 – 34 closer to the Council wide rate
- ***95% of young people leaving school with achieving SCQF Level 3 in English and Maths***
- Maintaining the current high levels of uptake of entitlement to nursery provision
- An increase in the proportion of adults participating in adult learning and a target of 80% of adults participating in adult learning achieving their personal learning outcomes

Indicators in ***italics*** are regarded as of most Strategic significance.

National Contribution

Strategic Topic 2 contributes to the following the following National Outcomes:

National outcome 2: We realise our full economic potential with more and better opportunities for our people.

National outcome 5: Our children have the best start in life and are ready to succeed.

National outcome 7: We have tackled the significant inequalities in Scottish society.

National outcome 8: We have improved the life chances for children, young people and families at risk.

National outcome 13: We take pride in a strong, fair and inclusive national identity.

STRATEGIC TOPIC 3:

MAKING STIRLING A PLACE WHERE LIFELONG LEARNING IS VALUED AND ENCOURAGED

Introduction and context

Stirling is already a high performing education authority with good schools and overall levels of attainment, and effective community learning services. It also has a university and a further education college leaving it well positioned to take a strategic approach to encouraging and co-ordinating learning opportunities for its citizens and communities.

This topic builds on this foundation and seeks to maximise learning and achievement through life to achieve personal, community and economic goals and to ensure an appropriately skilled workforce.

This topic was reviewed by the Learning in the Community Critical Partnership and the Children's and Young People's Critical Partnership to encompass the full range of learning across all settings and age groups.

Local Outcomes

We will work towards the following local outcomes:

- Young people are successful learners, confident individuals, effective contributors and responsible citizens
- We are better educated, more skilled and successful, renowned for our research and innovation
- People have access to and take advantage of a range of appropriate lifelong learning opportunities, achieving personal, community and economic goals
- Urban and rural communities' well being and sense of identity will be enhanced through participation in a diverse range of cultural and creative activity

Platforms for Action

Having identified the local outcomes, the Partners have determined that the key Platforms for Action to deliver these outcomes are:

Across all stages

- Identify and address potential barriers to learning, including transport access issues, disadvantage and rurality.

High performing schools and nurseries

- Improve performance in all schools and nurseries with specific focus on the performance of the lowest attaining 20% of young people.
- Locally implement key national strategies including Curriculum for Excellence and Assessment is for Learning
- Provide enhanced sports, arts, cultural, sustainable development and outdoor learning opportunities for all children

Young people and transitions

- Support young people to make a successful transition from schools to jobs, further education or training and independence
- Support young people to benefit from partnership youth work opportunities, including outdoor learning, and the provision of facilities and resources, that make a real difference to their lives

Adult and Continuing Learning

- Develop learning cultures and build a shared value base
- Design and implement an effective communications strategy
- Review approaches locally for those aged 16+, to retain an effective range of opportunities
- Work together to enable participation in learning
- Implement and review strategies around literacies and English for Speakers of Other Languages.

Culture and Diversity

- Develop and implement a partnership Cultural Strategy for Stirling

Indicators and targets

To demonstrate progress towards the strategic vision for Stirling, the Partners have set the following targets to be met by 2011:

- ***90% of young people moving on to positive and sustained destinations after leaving school (Further or Higher Education, training or employment)***
- ***An increase in post school attainment***
- No reduction in the current high level of qualifications held by residents of the Stirling area
- ***Maintaining the overall educational attainment levels of young people in Stirling's schools, and a specific focus on reducing the number of pupils receiving no awards and improving the attainment levels of looked after children***
- 80% of schools and nurseries rates as 'Good' against core quality indicators
- ***95% of young people leaving school with achieving SCQF Level 3 in English and Maths***
- Maintaining the current high levels of uptake of entitlement to nursery provision
- An increase in the proportion of adults participating in adult learning and a target of 80% of adults participating in adult learning achieving their personal learning outcomes
- Continuous improvement in the quality of Community Learning and Development Services
- Continuous improvement in the quality of Education Authority Services through the implementation of improvement action plans

Indicators in ***italics*** are regarded as of most Strategic significance.

National Contribution

Strategic Topic 3 contributes to the following National Outcomes:

National outcome 3: We are better educated, more skilled and more successful, renowned for our research and innovation.

National outcome 4: Our young people are successful learners, confident individuals, effective contributors and responsible citizens.

National outcome 5: Our children have the best start in life and are ready to succeed.

STRATEGIC TOPIC 4:

MAKING STIRLING A PLACE WHERE IMPROVED WELLBEING ADDS LIFE TO YEARS, NOT JUST YEARS TO LIFE

Introduction and context

This topic focuses both on providing care and support to those who need it and encouraging healthy lifestyles and life choices for all citizens. The aim will be to support all citizens to reach their full potential and to live as independently as possible for as long as possible. Particular focus will be placed on those with particular care and support needs and those for whom inequalities in wealth and opportunity risk adversely affecting their health and life chances.

Work to review outcomes and priority areas for action for these aspects has been led by the Healthy Stirling Partnership and the Health, Wellbeing and Social Care Executive Group between Stirling Council and NHS Forth Valley. The Children's and Young People's Critical Partnership has also reviewed outcomes.

Local Outcomes

Local outcomes that contribute to this Strategic Priority will be:

- Young people have the best start in life and are ready to succeed
- Reduced health inequalities
- All residents, particularly those who experience the greatest health inequalities, will be able to be mentally well, eat well and be physically active, throughout their life
- Less harmful use of alcohol
- Improved care and support for those in need

Platforms for Action

Having identified the local outcomes, the Partners have determined that the key Platforms for Action to deliver these outcomes are:

Early years

- Develop and implementing a local response to the National Early Years Framework
- Provide a range of enhanced support and services for very young children and their families

Mental Wellbeing

- Develop and implement a shared framework that enables service delivery to support positive mental wellbeing

Healthy Weight

- Promote and improve standards of diet, activity, and healthy weight for children and young people specifically
- Ensure affordable local access to a range of activity opportunities and healthy food choices

Ageing Well

- Co-ordinate services to better meet the expressed needs of Older People
- Develop, implement and review an Ageing Well framework to increase the consistency of approach and co-ordination of service activity

Alcohol Use

- Work across the Partnership to prioritise the minimisation of alcohol misuse through early intervention, prevention and education
- Co-ordinate regulatory statutory functions, particularly planning and licensing to support this prioritisation

Care and Support

- Develop programmes and services for children and young people with those with additional support needs, including disabilities
- Modernise care services to provide more care at home and deliver appropriate support programmes.

Indicators and targets

To demonstrate progress towards the strategic vision for Stirling, the Partners have set the following **targets** to be met by 2011:

- An improvement in the quality of child protection arrangements
- An improvement in the quality of services for older people
- An improvement in the quality of social work services
- An improvement in the quality of care services
- ***A decrease in the number of delayed discharges from hospital***
- ***An increase in the percentage of individuals aged 65+ with high and long term levels of care needs who are cared for at home***
- Ensuring all of those in need of critical and substantial care receive such care promptly
- 100% of recognised carers offered an assessment of need
- Maintaining the current good levels of overall health but focusing on reducing the health inequalities gap
- Increasing the proportion of children taking active travel to school (walking/cycling)
- ***An increase in healthy life expectancy***
- A decrease in death rates from CHD and all cancers
- A reduction in the proportion of low weight births
- A reduction in the rate of smoking
- A reduction in the rate of teenage pregnancy
- A reduction in alcohol related attendance at A+E
- An increase in the proportion of P1 children with no dental disease
- A decrease in obesity levels in P1 children
- A reduction in Mental Health admissions

Indicators in ***italics*** are regarded as of most Strategic significance.

National contribution

Strategic Topic 4 contributes to the following National Outcomes:

National Outcome 5: Our children have the best start in life and are ready to succeed

National outcome 6: We live longer, healthier lives.

National outcome 8: We have improved the life chances for children, young people and families at risk.

STRATEGIC TOPIC 5:

MAKING STIRLING A PLACE WITH SAFE, STRONG AND RESILIENT COMMUNITIES

Introduction and context

A specific recommendation from the Community Planning Partners' review of the 2008/09 Single Outcome Agreement is that Community Safety should be included as a separate Strategic Topic in its own right rather than being included under the topic of 'improved wellbeing.' The topic and its proposed local outcomes have been developed by the Community Safety Partnership with additional input from the Children's and Young People's Critical Partnership.

While crime rates are relatively low, issues relating to public protection, prevention of disorder, road safety and substance misuse (particularly alcohol) are of local importance.

The overarching objective is safe, strong and resilient communities with the following recommended as contributing local outcomes:

Local outcomes

- Improved the life chances for Stirling's children, young people and families at risk
- Citizens are supported and encouraged to take responsibility for their actions and how they affect others
- Stirling's communities are safer, stronger and more resilient

Platforms for Action

Having identified the local outcomes, the Partners have determined that the key Platforms for Action to deliver these outcomes are:

Care and Protection

- Protect children and young people from abuse, neglect and harm
- Ensure safer communities for children and young people
- Develop policies and services to take account of the impact of domestic violence

Antisocial Behaviour

- Review our approach to antisocial behaviour locally and in the context of National Review recommendations
- Continue to support new ways to join up partner approaches to early intervention and prevention with particular focus on young people and vulnerable communities
- Continuing to seek innovation in partnership working to prevent antisocial behaviour in our urban and rural communities
- Focus on co-ordinated approaches to education and communication to reduce visitor antisocial behaviour, including litter and vandalism, particularly in the National Park and rural Stirling

Substance Misuse

- Examine our communities' relationship with alcohol in particular, and put in place pilot partnership interventions in the context of both people and place
- Ensure integrated working with the Alcohol and Drugs Partnership including shared outcomes and common reporting
- Strengthen our approaches to early intervention and prevention work, in partnership with the third sector

Safety and Resilience

- Continue to share information, knowledge, people and skills to deliver a strong, common community safety message within our communities
- Encourage community safety issues to be directed straight to the Community Safety Partnership for monitored resolution
- Continue to share individual agency work, and pilot new partnership interventions to increase personal, fire, home and road safety
- Ensure an integrated approach to emergency planning that increases community resilience

Indicators and targets

To demonstrate progress towards the strategic vision for Stirling, the Partners have set the following **targets** to be met by 2011:

- Maintaining at 95% the percentage of adult residents rating their neighbourhood as a "very good" or "fairly good" place to live
- Maintaining the low levels of residents reporting fear of crime impacting on their quality of life
- ***Reducing the volume and rate of crimes and offences across all categories and increasing all clear up rates***
- Reducing the rates of domestic abuse incidents
- ***Reducing the numbers of deaths or serious injuries in road accidents***
- Reduce the proportion of under 25s using illegal drugs
- Reduce the number of problem drug users
- Reduce alcohol related attendance at A+E

NB Indicators in ***italics*** are regarded as of most Strategic significance.

National Contribution

Strategic Topic 5 contributes to the following National Outcomes

National outcome 9: We live our lives free from crime, disorder and danger.

National outcome 11: We have strong, resilient and supportive communities where people take responsibility for their own actions and how they affect others.

STRATEGIC TOPIC 6:

MAKING STIRLING A PLACE WITH A HIGH QUALITY ENVIRONMENT

Introduction and context

'Physical place' is an important component of and contributor to the overall success of Stirling. Farming, forestry, tourism and renewable energy are key industrial sectors that rely on a high quality natural environment and all are important to Stirling's economy. Furthermore the high quality of Stirling's built and natural environment is a key factor in making Stirling an attractive place to live and work.

In relation to health and wellbeing there is evidence that poor quality local environments aggravate a range of physical and mental health conditions and chronic illnesses, reducing life expectancy and exacerbating health inequalities. Well-designed environments can contribute to reducing health inequalities and can also contribute to community safety.

The quality of the natural environment is dependant on factors such as landscape, soil, water and air conditions, biodiversity and maintenance. Good quality built environments will also consider the conservation of historical built heritage, the location, standards and design of new buildings and infrastructure; and the effective use of green space where people can enjoy themselves and keep fit.

The topic covers the quality of both the natural and the built environment, and the degree to which use of the physical environment can be promoted without causing damage or detriment.

Local Outcomes

The local outcome we seek to achieve is:

- High quality physical environments, both built and natural.

This will in turn support a range of intermediate outcomes, including:

- healthy lifestyles and a sense of wellbeing
- sustainable living and working
- conservation of landscape, ecosystems, habitats and biodiversity,
- positive management of the built heritage

Platforms for action

Having identified the local outcome, partners have determined that the key Platforms for Action are:

- Protecting and enhancing the quality of the built and natural environment
- Ensuring environments promote and sustain healthy lifestyles and wellbeing
- Addressing issues of public access to the natural and cultural environment
- Raising awareness of the area's unique environment and providing improved opportunities to enjoy it

Indicators and targets

To demonstrate progress towards the strategic vision for Stirling, the Partners have set the following **targets** to be met by 2011:

- ***A decrease in the percentage of the road network that should be considered for maintenance to achieve the Scottish average road condition***
- An increase to 50% in the percentage of municipal waste that is recycled or composted
- Maintaining air quality at acceptable levels
- ***An increase the percentage of Sites of Special Scientific Interest within the Council area that are in favourable condition***
- ***An increase in the quality of the physical environment***

NB Indicators in ***italics*** are regarded as of most Strategic significance.

National Contribution

Strategic Topic 6 contributes to the following National Outcome:

National outcome 12: We value and enjoy our built and natural environment and protect and enhance it for future generations.

STRATEGIC THEME A:

MAKING SERVICES BETTER

Introduction and context

Making services better as a theme focuses on the efficiency and effectiveness of local public services. Ensuring best value and customer focus continue to be core aims. Improving performance management will focus on delivery of outcomes. Ensuring lean processes, eliminating duplication, sharing information and streamlining bureaucracy are also important objectives.

The existing local outcomes of robust performance management and improvement; effective and efficient service delivery; and improved customer focus remain valid.

Whilst this theme is still under development for the Partnership as a whole, it is anticipated that discussion will focus on the degree to which partners can work together to deliver better and more customer responsive services and the areas where most progress can be made. This may include, for example, better sharing of information and technology, and better co-ordination of services and facilities. The Single Outcome Agreement process itself should deliver better co-ordination of strategic action towards improved outcomes overall.

Local Outcomes

Local **outcomes** that contribute to this will be:

- A robust performance management and improvement culture across the Partners
- Effective, efficient and modernised service delivery
- Improved customer focus

Actions

Initial Platforms for Action to deliver these outcomes are:

- Greater co-ordination of information, research and performance data
- Shared efficiency opportunities
- Shared service redesign
- Planning and budgeting alignment
- Integrated performance reporting

Indicators and targets

To demonstrate progress towards the strategic vision for Stirling, the Partners will develop relevant indicators and targets, including:

- Percentage of cash releasing efficiency savings
- Overall resident satisfaction with the Council (and its partners)
- Number of (council) services available electronically

National Contribution

Strategic Theme A contributes to the following National Outcome:

National outcome 15: Our public services are high quality, continuously improving, efficient and responsive to local people's needs.

STRATEGIC THEME B:

MAKING STIRLING A PLACE WHERE PARTICIPATION AND RESPONSIBILITY ARE ENCOURAGED

Introduction and context

The strategic theme of encouraging participation and responsibility continues the work already well advanced on encouraging local democracy and participation. Citizens and communities will be encouraged to play an active role in the development and sustainability of the local area.

Local outcomes

Local outcomes that will contribute to this Strategic Priority are:

- Our people will be enabled to work together to engage in and influence the shape of our communities
- Our people take responsibility for their own actions and how they affect others

Platforms for Action

The initial Platform for Action identified to deliver this local outcome is:

Community and Voluntary Sector Engagement and Capacity Building

- Further develop robust mechanisms for community engagement and influence including:
 - A diverse yet co-ordinated range of engagement opportunities
 - Targeting of those not traditionally involved
 - Developing and maintaining clear productive links to the CPP Critical Partnerships
- Develop an appropriate communication, participation and networking infrastructure and interface with the Voluntary Sector
- Develop a community planning approach to community learning and development activity, to ensure co-ordinated, effective engagement process across the partners, including:
 - A review of all partner engagement vehicles
 - Sharing knowledge and information gained
 - Supporting organisational and staff capacity
 - Reviewing and implementing the Stirling Standards for Community Engagement
 - Developing local implementation of the National Community Empowerment Action Plan
- Ensure communities have access to an appropriate range of facilities and resources to enable them to participate effectively and maintain resilience

Indicators and Targets

To demonstrate progress towards the strategic vision for Stirling, the Partners have set the following initial **targets** to be met by 2011:

- 100% of the population covered by a Local Community Plan
- 100% of schools with a functioning Parent Council
- 100% of the population with a functioning Community Council

National contribution

Strategic Theme B contributes to the following National Outcome:

National outcome 11: We have strong, resilient and supportive communities where people take responsibility for their own actions and how they affect others.

STRATEGIC THEME C:

MAKING STIRLING MORE SUSTAINABLE

Introduction and context

Sustainable development involves more than just protecting the environment. It means making sure that we create the circumstances to enable everyone to live safe, healthy and fulfilling lives without seriously damaging our most precious resource – the planet on which we all depend.

The challenge is to find ways to maintain a balance between economic, social and environmental demands and concerns without destroying opportunities for future generations or our neighbours across the world. This means reaching balanced solutions to apparently conflicting priorities between cutting carbon and seeking economic growth; or building homes and businesses and encouraging tourism while protecting the built and natural environment.

Stirling is already demonstrating its commitment to sustainable development through the work of local initiatives such as *Going Carbon Neutral Stirling*. This theme will focus on embedding this commitment across all of the partner's activities and developing further work on carbon reduction and adapting to the effects of climate change. This will require partners to be open to new ways of working, thinking and engaging with communities to create the conditions under which local sustainable development is possible.

Local outcomes

The local outcomes we seek to achieve are:

- A commitment to sustainable development in our communities and across all the partners activities
- A reduced eco-footprint for the Stirling area
- A sustained reduction in local carbon emissions

Platforms for Action

Platforms for Actions the Partners commit to take to achieve these local outcomes are:

- Creating the conditions for citizens and communities to live more sustainable lives, including local food production and buying
- Sharing collective responsibility for embedding sustainability as part of core business
- Promoting sustainable development in infrastructure, economy, transport and energy, including through the Local Development Plan process
- Developing a joint Climate Change Strategy to mitigate the causes of climate change and adapt to its effects.
- Sustainable management of resources through more efficient use and disposal including waste minimisation

Indicators and targets

To demonstrate progress towards the strategic vision for Stirling, the Partners have set the following **targets** to be met by 2011:

To demonstrate progress towards the strategic vision for Stirling, the Partners will develop relevant indicators and targets, including;

- An increase to 50% in the percentage of municipal waste that is recycled or composted
- ***A reduction in the collective eco-footprint of Stirling's citizens and communities***
- A 15% reduction in the carbon emissions of the Council
- Maintaining air quality at acceptable levels
- ***An increase the percentage of Sites of Special Scientific Interest within the Council area that are in favourable condition***

NB Indicators in *italics* are regarded as of most Strategic significance.

National Contribution

Strategic Theme C contributes to the following National Outcomes:

National outcome 7: We have tackled the significant inequalities in Scottish society.

National outcome 8: We have improved the life chances for children, young people and families at risk.

National outcome 10: We live in well-designed, sustainable places where we are able to access the amenities and services we need.

National outcome 12: We value and enjoy our built and natural environment and protect and enhance it for future generations.

National outcome 14: We reduce the local and global environmental impact of our consumption and production.

STRATEGIC THEME D:

EQUALITIES AND DIVERSITY

Introduction and context

issues of equality and diversity should be addressed in all aspects of Stirling's Single Outcome Agreement. The Community Planning Partners are clear that the Single Outcome Agreement does not replace the statutory equalities duties of individual partner agencies. However they have identified areas of added value that the Single Outcome Agreement process can bring and these are addressed under this theme.

Local outcomes

- Reduced inequalities across the area
- Diverse communities that welcome the economic and cultural contributions of all sections of the community

Platforms for Action

Initial Platforms for Action have been identified as:

- Embed equalities as part of core business.
- Collect and analyse demographic information to better understand the needs of our communities
- Ensure engagement and involvement mechanisms are accessible to all citizens and service users
- Use information, learning and evaluation of 'what works' to improve access to and experience of our services

Indicators and targets

To demonstrate progress towards the strategic vision for Stirling, the Partners have set the following **targets** to be met by 2011:

To demonstrate progress towards the strategic vision for Stirling, the Partners will develop relevant indicators and targets.

- A reduction in the number of racist incident reports in the Stirling area

NB Indicators in *italics* are regarded as of most Strategic significance.

National Contribution

Strategic Theme D contributes to the following National Outcomes:

National outcome 7: We have tackled the significant inequalities in Scottish society.

Local Outcome Indicators

Table 1 below shows the full suite of Local Outcome Indicators to be used in the Stirling Single Outcome Agreement and how they relate to the Strategic Priorities. There is a continuing debate at both a national and local level about the development of effective performance information related to outcomes.

The primary indicators considered to be of most strategic importance for the Stirling Single Outcome Agreement shown in Table 1.

The indicators in Table 2 are considered as a secondary set, important for local monitoring of Strategic Outcomes and will be used by the Critical Partnerships and partners to assess progress and identify trends.

The targets for Outcome 1 and 2 are currently under debate. Indications are that the recession may determine a maintenance rather than a growth position, at least until 2011.

Further details on indicator sources, baselines, targets and progress on the early indicator set for year one of the SOA available on request.

Table 1: Stirling Single Outcome Agreement Primary Indicator set (revised 09 onwards)

	Indicator	Direction	Vibrant Economy	Opportunities for All	Lifelong Learning	Improved Wellbeing	Strong communities	Quality Environment	Better Services	Participation & Responsibility	Sustainability	Equalities & Diversity
1	Business satisfaction with Stirling area	Increase	√									
2	Gross Value Added	Increase	√									
3	Unemployment rate	Maintain	√	√								
4	Post school attainment	Increase	√	√								
5	School leavers in positive destinations	Increase	√	√	√							
6	Rate of new house building	Increase		√								
7	Size of social rented housing stock	Increase		√								
8	Children in poverty (dependent on benefit)	Reduce		√								
9	People who are income/employment deprived	Reduce		√								
10	Educational attainment of S4 pupils	Increase			√							

	Indicator	Direction	Vibrant Economy	Opportunities for All	Lifelong Learning	Improved Wellbeing	Strong communities	Quality Environment	Better Services	Participation & Responsibility	Sustainability	Equalities & Diversity
12	Educational attainment of S5 & S6 pupils	Increase			√							
13	Proportion of school leavers achieving SCQF Level 3 in English & Maths	Increase		√	√	√						
14	Delayed discharges	Reduce				√						
15	Older people receiving care at home	Increase				√						
16	Healthy life expectancy	Maintain				√						
17	Key crime rates	Reduce					√					
18	Fire incidents/casualties	Reduce					√					
19	Deaths or serious injury in road accidents	Reduce					√					
20	Percentage of road network requiring urgent repairs	Reduce						√				
21	Council area eco-footprint	Reduce						√				
22	Quality of the physical environment (Under development)	Increase						√				
23	Percentage of SSSI land in favourable condition	Increase						√				

Table 2: Stirling Single Outcome Agreement Secondary Indicator set (revised 09 onwards)

	Indicator	Direction	Vibrant Economy	Opportunities for All	Lifelong Learning	Improved Wellbeing	Strong communities	Quality Environment	Better Services	Participation & Responsibility	Sustainability	Equalities & Diversity
1	Net new business formations	Increase	√									
2	Net growth in recorded jobs	Increase										
3	1 & 3 year business survival rates	Maintain	√	√								
4	Availability of business space	Increase										
5	Barriers to employment (to be developed)	Reduce	√	√	√							
6	Median earnings for a) employed residents b) local employees	a) Maintain b) Increase		√								
7	Volume and value of tourism activity	Increase		√								
8	Volume and value of cultural attendances	Increase		√								
9	Sectoral/occupational analysis of jobs within Stirling area	Balance		√								
10	Qualification levels within resident population	Maintain			√							

	Indicator	Direction	Vibrant Economy	Opportunities for All	Lifelong Learning	Improved Wellbeing	Strong communities	Quality Environment	Better Services	Participation & Responsibility	Sustainability	Equalities & Diversity
1	Proportion of housing stock meeting Scottish Housing Quality Standard	Increase	√									
2	Unintentionally homeless applications into settled accomodation	Increase										
3	Levels of tenant satisfaction	Increase	√	√								
4	Population changes in rural communities	Balance										
5	Racist incident reports	Reduce	√	√	√							
6	Proportion of early years settings receiving positive inspection reports	Increase		√								
7	Proportion of schools receiving positive inspection reports	Increase		√								
8	Percentage of 3 &4 year olds taking up their entitlement to a nursery place	Maintain		√								
9	Proportion of adults participating in adult learning and adult literacy and numeracy results	Increase		√								
10	Quality of Community Learning and Development Services	Increase								√		
11	Quality of Education Authority functions	Increase										
12	Quality of area child protection arrangements	Increase				√						
13	Quality of services for older people	Increase				√						
14	Quality of Social Work services	Increase				√						
15	Quality of Care Services	Increase				√						
16	65+ multiple admission	Reduce				√						
17	Individuals in receipt of personal care as per assessed need	Increase				√						
18	Proportion of relevant carers offered an assessment of need	Increase				√						
19	Life expectancy at birth and at 65 years	Increase				√						
20	Death rates for CHD and all cancers	Reduce				√						

	Indicator	Direction	Vibrant Economy	Opportunities for All	Lifelong Learning	Improved Wellbeing	Strong communities	Quality Environment	Better Services	Participation & Responsibility	Sustainability	Equalities & Diversity
21	Proportion of low weight births	Reduce				√						
22	Rate of smoking	Reduce				√						
23	Teenage pregnancy rate	Reduce				√						
24	Proportion of under 25s using illegal drugs	Reduce				√	√					
25	Number of problem drug users	Reduce				√	√					
26	Deaths from alcohol related disease	Reduce				√	√					
27	Alcohol related attendance at A+E	Reduce				√	√					
28	Proportion of P1 children with no dental disease	Increase				√						
29	Obesity levels in P1 children	Reduce				√						
30	Proportion of children taking active travel to school (walking/cycling)	Increase				√					√	
31	Mental Health admission	Reduce				√						
32	Residents satisfied with their neighbourhood	Increase				√	√			√		
33	Residents reporting fear of crime impacting on quality of life	Reduce			√		√			√		
34	Domestic abuse rate	Decrease	√				√					√
35	Tonnages of municipal solid waste collected, land filled or incinerated	Reduce									√	
36	Tonnages of municipal waste recycled/composted	Increase	√	√		√					√	
37	Council carbon emissions	Reduce									√	
38	Air Quality	Increase	√	√	√	√					√	
39	Percentage of cash releasing efficiency savings	Maintain		√					√			
40	Overall resident satisfaction with Council	Increase		√					√			
41	Percentage of local population covered by a local community plan	Increase		√		√			√	√		

	Indicator	Direction	Vibrant Economy	Opportunities for All	Lifelong Learning	Improved Wellbeing	Strong communities	Quality Environment	Better Services	Participation & Responsibility	Sustainability	Equalities & Diversity
42	Percentage of schools with a functioning Parent Council	Increase		√		√			√	√		
43	Percentage of population with a functioning Community Council	Maintain							√	√		
44	Number of (Council) services available electronically	Increase							√		√	

SECTION 3: GOVERNANCE AND DELIVERY ARRANGEMENTS

Governance

The guidance for Community Planning Partnerships on Governance and Accountability of Single Outcome Agreements notes that all statutory and other relevant public partners should be signatories to the Single Outcome Agreement, not the partnership itself, which as an unincorporated body cannot commit the individual public sector partners. Only Councils and their public partners can be ultimately accountable for public spending and public performance. In signing this document partners are making a formal commitment to the whole of the Single Outcome Agreement, not selected parts of it. This commitment will involve supporting the delivery of the Single Outcome Agreement in as is appropriate to their duties and responsibilities. This may include reviewing pre-existing structures, processes and resource deployment, including possible consideration of the creation of joint budgets, to optimise delivery of outcomes.

External scrutiny and the performance and accountability frameworks for public bodies will progressively be focussed on national outcomes and Single Outcome Agreements. Best Value 2 will make local outcomes a key part of the performance and accountability framework for Councils and similar frameworks are being introduced for other partners. This means that individual and collective performance management and self-assessment around outcomes is critical. Strong baselines; robust measures of performance; challenging targets and comparability with others need to be developed at the outset as the basis for governance and accountability.

Significant organisational capacity building is required to truly develop and maintain an effective Community Planning Partnership Single Outcome Agreement process. Central to this is effective governance. Good governance includes elements of financial and performance management, external review, and due process. Stirling Community Planning Partnership's key principles of governance are:

- Openness
- Integrity
- Honesty
- Leadership
- Accountability

These principles reflect both the intent and ownership by all partners of a broad framework into which they will manage their business through a process of negotiation, and agreed outcome management. Partnership governance in the Single Outcome Agreement needs to be adaptive yet show strong leadership at the outset if organisational and systems change are to be identified, prioritised and delivered in collaboration.

Stirling Community Planning Partnership is a mature partnership and has put in place governance arrangements to support the challenges of accountability and responsibility for the process.

These include:

- A Leadership Statement holds partners agencies responsible for a) securing active political support and commitment to agree the vision and adhere to the outcome model over the long term b) ensuring performance management of outcomes is integral and sustained throughout the partnership c) fostering and enabling integration and collaboration to deliver improved outcomes d) encouraging open and honest dialogue and engagement on outcome performance with communities and

citizens e) using the performance management framework to develop a shared culture of organisational capability, capacity and continuous improvement.

- An Executive Delivery Group acts as the strategic oversight group for the Partnership. It is required to circulate Minutes of its meetings and a quarterly report on its activities to partners. All significant decisions are subject to partner approval..
- Partner agencies are required to ensure that agency representatives speak with the authority of their organisation; decisions taken by community planning groups are subject to ratification through the governance structures of partners as appropriate.

Community Planning partners are continuing to explore whether a more strategic policy making body and other structural changes to the Partnership are required, given the new dimension that the Single Outcome Agreement brings.

Supporting the Executive Delivery Group are a number of critical partnerships, established as required to deliver against outcomes. Currently these are:

- Community Safety Partnership
- Critical Economic Partnership
- Learning in the Community Partnership
- Healthy Stirling Partnership
- Strategic Housing Forum

For joint collaborative work, Critical Partnerships will produce clear and measurable action plans that:

- Are agreed by all partners
- Are appropriately resourced, making the best use of available resources
- Are reviewed/updated as monitoring reveals positions have changed
- Include shared risk assessment/early intervention management proposals
- Link relevant policy initiatives
- Identify and resolve any areas of overlap or duplication

Until recently there was a Children's and Young People's Partnership, however the Executive Delivery Group has recently endorsed the recommendation of the chair of this Partnership that it be disbanded and instead Children and Young People's issues be addressed in each of the Thematic Partnerships. As a result of this integration, work remains ongoing to establish the most appropriate partnership mechanisms for the key policy areas of Early Years and Curriculum for Excellence

Recent work has also indicated that the establishment of a Critical Partnership to lead on the environmental aspects of the Single Outcome Agreement should be considered.

A Strategic Learning Alliance of Stirling Council, Stirling University and Forth Valley College has also been created. In order to better co-ordinate activity on health and care agenda, NHS Forth Valley and Stirling Council have established a Health, Wellbeing and Social Care Executive. Whilst not formally part of the Community Planning Partnership structure, these two groups are important to join up delivery of the Single Outcome Agreement, and do report when appropriate to Executive Delivery Group.

Community Engagement

The strength of the strategic capabilities of community planning in Stirling that have been built over the past six years is equally matched by the strength and depth of community planning at an operational local level. Additionally, the Community Planning Partnership supports Stirling Council's work at an area level to bring shared, more strategic longer-term issues together at a larger geographical area, or around equalities groupings, in an area community planning process. A challenge for the Partnership is to develop this approach to address also the perspectives of Stirling's communities of interest.

The Partnership's strength of supported and widespread community engagement will continue to be a major focus in the development of the Single Outcome Agreement

Stirling Community Planning Partnership has a strong engagement infrastructure that it will continue to develop with partners in the community, voluntary and private sectors to make sure that the platforms for action deliver interventions that meet community needs and help the collective move towards agreed outcomes. This infrastructure, particularly at community and voluntary level, is supported by the shared commitment to Stirling's Standards for Community Engagement and by endorsement of the integral role of community learning and development. Partners are clear that a community learning and development approach to widen the scope and standard of engagement is essential if they are to build confidence, knowledge, understanding and skills, and ultimately create truly equitable partnership working.

The Single Outcome Agreement determines that the Community Planning Partnership reinforces the quality of its engagement process, currently defined by a matrix of local and area community planning, around both communities of geography and of interest.

Geographical area community plans reflect Stirling's local democratic ward boundaries, and the identification of issues for Stirling's communities of interest is supported with engagement via the Stirling Multi-Cultural Partnership, the Older People's Reference Group, the Stirling Youth Partnership, school, student and parent councils as well as the Business Panel and the Stirling Access Panel. Work at the area and community of interest level is very much at the developmental stage, particularly in relation to interventions from the platforms for action of the Critical Partnerships. It is the Community Planning Partnership's intent to develop action plans that capture this work, in partnership with forums at area level.

The Community Planning Partnership's engagement with the voluntary and private sectors is less well developed. The voluntary sector in Stirling is diverse, with many small organisations working alongside, and sometimes in competition with, larger national organisations based in the area. Voluntary sector capacity building is required to ensure that the sector can effectively meet both the opportunities and the challenges of the Single Outcome Agreement process.

There is no doubt that the Single Outcome Agreement is incomplete without the full engagement of the voluntary sector, as partners, as an engaged community, as active volunteers, and as deliverers of services. The Community Planning Partnership is working with the local CVS and Volunteer Centre, to determine both how the sector can be supported to be more engaged within community planning, and consequently within the Single Outcome Agreement itself. Development areas have been identified including:

- Representation
- Communication and information sharing
- Capacity building
- Participation and influence

- 'Fit for purpose' structures
- Unique role of the sector in determining needs, providing niche services, early intervention
- The role of volunteers and volunteering

Accountability

An integral element of strong partnerships is performance accountability. It is in this area that Community Planning Partnerships, by their nature and experience to date are most weak. Stirling Community Planning Partnership is no different in this regard, but its adoption of an evolving governance framework is supportive.

Additionally, the process of effectively managing performance against outcomes is an inexact science, and one where Scotland as a whole has much to learn. Attribution and time-scales are difficult. The move from traditional performance measures towards an outcome based approach is a move from a view of performance based on service provision, that measures inputs, processes and outputs to an outcome measurement that focuses on the delivery of improved results for citizens and communities.

Stirling Community Planning Partnership does not avoid or ignore such complexities, and is committed to demonstrating accountability, to partner agencies but most importantly to Stirling's communities, for making the difference to Stirling the outcomes suggest.

The Executive Delivery group will produce, to accompany the Single Outcome Agreement, a performance management approach that:

- Regularly reports on the progress that the Partnership makes within and across the Partnership, to individual agencies, to Scottish Government when appropriate, and most importantly to communities and citizens
- Includes all the elements of the local outcomes in the Single Outcome Agreement, both those achieved collaboratively and those where the performance of single agencies impacts upon shared performance
- Benchmarks achievements against criteria agreed through our engagement processes
- Includes outcomes measures, intervention output indicators and process measures
- Acts where early monitoring reveals performance weakness
- Is clear where responsibility for delivery lies, both overall and with specific elements of the plan

The Community Planning Partnership expects partner agencies to continue to collect and report on their core indicators as part of normal business. Partners will work to share relevant data more to assist delivery against outcomes and platforms for action.

Performance to Date

Performance against the indicators in year one of the Single Outcome Agreement will be reported by Stirling Council in Autumn 2009. However all partners are clear that to deliver outcomes, further work is needed on the outcome measures.

In moving towards year two of the Single Outcome Agreement, the Partnership has resisted the easier option of focusing on indicators and targets. Instead, the Partnership has worked hard in year one to develop the culture of partner organisations to be best placed to rise to the Single Outcome Agreement challenge. The Partnership has genuinely identified those local

outcomes and platforms for action that are priorities in delivering maximum beneficial impact in and with local communities.

The Community Planning Partnership has begun to encourage, through the innovative use of its Community Planning Budget, including Fairer Scotland resources, an approach to intervention delivery that has helped partners to focus on outcomes, consider attribution of delivery, and develop appropriate performance measurement in a changing framework.

All partners have been encouraged to develop interventions, and seek approval from the relevant Critical Partnership for endorsement and referral to Executive Delivery Group for support, including where appropriate, grant funding. This method ensures not only a critical consideration of the merits of the intervention, but ownership and accountability for the continuation of successful approaches, through adjustment of mainstream provision, following the end of any grant funding. This realignment of core resources, shared amongst all community planning partners, is essential to the delivery of the Single Outcome Agreement over time.

Development And Learning

The complexity of measured delivery of outcomes is significant. The Community Planning Partnership recognises the challenges of the approach. This Single Outcome Agreement has developed from work with Stirling Council in the first year process. It is not intended to reflect everything that partners do, either as stand alone organisations or collectively in partnership. Rather, it attempts to balance those areas of collaborative gain that are of the most need, and where largest impact can be made with the areas of individual agency action that are significant in making progress overall.

The Community Planning Partnership has shared learning across partners from the first year of work on the Single Outcome Agreement. Partners are developing an approach, outlined in this second iteration of the Single Outcome Agreement that:

- Maintains a strategic focus with a manageable and meaningful number of outcomes and robust outcome measures
- Develops genuine outcomes, based on a growing understanding of the needs of communities and citizens, evidenced by both quantitative and qualitative analysed information
- Offers a logical line of sight between challenges, outcomes and platforms for action, focussed on collaboration where appropriate whilst recognising relevant single agency contribution
- Recognises the challenges to the organisational culture of partner organisations, and commits to a shared process of continuous improvement, coupled with integrated results measures, to meet these challenges.

The Community Planning Partnership has resisted repackaging existing policies and indicators in this Single Outcome Agreement. It acknowledges that the successful delivery of these policies is important to the achievement of outcomes for Stirling..

Over time, collaborative actions, when proven to deliver outcomes, must become the way partners deliver shared business. Partner's ability to challenge, learn and adapt the 'mainstream' is crucial. The Community Planning Partnership's governance, development, accountability and responsibility framework is developing to meet this intrinsic challenge of the Single Outcome Agreement.

Outcomes must be based on evidenced need. There is a clear requirement to ensure that partners regularly capture and share all relevant information to determine the needs in our communities. Some of these needs are subject to fairly rapid change, as the current economic situation demonstrates, whilst other, in particular deep-seated poverty and inequalities are more constant. Partnership systems must be robust to both capture and report key information on a timescale that supports the ability to actively intervene.

Challenges

Perhaps the most significant aspect of progress in year one has been the acceptance of shared accountability to meet the challenges of the Outcome Agreement. The Community Planning Partnership governance approach will support shared and individual partner agency accountability for meeting the delivery challenges.

The Community Planning Partnership has learnt much from consideration of these challenges. It has identified a range of critical success factors that need to underpin the Single Outcome Agreement. Many of these are underway, with others captured within the commitment to continuous improvement:

- Clear agreed criteria for determining priorities and the potential tension between core business and collaborative gain
- Mature partnership behaviours that are strong enough to share resources, accountability, resolve disagreements and prioritise activity
- Insight of strengths and weaknesses
- Evidenced based information highlighting what is the problem to be solved, what is the intended result
- Alignment/pooling of resources
- Collective responsibility for outcomes built on robust performance management
- Transparent arrangements for financial and democratic accountability
- Governance thought out at an early stage and reflecting a strong democratic story
- An integrated approach that delivers more than the aggregate
- Scottish Government as key partner providing more incentives for non local authority partners
- Meaningful engagement with all partners, and particularly the private and third sectors

Continuous Improvement

The Single Outcome Agreement opens up the potential of a more diverse approach to the provision of public services. Diversity can come from having different approaches in different localities, as well as different systems, and indeed different providers. The Single Outcome Agreement gives potential for full and effective use of the skills and experience of all community planning partners in designing and delivering services, including those in the third sector.

To maximise this potential, and to enable public services in Stirling to continue to meet the needs of citizens and service users against the backdrop of fiscal and economic restraint, community planning partners understand that there is a need to develop the Partnership's accountability procedures. This will capitalise on the strength of governance and engagement that has been nurtured since the instigation of the Partnership. As the process matures partners may need to consider service redesign and a change to the way agencies deliver aspects of their core business. The Community Planning Partnership will support partners to consider areas of organisational capacity to deliver a shared framework of:

- Strategic goals that are aligned with clearly articulated measures of performance, including improved social and economic outcomes
- The ability to reflect evolving citizens and user expectations, political context and organisational change in outcomes and targets
- Performance targets that are clearly linked to planning and budgetary cycles
- Individual employee performance objectives that are explicitly linked to organisational outcomes
- Cyclical evaluation and reporting of performance results, both internally and externally
- Feedback into strategic planning and budgetary cycles with ability to intervene and alter provision when performance gaps are identified and understood.