



Stirling Council
Five-year Business Plan
2017 - 2022



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Executive Summary

STEWART CARRUTH
CHIEF EXECUTIVE



Stirling Council is committed to being bold, ambitious, and to continuing to deliver quality services which are tailored to the different needs of our communities.

Overall, the Council will invest in the region of £200m per annum across services throughout urban and rural Stirling.

This rolling five-year plan also identifies the different factors that impact on the development and delivery of services. It outlines the activities and initiatives the Council plans to undertake to achieve our strategic vision for the Stirling area.

We are ambitious for Stirling and have put in place a number of strategies and plans designed to support sustainable growth and diversification of Stirling's economy, and deliver high-impact projects. Key to this will be building on the City Region Deal which will position Stirling as a vibrant economic centre benefiting the whole of the region.

The Council continues to be committed to improving the way it engages with employees, residents and other key stakeholders from the public, private and voluntary sectors, and to developing and modernising the way we deliver services to better meet the needs of our communities. To achieve this, we will develop with communities a different approach to delivering services which are closer to the needs of localities, with 2017 seeing us embark on the next phase of our work to support communities to test out new ways of moulding the delivery of their services per the priorities of those living and working within the area.

This Five-Year Business Plan will be reviewed every year and updated in line with changes in the Council's priorities and any relevant external factors. It is supported by our priority-based approach to budgeting and a five year strategic workforce plan.

A handwritten signature in black ink that reads "Stewart Carruth". Below the signature is a horizontal line.

Stewart Carruth
Stirling Council Chief Executive

Vision and strategic priorities

Our Vision

To be bold, ambitious and community led, delivering quality services with customer focus, tailored to the different needs of our communities.

Strategic Local Priorities

Stirling Council is committed to ensuring the best possible outcomes for everyone who lives, works and visits the Stirling area. By October 2017, Stirling Council and our community planning partners need to have a Local Outcome Improvement Plan (LOIP) in place, which will set out a clear and ambitious vision for the Stirling area, identifying how we will work to support communities who are experiencing the poorest outcomes, through locality plans.

The LOIP will build on our Single Outcome Agreement (SOA) 2013-23, which developed seven outcomes based on evidence and priorities gathered from consultation with communities and partners:

- Improved outcomes in children's early years.
- Improved support for disadvantaged and vulnerable families and individuals.
- Communities are well served, better connected and safe.
- Reduced risk factors that lead to health and other inequalities.
- Improved opportunities for learning, training and work.
- A diverse economy that delivers quality local jobs.
- Improved supply of social and affordable housing.

A list of the community planning partners with statutory duties as required by the Community Empowerment (Scotland) Act is included in Appendix 1.

our Vision
and Strategic Priorities

Key Priorities

To deliver these outcomes, the Council has set out the following priorities:

Partnership

Building a Community Planning Partnership that is democratically led with an engaged community, and works towards positive outcomes for Stirling.

Welfare Reform

Developing advice services that are fit to support people through the current round of welfare changes by establishing an integrated service with voluntary sector leadership.

Families

Increasing the focus on early intervention to help families in need.

Service Delivery

Examining and delivering more opportunities for improved models of service delivery.

Regeneration

Regenerating our most in-need communities to deliver a full range of positive social, environmental and economic outcomes.

Environment

Adopting a pragmatic approach to sustainability that protects and enhances the local environment.

Education

Improving the outcomes for the lowest performing 20 per cent of children in nurseries and schools.

Providing additional nursery and out of school care places throughout the Stirling area to support working families.

Roads

Making resurfacing roads, paths and pavements the service priority across the whole Stirling area.

Housing

Building more socially rented housing.



Corporate Parenting

Being a good corporate parent.

Digital Connectivity

Delivering and improving upon access to, and speed of, internet access across the Stirling area.

Older People

Improving care for our vulnerable people at home.

Economy

Streamlining business support under the leadership of the business community.

Sport

Promoting opportunities and supporting access to physical activity and sport for all.

Business

Pursuing a diverse high wage economy that delivers local jobs for people across Stirling and a procurement policy that supports this.

Enforcement

Ensuring enforcement action is taken across all areas of Council activity and making full use of Council policy to combat anti-social behaviour.

Finance

Our financial strategy will reflect the current economic challenges by making savings while ensuring the delivery of quality services.

...our Key
Priorities

The next five years



Stirling has a bold ambition and a once-in-a-generation opportunity to reposition itself as an economic and cultural powerhouse. We are ready to do this, with the backing of our local communities, elected representatives, City Commissioners and Community Planning Partners. Our unique, collaborative and evidence-based approach has identified the programmes to support us to do this, including our approach to organisational transformation, our City Region Deal and our localities programmes.

Stirling Council will face significant changes and challenges over the next five years that will impact on the way we operate. These changes are being driven by policy and financial, legislative and demographic factors.

The Council will continue to respond to an increasingly challenging economic environment by seeking innovative and effective ways of delivering high-value services in partnership with our residents and communities. Funding will be prioritised and allocated as outlined on pp19-22.

There are also opportunities, particularly around sustainability, reducing carbon and the use of smart technology - in the next five years we can expect to see better use of renewables for heat and energy and greater use of technology to make our services more efficient and help inform our future decision making.

Genuine partnership lies at the heart of our people and place plans in the City Region Deal programme. This sets out a robust and compelling case for transformative and sustainable economic growth that benefits everyone across the area and closes the gap between the most advantaged and disadvantaged in our communities. Spanning skills and employability, social innovation, marketing, inward investment and infrastructure projects, the programme aims to create local jobs and a stronger economy across urban and rural areas, while promoting health and attainment and driving growth in key areas of the economy.

Capital investment by the Council is important in facilitating further investment in the area, thereby contributing to economic growth. The Council intends to broaden its outlook on alternative means of financing and funding investment, and leverage additional investment where appropriate.



Stirling Council will be refining our ten-year Capital Programming to align it with the City Region Deal negotiations and to ensure that asset management, infrastructure planning and the Council's key priorities tie together within a sustainable and affordable capital programme.

It is important that the Council is clear about how services will be structured and managed. Alternative models of service delivery may emerge which complement and enhance what we currently do. Any developments will be considered in the context of current service provision and delivery, the requirements of the people who use the services and the changing expectations of the wider public.

The Council also recognises the different roles that our urban and rural communities play, acknowledging that there isn't a "one size fits all" approach. In line with the Community Empowerment (Scotland) Act 2015, the development of a localities based approach to service delivery will allow the Council and partners to deliver alternative ways of working which complement the needs and priorities of different communities.

The Council needs a more tailored approach to deliver this opportunity, acknowledging that the scope for refining services may be more limited for some than others. The Council will be structured and managed accordingly and will operate with a new set of values and ways of working, and our employees will play a key part in this.

The rolling five-year plan allows us the flexibility to adapt to these changes and taking this strategic approach enables us to continue to deliver high quality services, and ensure that only the most appropriate savings are made.

How we deliver this plan reflects the Council's priorities, political imperatives and local circumstances. Councillors will determine the principles and direction of this plan, and the Chief Executive and Corporate Management Team are accountable for its detail and delivery.

the next
five years...



To meet the agreed priorities of Stirling Council, we have created a set of key messages and goals to focus our work:

Be Community Led

- Design and deliver services that respond to the needs and priorities of our diverse communities, and empower them to play a greater role in service delivery.

Be One Council: One Team

- Address service provision in a collaborative manner, with no artificial or perceived boundaries

Be a Learning Council

- Work with and learn from each other and our partners, sharing knowledge and best practice to meet current and future challenges.

Be Risk Aware: Not Risk Averse

- Take innovative and new approaches to service delivery, being aware of risks rather than being risk averse.

Be Open and Responsive

- Engage and communicate effectively and meaningfully with communities, employees and partners.

Major influences
over the next five years

Major influences on Stirling over the next five years

Economic Influences

- It is anticipated that there will be continued financial pressure on our government grant.
- Stirling has lower levels of unemployment than Scotland as a whole, however 2,200 people in the area are looking for, but cannot find, a job at any one time.
- Stirling has lower rates of economic activity, higher rates of economic inactivity and lower rates of employment than Scotland as a whole.
- The numbers of people of working age in Stirling whose long term conditions affect their lives are almost as great, as those over the age of 65 with similar conditions.
- Resident earnings are higher than workplace earnings.
- Business birth rates are still relatively high compared to Scotland, but other cities are catching up and overtaking Stirling.
- The ratio of jobs to working population is falling.
- Retail spend is falling - 40% of resident spend is outside of Stirling.
- Gross value added (GVA) per head is behind Scotland, Glasgow and Edinburgh.
- A successful City Region Deal will see us gain the financial investment necessary to deliver a programme of change for Stirling that will unlock our full potential and result in a healthier, wealthier, greener and better connected future for Stirling, Scotland and the UK. The programme will benefit everyone who lives, visits, works and invests in Stirling and beyond by permanently boosting GVA, creating 3,000 additional jobs, ensuring sustainable growth across all areas, closing gaps in attainment and health inequalities, increasing Foreign Direct Investment, increasing overseas exports, benefitting all citizens through work and skills programmes and increasing tourism by 25 per cent.



Financial Influences

- It is anticipated that there will be continued financial pressure on our government grant.
- Councils will have the ability to increase council tax, following a nine-year period of council tax freeze
- There will be increasing service delivery costs.
- Pension and salary costs will increase.
- Localities financing still to be addressed.

The Council will also be considering how we can involve local communities in our budgeting processes and notes the success of participatory budgeting elsewhere in the world.

Technological Influences

- Stirling has one of the highest levels of internet connectivity in Scotland, but investment in broadband infrastructure is required to enable communities and business across the area.
- Approximately 20% of households do not have access to superfast broadband and are relying on slower services. The Government's broadband scheme is targeted to reduce this to 6% of households by 2018, and further investment is required beyond this programme.
- Many rural properties and those not included in the first phase of the Government programme do not have any access to broadband connections. The next phase is targeted to be completed by 2021.
- In early 2017, Stirling became Scotland's fourth Gigabit City in order to deliver high speed connectivity which will encourage economic growth and inward investment within the City. Construction will commence in June 2017.
- Improving digital engagement with our citizens, businesses and visitors through a new website offering an enhanced range of online services transforming the way we do business.
- By pursuing a cloud-based strategy for our business systems we will ensure that our staff are able to work in a more mobile and flexible manner, as well as improve information sharing to better equip and support our staff in their work.



- Developing more joined up technologies to validate and quality check we have the correct and most up-to-date information on all our communities.
- Stirling is developing its smart capability through the Smart Cities programme with other Scottish cities. Over the next two years, Stirling will develop solutions around smart energy systems, smart waste, mobility, intelligent street lighting and greatly enhance not only our data capability but how we use that data.

Political Direction and Public Policy

- There will be Scottish local government elections in 2017. Public service reform will place expectations on the public sector to share budget and resources.
- The Community Empowerment (Scotland) Act 2015 was issued by the Scottish Government on 25th October 2016. This replaces the current Single Outcome Agreement with the expectation that a Local Outcome Improvement Plan (LOIP) will be in place for October 2017.
- Community Justice (Scotland) Act 2016 was passed by the Scottish Parliament on 11th February 2016 and sees the establishment of a national body - Community Justice Scotland - on 31st March 2017. The arrangements for local strategic planning and delivery of community justice will be undertaken with local community planning partners.
- The Integrated Joint Board (IJB) responsible for the delivery of adult health and social care services was implemented from 1st April 2016. The Chief Officer is in post and has financial responsibility for the joint budgets across the three partners - Clackmannanshire Council, Stirling Council and NHS Forth Valley. The Partnership approach also includes third and independent sectors.
- Effective community planning arrangements are at the heart of public service reform and Single Outcome Agreements will be replaced by Local Outcome Improvement Plans (LOIP) and Locality Plans. This will commit our community planning partners to an evidence-based approach to determining priorities and tackling inequalities, which will focus on putting communities at the heart of everything we do and provide clearer focus on early intervention and prevention to achieve both financial stability and improve outcomes.

Community Engagement



Background to our approach to Community Engagement

The Scottish Government introduced new revised national standards for community engagement which were launched in September 2016. These are good practice principles designed to support and inform the process of community engagement and improve what happens as a result.

The Community Empowerment (Scotland) Act 2015 has a specific focus on promoting effective engagement and participation to help communities achieve greater control and influence in the decisions and circumstances that affect their lives. The national standards for community engagement are important in supporting organisations in putting the Act into practice, they can be used to shape the participation process used by public bodies as well as shape how community organisations can involve wider communities of interest.

The key aspects of the national standards are, inclusion, support, planning, working together, methods and communication. These will allow us to assess the impact of engagement and use what has been learned to improve our future community engagement.



Priority Based Budgeting



Priority Based Budgeting: putting principles into action

Over the last few years Stirling Council has been developing and strengthening its approach to Priority Based Budgeting (PBB). The five-year budget that supports this business plan takes account of extensive communication and community engagement, including

- The publication of a draft report with an improved format based on Engagement Sounding Board input, which allowed greater time for comment and feedback.
- Whole Council and service-led workforce briefings, informal drop-in sessions and colleague conversations.
- Five community conversations in November and December 2016 to share options and gather comments, questions and suggestions.
- A public survey is being held in January/February 2017 asking people what they think the Council could do differently.
- A contact point at shapingstirlingsfuture@stirling.gov.uk where people could provide comment, questions and suggestions on the process.
- The publication of a priority based budgeting report outlining proposals for PBB4 (2017/18).

Our aim throughout the community engagement exercises has been to connect with communities and ensure they have sufficient opportunity to influence the budget process. The Council will continue to have open and meaningful dialogue with employees, residents and key stakeholders throughout this process.

We will also work hard to improve awareness and understanding of all the Council's activities and services and encourage increased participation and engagement across the board. We will then build on this engagement with urban and rural communities, our partner organisations and staff (a short list of Council stakeholders is outlined in Appendix 2).

Stirling Council is also currently developing an approach which will help it move towards much more participatory budgeting.

How we work

Corporate Overview

An increasing expectation amongst citizens to have a say in how services are being delivered, a decrease in resources, localities becoming stronger and continued financial challenges are all a catalyst for change.

All the above apply to Stirling and how we operate as an organisation - leadership at all levels distributed across the organisation, communities at the centre of service delivery, creating the space for our workforce to be flexible, freely giving our professional knowledge, using data and acknowledging the shared expertise and knowledge of communities, while being a broker, facilitator and relationship builder.

As we have built up our relationships with communities, our understanding of their requirements has become better. The integrated work we currently do in a range of areas, the new locality based approach, our organisational transformation and our work on a City Region Deal, will mean significant changes in the way we deliver our services over the next five years.

Corporately, these are the challenges which face Stirling Council over the next five years and will be the focus of work in Localities and Infrastructure and Children, Communities and Enterprise.

A total of 3,911 staff members (3,373 full time equivalent) are employed across the Council service areas. These are located within two directorates – Localities and Infrastructure, and Children, Communities and Enterprise.

The remit for Localities and Infrastructure includes Waste, Integrated Facilities Management, Roads and Land, Business Improvement and Compliance, Infrastructure, Planning and Building Standards Regulation, Sustainability, Finance, Governance and Technology, with corporate responsibility for Health and Safety, Fleet, Performance Management and Risk and Resilience. The nature of these services means there will be a close relationship between their delivery and the locality approach and a crossover with many aspects of Children, Communities and Enterprise.



The remit for Children, Communities and Enterprise covers the spectrum from birth to older people, with an integrated approach to the services that we provide to citizens, working in partnership with our communities, stakeholders, national bodies, Community Planning Partners and the third sector. It includes Economic Development and Regeneration, Communities and People (adult social care, housing, public transport, safer communities, enforcement and community planning), Schools, Learning and Education, Children and Families, Human Resources, Organisational Development, Programme Management, Customer Services and Complaints, Communications and PBB.

The Council services manage the following annual budgets (2016/17 figures)

General Fund - Revenue Budget	£204.077m
General Fund - Capital Programme	£28.607m
Housing Revenue Account - Revenue Budget	£20.076m
Housing Revenue Account – Capital Programme	£13.392m

The Housing Revenue Account is a ring fenced budget covering the Council's management of its housing stock and is funded through rental income.

The General Fund covers all other services.

Localities and Infrastructure

Localities and Infrastructure came together in 2016 and the service now has responsibility for all aspects of placemaking across the Stirling area, as well as a number of essential corporate functions. In the coming five years, we can expect Stirling's environment to continue to attract people to the area as a great place to live, work and visit. To support this, we will also be seeking to develop our services, making them more efficient, digitised, effective and sustainable.

The Localities & Infrastructure Directorate comprises; Environment and Place, Infrastructure, Governance, Finance and IT.

Environment and Place

Environment & Place deliver a broad range of services which impact on the quality of life of all who live or work in Stirling. Our services include the provision of building management and maintenance services, planning and investing to meet future housing needs and protecting and enhancing our natural and built environment. Planned highlights for the next five years include:

- Integrated Facilities Management will continue to deliver the Council's affordable housing development and support the rationalisation of the Council's corporate asset portfolio.
- Roads and Land Service implementing the new Alternative Delivery Model which will adopt new ways of working that are innovative, effective and efficient in their delivery.
- Engaging with local communities regarding planned works across all the Roads, Land and Waste functions, encouraging greater participation of local communities in specific areas of service delivery.
- Exploring all opportunities for collaboration and partnership working across the service areas for the mutual benefit of the service, our employees and local communities. Working with Fleet Services, a vehicle refreshment programme will be implemented.



- Main priorities for Waste Service will include avoidance of landfilling wastes and encouraging high participation in waste avoidance, reuse and recycling. The service will conduct a review of its criteria to ensure the collection rounds are efficient, and consider, plan and deliver agreed economically viable options for commercial waste collection.
- The Business Improvement and Compliance team will support document control, records management, standardisation of processes and procedures, and analysis and governance in progressing the Alternative Service Delivery Models across the directorate. Environment and Place will ensure the emergence of a coherent Corporate Performance Framework, Health and Safety Policy and Business Management System to improve overall governance, efficiency and effectiveness.
- The Business Improvement and Compliance team will support and deliver Corporate Fleet Management, Corporate Health and Safety, Corporate Resilience and Risk and Corporate Performance Management and Reporting. The team will work in conjunction with Services to develop a Performance Management and Reporting Framework that will collate and disseminate data from across the organization in a unified format linking our strategic themes, objectives and customer requirements.





Infrastructure

The planning and development of our infrastructure is critical in supporting and enabling the development of Stirling's economy, the sustainable development of our communities and improving the quality and connectivity of our communities, places and attractions, whilst enhancing our stunning natural environment. In the coming five years we will continue to deliver Stirling's Local Development Plan, Local Transport Strategy, Corporate Asset Strategy, City Region Deal Infrastructure, Broadband Connectivity, and the Council's Capital Programme.

Other key deliveries will be:

- Continuing to transform the services we provide to become more efficient and responsive, adapting to the changing needs of our environment, customers, communities, partners and businesses.
- Sustainable transport systems which help make significant strides towards developing a vibrant and healthy city.
- Developing and delivering a significant portfolio of projects in the next five years, ensuring that the Council's assets are aligned to the future aspirations and requirements of Stirling, our citizens and ambitions for growth. The implementation of the City Region Deal projects combined with the Council's core capital programme will see major investment in infrastructure projects across Stirling.
- Transformation programmes for public property will continue to be developed to support integrated service delivery with community partners, to ensure the use of our assets is optimised. The service will continue to support and empower communities to explore ownership and operating models for facilities where the community have identified aspirations and opportunities to operate these.



- The Planning and Building Standards team will support housing building, economic growth and the continued development of our communities. Planning and Building Standards will be implementing widespread improvements to business processes and practices and some structural change over the next year, to drive innovation and enable Stirling's aspirations.
- Over the coming year, the Planning Service will focus attention on dealing with key infrastructure challenges, education capacity and transportation. This will provide an important context in the delivery of housing growth with the Local Development Plan. The Planning system in Scotland is currently under review and it is expected that there will be substantial changes that will impact on the work of the Planning Service.
- The ongoing review of national enforcement priorities will allow the Regulatory service to focus on local needs in order to improve compliance of local businesses, the vitality of the local economy and the safety, health and wellbeing of all those that live, work and visit the area. The service will be implementing improvements to processes and practices, with a renewed focus on business advice and support.
- Developing programmes around sustainable transport systems, low carbon energy projects, the circular economy, enhancing our natural environment and continuing to prepare ourselves for climate change impacts. This will include a focus on Smart City initiatives linking technological solutions with the smart use of information to inform intelligent community planning and business decision making. The service will work with communities, partners and businesses to developing specific projects including; active travel, electric vehicle development, improving air quality, renewable energy, community energy, waste and resource use reduction and local food development, as well as improving our green infrastructure.



Governance

The Governance Service comprises Legal, Democratic & Civic, Audit and Licensing, and has five core principles:

- It is aligned to the Council's strategic objectives
- It understands the challenges the Council is currently facing
- It provides prompt, practical and user-friendly advice and assistance;
- It is modern and professional, an enabler and not a blocker; and
- It is visible and proactive, inspiring confidence and securing an appropriate approach to risk and governance across Stirling Council.

The current committee structure is shown in Appendix 4.

Strong governance is more important than ever, and to enhance the services currently provided we will build upon the recent restructure of the team and explore new more efficient ways of working. The team will ensure the successful delivery of the May 2017 local government elections, including the arrangements for the new administration, and ensure high-quality support for all elected members following the elections. More generally, the team will ensure colleagues and elected members are kept suitably advised on legislative and other regulatory developments that are relevant to the Council and its citizens.



Technology and Information

The Technology & Information team are responsible for three distinct areas of the delivery – they deliver, support and maintain the hardware, devices, software and network infrastructure; have a key role in the developing IT and digital strategies and ensure security and governance of our networks and the data we manage on them.

The Business Information Team provide business solutions for our customers, providing advice and support for our major business systems. The focus is providing fit for purposes systems and effective data management.

The Information Compliance team provide the governance framework for all Council records through our Records Management Plan as well as managing the Corporate Records Centre. They are also responsible for the management of Freedom of Information and Data Protection within the organisation.

Finance

The Finance service comprises Accounting & Budgeting and Revenues & Benefits, and therefore provides services directly to the public and to internal customers. The aim is to have a greater focus on the use of financial and management information to support wider decision-making for the Council.

The Revenues & Benefits team focus on the implementation of changes such as Universal Credit, council tax systems and other changes to local taxation and benefits.

Children, Communities & Enterprise



Stirling is already a great place to live, work, visit and do business. Children, Communities and Enterprise (CCE) is delivering services and programmes to further unleash Stirling's potential through tackling poverty and inequality, promoting health, well-being and opportunities for all, supporting every community across Stirling to thrive, protecting and supporting those who are vulnerable, generating high value jobs and creating the conditions for economic growth, skills development and employability among people of all ages.

Our services are working together to make the greatest difference they can, finding new and innovative ways for everyone in Stirling to reach their potential no matter where they start, to promote inclusive growth and tackle the gaps between those in our most and least advantaged communities, to build resilience among individuals and communities, to support and protect those in need, and to ensure our workforce is bold and ambitious for Stirling.

Along with other areas of the Council, local people and partners, CCE is also leading the delivery of two major programmes that will transform Stirling's future. The City Region Deal programme will result in Stirling achieving its goal of becoming an economic and cultural powerhouse and the localities programme will enable our unique and diverse communities to thrive.



Economic Development and Regeneration

The City Region Deal is an ambitious plan to support regeneration and the future growth of Stirling's economy. The vision for Stirling's economic success is that it is recognised both nationally and internationally as a world class, well-connected location which preserves its destination and culture, in tandem with being a pioneer of new technology for the future well-being of its commerce, communities and visitors.

The relationship between economic development and regeneration is co-dependent. Equitable economic growth cannot be delivered without improving our areas of disadvantage, and successful regeneration cannot be delivered without investing in development, growing our local economies and delivering sustainable employment. As a result, Stirling's economic development and regeneration plans are being fully aligned to ensure that we promote social cohesion, inclusiveness, investment and employment opportunities, tackling the gaps and fully delivering on our ambitions.

There will also be targeted work across the Stirling area supporting a number of communities impacted by generational poverty and disadvantage - the gap between Stirling's wealthiest citizens and communities and those that are the most disadvantaged is amongst the highest in the UK. Stirling Council will work to extend the reach of impact to areas of disadvantage by maximising social value through community benefit in procurement, developing a skills and employability framework that enables job access, supporting innovative ways to engage communities in local services, an inclusive cultural strategy, imaginative leadership in sport/leisure provision, supporting those who are most in need to mitigate the impact of welfare reform and tackle poverty, improving transport connections and seeking to ensure that affordable, accessible, quality housing is available across all communities.



Communities and People

Communities and People deliver a range of vital services to support our communities to thrive and to ensure that our most vulnerable citizens are supported. Our vision is of a Stirling in which everyone lives in safe, caring and connected communities, with the support they need to live in comfort, dignity and security. It is also about ensuring that people can access the services they need no matter where they live across the area. We work closely with communities, stakeholders and our public-sector partners to deliver high-quality services. For example, in partnership with the NHS, our adult social care teams provide mental health, learning disability, social care and other lifeline services to adults over the age of 16 with a variety of needs, supporting them to live well in their own homes where possible. Our current focus is on changing the way we work to meet growing demand and to deliver a more personalised, responsive service which focuses on enablement and early intervention.

In partnership with the Police and other partners such as Fire and Rescue, we work to make communities safer and more connected through CCTV, public transport, and parking, dog fouling, littering and anti-social behaviour enforcement and compliance. We also provide housing, housing advice and homelessness assistance to existing and prospective Council tenants and those in temporary accommodation.

Community Planning and Engagement is also a major focus. We are driving forward our approach to preventing violence against women and families, implementing new community justice arrangements so that partners tackle issues together, and putting in place a new LOIP by October 2017. This will be supported by our developing approach to locality working. We have established four locality areas across Stirling and are working with a range of public sector partners to align operational boundaries and teams to help focus on a more localised agenda. A key aspect of locality working is developing an intelligence led approach.

In addition, business improvement is at the core of service activity, driving forward programmes of activity to modernise and transform the Council so it is known for its customer excellence and its open and inclusive approach to transforming the way we operate through PBB and programme management, making us more effective and efficient. We are currently reviewing and refreshing our website to include additional functionality for customers, strengthening our back-office support to ensure efficient delivery of important services, and investing in the capability of our contact centre to deliver a quality service when engaging with customers.



Communications

Our workforce, elected members, communities and partners increasingly expect high levels of two-way communication, underpinned by digital technology. There is an increasing need to shift to digital in all our communications, with the benefits of reducing costs and increasing our engagement with our stakeholders, to ensure that everyone who works for us, understands what we're trying to achieve as an organisation and for the future of Stirling.

In addition to this, it is essential that we modernise the Council – every customer should be able to have their enquiries and service requests dealt with at first point of contact and in a professional, polite manner which builds the reputation of the Council. Currently there is inconsistency in this area, and an expectation that we will rapidly change the cultural of the organisation to one that is customer focused. For this reason, a comprehensive programme to transform customer experiences is being developed.





Schools, Learning & Education

The vision of Schools, Learning and Education in Stirling is one of high achievement and high attainment, through excellent learning experiences for all.

This vision captures our aspirations and expectations for Stirling's children and young people, and their families. We want everyone working in Stirling's schools and nurseries to be clear about what they are seeking to achieve by contributing towards this vision.

Current areas for improvement within Schools, Learning and Education in Stirling are:

- continuing to improve post-school destinations for Stirling's young people
- continuing to expand early learning and childcare across Stirling
- improving areas of the curriculum identified through self-evaluation and recent Education Scotland inspections
- securing more robust approaches to self-evaluation which have a positive impact on outcomes for learners
- closing the poverty-related attainment gap in Stirling
- enhancing employer engagement with schools and nurseries
- improving access to digital technology for all learners.

The National Improvement Framework aligns with our improvement activities and sets out the current priorities as improvement in attainment (particularly in literacy and numeracy); closing the attainment gap between the most and least advantaged children; improvement in children and young people's health and wellbeing; and improvement in employability skills and sustained, positive school leaver destinations for all young people.

Schools, Learning and Education in Stirling will focus on these priorities to secure the best possible educational outcomes for Stirling's children and young people, and their families. Building on existing strategies and further developing innovative approaches, we will work to provide excellent learning experiences in all of our schools and nurseries; deliver highly effective school-based youth services; tackle inequalities; and promote health and well-being in our communities.

We are confident that our commitment to continuous improvement will ensure that we provide learners with the highest quality learning experiences, and that our wide range of services across Stirling's communities will continue to deliver high quality outcomes for Stirling's children, and young people, their families and the staff that work in them every day.



Children and Families

Children & Families is an integrated service merging social care, criminal justice and education. Our vision for children and young people is to work together with them, their families and communities to nurture, respect and be ambitious for their future.

The key priorities are to reduce the number of children who are in 'out-of-area' placements, bringing them back into their communities through local fostering, kinship care or at home with their families; engage more with children and families to seek their views on how service should be delivered; improve the identification and management of risk; and improve the outcomes for young people who have been looked after and accommodated.

The service also provides support to all children and young people who have additional support needs. Early intervention is important to ensure the best outcomes and support is provided throughout a child's entire school career. We provide a statutory educational psychology service across schools in addition to supporting schools regarding child protection matters.

Within the Criminal Justice Social Work team the changing national context brings opportunity to deliver services differently working with people to avoid custodial sentences, helping them contribute to their communities and ultimately building safer communities. In particular, there is a focus on support to women offenders and high risk offenders. There is a move towards developing stronger partnership working between children and families and criminal justice services to deliver more effective early interventions.



Human Resources and Organisational Development

We are proud of our people who deliver a wide range and variety of services and support the citizens of our urban and to our geographically dispersed rural communities and we want to ensure that this continues. Our vision is to develop and maintain a bold, innovating and creative workforce that works ambitiously and at pace to support thriving communities and drive inclusive growth as articulated in our City Region Deal.

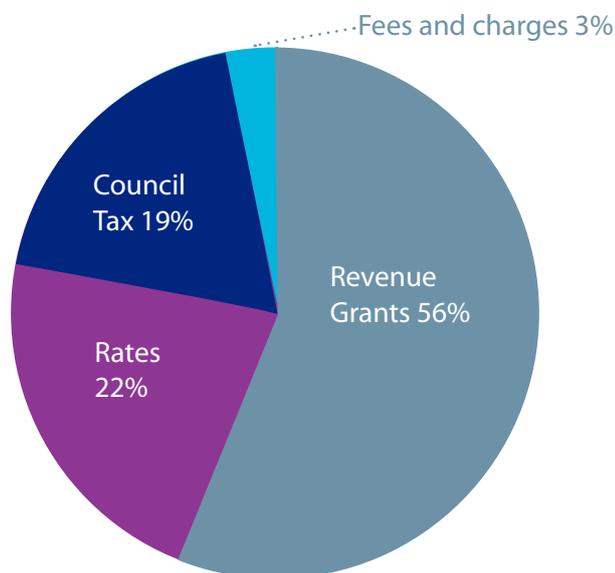
We have developed an extensive Strategic Workforce Plan to accompany the Business plan. Our focus over the next five years is to develop our Culture and ways of working which is customer focused, and tailored to community needs.

How we are funded

The Council receives funding through a number of sources, which include:

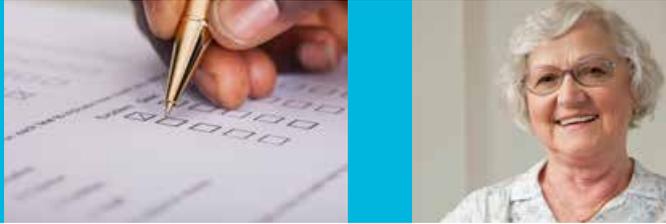
- General Revenue Grant from the Scottish Government.
- Non-Domestic Rate income levied on local businesses and other organisations.
- Council Tax income from local residential properties.
- Fees and Charges from a range of services where a direct charge is made at the point of use.

The split between the various main sources of funding is shown in the figure below.



The figure shows the percentage of Council funding by source for 2016/17. For 2016/17 the Council aims to raise a total of £214 million from the above four main sources.

The Council's income from central Government, including the non-domestic rates income that is levied nationally, equates to 75.5% of overall income. The remaining 24.5% is generated from local residents, visitors to our area and others who consume services within the Stirling Council area.



Financial assumptions

The following financial assumptions have been made (and are by no means exhaustive) within the five-year business plan.

- The grant from central Government, which accounts for almost 80% of the Council's funding, a fall in cash terms of 1.6% for 2017/18 has been confirmed by the Scottish Government. The business plan has factored in an assumed cash grant reduction of 1.5% for 2018/19 and for the following years.

	2017/18	2018/19	2019/20	2020/21	2021/22
General Revenue Grant & Non-Domestic Rates	-1.6%	-1.5%	-1.5%	-1.5%	-1.5%

- The Council will make a decision the 2017/18 level of Council Tax at its meeting of 23 February 2017. For subsequent years it has been assumed that a council tax increase of 3% per annum will be applied. A small increase in the number of council tax properties is assumed of approximately 200 per annum.
- The funding being made available to the Council for 2017/18 is in line with the settlement letter received from the Scottish Government in December 2016, which sets out the funding for 2017/18 only. Funding for subsequent years is based on assumptions that are derived from the UK Government's economic strategy, as well as academic and practitioner analysis of the likely impact on public spending in the coming years. Spending reviews at UK and Scottish level are likely to have a bearing on these assumptions, and they will be adjusted as further information becomes available.
- Pay awards have been built into the business plan at 1.5% for all staff groups (teaching and non-teaching staff) for 2017/18, with an assumed rise of 1.5% per annum for the years 2018/19 to 2021/22. Pay awards are currently subject to a national bargaining and negotiating process, and progress on those discussions will inform future pay award budgets.
- Demographic changes in the population have been included within the model.



- Additional cost pressures and reductions for additional waste disposal costs and landfill allowance / tax net impact are estimated based on current legislation.
- Like all employers, Stirling Council now has a statutory duty to provide for auto-enrolment of employees into the pension scheme and a provision of approximately £0.7 million has been made for this from 2016/17..
- The Government has begun the roll out of the Welfare Reform Bill, which will potentially impact on the Council and a provision has been made for the estimated cost of this.
- Provisions and specific allowances are captured within the model for items such as non-domestic rates, capital financing charges, utility bills etc.
- The Council has taken a risk-based approach to setting the 2017/18 budget such that a risk fund will be set to mitigate against future cost pressures which services will, in the first instance, be expected to try to meet before any call is made on the risk fund.
- An average loans pool rate of approximately 4.6% has been used over the period of the business plan.

Providing a future projection of the financial requirements of an organisation that provides wide-ranging public services, at a time of economic uncertainty within the Scottish, UK and world economies, requires a great deal of estimation. The business plan balances the fact that some of the key factors are uncertain at present against the need to take a responsible view of planning for what will undoubtedly be a very tough set of economic circumstances for councils. However, should any of the key economic assumptions change, the business plan will be updated accordingly.



Funding, spend and savings

The Council's expected funding, spending and savings, based on these assumptions, are:

Draft Budget Position (before savings options)	2017/18 £'000	2018/19 £'000	2019/20 £'000	2020/21 £'000	2021/20 £'000
Projected Spend	205,719	205,625	206,072	208,584	213,828
Less Funding Available	208,709	207,862	207,115	206,168	205,321
Indicative (Surplus)/Shortfall	(2990)	(2,237)	(943)	2,416	8,507

Service Options Proposed in PBB 4 Report published in January 2016:

Proposed Savings Options	2017/18 £'000	2018/19 £'000	2019/20 £'000	2020/21 £'000	2021/20 £'000
Fees & Charges Options	1,601	(1)	(1)	(1)	(1)
Stop/Reduce Options	243	(44)	0	0	0
Totals	1,844	(45)	(1)	(1)	(1)
Revised (Surplus)/Shortfall	(4,834)	(4,036)	(2,741)	619	6,711

Although a budget surplus is anticipated for 2017/18, further savings will require to be identified for future years, as the grant assumption continues to be that of reduced funding for the foreseeable future.



Risk based approach: Risk Fund

The Council operates a policy in the General Fund Revenue Budget of maintaining a level of reserves of at least 2% of budget and preferably 2.5% of budget. At the end of the last full financial year, 2015/16, there were reserves of 4.5% of budget and the latest forecast for the current financial year, 2016/17, is for reserves to be 3.4% of budget.

With this in mind, the Corporate Management Team has applied a risk-based method to the 2017/18 Priority Based Budget approach for future years.

While some additional funding has been put in place within the base budget for 2016/17 and in subsequent years, there will still be other potential cost pressures. The Council will therefore create a risk fund to meet these potential cost pressures. The risk fund will be set aside from any service under-spends or other contributions to reserves, but access to the funding will be subject to strict governance arrangements.

...Funding
and the risk fund



Risk Fund

The table below illustrates how the cost base would vary annually given a different set of assumptions (17/18 onwards):

	2017/18 £000	2018/97 £000	2020/21 £000	2019/20 £000	2021/22 £000
Base Position –					
Budget (Surplus) / Gap	(4,834)	4,036	2,741	619	6,711
Improvement of 1%					
per year in grant assumption	(9,513)	1,600	3,200	5,160	6,944
<i>Grant assumption</i>	-0.5%	-0.5%	-0.5%	-0.5%	-0.5%
Deterioration of 1%					
per year in grant assumption	6,487	1,600	3,200	4,440	5,586
<i>Grant assumption</i>	-2.5%	-2.5%	-2.5%	-2.5%	-2.5%
Pay award assumption					
reduced by 1% (years 2-5)	(7,513)	0	(2,400)	(3,960)	(5,344)
<i>Pay award assumption</i>	0.5%	0.5%	0.5%	0.5%	0.5%
Non-pay inflation assumption					
reduced to 1% per annum	(500)	1,000	1,860	2,500	4,013
<i>Revised inflation assumption</i>	1%	1%	1%	1%	1%

Variations to other assumptions could be made, but the above would have the greatest impact on the overall financial scenario.

How do we manage risks that might impact on the delivery of the business plan?

The Service Risk Registers contain operational risks and are managed by each Service Management Team. The Resilience and Risk Team and Corporate Risk Group provide further scrutiny of Service Risks. Service risks with a score above 15 (red) are reported to Audit committee. Significant Service risks can be escalated to the Strategic Risk Register.

The Strategic Risk Register is managed by the Corporate Management Team which provides assurance through scrutiny and challenge at a senior level and ensures that the significant risks facing the Council have been identified and effective treatment actions implemented that reduce these risks to acceptable levels. It is maintained by the Resilience and Risk Team Leader and submitted to the Corporate Management Team, prior to Audit Committee, for discussion and monitoring. The Strategic Risk Register is reported to each Audit Committee which provides effective scrutiny and challenge as part of the Council's corporate governance arrangements.

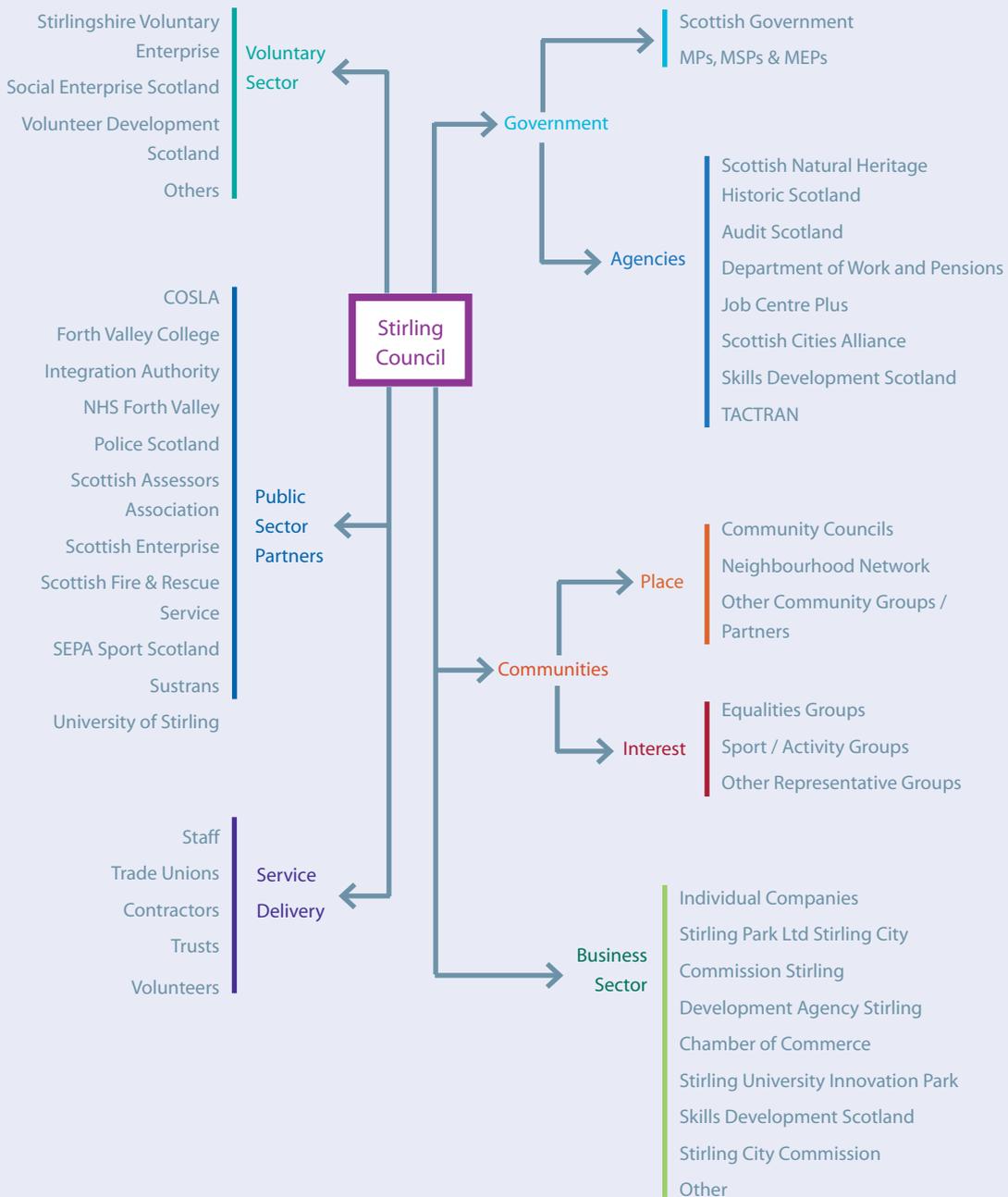
managing risks
that impact the Business Plan

Appendix 1

List of Community Planning Partners as required under the new Community Empowerment Act

- Stirling Council
- NHS Forth Valley
- Police Scotland
- Scottish Fire and Rescue
- Scottish Enterprise
- Historic Environment Scotland
- Forth Valley College
- Scottish Natural Heritage
- Visit Scotland
- Health and Social Care Integration Joint Board
- University of Stirling
- Scottish Sports Council
- National Park Authority
- Scottish Environment Protection Agency
- Skills Development Scotland

Appendix 2



Appendix 3

Stirling's Performance Management Framework

Framework (subject to change / review spring 2017)

	Planning & Prioritising	Reporting & Managing
COMMUNITY PLANNING PARTNERSHIP LEVEL	<p>Single Outcome Agreement Long term outcomes for residents relating to quality of life and opportunities</p>	<p>Single Outcome Agreement Progress Report Annual report on outcome indicators and progress made across the partnership</p>
STIRLING COUNCIL CORPORATE LEVEL	<p>Stirling Council Business Plan Strategic priorities and objectives covering delivery of:</p> <ul style="list-style-type: none"> • The Council's elements of the Single Outcome Agreement • The Council's 18 Key Priorities from 'Serving Stirling' • Agreed Priority Based Budgeting projects 	<p>Council Annual Report Public facing report on progress towards strategic objectives as well as overall council performance</p> <p>Council Scorecard Key indicators reflecting progress on the strategic outcomes and priorities</p>
STIRLING COUNCIL SERVICE LEVEL	<p>Service Plans Service level priorities and actions – activities that support the delivery of long term outcomes and strategic objectives</p>	<p>Corporate Scorecard Key indicators relating to operational management of the organisation considered by Council Management Team</p> <p>Committee Scorecards Regular reporting on progress in relation to Committee responsibilities</p> <p>Service Scorecards Service level scorecard used in management of services</p>

Appendix 4

Reviewing & Improving

Priority Based Budgeting

Through its Priority Based Budgeting process Stirling Council is reviewing its activities and identifying options for making improvements to the efficiency and effectiveness of council services.

Assurance and Improvement

The AIP sets out the planned scrutiny activity for Stirling Council over a 3 year period. The AIP is based on a shared risk assessment carried out by the local area network of all the external scrutiny bodies who engage with the council and carry out inspections and audits.

- **Benchmarking** to compare Stirling Council's performance with other local authorities and transfer good practice
- **Service Self Assessment and Improvement Plans**
- **Internal Audits**

Stirling Council Committees

Stirling Council

Education Committee

Social Care & Health Committee

Audit Committee

Finance & Economy Committee

Environment & Housing

Committee

Community Planning &

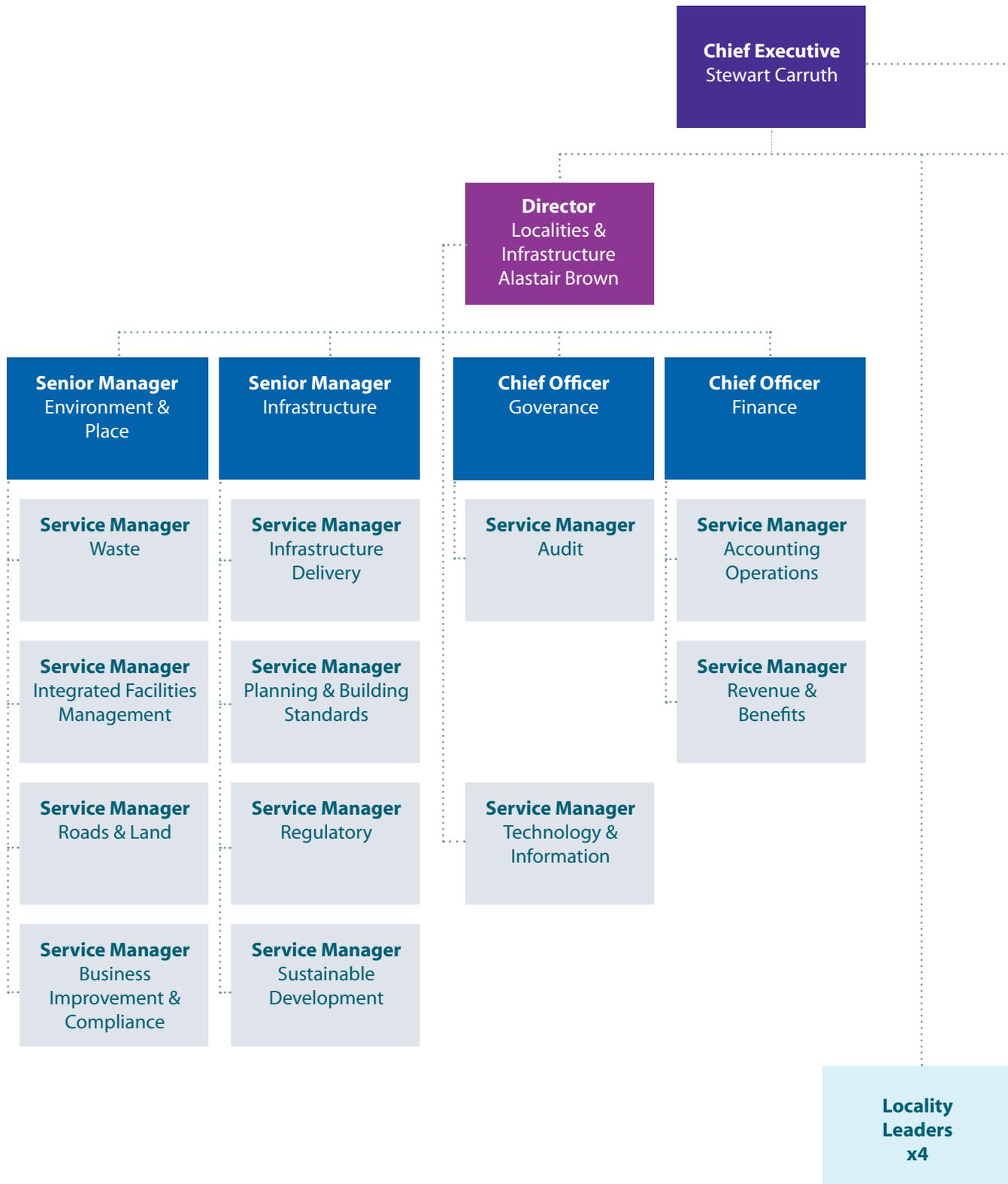
Regeneration Committee

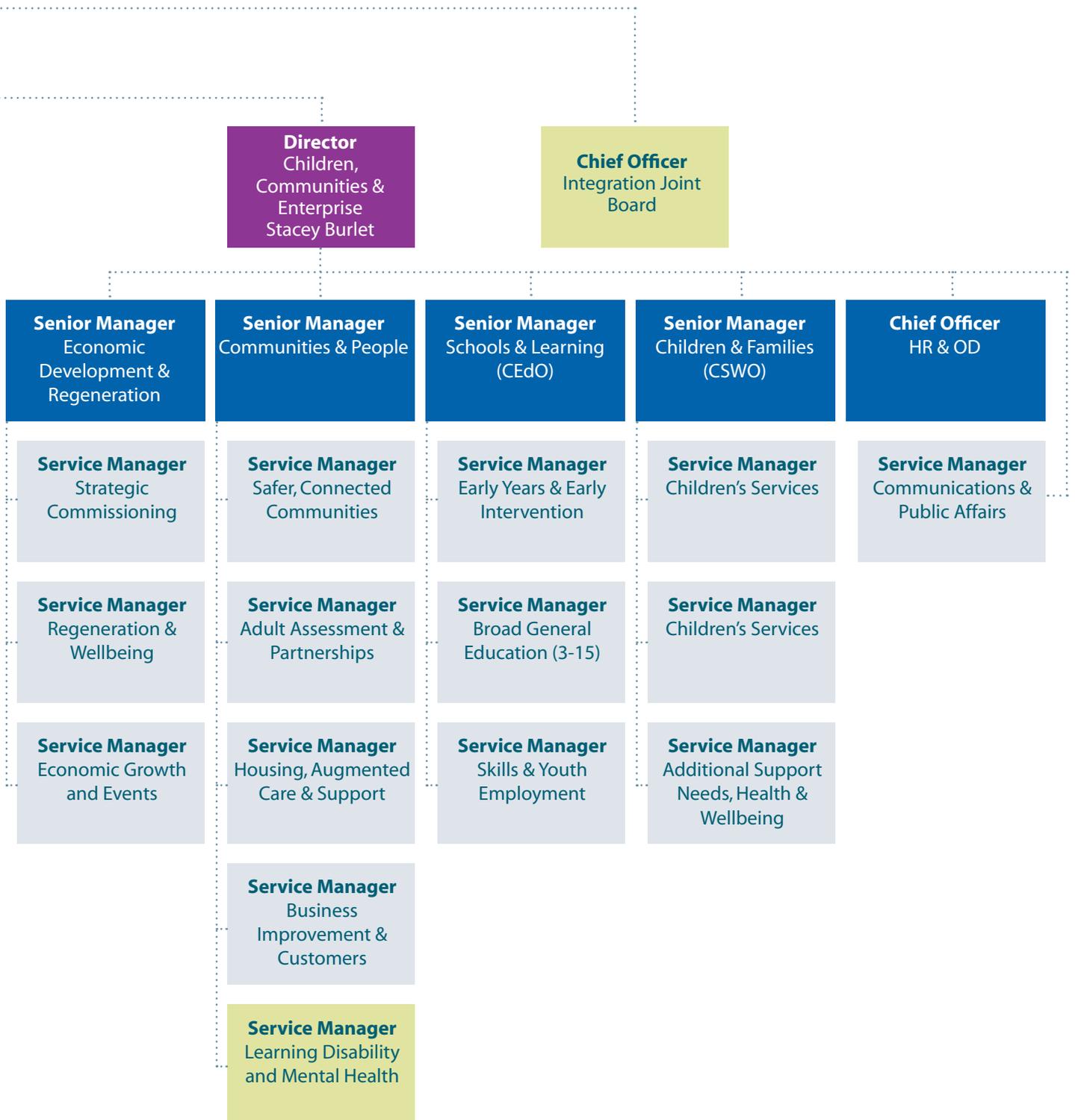
Public Safety Committee

Planning & Regulation Panel

Provost Panel

Appendix 5







Formats

Copies of our leaflets are available by request in a range of other languages, large print and on audio tape. To request articles in any of these formats please email or call 0845 277 7000.

