



**Stirling Community Planning Partnership**

# **The Stirling Plan**

**Local Outcomes Improvement Plan**

**2017 - 2027**



**Somewhere everyone can thrive**

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## Foreword

As leader of Stirling Council and Chair of the Community Planning Partnership, I am pleased to introduce the first Local Outcomes Improvement Plan (LOIP) for the Stirling Council area. This LOIP will be known as the Stirling Plan.

The Stirling Plan describes how community planning partners will work together to promote fairness and tackle inequalities in the area over the next 10 years. The plan has been produced through joint working amongst the community planning partnership, community and voluntary groups and individuals active in their communities across the Council area.

The outcomes that the Stirling Plan will focus on delivering have been developed through consultation and are based on evidence about the inequalities that continue to polarise the area.

At first glance, the Stirling Council area is relatively affluent and compares well to the rest of Scotland. However a deeper look into the evidence shows that stark inequalities still persist in both our urban and our rural communities. Whilst the overall position of Stirling is good, there are areas of real social and economic need, where the differences between the lives and opportunities available to Stirling's citizens are startling.

In the midst of wider economic challenges and continuing financial constraint across the public and third sectors, the Stirling Plan provides direction for how we will work together to promote the wellbeing and prosperity of all of our citizens. It recognises that for Stirling to be somewhere everyone can thrive, we need to act collectively to address the inequalities between our most and least deprived citizens and communities.

Whilst the Stirling Plan will focus our shared strategic priorities and ways of working together to address this inequity, Locality Action Plans are also being developed for specific neighbourhoods where outcomes are poorest and lack of opportunity to thrive the greatest. These plans will be developed to meet the needs and ambitions of local people, so the voices of local communities will be especially important. In developing these plans, and in delivering this Stirling Plan, we will continue to refine our knowledge and understanding of the issues facing our communities, and in working together with our communities to redefine our services to tackle these.

The Stirling Council area is amongst the most beautiful and prosperous in Scotland, whilst also being home to families whose daily lives are a constant struggle, and whose children live in poverty. We are ambitious for all our citizens. Through our City Region Deal, and through this Stirling Plan, we will prioritise an inclusive growth approach that ensures both prosperity and inclusion. I am encouraged by the commitment of all involved to work together to make the Stirling Council area a better and fairer place to live for all of our citizens.

**Scott Farmer,**  
**Council Leader and Chair of Community Planning Partnership**

## What is Community Planning?

Community Planning is about how our public services work together with the community to plan and deliver services that will improve long term outcomes for people living in the area. Crucially, community planning is based on the principal that by working together, we can resolve the complex and deep rooted issues in our communities much more effectively than the individual partners could achieve by themselves. We know that community planning works best when we collectively focus on a small number of priorities.

Community planning is not new and has been happening in Stirling since 1997. However, in 2015 a new Act came into force called the Community Empowerment (Scotland) Act 2015 which provides a new vision for Community Planning which is ambitious and challenging. Under the new Act community planning became a statutory requirement with a specific duty being placed on 5 key partners to own and lead community planning and ensure that it works effectively. These 5 key partners are the local authority, NHS Board, Scottish Enterprise, Police Scotland and Scottish Fire and Rescue Service). This means that these partners will play a key role in shared leadership, governance and accountability.

### The Community Empowerment (Scotland) Act 2015:

Clarifies the purpose of community planning

Requires a deeper focus on prevention and early intervention aimed at tackling deep rooted inequalities

Puts new statutory duties on more partner organisations

Puts people and communities at the centre of public sector service delivery

The Community Planning Partnership (CPP) is the name given to all those who come together to take part in community planning. There are 32 CPPs across Scotland. CPPs have a responsibility to work with their communities and the third sector to plan, resource and deliver integrated public services, reduce inequalities and significant disadvantage and bring about substantial improvements to local outcomes.

Community planning is a key driver for public sector reform and there is a fundamental expectation that all partners will contribute to strong, shared leadership and will contribute appropriate funds, staff and other resources.

Stirling's CPP is evolving and will involve all the statutory partners named in the Community Empowerment (Scotland) Act 2015. For Stirling the partners are:

### Shared Lead Partners

- Stirling Council
- NHS Forth Valley
- Police Scotland
- Scottish Fire and Rescue Service
- Scottish Enterprise

Additional partners subject to community planning duties:

- Forth Valley College
- University of Stirling
- Historic Environment Scotland
- Clackmannanshire and Stirling Intergration Joint Board (IJB)
- Loch Lomond and Trossachs National Park Authority
- Scottish Environmental Protection Agency
- Scottish Natural Heritage
- Sportscotland
- Skills Development Scotland
- Tayside and Central Scotland Transport Partnership
- Visit Scotland
- Other partners on Stirling's CPP who are active members but are not subject to statutory duties:
- Stirlingshire Voluntary Enterprise
- Department for Work and Pensions DWP

## What is a Local Outcomes Improvement Plan?

A requirement of the Community Empowerment (Scotland) Act 2015, is that a Local Outcomes Improvement Plan (LOIP) is produced. In Stirling our LOIP is known as the Stirling Plan. This plan is a ten year strategy for Stirling. It identifies how community planning partners will work with local communities, local businesses and the third sector to improve outcomes for individuals, families and communities in Stirling. It also presents a series of priority action areas identified from evidence and engagement.

Critically, the Stirling Plan is based upon the principles that working together in partnership makes it easier to resolve the complex and deep-rooted issues in our communities. By working collaboratively and focusing on intervening early, we can prevent escalating negative outcomes for families and individuals and reduce future demand for costly crisis services. In the Stirling Plan, we are not trying to describe everything that the partners do together, but instead, concentrate on the actions we can take that will have the biggest impact on our people and places.

The plan must be developed from a strong foundation of understanding of our area. In Stirling, data has been captured in a strategic needs assessment that gathered research, evidence and intelligence from national, regional and local sources. The purpose of the strategic needs assessment is to provide an understanding of the differing levels of need and inequality across Stirling and to provide a baseline to measure improvement against. From there a collaborative approach was then taken to develop the Stirling Plan. Community planning partners worked in conjunction with a community sounding board and carried out a series of engagement events where people, including third sector representatives, community representatives and interested individuals, were brought together and asked for their thoughts and ideas. We recognise that the best ideas and solutions come from local communities, local businesses and the third sector and we are committed to working alongside our communities through a participative approach over the next 10 years.

The Stirling Plan is all about partnership working to increase equality and promote fairness. It focuses collective effort on tackling inequalities caused by lack of opportunity or disadvantage due to health, wealth, geography, or life experience. It is also about promoting fairness, dignity and respect, within an understanding that lack of opportunity may be greater for some individuals due to their personal 'identity' – that is age, disability, gender reassignment, race, religion or belief, sex, sexual orientation, marriage and civil partnership, and pregnancy and maternity. These are known as 'protected characteristics' under equalities legislation.

The LOIP seeks to secure improved outcomes for Stirling in its widest sense and will be underpinned by Locality Action Plans that will focus on improving outcomes within our most disadvantaged communities where we know that significantly poorer outcomes are experienced. The Locality Action Plans will be developed through a rolling programme, with the same focus on being evidence led while taking a community learning and development approach that recognises the capacity of local communities and increases the level of influence and control that local people have over the decisions and services that have an impact on their lives.

## What will Community Planning look like in Stirling?

In Stirling, we have a strong tradition of partners working together to deliver successful outcomes and the Stirling Community Planning Partnership (CPP) has achieved a great deal over the last 20 years.

Stirling Community Planning Partnership is not starting with a blank canvas. In Stirling we have many strategic plans that are delivering successful outcomes for our communities and people. Partners will continue to provide leadership and resources to ensure that these plans are delivered in Stirling and, in turn, these plans will contribute to achieving the priority outcomes set out in this Stirling Plan. A list of some of the plans contributing to the Stirling Plan are listed in (Appendix 1).

We recognise that we do have communities that still experience disadvantage and that inequalities still exist. The next 10 years are going to be challenging due to public sector spending reductions, major policy reforms and a changing demographic picture. If we are to achieve our vision of Stirling being 'somewhere everyone can thrive' we need to be ambitious and take concerted action to work closely together and with our communities. Concentrating resources on addressing the causes of inequalities and not just the symptoms.

In order to ensure that community planning sits firmly at the centre of public sector reform and is fit for purpose we will agree to follow these guiding principles:

### Our Guiding Principles:

- We will provide a strong shared leadership to drive collaboration across our agencies
- We will take an inclusive growth approach that benefits everyone
- We will place our communities and people at the heart of everything we do
- We will improve participation, engagement and co-production with our communities to identify local priorities and deliver solutions
- We will share resources including staff, buildings, information, evidence, analysis and finance
- We will take an early intervention and prevention approach aimed at reducing the causes of inequalities and not just the symptoms
- We will be innovative, resilient, adaptable and will target our resources where they are most needed in an integrated way
- We will focus on small number of priorities that will make a genuine difference to individuals, families and communities.
- We will help to empower our communities by providing capacity building and opportunities to participate in decision making.

## Inclusive Growth

Evidence tells us that, although Stirling is generally a prosperous place to live, many of our communities still experience deep rooted poverty and disadvantage and have historically never benefited from our area's wealth. There is now a clear understanding that in order to tackle this poverty, we must take an inclusive growth approach where economic growth and inclusion are mutually dependent on each other. We know that the City Region Deal will provide a unique opportunity for economic growth and prosperity in Stirling over the next 10 years and our aim is to ensure that the widest range of people and places benefit from this investment.

Poverty means that people have less money to spend on goods and services. Public services target effort to support the vulnerability and disadvantage that living in poverty can bring – often at a significant financial cost. A successful approach to inclusive growth would mean more fair employment with everyone given equal opportunity to get into and maintain work that pays a living wage, which over time should lead to a reduction in poverty, more spend in the local and regional economy, and less of a reliance on high cost public services.

The Stirling Plan is all about fairness. We want to grow a fair economy through diversifying the range and value of jobs available, supporting fair working terms and conditions, and making sure that everyone, regardless of their circumstances, is able to benefit from that growth in the economy.

The ambition of inclusive growth is about rebalancing our economy with a targeted focus on reducing inequalities. We want to ensure that growth is inclusive and doesn't simply pass many people and places by.

Within our plan, we will target our shared efforts to reduce the stark inequalities that exist between communities in Stirling. We will shift our collective focus to make sure that individuals, families and communities with the greatest disadvantage benefit from increased prosperity as the result of a fairer economy.

The Stirling Plan gives partners the opportunity to accelerate that shift: increasing economic prosperity and tackling inequalities are mutually dependent and by working together from a clear evidence base of what works, partners can deliver a step change towards inclusive growth.

Three main priorities have been identified to deliver inclusive growth opportunities:

### 1. Sector Growth and Diversification

We know that we need to build a fairer and more diverse economic base where we can boost economic performance so that firms are more likely to increase pay, in work skill development opportunities and target a wider range of potential employees. We need to better understand how to support our traditional economic sectors to grow, and support newer less traditional sectors.

### 2. Skills and Inclusion

We also know that there are individuals, families and communities in Stirling who have always been left behind by the area's wealth generation. Our collective response to this is an inclusive growth priority of investment in skills and inclusion; understanding the needs of new and growth sectors to match skills, learning and employability programmes, centred on people and the places they feel part of.

### 3. Income Maximisation

Finally, we know that work no longer assures a route out of poverty. The trend is towards increasing inequalities and many individuals and families experience 'in work' poverty with people stuck in low-paid, insecure jobs, increasing family and child poverty. Our collective response to this is an inclusive growth priority of income maximisation, by removing barriers to participation, economic progression and equity. In addition to this partners will work to help reduce costs for people experiencing inequalities through increasing social housing; municipal energy and transport; and affordable childcare.

Taken together, shared action on these priorities will deliver inclusive growth for Stirling as it will increase economic growth within a framework of reducing the poverty gap, thereby balancing prosperity and inclusion.



## How we will work - our approach

### **Enhanced Partnership working between Public, Private, and Third Sector Bodies, along with Improved Participation Opportunities for Citizens and Community Groups.**

The Stirling CPP propose to take an updated approach to community planning to meet and exceed the requirements of the Community Empowerment Act. The Community Empowerment Act is very clear that we must place communities and people at the heart of everything that we do. In order to achieve this we have identified that we need to structure how the CPP will work in a way that is compatible with both the communities that demonstrate the greatest inequalities (need the most help and support), and the communities that experience less inequality (many of which have already taken significant steps towards leading their own local development).

In the process of considering how best to structure the future work of the CPP thought has been given to wider issues that may also be readily addressed or progressed through similar approaches as those proposed here. Examples of this are upcoming requirements to enable all citizens to participate in decision making around Participatory Budgeting and the increasing emphasis on place based approaches by CPP partners.

From engagement to develop this Stirling Plan, it has become clear that it is necessary to recognise that three different levels of activity and decision making need to be in place. These levels are:

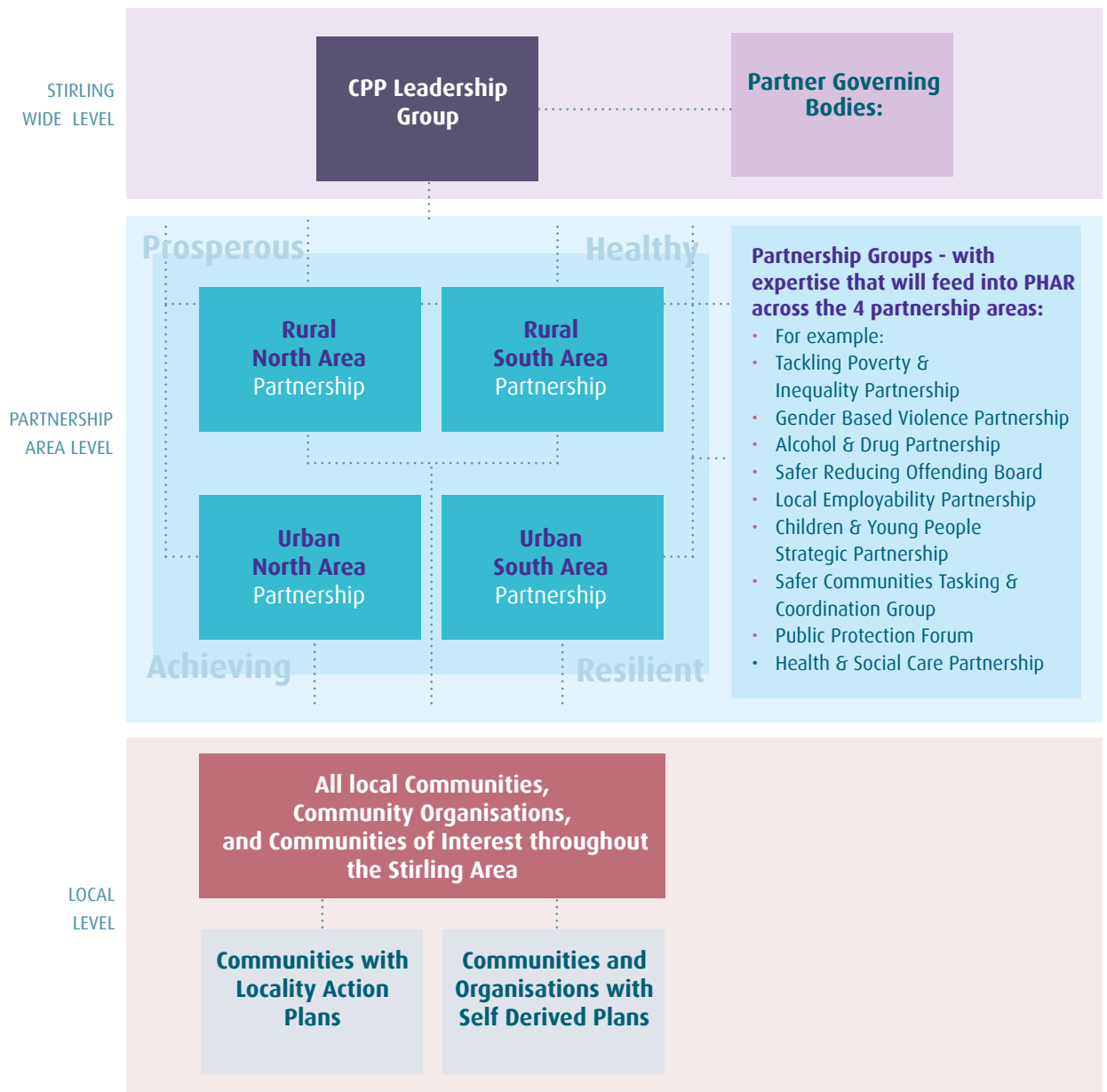
- **The Stirling Wide level:** where senior people from within partner organisations demonstrate leadership (including active listening to community leaders, especially if many communities are saying the same thing) and make decisions about resource allocation and strategic direction. The body responsible for delivering this is the **CPP Leadership Group** and on some occasions decisions may need to come directly from the governance body of the relevant partner organisation(s).
- **The Area Partnership Level:** the establishment of 4 sub-areas within the Stirling Local Authority boundary - Rural North (RN), Rural South (RS), Urban North (UN), and Urban South (US). Each area will have an Area Partnership Group that maintains a more localised profile and understanding of the area's needs and opportunities and works in partnership to help deliver improved local outcomes and increased public participation. Area Partnerships may also act as the host of Participatory Budgeting for the area.
- **The Local Level:** Local Citizens, Community Groups, and Local Action. Action and decision making at the very local level can usually fit into one of the following three categories:
  - **Inequalities Data Driven Interventions** such as the development and delivery of **Locality Action Plans** with communities experiencing the greatest level of poverty and inequality as prescribed by the Community Empowerment Act.
  - **Community Led Local Development** such as the work carried out by communities which have established Development Trusts or other local 'anchor' organisations to identify and take action on their own local priorities.
  - **Improving Mainstream Service Provision:** CPP partners that deliver services or operate at the very local level need to work increasingly closely with local people, groups, and businesses to tailor their services to better meet local needs and reflect local circumstances.

It is hoped that this approach will ensure that an optimum mix of partner organisation leadership, public participation, and locally appropriate action will be enabled. At every level everyone involved will be tasked with understanding and reducing inequality, and resources will be targeted at the areas of deepest inequality.



Understanding and consideration of the implications and opportunities brought about by this updated approach to Community Planning may also be assisted by the following Key Concepts:

- **Natural Limits to the Localisation of Services (Subsidiarity)** – not all services or activities will be suitable candidates for being delivered at a more local level, though many will. All services can be improved by having better links to local people who can help providers to see things from the local citizens/customers point of view.
- **Appreciate the distinction between Primary and Secondary Prevention actions:**
  - **Secondary Prevention** is the prevention of further deterioration and aiding recovery once disadvantage has already occurred (e.g. the activity triggered by data gathering on inequalities, or emergency responses – positive ‘top down’ intervention).
  - **Primary Prevention** is the prevention of problems before they ever begin (e.g. enabling people and communities to become more socially and economically empowered to control their own destinies – ‘bottom up’ development).
- **Impact on Inequalities / Inclusive Growth** should be the key test for any additional public investment.



## The Stirling Wide Level:

### CPP Leadership Group

#### Purpose:

- Provide Strategic Direction through shared leadership including:
- The development of a Stirling CPP wide communication and engagement strategy.
- The development of guidance for the establishment and operation of the Area Partnerships and their subsequent requirement to develop and implement local communication and participation strategies
- To clearly communicate the willingness and commitment of all partners to transform how they work with citizens and communities
- Partnership Resource Identification /Allocation /Approval
- Governance & Approval Body for investment based Partnership Initiatives brought forward from the Area Partnerships
- Possible Participatory Budgeting Governance in future.
- Performance management and scrutiny of outcome improvement action by partner staff

This high level strategic leadership group will own the Stirling Plan and provide strong shared leadership to drive collaboration and public sector reform. The leadership group will agree the future structure of community planning and contribute appropriate funds, staff and other resources. The Leadership group will provide final sign off to plans developed at the area partnership level or through thematic sub groups.

#### Next Steps:

The existing CPP Leadership Group has been expanded to include new partners as defined in the Community Empowerment Act. The newly expanded CPP Leadership Group will be supported to understand their responsibilities as set out in the Act and will review and agree the new structure to deliver the Stirling Plan. They will support the development of the area partnership group approach.

## The Area Partnership Level: Area Partnership Groups

### Where the partnership and participation needed to enable more locally appropriate action across RN, RS, UN, & US really happens

#### Purpose:

Use a partnership approach to:

- Provide a facility for increasing levels of citizen and community participation in the services that they receive. (actively promoting the use of place based standards)
- Enable citizens and communities to collaborate with public sector partners to develop and deliver their own 'bottom-up' Community Led Plans.
- Provide a mechanism to potentially develop Participatory Budgeting (Community Choices)
- Enable a data led focus on improving local outcomes for people, families and communities experiencing higher levels of inequality through Locality Action Plans. The area partnerships will be responsible for maintaining and updating their area profiles.

At the heart of the area partnership group approach is the desire to acknowledge that people and communities must be at the centre of what is happening in their area. The aim is to enable communities to become the

effective agents of change by encouraging them to identify their priorities and work with community planning partners, third sector organisations and local businesses to develop tailored, responsive solutions.

Power inequality can inhibit the ability of people and communities to be equally involved in the co-production of services. We recognise that we will need to invest in community capacity building. An example of progress on this is that the CPP Leadership Group are open to the idea of pooling and connecting community engagement resources across all of the partners, through the area partnership groups, to better serve local people and communities.

For each area partnership, a detailed profile will be produced including a mixture of data from national sources and local information from both community held and partner organisation held sources. This will paint a picture of each of the four areas and will enable decisions to be made specifically to local priorities, circumstances and need. The profile of each area will also identify which communities within the area should receive additional support to develop Locality Action Plans. A locality action plan process has begun in Raploch (The Raploch Plan) and additional Locality Action Plans will be progressed with specific communities following the partnership area level profiling work described above.

### **Next Steps:**

Area partnerships are at an early stage of development and some of the early work of the new CPP Leadership Group will be to define the exact role and remit of the area partnerships. A programme of work will be developed to deliver the approach explained in this Stirling Plan for the CPP Leadership Group's consideration, improvement, and approval. The programme will identify officers from across the partner organisations responsible for leading work streams and the establishment and operation of each of the four area partnership groups.

It is proposed that each of the four area partnership groups will comprise of a flexible group of members (including local people, public agency and third sector officers, and local business interests) that can draft in additional support or expertise depending on the areas of work to be focussed on.

Taking inspiration from the Buurtzorg Model of Neighbourhood Care approach. A core group of partners' staff will be responsible for ensuring the effective operation of each area partnership group using a self-managing team and co-coaching approach. Their efforts will be based on applying a layered model of support with citizens and communities at the centre and partners' staff supporting as appropriate in layers around the outside. Each area partnership group's work will include:

- Agreeing their Terms of Reference and potential Participatory Budgeting approach.
- Developing and implementing ongoing local communication and participation
- Maintaining a profile of the area to help develop, implement, monitor and evaluate data led interventions.
- Developing local solutions to existing inequalities and designing and delivering local services especially those that clearly contribute to the prevention agenda.
- Drawing on the support and expertise of relevant partners and colleagues as necessary, including colleagues from existing Stirling wide Thematic Groups.
- Enabling Community Led Local Development including representing the need for partner action to enable more ambitious and impactful local projects or services to happen.

## The Local Level:

### Local Citizens, Community Groups, and Local Action

#### Purpose:

The Local Level is different to the Stirling Wide and Area Partnership levels. It is harder to describe its functioning in one or two paragraphs because diversity is the key characteristic. However, following some analysis it seems that there may be some benefit in considering that there are three main categories of activity that relate to Community Planning at the Local Level. The three categories are:

- Inequalities Data Driven Interventions such as the development and delivery of Locality Action Plans with communities experiencing the greatest level of poverty and inequality as prescribed by the Community Empowerment Act. An example of this type of activity includes the prevention and early intervention work being carried out in the Stirling Council Test & Learn pilot activity underway with a small group of families in the Urban North. Please see the case study on page 14.
- Community Led Local Development such as the work carried out by communities which have established Development Trusts or other local 'anchor' organisations to identify and take action on their own local priorities. Stirling is fortunate to have many active communities undertaking a wide range of independently organised and delivered local action. There are, however, occasions where more proactive collaboration from CPP partners could help even more, or more impactful, locally led developments to occur.
- Improving Mainstream Service Provision: CPP partners that deliver services or operate at the very local level need to work increasingly closely with local people, groups, and businesses to tailor their services to better meet local needs and reflect local circumstances. Please see the Models of Neighbourhood Care in Rural South case study on page 14.

The CPP recognises that it cannot require local people to take action or to participate in improvement or locality action planning. However the CPP is committed to establishing the updated approach to community planning detailed in the LOIP and the four area partnership groups. The four area partnership groups will in turn take responsibility for striving to increase public participation in all three categories of Local Level activity described above.

The Community Empowerment Act requires that a more detailed level of planning is undertaken to focus on improving outcomes within our most disadvantaged communities as evidenced by the Scottish Index of Multiple Deprivation SIMD.

We recognise that within some of the area partnership groups some communities experience significantly poorer outcomes and deep rooted inequalities persist. For these communities the area partnership groups will develop targeted Locality Action Plans that will set out the specific actions partners will take to close the inequality gaps and promote fairness. The first Locality Action Plan will be produced for Raploch (The Raploch Plan) as SIMD evidence indicates this area should be treated as highest priority.

#### Next Steps:

Establish the Area Partnership Groups as outlined above.

Identify priorities that reflect the specific circumstances in each of the four areas for each of the three categories of Local Action:

- Inequalities Data Driven Interventions via Locality Action Plans
- Community Led Local Development
- Improving Mainstream Service Provision

Having recognised the importance of addressing inequalities and disadvantage at a local level it is also recognised that there is a great deal of good Community Led Local Development that goes on in many communities year in year out. This activity is to be applauded and CPP partners will strive to enable even more of it over the years to come. This will be achieved by establishing area partnership groups that can make the links with appropriate colleagues across the partnership to maximise and capitalise on opportunities to collaborate with local communities and groups to further inclusive growth and help to make Stirling more Prosperous, Healthy, Achieving, and Resilient.

In a similar vein CPP partner organisations that deliver services will be encouraged and supported to establish better and ongoing links with the people and communities that they serve via the four area partnership groups. The aim being to listen to and work with local people and groups to identify how to ensure that public services are maximising their impact and minimising their unintended consequences by encouraging greater levels of public participation in service planning to achieve improved delivery.

## **Existing Partnership/Thematic Groups:**

### **Purpose:**

The previous CPP model included a number of partnership sub groups. It is proposed that during the implementation of the plan these groups are maintained and tasked with supporting and advising the CPP Leadership Group and the four new Area Partnership Groups with respect to their areas of expertise.

### **Next Steps:**

Map out all of the current CPP partnership groups.

A review is required to understand the statutory drivers for, and expertise held within, each partnership/thematic group and work with them to find out how best to integrate their work with the new CPP structure in the delivery of the Prosperous, Healthy, Achieving, and Resilient outcomes.

The underlying driver will be to streamline the number of groups, to focus on exception reporting against the LOIP and avoid silo working by improving partnership wide awareness of the role of any remaining partnership groups. We will ensure that people, communities, and a commitment to increasing public participation are at the centre of our plans.

## Case Studies

### Case Study 1: New Neighbourhood Care Model:

A new way of working inspired by a Dutch model called Buurtzorg is being introduced to deliver health and social care to adults in the rural south west area of Stirling which has a population of around 14,000 people. The purpose of the new model is to improve quality of care and enable people to live well in their own community for longer.

To encourage improved partnership working, a new multi-disciplinary team made up of district nurses, occupational therapists, physiotherapists, social workers, social care workers, re-ablement staff and a resource worker will be brought together. This team will work in a semi-autonomous way and will take a holistic approach to care based on the following principles:

- Putting the person at the centre of care with an emphasis on promoting self-management and independence with the active involvement of family, neighbours, volunteers, third sector partners and the wider community
- Being visible in the community, getting to know community needs and acting as the community gateway to other services in the area
- Being a single route of access for assessment of health and social care needs
- Having one pooled budget and doing everything possible to reduce bureaucracy and paperwork for front line staff

A care group of local people and community based services are currently driving this work forward and the new Neighbourhood Care Team will become fully operational during 2018.

### Case Study 2: Urban North Test and Learn Project:

This test and learn project is all about exploring how partners can work together with families and young people to achieve earlier and more effective interventions to improve outcomes. The project has focussed on the life stages of young people in the urban north area of Stirling via 3 work streams on 'early years', 'school age' and 'youth transitions'

We know that some families and young people have frequent involvement with multiple partner services including education, social work, youth services, housing, NHS, Police, Fire and Rescue and the third sector. The project team wanted to learn from the experiences of these families and young people to understand the barriers and issues faced from their perspective and identify how services could work more collaboratively to prevent crisis happening.

#### Early Years and Youth Transitions Work streams

Three families and three youths agreed to take part in the project and tell their story in their own words. Multi-agency practitioners also met together to share their professional knowledge of working with the families and youths involved. The project team is now reflecting on what they have learned in order to achieve better outcomes for other families and communities. There is an emphasis on identifying further opportunities for cross partner collaboration, early interventions, enabling families to access services at the appropriate time and supporting young people to move on to positive destinations.

## **School Age Work stream**

In this work stream partners from education, social work, youth services, housing, NHS and third sector organisations have come together with the aim of providing a responsive, equitable, needs-led, wrap-around support team for the community.

The team will be co-located and aims to achieve benefits such as earlier and more effective interventions, ease of access to services, building positive relationships and more effective communication. Working as a multi partner team will also remove duplication of support and help to ensure a more cost effective use of partner resources.

### **Initial Lessons Learned**

As part of the learning, it was identified that drop-in sessions based in locations such as nurseries could help bring services closer to communities and Housing Services have agreed to pilot this. Cross partner communication, sharing information and building strong relationships have all been identified as key areas of focus and establishing a 'single point of contact' will assist in developing positive interventions to prevent crisis scenarios.



## How we will collaborate to make a difference

### Joint Resourcing:

The Community Planning Partnership will provide the opportunity for joint planning of our collective resources to achieve true public sector reform. This means we have a real opportunity to be innovative and ambitious by sharing and targeting our joint assets in more innovative ways to meet the needs of our communities and deliver our outcomes.

Participatory budgeting could be transformational for Stirling's communities as it devolves decision making direct to our communities and gives citizens real power to make real decisions about real money. Stirling Council is committed to allocating a proportion of annual budget towards participatory budgeting and will encourage community planning partners to commit similar resources.

The CPP Leadership Group has committed to exploring in more depth the sharing of resources and joint resourcing. As the 4 area partnerships are established and local priorities are developed it will be much easier to see and understand the opportunities for joint resourcing. It is expected that joint resourcing will be progressed through a case by case approach which will help to build understanding and confidence throughout the CPP and in time lead to more ambitious and higher impact initiatives.

### Improvement, evaluation and performance:

We will use our shared data and knowledge more effectively so we can identify and select clear priorities and measure improvement. This information is critical to making sure our collective approaches are effective and fit for purpose.

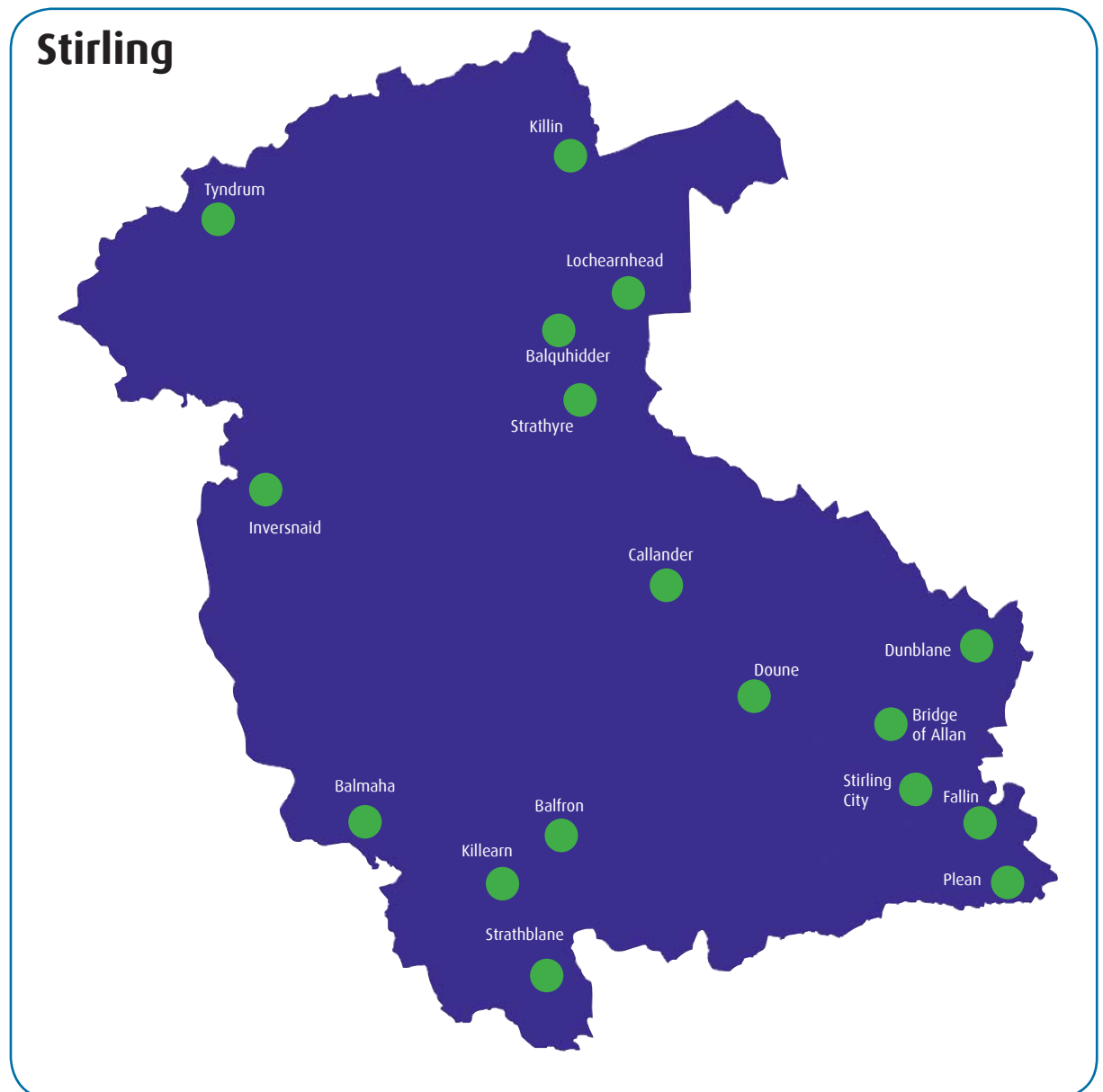
We have set out some key measures in the balanced performance scorecard on page 29 these link to our strategic outcomes of Prosperous, Healthy, Achieving, Resilient within the context of inclusive growth.

We realise that these measures are only a starter and require to be expanded further. Partners will work together to identify suitable measures to be included.



## Stirling - Our Place

The Stirling Council area lies at the very heart of Scotland. It covers a rich and varied landscape, with many distinct neighbourhoods and villages as well as the main towns and the city of Stirling itself. The area stretches from the scenic beauty of the Loch Lomond and the Trossachs National Park in the north-west, to Killearn and Strathblane in the south-west and former mining villages in the south-east. Almost a third of residents live in rural Stirling where there are no fewer than thirty settlements. Around two-thirds of Stirling's population live in Stirling city, and its neighbouring communities of Dunblane and Bridge of Allan. The city acts as the main urban centre and economic driver for the area. The area is geographically diverse and extensive, covering an area of 2,187 square kilometres. By contrast however, the population of the Council area is amongst the smallest in Scotland. The current population of the Stirling Council area is 93,750 and is projected to increase to over 101,000 by 2039.

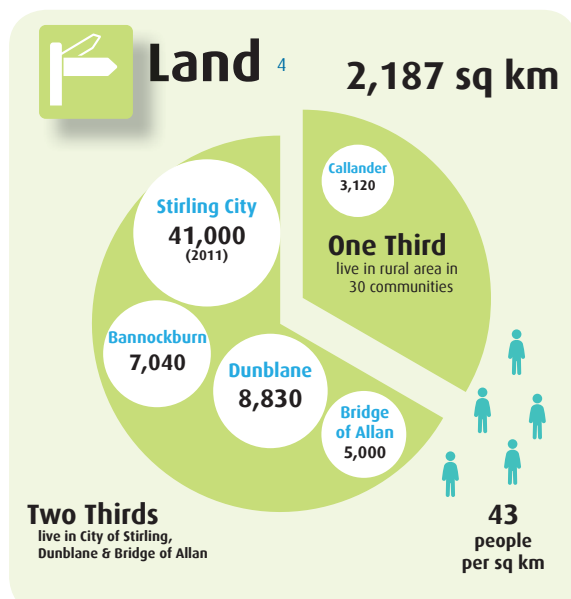
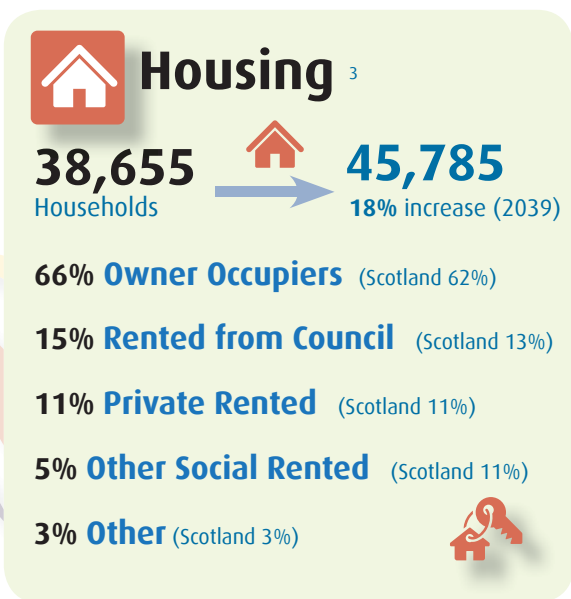
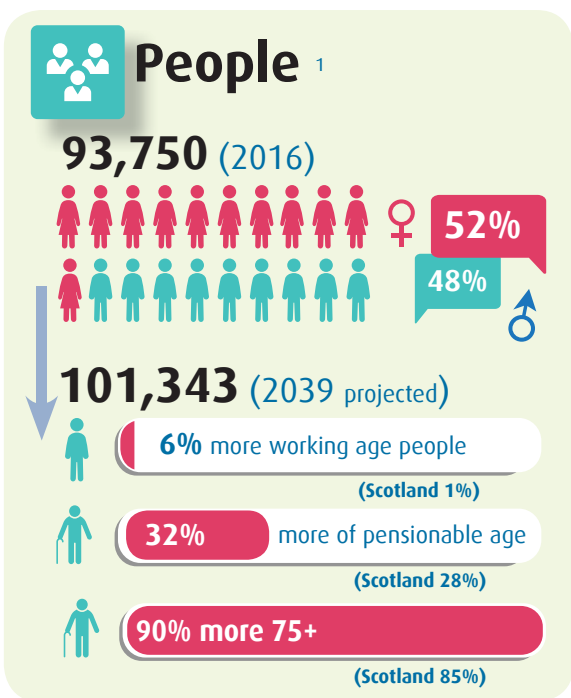


# A Sense of Stirling

The Stirling Plan is about an agreed shared vision and approach to dealing with some of the deep rooted challenges within Stirling. To do this, there needs to be a clear understanding of what Stirling “looks” like from a variety of perspectives.

In broad terms, the Stirling Council area is relatively affluent however it does have a high degree of social polarisation. This means that although the overall position of Stirling is good, there are areas with evidence of real social and economic need.

A strategic needs assessment considered the area through a number of different lenses, including the corporate priorities and performance of community planning partners, the hard data collected, how Stirling compares nationally, and how each of our communities fares in comparison with each other. Very clearly, the assessment concluded that the experiences and life chances of our citizens can vary enormously depending on where they were born, live and work. A summary is captured below:



## Education <sup>5</sup>

**More qualified young people**  
**88%** with level 5 Standard grade at Credit and above 







- 93%** go into **Education, work or training** (Scotland 91%)
- 6%** are **Unemployed/looking for work** (Scotland 6%)
- 1%** **Other** (Scotland 1%)


(Skills Development Scotland) 


## Health <sup>6</sup>

**28%** have one or more long term health condition (Scotland 30%)

### Life Expectancy (NRS)

 <b>78.4</b> Stirling	 <b>82.1</b> Dunblane East	 <b>68.9</b> Raploch
 <b>81.9</b> Stirling	 <b>87.7</b> Dunblane West	 <b>76.6</b> Raploch

 **Stirling - Reporting Day to Day activities limited**  
**17%** (8%) a lot (9%) a little

 **Raploch - Reporting Day to Day activities limited**  
**28%** (18%) a lot, (10%) a little

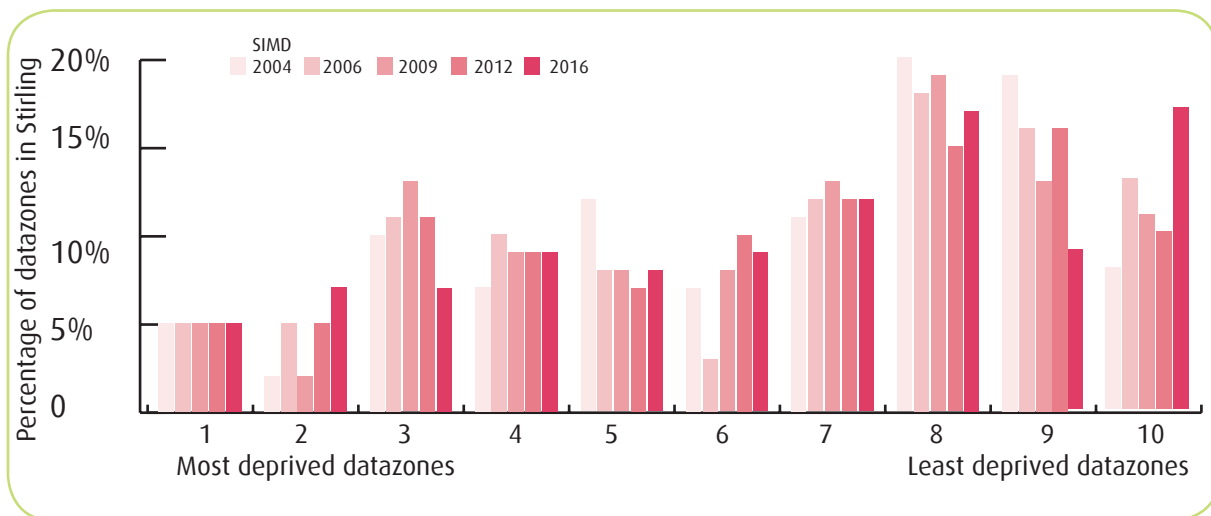
Deeper analysis of the data highlights that distinct inequality still exists across Stirling. This inequality is evident in overall levels of deprivation, income, employment, education, child poverty, health and crime. This can be starkly demonstrated by a life expectancy gap of 13 years between Raploch and Dunblane as shown above.

## Scottish Index of Multiple Deprivation (SIMD) 2016

### Overall

The Scottish Index of Multiple Deprivation (SIMD) splits Stirling into 121 small areas known as 'data zones'. These data zones are used to identify places with concentrations of deprivation across Scotland. Generally speaking, the Stirling area is reasonably prosperous and datazones in Stirling are more concentrated towards the least deprived end of the distribution on the overall SIMD. Nevertheless, some of Stirling's datazones are amongst the most deprived in Scotland and are categorized by SIMD as having deep-rooted deprivation because they are consistently among the 5% most deprived since SIMD began in 2004. This contrasts sharply with other datazones in Stirling that are amongst the least deprived in Scotland.

The percentage of Stirling's datazones in the most deprived 20% (columns 1 and 2 in the diagram below) has increased slightly between SIMD 2012 and SIMD 2016, while the least deprived 10% (column 10) shows a significant positive increase from 2012, indicating that the deprivation gap is becoming wider.



\*Stirling Council area comprises 121 individual datazones with an average population of 750 residents.

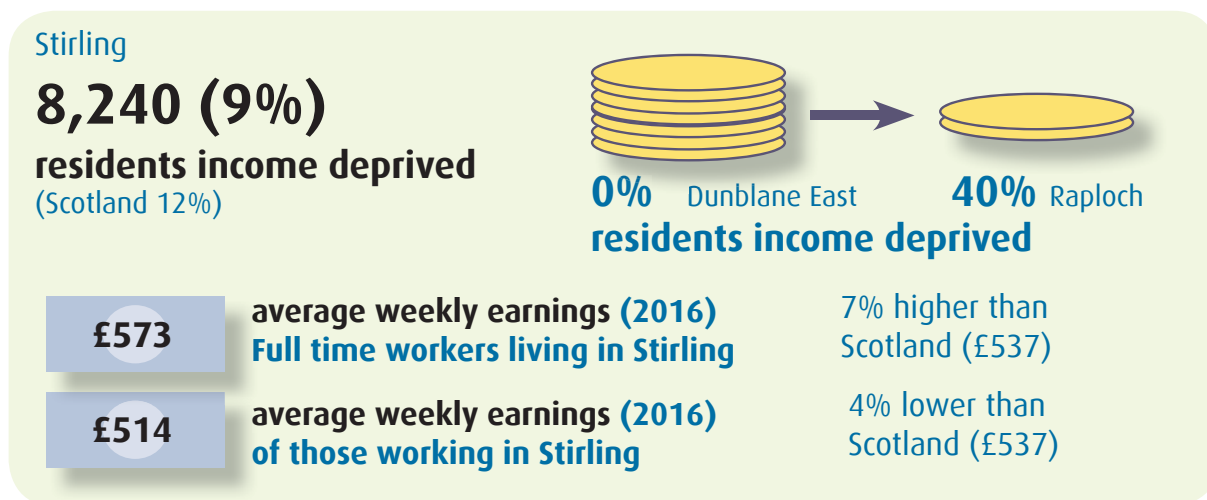
## Income <sup>7</sup>

The level of income deprivation in Stirling is below that of Scotland as a whole. SIMD shows that 9% of the population of Stirling was income deprived (8,240 residents). This compares to 12% for Scotland as a whole.

**Across Stirling income deprivation ranges from 40% in Raploch to 0% in Dunblane and Blane Valley.**

In 2016 the average weekly earnings of full-time workers living in the Stirling Council area was £573 which is 7% higher than the national average of £537.

**Average earnings for those working in the Stirling Council area were £514, some 4% lower than the national average.**



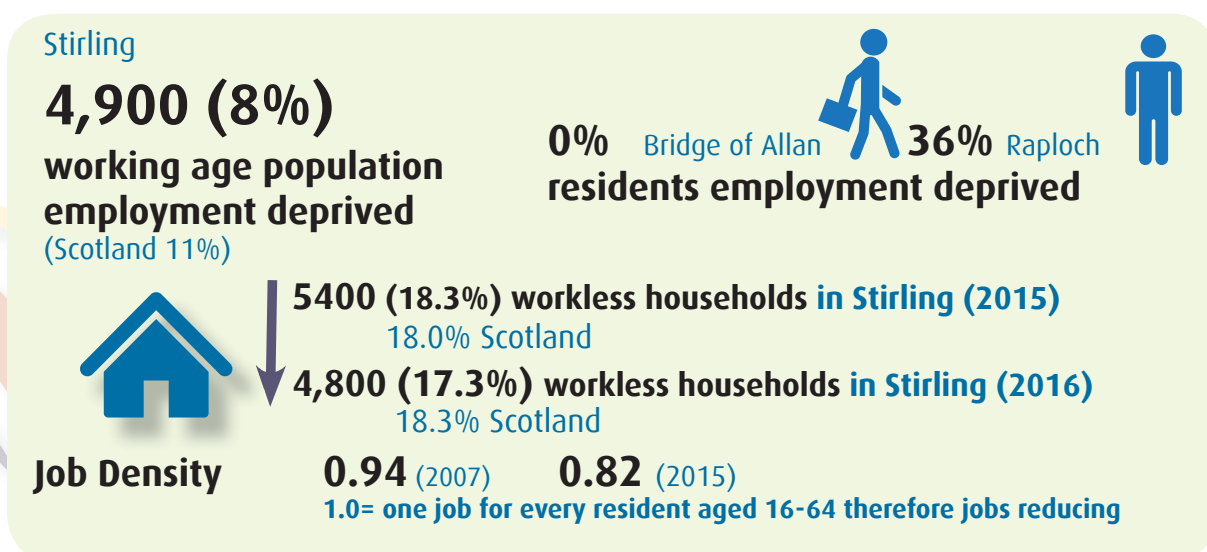
## Employment <sup>8</sup>

The level of employment deprivation in Stirling is below that of Scotland as a whole. SIMD shows that 8% of the population of Stirling’s working age population was employment deprived (4,900 working age residents). This compares to 11% for Scotland as a whole.

Job density is declining from 0.94 in 2007 to 0.82 in 2015 meaning there is fewer than 1 job for every Stirling resident, the national figure fell only marginally over the same time period.

There were 4,800 workless households in Stirling (17.3%) in 2016 compared with 5,400 (18.3%) the previous year. The corresponding figures for Scotland were higher being 18% (2015) and 18.3% (2016).

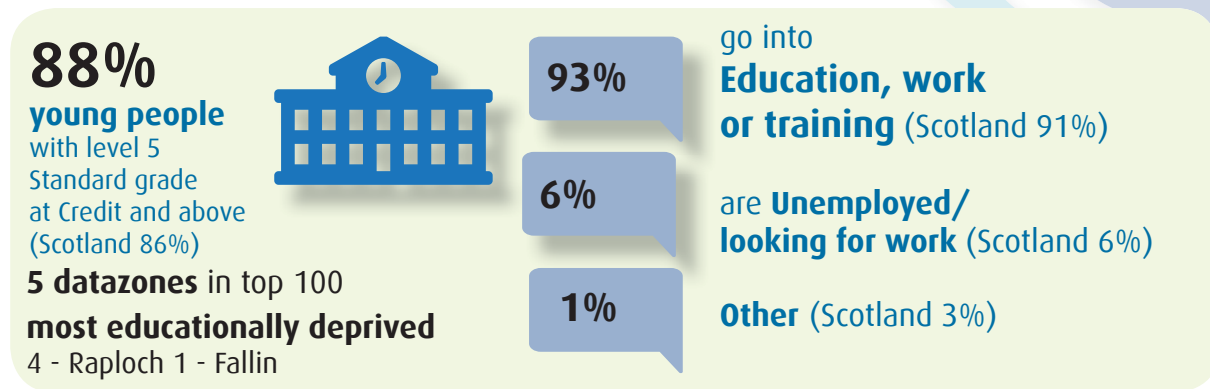
**According to SIMD, across Stirling employment deprivation ranges from 36% in Raploch to 0% in Bridge of Allan.**



## Education <sup>9</sup>

Overall attainment for Stirling is better than the Scottish average and improvements in the lowest attaining 20% have occurred in recent years. Stirling is comparable or better than the Scottish average for the majority of the education domain measures - pupil attendance, attainment of school leavers, working age people with no qualifications, 17-21 year olds enrolling in higher education and people aged 16-19 NOT in full time education, employment or training.

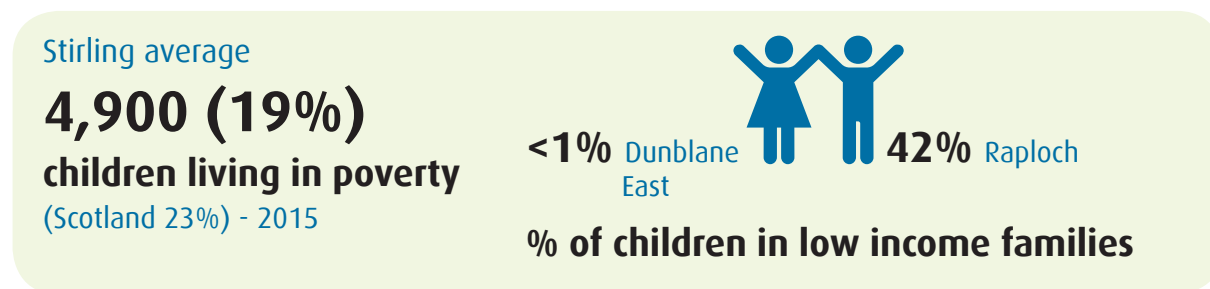
**Across Stirling, five datazones are in the most deprived 100 (1.5%) nationally. Four of these datazones are in Raploch with the other in Fallin.**



## Child Poverty <sup>10</sup>

A correlation exists between deprivation and the level of attainment achieved. There is very strong evidence to show a link between lack of money and children’s cognitive development, physical health and social and behavioural development. Those living in the most deprived areas experience lower attainment levels than the school populace as a whole. Just under 19% of children in Stirling were living in poverty in December 2015 (after housing costs) compared to a Scottish average of 23%.

**Across Stirling this varies between less than 1% of children living in in low income families in Dunblane to 52% in Raploch.**



## Crime <sup>11</sup>

Recorded crime in Scotland is at its lowest since 1974. The total number of recorded crimes in the Stirling Council area is consistently below the national average. In 2015-16 recorded crimes were 431 per 10,000 population compared with the national average of 458.

Data Zone name	*SIMD Crime Rank	Crime rate Per 10,000
City Centre - 01	39	2222
Forth - 02	59	1792
Braehead - 03	149	1252
City Centre - 03	158	1221
Blane Valley - 05	182	1124
Raploch - 03	271	975
City Centre - 02	305	929
Raploch - 04	357	893
Cornton - 03	385	854
Cornton - 02	401	833
Stirling Council area	na	451
Scotland	na	479

Stirling is not dissimilar to other cities in that the highest crime rates are in and around the city centre. The number of recorded crimes in the area of the city centre with the highest crime rate is almost 5 times higher per 10,000 head of population than for the Stirling Council area as a whole. Whilst Raploch and Cornton are not within the city centre area, both areas have crime rates that are around double the Stirling Council area average. However, Stirling's City Centre crime rate is relatively low when compared with other cities e.g. crime rates per 10,000 population reach 14,580 (Glasgow), 6,787 (Dundee), 6,639 (Edinburgh) and 5,369 (Aberdeen City).

\*SIMD is ranked from 1 (most deprived) to 6,976 (least deprived)

## Health <sup>12</sup>

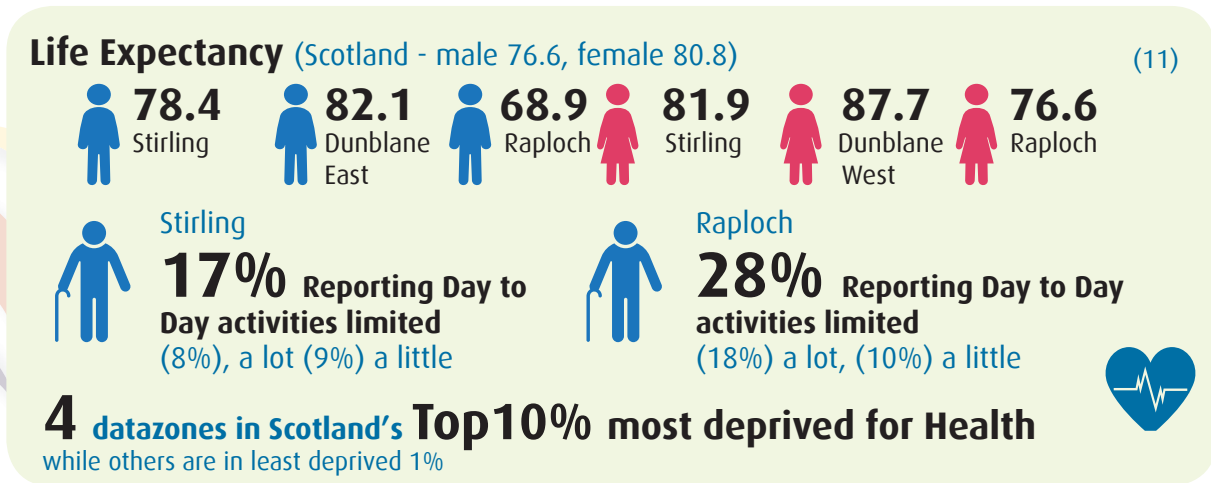
Life expectancy for males in the Stirling Council area is 78.4 years with the Scottish average being almost 2 years lower at 76.6 years. Life expectancy for females is almost 82 years in Stirling and the Scottish average is almost 81 years.

**Across Stirling, male life expectancy varies from around 82 years in both Bridge of Allan and Dunblane East to just under 69 years in Raploch, and female from 87.7 years in Dunblane West and 76.6 years in Raploch.**

Poor health is associated with deprivation. Income, wealth and opportunity inequalities are the biggest indicator of health inequalities.

**Three datazones in Raploch and one in Cornton are in the top 10% most health deprived nationally, whilst datazones in the Dunblane and Bridge of Allan are amongst the least deprived 1%.**

**28% of Raploch residents reported in the 2011 Census that their day to day activities were limited due to health factors, with 17% in the Council area as a whole.**





## Responding to the Evidence - Our Vision, Outcomes and Priorities

The consistent message from the different types and sources of information about the lives of people living in Stirling is, that whilst the area is doing reasonably well overall, there are real and significant inequalities between our most and least disadvantaged that stubbornly persist.

Stirling's Community Planning Partnership has a simple, yet powerful, vision for this Stirling Plan, that within the ten years of this focused, collaborative and targeted approach, our communities in Stirling will become places 'where everyone can thrive'.

This plan captures the leadership commitment and targeted strategic response of community planning partners to organize activity and resources to make sure that collective efforts are focused on realizing our vision. This will mean reducing inequalities and making a real difference to the lives of families who are most in need.

The Stirling Plan will focus partnership delivery towards 4 cross cutting priority outcomes:

- **Prosperous:**  
People are part of a prosperous economy that promotes inclusive growth opportunities across our communities
- **Healthy:**  
People are healthy and live active, full and positive lives within supportive communities
- **Achieving:**  
People are skilled and supported to make a positive contribution to our communities
- **Resilient:**  
People are part of safe and caring communities within an attractive and sustainable environment

From our engagement sessions to develop the Stirling Plan, we asked communities, partners, thirds sector agencies and staff to identify what are the issues in Stirling that can't be tackled by one agency and require a partnership approach. A number of areas for improvement were identified as being crucial to achieving our outcomes. These are detailed in the table below and will provide a starting point for the area based partnership groups to undertake further action planning and practical action locally. While this list is not in any way exhaustive, it shows the wide breadth of areas where local people see opportunity for greater collaborative partnership working between communities, public services, local businesses and the third sector. Each identified issue may not be a priority in each partnership area or community but this list shows the diversity of issues seen as being a priority to local people and helps to justify having inclusive growth as the glue that binds the Stirling Plan.

National Strategic Outcomes	Wealthier & Fairer	Smarter	Healthier	Safer & Stronger	Greener
Our Vision	<b>Somewhere everyone can thrive</b>				
Priority Outcomes	Prosperous Stirling	Healthy Stirling	Achieving Stirling	Resilient Stirling	
Areas identified at the engagement sessions that would benefit from collaborative partnership working.	<p>Early identification of need and support for vulnerable families – identify triggers</p> <p>Care and support for our elderly people and tackling social isolation</p> <p>Tackling substance use – alcohol and drugs</p> <p>Improving access to flexible, low cost childcare</p> <p>Improving health and wellbeing especially mental health</p> <p>Improving access to learning, training and jobs</p> <p>Creating opportunities to develop skills and retrain throughout life</p> <p>Improving/maintaining our places and environment</p> <p>Provide multifunctional green space</p> <p>Increasing the availability of sustainable affordable housing</p> <p>Connecting people and places – improving transport and broadband</p> <p>Increasing tourism</p> <p>Closer working with local businesses and provide small business support</p> <p>Addressing in work poverty – encourage local employers to pay living wage</p> <p>Creating more apprenticeships</p> <p>Encouraging active living for health – walking, cycling, outdoor learning, active travel</p> <p>Supporting children in care and continue through well into adulthood</p> <p>Improve road quality and road safety</p> <p>Addressing on-line dangers particularly in relation to safety and mental health</p> <p>Long term change through early years programmes</p> <p>Highlight the importance of good food – access, skills, activities</p> <p>Addressing anti-social behaviour</p> <p>Creating more opportunities to take part in culture and arts</p>				

## Somewhere everyone can thrive Prosperous Stirling

### Key Facts – the equity challenge:

- Stirling mirrors Scottish trends in economic activity on the whole, however, critical inequalities exist:
- In Stirling average workplace earnings are slightly below the national level, whilst earnings for Stirling residents who commute out of the area are higher.
- The number of workless households in Stirling currently sits at 17.3% which is almost 1 in 5 households
- Job density has declined significantly since the recession and it currently sits at 0.82, this means there are fewer than 1 job for every Stirling resident
- 9% of Stirling's residents are income deprived, less than the Scottish average. 0% of Dunblane East's residents but 40% of Raploch residents are income deprived
- Gross Value Added (GVA) per head is behind Glasgow and Edinburgh and is forecast to fall further without intervention
- Business growth rate is below the national average

### What difference do we want to make?

We want to reduce the impact of poverty and inequality by ensuring the widest range of people and places contribute to, and benefit from, economic success. The City Region deal offers a unique opportunity for economic growth in Stirling and we want to achieve this growth in a socially inclusive way and realise the great potential of our place and people.

We will utilise the City Region Deal to boost the creation of jobs and increase investment in Stirling. By running a series of work and skills programmes for local people, we will ensure local training and job opportunities are fully realised. We will also ensure that our rural communities benefit from the City Region Deal by supporting the creation of high quality jobs, attracting and retaining new rural businesses, attracting capital investment, increasing visitor numbers and increasing exporting.

For our area to be prosperous, we need to accelerate digital inclusion and improve communities access to learning, training and jobs. By working collaboratively, we can build digital inclusion across urban and rural Stirling by focusing on improving access to devices and networks, increasing confidence and skills and promoting safe use of digital technologies.

In addition to digital connectivity, we also want to work collaboratively to address physical connectivity through developing the availability of public transport and exploring the scope for other alternative modes of travel.

The introduction of Universal Credit, which replaces six means-tested benefits and tax credits, presents a significant challenge over the life of this plan. We know that welfare reform will also have a disproportionate impact on women especially those who have experienced domestic violence. The partnership is committed to making sure vulnerable people are supported. We also want to encourage the development of low cost, flexible childcare that supports working families.

## Somewhere everyone can thrive

### Healthy Stirling

#### Key Facts – the equity challenge:

- Overall Stirling performs better for health and wellbeing than Scotland as a whole but we still have communities with deep rooted health inequalities
- Poor health outcomes directly correlate with deprivation and 4 of Stirling's datazones are in the 10% most deprived for health in Scotland
- 28% of Stirling's residents have one or more long term health condition and 17% report health factors limiting day to day activity (28% in Raploch)
- There is gap of around 13 years in life expectancy between our most deprived areas and most affluent areas. 82.1 for males in Dunblane East compared to 68.9 for males in Raploch.
- The older population in Stirling is projected to increase in the next 20 years with a 37% increase in the number of 65-84 year olds and a more than double increase the number of those aged 85
- 19% of Stirling's children live in poverty which is less than the national average.

#### What difference do we want to make?

We know that within some of our communities we still have deep rooted health inequalities associated with deprivation. We want to reduce these inequalities and promote lifestyles and choices that are conducive to good health.

We want to increase opportunities for people to be active to improve physical and mental health and wellbeing and we will promote walking, cycling and active travel throughout Stirling. We also want people in Stirling to have access to healthy food choices.

From our engagement events we learned that improving mental health and wellbeing was a key priority and we want to explore how we can take a more collaborative approach to identifying issues and providing the support required.

We know that Stirling is facing a significant demographic shift and our proportion of older people is projected to increase by 37% over the next 20 years. We want people who are older or living with long term health conditions to be supported to maintain their independence for as long as possible.



## Somewhere everyone can thrive

### Achieving Stirling

#### Key Facts – the equity challenge:

- Overall attainment levels and positive destination levels in Stirling are better than the Scottish average.
- However 16 datazones in Stirling are within the 10% most deprived for Education in Scotland and 5 datazones (4 in Raploch and 1 in Fallin) are within the 1% most deprived for Education in Scotland.
- A correlation exists between level of attainment and deprivation with those living in the most deprived areas attaining lower levels than Stirling as a whole.
- The number of care experienced children and young people is below the national average. Gaps exist between positive destinations for those children and young people who have been in care compared to the wider school leaving population.
- 93% of Stirling's young people go into education, training or work, slightly higher than nationally. However 6% are unemployed or looking for work.

#### What difference do we want to make?

We want all our young people to maximise their potential and have the opportunity to achieve a positive and sustained destination regardless of their background. We are committed to the principles of Getting it Right for Every Child (GIRFEC) and to working together to ensure that children, young people and their families are at the centre of our thinking and action by involving them in decisions that affect their lives.

We will work collaboratively with our communities, our tertiary education and local employers to develop the skills to ensure that we have the talent pool needed to align with the jobs of the future and attract new businesses to Stirling. We recognise that people may wish to retrain, up skill or enter education later in life and we will work together to provide adult learning and training opportunities.

We will work in partnership to improve access to employment, learning and training opportunities and will jointly address any employability and skills barriers identified.

As partners we will pay particular attention to our own role as employers and commissioners of services, seeking to develop a range of employment options, including high quality modern apprenticeships and we will provide more opportunities to train and develop new skills in our work environments.

We will work collaboratively to identify early the needs of our most vulnerable families and provide a tailored and holistic approach to support them to avoid the need for more intensive and costly intervention later.

## Somewhere everyone can thrive

### Resilient Stirling

#### Key Facts – the equity challenge:

- Stirling ranks 19th out of 32 local authorities for crime
- Reported crime has decreased in Stirling over the last 10 years but perception of crime is higher than the Scottish average
- Raploch and Cornton have crime rates which are double the Stirling average
- Whilst overall anti-social behaviour rates are reducing, pockets of anti-social behaviour exist in Mercat Cross, Raploch and Borestone
- Re-conviction rates for offenders in Stirling are in decline
- Fewer of Stirling's residents live in fuel poverty than the national average but more live in extreme fuel poverty

#### What difference do we want to make?

Resilient communities have one thing in common and that is involvement and participation of local people in shaping decisions and implementing change. We want to create the right conditions where active citizenship flourishes. This will mean partnership working under a place based approach to identify local issues and co-produce solutions.

We know that Stirling is generally regarded as a safe place to live with crime being lower than the Scottish average. For many places our communities are strong and vibrant but we also have some areas where crime and anti-social behaviour stubbornly persist. As partners we will work collaboratively with communities to understand that public safety is everyone's business.

We will shift attention from enforcement and reaction and focus on crime prevention and providing diversionary activities in communities where crime offences and anti-social behaviour are more prevalent.

We will work more collaboratively as partners and with communities to reduce re-offending by using a person centred 'team around the person' approach and will reduce the prevalence of gender based violence by developing a multi-agency approach to delivering the Government's Equally Safe.

We know that Stirling is set in a stunning landscape and is complemented by some of Scotland's finest countryside and green spaces. We will work together to protect places and the environment whilst encouraging participation in healthy pursuits that will improve health and wellbeing.

We will work collaboratively with communities to tackle flooding and other issues related to climate change and will work together as partners to promote active travel and food security in Stirling.

# Balanced Score Card –

## Tackling Poverty and Inequalities through Inclusive Growth so Everyone can Thrive

Outcome			
<b>Prosperous Stirling:</b>			
People are part of a prosperous economy that promotes inclusive growth opportunities across our communities			
National Outcomes			
We realise our full economic potential with more and better employment opportunities for our people			
We live in a Scotland that is the most attractive place for doing business in Europe			
Indicator	Baseline	Year 3 target	Year 10 target
Job density rate in Stirling	0.82 (2016) 50,000 jobs	0.85 51,000 jobs	0.90 54,000 jobs
Weekly earnings for people working in Stirling	£533 (2017)	= Scottish average	>Scottish average
% of households that workless in Stirling December	17.3% (2016) 4,800 households	Decrease	Decrease
% of children living in poverty after housing costs	19% (Dec '15)	Decrease	Decrease
Number of Stirling data-zones within Scotland's most deprived 15% (SIMD) - OVERALL	9 (2016)	7	<5
Number of Stirling data-zones within Scotland's most deprived 15% (SIMD) - EMPLOYMENT	9 (2016)	7	<5
Number of Stirling data-zones within Scotland's most deprived 15% (SIMD) - INCOME	8 (2016)	6	<5
Business start-up rate (per 10,000 resident adults)	52 (2016)	Increase	Increase
3 year business survival rate %	64.3% (2013)	Increase	Increase
% of all employees (18+) that work in the LA area with hourly pay below the living wage	22.6	Decrease	Decrease
Gender pay gap 2017 %	12	Decrease	Decrease
Employment in low paying sectors 2016 %	38.6	Decrease	Decrease
Working age population claiming out of work benefits	7.7% (2016)	Decrease	Decrease



Outcome			
<b>Healthy Stirling:</b>			
People are healthy and live full and positive lives within supportive communities			
National Outcomes			
We live longer, healthier lives			
We have improved the life chances for children, young people and families at risk			
Indicator	Baseline	Year 3 target	Year 10 target
Number of Stirling datazones in Scotland's top 15% most deprived for HEALTH	10	8	5
Life expectancy gap between more deprived and most affluent communities: Male Female	13.2 years 11.1 years	Reduce Gap	Reduce Gap to <10
% children living in low income families	Lowest: 3% Highest 42%	Close Gap	Close Gap
Prevalence rate of substance misuse in Stirling 2012	Male: 1.9% Female: 0.9%	Reduce	Reduce
Child protection rates as a result of parental substance use per 10,000 population	7.3	Reduce	Reduce
Child obesity Primary 1	8% (2015/16)	Reduce	Reduce
% of individuals self-reporting health as 'very good' 2011	55.8% (2011 census)	n/a	Increase

Outcome			
<b>Achieving Stirling:</b>			
People are skilled and supported to make a positive contribution to our society			
National Outcomes			
We are better educated, more skilled and more successful, renowned for our research and innovation			
Our children have the best start in life and are ready to succeed			
Indicator	Baseline	Year 3 target	Year 10 target
Number of Stirling data-zones within Scotland's most deprived 15% (SIMD) - EDUCATION	18 (2016)	Reduce	Reduce
% of school leavers in positive destinations	92.8 (2015/16)	Increase	Increase
% of school leavers unemployed and seeking work	0.8% (2015/16)	Reduce	Reduce
Number of modern apprentice new starts	baseline to be established	Increase	Increase
Children under 18 looked after by the Local Authority 2015 (rate per 1000)	12.1	<10	<10

Outcome			
<b>Resilient Stirling:</b>			
People are part of safe, caring and kind communities within an attractive and sustainable environment			
National Outcomes			
We live our lives safe from crime, disorder and danger			
We live in well-designed, sustainable places where we are able to access the amenities and services we need			
Indicator	Baseline	Year 3 target	Year 10 target
Recorded crime per 1,000 population	28.9 (2016)	Reduce	Reduce
Number of anti social behaviour complaints to the council per 10,000 people	567 (2016)	Reduce	Reduce
Adults rating Stirling as a 'very good place to live'	60% (2016)	Increase	Increase
Number of crimes relating to fire raising	40	Reduce	Reduce
Violent crimes recorded, rate per 10,000 population	9.1 (2016)	Reduce	Reduce
Road traffic accident casualties, rate per 10,000 population	47 (2014/16)	Reduce	Reduce
Children referred to children's reporter, rate per 1,000 aged 8-15 years	9.8 (2016)	Reduce	Reduce
Drug crimes recorded, rate per 10,000	65 (2016)	Reduce	Reduce
% of individuals reporting fairly or very strong sense of belonging to community	81% (2015)	Increase	Increase
% of social housing (by tenure)	22%	Increase	Increase
% Homes that fail the Scottish Housing Quality Standards	41 (2013-15)	Reduce	Reduce
Extreme fuel poverty (% of population)	7 (2013-15)	Reduce	Reduce
Households with home internet access %	86 % (2015)	Increase	Increase

## Appendix 1

### List of Strategies related to the Stirling Plan

Stirling City Region Deal

Stirling's Economic Strategy

Stirling Local Policing Plan

Stirling Anti-Social Behaviour Strategy

Clackmannanshire and Stirling Health and Social Care Partnership Strategic Plan 2016-19

Stirling Council Equality Outcomes 2017-21

Clackmannanshire and Stirling ADP Delivery Plan 2015 – 2018

Stirling Fire and Rescue Plan

Stirling Community Learning and Development

Stirling Employability Strategy

NHS FV Health Improvement Strategy

Culture Strategy

Physical Activity, Sport and Wellbeing Strategy

Forth Valley College Strategic Plan

Stirling Gender Based Violence Strategy

Stirling Children's Services Plan

Tactran Regional Transport Strategy Refresh 2015-36

DWP Complex Needs Plan

Local Development Plan

Active Travel Plan

Skills Development Scotland Delivery Plan

## Appendix 2

### Data Sources

- 1. People:** 2016 mid-year population estimates National and 2014-based population projections (National Records of Scotland)
- 2. Economic:** Economic activity April 2016-March 2017 (ONS Annual Population Survey), Employed full time/ part time and main employment areas 2015 (ONS Business Register and Employment Survey)
- 3. Housing:** Households (NRS Household Estimates 2016 and 2014-based Household Projections), Tenure (2011 Census)
- 4. Land:** Settlement population (NRS Mid-2012 population estimates), Stirling City (2011 Census)
- 5. Education:** Attainment 2015/16 (Scottish Qualifications Authority – SQA), School Leaver Destinations 2015/16 (Skills Development Scotland - SDS)
- 6. Health:** Life expectancy 2011 – 3-year average for local authorities & Scotland and 5-year average for smaller geographies (Scottish Public Health Observatory), Day to day activities limited and health condition (2011 Census)
- 7. Income:** Average earnings 2016 (ONS Annual Survey of Hours and Earnings), Residents income deprived (SIMD 2016)
- 8. Employment:** Working age population employment deprived (SIMD 2016), Workless households Jan-Dec 2016 (ONS Annual Population Survey, Job Density 2015 (ONS Job Density)
- 9. Education:** Attainment 2015/16 (Scottish Qualifications Authority – SQA), School Leaver Destinations 2015/16 (Skills Development Scotland - SDS), Education deprivation (SIMD 2016)
- 10. Child Poverty:** Children living in poverty after housing costs Oct-Dec 2015 (Child Poverty Action Group – CPAG), % of children in low income families (HM Revenue and Customs snapshot as at 31 August 2014)
- 11. Crime:** Recorded crime 2015/16 (Crime and Justice National Statistics 2017), Crime rank and rate (SIMD 2016 for period 2014/15)
- 12. Health:** Life expectancy 2011 – 3-year average for local authorities/ Scotland and 5-year average for smaller geographies (Scottish Public Health Observatory), Day to day activities limited and health condition (2011 Census), Health deprivation (SIMD 2012)





STIRLING  
**COMMUNITY PLANNING**  
PARTNERSHIP

**Stirling Community Planning Partnership**  
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