

Falkirk Council

FALKIRK COUNCIL
CORPORATE PLAN
2008-2011

FALKIRK COUNCIL CORPORATE PLAN 2008-2011 INTRODUCTION

This is Falkirk Council's Corporate Plan, covering the period from 2008-2011. Since our last plan was published, the Council, working closely with our partners and communities, has made great progress towards the vision of our area as "the place to be". This plan sets out the next stages of this journey and the challenges and opportunities that lie ahead of us. It is our foundation for development over the coming years, reaffirming our commitment to the vision for our area and establishing our priorities for 2008-2011, as well as the actions we will take to achieve them.

The Corporate Plan recognises the radical transformation of the Falkirk Council area over the last decade. We are now one of the fastest growing areas in Scotland, with a growing reputation as an exciting place with enormous possibilities, and as a Council that is prepared to be bold, innovative and ambitious for our communities. It is a time of opportunity for the Council and the area and strong community leadership will be critical in ensuring that we achieve our full potential.

The plan builds on the Council's record of success over the last decade which brought us iconic new buildings, such as The Falkirk Wheel, an exciting strategy to transform our town centres, better housing, good parks and open spaces, new roads, business parks and schools.

The Council is well respected, has a culture of efficiency and continuous improvement and takes its community leadership role very seriously. We have an impressive track record of delivering high quality services, while maintaining the second lowest Council tax in mainland Scotland. We are committed to building on our existing strong local partnerships and making sure our citizens are at the heart of everything we do.

We believe our community now has higher ambition and increased civic pride and we now have a growing external reputation which we will build on as we move forward.

OUR VISION

In partnership with our communities, the Council's vision of the Falkirk Council area is as "the place to be in the third millennium". This vision is set out in the Strategic Community Plan and has been at the forefront during the development of our Corporate Plan. The vision is that:

- ❖ The legacy of our past and the potential of our future are protected.
- ❖ Our area is at the centre of Scotland.
- ❖ Our future is as one of the most culturally diverse and distinct areas in Scotland.
- ❖ Our future has investment in jobs, learning, homes and leisure for all.
- ❖ Our area is **'the place to be'** in the third Millennium.

We believe it is challenging and unique to our area. The Falkirk Council area has strong local communities, each with its own distinctive landmarks, industries, events, achievements and heritage. We had to channel these assets into a cohesive vision, while recognising the individual communities that make up the Falkirk Council area. Along with our partners, we agreed that all our activities should have a clear link with and make a positive contribution to promoting and achieving this long-term vision and this Corporate Plan sets out our priorities for 2008-11.

A commitment to sustainability, equality of opportunity and social inclusion and cohesion is central to our vision. We want to make sure everyone in the area feels part of it, especially those who are most disadvantaged or socially marginalised. Engaging young people positively is one of our top priorities. The Falkirk Council area is home to more young people than most areas in Scotland. They are the future of our area and we want to equip them with the skills, ambition and self believe to realise their potential.

Equally we recognise that in order to have healthy and vibrant communities, we must make sure people of all ages feel part of our vision and our future. This includes our youngest and oldest citizens.

The Council already has a strong track record in establishing innovative and effective partnerships, linked to our strategic priorities, across a range of sectors. We work closely with other public organisations as well as the private sector, involving key stakeholders and the community through initiatives such as the business panel and My Future's in Falkirk and we will enhance this partnership working in the coming years.

We have a firm foundation to build on. The Falkirk Council area is one of the country's fastest growing, more houses are being built, our crime rates are among the lowest in the UK, our clear-up rates are high and we are one of the best connected places in Scotland, with major motorways, excellent rail connections and expanding port facilities at Grangemouth.

In order to achieve our vision we have four goals. These are:

- ❖ Further developing a thriving, sustainable and vibrant economy;
- ❖ Continuing to improve the health, safety and well being of our citizens and communities;

- ❖ Increasing our efforts to tackle disadvantage and discrimination;
and
- ❖ Enhancing and sustaining an environment in which people want
to live, work and visit.

Our Values are:

- ❖ Public Service
- ❖ Performance
- ❖ Partnership

In drafting this Corporate Plan, we have had regard to a number of challenges and priorities. These include national strategic priorities. We note that their stated priorities align broadly with our own.

FURTHER DEVELOPING A THRIVING, SUSTAINABLE AND VIBRANT ECONOMY

The Falkirk Council area has undergone a substantial economic change over the last 10 years. The effects of this change could have been devastating but instead presented us with opportunities. Our area is one of the best linked areas in Scotland and we have used this to our advantage for centuries. We must continue to exploit this geographical advantage if our area is to thrive and prosper.

We understand that businesses create jobs and wealth and are the driving force behind any successful economy. A strong partnership with businesses will provide a sound platform for further developing our economic advantages and we are progressing this through our successful business panel.

In order to compete successfully and collaborate with the neighbouring city regions, we must promote ourselves to take maximum advantage of our central geographic location and strong transport links. We will forge new alliances with businesses to deliver an economic infrastructure required to support a vibrant local economy for our area and Scotland as a whole and promote our local tourist products including The Falkirk Wheel and the HELIX.

We also know that in order for our area to have a wealthy and prosperous future we must harness the ambitions and talents of all our citizens and in particular our young people. We must ensure there are exciting future opportunities for people to work in our area and that our young people have the skills and confidence to benefit from these.

Falkirk town centre has always punched above its weight in terms of attracting shoppers to our area. However we recognise all of our town centres are important as a focal point within our communities. They not only provide diverse shopping opportunities but also promote civic pride. We must work with our local businesses and communities to ensure all our town centres not only survive but also thrive.

OUR AREA WILL BE RECOGNISED AS HAVING A CULTURE AND ETHOS OF ASPIRATION AND AMBITION	
This will be demonstrated by :	We will achieve this by :
<ul style="list-style-type: none"> ❖ Having an excellent business environment; ❖ Raising the aspirations of our children and families; ❖ Raising the employability of our workforce; ❖ Increasing the number of locally developed and incoming businesses. 	<ul style="list-style-type: none"> ❖ Working with Forth Valley College to ensure they have a state of the art campus and facilities; ❖ Ensuring our Schools are of the highest quality to promote learning and achievement; ❖ Continuing to develop our successful business support; ❖ Continuing to encourage and facilitate the diversification of the local economy; ❖ Increasing entrepreneurship; ❖ Increasing levels of employment; ❖ Enhancing our tourism product and support services.

THE WEALTH AND PROSPERITY OF OUR AREA WILL INCREASE	
This will be demonstrated by :	We will achieve this by :
<ul style="list-style-type: none"> ❖ Reducing the number of young unemployed adults; ❖ Having fewer people on working age benefits; and ❖ Increasing employment and average wage earnings. 	<ul style="list-style-type: none"> ❖ Encouraging social justice for all including young, elderly, migrant populations; ❖ Supporting individuals to come off working age benefits; ❖ Providing money and debt advice services in conjunction with partners; and ❖ Developing new business support services and means of engaging with the business community.

OUR WORKFORCE WILL BE HIGHLY SKILLED	
This will be demonstrated by :	We will achieve this by :
<ul style="list-style-type: none"> ❖ Providing effective teaching and learning; ❖ Providing training opportunities for young people and workless families; ❖ Being an exemplar employer ❖ Ensuring our schools curriculum meets the needs of the local economy and employers; and ❖ Ensuring the best possible start for all children – 0-8 agenda. 	<ul style="list-style-type: none"> ❖ Improving leaver destinations for young people; ❖ Raising education attainment especially of secondary school leavers; ❖ Providing opportunities for people within work to continue to learn; ❖ Having an excellent range of business locations; ❖ Developing a skills strategy for a competitive workforce; and ❖ Improving the range of support and childcare facilities for parents.

THE QUALITY OF OUR INFRASTRUCTURE WILL HELP PROMOTE THE GROWTH OF THE LOCAL ECONOMY	
This will be demonstrated by :	We will achieve this by :
<ul style="list-style-type: none"> ❖ Upgrading our town centres; ❖ Developing an excellent transport network; and ❖ Promoting strong public private sector partnerships. 	<ul style="list-style-type: none"> ❖ Ensuring all our town centres benefit from modern communications including wireless networks; ❖ Managing our car parks to maintain the viability of our town centres; ❖ Ensuring a good supply of business properties; ❖ Developing the potential for the growth of Grangemouth Port; ❖ Improving our transport links; and ❖ Promoting the area as a national priority for investment in economic infrastructure.

CONTINUING TO IMPROVE THE HEALTH, SAFETY AND WELLBEING OF OUR CITIZENS AND COMMUNITIES

The health of the people in our area is improving and has been for the last 10 years. We recognise that ensuring people have the best possible life chances is predicated on good health, safety and wellbeing.

While overall people's health is improving, there are problems associated with ill health that have deep-rooted causes that cannot be solved quickly. Poor health impacts on people's chances of employment, income, socialisation and community participation. Ill health is not a problem solely for the health service. While we must make sure our partners provide the essential services people require when they are unwell, we have a responsibility for supporting and providing opportunities for people to improve their own health through the provision of leisure, sports and social activities.

Everyone wants to feel safe in the area they live in. While the Falkirk Council area is one of the safest in Scotland, we understand our citizens do have concerns about their personal safety, particularly at night. Vandalism, graffiti and other forms of anti-social behaviour have an impact on people's quality of life. As a Council we have a responsibility for making sure people who are victims of such behaviour are protected and listened to, while at the same time ensuring the perpetrators of such crimes understand fully the consequences of their actions.

The structure, geography and economy of our area have also posed some significant risks that we must manage and address with our public and private partners.

Some of our most vulnerable citizens require support and care to stay in their own homes and communities. As our population ages we must ensure our essential care and support services meet the challenges this poses. We also have a key responsibility to ensure our most vulnerable children are protected and thrive.

OUR CITIZENS WILL BE SUPPORTED TO MAKE POSITIVE HEALTH CHOICES AND LIFESTYLES IN ORDER THEY CAN LIVE LONGER	
This will be demonstrated by :	We will achieve this by :
<ul style="list-style-type: none"> ❖ Offering increased opportunities to participate in physical activity; ❖ Reducing harmful and underage substance misuse; ❖ Promoting a healthy diet; and ❖ Reducing individual stress and therefore the reliance on prescribed drugs. 	<ul style="list-style-type: none"> ❖ Providing opportunities to participate in sports, leisure and physical activity in a variety of settings; ❖ Offering healthy food choices in all our premises; ❖ Taking forward the work of the substance action team; ❖ Promoting a good work/ life balance; ❖ Ensuring the safety of our estates and green spaces; ❖ Continuing to improve our paths network and open spaces; and ❖ Further developing our approach to health and wellbeing.

PEOPLE WILL HAVE EQUITABLE ACCESS TO LOCAL HEALTH, SUPPORT AND CARE	
This will be demonstrated by :	We will achieve this by :
<ul style="list-style-type: none"> ❖ Developing services through local health centres and community hospitals; ❖ Supporting the opening of the new acute hospital; ❖ Improving access to services and facilities for disabled people; and ❖ Ensuring consistent access to children's services at a local level. 	<ul style="list-style-type: none"> ❖ Identifying further areas of service integration with NHS Forth Valley through the Community Health Partnership ❖ Participating in a pilot Social Enterprise Health Trust; ❖ Promoting and supporting the development and delivery of modern facilities for health and social care; ❖ Continuing to improve access to our premises for disabled people; ❖ Ensuring all our schools are health promoting; and ❖ Implementing locality based children's teams.

OUR CITIZENS AND COMMUNITIES WILL BE ENCOURAGED TO TAKE RESPONSIBILITY FOR THEIR OWN HEALTH AND WELL BEING	
This will be demonstrated by :	We will achieve this by :
<ul style="list-style-type: none"> ❖ Improving levels of attendance at school; ❖ Ensuring older people feel supported at the heart of their communities; ❖ Encouraging people to be motivated, involved and empowered; and ❖ Reducing antisocial behaviour and bullying. 	<ul style="list-style-type: none"> ❖ Providing diversionary activities for young people; ❖ Consulting people in order that they can influence decisions on care services; ❖ Supporting people to take more control of their packages of care; ❖ Developing our community wardens services; ❖ Developing community activities that include older people; and ❖ Providing a network of facilities for young people;

OUR CITIZENS WILL BE PROTECTED	
This will be demonstrated by :	We will achieve this by :
<ul style="list-style-type: none"> ❖ Ensuring positive outcomes for looked after children; ❖ Ensuring civil contingency arrangements are robust; ❖ Reducing accidents on our roads; ❖ Ensuring our citizens are advised how to minimise their risks; ❖ Promoting activities that work across generations; and ❖ Ensuring people feel safer. 	<ul style="list-style-type: none"> ❖ Providing wrap around family support services; ❖ Developing a specific retirement community; ❖ Developing a therapeutic unit; ❖ Further developing our enforcement teams; ❖ Supporting our looked after children through full time education; ❖ Reducing the contamination of land in our area; ❖ Promoting safer routes to schools; ❖ Further developing our flood protection arrangements; and ❖ Ensuring robust emergency planning arrangements are in place.

INCREASING OUR EFFORTS TO TACKLE DISADVANTAGE AND DISCRIMINATION

Everyone in our area must feel included and play a part in helping achieve our vision. There are many people who do not get the chances and opportunities we should all be able to take for granted due to lack of income, poor health or disability. Equally, some people do not know how to access our services or are disadvantaged by virtue of their lack of skills. To address this we must make sure we provide the support necessary to address disadvantage and discrimination.

The men, women and children who live, work, study in or visit the Falkirk Council area are diverse. They are different ages, abilities, races and ethnic backgrounds, have different sexual orientations and with different faiths. While different groups and their experiences overlap, their ideas about themselves and their communities can be different.

The diversity of our communities is one of our area's greatest assets. We must ensure this strength in diversity is harnessed and everyone can play their part in their individual and our collective communities.

Our area, like many others, has communities that require particular attention. This can be due to historic reasons or can be because they are undergoing change. We must focus on the strengths of such areas and work with communities to ensure they flourish along with the rest of our area. We must make sure we have houses people can afford to buy and rent that are of the highest possible standard.

OUR CITIZENS CONTINUE TO ACCESS CRITICAL SERVICES THAT MEET THEIR NEEDS	
This will be demonstrated by :	We will achieve this by :
<ul style="list-style-type: none"> ❖ Providing services that promote the interests of vulnerable groups; ❖ Positively promoting equality of opportunity across our services; ❖ Working with vulnerable and isolated older people to ensure they maintain their links with their local communities; and ❖ Supporting people who move into our area. 	<ul style="list-style-type: none"> ❖ Working with the community and voluntary sector to ensure the voices of vulnerable groups are heard in service design and provision; ❖ Working with established groups to address issues of discrimination; ❖ Continuing to support older people to live in their own homes and within their own communities; and ❖ Providing opportunities for older and younger people to understand each other's lifestyles and points of view.

OUR HOUSING CONTINUES TO MEET THE NEEDS OF PEOPLE WHO LIVE AND MAY WISH TO LIVE IN OUR AREA

This will be demonstrated by :	We will achieve this by :
<ul style="list-style-type: none"> ❖ Ensuring the provision of an adequate supply of affordable housing for young people and families; ❖ Continuing to upgrade our housing so it meets the Scottish Housing Quality Standard; ❖ Ensuring the private rented sector meets the needs of some of our most vulnerable communities; ❖ Ensuring the viability of our outlying villages and towns; and ❖ Meeting the needs of homeless people. 	<ul style="list-style-type: none"> ❖ Participating in the provision of new social housing; ❖ Continuing our investment programme in our housing stock; ❖ Working with private landlords to ensure private tenants have appropriate standards of accommodation that are safe and legal; ❖ Working in partnership to provide new and affordable housing; ❖ Ensuring the provision of a diversity of housing to meet the needs of people with special needs; ❖ Implementing our homelessness strategy; and ❖ Developing plans for our villages.

VULNERABLE CHILDREN WILL BE PROTECTED

This will be demonstrated by :	We will achieve this by :
<ul style="list-style-type: none"> ❖ Improving the support and nurturing we provide to looked after children; ❖ Ensuring positive life chances for young people in care; ❖ Ensuring as many young people as possible have access to universal services; ❖ Ensuring children, young people and their families feel that they are being dealt with in a seamless manner; and ❖ Providing care for young people within our area. 	<ul style="list-style-type: none"> ❖ Reviewing the Council's approach to corporate parenting; ❖ Reviewing the provision of residential care used by our young people; ❖ Implementing a new multi-agency locality model that will provide continuity of service to young people and their families; ❖ Increasing young people's confidence and self esteem; ❖ Developing services for young people with a disability; and ❖ Reducing the potential for our young people to develop harmful lifestyles.

DISADVANTAGED COMMUNITIES WILL BENEFIT FROM BETTER SERVICES	
This will be demonstrated by :	We will achieve this by :
<ul style="list-style-type: none"> ❖ Decreasing the opportunity gap between our communities; ❖ Improving the employment opportunities for people living in our areas of need; ❖ Improving the health and well-being of people in our areas of need; ❖ Reducing the stigmatisation of greatest areas of need; and ❖ Making our most disadvantaged communities safer. 	<ul style="list-style-type: none"> ❖ Working in partnership to target appropriate services on areas of disadvantage; ❖ Supporting the health service to provide services to our most disadvantaged areas; ❖ Improving the image of areas of needs; ❖ Working with our tenants and residents to improve our housing estates; ❖ Developing housing and community regeneration strategies in identified priority areas; and ❖ Ensuring benefits and money advice is readily available to those who may need this service.

ENHANCING AND SUSTAINING AN ENVIRONMENT IN WHICH PEOPLE WANT TO LIVE, WORK AND VISIT

The Council has a responsibility for protecting and enhancing the environment in which people live, work and visit. This is against a background of an area that is growing with pressure to build new homes, increasing numbers of visitors, increased use of our roads and also demand for land to develop shops and businesses.

Our rich natural, social and cultural heritage must be preserved and valued by our citizens and visitors. Our area must be attractive, welcoming and of a quality our citizens expect and are proud of. We must build on our area's growing reputation as a place to visit and continue to surprise and delight our visitors with the quality of attractions on offer. At the same time, the open spaces enjoyed by our communities must be attractive and welcoming for locals and visitors alike.

Our transport network must support the growth in our area, while minimising the impact this has on the quality of our environment.

To achieve our vision, we must protect our environment for future generations. We all have a responsibility for promoting actions that minimise our impact on global warming. The Council not only has a role in the responsible disposal of waste, but also in utilising our own resources more responsibly.

WE WILL BE GREENER	
This will be demonstrated by :	We will achieve this by :
<ul style="list-style-type: none"> ❖ Promoting sustainable development; ❖ Reducing energy use; ❖ Reducing carbon emissions; ❖ Reducing the amount of waste generated in the Falkirk Council area; ❖ Exceeding national waste recycling targets; ❖ Tackling climate change; and ❖ Protecting the natural environment. 	<ul style="list-style-type: none"> ❖ Reducing the Council's carbon emissions by 20%; ❖ Enforcing building standards; ❖ Providing state of the art recycling centres and facilities; ❖ Encouraging the reduction in unnecessary packaging; ❖ Increasing public awareness of recycling and other 'green' initiatives; ❖ Protecting the natural environment through adherence to the development plan; and ❖ Promoting sustainable procurement.

WE WILL IMPROVE THE BUILT ENVIRONMENT	
This will be demonstrated by :	We will achieve this by :
<ul style="list-style-type: none"> ❖ Implementing more effective planning processes; ❖ Improving transport links; and ❖ Maintaining and improving our infrastructure. 	<ul style="list-style-type: none"> ❖ Adopting sustainable design principles for the Council's property and facilities projects; ❖ Implementing our roads maintenance strategy; ❖ Exploring community transport opportunities and rebuilding the Falkirk bus station; ❖ Lobbying for improvements to the rail service in the district; and ❖ Improving the standard of our roads network including promoting key strategic links.

OUR OPEN SPACES WILL BE ATTRACTIVE, ACCESSIBLE AND SAFE	
This will be demonstrated by :	We will achieve this by :
<ul style="list-style-type: none"> ❖ Maintaining the balance between open spaces and new developments; ❖ Managing our risk from flooding; ❖ Improving the cleanliness of our area; and ❖ Improving our open spaces and parks. 	<ul style="list-style-type: none"> ❖ Implementing our open spaces strategy; ❖ Developing a play ground and parks development and maintenance strategy; ❖ Implementing our flooding strategy; ❖ Continuing our approach to litter through prevention, education and enforcement; and ❖ Developing our HELIX project and other parks projects.

OUR PROFILE WILL REFLECT OUR AREA AS A DESTINATION OF CHOICE

This will be demonstrated by :	We will achieve this by :
<ul style="list-style-type: none"> ❖ Ensuring a good range of facilities and accommodation are available to visitors; ❖ Ensuring the promotion of the area's unique heritage and culture; ❖ Maintaining and developing high profile national events; ❖ Developing high-quality visitor attractions; and ❖ Engaging our communities in their local heritage and culture. 	<ul style="list-style-type: none"> ❖ Developing a cultural master plan; ❖ Increasing the promotion and marketing of our area for tourists; ❖ Increasing and developing the range of cultural events and activities; ❖ Capitalising on potential opportunities presented by the World Heritage Status of the Antonine Wall; ❖ Continuing to work with British Waterways to promote the Canal and Falkirk Wheel; ❖ Continuing to work with Historic Scotland, VisitScotland and others to promote our historic buildings and heritage; and ❖ Working with British Waterways and Central Scotland Forest Trust to deliver the HELIX project.

KEY VALUES

The values of the Council set out how we conduct our business with our communities but also importantly with our employees and other partners. Our values set the culture and ethos for our organisation and must be demonstrated in the way we work and the way we deliver services.

Our values are:

Public Service

- ❖ Fairness;
- ❖ Listening and responding;
- ❖ Being open, accessible and accountable; and
- ❖ Promoting our services using plain English as far as possible.

Performance

- ❖ Providing quality;
- ❖ Achieving value for money;
- ❖ Promoting innovation; and
- ❖ Seeking continuous improvement.

Partnership

- ❖ Effective communication;
- ❖ Sharing decision making; and
- ❖ Encouraging partnership.

We are committed to promoting **public service** by:

- Becoming the employer of choice in the local area;
- Ensuring we have the necessary qualified and motivated workforce to meet our service delivery priorities;
- Ensuring our customers have information they need to access services and it is easily understood;
- Ensuring we continue to understand and meet the needs of our customers; and
- Working with other public sector agencies to provide seamless services.

We will achieve this by:

- Implementing our Human Resources Workforce Strategy;
- Working with our employees and trade unions;
- Continuing to develop our management and leadership training;
- Continuing to survey our customers to find out their views;
- Responding to public feedback; and
- Working with our partners to review the services we provide.

We are committed to continuing to improve our **performance** by:

- Being the provider of choice;
- Continuing to deliver the best services that are value for money;
- Continuing to deliver efficiencies within our services;

- Continuing to modernise the way we deliver services;
- Ensuring continuous improvement in the quality of services we deliver; and
- Reporting to our customers on how we are performing; and
- Maintaining and enhancing our asset base.

We will achieve this by:

- Delivering the second phase of our approach to customer contact;
- Continuing to expand the role of our customer contact centre;
- Developing a quality management framework;
- Reviewing our Public Performance Reporting Framework; and
- Implementing “Better Assets, Better Services”, the corporate asset management plan.

We are committed to working in **partnership** by;

- Providing leadership to our community planning partnership;
- Continuing to develop and support our approach to community planning;
- Working with local communities to develop local ward service delivery plans;
- Delivering on our commitment to community engagement;
- Supporting the community and voluntary sector to deliver on common priorities; and
- Working with other public sector agencies to develop common mechanisms for consultation.

We will do this by:

- Reviewing our mechanisms for community engagement;
- Supporting the implementation of the community planning performance management structure;
- Supporting local community planning; and
- Establishing a consultation framework.

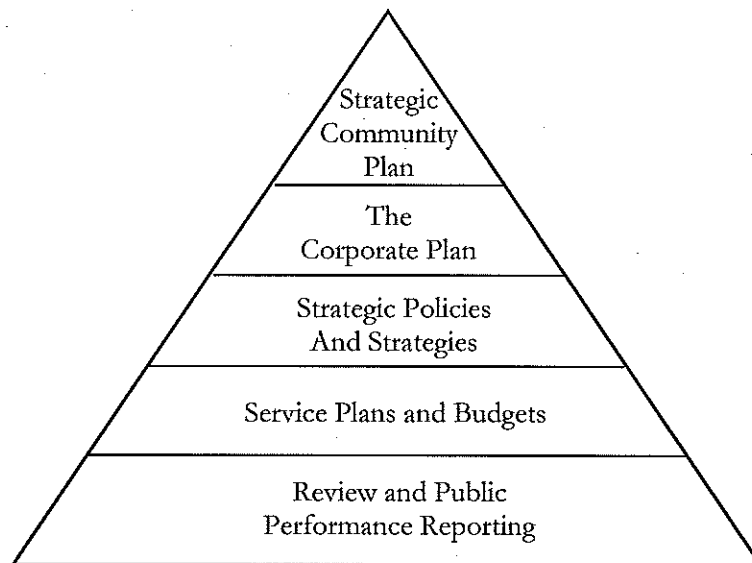
MAKING IT HAPPEN

We have set our priorities within this plan and now we have to “make it happen”. To enable us to plan effectively, we have implemented a Strategic Planning and Management System (SPMS). The Strategic Planning and Management System relates our key priorities to what we are able to achieve with the resources we have. This planning system notes the different levels of policy development at the overall corporate / strategic level. Alongside this planning, development and review framework our approach to best value sets out a clear distinction between operational management and strategic management.

Review

The Corporate Plan, policies, strategies and Service Plans will set a clear agenda for the Council. We will regularly review our achievements to ensure we are doing what we said we were going to do. This review will be undertaken at three levels. The overall purpose of review is to learn from previous successes and failures, to perform better and to feedback into the Strategic Planning and Management System next year. The three different levels of review are:

- Review of achievement of the Corporate Plan;
- Review of the development and implementation of our policies and strategies; and
- Review of implementation of Service Plans and capital and revenue budgets.



All our policies will have a strategy or detailed action / implementation plan for the following year. The implementation plan will be drawn up between all those Services and our partners who have a key role and responsibility for delivery of the policy issue.

Falkirk Council's strategic community plan sets the vision and key priorities for all agencies within the Council area. This is a partnership document and sets out longer-term priorities.

Influencing the Council's Corporate Plan

This contains **what** we want to achieve – our goals - and **how** we want to achieve these - our values. It sets out our key priorities for the coming year and beyond. This is informed by the strategic community plan and the vision and priorities contained therein. It also takes account of the Administration's manifesto and their aspirations for this area.

Leading to policies

The goals and more detailed key priorities are developed through our specific policies. Some policies may either be very specific to one issue or service of the Council or may have an effect across all our services and our area.

Leading to strategies

Strategies underpin our policies and identify a programme of action across the Council to ensure their implementation. These are not wish lists but are based on our resources and our capacity to deliver. We need to be very clear and honest about what we can achieve. We cannot make everything a priority if we want to achieve real and lasting change. Strategies are often developed by a number of agencies in support of a joint policy or aspiration.

Leading to service plans

Service plans are action programmes for each of our seven Services. Each plan identifies clear service objectives, which contribute to the achievement of our goals and values. Service plans also identify the key tasks that each service requires to undertake to achieve its objectives and the way it will manage the service in line with our values. Service plans will be produced each year. Services must be clear and realistic about what can and cannot be achieved.

Leading to budgets

Our capital and revenue budgets are the financial plans we use to deliver services and achieve our goals and values. The allocation of money in budgets will be determined by what we plan to achieve. In effect the way we spend the money in our budgets will be determined by our policies and priorities. Decisions about the allocation of money and resources will be guided by the SPMS process.

Then we review

Our Corporate Plan, policies, strategies and service plans make specific proposals about what we want to achieve. We must review progress to determine if we have achieved our stated priorities. It is important that we learn from our successes and failures so that we can improve our performance in the future. The results of the review will also influence the key priorities in the next plan.

OUR SERVICES

Community Services

Libraries; museums; arts; entertainment; parks; the countryside; cemeteries and crematorium; sport; leisure; tourism; economic development; training; adult basic education; community capacity building; community learning; local community planning.

Corporate and Commercial Services

Policy and performance review; ICT; human resources; facilities management (which includes building maintenance and management, cleaning and catering); business services; estates management (which includes roads maintenance, street care, refuse collection and grounds maintenance).

Development Services

Planning (structure planning, development management, enforcement); the environment; transport planning; roads; building and engineering design; building standards; environmental protection; consumer protection; food and safety regulation; waste strategy licensing; emergency planning.

Education Services

Pre5's; primary, secondary and special schools; curricular support; psychological services; integrated learning communities; adult returners; Higher Still links with Forth Valley College.

Finance Services

Financial strategy and administration; revenue and capital budgeting; internal audit; treasury management; insurance; collection of rents; council tax and local rates; benefit administration; payroll and pensions.

Housing & Social Work Services

Children and families; criminal justice services; community care; housing management services; tenant participation; allocations; mediation; homelessness; housing investment policy.

Law & Administration Services

Legal services; democratic services; members' support and development; decentralization of decision making (including Area Forums and Community Councils); Printworks; and Registrars.