

FALKIRK COUNCIL

MINUTE of MEETING of the EXECUTIVE held within the MUNICIPAL BUILDINGS, FALKIRK on TUESDAY 19 NOVEMBER 2013 at 9.30 a.m.

COUNCILLORS:

Jim Blackwood
Dennis Goldie
Gerry Goldie
Linda Gow
Adrian Mahoney
Malcolm Nicol
Alan Nimmo
Dr Craig R Martin
Craig Martin (Convener)

OFFICERS:

Margaret Anderson, Director of Social Work Services
Fiona Campbell, Head of Policy, Technology and Improvement
Arlene Fraser, Committee Services Officer
Rhona Geisler, Director of Development Services
Tracey Gillespie, Human Resources Manager
Rose Mary Glackin, Chief Governance Officer
Brian Pirie, Democratic Services Manager
Mary Pitcaithly, Chief Executive
Pete Reid, Manager (Strategic Projects), Development Services
Bryan Smail, Chief Finance Officer
Vivien Thomson, Service Manager, Social Work Services

EX82. APOLOGY

An apology was intimated on behalf of Councillor Robert Spears.

EX83. DECLARATIONS OF INTEREST

Councillors Blackwood and Mahoney each declared a non-financial interest in item EX85 as Falkirk Council's appointed representatives on Denny & Dunipace CAB and Grangemouth & Bo'ness CAB respectively, and indicated that they would take no part in the discussion or decision making on this item of business.

Councillor Gow declared a non-financial interest in item EX84 as a volunteer adviser on Falkirk CAB but did not consider that this required her to rescue herself from consideration of this item, having regard to the objective test in the Code of Conduct.

Councillor Gow declared a financial interest in item EX90 as her spouse is a council employee and stated that she would take no part in the discussion or decision making on this item of business.

EX84. MINUTE

Decision

The minute of the meeting of the Executive held on 8 October 2013 was approved.

In accordance with their declarations of interest, Councillors Blackwood and Mahoney left the meeting at this point.

EX85. SCRUTINY PANEL CONCLUSIONS AND RECOMMENDATIONS: FALKIRK CITIZENS ADVICE BUREAUX

The Executive considered a report by the Director of Corporate and Neighbourhood Services presenting the Scrutiny Panel's conclusions and recommendations on its review of the role of Citizens Advice Bureaux in the Falkirk Council area.

Details were given on the establishment of the pilot Scrutiny Panel to review the role of Citizens Advice Bureaux in the Falkirk area, the scrutiny process undertaken and the evidence gathered through various presentations, meetings and discussions with a range of stakeholders. The report and recommendations by the Panel, which had been accepted by the Scrutiny Committee, was presented for approval.

Decision

The Executive:-

- (1) noted the process undertaken and the comments from the Citizens Advice Bureaux, and**
- (2) agreed the recommendations at paragraphs 6.1-6.6 in the report from the Scrutiny Panel.**

Councillors Blackwood and Mahoney re-entered the meeting following consideration of this item of business.

EX86. AUTISM STRATEGY

The Executive considered a joint report by the Director of Social Work Services and the Joint Acting Directors of Education presenting the Scottish Strategy for Autism and seeking approval of the Falkirk Autism Strategy which would take forward the recommendations of the national document, at local level.

The Scottish Strategy for Autism states that autism is a national priority. The strategy was the result of extensive consultation at national level on the way to ensure that progress was made across Scotland in the delivery of quality services for those affected by Autism Spectrum Disorder (ASD).

The Falkirk Autism Strategy had been developed by the Community Planning Partnership and had been revised following a number of consultation exercises with partners and stakeholders.

The Falkirk Autism Strategy set out Falkirk's vision of ensuring that every individual with autism in the Falkirk area would have access to services and supports which provide them with the opportunities necessary to fulfil their potential.

Decision

The Executive:-

- (1) noted the recommendations of the Scottish Strategy for Autism;**
- (2) agreed the Falkirk Autism Strategy for submission to the Scottish Government, and**
- (3) requested the Director of Social Work Services to provide an update on progress on the Falkirk Autism Strategy as appropriate.**

EX87. COMMUNITY COUNCIL ELECTIONS 2013 UPDATE

The Executive considered a report by the Chief Executive on the outcome of the extended nomination period for community council elections.

The Executive had previously agreed to extend the nomination period to 30 October 2013 for those community councils where nominations for fewer than two thirds of the vacancies had been received.

Detailed information was given on the outcome of the extended nomination period, detailing the implications for each of the Community Councils.

Decision

The Executive:-

- (1) noted the formation of Polmont community council;**
- (2) agreed to permit the following 3 community councils to form with the remaining vacancies being filled by co-option – Blackness; Bonnybridge; and Langlees, Bainsford & New Carron;**
- (3) agreed to accept the late nominations received in respect of Lower Braes community council and to permit the community council to form with the remaining vacancies being filled by co-option;**

- (4) agreed that the following 6 community councils remain unformed on the basis that insufficient interest in them had been shown: Camelon, Bantaskine & Tamfourhill; Carron & Carronshore; Falkirk Central; Grangemouth; Slamannan & Limerigg, and Whitecross, and
- (5) noted that it remains available for elections to be held at any time if an application is made from 20 electors within a community council area.

EX88. FALKIRK TOWNSCAPE HERITAGE INITIATIVE (THI) UPDATE REPORT

The Executive considered a report by the Director of Development Services on the outcome of the Council's Round 2 bid to the Heritage Lottery Fund (HLF) for funding to establish a Townscape Heritage Initiative (THI) in Falkirk Town Centre, and the programme for delivering the THI going forward.

The Executive had previously approved the Falkirk Townscape Heritage Initiative Round 2 bid and the bid was subsequently submitted to the Heritage Lottery Fund (HLF) by the deadline of May 2013. In September, HLF Trustees approved the detailed Round 2 bid and confirmed an award of £1.949m. .

This funding was in addition to the £1.6m already awarded by Historic Scotland as part of its Conservation Area Regeneration Scheme. As a result of this, and funding from other partners, over £5m would be invested in the Falkirk Town Centre Conservation Area over the next five years.

The Council would be required to make a contribution of £1.304m. Of this, £600k had been allocated from revenue and capital budgets, leaving a funding gap of £704k, to be met from revenue budgets over the 5 years of the THI.

Details were given on the Falkirk THI delivery programme, the Falkirk Town Centre Conservation Area management plan and additional implications.

Decision

The Executive:-

- (1) noted the successful outcome of the Falkirk Townscape Heritage Initiative Round 2 bid to the Heritage Lottery Fund;
- (2) agreed to progress the Townscape Heritage Initiative to the delivery stage as described in the report, and
- (3) agreed to receive further annual reports on the delivery of the THI and any additional implications for the Council.

EX89. TREASURY MANAGEMENT – INTERIM REVIEW 2013/14

The Executive considered a report by the Chief Finance Officer presenting, as part of the Treasury Management Code of Practice requirements, a mid-year review of the Treasury Management function of the Council.

In March 2013, Council had approved the Treasury Management Strategy for 2013/14. It had highlighted that the UK economic outlook remained uncertain, with a key reason being the Eurozone difficulties. Indicators are now suggesting that the economy is recovering but the UK still remains a long way from sustainable strong growth.

The progress and current position in relation to the Council's borrowing strategy, investment strategy and treasury management prudential indicators were summarised.

Decision

The Executive:-

- (1) noted the progress of the Council's Treasury Management Strategy for 2013/14, and**
- (2) agreed to refer the report to Council for consideration.**

In accordance with her declaration of interest, Councillor Gow left the meeting at this point.

EX90. NATIONAL PAY AWARD FOR SJC EMPLOYEES

The Executive considered a report by the Director of Corporate and Neighbourhood Services setting out the current position in respect of the national pay negotiations for Scottish Joint Council (SJC) employees and proposing a pay award and living wage rate.

Negotiations had been on-going between the employer's side and the trade unions with the aim of reaching agreement for a 2 year pay offer for the period from 1 April 2013.

At the end of negotiations the unions had been divided over the pay award with GMB and Unite in favour and Unison against. Cosla agreed in October 2013 to implement the proposed pay deal, namely a 1% increase for 2013/14 and 2014/15 effective from 1 April each year.

The report also set out a proposal for the pay uplift to be accompanied by the introduction of the Scottish Government Living Wage of £7.50 per hour for 2013/14 and £7.58 per hour for 2014/15. Unless the Living Wage Foundation rate is higher in which case the latter will be applied.

The Human Resources Manager also updated members on the most recent position in regard to the proposals and, in particular, on the Living Wage Foundation hourly rate which is currently £7.45 but is due to increase to £7.65 with effect from 1 April 2014. She further advised that chief officers had accepted the offer but that the craft unions were unlikely to agree.

Decision

Consistent with the recommendation from COSLA, the Executive:-

- (1) agreed to implement a 1% increase in pay for all employees in each of the years 2013/14 and 2014/15;**
- (2) agreed to implement the Scottish Local Government Living Wage which is set at £7.50 per hour for 2013/14 and to implement the higher Living Wage Foundation hourly rate of £7.65 from April 2014, and**
- (3) noted the acceptance of the Chief Officer pay award of 1% for both 2013/14 and 2014/15.**

Councillor Gow re-entered the meeting following consideration of this item of business.

EX91. GSX/PSN COMPLIANCE

The Executive considered a report by the Director of Corporate and Neighbourhood Services presenting the background to GSX/PSN, the requirements regarding compliance, the Council's immediate response to this and the future actions which require to be taken to ensure continued compliance.

The Council is currently accredited to use the Cabinet Office's secure network called GSX/PSN to access various systems such as DWP benefit information, registration of births, deaths etc. and to communicate with organisations via the secure email system.

The Cabinet Office had undertaken a review of its security arrangements which had resulted in all users of its network having to adhere to stringent revised security arrangements or otherwise to run the risk of being disconnected.

Officers had carried out substantial work to address issues and to ensure that the Council's accreditation application reflects a genuine desire to ensure compliance with the Code of Connection and give the Cabinet Office the assurance required to re-accredit the Council.

In order that compliance is maintained, the Council requires to install permanent solutions in a number of areas, which may result in significant costs. Due to the timescales involved for the implementation of these solutions, it is proposed that the purchase of the necessary software, hardware and equipment are met from existing budgets.

Decision

The Executive:-

- (1) noted the details of the report;**
- (2) authorised officers to work with existing budgets to procure robust solutions for Mobile Device Management, GSX mail, separation of teachers and classrooms from the Council's network and undertake any other remedial work required to ensure compliance with the Code of Connection, and**
- (3) asked officers to continue to provide updates to services and Members and, in addition, to submit an update report to the Executive in January 2014.**

EX92. POLICE SCOTLAND PROPOSALS TO WITHDRAW THE TRAFFIC WARDENS SERVICE AND DECRIMINALISATION OF PARKING ENFORCEMENT

The Executive considered a report by the Director of Development Services advising of a review by Police Scotland of its traffic warden service provision together with the level of public service at police offices.

Police Scotland propose to withdraw the duties carried out by the traffic wardens across its divisions including Falkirk. Details were given of the consultation exercise and the likely timescale for the withdrawal of the service, together with the implications for Falkirk Council in terms of parking enforcement.

Currently 11 Scottish Councils operate a Decriminalised Parking Enforcement Scheme (DPE), with the effect that responsibility for enforcement of parking offences lies with the authority and not the police. The process for establishing a DPE scheme was described together with the legal, personnel and financial impact.

Correspondence between the Chief Executive and the Local Commander on the proposal were circulated with the report.

Concern was expressed at the manner in which the consultation had been carried out and how meaningful it was in addition to the short timescale in which to identify any alternative provision.

Decision

The Executive:-

- (1) endorsed the terms of the letter dated 7 November 2013 to Chief Superintendent Flynn as the Council's position on the proposals including forwarding a copy to COSLA, and**

- (2) instructed the Director of Development Services to begin early preparation of a business case to support any application to the Scottish Government for decriminalisation of parking enforcement pending a decision by Police Scotland, and report back in due course.

EX93. EXCLUSION OF PUBLIC

The Executive agreed, in terms of s50A(4) of the Local Government (Scotland) Act 1973 to exclude the press and public from the meeting for the following item of business on the ground that it would involve the likely disclosure of exempt information as defined in Paragraph 8 of Part 1 of Schedule 7A to the said Act.

EX94. CONTRACT FOR THE PROVISION OF DRY RECYCLATE SEGREGATION AND RESALE SERVICE

The Executive considered a report by the Director of Development Services setting out the current position in relation to the Council's contract for the processing of dry recyclate material.

The Director of Development Services updated members on developments since the report was issued.

Decision

The Executive agreed to continue the matter to a future meeting.

FALKIRK COUNCIL

Subject: RECORDS MANAGEMENT PLAN AND RECORDS MANAGEMENT POLICY
Meeting: EXECUTIVE
Date: 14 JANUARY 2014
Author: CHIEF GOVERNANCE OFFICER

1. INTRODUCTION

- 1.1 Records management is fundamental to the Council's efficiency and effective records management will bring substantial benefits to the Council. This can be achieved through greater business efficiency and improvements in the use of financial, human and other resources.
- 1.2 Effective records management ensures that all information:
- received or created is stored appropriately and is easily retrievable;
 - is destroyed or preserved in accordance with the Council's retention & disposal schedule;
 - meets current and future needs, and is capable of supporting change; and
 - is accessible to users and that the appropriate technical, organisational and human resource elements exist to make this possible.
- 1.3 The introduction of the Public Records (Scotland) Act 2011 (PRSA) highlights the importance placed on records management within local authorities. The Act places an obligation on named public authorities to prepare and implement a records management plan (RMP) which sets out proper arrangements for the management of their records. RMPs require to be agreed by the Keeper of the Records of Scotland (the Keeper) and should be regularly reviewed by authorities. Where authorities fail to meet their obligations under the Act the Keeper has powers to undertake records management reviews and issue action notices for improvement.

2. BACKGROUND

- 2.1 The Records Manager submitted the RMP (Appendix 1) on 27 June 2013 covering Falkirk Council, Falkirk Council Licensing Board and Central Scotland Valuation Joint Board to the Keeper to be agreed.
- 2.2 One element of the RMP was the requirement to have a Records Management Policy Statement. The Council currently has an approved Records Management and Preservation of Archival Records Policy 2006. This Policy required to be updated to take into consideration the PRSA.

3. PURPOSE

3.1 The purpose of this report is to:

- advise the Executive of the current position in relation to the RMP; and
- seek approval of the new Records Management and Preservation of Archival Records Policy 2013.

4. RECORDS MANAGEMENT PLAN

- 4.1 Agreement by the Keeper of the RMP for Falkirk Council, Falkirk Council Licensing Board and Central Scotland Valuation Joint Board was received 27 August 2013. The Keeper's letters and copy of the report into the Keeper's findings is attached for information (Appendix 2).
- 4.2 The Plan will be regularly assessed and reviewed to ensure its effectiveness in terms of records management throughout the Council.
- 4.3 The Records Management Working Group (RMWG) which has representation from all Services of the Council and the Trust will co-ordinate the assessment and review of the Plan. This Group reports to the Corporate Risk Management Working Group.

5. RECORDS MANAGEMENT AND PRESERVATION OF ARCHIVAL RECORDS POLICY

- 5.1 A new version of the 2006 Policy has been produced to take into consideration the requirements of the PRSA. Much of the detail in the 2006 policy was included in the RMP. The Keeper was advised that the RMP would be submitted to the Executive for Member approval.
- 5.2 Once the Policy has been approved by Members the RMP will be updated to include this and the new RMP and Policy will be submitted to the Keeper for their records.

6. RECOMMENDATIONS

It is recommended that the Executive:

- 6.1 note the RMP has been agreed by the Keeper; and
- 6.2 approve the updated Records Management and Preservation of Archival Records Policy.

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CHIEF GOVERNANCE OFFICER

Date: 3rd January 2014

Ref: BKH0010/DAT

Contact Name: Dawn Turnbull, Ext: 6124

**Falkirk Council;
Falkirk Council Licensing Board; and
Central Scotland Valuation Joint Board**

Records Management Plan

**Setting out proper arrangements for the management
of the authorities public records under Section 1 of
The Public Records (Scotland) Act 2011**



Falkirk Council

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Introduction

Under the Public Records (Scotland) Act 2011 (“the Act”) Scottish public authorities must produce and submit a records management plan (“the Plan”) setting out proper arrangements for the management of an authority’s public records to the Keeper of the Records of Scotland (“the Keeper”) for his agreement under section 1 of the Act.

It is important to note that establishing effective records management arrangements will deliver significant benefits for the authority - for example it will help to:

- increase efficiency and effectiveness, delivering savings in administration costs;
- improve and develop service delivery;
- achieve business objectives and targets;
- ensure compliance with the Public Records (Scotland) Act 2011 and other legislative requirements, standards and codes of conduct; and
- support transparency and open government.

The scope of the Plan applies to all records irrespective of the technology used to create and store them or the type of information they contain.

This Plan covers Falkirk Council, Falkirk Council Licensing Board and Central Scotland Valuation Joint Board. For the purposes of this Plan where the word “Service” is used it covers all departments within the Council and the two Boards.

Records Management Plan

The Records Management Plan for Falkirk Council, Falkirk Council Licensing Board and Central Scotland Valuation Joint Board covers 14 elements, which are:

1. [Senior Management Responsibility](#)
2. [Records Manager Responsibility](#)
3. [Records Management Policy Statement](#)
4. [Business Classification](#)
5. [Retention Schedules](#)
6. [Destruction Arrangements](#)
7. [Archiving and Transfer Arrangements](#)
8. [Information Security](#)
9. [Data Protection](#)
10. [Business Continuity and Vital Records](#)
11. [Audit Trail](#)
12. [Competency Framework for Records Management Staff](#)
13. [Assessment and Review](#)
14. [Shared Information](#)

The Plan also provides information in relation to procedures put in place to cover the PRSA in relation to the obligations of [contractors](#) carrying out Council functions.

Element 1: Senior Management Responsibility

Identify an Individual at Senior Level Who Has Overall Strategic Responsibility for Records Management

- 1.1 The Senior Manager within Falkirk Council with overall strategic responsibility for records management is:

Mary Pitcaithly
Chief Executive
Falkirk Council
Municipal Buildings
Falkirk

Tel: 01324-506070

- 1.2 The Senior Manager within Falkirk Council Licensing Board with overall strategic responsibility for records management is:

Rose Mary Glackin
Clerk to Falkirk Council Licensing Board
Falkirk Council
Municipal Buildings
Falkirk

Tel: 01324-506070

- 1.3 The Senior Manager for Central Scotland Valuation Joint Board with overall strategic responsibility for records management is:

Rose Mary Glackin
Clerk to Central Scotland Valuation Joint Board
Falkirk Council
Municipal Buildings
Falkirk

Tel: 01324-506070

- 1.4 The Chief Executive and both Clerks fully endorse this Plan and will ensure the required improvements to records management procedures are implemented corporately and monitored by the Records Manager through the assessment and review process.

Evidence:

1. Appendix 1 - Covering letter from the Chief Executive of Falkirk Council.
2. Appendix 2 - Covering letter from the Clerk to Falkirk Council Licensing Board.
3. Appendix 3 - Covering letter from the Clerk to Central Scotland Valuation Joint Board.
4. Appendix 4 - Records Management and Preservation of Archival Records Policy 2013.

Element 2: Records Manager Responsibility

Identify Individual Within the Authority, Answerable to Senior Management, to have Day-to-Day Operational Responsibility for Records Management Within the Authority

- 2.1 The individual answerable to Senior Management within Falkirk Council, Falkirk Council Licensing Board and Central Scotland Valuation Joint Board, and who has operational responsibility for records management within the authority is:

Dawn Turnbull
Records Manager
Chief Executive Office - Governance
Falkirk Council
Municipal Buildings
Falkirk

Tel: 01324-506124

eMail: dawn.turnbull@falkirk.gov.uk

Evidence:

1. Appendix 1 - Covering letter from the Chief Executive of Falkirk Council.
2. Appendix 2 - Covering letter from the Clerk to Falkirk Council Licensing Board.
3. Appendix 3 - Covering letter from the Clerk to Central Scotland Valuation Joint Board.

Element 3: Records Management Policy Statement

A records management policy statement underpins effective management of an authority's records and information. It demonstrates to employees and stakeholders that managing records is important to the authority and serves as a mandate for the activities of the records manager.

- 3.1 Falkirk Council's Records Management and Preservation of Archival Records Policy 2006 is available on both the Council's website and Underground (intranet).
- 3.2 A new version of the Policy has been produced to take into consideration the requirements of the PRSA. Much of the detail in the 2006 policy has been moved into this Records Management Plan. Approval of the updated version will be sought by senior management before being submitted to the Executive (via the Council's decision making process) for Member approval. Once approved the updated Policy will be submitted to the Keeper to update the Records Management Plan.
- 3.3 The updated version will be made available to all employees on the Council's Underground (intranet) and to the public on the Council's website.
- 3.4 The 2013 Policy includes the following signed statement from the Chief Executive:

“Records management is fundamental to the Council's efficiency and we believe that effective records management will bring substantial benefits to the Council. This can be achieved through greater business efficiency and improvements in the use of financial, human and other resources.

Effective records management ensures that all information:

- received or created is stored appropriately and is easily retrievable;
- is destroyed or preserved in accordance with the Council's retention schedule;
- meets current and future needs, and is capable of supporting change; and
- is accessible to users and that the appropriate technical, organisational and human resource elements exist to make this possible.

The introduction of the Public Records (Scotland) Act 2011 highlights the importance placed on records management within local authorities. It is our aim to ensure we produce and implement an effective Records Management Plan to meet the requirements of the Act. The Plan will be regularly assessed and reviewed to ensure its effectiveness in terms of records management throughout the Council.”

- 3.5 The Policy, Technology and Improvement Team (“PTIT”) is currently responsible for providing specialist / technical advice in relation to all aspects of managing electronic records. The PTIT is therefore responsible for ensuring that where information is being migrated from one system to another the information is still accessible, authentic, reliable and useable. The development of the Business Classification Scheme (Element 4) will allow for effective management of all records through any organisational change as the Scheme is function based and will not be amended based on any restructuring of Council Services.
- 3.6 At present no procedures or guidance have been produced in relation to metadata within the Council. Some systems will automatically capture some form of metadata but there are no corporate procedures in place when records are being created and therefore no reference to metadata is included in the 2013 Policy. Capturing relevant metadata will be investigated when the Business Classification Scheme is introduced to ensure a corporate approach is developed and established.
- 3.7 At present the Policy does not cover 3.3 and 3.4 above, however, these are areas which will be assessed and reviewed under Element 13.

Evidence:

1. Appendix 4 - Records Management and Preservation of Archival Records Policy 2013.
2. [Records Management and Preservation of Archival Records Policy 2006](#)

Element 4: Business Classification

A business classification scheme describes what business activities the authority undertakes – whether alone or in partnership.

- 4.1 Falkirk Council has developed a Business Classification Scheme (the Scheme) covering all functions of the Council which has been arranged into functions, activities and transactions. The Scheme includes reference to the business areas currently responsible for delivering these functions.
- 4.2 Further development of the Scheme will be to include relevant retention and disposal arrangements, therefore including the Retention & Disposal Schedule. The overall Scheme when complete will include the following information:
- function;
 - activity;
 - transaction (type of record / information);
 - retention & disposal information;
 - vital records / location of original and working copy;
 - access rights; and
 - responsible Service.
- 4.3 Each Chief Officer of the Council has provided their assurance that the Scheme, once fully developed and rolled-out corporately, will be implemented throughout their Service.
- 4.4 The Policy, Technology and Improvement division (responsible for ICT related issues) will work with the records management division to produce a directory structure for all file servers across the Council based on the Scheme. Work is ongoing in relation to the development of relevant file naming conventions.
- 4.5 Guidance on the Scheme for managing paper and electronic records will be produced and circulated prior to the Scheme being implemented corporately.
- 4.6 Where the Council has contracted out a function to a third party the Scheme will not be affected as we will ensure this function remains in the Scheme. If a third party would like to use the Scheme then the appropriate function, activities and transactions folders for that specific function can be provided to the contractor to assist with their records management.
- 4.7 Where the Council has functions contracted out at present it has been agreed that they will use the full Scheme.

Evidence:

1. Appendix 05 - Falkirk Council Business Classification Scheme.

Element 5: Retention Schedules

A retention schedule is a list of records for which pre-determined destruction dates have been established.

- 5.1 Falkirk Council's Retention & Disposal Schedule was approved by the Council's Corporate Management Team on 11 February 2013. The Schedule is available on both the Council's website and Underground (intranet).
- 5.2 A pro-forma is required to be completed by all Services if they require changes to be made to the Schedule. Changes are only accepted through the Records Management Working Group representatives. The Schedule is maintained by the Records Management unit of the Chief Executive Office - Governance.
- 5.3 As indicated at Element 4, it is proposed that the retention and destruction arrangements for Falkirk Council will be included in future developments of the Business Classification Scheme.

Evidence:

- 1. [Retention & Disposal Schedule](#)
- 2. Appendix 06 - Retention Schedule Updates Pro-forma.
- 3. Extract from the minute of Corporate Management Team on 11 February 2013:
 - ‘(iv) The updated retention and disposal schedule circulated to CMT was approved.
 - (v) It was agreed that future updates to the retention and disposal schedule can be reported through working group representatives without coming back to CMT.’

Element 6: Destruction Arrangements

It is not always cost-effective or practical for an authority to securely destroy records in-house. Many authorities engage a contractor to destroy records and ensure the process is supervised and documented.

- 6.1 Guidance on destruction of records is available on the Council's Underground (intranet).
- 6.2 Destruction of records occurs at the end of retention periods as set out in the Council's Retention & Disposal Schedule. The Council has a number of destruction arrangements in place. For the purpose of the Records Management Plan destruction or destroyed means either the destruction of paper records or the deletion of electronic records.
- 6.3 Records stored within the Corporate Records Centre are managed by the Corporate Records Team (CRT). The CRT has detailed arrangements in place for the destruction of paper and electronic records. Arrangements must be adhered to at all times. A Destruction of Records Authorisation Form or a Deletion of Electronic Records Authorisation Form requires to be completed and triple signed prior to destruction. The form is initially signed by the Records Manager or the Corporate Records Administrator confirming records for destruction have been held in accordance with the Retention & Disposal Schedule. The second signature is required from the Officer within the relevant Service to authorise the destruction or their requirement to retain the information longer than the retention period. Where information is being retained longer than the retention period the Officer is required to state the reason(s) why. The third signature is required from the Archivist to ensure information of archival value is not being destroyed. Finally, when a record has been destroyed the Officer undertaking the destruction signs and dates the form with the actual date of destruction.
- 6.4 Records stored within Services require a Service Destruction Form to be completed and double signed before destruction. The first signature is required from the Officer within the relevant Service to authorise the destruction or their requirement to retain the information longer than the retention period. Where information is being retained longer than the agreed retention period the Officer is required to state the reason(s) why. The second signature is required from the Archivist for any records with a review (R) instruction in the Retention and Disposal Schedule to ensure information of archival value is not being destroyed. Finally when the records have been destroyed the Officer undertaking the destruction signs and dates the form with the actual date of destruction. Completed destruction forms are passed to the Corporate Records Team to retain.
- 6.5 Where pre-employment and PVG (protection within vulnerable groups) checks are required to be undertaken for new members of staff a PVG certificate is received from Disclosure Scotland. The PVG Certificate can only be retained for 90 days. Basic information from the Certificate (e.g. excluding convictions) is transferred to a Pre-Employment Disclosure / PVG Scheme Clearance Form. This form provides evidence that the Disclosure Certificate / PVG Scheme Record / Record Update received from Disclosure Scotland was confidentially disposed of, with no copies being retained within the Service in line with the requirements of the Data Protection Act 1998. The Pre-Employment Disclosure / PVG Scheme Clearance Form is retained within the individual's personal file.

- 6.6 All shredding undertaken internally is processed by an external company as part of the Provision of a Dry Recyclate Segregation and Resale Service contract. This company is on the Council's Contracts Register and is subject to the Council's tendering process.
- 6.7 Where Services have a large amount of shredding, and do not have the capacity to undertake this work in-house, external companies can be used. Only companies listed on the Council's Contracts Register for the Provision of Confidential Waste Destruction are used. These companies are subject to the Council's tendering process. A certificate of destruction has to be obtained and this is passed to the Corporate Records Team to retain together with the appropriate destruction form.
- 6.8 All destruction forms retained by the Corporate Records Team are scanned and retained in accordance with the Retention & Disposal Schedule.
- 6.9 Records stored on network file servers or within database systems are backed up nightly. Backups are stored for an agreed period of time before being destroyed. Schedules for backup and destruction of records are created within the backup software which then manages the backup and deletion of records. Destruction forms are not completed as the destruction is done automatically as part of the routine of the backup software and on a server rather than file basis.
- 6.10 A record of deletion of mailboxes and private folders of employees who have left the authority is recorded through our HR Forms. The name of the Officer authorising the deletion of mailboxes/folders is recorded at the logging in stage when using HR Forms. This is generally an authorised officer within the Service.
- 6.11 Overall the Council needs to improve on the deletion of electronic records in accordance with the Retention & Disposal Schedule together with ensuring appropriate destruction forms are being completed. With the introduction of a new email system and the implementation of the Business Classification Scheme it is anticipated that the deletion of electronic records will become more manageable and will therefore be in accordance with the Retention & Disposal Schedule.

Evidence:

- 1. Appendix 07 - Guidance on Destruction of Records.
- 2. [Retention & Disposal Schedule](#)
- 3. Appendix 08 - Corporate Records Centre Destruction of Paper Records Authorisation Form.
- 4. Appendix 09 - Corporate Records Centre Deletion of Electronic Records Authorisation Form.
- 5. Appendix 10 - Corporate Records Team Procedures - Destruction of Paper Records.
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- 7. Appendix 12 - Services Destruction Form.
- 8. Appendix 13 - Pre-Employment Disclosure / PVG Scheme Clearance Form.
- 9. Appendix 52 - Certificate of Destruction - External Contractor

Element 7: Archiving and Transfer Arrangements

This is the mechanism by which an authority transfers records of enduring value to an appropriate archive repository, specifying the timing of transfers and other terms and conditions.

- 7.1 Falkirk Archives is operated by Falkirk Community Trust Ltd. (the Trust) which is a charitable company set up to carry out cultural and leisure services for the Council on 1 July 2011. Falkirk Council (the Council) deposits archival records in Falkirk Archives.
- 7.2 A Collaborations Agreement exists between Falkirk Council and Falkirk Community Trust. The Agreement includes a copy of a Service Level Agreement (SLA) between the Council and the Trust in relation to records management and archives. The SLA has been amended to an Operational Agreement (see 7.3). When the Collaborations Agreement is reviewed a copy of the new Operational Agreement will be included.
- 7.3 An Operational Agreement exists between the Council and the Trust which defines the roles of the Records Manager, the Corporate Records Team and the Archivist in relation to the management of Council records. The Records Manager and Archivist report on progress annually or if there are any significant changes in the capacity of either the Council or the Trust to fulfil its obligations. The agreement is reviewed every three years.
- 7.4 A Collections Agreement exists among the Council, the Trust and Falkirk Community Trading Ltd. which licenses the Trust to manage the collections of the Council and which *inter alia* defines the role and responsibilities of the Archivist in relation to the collections.
- 7.5 The methodology for the appraisal and selection of records for Falkirk Archives is described in the Appraisal & Selection Statement of Practice. Detailed appraisal information is recorded in the Appraisal database.
- 7.6 When records held by the Corporate Records Centre reach the end of their administrative retention period they are listed on destruction forms and approval is sought from both the responsible Service and the Archivist for destruction. This process enables the Archivist to identify individual files which may have archival value and to identify any file series which require an appraisal review.

Transfer Arrangements

- 7.7 Records identified in the Retention & Disposal Schedule for Archives are transferred from the Corporate Records Centre or direct to Archives from Services. Transfer is undertaken using Council employees and Council vehicles.
- 7.8 Records received in Falkirk Archives are documented on an Entry Form. Routine deposits are listed on a spreadsheet prior to accessioning. The formal accessioning process takes place once the Archivist is confident that the files deposited are the prime record and are not working copies which will later be replaced by the prime record.

Evidence:

1. Appendix 14 - Collaborations Agreement.
2. Appendix 15 - Operational Agreement.
3. Appendix 16 - Collections Agreement.
4. Appendix 17 - Appraisal & Selection Statement of Practice.
5. Appendix 18 - Appraisal Database (Screenshot).
6. Appendix 19 - Archives Entry Form (Sample).
7. Appendix 04 - Records Management and Preservation of Archival Records Policy 2013.
8. [Records Management and Preservation of Archival Records Policy 2006](#)
9. [Retention & Disposal Schedule](#)

Element 8: Information Security

Information security is the process by which an authority protects its records and ensures they remain available. It also maintains privacy where appropriate and provides for the integrity of the records

8.1 The Council's Financial Regulations includes a section in relation to ICT Security stating:

All Officers of Falkirk Council, Elected Members, and Officers and agents of external organisations who in any way access or have responsibility for any Council information system, or have access to Council owned data, must adhere to the Council's Information Security Policy issued by the Director of Corporate and Neighbourhood Services. All new staff should be made aware of the Information Security Policy through the induction process.¹

8.2 This section of the Financial Regulations outlines the purpose of the Council's Information Security Policy and highlights the responsibilities of Officers in relation to compliance and the requirement for Directors to implement the Policy within their Service.

8.3 The Information Security Policy in place was approved by the Council's Policy and Resources Committee on 31 May 2011. The Policy is due to be reviewed in early 2014. At that point, additional information will be incorporated in relation to paper records and access rights as, at present, the Policy focuses more on electronic records. The obligations of the Council under the PRSA will be highlighted in the updated Policy and what this means for Services and individuals.

8.4 All new employees and Elected Members are asked to sign an Acceptable Use Policy (AUP). Although the AUP is in place to address the use of Council equipment and information it also addresses information security related issues. When the AUP is updated, employees and Elected members are notified of the updated Policy.

8.5 Training on Information Security was provided to all Service Unit Managers (4th tier managers) in 2013.

Corporate Records Centre

8.6 Paper records stored in the Corporate Records Centre have restricted access. Only the Corporate Records Team (CRT) and the Service Records Team within Governance have access to the Centre. Keys for the rooms are retained within a locked key cabinet and only accessed by the two teams. Any files deposited with the CRT and not transferred to the Centre on the same day are stored overnight in a locked cabinet in the CRT office.

8.7 Paper record retrievals are delivered in sealed envelopes to Services internally by mailroom employees. Paper file retrievals of a sensitive or personal nature are enclosed in secure wallets and delivered by mailroom employees.

¹ Financial Regulations, Falkirk Council,
http://www.falkirk.gov.uk/services/chief_executive/governance/information_governance/PDFs/financial_regulations.pdf, pg 6, accessed 13 June 2013

- 8.8 Records kept electronically in the Corporate Records Centre are stored on a server dedicated to the CRT. Specific access rights have been set up and only the CRT and the Records Manager have access.
- 8.9 Electronic record retrievals are copied into document retrieval areas (DRAs) for the customer to view on their own computers. DRAs have been created for specific teams within all Services who currently deposit records with the CRT. Only pre-identified and authorised employees within each Service have access rights to their own DRA.
- 8.10 Any changes to access rights of DRAs require a pro-forma to be completed and signed by an authorising officer within the Services and the Records Manager or the Corporate Records Administrator. Both these signatures are required before the pro-forma is passed to ICT to make the relevant changes to the DRAs.
- 8.11 Electronic retrievals of a sensitive or personal nature can be password protected if requested by the customer. The CRT has standard procedures to password protect electronic retrievals.

Falkirk Archives

- 8.12 Falkirk Archives controls access to the collections in order to protect the collections from damage or loss or unauthorised disclosure. Archives Security Procedures are documented and include arrangements for supervision of users, locked storage areas with key issuing controls, supervision of contractors, reporting of incidents, use of production forms and specific access restrictions to confidential records.

IT Suite Security

- 8.13 Access to the ICT Suite is controlled and limited to a small number of ICT employees. Access to the area containing the suite is by swipe card and to the suite itself by a separate key fob. This area is alarmed out of hours. The suite is protected by an HFC227 gas extinguishing system.

Security of Backup Tapes

- 8.14 Back up tapes (as discussed in Element 6) are kept in a locked fire proof safe. Identified individuals have access to the safe and keys for the safe are stored within locked key cabinets.

Password Security

- 8.15 Passwords for network access are 'strong' in order to decrease the risk of unauthorised access to systems or 'hacking'. Current requirements for these include:
- being a combination of at least 3 character types, i.e. upper case alpha, lower case alpha, numeric or symbols;
 - changed regularly; and
 - at least 8 characters in length.
- 8.16 We ensure passwords are required to access systems and these are changed routinely wherever possible. System time outs are also activated where possible.
- 8.17 System access logs are maintained and reviewed as appropriate.

Encryption

8.18 The Council requires that encryption is in place where personal, sensitive or confidential information is stored. This encompasses the following:

- all mobile devices must be encrypted;
- all USB keys must be encrypted keys; and
- all laptops and netbooks must have encryption software loaded.

8.19 Our Policy, Technology and Improvement Division maintain a database to record all Council laptops.

General

8.20 Various procedures are used throughout the Council in relation to information security, such as:

- locked offices;
- locked cabinets;
- informal procedures and practices;
- password protection; and
- home working.

8.21 It is recognised there are improvements that could be made to information security corporately, in particular in relation to paper records, home working and the use of mobile equipment. These issues will be addressed when the Information Security Policy is reviewed in 2014. At this time we will also investigate the introduction of regular information security reports / updates to senior management.

Evidence:

1. [Falkirk Council Financial Regulations - March 2012](#)
2. [Information Security Policy](#)
3. Extract from the minute of Policy & Resources Committee on 31 May 2011:

*PR25. REFERRAL FROM JOINT CONSULTATIVE COMMITTEE – 25 MAY 2011
With reference to Minute of Meeting of the Joint Consultative Committee held on 25 May 2011 (Paragraphs JCC5, JCC6, JCC7 and JCC9 refer), there was submitted Report (circulated) dated 25 May 2011 by the Director of Corporate and Neighbourhood Services enclosing Reports considered by the said Committee with the recommendations being referred to the Policy and Resources Committee, for approval, namely:- ...*

- *Information Security and Acceptable Use Policies.*

AGREED to approve the above named policies.'

4. [Acceptable Use Policy](#)
5. Appendix 20 - Information Security Training 2013.
6. Appendix 21 - DRA - Change of Access Rights Pro-forma.
7. Appendix 22 - CRT Password Protect Procedures.

Element 9: Data Protection

An authority that handles personal information about individuals has a number of legal obligations to protect that information under the Data Protection Act 1998.

- 9.1 Under the Data Protection Act 1998 Falkirk Council is a data controller and is registered as such with the Information Commissioner's office (ICO). The Council's registration can be found on the ICO's Data Protection Public Register - Registration Number Z7343688.
- 9.2 The Council has data protection guidelines in place for employees and elected members as well as a detailed policy on information security. Falkirk Community Trust has data protection procedures in place to cover Falkirk Archives for appropriate public access as well as all employees and Board members.
- 9.3 Members of the public are made aware of their right to submit a subject access request on the Council's website. Until March 2013, there was no central record of requests made to Falkirk Council, but the Scottish Information Commissioner has asked all local authorities to record this statistic as of 1 April 2013 along with FOI statistics. Each Service has its own arrangements for dealing with such requests. For example, Social Work Services has "data access request procedures" in place, Education Services has procedures for access to pupil records and Falkirk Archives has a particular form for use when individuals wish to access personal data held.
- 9.4 Customers and other people who provide personal information to the Council usually know how this information will be used, for example to provide them with social work services, or to administer council tax. Where personal information is used for additional purposes, such as providing information about other services available or to prevent fraud, the Council aims to provide a privacy notice which explains how the personal information will be used, processed and shared. For example, the terms and conditions of use of the Council's website include such a privacy notice.
- 9.5 In very limited circumstances, the Data Protection Act 1998 permits the Council to use personal information in a way, or for a purpose, other than the one notified. Information is available for members of the public on the Council's information sharing page on the website.
- 9.6 Training was provided to all Service Unit Managers in 2013 on dealing with subject access requests. The Council is currently looking at customising an existing DPA online training module for use by all staff.

Evidence:

1. [ICO's Data Protection Public Register](#) - Registration: Z7343688.
2. [Data Protection Guidelines](#)
3. [Information Security Policy](#)
4. Appendix 23 - Falkirk Archives Data Protection Procedures.
5. [Data Protection Web Pages](#)
6. Appendix 24 - Social Work Data Access Request Procedures.

7. Appendix 25 - Education Services Procedures for Access to Pupil Records.
8. Appendix 26 - Falkirk Archives Data Protection Form.
9. [Terms and Conditions](#)
10. [Information Sharing Web Pages](#)
11. Appendix 27 - Governance Presentation - Information Requests (pg 49-63).

Element 10: Business Continuity and Vital Records

A business continuity and vital records plan serves as the main resource for the preparation for, response to, and recovery from, an emergency that might affect any number of crucial functions in an authority.

- 10.1 All Services of the Council are required to have in place business continuity plans in the event of any disaster. Reference to records management arrangements, in particular vital records has to be included in every plan. The Emergency Planning Team is in the process of advising Services that the minimum requirement with reference to records management in the BCPs should be the following paragraphs:

The Public Records (Scotland) Act 2011 places an obligation on public authorities to produce a Records Management Plan. Part of the Plan has to include the procedures in place for Business Continuity and Vital Records that are essential to the operation of the authority. Falkirk Council's vital records are listed within the Retention and Disposal Schedule. Therefore, for this Business Continuity Plan and the requirement to identify vital records refer to the above Schedule.

In the event of an emergency or disruption and the requirement to reinstate vital records, the point of contact is the (your) Records Management Working Group representative ... They will also act as the contact for Harwell who will assist with any restoration work.

- 10.2 The Records Management Working Group agreed a flowchart to assist Services in identifying vital records. This flow chart will be used by all Services to advise records management of vital records so this information can be added to the Retention & Disposal Schedule.
- 10.3 Falkirk Council and Falkirk Community Trust subscribe to Harwell Document Restoration Services. Harwell provides a range of “specialist collections management solutions for libraries and archives.”² Both the Council and the Trust are priority users. In the event of any disaster affecting any type of records, large or small scale, Harwell are able to assist in “restoration of collections after fire and flood damage”.³
- 10.4 A Disaster and Prevention Recovery Plan is currently in place for the Corporate Records Centre and Records Management in Chief Executive Office - Governance. Harwell provide a free review of existing disaster plan service and the CRT and Service Records Team will utilise this service and review the plan following advice from Harwell.
- 10.5 Falkirk Archives has a Recovery Action Checklist and specific Location Plans in conjunction with Museums as part of Falkirk Community Trust's BCP.
- 10.6 Falkirk Archives has arranged Disaster Recovery Training in November led by Harwell. The Falkirk Archives team and the Corporate Records Administrator are attending this training. The Records Manager will also attend the training if spaces become available.

² Harwell Support Services, <http://www.hdrs.co.uk/hss/index.html> , accessed 4 June 2013

³ Harwell Support Services, <http://www.hdrs.co.uk/hss/products.html> , accessed 4 June 2013

- 10.7 It has been agreed the Records Manager will be part of the team to review BCPs. This team will review all BCPs and the Records Manager's role will be to assess if Services are adhering to the requirements of the PRSA and ensuring the required paragraphs in relation to records management are included in all BCPs.

Evidence:

1. Appendix 28 - Falkirk Council Contract with Harwell.
2. Appendix 29 - Falkirk Community Trust Contract with Harwell.
3. Appendix 30 - Blank Template of Falkirk Council Business Continuity Plans.
4. Appendix 31 - Is it a Vital Record flowchart.
5. [Retention & Disposal Schedule](#)
6. [Disaster and Prevention Recovery Plan - Corporate Records Centre and Records Management in Chief Executive Office - Governance](#)
7. Appendix 32 - Falkirk Community Trust BCP (Blank) - Part 1 Strategy.
8. Appendix 33 - Falkirk Community Trust BCP (Blank) - Part 2 Recovery Action Checklist.
9. Appendix 34 - Falkirk Community Trust BCP (Blank) - Part 3 Location Specific Information.

Element 11: Audit Trail

An audit trail is a sequence of steps documenting the processing of a transaction flow through an authority resulting from activities such as communications and requests by individuals, systems or other entities.

- 11.1 It is recognised that the Council at present does not have adequate procedures in place in relation to audit trails covering all transactions undertaken.

Electronic Records

- 11.2 Currently, most electronic records held within the Council are not held in a structured format and have neither an audit trail nor a limit on the copies or versions of the same document. Within directory structures on servers there is also no capability of doing so.
- 11.3 A number of electronic systems within the authority do provide audit trails. These are the systems used within Development Services (ePlanning EDRMS), Finance Services (Revenues EDRMS), Social Work (SWIS) and Education (SEEMIS).
- 11.4 The Council also has a CRM (Customer Relationship Management) system for logging complaints and FOISA requests. This system does have the ability to provide an audit trail of transactions however it is heavily reliant on the user.
- 11.5 We have identified two main ways of improving this:
- Firstly, the implementation of the Business Classification Scheme (Element 4) across all file servers will promote the use of a single standardised filing system for all electronic records across the Council. This can be introduced relatively easily, and users will be able to adopt this immediately for new files and move existing files into this structure within an agreed timeframe.
 - Secondly, we are investigating options for EDRM systems which would enable us to fully comply with the requirements of Element 11 including the requirement for a document audit trail. This project is currently at the early stages but would provide a compliant solution in the longer term.
- 11.6 Each Chief Officer of the Council has provided their assurance that the Scheme, once fully developed and rolled-out corporately, will be implemented throughout their Service.

Paper Records

- 11.7 There are a number of ways in which paper records are tracked throughout the Council. These include:
- tracer / tracker cards (placed where files have been removed) indicating who has the file and the date they removed the file;
 - signing out sheets;
 - file registers; and
 - bespoke databases.
- 11.8 The bespoke databases are used in the Chief Executive Office - Governance by the Corporate Records Team and the Services Records Team. Each Team logs all file movement out and back in to the centres.

- 11.9 For the future we will investigate ways in which we can improve audit trails in relation to paper records.

Version Control

- 11.10 At present no procedures or guidance have been produced in relation to version control within the Council when records are being created, amended or updated and therefore no reference to version control is included in the 2013 Policy. Procedures and guidance will be investigated when the Business Classification Scheme is introduced to ensure a corporate approach is developed and established.

Evidence:

1. Appendix 5 - Falkirk Council Business Classification Scheme.
2. Appendix 35 - Finance Service File Tracking Form.
3. Appendix 36 - Chief Executive Office - Governance - File Movement Database Screenshot.
4. Appendix 37 - Corporate Records Team - File Movement Database Screenshot.
5. Appendix 38 - Falkirk Community Trust File Register.

Element 12: Competency Framework for Records Management Staff

A competency framework lists the core competencies and the key knowledge and skills required by a records manager. It can be used as a basis for developing job specifications, identifying training needs, and assessing performance.

- 12.1 Falkirk Council has a Corporate Training & Development Policy which outlines our commitment to the training and development of every employee. The Corporate Training Planning System provides a systematic process for identifying job-related training needs. This Achievement & Personal Development Scheme (APDS) is designed to build on these and ensure that development is seen as a continuous process which is jointly owned by managers and employees and is linked to Council priorities. Implementation of the APDS will result in every employee having an Achievement & Personal Development Plan (APDP) which details what they will do to contribute to service delivery.
- 12.2 The Council recognises that records management is an entirely separate function from general office duties and acknowledges the importance of records management with a Records Manager post and dedicated Corporate Records Team (CRT) on the current establishment.
- 12.3 Senior management recognise the importance of the continued development of the Records Manager and this is highlighted with the Records Management and Preservation of Archival Records Policy 2013 (para 5.6). Funding was recently provided for the Records Manager and Corporate Records Administrator to undertake and achieve post-graduate qualifications. The Archivist is also post-graduate qualified and maintains continuing professional development as a Registered Archivist using the Trust's APDS.
- 12.4 The Records Manager and all members of the CRT have a current APDP. These APDPs are based on the requirements of the Records Manager and the CRT as highlighted in the divisional work plan which ties to the Service Plan. The APDPs are reviewed and updated every six months.
- 12.5 Falkirk Council has developed a competency framework based on the competencies currently being developed by the Archives and Records Association (ARA). As the ARA competencies are not finalised it is recognised that the framework for Falkirk Council may require to be amended where and when required. This will be carried out as part of the assessment and review of this Records Management Plan.
- 12.6 The competency framework covers records management and archive related posts and agreed competency levels for the following posts:
- Records Manager;
 - Corporate Records Administrator;
 - Corporate Records Assistants;
 - Archivist; and
 - Archives Assistants.
- 12.7 The Records Manager's objectives for 2013/14 have been developed from the Chief Executive Office - Governance, Customer & Development Services' work plan. The Records Manager's corporate responsibilities are also included in the Records Management and Preservation of Archival Policy (2006 and 2013).

- 12.8 Senior management are committed to maintaining effective records management and will ensure ongoing adequate resources are available to fulfil the requirements under the PRSA.

Evidence:

1. Appendix 39 - APDP Blank Template.
2. Appendix 40 - Competency Framework.
3. Appendix 41 - Job Description: Records Manager.
4. Appendix 42 - Job Description: Corporate Records Administrator.
5. Appendix 43 - Job Description: Corporate Records Assistant.
6. Appendix 44 - Job Description: Archivist.
7. Appendix 45 - Job Description: Archives Assistant.
8. Appendix 46 - Records Manager's Objectives 2013-14.
9. Appendix 04 - Records Management and Preservation of Archival Records Policy 2013.
10. [Records Management and Preservation of Archival Records Policy 2006](#)

Element 13: Assessment and Review

Regular assessment and review of records management systems will give an authority a clear statement of the extent that its records management practices conform to the Records Management Plan as submitted and agreed by the Keeper.

- 13.1 Falkirk Council will review the Plan by undertaking bi-annual assessments. The Corporate PRSA Working Group agreed the format for assessing and reviewing the Plan. Review will be led by the Records Manager through the Records Management Working Group.
- 13.2 The Records Manager will prepare spreadsheets for each Service to complete as part of the assessment and review. Each spreadsheet will have individual worksheets for each element and specific questions in relation to compliance with PRSA. Services will be required to indicate the percentage they have achieved for each question and the overall percentage will be calculated using a spreadsheet formula.
- 13.3 Services will be required to submit a covering Statement of Assurance with completed spreadsheets to the Records Manager. This was also agreed at the Corporate PRSA Working Group.
- 13.4 The Records Manager will maintain a master spreadsheet which will be populated using the returns from each Service. The information will be collated and analysed, enabling the Records Manager to provide an overall percentage of compliance for Falkirk Council for each Element. This information will be provided to the Keeper and to the Corporate Risk Management Group.
- 13.5 The Records Management Working Group will review the information and look at good practice versus bad practice and offer assistance to Services where records management advice is required.

Evidence:

- 1. Extract from Action Plan of the PRSA Working Group 24 April 2013:

'...agreed the format for assessing and reviewing the RMP. Text will be added to the RMP reflecting the assessment and review process.

Following submission of the Plan we will work through what information for each element will go into the spreadsheets per Service. This will be done through the RMWG.'

- 2. Appendix 47 - Assessment of Compliance Falkirk Council - (Records Manager's Master Spreadsheet - Sample Data in Elements 1, 2, 3 and 6).
- 3. Appendix 48 - Assessment of Compliance - CEO - Governance (Sample Data in Elements 1, 2, 3 and 6).

Element 14: Shared Information

Under certain conditions, information given in confidence may be shared. Most commonly this relates to personal information, but it can also happen with confidential corporate records.

- 14.1 In limited circumstances, Falkirk Council shares information with relevant partner agencies. The public is made aware of the Council's information sharing practices on the Council website.
- 14.2 The Forth Valley partner agencies - Falkirk Council, Stirling Council, Clackmannanshire Council, Forth Valley NHS, Police Scotland and Central Scotland Fire Service - have signed up to a new two-tier data sharing framework which is part of the Scottish Accord on the Sharing of Personal Information. The Accord is a national framework for use by agencies across Scotland to improve information sharing.
- 14.3 The first tier is the Forth Valley Accord which was signed in March 2013 and identifies the commitments required by each organisation to enable sharing of personal information. Sign-up and ownership are at the highest level in each organisation. It is a statement of the principles and assurances which govern the activity of information sharing. The Forth Valley Accord provides at paragraph 2.8.1 that all organisations will have a policy document which will make clear their approach to retention, storage and disposal of records, in line with the Public Records (Scotland) Act 2011.
- 14.4 As a second tier, sitting under the Forth Valley Accord will be individual Information Sharing Protocols (ISPs). These protocols will provide specific guidance on data sharing in specific situations. Each ISP will cover a specific area of work and have identified partners. As historic information sharing arrangements come to an end, these will be replaced by new ISPs sitting under the Forth Valley Accord.
- 14.5 Currently, the Council participates in several formal data sharing agreements including the Forth Valley Multi Agency Public Protection Arrangements (due for review August 2013), Forth Valley Antisocial Behaviour Information Sharing Protocol (review in progress), and Falkirk Children's Commission Information Sharing Procedure (due for review May 2014). It is intended that these, and any others due for review, will "migrate" to the new form of ISP in due course.
- 14.6 The Council plans to carry out an audit of its information sharing arrangements to ensure that these are all properly documented, and maintained on a new, centralised information sharing register. It also plans to carry out a review of its use of privacy/fair processing notices to ensure that these are in line with best practice.
- 14.7 Falkirk Council has an Information Security Policy which includes a section on information sharing and all staff are required to comply with this policy. The policy is due to be reviewed in 2014 at which time it will take account of the new Forth Valley Accord.

Evidence:

- 1. [Information Sharing Web Pages](#)
- 2. Appendix 49 - Forth Valley - Scottish Accord Sharing Personal Information.
- 3. Appendix 50 - Forth Valley ISP Template.
- 4. [Information Security Policy](#)

Contracts

S3 Meaning of “public records”

- (1) In this Act (PRSA) “public records” in relation to an authority, means-
- (a) records created by or on behalf of the authority in carrying out its functions,
 - (b) records created by or on behalf of a contractor in carrying out the authority’s functions,
 - (c) records created by any other person that have come into the possession of the authority or a contractor in carrying out the authority’s functions.
- (2) In subsection (1) “contractor”, in relation to an authority, means a person to whom functions of the authority are delegated (whether under a contract or otherwise) by the authority.

- C.1 A number of procedures have been put in place to ensure any contractor carrying out a function on behalf of the Council has appropriate records management procedures in place.
- C.2 The Council’s contract standing orders provide that all tender documents provide that, in so far as carrying out functions of the Council, the contractor will comply with the Public Records (Scotland) Act 2011 and will indemnify the Council in respect of any claims arising due to a contractor’s breach of that Act.
- C.3 The Council intends to use the style wording developed by SOLAR for inclusion in PQQs (pre-qualification questionnaires), ITTs (invitations to tender) and contract conditions. These can be found on the Scottish Council for Archives’ website.
- C.4 The main contractor used by the Council to carry out its functions is the Falkirk Community Trust. The Trust is a company limited by guarantee with charitable status and is owned by the Council. On 1 July 2011 the company assumed responsibility for the management and operation of a range of community facing sport, recreation, arts, heritage and library services. By letter signed 21 and 24 May 2013, the Trust has agreed to comply with the PRSA on terms similar to the style contract conditions referred to in the paragraph above.

Evidence:

1. [Contract Standing Orders](#) (S12, paragraph 24).
2. [Scottish Council for Archives - Records Management Clauses for Contractors](#)
3. Appendix 51 - PRSA Agreement with FCT.

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Records Management and Preservation of Archival Records Policy

2013

Version 1.1



Falkirk Council

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Chief Executive's Statement

Records management is fundamental to the Council's efficiency and we believe that effective records management will bring substantial benefits to the Council. This can be achieved through greater business efficiency and improvements in the use of financial, human and other resources.

Effective records management ensures that all information:

- received or created is stored appropriately and is easily retrievable;
- is destroyed or preserved in accordance with the Council's retention & disposal schedule;
- meets current and future needs, and is capable of supporting change; and
- is accessible to users and that the appropriate technical, organisational and human resource elements exist to make this possible.

The introduction of the Public Records (Scotland) Act 2011 highlights the importance placed on records management within local authorities. It is our aim to ensure we produce and implement an effective Records Management Plan to meet the requirements of the Act. The Plan will be regularly assessed and reviewed to ensure its effectiveness in terms of records management throughout the Council.



November 2013

.....
CHIEF EXECUTIVE

.....
DATE

***This statement provides evidence for Element 3
of the Council's Records Management Plan.***

1. Background

- 1.1 The Public Records (Scotland) Act 2011 [PRSA] specifies that local authorities must prepare a records management plan setting out proper arrangements for the management of the authority's public records and ensure that its public records are managed in accordance with the plan as approved by the Keeper of the Records of Scotland (the Keeper).
- 1.2 Falkirk Council recognises that, under sections 53 and 54 of the Local Government etc. (Scotland) Act 1994, it has a statutory obligation to ensure that proper arrangements are made for the preservation and management of all records, in all formats, created by the Council, in addition to those records inherited from its predecessor authorities.
- 1.3 The Freedom of Information (Scotland) Act 2002 allows the public to have a general right of access to recorded information held by the Council and the Council must be in the position to respond to requests for information under the Act. Falkirk Council aims to achieve best practice in records management through the Section 61 Code of Practice on records management by Scottish public authorities under the Freedom of Information (Scotland) Act 2002. "The aims of this Code of Practice are:
- to set out practices which relevant authorities should follow in relation to the creation, keeping, management and final disposal of their records; and
 - to describe the particular arrangements which apply to authorities which transfer their records to the National Records of Scotland or other public archives."¹
- 1.4 Records management:
- allows us to recognise the information and records we hold;
 - allows the information and records to be easily accessed and retrieved;
 - assists the Council to meet business and legislative requirements;
 - supports the decision making process;
 - defines vital records (which are included in business continuity plans); and
 - realises financial savings through effective storage arrangements.
- 1.5 Falkirk Council will ensure corporate records management policy, procedures and guidance are utilised across all Services and divisions of the authority.

2. Purpose, Aim and Scope

- 2.1 The purpose of this document is to set out the Council's records management and archival of records policy.
- 2.2 The aim of this policy is to ensure effective management of all Council records as a source of information or evidence.

¹ The Scottish Government, S60 and S61 Codes of Practice, <http://www.scotland.gov.uk/Resource/Doc/933/0124124.pdf>, accessed 5 June 2013

2.3 This policy covers all records created, received and managed by all employees, partners and third parties of:

- Falkirk Council;
- Falkirk Council Licensing Board;
- Falkirk Community Trust; and
- Central Scotland Valuation Joint Board.

3. Objectives

3.1 The key objectives of the policy are to:

- establish relevant legislation associated with records management;
- establish specific individual responsibilities in relation to records management within the Council;
- develop, promote and encourage a records management culture where Services recognise the value and benefits of effective records management,
- develop a corporate approach to records management including adherence to relevant legislation, procedures and guidance that are acknowledged and adhered to by all Services of the Council.

4. Legislation

4.1 National legislation relevant to records management:

- Public Records (Scotland) Act 2011;
- Local Government etc. (Scotland) Act 1994;
- Freedom of Information (Scotland) Act 2002;
- The Data Protection Act 1998 etc.;
- Environmental Information (Scotland) Regulations 2004;
- Re-use of Public Sector Information Regulations 2005;
- Local Government (Access to Information) Act 1985; and
- Human Rights Act 1998.

5. Individual Responsibilities for Records Management

Senior Management Responsibility

5.1 The Chief Executive has senior management responsibility in respect of records management for Falkirk Council. The Clerk to Falkirk Council Licensing Board and Central Scotland Valuation Joint Board has senior management responsibility in respect of records management for the Boards. The Chief Executive of Falkirk Community Trust has senior management responsibility in respect of records management for the Trust.

5.2 The Chief Executive Office - Governance has the lead role in respect of corporate records management issues for the Council.

Records Manager Responsibility

- 5.3 The Records Manager within the Chief Executive Office - Governance has professional oversight for records management issues within the Council. The Council is committed to ensuring relevant training is available to the Records Manager as part of a continued professional development programme and has developed a competency framework detailing the required skills for the Records Manager.

Corporate Records Team

- 5.4 The Corporate Records Team manages all semi-current and non-current records on behalf of the Council, Falkirk Council Licensing Board, Central Scotland Valuation Joint Board and Falkirk Community Trust.
- 5.5 All Services of Falkirk Council, Falkirk Council Licensing Board, Falkirk Community Trust and Central Scotland Valuation Joint Board, as agreed by Corporate Management Team, are required to utilise the services of the Corporate Records Team.
- 5.6 A competency framework is in place detailing the required skills for the Corporate Records Administrator and the Corporate Records Assistants.

Falkirk Community Trust Archivist

- 5.7 The Archivist has the lead role and professional oversight in respect of archival issues within Falkirk Council, Falkirk Community Trust, Falkirk Council Licensing Board and Central Scotland Valuation Joint Board.
- 5.8 An Operational Agreement defines the respective responsibilities of the Chief Executive Office - Governance and Falkirk Community Trust to ensure effective archival and transfer arrangements are in place.
- 5.9 As part of the Records Management Strategy a competency framework is in place detailing the required skills for the Falkirk Community Trust Archivist.

Service Responsibility

- 5.10 It is the responsibility of Directors / Chief Officers to ensure the Records Management Strategy is fully implemented within their Service in order to comply with, and support, the required elements of the Records Management Plan.
- 5.11 The Director / Chief Officer will designate a records management representative to assist the Service meet their obligations under the Records Management Strategy. This representative will represent their Service at the Records Management Working Group.
- 5.12 All employees are responsible for the proper management of the records they create and use and should adhere to the Records Management Strategy.

Legal Responsibility

- 5.13 The Legal Division of the Chief Executive Office - Governance is responsible for providing legal advice in relation to access to information, information security and data protection.

Policy, Technology and Improvement Division Responsibility

- 5.14 The Policy, Technology and Improvement Division of Corporate & Neighbourhood Services is responsible for providing specialist / technical advice for all aspects of managing electronic records to fulfil the requirements of the Records Management Plan.

All Falkirk Council Employees

- 5.15 All employees have a responsibility to manage their own records from creation to disposal and therefore must adhere to all relevant procedures, practices and guidance for records management.

6. Records Management Working Group

- 6.1 The Records Management Working Group (RMWG) meets quarterly to ensure a corporate approach to records management is adopted throughout the Council. The RMWG reports to the Corporate Risk Management Working Group.
- 6.2 The remit and minutes of the RMWG are available on the Council's records management areas on the underground and website.
- 6.3 The RMWG is responsible for the continued assessment and review of the Records Management Plan required under the Public Records (Scotland) Act 2011.

7. Records Management Procedures and Guidance

- 7.1 Up to date records management guidance and procedures are available on the Council's Underground pages. All Services are required to adhere to the guidance and procedures. This documentation is continuously developed, monitored and updated where required and includes:
- Records Management Structure;
 - Records Management Plan;
 - Records Management and Preservation of Archival Policy;
 - Records Management Working Group Remit and Minutes;
 - Records Management Guidance;
 - Retention & Disposal Schedule and Updates Pro-forma;
 - Destruction Forms; and
 - Corporate Records Guidance and Procedures.

8. Assessment & Review

- 8.1 This Policy will be reviewed in conjunction with the assessment and review of the Records Management Plan required under the PRSA.
- 8.2 Service compliance for all records management procedures and practices will be reviewed by the RMWG. Services will submit statements of compliance half-yearly to demonstrate their current compliance.

FALKIRK COUNCIL

Subject: STRATEGIC JOINT COMMISSIONING PLAN: SERVICES FOR OLDER PEOPLE 2014-2017
Meeting: EXECUTIVE
Date: 14 JANUARY 2014
Author: DIRECTOR OF CORPORATE AND NEIGHBOURHOOD SERVICES

1. INTRODUCTION

- 1.1 The purpose of this report is to present Members with the Strategic Joint Commissioning Plan for Services for Older People (JCP), which has been prepared by a range of partners and led by Falkirk Council, and the report of the consultation process. The consultation report and JCP shown as Appendix 1 in this report. The partners involved in the development of this plan include, Falkirk Council, NHS Forth Valley, CVS Falkirk & District and Scottish Care. While this is not a formal partnership, for the sake of this report this collective of agencies will be referred to as 'The Partnership.'

2. BACKGROUND

- 2.1 As part of its Reshaping Care for Older People and associated change programme, the Scottish Government required all health and social care partnerships to produce a JCP, setting out a 3 year plan for service development. The initial draft JCP and Partnership Position Statement was submitted to the Scottish Government on 1 March 2013.
- 2.2 Since the 1 March 2013, The Partnership has undertaken a formal consultation of the JCP, within the Falkirk Council area and simultaneously, the Joint Improvement Team (JIT), on behalf of the Scottish Government, has reviewed all JCPs and Position Statements from across Scotland. The revised JCP has been developed with all feedback. Supporting documents, for example detailed demographics and disease prevalence information is available as background documentation.

3. JCP OVERVIEW

- 3.1 The overall vision contained within is "to enable older people in Falkirk Council area to live full and positive lives in their own homes or when this is not possible within homely settings within supportive communities."
- 3.2 The JCP has been developed to align and take forward the Single Outcome Agreement, with all priorities and actions contributing towards the strategic outcomes. Due to the significant development and consultation period involved in forming the JCP, the plan will be relevant to the period 2014-2017. In addition, the JCP also recognises emerging

- legislative requirements and policy, for example Integration of Health and Social Care, Self Directed Support (Scotland) Bill and the Community Engagement and Renewal Bill.
- 3.3 The basic structure of the JCP reflects the Reshaping Care Pathway. The Pathway groups services under headings; Preventative and Anticipatory Care, Proactive Care at Home, Effective Care at Times of Transition and Residential and Hospital Care. There is also an additional heading called enablers, which describes the framework being developed to support service development and delivery e.g. Performance Management & Workforce Development. The JCP sets out:
- Our vision for Falkirk as a place to live well;
 - Why change is necessary;
 - What people told us about the supports and services that are important;
 - The policy and planning context; and
 - Our priorities and how we will action these.
- 3.4 A number of the actions in the JCP are relevant to partners within the wider community planning framework, for example helping people to feel safe within communities and building links and capacity within local social enterprises. In order to progress these actions, links have been established via the Community Planning Leadership Group.

4. JCP CONSULTATION

- 4.1 During the period 4 March and 31 May 2013, the Partnership ran a consultation process regarding the JCP, which was open to all communities and agencies. Approximately 150 participants took part in 2 large events, 5 geographically based discussion groups and web and paper based questionnaires. In addition, information has been presented to various forums across the Falkirk area for example, the Community Care and Health Forum.
- 4.2 A number of key themes emerged during the process which are summarised below and have developed in more detailed in Appendix 2. The key themes are:
- Older people should be recognised as an asset to communities and not treated as a burden;
 - Agencies should work together more effectively to deliver care in a more integrated way;
 - Organisations and their staff need to develop the appropriate skills to engage with and provide care for older people, their carers and families;
 - We need to develop a more person-centred approach that meets the needs of individuals; and
 - Services should share information where appropriate and ensure people are aware of what is available.
- 4.3 The final JCP has been re-drafted to reflect feedback and incorporate development points as actions within the plan. The Partnership are keen to continue to engage with communities to take forward the plan and this will be facilitated via a Communication and Engagement Plan.

5. PERFORMANCE MANAGEMENT

- 5.1 Performance against the JCP will be monitored by the officers who attend a Joint Management Group. Existing and new performance indicators are currently being established to show progress towards JCP actions and ultimately towards the SOA. Performance management will relate to the actions in the Reshaping Care Pathway headings, which focus on developing direct supports and services for older people and also the Enablers, for example workforce development, co-production and stakeholder engagement.

6. CONCLUSION

- 6.1 The Joint Strategic Commissioning Plan for Older People describes Falkirk Partnership's shared view of how care services and supports for older people, their carers and families need to change over the next 3 years (2014-2017) and beyond. The final plan following consultation and amendments is set out in appendix 2.
- 6.2 The Partnership recognises that we need to work together to provide co-ordinated care and support for older people, their carers and families living in the Falkirk area. In order to ensure that the right health, social care and housing support is available, partners within the statutory, third and independent sectors must continue to work together. The JCP provide a framework which will focus and enable partners to use resources in joined up ways.

7. RECOMMENDATIONS

Members are invited to:

- 7.1 **Consider approval of the Joint Strategic Commissioning Plan for Older People 2014-2017, including priorities and actions.**

.....
DIRECTOR OF CORPORATE & NEIGHBOURHOOD SERVICES

Date: 11 December 2013

Ref: ABB0114LM

Contact Name: Lesley MacArthur

LIST OF BACKGROUND PAPERS

Any person wishing to inspect the background papers listed above should telephone Falkirk 01324 506260 and ask for Lesley MacArthur.

Reshaping care for Older people Consultation Feedback We Asked, You Said, We Did...

As part of a wide scale review of care and support for older people across the Falkirk district, the Falkirk Partnership, which has been formed between NHS Forth Valley, Falkirk Council, CVS Falkirk & District and Scottish Care, have been working with communities, community groups, third sector organisations, private sector providers, to gather information about what you feel our priorities should be and how we can improve services over the next 3 years.

In order to do this, the Partnership ran 2 large events and 5 smaller discussion groups across the Falkirk area. A total of 140 people took part in these events. We also gathered views through online and paper-based questionnaires and presented information to various forums across the Falkirk area for example, the Community Care and Health Forum.

A number of key themes emerged during the process which we have summarised below and have developed in more detailed in the following sections of this report. It should be noted that there was some overlap between the responses received for each discussion point. The key themes are:

- Older people should be recognised as an asset to communities and not treated as a burden
- Agencies should work together more effectively to deliver care in a more integrated way.
- Organisations and their staff need to develop the appropriate skills to engage with and provide care for older people, their carers and families.
- We need to develop a more person-centred approach that meets the needs of individuals.
- Services should share information where appropriate and ensure people are aware of what is available.



The Vision & Draft Joint Commissioning Plan	
We Asked Questions about...	You Said...
<p>Your general views on the vision and draft plan.</p> <p>Vision: <i>To enable older people in the Falkirk Council area to live full and positive lives in their own homes or when this is not possible, within homely settings within supportive communities.</i></p>	<p>The general feeling was that the vision and draft plan are heading in the right direction, but there are some significant challenges to be overcome. And a good starting point would be to make sure that the plan is written in clear, accessible language, so that everyone can understand it. The key points were:</p> <ul style="list-style-type: none"> • Vision is a good start, but it's ambitious. • Maintaining independence is important, but support needs to be in place, based on individual need. • The plan is too complicated – it needs to be written in plain English. • Engagement has been very weak and needs to be ongoing. • Focus on services for adults with complex needs – age is just a number! • Shift 'hearts and minds' – recognise people as assets – help people to not fear becoming older.
<p>We will...</p> <ul style="list-style-type: none"> • Re-draft a plan that includes your views and comments. • Make sure that the plan is written in plain English, so that it is understandable. • Keep you involved in the process by providing information regularly, and in different formats. • Develop a glossary which explains the meaning of any technical or clinical terms which are used in the plan. • Make sure that the actions within the plan recognise people as assets and ensure that services are planned to suit individual need. 	

Preventative and Anticipatory Care

We Asked Questions about...	You Said...
<p>Your views on what Preventative and Anticipatory care means to you and what the plan should include.</p>	<p>There was a lot of discussion about the need to help people to remain as independent as possible, and the important role that communities can play to support this. You made it clear that services should increase independence, not create dependence. The key points were:</p> <ul style="list-style-type: none"> • Change the title of the section to say what it actually means! (this point applies across a number of sections) • Increase communication, joined-up working and access to services across all agencies. Provide single point of contact – information ‘hub’. • Agencies need to work better together to improve services and referral processes. • Provide more activity within communities to help people feel safe, reduce isolation and support healthy living e.g. befriending, inter-generational work. • Support volunteering, community development and community based supports. • Take a person-centred approach which allows choice and ownership of support and care. Services should focus on the needs of individuals – one size does not fit all! • Early intervention, planning and assessment of risk is important – falls prevention, use of technology to link professionals. • Good access to transport is critical.
<p>We will...</p> <ul style="list-style-type: none"> • Review the title of the section to ensure that it’s purpose is clear, for example ‘Supporting you to be as healthy & well as possible’. • Highlight and build on the good practice and services that are currently in place in communities, such as volunteering, and community-based networks. • Recognise the importance of supportive communities and provide better information about community-based supports to all partners and within communities. • Work with the local Community Safety Partnership to develop actions which will work towards people feeling safe at home and within their community. • Ensure advice and information about community based supports is easily available and accessible to allow choice. • Make sure that the Partnership adopts a focus on individuals being able to maintain their own health and wellbeing via the range of community based supports. 	

Proactive Care at Home	
We Asked Questions about...	You Said...
What you feel should be included in Proactive Care and Support at Home.	<p>There was a lot of discussion about the need to help people to remain as independent as possible, and the important role that communities can play to support this. You made it clear that services should increase independence, not create dependence. And you said that technology could be really useful, but we need to make sure that it does not replace face-to-face care and support. The key points were:</p> <ul style="list-style-type: none"> • Recognise what we do well already. • Plan services around the needs of the individual to recognise the complexity of individual conditions and without artificial age limits. • Person centred approach – acknowledge that home based care is not always best – it can depend on condition. • Assessment processes should be connected, clear and faster – agencies need to act before the situation becomes a crisis. • Assessment and planning should consider carers and ensure that they are supported as quickly as possible. • Make sure that carers will feel supported and able to manage their own health and wellbeing. • Make sure that people are aware of the support & service options available to them and are able to make their own choices. • Increase activity to keep people healthy, well, safe and independent – ensure people do not become ‘prisoners in their own home’. • Recognise the role of all partners in providing services e.g. voluntary and community sector. • Respite care – essential for service users and carers. • Make better use of technology to provide services (e.g. Mobile Emergency Care Service) and to link agencies through shared systems. • Increase amount of suitable housing which has been planned/designed for older people. • Adaptations and equipment should be timely and fit for purpose. • Sufficient transport links within communities and to Forth Valley Hospital are crucial to access and mobility. • Ensure that people are safe from financial and physical abuse.
<p>We will...</p> <ul style="list-style-type: none"> • Review the title of the section to ensure the purpose is clear, for example ‘Supporting you to be as independent as possible’ • Involve all the relevant partners, to look at what we can do to improve accessibility of pavements, shops, buildings and transport. Some of these issues are beyond the powers of the Partnership, but we can try to work with private businesses, such as shops and bus companies, to tackle them. • Prioritise the development of assessment and care plan arrangements, which put the person at the centre of the planning process, responds before points of crisis and enables agencies across all sectors to work together effectively. • Through Self Directed Support, we will ensure the co-creation of personal care plans and help people understand the options available to them through personal budgets. • Review and develop day services to provide a range of options. 	

- Provide information that explains types of technology and how it may be introduced and used to improve services rather than replace them.
- Set out the local model of specialist housing.
- Provide information and support to enable people to make choices on suitable housing ,equipment and adaptations to meet assessed need.
- Implement the Forth Valley Carer's Strategy and Falkirk's local Carer's Action Plan.

Effective Care at Times of Transitions	
We Asked Questions about...	You Said...
Effective Care at Times of Transition; What does this mean to you and what should we include?	<p>There was a lot of discussion about the importance of joined-up services which are available when people need them. You emphasised the challenges of the points where things change – often these happen when there is a crisis, which makes everything more difficult. There was a clear concern that people whose lives are changing should not have to worry about which service is helping them, or providing the same information over and over. The key points were:</p> <ul style="list-style-type: none"> • Faster responding, consistent service - 24 hours 7 days per week – this may reduce the number of emergency admissions. • Out of hours service – consider role of e.g. paramedics, district nurses – could roles be enhanced/changed to prevent admission? • Improved information sharing between agencies and services – people should not be asked same question multiple times! • More integrated, seamless service – ONE service - service users shouldn't notice when they are moving between service providers. • Assessment process should be faster to respond to changing needs – before it becomes a crisis. • Take a key worker approach. • Providers of care across all agencies should be trained to provide appropriate care and be sensitive and respectful of individual requirements – e.g mental health, learning disability, dementia, Parkinson's. • Consider individual needs and recognise strengths – keep people independent - don't make them dependent. • Recognition that transition is stressful for service user and carer – consider the needs and views of carers and families. • Services must focus on rehabilitation and recovery. • Provide more regular, scheduled medication reviews as part of care plans. • Faster access to the same GP – consider how triage services can be used to support. • Self Directed Support – real opportunity for people to maintain ownership of care/support.
<p>We will...</p> <p>In addition to points highlighted within the previous section:</p> <ul style="list-style-type: none"> • Review the assessment process to ensure that it is proactive avoids duplication, reduces in need for repetition, is provided in a more integrated way, includes the key worker approach, involves patients, carers and reflects a more person centred approach. • Include actions that focus reviewing current work patterns across the Partnership to consider how we can adapt services to provide consistency across the week and ensure that any change is based on evidence. • Support and build connections between services across the Partnership to ensure that referrals and transitions are more effective 	

- Improve the medication review process as part of care plans, including the role of partners.
- Produce guidance and information for communities about using medication.

Hospital & Residential Care	
We Asked Questions about...	You Said...
What we should be focussing on in relation to Residential & Hospital Care?	<p>There was a lot of discussion about the importance of avoiding hospital admissions where possible, and of helping people to move back home as quickly as possible, with the right support to help them recover. You emphasised the importance of health and social care agencies dealing with these issues constructively, given the difficult financial climate. There was also a concern about some specific aspects of Forth Valley Hospital itself, particularly in relation to physical access and signposting. The key points were:</p> <ul style="list-style-type: none"> • More individual care planning is required at a stage well before crisis and to ensure that hospital and residential admissions are planned. • Anticipatory care should reduce admissions – however some emergency admissions are inevitable. • New carers should be identified and supported from the point of admission, not discharge. • Respite care is important and may help prevent emergency admissions. • Provide training and education for staff in how to help people to regain their independence, and extend this to carers and families. • Increased use of technology is positive if adding to services rather than replacing. • Consider the role of GPs and District nurse, Geriatricians, Occupational Therapists, and Physiotherapists in the community. • Whole systems redesign required – improve processes rather than increase provision. • Focus on outcomes rather than number based outputs. • 24/7 service provision – why not? • Improve access within Forth Valley Hospital for example signposting to departments, colour coding in corridors.
<p>We will...</p> <p>In addition to points highlighted within the previous sections:</p> <ul style="list-style-type: none"> • Give priority to improving joint working between hospitals and community based services to increase continuity of care, reduce admissions and delays in discharge. • Ensure that the admission, patients journey through hospital and discharge to appropriate care is improved and person centred. • Further develop appropriate respite care that is proactive, linked to anticipatory care planning and prevents crisis situations arising. • Develop community based dementia services to support older people with dementia and their carers through diagnosis and beyond. • Action a medium term plan which will re-design residential care and housing with care. 	

Moving Forward.....	
We Asked Questions about...	You Said...
How we can make sure that the plan becomes a reality.	<p>There was a lot of discussion about how important it is to change the culture within agencies, but also that this is a challenging, long-term process. You particularly emphasised the importance of much better communication between agencies, and with service users and carers. And you also stressed the potential benefits of involving service users and carers in monitoring and evaluation as well as future service planning. The key points were:</p> <ul style="list-style-type: none"> • Have a common purpose - all Partners need to agree and work towards vision. • Ensure high level buy-in (Chief Exec, Board and Elected Member) of consultation outcomes to ensure it is incorporated into JCP. • Establish manageable action plans with relevant and meaningful performance indicators. • Communication needs to improve between partners and also with service users, carers, families and wider community. • Shared information systems – overcome data protection barrier. • Clarify roles across partners and make accountability clear. • Involve communities in the evaluation of actions. • Ongoing engagement of local people – service users, carers and families - move from representation to participation. • Learn from previous change processes e.g. children's services and GIRFEC. • Give services the capacity to respond to change - educate and raise awareness across all partners. • Develop and support our workforce to adapt practice towards proactive services e.g. reablement, fall prevention. <p>Change perceptions and attitudes of staff through workforce development.</p>
<p>We will...</p> <ul style="list-style-type: none"> • Communicate the Partnership vision, plans and actions across the Partnership to ensure that we are working to common purpose. • Produce a revised plan and a clear set of actions which incorporates feedback from consultation. • Ensure that partners are aware of and understand the plan in order for wide scale support and ownership across all stakeholders. • Implement a workforce development plan which will ensure that staff across all partners have access to information and training. • Develop an action plan for ongoing engagement across partners and communities that includes input to future service design, monitoring and evaluation. • Make better use of the information that we collect through shared systems. 	

Falkirk: A place to Live Well

Falkirk Partnership

STRATEGIC JOINT COMMISSIONING PLAN FOR
OLDER PEOPLE 2014 - 2017

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JOINT STATEMENT

Falkirk Partnership is committed to making sure that services and supports for older people, their carers and families are high quality and accessible to the right people at the right time.

We understand that there are a number of critical factors in being able to achieve our strategic vision which is **“to enable older people in Falkirk Council area to live full and positive lives in their own homes or when this is not possible within homely settings within supportive communities.”**

Our partnership approach is well developed and over the past year we have worked together as statutory services, Third and Independent sectors with older people and their carers to develop our Joint Commissioning Plan.

Through this work we understand that the critical success factors to achieving our vision include:

- Putting older people, their carers and families at the heart of service design and development;
- Taking an asset based approach to service development, which recognises the wealth of our communities;
- Recognise the importance of independence by focussing on re-ablement, rehabilitation and recovery;
- Taking innovative approaches to the way that we collaborate within the partnership, including the way that we use physical resources such as buildings;
- Communicating frequently in a way which is accessible and understandable, and allows an ongoing, two way dialogue.

We are therefore committed to delivering the outcomes set out within the Joint Strategic Commissioning Plan for Older People.

Introduction

The Joint Strategic Commissioning Plan has been prepared by the Falkirk Community Planning Partnership to describe our shared view of how care services and supports for older people, their carers and families need to change over the next 3 years (2014-2017) and beyond.

The Partnership recognises that we need to work together to provide co-ordinated care and support for older people, their carers and families living in the Falkirk area. In order to ensure that the right health, social care and housing support is available, partners within the statutory, third and independent sectors must continue to work together – and for this to happen all partners will be working to a common vision and set of aims, objectives and outcomes- using their skills and resources in joined up ways.

What will the plan do?

The Strategic Joint Commissioning Plan for Older People's Services sets out:

- Our vision for Falkirk as a place to live well
- Why change is necessary
- What people told us about the supports and services that are important
- The policy and planning context
- Our priorities and how we will action these.

How has the plan been developed?

NHS Forth Valley, Falkirk Council, CVS Falkirk and District and Scottish Care have worked closely together to develop the plan. We have considered changes that will have an impact on the services that we currently deliver. This includes an increasing population of older people who are living longer and have increased and changing expectations, health inequalities and disease, policy that will affect services (for example the Integration of Health and Social Care and Self Directed Support), and the ongoing constraints set by the economic climate.

The priorities and actions have also been informed by gathering feedback from the wider third and independent sectors and, most importantly, from older people, their carers and families. We asked communities and partners who deliver services for their thoughts on the draft plan, through a series of events, discussion groups and presentations across the Falkirk Council area.

Through consultation, we know that communities are keen to be involved in service design and evaluation. We have developed a plan for communication and engagement which sets

out ongoing discussion with older people, and their carers and families so we can all be confident that we are moving in the right direction, getting the best value from all our resources, and achieving the outcomes that deliver the best possible quality of life for older people whatever their health and social care needs.

The plan has also been approved by Elected Members, the Community Planning Partnership Leadership Group and Falkirk Council and NHS Partnership Board.



Our Vision

Our vision for Falkirk is **“to enable older people in Falkirk Council area to live full and positive lives in their own homes or when this is not possible within homely settings within supportive communities.”**

The Joint Commissioning Plan, sets out priorities and actions which will enable partners to continue to make progress towards achieving the vision, within the initial 3 year period.

We recognise that to deliver this ambitious vision will require substantial changes to both attitudes and the way that services are delivered and that organisations, individuals and communities will need to embrace change. We will need to shift investment from reactive, crisis driven actions that can lead to dependency, to actions which enable people to have ownership of their own wellbeing and care, and that support their well-being and independence.

We know the biggest concerns for older people are isolation, personal safety, feeling connected and being valued. As these are major factors in determining health and care needs, our aim is to address these for all older people.

We also know that overall older people provide far more care than they receive. Across Scotland approximately 20,000 people over 65 years receive more than 20 hours home care per week while over 40,000 provide more than 20 hours unpaid care per week. Older people are an asset not a burden and we must work to ensure their important contribution can be sustained and developed alongside wider community supports.

The changes that we would like to see happening within the Falkirk Council area through the delivery of the plan over the next 3 years are:

- Older people and their carers have control over their own health, care and well being through a range of community based services;
- Older people live in a homely environment within a supportive community, in order to avoid unnecessary admissions to care homes or hospitals;
- Older people, their carers and families will have control and choice over decisions about their care, particularly at times of transition;
- Supports are in place to ensure that older people are not admitted to hospital where this is not appropriate and that discharge is not delayed.
- An enabling infrastructure of integrated working practice across all partners and communities is in place to underpin and support the pathway of care.

These changes are included within the Community Planning Partnership’s Single Outcome Agreement (SOA).

Why Change is Necessary

In Falkirk, we are aware that we are faced with a number of challenges that mean that the demand for health and social care services has been and will continue to substantially increase. The possibility of delivering the same level of services to a greater number of people with increasingly complex needs is not financially feasible. Quite simply, we will not have the resources to be able to deliver health and social care in the current reactive way.

The key challenges that we face are summarised below.

Falkirk's Older Population

In 2013, there are approximately 26,278 people aged over 65 living in Falkirk, which is 17% of the total area population (currently 155,705). By 2035 it is projected that 42,708 people will be aged 65 or older, accounting for 25%, a quarter of the total population in the Falkirk area.

Life Expectancy

A major challenge is the growing number of older people, who are often living with multiple long term conditions, some of which may be caused by a combination of living longer and lifestyle choices.

Life expectancy is an estimate of how many years a person might be expected to live, and healthy life expectancy is an estimate of how many years a person might live in 'full health'. The difference between these figures can provide an indication of the level of demand that may be put on services. Over recent years, life expectancy has increased in Falkirk and it is predicted to continue to rise.

Falkirk males have a difference of 10 years between healthy life expectancy and life expectancy. Falkirk males are expected to live until 76.4 years, however, from 66.4 years of age they are expected to require some form of health or social support. Females in Falkirk have a difference of 10.9 years between Healthy Life Expectancy and Life Expectancy.

Lifestyle Choices and Disease

There is an expectation that the 'burden of disease' will continue to increase proportionally as the number of people living longer over the age of 65 continues to rise. This could be significantly exacerbated by the lifestyle choices that people make, such as unhealthy eating, excessive alcohol consumption and smoking, which may result in an increase in the number of people diagnosed with diabetes, heart disease, cancer and arthritis. This will have a significant impact on service provision.

It is estimated that during the 3 years of this plan, heart disease will increase by 7%, stroke by 8% and dementia by 9%. This will have a significant impact on service delivery and how older people are supported fully for as long as possible in their communities.

Hospital Care

The commissioning of Forth Valley Royal Hospital during 2011 was the final stage in a significant disinvestment in acute bed numbers, with Forth Valley now having the lowest number of acute beds per 1,000 of population in Scotland. It is therefore critical that we work to minimise emergency admissions and ensure patients are able to be discharged from hospital as quickly as possible, meeting the national Delayed Discharge target. It is recognised that there are some patients with high level needs whose discharge will take longer to arrange and therefore the standard maximum delay is not always applicable.

Financial Framework

In order to best inform planning and decision making, the partnership will consider the most effective ways to make better use of resources across health and social care. Difficult decisions on service priorities will be required due to the combination of increased demand for services from an ageing population and a prolonged period of severely constrained public spend, including the requirement to generate significant cash releasing savings year on year. In real-terms, reductions in public expenditure are now estimated to be required until at least 2017/18, which makes our challenge greater.

What people told us about the supports and services that are important

To develop the plan, we have been working with communities, community groups, third sector organisations, independent sector providers, Housing Associations, NHS Forth Valley and Falkirk Council to gather information about what our priorities should be and how we can improve services over the next 3 years.

The consistent themes that were raised as being important are:

Planning services around individual need

People are very clear that one service does not fit all. Services have to be planned and adapted to suit the needs of individuals. Individuals, their carers and families should have choices about which services that they would like to access and have a say in their own care plan.

When more formal health or social care is required, people would like care plans to be developed which recognise them as people instead of an illness or disability, plan ahead and anticipate future needs, and incorporate the choices of the older person, their carer and families.

Within the community, people want to be informed about the range of activities and support services that are available, for example sport, leisure and activity groups, lunch clubs and other day services. This will enable people to choose which supports are most appropriate at any given time and allow people to manage their own health and wellbeing. Older people should be recognised as an asset to communities and not treated as a burden.

Within residential and hospital settings, people would like service providers to work together effectively so that individual care plans are transferable across all services.

Working together to deliver services

A great deal of the feedback that we received focussed on the need for agencies across all sectors to work more closely together. People were clear that supports and services should be available when they were needed and that the continuity of care and service should not break down when being delivered by different agencies – service users should not notice when they are moving from services that are being provided by one agency or department to another.

The partnership will ensure this happens by improving assessment procedures and developing better ways to refer and communicate.

Developing our Workforce

There is a broad recognition that we cannot expect services to become more focussed on recovery and keeping people independent for as long as possible, without providing training,

education and support for staff across all agencies, and importantly also to unpaid carers and communities.

The Partnership will action this by promoting the Partnership's vision, making sure that staff across all agencies and communities themselves are aware of, and have access to the plan, and by providing information and training with a focus on recovery and re-ablement.

Keeping you involved

Communities want to be involved in reshaping care for older people. This includes being able to contribute to how services are developed and also to monitor and evaluate how the plan is being taken forward across the Partnership. Communities also want to be more informed about the services and supports that are available to them to enable greater choice and ownership of wellbeing and care. A lot of people told us that there is a need for better communication amongst partners, between staff, with patients and carers and to the wider community.

The Partnership will make this possible by providing regular opportunities for ongoing participation. This will be through regular communication to keep communities informed of progress and developments and also by working with existing groups, organisations and forums with an interest in services for older people to enable input to service design and evaluation. The Partnership has developed a plan for engagement which describes the actions that we will take to keep people involved and informed.

Policy and Planning Context

During the development of the plan, the Falkirk Partnership has taken into account the evolving policy landscape – both at national and local level. This includes the Scottish Government's 2011 vision for Reshaping Care for Older People and the move towards the integration of health and social care services. For example, we recognise that when commissioning services for older people, we must be clear about the outcomes we are working towards and consider how best these can be achieved, supported by an integrated approach – whether this be working collaboratively with partners, or full integration in providing services together. Integration can happen across sectors, organisations and geographies.

The key policies and strategies that we have taken into consideration during the development of the plan are shown in table 1 below and include:

Table 1

National Drivers	Local Drivers
<ul style="list-style-type: none">▪ Reshaping Care for Older People▪ Caring Together▪ Healthcare Quality Strategy for Scotland▪ National Dementia Strategy▪ Self-Directed Support Bill▪ National Strategy for Housing for Older People▪ Community Empowerment & Renewal Bill▪ Equally Well	<ul style="list-style-type: none">▪ Strategic Community Plan▪ Falkirk Council Corporate Plan▪ NHS Forth Valley Corporate Plan▪ Forth Valley Carers Strategy▪ Poverty Strategy: Towards a Fairer Falkirk▪ Culture & Sport Strategy: Falkirk Community Trust▪ Local Housing Strategy▪ Equally Well In Falkirk▪ Single Outcome Agreement▪ Falkirk Partnership Change Plan

Reshaping Care for Older People Change Fund

The Scottish Government launched their vision for Reshaping Care for Older People in 2011. Along with the vision, resources have been made available to each Partnership area in the form of a four year Change Fund. The Falkirk Partnership received an allocation averaging £2million per annum between 2011 and 2015. The purpose of the Change Fund is to allow Partnerships to invest in transformational change; to shift the balance of care from reactive, high cost services to supporting early intervention and preventative supports, delivered within the community. It is intended that over the four year period, Partnerships have a commissioning framework which allows disinvestment in some services, to enable ongoing investment in the new model of care.

Falkirk Partnership have allocated funds to a range of projects across all sectors, supporting projects which focus on changing the way that services are delivered within community, acute and residential care settings. The overall impact of the investment and the transformational change is closely monitored locally and nationally by the Joint Improvement Team on behalf of the Scottish Government.

What do we mean by Commissioning?

Commissioning is the process of planning and delivering services. This involves understanding needs, planning how these should be met and putting services in place, either by delivering services directly or purchasing them. Moving forward, Falkirk Partnership will ensure that every opportunity is explored to allow older people, their carers and families to be involved in the commissioning process, for example through gathering information to help develop service specifications and re-shape services to reflect need and individual requirements.

The plan sets out how the Falkirk Partnership will work towards the Scottish Government's Reshaping Care for Older People Strategy, which describes a new model for delivering care that focuses on keeping people independent with a good quality of life. The table 2 below gives examples of the shift from 'old' to 'new' models of care:

Table 2

Old care model	New care model
Reactive care	Preventative care
Hospital centred	Embedded in communities
Disjointed care	Integrated, continuous care
Patient as passive recipient	Patient as partner
Carers undervalued	Carers supported as partners
Self care infrequent	Self care encouraged and facilitated
Low tech	High tech
Episodic care	Team based
Geared towards acute conditions	Geared towards long-term conditions

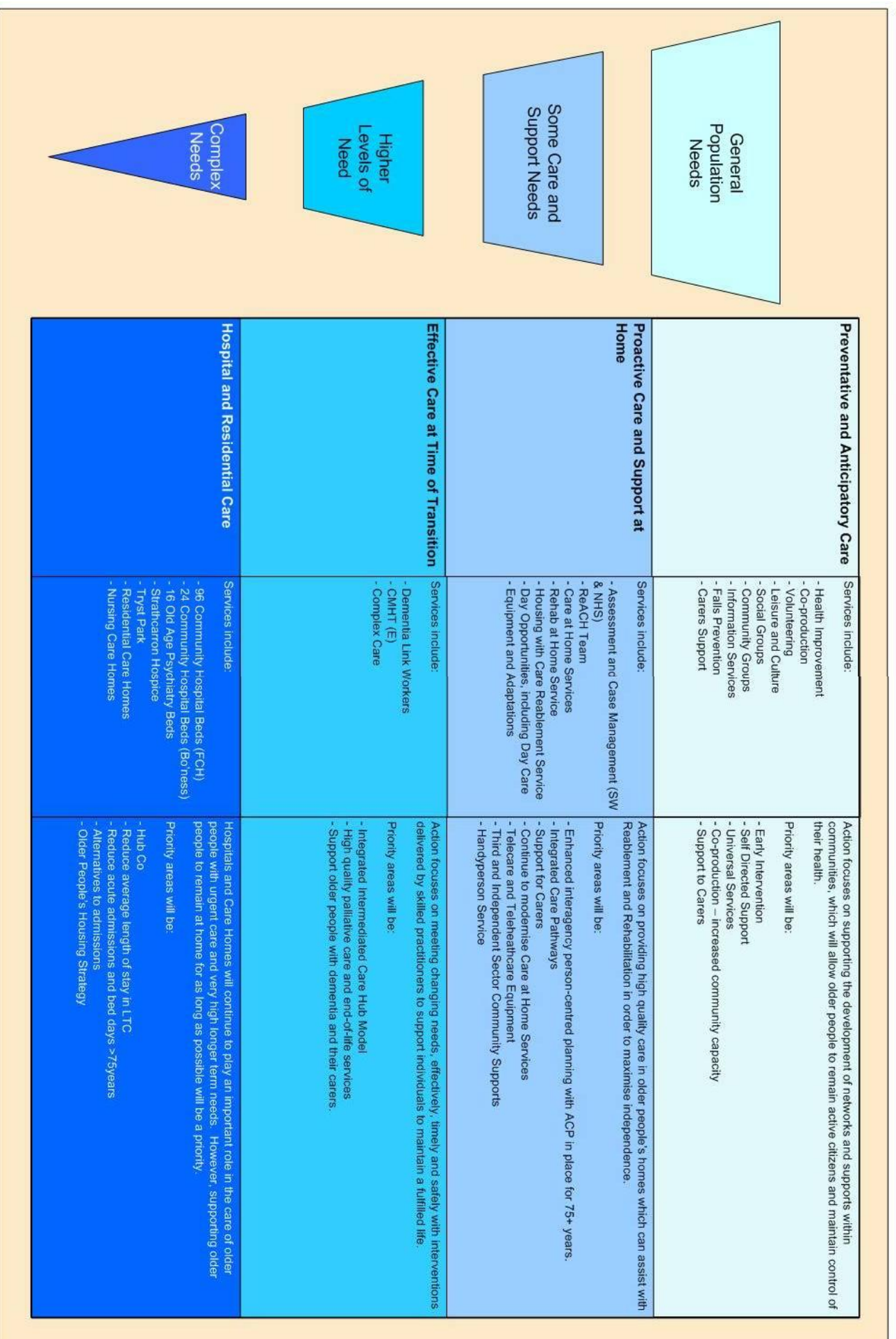
Our Priorities

We understand that reshaping care is complex and complicated. It is important that the right services are in place, at the right time, and in order to achieve this, the Joint Commissioning Plan sets out our intentions, based on headings of the Re-shaping Care Pathway. The areas covered are:

- Preventative and Anticipatory Care: Promoting Health and Wellbeing
- Proactive Care and Support at Home: Supporting Living at Home
- Effective Care at Times of Transition: Effective Care at the Right Time
- Hospital and Care Homes
- Enablers: A framework of systems and supports to facilitate change
- Cross-cutting themes

It is acknowledged that many services can relate to more than one heading of the Re-shaping Care Pathway, and that in addition, there are specific cross-cutting themes that should flow through each aspect of service design and delivery. These are, for example, re-ablement, recovery, technology and support for carers.

The diagram shown on page 12 illustrates the Care Pathway. It is intended that there is movement in both directions i.e. that people do not progress through the pathway, but can move according to their care and support needs, at any given time.



Preventative and Anticipatory Care: Promoting Health & Wellbeing

SOA Outcome: Older people and their carers have control of their own health, care and well-being through a range of community based services.

Preventative and anticipatory care is not just about the services that are provided by statutory services, for example falls prevention services and anticipatory care planning. The third sector has a critical role to play in supporting the development of networks and supports within communities, which will allow older people to remain active citizens and maintain control of their health and well-being. Statutory sector partners will continue to work with Third sector organisations and groups and independent sectors to ensure that networks are developed and supported.

The Change Fund is supporting a range of preventative services and the partnership will continue to focus on the provision of a range of services including:

- Community groups
- Information services
- Carer support
- Volunteering
- Health Improvement
- Information services.

We recognise that in order for older people, their carers and families to be able to maintain control of their health, care and well-being advice and information about services and support within the community must be accessible for people to make informed choices. In addition to the range of service provided, the partnership will continue to:

- Build capacity in our communities by working with organisations to design and deliver innovative services which improve outcomes for our older people with an aim to longer term sustainable improvements.
- Promote positive lifestyles, through for example work with Falkirk Community Trust, such as one Step Forth programme which promotes walking and active lifestyles, the 'cuppa' screenings programmed in the Hippodrome and a community choir which brings together adults of all ages.
- Promote volunteering through the CVS and Volunteer Centre to create meaningful opportunities for older people that improve their health and wellbeing, reduce social isolation and builds confidence and capacity that can lead to improved independence and community resilience. Volunteering opportunities will also be created to provide younger people with skills and experience in working with and supporting older people, introducing intergenerational activity which benefits all ages.

We are keen to recognise individuals as assets within their community, but understand that in some areas, there is a need for a wider cultural change in terms of perception and expectations on statutory services by older people and their carers. In order to affect this cultural change, we must ensure that we communicate key messages particularly regarding the significance of early intervention, prevention and re-ablement to all stakeholders – from older people and their carers to social and health care staff at all levels.

Priorities

- Establish and implement an integrated model for locality based planning and development.
- Develop sustainable community networks and capacity, recognising older people as assets.

Proactive Care and Support at Home: Supporting Living at Home

SOA Outcome: Older people will be able to live in a homely environment within a supportive community, where possible, in order to avoid unnecessary admissions to care homes or hospitals.

The partnership will focus action on providing high quality care in older people's homes which can assist with reablement and rehabilitation to maximise their independence. The core services include:

- Integrated case/ care management
- Carer support, including short breaks and respite
- Care at Home services, including, Rehab at Home, MECS
- Day opportunities, including day hospital
- Equipment and adaptations
- Telehealthcare technology
- Housing options
- Review agency and interagency assessment and care plan arrangements

The partnership recognises that there is also a need to modernise services to ensure these meet the needs of older people and their carers and are responsive, flexible and cost effective. We would like to provide services which allow increased supported integration into community services. In modernising services we will continue to identify and act on opportunities for joint working between third and independent sector organisations. In addition to the range of service provided, the partnership will augment arrangements in the following areas:

- **Person-centred planning**, as an integrated, interagency assessment framework is critical in being able to anticipate and plan the care needs of older people in a way which enables preventative and reabling support. Carer Assessment and access to anticipatory support for carers will be an integrated process within this care planning model.
- **Anticipatory Care Plans**, which are expected to reduce avoidable and unscheduled acute admissions for people with pre-existing conditions. The purpose of these plans is to support individuals to have greater control of their own health and care and better choice of care preferences through proactive communication across primary care team, agencies and care settings.
- **Carers support and respite** - building on the considerable activity already taking place with a range of organisations providing excellent support and services to carers. This means we can build on this foundation already in place through the Forth Valley Integrated Carers Strategy and Falkirk Delivery Plan and will focus on the agreed action areas.

- **Care and Support at Home** – there is a significant service re-design programme underway with examples including the introduction of a Real Time Monitoring electronic system to monitor and manage the delivery of home care services; a pilot overnight carers service which will enable service users to be more effectively maintained at home; the introduction of Falls Bundles which aim to reduce the number of fallers within the community.
- **Telecare and telehealth technology** will continue to be promoted to enable older people to be supported more safely and independently at home, through the current services and involvement in the Living It Up national project.
- **Specialist Day Services** - we recognise that there is a need to modernise current specialist day services for older people. We would like to provide services which allow increased supported integration into community services. In modernising services we will act on opportunities for joint working between specialist day services and third sector organisations and other stakeholders.
- **Day Hospital Services** - There is potential development in relation to day hospital models. For example work is underway to review the Day Hospital approach within Forth Valley Royal Hospital where a 'Hub' approach is being introduced. This will ensure quicker access to assessment, earlier intervention and prevention of unnecessary admissions to the acute hospital. Day Hospital models for people with old age psychiatry needs have undergone changes, for example, there is now a staff team providing outreach to individuals in their home environment and older people are now accessing day hospitals for specific group and individuals support and interventions.
- **Redesign of community equipment services** – In partnership with NHS Forth Valley and the 3 Local Authorities a whole system review of Community Equipment provision across Forth Valley has been completed. This review identified a number of key areas that partners required to address to develop an integrated approach across the various client groups to streamline assessment and provision pathways. The multi agency group will activate to progress work to ensure consistent, standardised, joint approaches in areas of policy and assessment practice.
- **Range of housing options and timely adaptations** - We recognise that in order for older people to be able to live independently in their own homes for as long as possible, we must ensure that housing options are available and communicated effectively and that adaptations are provided to all tenures on a needs basis, as required. Key areas of development are to agree the model of specialist housing for older people to avoid unnecessary admissions to care homes or hospital; ensure advice and information is available to older people; ensure older people are not routinely delayed in hospital waiting for adaptations or admitted to hospital because they have accidents waiting for adaptations and operate a small repairs scheme for older people across all tenures.

Priorities

- Review agency and interagency assessment and care plan arrangements
- Implement the Forth Valley Integrated Carers Strategy
- Continue redesign programme within Care at Home services
- Review and redesign day services
- Ensure timely access to equipment and adaptations
- Maximise use of telecare and telehealth technology
- Implement the Local Housing Strategy and Older People's Housing Plan

Effective Care at Times of Transition: Effective Care at the Right Time

SOA Outcome: Older people and their carers will have control and choice over decisions about their care particularly at times of transition.

As people progress through the life journey to old age, some individuals will experience challenges to their health, independence and social circumstances that requires support, care and a range of interventions to meet and manage their assessed, monitored and reviewed needs.

We will work together to meet older people's changing needs in an effective, timely, safe way with interventions delivered by skilled and competent practitioners in an effort to support individuals and their families and carers to maintain a fulfilled life.

We will ensure that in the overall delivery of services, we will support and include older people, their families and carers in planning for future care, with early planning being encouraged, particularly with people who have a dementia diagnosis.

The partnership recognises that for older people and their carers, at certain points in their life journey there can often be a number of agencies and professionals involved in delivering services. The partners are aware that the transition between and across partners services can be problematic and efforts will continue to ensure this is more effectively co-ordinated. We will do this by listening to the experiences of those older people and their carers through the various engagement arrangements in place. This needs to be sensitively and effectively managed in a way that empowers them as this can often be one of the most stressful times for older people and their families.

The Partnership will strive to deliver on a wholly person centred approach, utilising tools such as Anticipatory Care Planning to assist older people to consider future options in a more planned and informed way, rather than at points of crisis. In addition to appropriate support and care, the provision of reliable and accessible information will also be key, and partners will work with older people to better understand how this can be achieved.

Projects focussing on re-ablement are currently in place across the area. For example, support within housing with care which helps facilitate early discharge from hospital and prevents unplanned admission to the acute hospital. The projects help service users to regain independent living skills lost due to a period of hospitalisation, deteriorating physical condition or medical cause.

Within the community, we have extended a re-ablement approach for people who are 65+ years with long term conditions and/or are frequent fallers who sustain an injury that does not require hospital admission. By offering a re-ablement service we aim to reduce needs

for long term support by helping people to (re)learn daily living skills. It is envisaged that this will assist in preventing inappropriate long term use of both health and social care services.

Providing good quality palliative care and end of life care is the responsibility of NHS Forth Valley and is delivered in partnership with all partners including Falkirk Council, Strathcarron Hospice, Marie Curie and Macmillan.

The Partnership recognises that there are specific areas of work which require ongoing focus. An example of this is Alcohol Related Brain Disorder (ARBD). Through the developing Integrated Care Pathway work, Forth Valley ADPs will consider this in more detail, and will be incorporated within the workforce development work being undertaken in partnership with the Health Scotland and STRADA.

Priorities

- Promote and Develop older adults and carers ability to self-manage long term conditions
- Develop a range of co-ordinated and responsive rehabilitation services
- Develop older adults psychiatry services including dementia, delirium and depression
- Provide high quality palliative care services and end of life support at home

Hospital and Care Homes

SOA Outcome: Supports are in place to ensure that older people are not admitted to hospital unnecessarily or on an emergency basis.

There are clear challenges to be addressed over the coming years in the delivery of acute, Community Hospital and residential and nursing care.

The Scottish Government has already established a focussed programme around ensuring patients can access appropriate health care. Some of these initiatives involve the whole population for example 12 Weeks Referral to Treatment and more targeted outcomes and policies such as:

- Reshaping Care for Older People
- Delayed Discharge
- Healthcare Environment Inspectorate – Older People in Acute Hospitals
- Scotland's National Dementia Strategy
- Reducing the Emergency Bed day rate of persons 75+
- Reducing direct admissions to long stay care homes from hospital.

Hospitals and Care Homes will continue to play an important role in the care of older people with urgent complex and complicated longer term and needs, however supporting older people to remain in their own homes for as long as possible needs to be our priority.

It is important to remain focussed on our vision for older people and on the policy objectives of shifting the balance of care away from institutional settings to home and community settings. This would suggest that there should be a presumption in favour of reducing the proportion of older people in care homes rather than maintain current ratios.

There are a number of successful initiatives in place to develop services and improve the way we support older people appropriately through acute and specialist supported care. However, Forth Valley Royal Hospital has continued to face significant pressures due to increased activity resulting in high levels of bed occupancy. Given the challenges outlined earlier, this is likely to be an increasing feature of the new health and social care model that is evolving. There is therefore a significant need, to re-model the way primary care and acute care interface, particularly around individuals with complex needs.

The role of the acute hospital will continue to focus on assessment and very short stay, avoiding admission where possible, and returning care to community services as soon as feasible. The development and delivery of NHS Forth Valley's priorities, in terms of Efficiency, Productivity and Quality, demonstrates commitment to ensuring capacity and flow through acute services is optimal. This whole system piece of work aims to support all

patients through their pathway of care as effectively and efficiently as possible, avoiding delays and ensuring safety.

The partnership has already made progress to put in place services or reviews including:

- **Consultant Nurse for Older People**, to enhance best practice, deliver on national agendas and offer support and guidance across the wider NHS Forth Valley Structures. In conjunction with the Consultant Nurse for Palliative Care they have developed robust links with the Care Home Sector which includes education and interventions in implementing policies on DNACPR, Anticipatory Care planning.
- **Care Home Liaison Specialist Nurse** who provides education, support and guidance across the care Home sector linked to individuals with challenges to their mental health. This post has been successful in assisting homes and individuals to reduce the use of anti-psychotic medication and has had major success in reducing admissions to the acute hospital environments.
- **Alzheimer's Consultant Nurse within the Acute Hospital**, who has established a clear pathway for people with dementia admitted into acute care to help improve the care they receive in general hospital settings. Work is ongoing to develop a pathway for people who are admitted with delirium, as is work to consider the alternatives to admission, particularly with people admitted with a delirium. Two NHS Forth Valley nurses are among one hundred dementia champions who have started work across Scotland to help drive up standards of care for people with dementia.
- An initial **review of local authority residential care homes**, with the support of JIT. We recognise that there are opportunities to redesign care for older people in a way that will meet our strategic vision. This will involve a redesign of existing provision and an expansion of more community based models of care such as very sheltered housing. Further work will be taken forward through secured funding via East Central Hub, to enable detailed scoping work to be undertaken on potential capital developments which could enable us to be better placed to meet future need.

Priorities

- Deliver the Efficiency Productivity and Quality programme for Capacity and Flow
- Implement Delayed Discharge Action Plan
- Develop and implement a local Dementia strategy
- Implement Acute Care Standards for mental health and older people's services
- Conclude the review of high end care provision with Hubco

Enablers: A framework of systems and supports to facilitate change

SOA Outcome: An enabling infrastructure of integrated working practice across all partners and communities is in place to underpin and support the pathway of care.

The partnership has identified key enablers within the local infrastructure to support the implementation of the Joint Commissioning Plan and reshape services for older people. These include:

- A single Performance Management system, which will allow us to monitor progress and identify gaps in service, and anticipate future requirements.
- A Single Resource Framework, which will allow the Partnership to consider service development and options based on an overview of total financial resource.
- Decisions are based on assessment of impact in relation to health, equality and poverty, when considering service development or change.
- A model of co-production is in place that allows communities to contribute to the design of supports and services for older people.
- Locality based planning models are established, which will allow planning of services to take place at a local level and take account of the integration of health and social care
- The partnership is aware of buildings and facilities across the area so that we can make best use of assets in the delivery of services
- A Workforce Development Framework which sets out how the Partnership will equip staff with the skills and knowledge required to reflect changes in services.
- A Partnership Communications and Engagement Plan which will ensure that all partners communicate and work towards and a common vision.

Further details about how the Partnership intend to continue to develop and implement a framework of systems and supports to facilitate change are provided in Appendix 1.

Priorities

- Develop an integrated performance management system
- Develop and apply Impact Assessment protocols
- Finalise the Integrated Resource Framework
- Establish and implement an integrated model for locality based planning and development
- Implement 'Better Assets, Better Services'
- Develop and implement an intergraded workforce development Framework
- Implement Communications and Engagement Strategy

Cross-Cutting Themes

Re-ablement

Re-ablement describes the process of supporting people to recover from, or manage a period of poor health or deteriorated health due to a long term condition. All care and support for older people, their carers and families should promote recovery and rehabilitation, by helping people to gain the confidence and skills that allows them to better manage and cope with their situation. This may be by helping people regain skills in basic daily tasks such as dressing or preparing a hot drink, through to the older person opting to reduce the amount of support at home they receive.

Personal Outcomes

In developing our plan, the Partnership have established a set of mid-term outcomes which describe the overall changes for older people, their carers and families, that we are working towards during the period 2013-2016. Central to the development of the plan's outcomes, has been the Partnership's focus on improving outcomes for individuals.

Self Directed Support

In November 2010, the Scottish Government published a 10 year Strategy for the implementation of Self Directed Support (SDS). This was followed by the Social Care Self Directed Support (Scotland) Act 2013, which will place a duty on local authorities to offer a range of options to people when planning to meet their support needs and will become law in spring 2014.

What this means in practice is that individuals who are assessed as needing support from the local authority will have more choice and control over how their support is provided. The assessment will focus on outcomes and be carried out in partnership with individuals and their families. It will concentrate on what people want to achieve with the support they receive. This means that support can be more flexible and more creative as long as it safely and legally achieves the outcomes.

Falkirk has set up a dedicated Self Directed Support team to ensure we make the changes necessary to implement Self Directed Support. The Team will manage the changes we need to make to the way that we work, to ensure Self Directed Support becomes a reality for the people we support. To ensure that this happens, we have worked with service providers, staff, service users and carers to develop processes and procedures.

Understanding Patient Pathways

In order to plan services effectively and therefore improve personal outcomes, we need to understand patient pathways; what causes people to be admitted to hospital and what

should be put in place to help people stay out of hospital or make sure that hospital stays are as short as possible, and where possible, are planned.

Information Services Directorate Scotland is supporting the Partnership to link patient/client data between health and social care, so that we can understand patient pathways between home, social care, intermediate care and admission to acute services. This knowledge allows the Partnership to have an overview of what causes and affects differences in personal outcomes, and therefore to shift resource appropriately.

Effective use of technology

Agencies across the partnership are working with a range of technologies to support and enhance current care packages. Technology helps support older people to remain as independent as possible and also helps agencies work together more effectively. In the long-term, effective use of technology as part of an overall care package, will support self-management and re-ablement, allow early detection of individual need and help to reduce emergency admission.

The Mobile Emergency Care Service (MECS) is an example of a service which has been established for some time and provides emergency care through a central control centre. This service has now been enhanced by the use of telecare, which includes the use of a range of detectors for example falls, movement and temperature. Innovations in telehealthcare are also being used, for example medication reminders, blood pressure and blood glucose monitoring. Real time monitoring is also now being used to monitor and manage home care services, resulting in improved personal outcomes and providers being able to operate more effectively.

Carers

The Partnership recognises the critical role that carers have – particularly unpaid carers and therefore carers are central to the delivery of the JCP. We have developed an Integrated Carers Strategy for the Forth Valley which is being delivered at a local level. The strategy reflects national policy in a move towards a more integrated approach in delivering health and social care services, where carers:

- Are recognised and valued as equal partners in care;
- Are supported and empowered to manage their caring responsibilities with confidence, in good health and enabled to have a life of their own outside of caring;
- Are fully engaged as participants in the planning and shaping of services required for the service user and the support for themselves;
- Are not disadvantaged, or discriminated against, by virtue of being a carer; and
- Young carers are supported to be children and young people first and foremost.

We recognise that there is considerable activity already taking place in Forth Valley with a range of organisations providing excellent support and services to carers. This means we can build on this foundation, already in place. During 2014 to 2017 we will focus on the following action areas:

- Support for carers
- Training, education and information
- Development of short breaks and respite for carers
- Raising awareness
- Improving performance and quality.

The voice of carers is central to how we improve support so we are advocating the use of 'Talking Points' which provides a more outcomes based approach.

Co-production

As partners, we recognise the skills, knowledge and experience of older people, their carers and families, and the wider community. We want to ensure that we make the most of this expertise in the delivery of the plan. We aim to achieve this by involving people in the following ways:

- Planning the services we deliver: Listen and act and feedback on what people tell us about how policies, strategies should be developed, which plan ahead.
- Evaluating and improving services: Involve people in the design and development of new services by providing a forum for commissioners to work with communities.
- Helping to deliver services: Understand the skills and will within communities, where appropriate support communities develop supports.
- Assessing progress: Involving people in the review of services, considering what works well and areas that could be improved and also our progress in delivering the plan.

We also understand that in some areas, this is a change to the way of working. We are therefore focussing time on supporting staff across the partnership, to understand the benefits of working with communities and how to do this effectively.

Falkirk Partnership Joint Commissioning Plan: Services for Older People

Priorities and Actions

Themed Area	Outcome	Priorities	Actions
Preventative and Anticipatory Care Promoting Health and Wellbeing	Older People, their carers and families have control over their health, care and well-being through a range of community based services	Review agency and interagency assessment and care plan arrangements	<ul style="list-style-type: none"> • Redesign Emergency Care Pathway (Forth Valley Wide Initiative). • Ensure that agency referral processes are consistent any allow delivery of person centred planning. • Explore and establish mobile ICT solutions to maximise patient facing time. • Promote 'Release Time to Care' to enable staff to improve efficiency in practice. • Ensure Anticipatory Care Plans are in place for those over 75 years. • Ensure the timely implementation of the re-ablement pathway. • Develop the role of the Third and Independent sectors in supporting re-ablement.
		Develop sustainable community networks and capacity, recognising older people as assets	<ul style="list-style-type: none"> • Develop work based on Bo'ness Community Engagement Pilot, across the wider Council area. • Provide training and awareness raising for staff about using asset based approaches and co-production. • Work within communities to establish and support activities to promote healthy, active lifestyles. • Facilitate and enable opportunities in volunteering. • Ensure information is clear and community based supports are accessible. • Engage with partners within the Community Planning Partnership regarding wider issues such as community safety and transport. • Promote opportunities for independent sector to work with voluntary and community groups.
Proactive Care and	Older people live in a	Implement Self-Directed	<ul style="list-style-type: none"> • Ensure the co-creation of personal care plans through the

Themed Area	Outcome	Priorities	Actions
Support at Home Supporting Living at Home	homely environment within a supportive community, in order to avoid unnecessary admissions to care homes or hospitals	Support	implementation of self-directed support. <ul style="list-style-type: none"> • Ensure the option of personal budgets is made available. • Provide information, skills and capacity to stakeholders to allow full participation in SDS.
		Continue to prioritise day care services	<ul style="list-style-type: none"> • Continue to modernise in-house care at home services which consider the needs of individuals. • Review and redesign day services • Develop and support the role of the third and independent sectors roles to provide home care and day care services • Identify frequent fallers and those at risk of falling within FV falls register. • Increase awareness of falls risk and prevention amongst partners, implement consistent assessment and promote understanding of trigger factors. • Increase provision of support such as OTAGO training. • Reduce future risk of admission to hospital for unharmed fallers through co-ordinated response to individuals risk management.
		Implement the Forth Valley Integrated Carers Strategy	<ul style="list-style-type: none"> • Include the needs of carers within assessment and planning processes. • Identify carers quickly and make information and support available at all points of the care pathway. • Improve uptake of carers assessments. • Continue work between REACH team and third sector partners via co-location of a Carer Support Liaison Officer.
		Ensure timely access to equipment and adaptations following assessment of need	<ul style="list-style-type: none"> • Implement Forth Valley Community Equipment Improvement Plan • Develop and implement a joint strategic and operational approach to the delivery of adaptation services • Continue to make use of technology to enhance care including provision of satellite pulmonary tele-rehab service. • Provide information that explains types of technology and how it may be

Themed Area	Outcome	Priorities	Actions
Effective Care at Times of Transition Effective Care at the Right Time	Older people, their carers and families will have control and choice over decisions about their care, particularly at times of transition		introduced and used to improve services rather than replace them.
			•
		Implement the Local Housing Strategy and Older People's Housing Plan	<ul style="list-style-type: none"> • Set out the local model of specialist housing • Identify the location and services provided in Council housing with care • Identify the location of telecare and MECs in relation to all housing with care developments • Identify models of good practice in relation to older peoples' housing • Explore options available in relation to housing advice and information options for older people, identify gaps and good practice • When a model of specialist housing is identified for older people, partners work together in relation to assessments for housing with care.
		Promote and develop older adults and carers ability to self-manage long term conditions	<ul style="list-style-type: none"> • Work with General Practitioners and pharmacists in the delivery of proactive medicine management and prescribing. • Explore options to Increase use of technology in medicine management. • Identify the needs of older people with a learning disability. • Further develop therapeutic day services to offer skills and knowledge including fire safety, healthy living and eating.
		Develop older adults psychiatry services including dementia, delirium and depression	<ul style="list-style-type: none"> • Develop a local dementia strategy. • Promote access to dementia awareness training to all staff across the partnership. • Provide assessment and ongoing care plan within older adult psychiatry services. • Raise awareness of the symptoms of alcohol related brain injury to ensure appropriate diagnosis.
		Develop a range of co-ordinated and responsive	<ul style="list-style-type: none"> • Review the current intermediate care provision and implement findings.

Themed Area	Outcome	Priorities	Actions
		rehabilitation services	<ul style="list-style-type: none"> Streamline effective and co-ordinated OT support to enhance patient pathway.
		Provide high quality palliative care services and end of life support at home.	<ul style="list-style-type: none"> Enhance the provision of good quality palliative care in partnership with Marie Curie during weekends and evenings. Develop an action plan to optimise patient management during the out of hours. Maximise the uptake of palliative care Direct Enhanced Services. Continue to approve the update and quality of the Gold Standards Framework. Ensure that equipment is provided in line with assessed need is provided timeously.
Hospital and Residential Care	Supports are in place to ensure that older people are not admitted to hospital unnecessarily or on an emergency basis – where this is not appropriate and that discharge is not delayed.	Ensure timeous discharge from acute services	<ul style="list-style-type: none"> Implement Home to home care pathway (OT) Continue to implement rapid access diagnosis service in FV Hospital to prevent emergency admissions. Review of admission transfer discharge protocol. Build on pilot to mainstream a 7 day Allied Health Professional (AHP) service. Scope and develop the administration of IV antibiotics within community settings. Roll out enhanced self medication education programme. Identify and support solutions across all the Partnership to ensure provision for when admission to a care home is the assessed need. Develop a discharge hub in Falkirk Community Hospital. Review role of Independent sector in provision of step up/step down assessment placements.
		Implement Care Standards for older people	<ul style="list-style-type: none"> Older People's Acute Care Group Implement LUCAP plan (unscheduled admissions)

Themed Area	Outcome	Priorities	Actions
Enablers A Framework of Systems and Supports to Facilitate Change		Effective use of Community Hospital	<ul style="list-style-type: none"> Review high end care provision, including housing with care, residential care and community hospital provision. Implement recommendations regarding use of existing facilities and proposal and options appraisal of new development. Take forward strategic Community Hospital Re-fresh
		Residential care services.	<ul style="list-style-type: none"> Hubco Strategic Reviews: Service Planning and Residential Care Facilitate additional access to training opportunities for staff, across the partnership and sectors.
	An enabling infrastructure of integrated working practice across all partners and communities is in place to underpin and support the pathway of care.	Develop an integrated performance management system.	<ul style="list-style-type: none"> Develop a performance management system which includes relevant national and local indicators. Link national and local level performance information to establish a strategic and operational level understanding of performance and impact. Develop information systems to support Integrated Assessment and data driven improvement in conjunction with FV Partners. Conclude the Linked Pathways ISD Project. Incorporate regulations established via inspection and contract commissioning within performance framework
		Develop and apply Impact Assessment protocols	<ul style="list-style-type: none"> Undertake relevant Impact Assessments for each area of service and/or change. Establish process of reviewing individual Impact. Assessments collectively to understand strategic impact. Undertake full options appraisal and Impact Assessment for any area of investment and disinvestment.
		Finalise the Integrated Resource Framework	<ul style="list-style-type: none"> Agree the scope and content of the resource envelope. Identify areas of investment and disinvestment.
		Establish and implement an integrated model for locality	<ul style="list-style-type: none"> Continue to identify areas where a Partnership or integrated approach to commissioning services will be taken.

Themed Area	Outcome	Priorities	Actions
		based planning and development	<ul style="list-style-type: none"> • Undertake Bo'ness Locality Planning Pilot Project. • Facilitate ongoing General Practitioners engagement regarding locality planning. • Integrate co-production and Public Social Partnership (PSP) values, most importantly community engagement, within mainstream service delivery. • Review and develop asset based approaches within locality planning framework. • Establish links with leads in social enterprise. • Further develop links with Independent sector.
		Implement 'Better Assets, Better Services'	<ul style="list-style-type: none"> • Review of community based facilities used by partners and implement recommendations on effective routes for integrated use of local assets. • Review Institutional Provision across Health & Social Care • Review and rationalise the existing property portfolio across Health & Social Care • Provide opportunities for shared use of space and buildings • Consider "in kind" use of buildings for community groups to ensure wider access
		Develop and implement an intergraded workforce development Framework	<ul style="list-style-type: none"> • Work with partners to identify cross-sector development needs • Develop and deliver joint education and training programmes • Make use of existing training resources and packages e.g. via JIT and provide access across the partnership, including to volunteers.
		Implement Communications and Engagement Strategy	<ul style="list-style-type: none"> • Develop a planned approach to communicating the Partnership's vision and key messages • Establish a programme for ongoing participation within communities and across partners • Ensure information on services is in Plain English

DR

DR

FALKIRK COUNCIL

Subject: TOURISM ACTION PLAN 2014
Meeting: EXECUTIVE
Date: 14TH JANUARY 2014
Author: DIRECTOR OF DEVELOPMENT SERVICES

1.0 INTRODUCTION

- 1.1 A Tourism Action Plan was developed in 2009 and has been updated annually. This report highlights the key achievements for 2013 and planned activities for 2014.
- 1.2 Next year will be an extremely important year for tourism. With the Ryder Cup and Commonwealth Games taking place, Scotland will become a major focus and it is important that Falkirk maximises the potential of these events. Lonely Planet has named Scotland as one of the top three countries in the world to visit in 2014. More locally the official opening of the Helix and the John Muir Way from April 2014 will focus attention at a national and international level on Falkirk and the attractions in and around the area.
- 1.3 The Tourism Action Plan for 2014 includes activities which will further promote the Falkirk area as a tourism destination. The range and breadth of these activities is illustrated by the fact that they are undertaken by many different parts of the Council and by other partners and organisations with which the Council works closely.
- 1.4 The Tourism Action Plan has been updated in close collaboration with those responsible for tourism related activities, both within and outwith the Council. Key achievements in 2013 and plans for 2014 are summarised below. Further detail on the planned activities within the Tourism Action Plan and achievements in 2013 are provided in Appendix 1 & 2.

2.0 KEY ACHIEVEMENTS IN 2013

2.1 Marketing

VisitScotland Growth Fund

Visit Falkirk was awarded £51,000 from VisitScotland's growth fund, providing a total fund of £102,000 for a new marketing campaign aimed at attracting more visitors to the Falkirk area.

The partners in the project are Falkirk Delivers (Falkirk Towns Ltd), Falkirk Council, The Falkirk Wheel (Scottish Canals), Bo'ness and Kinneil Railway (S.R.P.S) and Falkirk Community Trust. These agencies pooled resources to develop a marketing plan for the area.

The plan included the development of a range of itineraries, leaflets, outdoor advertising, online and offline adverts, a radio campaign as well as newspaper and bloggers' editorial activity. The focus for this activity was the Visitfalkirk.com web address, held within the Falkirk Council website. The Visitfalkirk branding and imagery developed in 2011 was utilised throughout this campaign and continues to provide a clear and recognisable

identity for the Falkirk tourism experience. An overall impact report will be issued to VisitScotland at the end of February 2014.

VisitScotland Agreement

The Council's financial contribution to VisitScotland in 2013/14 was £43,500. This supported to the operating costs of the tourist information centres based at the Falkirk Wheel and the Bo'ness and Kinneil Railway. In addition, the Council's contribution enabled VisitScotland to carry out a Falkirk 'Summer into Autumn' campaign which complemented the activity taking place through the VisitScotland growth fund. Key messages reflected local strengths with a focus on attractions including – The Falkirk Wheel, Bo'ness and Kinneil Railway and Callendar House. The results of this campaign are detailed below:

- Over 2.7 million "Opportunities to See" the Falkirk messages
- 294 unique entries to prize draw
- Post campaign analysis with STV Digital revealed that 24% of those surveyed after the campaign had visited the Falkirk area within the last 3 months.

A final element of the 2013/14 VisitScotland campaign will be carried out in early spring which will allow promotion of the area for tourism at the beginning of the important 2014 season.

Communications with Tourism Trade

A meeting with a wide number of tourism businesses took place in March 2013 and this has been followed up with regular updates and communications from the Growth & Investment Unit. The Business Gateway services and financial support in the Falkirk area are available for tourism businesses and the opportunity to support more tourism businesses is being progressed.

2.2 Visitor Attractions

Progress has been made in the development of a number of visitor attractions in the area during this year:-

Helix - A significant achievement in 2013 was the opening of the Helix Park in September 2013. In excess of 15,000 visitors attended on Helix Day. Ongoing activity took place around the construction of the Kelpies. This and the maquettes touring throughout the UK and overseas generated significant media coverage for the area at a national and international level.

John Muir Way – Work took place for the planned opening of the John Muir Way from April 2014 which will significantly enhance the offering the Falkirk area has in relation to the walking and cycling tourism markets.

Callendar House - was awarded the Green Tourism Award in 2013 and visitor numbers have been steadily increasing over the last three years as seen by the visitor numbers table in section 3.1 of this report. The tea-room within Callendar House was successfully relocated, and as a result the visitor numbers to the tea room and the ratings on trip advisor have increased.

The Milk Barn – Glenfarm, Glenvillage opened within Callendar Estate in 2013 with huge success and a mix of events has been co-ordinated, including du-athlons, fireworks and night cycle rides.

The Hippodrome - The Hippodrome Festival of Silent Cinema took place in March and is Scotland's only silent film festival. A recent evaluation indicated increased visitor numbers to the venue/the town from local, neighbouring districts, Scotland and UK. 40% of survey respondents visited cafes or restaurants in the area, 17% combined their visit with another attraction in the area, and 8% combined an overnight stay with their visit.

2.3 Infrastructure and Environment

The Council was successful in securing £2 million grant from the Heritage Lottery Fund towards a Townscape Heritage Initiative (THI) in Falkirk town centre. This is supported by a £1.6 million grant previously awarded to the Falkirk Town Centre Conservation area by Historic Scotland as part of their Conservation Area Regeneration Scheme.

2.4 More detailed information re the key achievements are provided within Appendix 2

3.0 VISITOR NUMBERS

3.1 The following table shows the number of visitors at local visitor attractions within the Falkirk Area.

Attraction	2013 Apr - Oct	2012/2013	2011/2012	2010/2011
Callendar House	27,385	30,893	30,356	28,201
The Park Gallery	15,091	24,415	27,245	17,531
Kinneil Museum	2,094	4,505	5,239	4,803
The Hippodrome		28557	25843	24936
Average capacity			59%	67%
The Falkirk Wheel		385,000	390,000	405,000
Bo'ness and Kinneil Railway	54,023	64,647	66,332	66,734

4.0 2014 TOURISM ACTION PLAN

4.1 It is important to build on the momentum of this activity in 2014 as this will be a significant year for tourism for the Falkirk area. The Tourism Action Plan for 2014 attached identifies the actions proposed by the Council and its partners to exploit these opportunities. Key amongst these actions are the following:-

- The international launch of the Kelpies in April 2014 with a formal opening of the Helix later in the year.
- The Launch of the John Muir Way from April 2014
- Falkirk Rocks event (Rod Stewart Concert) at the Community Stadium in June 2014
- Application for additional VisitScotland Growth funding to further build on the activity undertaken in 2013.

These are expected to significantly boost the area's profile and resultant visitors numbers. Full detail of the Tourism Action Plan and proposed events schedule is contained in Appendix 1.

5.0 IMPLICATIONS

- 5.1 Policy: The work relating to the Tourism Action Plan accords with the Community Plan, Corporate Plan and My Future's in Falkirk.

Legal: None

Financial: The action plan will be progressed within the available budgets for 2014/15, supplemented where possible through contributions from partners.

Personnel: None

6.0 RECOMMENDATIONS

- 6.1 It is recommended that Committee:

(i) Notes the progress on key areas of activity in 2013 and (ii) agrees the Tourism Action Plan for 2014.

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Director of Development Services

Date: 18 December 2013

Contact Officer: Ian White/Tracey Martin Ext: 0965

LIST OF BACKGROUND PAPERS

None

APPENDIX 1

FALKIRK COUNCIL

TOURISM ACTION PLAN 2014

The Tourism Action Plan consists of a range of activities being undertaken by the Council, VisitScotland and other partners.

The following plan highlights planned activities for 2014 – these activities are arranged under the following headings:

- Marketing & Communications
- Key Visitor Attractions
- Infrastructure and Environment

2014 will be an important year for tourism in Falkirk and in Scotland. A list of key events planned to date is also listed below.

2014 Planned Activities		
Action Area		Lead Organisation
Marketing & Communications	<p>VisitFalkirk Growth Fund</p> <p>An evaluation of the 2013 VisitScotland Growth Fund marketing campaign will be prepared for VisitScotland.</p> <p>We will be working with partners to assess the feasibility of applying for the VisitScotland Growth Fund in 2014. VisitScotland's early indication is that, depending on the evaluation of the 2013 programme, a 2014 application could be considered in April and would run for a further 12 months followed by 3 months monitoring. The funding bid would target new markets or use different marketing techniques.</p> <p>It will aim to maximise the economic impact that the opening of the Helix and John Muir Way has for the Falkirk area. Discussions to date on potential target markets/audiences for future campaigns include:</p> <ul style="list-style-type: none">• Group travel markets• Cruise Markets Opportunities and M9/M80-connectivity• Short break markets• Cycling and activities market, optimising on the John Muir Way• Business tourism market <p>It is important that the application:</p> <ul style="list-style-type: none">• Enhances the VisitFalkirk web presence• Promotes the connectivity between tourist attractions within the Falkirk area, including the town centres	Falkirk Council and Falkirk Delivers

	<ul style="list-style-type: none"> • Is additional to core Marketing Activity carried out by the Visit Falkirk partners • Has a focus on new ideas and fresh approaches • Is trackable in terms of evaluation. 	
	<p>VisitScotland - Spring into Summer Campaign</p> <p>Develop a campaign with VisitScotland for additional promotion to take in the run up to the Easter Holidays and the completion of the Helix. This will ensure that there is advance promotion of the key events and openings which will take place in Spring/Summer 2014. This will include a combination of press and radio activity</p> <p>VisitScotland – Tourist Information</p> <p>Falkirk Council will continue to support the provision of tourist information in the Falkirk area in conjunction with VisitScotland (subject to renewing the joint working agreement). We will also look to extend the availability of visitor information at other locations such as libraries utilising WIFI availability and digital options.</p> <p>Falkirk Council will distribute tourist leaflets to numerous attractions outwith the area in addition to all local attractions and accommodation providers.</p> <p>VisitScotland – Area Guides</p> <p>VisitScotland will publish a 2014 <i>Where to Stay</i> guide (including a VisitFalkirk advert promoting local accommodation) and a 2014 <i>What to See and Do</i> guide.</p>	VisitScotland
	<p>VisitScotland Expo</p> <p>VisitScotland Expo will take place 2nd & 3rd April at SECC, Glasgow. The Council and local partners have expanded their presence for 2014 to 6 stands. These will operate as an integrated Falkirk stand, with the Kelpie maquettes on display. VisitScotland Expo promotes Scotland to the travel trade and especially the group travel operators, which are significant contributors to tourism in the Falkirk area. It is intended to further develop the itineraries which have been produced for the group travel trade.</p>	Falkirk Council
	<p>Print</p> <p>Printed information for visitors will include:</p> <ul style="list-style-type: none"> • VisitFalkirk area guide and map updated for 2014 • Bo'ness area guide in Bo'ness & Kinneil Railway Leaflet • Unlock Bo'ness – new area guide to Bo'ness 	Falkirk Council, FCT / Helix, SRPS, Falkirk Delivers

	<ul style="list-style-type: none"> • Callendar House leaflet • Falkirk Heritage Trail leaflet • Suite of paths leaflets for walking and cycling • Helix leaflet • Visit Falkirk Itineraries • Calendar of events leaflet <p>Leaflets will be distributed both locally and nationally as appropriate.</p> <p>It is intended to translate the Visit Falkirk area guide into Spanish, Italian and Chinese in 2014.</p>	
	<p>Website and Social Media</p> <p>The current Falkirk Council website is being revised. The VisitFalkirk content will be updated and enhanced for the new site.</p> <p>We will also work with VisitScotland to create VisitFalkirk pages within www.visitscotland.com to help visitors to the national site find local information.</p> <p>With the expansion of the Falkirk tourism experience in 2014 and with continuing collaborative activity among tourism operators, there is an expected need for a Falkirk tourism website and options are currently being considered. We hope to build on the success of The Helix website which has attracted 110,000 visitors since January 2013. The Helix facebook has 6,750 followers and a reach of 188,000. The Kelpies facebook has 12,485 followers and a reach of 208,000 people. Twitter has 2,203 followers plus several hundred followers on Google plus and You Tube.</p> <p>We will update pages on Wikipedia and Wikitravel and introduce new pages as new attractions develop in the Falkirk area.</p> <p>The VisitFalkirk Facebook page www.facebook.com/visitfalkirk was created late in 2013 and will be developed further to increase engagement and drive interest in attractions and events in the Falkirk area.</p> <p>We will continue to deliver key tourism messages via Twitter using the primary Falkirk Council Twitter feed and will investigate developing a Visitfalkirk twitter feed.</p> <p>Mi Falkirk app will continue to be supported with updates and special offers, increasing its reach further.</p>	Falkirk Council, Falkirk Delivers

	<p>Communications with Local Businesses</p> <p>We will continue to issue a regular ezine on tourism issues to local tourism businesses. We will continue the distribution of the Falkirk area leaflet to a wide range of tourism sites and businesses. A meeting with tourism businesses will take place in March 2014.</p> <p>Business Gateway Falkirk will continue to support businesses within the Tourism sector through on-going support, advice, free workshops and training.</p> <p>The Business Engagement Officer with The Helix will continue to meet with other tourism providers to establish ongoing linkages and work closely with the rest of the VisitFalkirk team to ensure effective collaboration and partnership working.</p> <p>A programme of customer service training such as World Host will be considered with a view to gaining recognition and promotion for Falkirk businesses and the area. This will be assessed for all staff and volunteers within these attractions.</p> <p>It is intended to organise familiarity trips between the key attractions within the Falkirk area to ensure effective cross promotion and familiarity.</p> <p>Working with our partners we will introduce Visit Falkirk pop up promotional points at key significant events throughout the area.</p>	Falkirk Council
Key Visitor Attractions	<p>The Helix</p> <p>Following last September's opening of the Helix Park, work is continuing on the wider site, including the Kelpies, the canals and the visitor centre.</p> <p>The Helix will be Scotland's newest major visitor attraction and an extensive programme of publicity, events is planned for next year, including participation in international events such as Scotland Week in New York where it is hoped the Kelpie maquettes will be on display.</p> <p>A major 'Home' 2014 event will take place in April to mark the formal launch of the Kelpies and the completion of the John Muir Way.</p> <p>The Visitor Centre and the Kelpies Visitor Experience will form the final part of the Helix site which is expected to attract up to 500,000 visitors per annum. A tour inside the Kelpies will be available following the Home event, tickets for which will be sold from a temporary building until August 14. With extensive new facilities for activities such as cycling, The Helix will bring new</p>	FCT/ The Helix

	<p>visitor audiences to the Falkirk area as well as strengthening the area's appeal to existing target markets such as families and group travel.</p> <p>Over two evenings, 17/18th April next year at Helix Park in Falkirk, the Kelpies will be the focus of a light and pyrotechnics show. Several thousand people are expected to attend the ticketed event which celebrates not only the creation of Scotland's largest outdoor sculpture and newest tourist attraction but also the wider Helix Park with its own lagoon, wetlands, woodland trails and outdoor events space. A number of one-off, specially-commissioned night-time artworks – on the theme of Scotland as <i>Home</i> - will illuminate the dark as the audience is guided through Helix Park, to gather round the iconic Kelpies for the extraordinary, recurring light show with pulsating soundtrack.</p> <p>A Falkirk Cycle steering group has been formed to ensure connectivity of communities, businesses and tourists. A cycle forum will be launched early next year.</p>	
	<p>The John Muir Way</p> <p>The coast-to-coast trail across Scotland will be officially opened from April 2014. The route will run through many parts of the Falkirk area which stand to benefit from new visitors.</p> <p>The Council's business support services, including Business Gateway, will support businesses which can develop services for this new market.</p> <p>Signage, interpretation and publicity material will be developed or amended to ensure ease of access from the trail to other visitor sites in the Falkirk area.</p>	<p>Scottish Natural Heritage, Falkirk Council</p>
	<p>The Antonine Wall</p> <p>Following its recent the approval, the Management Plan 2014 – 2019 will be implemented in a series of stages which will both conserve the monument and facilitate visitor access.</p> <p>Dedicated website being developed and to be complete in 2014/15.</p> <p>Economic benefits study to be completed and signage strategy to be prepared.</p> <p>Investigate opportunities for cross promotion between the Antonine and Hadrians Wall.</p>	<p>Historic Scotland, Falkirk Council, FCT</p> <p>Historic Scotland</p>

	<p>The Hippodrome</p> <p>The Hippodrome Festival of Silent Cinema will take place in March 2014. Additional funds have been made available for a number of activities relating to the development of the Silent Film Festival in 2014, in particular the appointment of 2 temporary positions to enhance PR and Marketing to day and overnight visitors. The key strategic aims include contributing to developing the Hippodrome, Bo'ness and Falkirk area as a destination for tourism, business and Cultural sectors and stimulating the numbers of visitors from outwith the area.</p>	FCT
	<p>International events including Homecoming Scotland 2014, the Commonwealth Games and the Ryder Cup</p> <p>International events of such stature bring significant numbers of visitors from around the world to Scotland. The new and expanding tourism facilities and events in the Falkirk area will be targeted at these audiences.</p> <p>The Helix / John Muir Way event from April is a Homecoming Partner Event and a wide range of other local events will be branded and promoted on the Homecoming website.</p> <p>We shall ensure that local organisations and event organisers use the branding opportunities and are represented on the Homecoming site. We will also encourage all businesses to promote special offers and to communicate these through VisitScotland, Homecoming and other channels.</p> <p>Falkirk Council will work closely with VisitScotland to ensure we maximise the opportunities for journalist visits to the area through the Destination Media Centre based in Glasgow for the Commonwealth Games and at events relating to the Ryder Cup.</p> <p>Falkirk Rocks will host a major concert in June 2014 (Rod Stewart) at Falkirk Stadium which is expected to bring in 16,000 visitors to the area. Visit Falkirk and partners will work with Falkirk Rocks to optimise the impact this event has within the area.</p>	Falkirk Council and others
	<p>Other Tourism Attractions</p> <p>Falkirk Distillery Company - Progress will continue in 2014.</p> <p>Bo'ness and Kinneil Railway will continue to attract a high percentage of tourists from outwith the area and will</p>	Falkirk Council and others

	<p>continue to develop the offering to visitors.</p> <p>Kinneil House and Museum will continue to be managed and improved to maximise visitor appeal. The museum exhibits are due to be refreshed later this year.</p> <p>Callendar House - is aiming to generate additional revenue from conferences and weddings, focussing on group travel trade promotion and maintaining and improving on the level of service offered within the facility. The WW1 commemorations will form a significant part of the exhibition programme in 2014. Furthermore a programme of activity in May will focus on the National Festivals of Museums with our focus being John Muir. This programme builds on the success of the autumn programme "Fruit & Nuts" developed in collaboration with Forth Environment Link.</p> <p>Falkirk Wheel – Scottish Canals have commissioned studies of potential development at the visitor centre and wider site. We will work with Scottish Canals to boost these opportunities and their connectivity with the Helix and other sites.</p> <p>Cycling – a Falkirk Cycle steering group is to be established and Callendar Estate / Bespoke cycle trails will be further developing their offering to cyclists. We will look to actively promote the area as a destination for cyclists and tourists interested in outdoor activities.</p> <p>Work is already taking place to encourage local accommodation providers to be cycle friendly and tie in to the "Give me Tap" initiative. Ongoing opportunities exist to promote the HArtT (Helix around town Tour) Cycle Route to encourage connectivity and activity between the key attractions.</p> <p>Town Centre – ongoing promotional events, festivals and street ambassadors to encourage increased footfall in to the Town Centre.</p>	
Infrastructure and Environment	<p>Falkirk Town Centre and the Townscape Heritage Initiative.</p> <p>Implementation of the THI will progress this major project consists of £2.0 million THI funding and £1.6 million from Historic Scotland Conservation Area Regeneration Scheme.</p> <p>Through this there will be a series of guided educational heritage walks highlighting the history of the town centre.</p>	Falkirk Council/THI
	<p>Tourism Signage</p> <p>A scheme to update and enhance brown/white tourism signs was designed last year. This is being implemented</p>	Falkirk Council

	in stages as budget allows. The next stage will see the principal signs installed for the Helix and this will also allow signage for other attractions on the Helix routes to be updated. This will also include some work to update signage on the western approach to Bo'ness. .	
	Public Transport We will continue to work on the connectivity between attractions, town centre and railway stations within the Falkirk area and develop the appropriate promotional materials.	Falkirk Council
	Appearance and Cleanliness of the Environment The good progress referred to in 2013 achievements will be maintained / enhanced with ongoing community engagement.	Falkirk Council and Falkirk Delivers

Key Events in 2014 – Provisional

Dates	Event	Lead organisation
5 th January 2014	Dig in at the Dock (cyclocross)	
12 th – 16 th March 2014	Hippodrome Silent Festival of Film	FCT
12 th April 2014	Pirates Parade	Falkirk Delivers
17 th /18 th April 2014	‘Home’ Official launch of the Kelpies	FCT
21 st April 2014	John Muir Way	
May 2014	Naturefest	
16 th – 18 th May 2014	National Festival of Museums	
25 th May 2014	Victorian Street Fair Bo'ness	Falkirk Delivers
June 2014	Steeple 200, Falkirk	Falkirk Delivers/ THI
21 st June 2014 -	Falkirk Rocks – Rod Stewart, Falkirk Stadium	Falkirk Rocks
25 th June 2014	Queens Baton Relay	
TBC July 2014	Funny in Falkirk	Falkirk Delivers
23 rd July – 3 rd August 2014	Commonwealth Games	
26 th July 2014	Airth Highland Games	
September 2014	Charities Day,	Falkirk Delivers
September 2014	Denny Day	Falkirk Delivers
September 2014	Doors Open Day	FCT

September 2014	The Big Roman Week	
6 th & 7 th September 2014	Bo'ness Hill Climb	
23 rd – 28 th September 2014	Ryder Cup	
November/December 2014	Festive Celebrations	Falkirk Delivers

APPENDIX 2

FALKIRK COUNCIL

TOURISM ACTION PLAN – KEY ACHIEVEMENTS 2013

The following plan highlights the key achievements in 2013 - these activities are arranged under the following headings:

- Marketing & Communications
- Key Visitor Attractions
- Infrastructure and Environment

2013 Key Achievements	
Action Area:	
Marketing & Communications	<p>Growth Fund Allocation</p> <p>Visit Falkirk was awarded £51,000 from VisitScotland's growth fund which with partner contributions provided £102,000 to promote the Falkirk area as a tourist destination.</p> <p>Marketing activity included:</p> <p>Print</p> <p>Summer Sparkle Magazine – 34 page publication featuring tourism and Falkirk town centre offers – including 4 itineraries 150,000 printed and distributed through Falkirk and the surrounding area</p> <p>Winter Sparkle Magazine - 34 page publication featuring tourism and Falkirk town centre offers – including 4 new themed itineraries 150,000 printed and distributed through Falkirk as well as the outlying area including Stirling, Fife, Cumbernauld etc.</p> <p>A6 Discount Booklet – including itineraries and containing over 27 offers and promotions from attractions and independent retailers. 20,000 printed and distributed at Christmas lights switch on in Falkirk and Glasgow and distributed by street teams in Glasgow.</p> <p>A5 flyer – leaflet drop 80,000 printed and distributed through 11 Johnston Press publications</p> <p>Posters at Glasgow Queen Street and 100 posters in trains over a 2 week period in July/August</p> <p>Opportunities to be seen (OTS) 450,549</p> <p>Target audience – Commuters heading to the major cities in Scotland including Glasgow, Edinburgh, Aberdeen or Inverness – (71 % of the interurban journeys either start or end in Glasgow or Edinburgh) (OTS) in Glasgow Queen Street for two weeks 772,210</p>

The billboard at Falkirk High – used for 4 weeks at the time of the Edinburgh Festival.

OTS for 4 weeks, 79845 – excludes those viewing advert from within the train.

Bus rears – 30 adverts over a 4 week period from 2nd Sept 2013 – included routes from Edinburgh to Perth and Dundee City –
estimated OTS reach 160298

Advertising – Spectrum magazine and Scotsman.com – weekend of 28th, 29th September 2013
Readership 154000

Radio

A 10 day campaign from 7th Sept on Clyde FM and Forth FM - 422 entries received to the competition

ATM advertising

This ran over two weekends 27th/28th July and 3rd & 4th August in 59 locations throughout Edinburgh and the Lothians

It achieved 115,715 engagements

Journalist/Blogger Visits

The following journalists/bloggers have visited the area:

Little Mummy

Erica Douglas

Cat Thomson

Currently in discussions with three more journalists to come to the area.

Digital Advertising

Digital Media Panels were in place in Glasgow Queen Street in November

Digital advertising with the Scotsman in November , including 80,000 Impressions of the billboard advert, 10,000 impressions of the double MPU (digital advert), one email campaign to the Scotsman email listing and feature page on WOW 247

Results as follows:

Billboards

Edinburgh Evening News Site - 12,778 impressions served so far with 98 clicks and a CTR (click through rates) of 0.77%

Fife Today - 6389 impressions served and 66 clicks with a CTR of 1.03%

WOW247 - 3176 impressions served with 19 clicks and CTR of 0.60%

Scotsman - 28,777 impressions served with 208 clicks and CTR 0.72%

	<p>Double MPU Scotsman 6537 impressions served, 19 clicks and CTR of 0.29%</p>
Marketing & Communications	<p>VisitScotland - Summer Into Autumn Campaign</p> <p>Over 2.7 million “opportunities to see” the Falkirk messages 294 unique entries to prize draw Post campaign analysis with STV Digital revealed that 24% of those surveyed after the campaign had visited the Falkirk area within the last three months</p> <p>VisitScotland – Tourist Information Centres</p> <p>We have continued to support the provision of visitor information at the Falkirk Wheel and Bo’ness & Kinneil Railway.</p>
Marketing & Communications	<p>Partnership & Businesses</p> <p>A meeting with a wide number of tourism businesses took place in March 2013. Regular updates being issued to tourism businesses by ezine.</p> <p>Sponsorship of the Best Tourism Business at the Falkirk Herald Business Awards.</p> <p>Ongoing support from the Business Gateway for tourism businesses including support/advice and free workshops.</p> <p>Business Engagement Officer with Helix meeting with other tourism providers to establish ongoing linkages</p>
Marketing & Communications	<p>Additional Activities</p> <p>Print</p> <p>Visit Falkirk leaflet including map 40500 distributed to Visitor Information Centres outwith the Falkirk area. 10000 distributed locally to local accommodation providers and attractions.</p> <p>Downloadable versions available in French and German</p> <p>VisitScotland Publications</p> <p>Accommodation Guide – full page advert placed Active promotion of Free Web entries to local businesses.</p> <p>Bo’ness Area Guide Provided funding for the production of a leaflet and local area guide</p> <p>Countryside Access Leaflets</p>

	<p>The Countryside access team have a number of leaflets about the path networks within the area:</p> <ul style="list-style-type: none"> • Airth Path Network, Denny Path Network, River Avon Heritage Trail, Blackness & Bo'ness, Cycle in and around the Falkirk Wheel and South Falkirk, nature trails in the Falkirk area, Antonine Wall, Green Travel Map <p>Cultural and Heritage Leaflets</p> <p>New Callendar House leaflet produced.</p>
	<p>Online activity</p> <p>Visit Falkirk.com purchased and used as the call to action for all Growth Fund Marketing Activity. Accommodation, events and itineraries all incorporated within this website.</p> <p>Requirement to review and develop a new website for March 2014 ensuring all partners have reciprocal links to and from the website.</p> <p>Visitfalkirk Facebook page established in October 2013 – ongoing developments and updates</p> <p>Mi Falkirk app set up in conjunction with Falkirk Delivers, Falkirk Council supported the addition of 70 tourism businesses and attractions within this app. 296 Businesses are now listed and in total per month over 9000 downloads, facebook likes, Website unique page views.</p> <p>Ongoing Development of Helix Social media presence – reaching 10000 likes on Facebook by November 2013.</p>
	<p>Other Marketing</p> <p>VisitScotland Expo</p> <p>The Council and partners exhibited at VisitScotland Expo and had 4 adjoining stands to raise the profile of the area and attractions to the tourism trade and group travel market.</p> <p>Events</p> <p>Falkirk Delivers have delivered a wide range of events within Falkirk Town centre including the annual Funny in Falkirk Comedy Festival, a whole range of festive events including the Christmas lights switch on</p> <p>Falkirk Community Trust have delivered and supported a wide range of events including the annual fireworks display, the Helix Day and a number of Community based events.</p> <p>Falkirk Rocks hosted major concerts in 2013 and 2012 which promoted the Falkirk area at a national level – attendance in 2013 was approximately 10,000 and 2012 was 14,000</p>

	<p>Outdoor events – the Falkirk Council Rangers Service produced their Outdoor events guide for 2013 which provided a full listing of outdoor events throughout the Falkirk area.</p>
Key Visitor Attractions	<p>Callendar House & Park</p> <p>The Tea Room was re-located in January 2013, now operating within Callendar House with great success – the number of visitors has increased by over 20% as has the ratings on trip advisor. Callendar House received a Silver – Green Tourism Award and is focussing on additional training to enhance the VisitScotland Quality Assurance rating – aiming to increase from four star to five star. The Park Gallery hosted a number of exhibitions, in particular The Tate Artists Room.</p> <p>The Park also hosted the BBC with the CBeebies “Mr Blooms fun day out” with over 14,500 visitors coming to the park over 2 days. There was unprecedented demand for tickets with over 45,000 on-line applications and a significant increase in on-line activity and use of social media to raise the profile of Callendar House and Park.</p>
	<p>The Helix</p> <p>A significant achievement in 2013 was the opening of the Helix Park in September 2013. in excess of 15,000 visitors attended on Helix Day. The ongoing activity around the construction of the Kelpies due to be launched in April 2014 and the maquettes touring throughout the UK and overseas continues to generate significant PR coverage for the area at a national and international level.</p>
	<p>The Antonine Wall</p> <p>The Management Plan produced by Historic Scotland for 2014-2019 has been approved. Falkirk Council and Falkirk Community Trust officers will assist in the delivery of the Management Plan Objectives through ongoing commitment to the partners steering group and the Council’s corporate stakeholders group.</p>
	<p>The Hippodrome</p> <p>The Hippodrome Festival of Silent Cinema hosted its 4th annual Silent Film Festival in March 2013.</p> <p>Evaluation indicated increased visitor numbers to the venue/the town from local, neighbouring districts, Scotland and UK. 40% of survey respondents visited cafes or restaurants in the area, 17% combined their visit with another attraction in the area, and 8% combined an overnight stay with their visit.</p>

	<p>Callendar Estate and Bespoke</p> <p>Callendar Estate have updated their cycle trails leaflet and have identified an operator for a café, currently looking at funding options. The Milk Barn opened in the Summer 2013 with great success.</p> <p>Bespoke have been co-ordinating a series of events including du-athlons and night rides</p>
	<p>Bo'ness & Kinneil Railway</p> <p>Visitor numbers showed a 6% increase on 2012 figures. Their visitor survey showed that almost 50% of visitors were repeat and most come from within 90 minutes drive of the attraction. New double-sided Visitor Trail and On Either Side leaflets were produced and much appreciated by visitors. The attraction now has 1555 Facebook followers and 2,400 on Twitter. An afternoon tea product was successfully introduced to generate additional income from visitors along with Steam and Diesel footplate experiences which were sold out quickly. A new platform was opened at Manuel junction allowing train passengers to get off while the engine manoeuvres. The station and trains were also used as a photographic and film location for Outlander and others and were shown in Hollywood blockbusters, Cloud Atlas and The Railway Man both of which were released in 2013.</p>
	<p>John Muir Way</p> <p>The majority of work has now been completed on the John Muir Way in anticipation of its official opening in April 2014.</p>
	<p>The Falkirk Wheel</p> <p>Falkirk Wheel have appointed Colliers in 2013 to undertake a major piece of work in relation to the way forward for the Wheel and to assess how they can increase dwell time of this visiting the facility. The results of this study will define the future action plan for the Falkirk Wheel.</p>
Infrastructure and Environment	
	<p>Townscape Heritage Initiative (THI)</p> <p>Council achieved final sign off for a £2 million grant from the Heritage Lottery Fund towards a Townscape Heritage Initiative (THI) in the town centre.</p> <p>This is supported by a £1.6 million grant previously awarded for Falkirk Town Centre Conservation area by Historic Scotland as part of their Conservation Area Regeneration Scheme.</p>

	<p>The THI team have been appointed and now located at the THI offices in the Hub in the Town centre.</p>
	<p>Signage</p> <p>Road Traffic Signage</p> <p>Signage scheme revised to identify immediate priorities based around the Helix and Bo'ness. Design work carried out and £150,000 allocated for implementation.</p>
	<p>Inner Forth Landscape Partnership Initiative</p> <p>The development of the stage 2 bid has been coordinated and RSPB have put a submission in to the Heritage Lottery Fund – the outcome to which will be announced in April 2014.</p>
	<p>Appearance and Cleanliness of Environment</p> <p>In an independent review by Keep Scotland Beautiful – the cleanliness index of the Falkirk Business Improvement district had risen from 69 in June 2012 to 75 in October 2013 – with the benchmark figure being 65. The continued work by Falkirk Delivers in partnership with Falkirk Council, the Street Cleansing and Litter Strategy Teams, BIDS own on street teams and the Criminal Justice Team have contributed to these excellent results.</p>
	<p>Public Transport</p> <p>Traveline is promoted on the website and bus stop information panels for transport information. New software was purchased which can print maps showing the closest bus stop and timetable information. The new system has been used at key points such as the hospital and is producing the information to be displayed at council offices.</p> <p>The HArtT Cycle Route has been developed and promoted.</p>
	<p>Caravan, motorhome and camping facilities</p> <p>Developer interest has been monitored with a view to promoting and potential opportunities. One application has been received for change of use of farm buildings for 5 camping cocoons</p>

FALKIRK COUNCIL

Subject: FINANCIAL POSITION 2013/14
Meeting: EXECUTIVE COMMITTEE
Date: 14 January 2014
Author: CHIEF FINANCE OFFICER

1. INTRODUCTION

- 1.1 This report presents the second update on the financial position of the Council for 2013/14 and reflects the situation as at 30 November 2013. The opportunity is also taken to update Members on the position with Reserves consistent with the approved reporting regime.

2. GENERAL FUND

- 2.1 Appendix 1 sets out both General Fund net expenditure by Service and how it is financed. Movements between budget and projected outturn are expressed in monetary and percentage terms.

Net expenditure is currently forecast to be £2.172m (0.7%) below the approved budget.

The most significant deviations from budget are described below:-

- 2.2 Education Services (under budget by £0.448m; 0.3%)

The Service is continuing to project below budget with expected savings in employee costs, transport costs and residential schools offsetting higher operational costs, including expenditure on repairs and energy.

Social Work (over budget by £0.298m; 0.3%)

Pressures on purchasing childrens' residential care and adult residential care and the costs of penions auto-enrolment are partly offset by savings in staff costs and additional income from residential care. It should be noted, however, that the Social Work Budget remains highly volatile with any increase in demand, particularly in relation to high cost care packages, having the potential to alter this position significantly.

Development Services (under budget by £0.444m; 1.2%)

The projected underspend primarily reflects savings in rental costs as a result of the Spend to Save initiatives to buy out a number of leases at Central Park Larbert. This will be adjusted in the Service's budget in 2014/15 but in the interim will be credited to the General Fund Reserve.

Corporate & Neighbourhood Services (under budget by £0.643m; 4.1%)

The underspend is attributable to a reduction in spot hires within refuse collection, a reduction in rates and utilities within waste disposal, a reduction in overtime within street cleansing arising from new rotas that have been introduced and reduced bed and breakfast costs. There are also underspends in private sector housing and homelessness which have arisen due to the timing of new initiatives which will be fully operational in the new financial year.

Miscellaneous Services (under budget by £0.648m; 5.5%)

This is as a result of a number of savings across a range of headings, including the Scottish Welfare Fund which, in common with much of the other Local Authority areas, had a slower level of uptake in the early months. A number of measures have been put in place with the aim of ensuring uptake is maximised as far as possible.

Central Support Services (under budget by £0.374m; 1.6%)

An underspend on staffing costs is likely to reduce the overall costs of Central Support Services to the General Fund by £0.374m.

Capital Financing Costs (under budget by £0.325m; 7.5%)

The prolonged period of very low interest rates and slippage from the previous year's capital programme are the main contributory factors leading to the underspend.

3. TRADING ACCOUNT

- 3.1 The overall surplus of Building Maintenance is very close to budget.

4. TRANSFERS TO/FROM EARMARKED FUNDS

- 4.1 Members will recall a sum of £0.500m in respect of the Devolved Schools Management Reserve was used to help balance the 2013/14 budget. Given the spending position within Education Services, it is proposed that only £0.250m of this sum is required.

5. HOUSING REVENUE ACCOUNT

- 5.1 Overall, the HRA is projected to be in line with budget. Savings in Support Services, Capital Charges and Staff Costs are anticipated, together with additional rental income from commercial properties. As advised in my previous report to the Executive on 8 October, these savings are being utilised in a number of areas across the Housing Revenue Account. These include Estates improvement work; recruitment of staff, training and specialist housing support to meet the demands arising from welfare reform and also to provide additional CFCR to augment the resources available to undertake housing investment, improvement and provision of additional affordable homes.

6. RESERVES STRATEGY UPDATE

- 6.1 The following paragraphs provide an update on the proposed spend and transfers in respect of the Council's reserves and earmarked funds.

6.2 Earmarked Reserves

	Devolved Schools Management £'000	Economic Development £'000	Central Energy Efficiency Fund £'000	Insurance Fund £'000
Balance at 1 April 2013	7,531	2,151	410	4,355
Proposed Spend (see below)	(4,126)	(1,433)	(50)	-
Proposed Transfers In (see below)	2,184	200	-	-
Proposed Sums Returned to Gen Fund	-	-	-	-
Estimated Balance at 31/03/14	5,589	918	360	4,355

Proposed spend and transfers are detailed as follows

Devolved Schools Management

£'000

Balance at 1 April 2013:

7,531

Included in this balance is a total of £3.163m which reflects timing differences between the academic and financial years mainly in respect of balances held at individual school level for use by headteachers. These sums are subsequently spent during the period of April to June and are replenished to around their original level by setting aside a similar level of reserves during the course of the year.

Proposed Spend:

Spend related to timing differences as noted above	(2,469)
Usage of DSM Reserve to help balance budget	(500)
Delivery of entitlement to 25 hour primary class contact time	(259)
Budget Savings 2013/14	<u>(898)</u>
	<u>(4,126)</u>

Proposed Transfers In:

Replenishment related to timing differences as noted above	1,934
Transfer from Education Services to assist future spending proposals	<u>250</u>
	<u>2,184</u>

Estimated balance at 31 March 2014

5,589

Proposals for utilisation during 2014/15 are as follows:

Ongoing capital and school capacity improvement work; this will be managed at detail level via the Capital Programme	(648)
Budget Savings 2014/15	(189)
Provision for timing differences as noted above	<u>(2,471)</u>
	<u>2,281</u>

The balance of £2.281m has increased by £0.886m from the position reported in October. This is primarily due to timing differences and utilising less than anticipated for budget savings in the current financial year. Going forward, the balance will continue to be used as a buffer if issues arise which affect the full achievement of planned budget savings.

Economic Development

Fund maintained to assist with the delivery of economic development projects where the Council has a significant property related interest. The estimated balance at 31 March remains largely unchanged. The transfers into the Fund includes a £100k contribution towards the Falkirk Townscape Heritage Initiative. The Reserve has been used to fund lease buyouts (e.g. £800k at Central Park) under spend to save and other joint ventures with development partners. The remaining balances will be used to support the following:

- Tourism Signs – £150k (2013/14)
- Business Support £320k (2013/14) & £159k (2014/15)
- Property maintenance/upgrade (using dilapidation income from outgoing tenants) - £107k (2014/15).
- TIF – advance implementation works £83k – (2014/15)
- Landscape Initiatives - £163k (2013/14) & £35k (2014/15)
- Falkirk Townscape Heritage Initiative - £100k (2014/15)

Central Energy Efficiency Fund

Anticipated spend of £50k related to boiler replacement works at the Mariner Centre, with balance (£360k) to be committed in 2014/15.

Insurance Fund

The position on the Insurance Fund following the actuarial valuation has previously been reported to Committee and in particular the uncertain future liability from MMI entering administration was highlighted.

6.3 **Repairs and Renewals Fund**

Please see Appendix 3 where the overall position showing all relevant Services is set out.

Proposed spend can be detailed as follows

Printworks

It is proposed to build up the Fund until 2018/19 when c£170k will be required to replace the current 4 colour press.

Roads

Earmarked for improvements to Earls Road depot. It is expected that the monies will be spent this year.

Waste Strategy

Fund required to support purchase of recycling bins; recycling centre maintenance and upgrade and assist with expansion of recycling provision. £350k will be committed during 2013/14 and the remainder committed over the next two years.

Birkhill Claymine Demolition

Above ground building demolition works completed. Further works planned to conclude mine abandonment process, with likely full spend against the remaining budget of £35k in 2013/14..

Pavilion Improvement

Fund for commissioning of works to upgrade local pavilions and other projects of community benefit involving delivery of training via ETU, Falkirk Community Trust and other agencies. Spend anticipated £25k (2013/14) & £25k (2014/15)

Social Work Services Properties

Estimated spend to 31 March 2014 is £255k and, in addition to this, £453k will be incurred early in 2014/15 as a result of work already out to tender and this will be deployed to enable critical work to be undertaken across a range of care facilities and other premises. This work will enable registered services to meet Health and Safety requirements and will enable essential refurbishment of office premises, as identified via condition surveying. In addition, £160k will be used as part of the Service's current year budget savings.

Condition surveys of all properties have now been undertaken and are currently being analysed and the remaining balance of £280k will be deployed to facilitate the highest priority work emerging from these surveys.

BMD – Plant & Equipment

The full reserve balance of £72k will be utilised in 2013/14 and will be used to purchase a range of tools and equipment e.g. power tools; lifting equipment and equipment for working at heights, to support Building Maintenance operational delivery. Equipment purchase will reduce the reliance on hired equipment and improve operational efficiency.

General Fund Housing

As highlighted in my previous report to the Executive on 8 October, it is proposed to use the reserve in two primary ways. Firstly, the reserve will be used to help augment Scheme of Assistance funds and secondly to mitigate the impacts arising from changes to HRA accounting treatment and in particular the allocation of costs between HRA and General Fund Housing.

1. Scheme of Assistance

The Scheme of Assistance helps deliver the Council's private sector housing strategy, the aims of which include improving private sector housing conditions and enabling more disabled people to live independently. It is proposed to use c£500k over the next two financial years to support a range of measures including continuing electrical works under the small repairs service beyond the current pilot; providing access to loans for homeowners to undertake work, as part of Council improvement projects e.g. energy efficiency and door entry work and also providing additional disabled adaptation grants.

2. HRA Accounting Changes

It is anticipated that changes to HRA accounting will result in additional costs being borne by General Fund Housing, due to a reallocation of costs between HRA and General Fund e.g. maintenance costs of communal open space areas, currently charged to HRA. Pending more detailed work on the impacts, it is proposed that c£400k of the reserve is earmarked to mitigate these costs going forward.

Drummond House Dilapidations

A sum of £53k was set aside in 2012/13 to fund the Council's share of estimated cost of dilapidation works at Drummond House. This sum will be paid in 2013/14.

6.4 Uncommitted General Fund

The opening balance on the Fund is £11.836m, reflecting a credit of £0.754m from the Police and Fire Boards dissolution and the application of £2.281m to the 2013/14 Budget. The current 3 year budget assumption shows that £4.7m would be deployed to help balance the budgets in these years, which would take us down to the bottom end of the approved strategy range of £7-10m. The position on the General Reserve can of course move due to a range of factors e.g.:-

- Annual outturn under/over spend
- Decisions on Spend to Save
- Unexpected "shocks"

6.5 Housing Revenue Account (HRA)

The balance brought forward at 31 March 2013 was £7.631m, of which £2.538m is being utilised to limit the rent rise in the current year. The HRA reserve will be maintained over the longer term in order to ensure that there are sufficient funds available to meet future income and expenditure plans including the HRA investment programme.

6.6 **Capital Reserves**

Capital Receipts Reserve

As noted in previous reports, this Reserve comprises proceeds from the sale of Council assets. The balance as at 1 April 2013 is £4.428m and funds will be taken from this reserve as they are applied in order to finance the Capital Programme. It is anticipated that £0.384m will be utilised from this reserve to fund capital expenditure in the current year with further application to be determined as part of the budget process as the Capital Programme is rolled forward.

Capital Grants Unapplied Accounts

As noted in previous reports, this Reserve comprises Section 75 contributions from developers as well as capital grants for which either no conditions apply, or they do apply and had not been met. The balance on this reserve as at 1 April 2013 is £5.501m and it is anticipated that £1.5m will be utilised to fund capital expenditure in the current financial year with further application to be determined as part of the budget process as the Capital Programme is rolled forward.

6.7 **Spend to Save**

The Council has previously earmarked a total of £3.5m from reserves for Spend to Save initiatives. Following decision taken by Members at the Executive on 6 August 2013 the balance has reduced to £1m.

7. **CONCLUSION**

7.1 **Financial Position**

7.1.1 The latest assessment of the financial position for 2013/14 based on information received from Services indicates an underspend in General Fund of £2.172m (0.7%) compared to budget with year-end reserves forecast to be £14.008m as at 31 March 2014. Budget application of this Reserve could take the balance down to the approved strategy floor over the next few years.

7.1.2 Spending within HRA is forecast to be £55.087m, in line with budget, with year-end reserves projected to be £5.093m.

7.2 **Reserves Strategy**

7.2.1 It is evident that the Council has a range of specific reserves beyond the uncommitted General Fund and HRA Reserves. It is clearly important that these specific reserves are managed in a manner consistent with the climate of austerity and with regard to priorities.

8. **RECOMMENDATIONS**

Members are invited to

8.1 note the latest projection of revenue account spending for 2013/14.

8.2 note the position with reserves and approve the transfer and spending plans as detailed in the report.

Chief Finance Officer

Date: 9 December 2013

LIST OF BACKGROUND PAPERS

1. Financial Monitoring Statements 2013/14.

Any person wishing to inspect the background papers listed above should telephone Falkirk 01324 506371 and ask for John Flannigan.

FALKIRK COUNCIL

GENERAL FUND

PROJECTED REVENUE OUTTURN STATEMENT 2013/14 AS AT 30/11/2013

	Budget	Projected	(Fav)/ Adv		Previous
	£'000	Outturn	Variance		Projection
	£'000	£'000	£'000	%	£'000
Education Services	168,076	167,628	(448)	(0.3)	167,628
Social Work Services	87,647	87,945	298	0.3	88,017
Development Services	36,673	36,229	(444)	(1.2)	36,229
Corporate & Neighbourhood Services	15,562	14,919	(643)	(4.1)	15,189
Miscellaneous Services	11,695	11,047	(648)	(5.5)	11,522
Central Support Services	23,078	22,704	(374)	(1.6)	22,804
Less: Central Support Recharges	(23,078)	(23,078)	-	-	(23,078)
Trading Accounts	(780)	(803)	(23)	2.9	(803)
Sub - Total	318,873	316,591	(2,282)	(0.7)	317,508
Falkirk Community Trust	12,015	12,015	-	-	12,015
Valuation	1,255	1,255	-	-	1,255
Capital Financed from Current Revenue	500	500	-	-	500
Compensatory Lump Sums	-	185	185	-	135
Transfers to/(from) Earmarked Funds	(500)	(250)	250	(50.0)	(250)
Adj. for Capital Financing Costs / Capital Charges	(4,345)	(4,670)	(325)	7.5	(4,670)
NET EXPENDITURE	327,798	325,626	(2,172)	(0.7)	326,493
Financed By :					
General Revenue Funding	205,783	205,783	-	-	205,783
Non-Domestic Rates	68,291	68,291	-	-	68,291
Council Tax / Council Tax Reduction Scheme	51,443	51,443	-	-	51,443
NET INCOME	325,517	325,517	-	-	325,517
SURPLUS/(DEFICIT)	(2,281)	(109)	(2,172)	(0.7)	(976)
Add : General Fund Surplus as at 1 April 2013		14,117			
Projected General Fund Balance as at 31 March 2014		14,008			

FALKIRK COUNCIL

HOUSING REVENUE ACCOUNT

PROJECTED REVENUE OUTTURN STATEMENT 2013/14 AS AT 30/11/2013

	<u>Budget</u> £'000	<u>Projected</u> <u>Outturn</u> £'000	<u>(Fav)/ Adv</u> <u>Variance</u> £'000	%	<u>Previous</u> <u>Projection</u> £'000
Employee Expenses	6,890	6,740	(150)	(2.2)	6,740
Property Expenses	24,715	25,715	1,000	4.0	25,715
Transport Expenses	32	32	-	-	12
Supplies and Services	4,021	4,121	100	2.5	4,121
Third Party Payments	1,283	1,283	-	-	1,283
Support Services	4,105	3,905	(200)	(4.9)	3,905
Capital Charges	14,041	13,865	(176)	(1.3)	13,865
Compensatory Lump Sums	-	-	-	-	-
Gross Expenditure	<u>55,087</u>	<u>55,661</u>	<u>574</u>	<u>1.0</u>	<u>55,641</u>
Income	52,549	53,123	(574)	(1.1)	53,103
Surplus/(Deficit)	<u>(2,538)</u>	<u>(2,538)</u>	<u>-</u>	<u>-</u>	<u>(2,538)</u>
Add: Surplus brought forward at 1 April 2013		7,631			
Projected Surplus at 31 March 2014		<u>5,093</u>			

ANALYSIS OF REPAIRS & RENEWALS FUND

Service	Chief Executive	Development				Social Work	Corporate & N'hood		Other	
	Print -works	Roads	Waste Strategy	Birkhill Mine Demolition	Pavilion Improvement	Various Properties	BMD Plant & Equipment	Gen Fund Housing Furniture	Drummond House Dilapidations	Total
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000		£'000
Balance 01/04/2013	106	55	862	35	50	1,148	72	892	53	3,273
Spend	-	(55)	(350)	(35)	(25)	(415)	(72)	(450)	(53)	(2,188)
Receipts	7	-	-	-	-	-	-	-	-	7
Interest	1	-	3	-	-	-	-	3	-	7
Estimated Balance 31/03/14	114	-	515	-	25	733	-	445	-	1,099

FALKIRK COUNCIL

Subject : LOCAL GOVERNMENT FINANCE SETTLEMENT 2014/15
Meeting : EXECUTIVE
Date: 14 January 2014
Author : CHIEF FINANCE OFFICER

1. INTRODUCTION

- 1.1 On 11 December 2013, the Scottish Government issued Finance Circular No. 6/2013 which provides local authorities with details of their provisional revenue and capital allocations for 2014/15. It also includes an update on grant changes for 2013/14 and these are reflected in the financial position report elsewhere on the agenda. In addition, the Circular provides figures at national level only for 2015/16. These figures are provisional and are subject to debate by the Scottish Parliament in February 2014.
- 1.2 The Circular also provides details of the increase in business rates poundage levels and confirmation of the relief thresholds.

2. BACKGROUND

- 2.1 The Cabinet Secretary for Finance, Employment and Sustainable Growth wrote to COSLA on 11 September 2013 reaffirming the terms of the settlement to be provided to local government in return for the provisional funding allocations set out in this Circular.
- 2.2 The terms of the settlement included specific commitments and my report of 8 October 2013 to this Committee outlined these commitments which are shown below:
- Maintain the Council Tax Freeze over the 3 years of the Spending Review period (2012/13 – 2014/15)
 - Maintain teacher numbers in line with pupil numbers and secure places for all probationers who require one, under the teacher induction scheme
- 2.3 The previous “sign-off” arrangements have been retained in that only those Councils who do not intend to take up the offer and agree the full package of measures outlined above are required to write to the Cabinet Secretary setting out the reasons why they do not wish to comply, by no later than 10 March 2014. The Leader of the Council has indicated that Falkirk Council intends to continue to deliver these commitments and as such will not be writing to the Cabinet Secretary.

3. REVENUE FUNDING

3.1 The amount of all-Scotland local government funding is set out in the following table.

	<u>2014/15</u> <u>£'m</u>	<u>2015/16</u>
Total Revenue Funding	9,804.911	9,800,601
Less: Teachers Induction Scheme	27.600	37.600
Criminal Justice Social Work	86.450	86.450
Council Tax Reduction Scheme	343.000	343.000
Council Tax Reduction Scheme Admin	7.050	-
Scottish Welfare Fund (SWF)	-	-
Discretionary Housing Payments	20.000	-
Changes to AME Grants	(0.247)	-
Distributed Revenue Funding	9,321.058	
Distributed as:		
General Revenue Funding	6,643.576	
Non-Domestic Rates	2,664.000	
Ring-Fenced Grants	13.482	
	9,321.058	

3.2 The distribution of the indicative allocations for 2015/16 are the subject of ongoing consideration following COLSA Leaders' decision that the allocations for 2014/15 should be rolled forward for 2015/16. An update on the 2015/16 allocations will be provided once these considerations have concluded. In addition, no totals are shown for the 2015/16 allocation as the figures contained in the Circular did not add up. I am still awaiting confirmation on the position from the Scottish Government.

3.3 The Scottish Government has held back distribution of the Scottish Welfare Fund monies as they were aware that COSLA would be making a pitch for additional administration funding and there was a need to utilise the 2013/14 underspend. Following the issue of Circular 6/2013, COSLA has now agreed with the Scottish Government that the allocation previously advised for 2013/14 can be regarded as a minimum allocation for 2014/15 as follows:-

	<u>National</u> <u>£'m</u>	<u>Falkirk</u> <u>£'m</u>
Community Care Grants	23.000	0.634
Crisis Grants	9.995	0.293
Administration	4.459	0.126
	37.454	1.053

Discussions will continue between the Scottish Government and COSLA regarding additional funding for administration costs.

4. REVENUE FUNDING – FALKIRK COUNCIL

- 4.1 Falkirk Council's grant allocation for 2014/15 is £266.111m and is in line with the anticipated sum as part of the settlement announced last year. It is analysed as follows:-

	<u>2014/15</u>
	<u>£'m</u>
General Revenue Funding	191.386
Non-Domestic Rates	74.713
Ring-Fenced Grants	0.012
	<hr/>
	266.111

This sum is c£0.300m more than had been anticipated in the Council's Medium Term Financial Plan due to the decrease in funding for the Council Tax Reduction Scheme not being as severe as anticipated.

5. CAPITAL FUNDING

- 5.1 The Scotland wide figures shown below reflect the reprofiling previously reported to Members with £120m being deducted in 2012/13 and a further £100m in 2013/14; this being repaid over the subsequent 2 years £120m in 2014/15 and £100m in 2015/16. Falkirk Council's funding allocation for 2014/15 is £9.728m.
- 5.2 The all Scotland figures are noted below.

	<u>2014/15</u>	<u>2015/16</u>
	<u>£'m</u>	<u>£'m</u>
General Capital Grant	622.975	672.200
Specific Capital Grants	127.722	123.200
Distribution for SPT	22.524	21.900
	<hr/>	<hr/>
	773.221	817.300

- 5.3 As is the case with the Revenue Budget, the Scottish Government has not allocated the 2015/16 budget to individual Council level as they are the subject of further consideration. There is the prospect that Falkirk may receive a more benign allocation than was anticipated.
- 5.4 Falkirk Council's share of the 2014/15 funding is in line with expectations and is analysed below:-

	<u>2014/15</u>
	<u>£'m</u>
General Capital Grant	9.564
Specific Capital Grant	0.164
	<hr/>
	9.728

6. NON-DOMESTIC RATES

- 6.1 The Scottish Government has confirmed the increase for the Non-Domestic Rate poundage will be restricted to 2%.
- 6.2 The Scottish Government has also confirmed more assistance for small businesses under the Small Business Bonus Scheme by increasing the upper threshold for businesses with multiple properties from £25,000 to £35,000 for the lifetime of this Parliament. The table below continues the revised 2014/15 thresholds:

Combined Rateable Value (RV) of all Business Properties in Scotland	
	<u>2014/15</u>
Up to £10,000	100%
£10,001 - £12,000	50%
£12,001 - £18,000	25%
£18,001 - £35,000	25% on each individual property with a rateable value not exceeding £18,000 *

* This will allow a business with 2 or more properties with a cumulative RV of under £35,000 to qualify for relief at 25% on individual properties with a RV of up to £18,000.

- 6.3 As announced earlier, the Scottish Government will also expand the Fresh Start rates relief to give 50% relief to businesses who take on even more kinds of long term empty properties to help rejuvenate high streets. This includes additional types of empty premises, including those previously used as pubs, hotels and restaurants. Further guidance will be provided early in the new year when the regulations are finalised.
- 6.4 As previously confirmed, the revised 2012/13 Business Rates Incentivisation Scheme (BRIS) targets are currently under consideration by COSLA and individual local authorities and a final decision will not be taken until the 2012/13 audited returns are available (February 2014). Targets for future years will be considered once the 2012/13 review is complete.

7. SUMMARY

- 7.1 Finance Circular 6/2013 provides details of the provisional financial support which will be made available to Councils for 2014/15. The level of government funding has a very significant impact on the Council's budget and work is continuing to present spending plans for Members' consideration in February 2014.

8. RECOMMENDATION

Members are invited to note the provisional Local Government Finance Settlement 2014/15.

Chief Finance Officer

Date : 13 December 2013

LIST OF BACKGROUND PAPERS

1. Scottish Government Finance Circular No 6/2013
2. Report to Executive Committee by Chief Finance Officer on 8 October 2013

Any person wishing to inspect the above background papers should telephone Falkirk (01324) 506371 and ask for John Flannigan.

FALKIRK COUNCIL

Subject : **CAPITAL PROGRAMMES UPDATE REPORT**
 Meeting : **EXECUTIVE**
 Date : **14 January 2014**
 Author : **CHIEF FINANCE OFFICER**

1. INTRODUCTION

- 1.1 The purpose of this report is to provide an update on the progress of the General Services and Housing Capital Programmes for 2013/2014.

2. GENERAL SERVICES CAPITAL PROGRAMME 2013/2014

- 2.1 The General Services Capital Programme was approved by Policy & Resources Committee on 13 February 2013. Capital projects often span several years and variations in spend in one year inevitably have an impact on subsequent years. The budget for 2013/14 was set within the context of a three year investment programme based on estimates taken in late 2012. The latest forecast takes into account the carry forward from 2012/13 and the additional capital funding received from the Scottish Government of £1.168m which was reported to Council in June 2013.
- 2.2 Appendix 1 provides the latest forecast against budget for the 2013/14 capital programme. These figures take into account spend to 30 November 2013. At this time the programme is expected to spend £28.9m, resulting in slippage of approximately £8.9m broken down as follows and explained in the subsequent paragraphs.

Service	Forecast Variance (£000's)
Education	(1,257)
Dev Services – Roads & Transport	(125)
Dev Services – Flooding & Environment	(515)
Dev Services – Economic Development	(2,448)
Social Work	(2,333)
Corporate & Neighbourhood	(1,184)
Community Trust	(1,041)
Total Over/(Under)spend =	<u>(8,903)</u>

- 2.3 The Education slippage is mainly due to the Antonine Primary School Phase 2 and 3 work being delayed pending acceptance of the tender in January 2014. Spend on the Camelon Education Centre is on hold until the results of a stakeholder consultation exercise is known on the future improvement plan options. Several significant projects have been completed across various Primary Schools including the Antonine Phase 1 extension work, St Andrews gym hall extension and Beancross kitchen refurbishment.

- 2.4 The Development Services slippage is due primarily to the Business Property Reinvestment project (£1m) which is dependent upon receipts. Both income and spend will be carried forward. There is some slippage in the Denny Town Centre project (£0.5m) although demolitions are scheduled for March. The Falkirk Town Centre project will commence in April/May of 2014 following approval of phase 2 funding from the Townscape Heritage Initiative Fund.
- 2.5 For Social Work, the Older Peoples Homes work has been put on hold until the findings from an options appraisal exercise on service provision are reported. This exercise will be reported to Members separately.
- 2.6 The Corporate and Neighbourhood underspend is due to the reprofiling of the work to replace our cremators and savings in the vehicle replacement programme from the non replacement of some vehicles.
- 2.7 The Community Trust slippage is due to the delay in the completion of the synthetic pitch. Spend on the replacement boiler project in the Mariner Centre has been staggered to avoid an impact on service delivery and will therefore continue into 2014/15.
- 2.8 Services advise that the remaining projects will be delivered as per the approved budget.
- 2.9 In terms of resources a reduction in capital receipts of c£1.0m is forecast which offsets the decrease in the Economic Development spend mentioned at para 2.4 above. With the reduction in the forecast spend comes a reduction in the need to borrow for this year of c£7.5m, however this will mean a need to increase borrowing in 2014/15. A further £0.4m of CFCR from Social Work is linked to the Older Peoples Homes project and will be carried forward.
- 2.10 The impact on borrowing is shown in the table below:-

Movement in Borrowing	£'000
Budget at April 2013	18,633
Less Slippage per paragraph 2.2	(8,903)
Add back Business Property Reinvestment Slippage	1,000
Add back Social Work CFCR	<u>446</u>
Revised Borrowing Projection	<u>11,176</u>

3. ADDITIONAL CAPITAL GRANT 2013/2014

- 3.1 On the 23 June 2013 the Council approved the spend of an additional capital grant of £1.168m which was spread over Council Services. The grant was for “shovel ready” projects and came from the Scottish Government with the proviso that it must be spent in 2013/14. Appendix 2 lists the various projects with the latest forecasts.

3.2 The original Dundas Day Centre project was swapped with two other Social Work projects (Brockville and Rossvail) as approved by the Executive on 8th October 2013. Additional grant monies had originally been allocated to the Falkirk High car park. Development Services have now submitted a bid to the Scottish Government's Rail Infrastructure Fund which should cover this expenditure. The outcome of this bid is not currently known. It is therefore proposed to transfer the funding to the Redding Road Railway bridge project. The Council is due to pay Network Rail approximately £1-£1.5m contribution towards renewal of this bridge.

3.3 Services have advised that all other projects will be delivered as per the approved budget.

4. HOUSING CAPITAL PROGRAMME 2013/14

4.1 The HRA capital investment programme was approved by Policy & Resources Committee on 13th February 2013. As with the General programme the 2013/14 budget is an integral part of a three year plan. Appendix 3 outlines the programme at the time of the budget and the latest forecast includes resources carried from previous years.

4.2 The current forecast for the Housing Capital programme is £47.02m against a revised budget of £47.42m. This could be adversely impacted if we experience severe weather this winter. The net underspend forecast of £0.4m is made up of a number of movements across the programme as outlined in the following paras.

4.3 Within elemental improvements there is external fabric works slippage of £1.9m which has been offset with a forecast overspend in electrical works of £0.6m, leaving a net £1.3m underspend. There has also been slippage of £0.9m within energy efficiency works.

4.4 As noted in our October update report, the forecast now includes the Mortgage to Rent Scheme (MTR). This additional expenditure of £1.5m offsets the underspends noted above. To date 12 houses have been purchased via MTR scheme.

4.5 The New Build forecast spend is higher than previously reported and is now showing a £1.0m potential overspend, however additional and re-profiled Scottish Government grant of £1.7m is now anticipated this year and consequently there is a net underspend of £0.7m.

4.6 There is a possibility that anticipated savings in the Housing revenue budget may be utilised to increase the CFCR contribution. The figure could be c£1.5m but this has not been included in the HRA capital investment programme for the moment and will be adjusted at a later date when the position becomes clearer.

4.7 Movements in expenditure are summarised below:-

HRA Movements	£'000
Budget at April 2013	47,419
Add Mortgage to Rent	<u>1,500</u>
Revised Budget at November 2013	48,919
Elemental Improvements Slippage	(1,262)
Energy Efficiency Slippage	(913)
High Rise Flats, Estates and Other Expenditure Slippage	(161)
LHS Initiatives	<u>(568)</u>
	46,015
New Build Additional Spend	<u>1,007</u>
	<u>47,022</u>

4.8 The impact on borrowing is shown in the table below:-

Movement in Borrowing	£'000
Budget at April 2013	42,011
Add Mortgage to Rent	<u>1,500</u>
	43,511
Less Additional Council House Sales	(300)
Less Additional Energy Efficiency Income	(600)
Less Additional New Build Grant	(1,673)
Less Slippage (ex MTR)	(1,897)
Less Mortgage to Rent Grant	<u>(450)</u>
Revised Borrowing Projection	<u>38,591</u>

5. PRUDENTIAL INDICATORS

5.1 A series of Prudential Indicators are used to demonstrate that capital spending plans are affordable, prudent and sustainable. The attached schedule (Appendix 4) details these indicators.

6. CONCLUSIONS

6.1 The latest forecast for the General Capital Programme for 2013/2014 has now been amended to expenditure of £28.9m as per Appendix 1.

6.2 The latest forecast for the Housing Capital Programme for 2013/2014 has now been amended to expenditure of £47.0m as per Appendix 3, following end of year adjustments.

7. RECOMMENDATIONS

Members are invited to :-

- 7.1 Note the status of the General Services and Housing Capital Investment Programmes for 2013/2014.**
- 7.2 Approve the revisions to the Capital Programme as noted at paragraph 2.6 and 3.2.**

Chief Finance Officer

Date: 13 December 2013

LIST OF BACKGROUND PAPERS

- 1. Budget Report to Policy & Resource Committee, 13 February 2013
- 2. Additional Capital Grant Funding Report to Falkirk Council, 26 June 2013
- 3. Capital Programmes Update Report to Executive, 8 October 2013

Any person wishing to inspect the above papers should telephone Falkirk (01324) 506340 and ask for Carole McGhee/Amanda Templeman.

2013/14 CAPITAL PROGRAMME**GENERAL PROGRAMME - SUMMARY****APRIL 2013 TO NOVEMBER 2013**

EXPENDITURE	BUDGET	REVISED BUDGET at April 2013	LATEST 2013/14 FORECAST
SERVICE INVESTMENT PLANS	£000	£000	£000
EDUCATION SERVICES	6,171	9,458	8,201
ROADS & TRANSPORT	5,209	5,674	5,549
FLOODING & ENVIRONMENTAL	600	1,151	636
ECONOMIC DEVELOPMENT	2,245	3,118	670
SOCIAL WORK	2,687	2,892	559
CORPORATE & NEIGHBOURHOOD	6,610	7,600	6,416
CENTRAL SUPPORT	450	837	837
COMMUNITY TRUST (including Helix)	1,610	4,779	3,738
TIF	3,183	2,358	2,358
TOTAL EXPENDITURE 2013/14	28,765	37,867	28,964

RESOURCES	BUDGET	REVISED BUDGET at April 2013	LATEST 2013/14 FORECAST
FALKIRK COUNCIL BORROWING	10,896	18,633	11,176
SCOTTISH GOVERNMENT BLOCK GRANTS	9,333	9,333	9,333
CAPITAL RECEIPTS - SALES	3,895	4,083	3,083
EXTERNAL FUNDING	1,903	2,267	2,267
RESERVES (DMR, CFCR and R&R)	2,738	3,551	3,105
TOTAL RESOURCES 2013/14	28,765	37,867	28,964

ADDITIONAL CAPITAL GRANT FUNDING : 2013/14

Appendix 2

Project	Budget £000's	Forecasted Expenditure £000's
Falkirk High Station Car Park	415	0
Enhancements, Upgrades to Various Parks	209	209
Forth & Clyde Union Canal Towpaths	150	150
Grange Primary School Atrium	150	150
Helix Playpark Contribution	150	150
Upgrade work to Brockville & Rossvail	85	85
85 Grahams Rd - Office Work - Social Work	9	9
Total =	1,168	753

2013/14 CAPITAL PROGRAMME**HOUSING INVESTMENT PROGRAMME - SUMMARY****APRIL 2013 to NOVEMBER 2013**

EXPENDITURE	BUDGET	REVISED BUDGET at April 2013	LATEST 2013/14 FORECAST
HOUSING INVESTMENT PLANS	£000	£000	£000
ELEMENTAL IMPROVEMENTS	10,400	12,805	11,543
ENERGY EFFICIENCY	5,900	8,400	7,487
HIGH RISE FLATS	2,500	4,900	4,888
NEW BUILD HOUSING	12,803	12,803	13,810
ESTATES & OTHER EXPENDITURE	1,050	1,050	901
PROPERTY BUY BACKS	5,000	5,000	5,000
MORTGAGE TO RENT	-	-	1,500
LHS INITIATIVES	700	700	132
WINDOW LEASE BUY OUT	1,761	1,761	1,761
TOTAL EXPENDITURE 2013/14	40,114	47,419	47,022

RESOURCES	BUDGET	REVISED BUDGET at April 2013	LATEST 2013/14 FORECAST
BUDGETED PRUDENTIAL BORROWING	32,033	32,945	28,475
UNUSED 2012/13 PRUDENTIAL BORROWING		7,305	7,305
COUNCIL HOUSE SALES	1,600	1,600	1,900
ENERGY SECTION INCOME	300	300	900
CFCR	1,360	1,360	1,360
SCOTTISH GOVERNMENT NEW BUILD GRANT	3,060	2,148	3,821
SCOTTISH GOVERNMENT MORTGAGE TO RENT GRANT			450
MORTGAGE TO RENT BORROWING			1,050
WINDOW LEASE BUY OUT	1,761	1,761	1,761
TOTAL RESOURCES 2013/14	40,114	47,419	47,022

FALKIRK COUNCIL
PRUDENTIAL CODE INDICATORS
[Including TIF and Excluding HRA]

PRUDENTIAL INDICATOR		BUDGET 2013/14	PROJECTED 2013/14	COMMENTS
1.	Ratio of Financing Costs to Net Revenue Stream	5%	5%	Shows how much of the Council's income is committed to repaying debt arising from capital investment.
2.	Incremental Impact of Capital Expenditure on Council Tax	£2.40	£2.40	Affordability Indicator showing implications of capital expenditure and its financing on the "bottom-line".
3.	Net External Borrowing Accounting Adjustment – Finance Lease Liabilities Capital Financing Requirement (includes HRA) Accounting Adjustment – Finance Lease Liabilities	£'m 189.6 <u>123.4</u> 313.0 286.0 <u>128.8</u> 414.8	£'m 193.8 <u>123.4</u> 317.2 278.1 <u>128.8</u> 406.9	This is a key Prudence Indicator which shows that over the medium term external borrowing will only be for a capital purpose. The capital financing requirement reflects the underlying need to borrow to finance assets. It should be noted that the sums included as “Accounting Adjustment – Finance Lease Liabilities”, are not an increase in borrowing or need to borrow, they are merely a presentational change as a result of the requirement to report under International Reporting Standards (IFRS).
4.	Capital Expenditure	£'m 27.6	£'m 29.0	Simply the planned capital expenditure per the appended Capital Programme.
5.	Capital Financing Requirement (GF only)	£'m 318.7	£'m 310.6	The Capital Financing Requirement reflects the underlying need to borrow for Capital Investment.
6.	Authorised Limit (AL) for External Debt:- Borrowing Other Long Term Liabilities	£'m 216.6 <u>123.4</u> <u>340.0</u>	£'m 216.6 <u>123.4</u> <u>340.0</u>	This sets the maximum level of External Debt, based on capital investment plans and allowing some headroom over the Operational Boundary (see below) for exceptional circumstances.
7.	Operational Boundary (OB) for External Debt:- Borrowing Other Long Term Liabilities	£'m 211.6 <u>123.4</u> <u>335.0</u>	£'m 211.6 <u>123.4</u> <u>335.0</u>	This is set at a lower level than the Authorised Limit and is a robust estimate of the External Debt level arising from Capital Investment Plans.

PRUDENTIAL INDICATOR		BUDGET 2013/14	PROJECTED 2013/14	COMMENTS
8.	Actual External Debt: External Borrowing Other Long Term Liabilities	<u>N/A</u>	<u>N/A</u>	Actual External Debt per Annual Accounts 2013/14 which confirms compliance with Authorised Limit (AL) and Operational Boundary (OB)
9.	CIPFA Code of Practice for Treasury Management in the Public Services	Code has been adopted by the Council		The Treasury Management Code is designed to ensure prudence in treasury operations.

FALKIRK COUNCIL
HRA PRUDENTIAL CODE INDICATORS

PRUDENTIAL INDICATOR		BUDGET 2013/14	PROJECTED 2013/14	COMMENTS
1.	Ratio of Financing Costs to Net Revenue Stream	23%	23%	Shows how much of the Council's HRA income is committed to repaying debt arising from capital investment.
2.	Incremental Impact of Capital Exp. on weekly Rent	£0.85	£1.35	Affordability Indicator showing implications of capital expenditure and its financing on the "bottom-line". The movement is simply due to timing of capital spend as it includes the slippage from the 2012/13 capital programme.
3.	Capital Expenditure	£'m 40.1	£'m 47.0	Simply the planned capital expenditure per the appended HRA Capital Programme
4.	Capital Financing Requirement	£'m 96.1	£'m 96.3	The Capital Financing Requirement reflects the underlying need to borrow for HRA Capital Investment

FALKIRK COUNCIL

Subject: FUNDING 'LEADER' - EUROPEAN PROGRAMME & COASTAL COMMUNITIES FUNDS
Meeting: EXECUTIVE
Date: 14 JANUARY 2014
Author: DIRECTOR OF CORPORATE AND NEIGHBOURHOOD SERVICES

1. INTRODUCTION

- 1.1 This report notes, firstly, a proposal regarding LEADER European funding which would re-align the Council's involvement with a new set of neighbouring areas for the 2014-2020 programme, which Members are asked to approve.

2. BACKGROUND; LEADER

- 2.1 LEADER is a national programme using European funds to deliver community-led local rural development projects. Falkirk is currently in the Forth Valley & Lomond LEADER Local Action Group (FVL-LAG). Kelvin Valley is an existing, neighbouring LEADER programme
- 2.2 Officers were approached in late November 2013 by the Kelvin Valley LEADER group (including North Lanarkshire & E Dunbartonshire Councils) with a view to investigating our interest in joining a LEADER programme with them. Officers have investigated the forward-planning of a 2014 - 2020 programme with Kelvin Valley, which would see LEADER continuing for the Falkirk area, but aligned with new partners, from 2014 onwards, who share key strategic assets and synergies with Falkirk. The new partnership would see Falkirk break-away from current LEADER partners Stirling, Clacks and Loch Lomond/Trossachs National Park, and current partners are aware of this proposal.

3. ISSUES: LEADER

- 3.1 Falkirk LEADER area is approximately 35% of the Forth Valley & Lomond LEADER area, by population, and therefore a significant partner in deploying the grant funds available to the new LEADER group. Analysis of grant spend in the 5 year programme to 2014 showed that awards made resulted in around 16% (=£435,650) Falkirk project spend (21% of successful projects), although further spend of approx £170K is actually across all partner areas.
- 3.2 There is a need to change the approach for Falkirk communities, if they are to benefit as much as those elsewhere in the LEADER area. Community assets in Falkirk LEADER area contrast markedly with those in affluent rural Stirlingshire and in the National Park.

We feel that Falkirk communities need LEADER to take a new focus. Strategies for LEADER 2014-202 are now in development, and this is an important time for Falkirk to better align LEADER to its own needs.

- 3.3 Kelvin Valley, neighbouring to the south-west, are a particularly small LAG (population around 50,000 vs. 130,343 for FVL-LAG) and the Scottish Government had encouraged them to join into something bigger, to accrue economies of scale. On this basis Kelvin Valley looked at joining with Forth Valley & Lomond LAG to create a mega-LAG. However this was recently rejected by Kelvin Valley, because they also consider FVL to be dominated by the considerable assets of the National Park's landscape attractions and the more affluent communities in rural Stirlingshire.
- 3.4 Kelvin Valley interest in Falkirk then arose because we share a focus on low-key urban-fringe landscapes, and our communities are often in regeneration. We also share three significant key linear assets – the Antonine Wall, the Canal and the formative John Muir Way. Kelvin Valley thus made an approach to Falkirk, just when we were starting the next development with Forth Valley & Lomond, also believing that Kelvin might well also join that partnership.
- 3.5 This approach now requires that Members consider the establishment of a new-LAG between Falkirk and Kelvin Valley, based on urban-fringe and regenerating rural communities. Officer enquiries with Falkirk's LAG stakeholders, and with the Scottish Government advisor, has now established strategic support for such a New-LAG, and produced government reassurances that they would facilitate any new constitutional, procedural and administrative arrangements that are required. We have also provided FVL-LAG with a briefing to this effect. Progress with these matters would be required immediately, should Members approve moving to this new arrangement.
- 3.6 Under any New-LAG, the balance of secretariat and resources between the two LAGs will need re-aligned, though the staff-location (currently Stirling, potentially Cumbernauld) has not previously caused any issues for Falkirk. We do not envisage there being any change to the resources apportioned to Falkirk under an alternative LAG, and have had positive discussions with the Scottish Government about the securing a critical mass of resources not just to run an alternative LAG, but also to see it through an initial establishment and development phase.
- 3.7 The current year is a transition phase, where LAGs nationally are closing their 2008-2014 programmes and developing their next 2014-2020 programmes. Under the proposal, Falkirk would contribute strongly to the new-LAG 2014-2020 development, and would take a back-seat in the close-down work (minimal in any case) of FVL-LAG 2008-14 programme.

4. RECOMMENDATIONS

4.1 Members are asked to:

- 4.2 Approve the involvement of Falkirk Council in a LEADER funding programme 2014 – 2020 in association with new partners, now drawn from the current Kelvin Valley LAG, and based on a strategic re-alignment more in keeping with the nature of the Falkirk Council area and;**

.....

DIRECTOR OF CORPORATE & NEIGHBOURHOOD SERVICES

Date: 3 December 2013
Ref: ABB0114DT - Leader
Contact Name: David Tollick

LIST OF BACKGROUND PAPERS

Both current LEADER-LAGs have websites –

Kelvin	http://www.kelvinvalleyleader.org.uk
Forth Valley & Lomond	http://www.fvl.org.uk

Any person wishing to inspect the background papers listed above should telephone Falkirk 01324 506065 and ask for David Tollick.

FALKIRK COUNCIL

Subject: FAIRER FALKIRK UNDERSPEND PROPOSALS
Meeting: EXECUTIVE
Date: 14 January 2014
Author: DIRECTOR OF CORPORATE & NEIGHBOURHOOD SERVICES

1. INTRODUCTION

- 1.1 This report outlines proposals for spending £80,000 from the Fairer Falkirk fund which is projecting a budget under spend by the end of the year. Members will recall the fund has been used to pursue the activities and outcomes set out in the Council's Poverty Strategy and which also support individuals and communities through the reforms currently underway within the welfare benefits system.

2. PROPOSALS

- 2.1 We currently have a projected under spend in the FFF of approximately £80,000. The Officers group overseeing the Council's response to welfare reform has reviewed how that money could be best spend and has proposed the following options for its utilisation. Given this is a budget under spend the funding proposed is one off and should be spent within this financial year.

3. PROPOSED USE OF THE FAIRER FALKIRK FUND

Falkirk and District Credit Union – extended financial services

- 3.1 Falkirk and District Credit Union (FDCU) wish to offer extended financial services to people living and/or working in the Falkirk Council area. This would allow the credit union to provide on-line banking with "Jam Jar" accounts, which are similar to bank accounts. These accounts would be made available to all credit union members but they will be of particular benefit to those citizens who do not have a bank account and who are unable to access a local bank or find it difficult to do so. Without a new IT system FDCU is unable to offer this type of account. The cost of purchasing and installing the necessary IT system including a server and new hardware and software is £45,000.
- 3.2 Members previously agreed to use the Fairer Falkirk Fund budget to recruit a temporary Financial Inclusion and Credit Union Development Officer. This Officer started with the Council on 16 December 2013. The key purpose of this post is to work with Falkirk District Credit Union and the other credit unions in the Falkirk Council area to make sure they are viable and sustainable and to help expand the role, membership and offering of Credit Unions. The availability of suitable ICT systems will go a long way towards achieving this goal. The current systems used by credit unions in our area are not fit for purpose and acts as a hindrance in terms of any attempts to modernise and grow the business.

Responding to the impact of welfare reform – understanding our customer requirements

- 3.3 We would like to take forward a piece of work to better understand the requirements of our customers in relation to supporting those impacted by Welfare Reform. It is intended that the output of this research will inform future support service delivery, including possibly identifying additional service requirements, opportunities to improve service delivery and opportunities to improve communications to target service delivery at ‘hard to reach’ customers.
- 3.4 The research will focus on citizen’s residing in the Falkirk Council area and will aim to interact with people who do not currently access our support services in addition to those who do. Support services include:
- Debt advice
 - Welfare Benefits advice
 - Employment and training
 - Scottish Welfare Fund
 - Revenues and Benefits
 - Housing
 - General social work support
- 3.5 As a particular focus, this research will aim to understand the views of ‘hard to reach’ groups who may be less likely to engage with Falkirk Council. ‘Hard to reach’ groups include (but are not limited to) the following:
- Individuals affected by disability, and particularly those with mental health problems
 - Care leavers
 - Individuals with learning difficulties
 - Individuals affected by homelessness
 - Individuals affected by drug and alcohol use
 - Offenders and ex-offenders
- 3.6 It is intended that the research work is carried out by external experts which will provide independence from Falkirk Council thereby making it easier to access ‘hard to reach’ customers. It is expected that this work will cost approximately £35,000.

4. RECOMMENDATIONS

- 4.1 It is recommended that the Executive approve the proposals for using the under spend in the Fairer Falkirk budget.

.....
DIRECTOR OF CORPORATE & NEIGHBOURHOOD

Date: 14 January 2014
Ref: ABB114FC – Fairer Falkirk
Contact Name: Fiona Campbell

LIST OF BACKGROUND PAPERS

1. Falkirk Council's Poverty Strategy – Towards a Fairer Falkirk

Any person wishing to inspect the background papers listed above should telephone Falkirk 01324 506004 and ask for Fiona Campbell.

FALKIRK COUNCIL

Subject: OUTDOOR ACCESS PROJECTS – ACQUISITION OF LAND
Meeting: EXECUTIVE
Date: 14 JANUARY 2014
Author: DIRECTOR OF DEVELOPMENT SERVICES

1. PROPOSED COMPULSORY PURCHASE ORDER – Main Street, Shieldhill

- 1.1 Members will recall that the Executive meeting of 8 October 2013 approved a proposed Compulsory Purchase Order (CPO) of land required in order to replace a missing bridge needed to carry Core Path 018/686 across the Polmont Burn south of Main Street, Shieldhill. This Core Path connects Main Street, Shieldhill with Bellsrigg Community Woodland, California.
- 1.2 Members requested that officers continue in their attempts to purchase the land by agreement with the landowner and, in the event that this is not possible, approved the Council's promotion of a CPO under the Land Reform (Scotland) Act 2003.
- 1.3 Following detailed title searches, it has become clear that there is a need to extend slightly the area required to achieve the above purpose.
- 1.4 This report seeks approval for the acquisition of the extended area (shown in Appendix 1) voluntarily (Appendix 2 shows the area previously approved for acquisition). However, if matters do not progress satisfactorily, permission is sought to authorise the Director of Development Services and the Chief Governance Officer to include this area in any CPO procedures.

2. POLICY, FINANCIAL, LEGAL AND PERSONNEL IMPLICATIONS

2.1 Policy

The proposed land acquisition is for a scheme that satisfies Council policies, in particular:

Local Plan Policies:

ST1 Core Path Network

The Council will safeguard and promote the development of the core path network.

EQ29 Outdoor Access

- (1) The Council will seek to safeguard, improve and extend the network of countryside access routes, with particular emphasis on the core path network.

Local Transport Strategy Policies:

Policy MU1

The Council will continue to maintain, and work to enhance where possible, the existing path network and work towards developing multi-use paths as a major contribution to the network.

2.2 Financial Implications

Funding is available for the acquisition of this land from the outdoor access budget.

2.3 Legal Implications

Section 16 of the Land Reform (Scotland) Act 2003 gives powers for acquisition of land by the local authority to enable or facilitate exercise of access rights. This can be achieved by agreement or, with consent of Scottish Ministers, can be acquired compulsorily. Scottish Ministers have the power to order a Public Local Inquiry and there is no guarantee that the application for compulsory purchase will be successful.

Any licence agreed with the current landowners will allow the Council access to construct the bridge and path and access for maintenance purposes.

2.4 Personnel Implications

There are no significant personnel implications.

3. RECOMMENDATIONS

3.1 It is recommended that the Executive requests officers to continue in their attempts to purchase the land by agreement with the landowner.

3.2 However, if this is not possible, it is recommended that the Executive approves the inclusion of the extended area in the Council's promotion of a Compulsory Purchase Order under the Land Reform (Scotland) Act 2003 and subsequent referral to the Scottish Ministers, for the construction of the following project:

(i) Footbridge across Polmont Burn to replace collapsed culvert.

(ii) Path reinstatement and improvements along Core Path 018/686 between Main Street, Shieldhill and Bellsrigg Community Woodland, California.

.....
Director of Development Services

Date: 31st December 2013

Contact Officer: Mandy Brown, Tel. 01324 504716

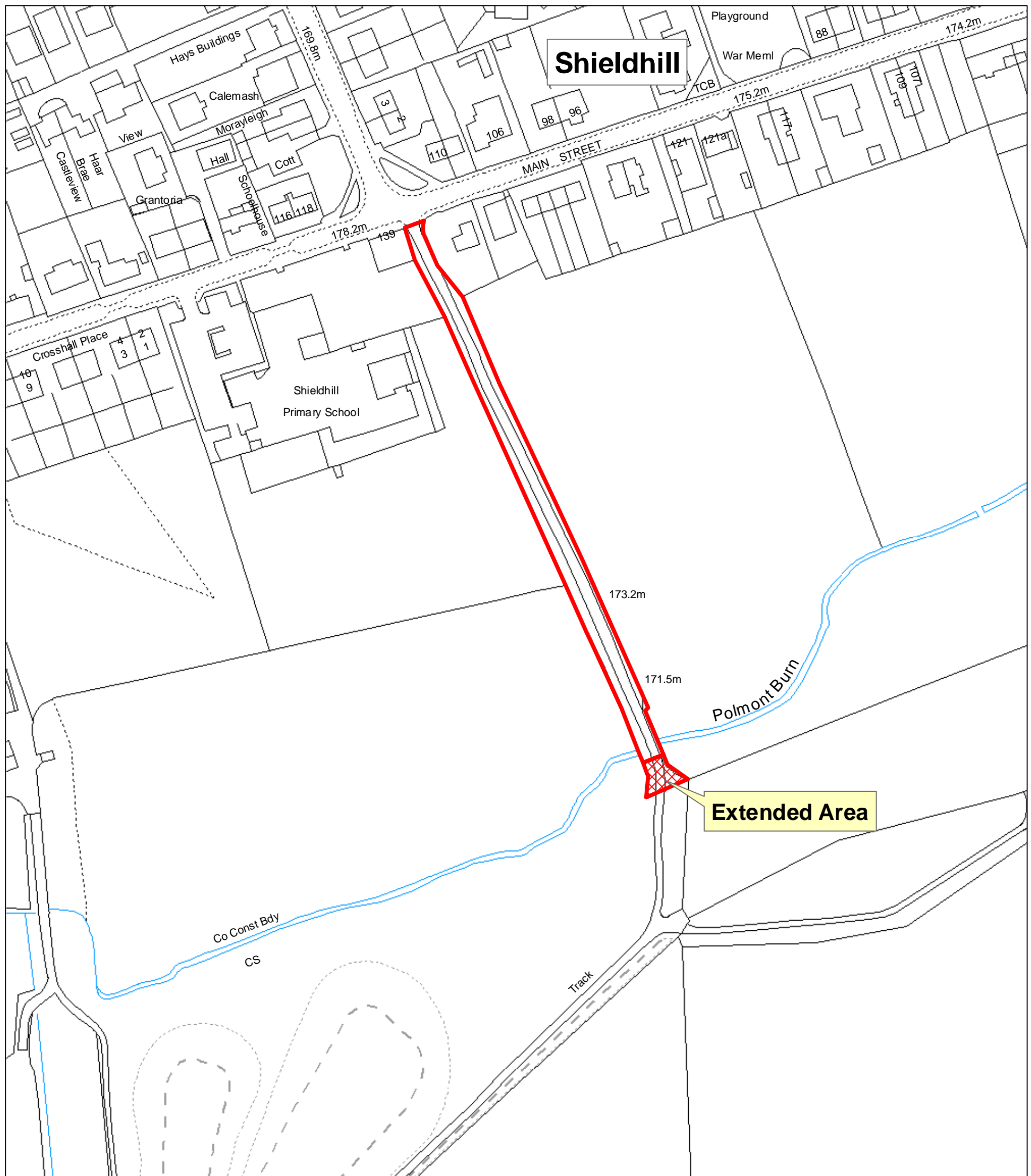
APPENDICES

1. Plan showing the extended land.
2. Plan showing area previously approved.

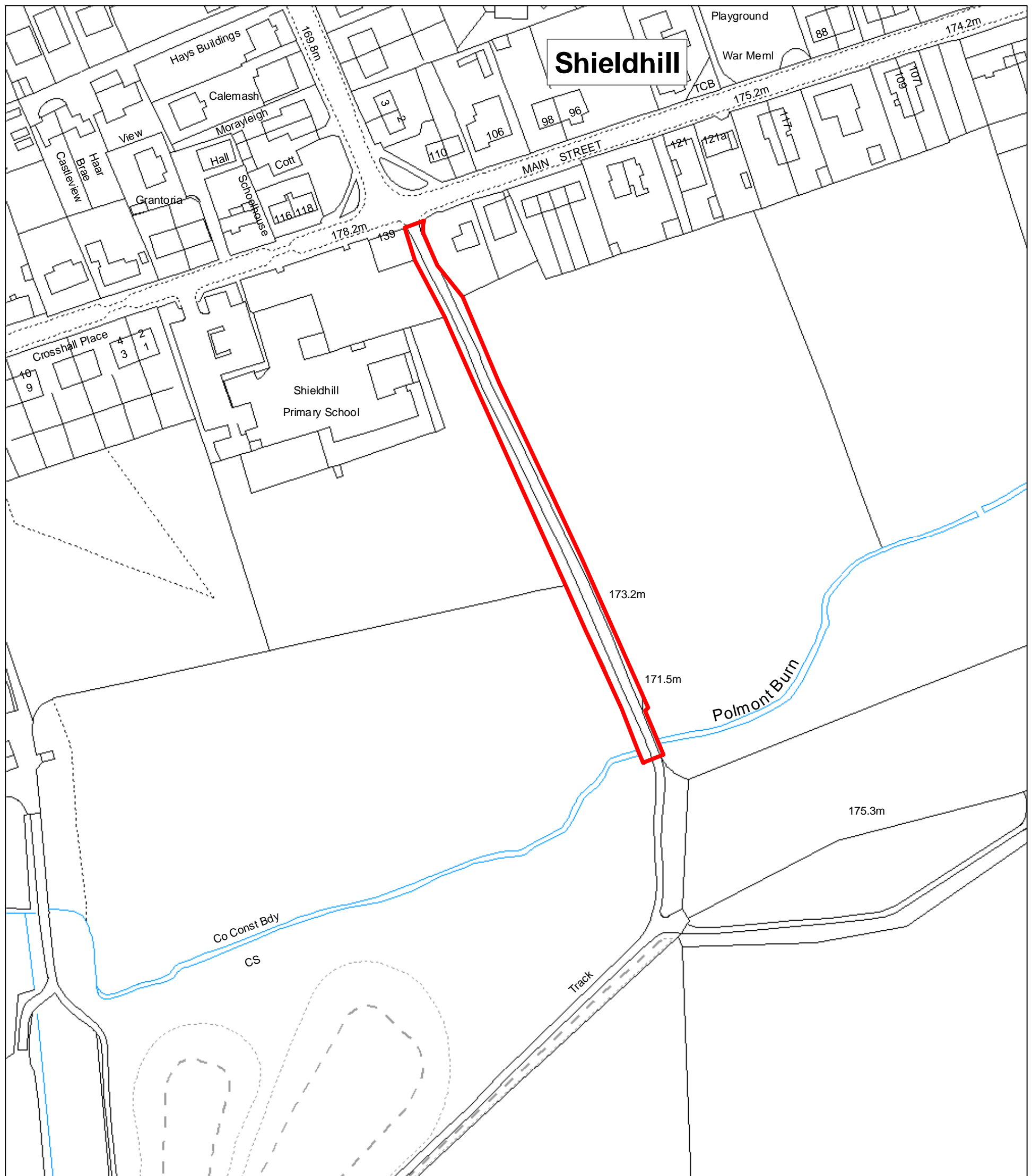
LIST OF BACKGROUND PAPERS



1. Falkirk Council Core Paths Plan 2010.
2. Files – Outdoor Access and Core Path Planning, Shieldhill.

Anyone person wishing to inspect the background papers listed above should contact 01324 504716 and ask for Mandy Brown.



<div>03060120 Meters</div>			
	<div>Development Services</div> <div>Abbotsford House, David's Loan, FK2 7YZ</div> <div>Telephone: 01324 504950</div>	Scale : 1:1,500	
		Date :	
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FALKIRK COUNCIL

Subject: BUSINESS GATEWAY & BUSINESS SUPPORT UPDATE
Meeting: EXECUTIVE
Date: 14 JANUARY 2014
Author: DIRECTOR OF DEVELOPMENT SERVICES

1.0 INTRODUCTION

- 1.1 This report gives an update on the Council's business support activity since October 2012. It advises members of additional external funding secured and seeks approval to allocate funds identified through efficiencies achieved in the operation of the new service towards further support for business.

2.0 BACKGROUND

- 2.1 In June 2012, following a review, Falkirk Council agreed to bring business support services, including the delivery of Business Gateway in-house with effect from 1st October 2012, to be integrated with existing business support activities delivered by the Council. A new Growth and Investment unit was established and since October 2012 business support activities have been delivered from the Falkirk Community Stadium.

3.0 BUSINESS SUPPORT PERFORMANCE

- 3.1 The key results in the year between October 2012 and 2013 are as follows:

Start-up Businesses:

- 321 new start-up businesses have been assisted, creating 563 jobs.
- 7 higher value starts have been supported, creating 43 jobs, these include an energy company, butchers, supply & design of cycle wear, travel agency, bistro/restaurant and a truck servicing company.
- 49 workshops held at the Falkirk Stadium have been run, attracting 502 attendees.
- 288 aftercare contacts to confirm progress made.

Existing Businesses:

- 29 companies were accepted for Growth Advisory services.
- 20 companies accepted onto Growth Pipeline, accessing support from Scottish Enterprise and anticipating turnover of £58m by year 3.
- 66 referrals were made to other support agencies for specialist help.

Independent customer feedback measurements undertaken on behalf of the national Business Gateway unit placed Falkirk amongst the group of highest performing areas in Scotland for overall satisfaction (100%) and meeting client expectations (100%). 94% of the Council's clients indicated they would recommend the Business Gateway and council support offering to others. The rate of attendance at workshops was in the top three in Scotland.

3.2 The Council delivers the following additional activities to new and existing businesses; offering advice and support to develop business and create employment:

- **Supplier Development Programme** – This programme delivers procurement advice, information, and training to prepare businesses to access and compete for public sector contracts. 103 businesses within the Falkirk area are registered with the programme with 16 local business attending events over the last year and 14 companies successful in securing Commonwealth Games contracts.
- **Social Media and e-commerce** - Falkirk Council delivers workshops on social media covering Twitter, You Tube, Linked In and Facebook for business use. These popular free events are delivered at the Stadium. Twelve workshops have been delivered to date.
- **Web Audits** – provision of resources and dedicated support to enable a web audit and performance, with 16 company audits undertaken

3.3 **Business Gateway Plus**

In July 2013 the council was successful in receiving European Regional Development Funding (ERDF) funding of £293,000 to provide additional services to enhance business support in the Falkirk area. Business Gateway Plus (Forth Valley) provides wider, more comprehensive packages of business growth support across the area via *Expert Help* - specialist support to sustain and develop businesses and specialist human resource support to businesses. The Business Gateway Plus project is being delivered in council areas across in Scotland and in Falkirk is anticipated to assist an additional 125 businesses and create a further 150 jobs. To date the project has assisted 25 companies with 90 jobs created or safeguarded with a potential turnover anticipated of £9.3m. The Council led the bid for Forth Valley and has agreed revisions to the existing contract for Stirling and Clackmannanshire to ensure delivery of Business Gateway Plus in these areas.

4.0 **FINANCIAL SUPPORT TO BUSINESSES**

4.1 Restricted access to finance for businesses can be a barrier to growth and, since 1st October 2012, the Council has promoted a suite of funding products. These were introduced or enhanced as a consequence of £140,000 of efficiencies identified through in-house delivery. The products are:

- *The Small Business Grant Scheme* was introduced by the Council on 1st October 2012 with a budget of £35,000 to assist businesses invest for growth. 25 grants were awarded, totalling £68,354, attracting £247,513 of private sector investment and creating 32.5 additional jobs. The Council increased the funds available to £50,000 during the financial year 2012/13. Due to the level of demand during 2013/14 it is proposed to further increase the grants available to the grant scheme by £35,000 to £85,000 for the remaining financial year.

- *The BP Business Loan Fund* provides unsecured loans of up to £10,000 at 6% interest to anyone considering starting up or growing their own business in the Falkirk Council area and cannot secure all of the required funds from other sources. Since taking over management of the Fund in January 2013 the Council has recommended for approval 7 loans totaling £51,000 creating 9 additional jobs and safeguarding 70 jobs. The current balance of the fund is £124,000. Due to the historic nature of the loan fund, BP and Falkirk Council are presently refreshing the working agreement between the two organisations.

The UK Government is establishing a start up loan fund in Scotland early in 2014. This fund will be available to help people start up in business by providing loan finance of up to £10,000 at an interest rate also of 6%. Given the similarities between this fund and the BP Loan fund it is proposed to continue running the two loan funds in parallel for a period of a year. This will allow the new loan fund to embed within Business Gateway suite of services and enable demand to be monitored for both funds. Thereafter decisions will require to be made about the future of the BP Loan Fund.

- *The East of Scotland Investment Fund (ESIF)* offers loans of up to £100,000 to new and growing, small and medium sized businesses. Since taking over management of the fund, the Council successfully processed two loans totalling £100,000, creating an additional 29 jobs. The current balance of the fund in Falkirk is £137,000. Additional ERDF funding has recently been secured for all 10 ESIF member authorities allowing additional funds of £40,700 being allocated for Falkirk and a time extension until March 2015 for the ESIF fund. There is evidence of increased demand for the fund and therefore it is proposed that Falkirk Council further boost the ESIF loan fund by transferring £137,000 from the efficiencies identified in this report.

5.0 COMMUNICATION, PROMOTION & NETWORKING

- 5.1 In addition to Business Gateway marketing activity, the Council supports the Falkirk Business Panel. A series of communication initiatives and events for local businesses took place over the year including the Business Panel conference, update events and an exhibition. These were supplemented by regular Falkirk Business e-zines, a quarterly newsletter and social media announcements. The unit also suggested visits by delegates from China, the Netherlands and a group involving the INTERREG 'young SME's' project.

6.0 IMPLICATIONS

6.1 Policy

The Council's support of the local businesses sector is consistent with the Strategic Community Plan and the *My Future's in Falkirk* initiative.

6.2 Personnel

Following the Council's decision to take in-house the delivery of business support functions, four staff were transferred to the Council from the previous supplier under the Transfer of Undertakings for Protection of Employees (TUPE) regulations. The remaining 4 posts have been recruited to the Growth & Investment Unit.

6.3 Financial

The Council's business support activity including Business Gateway, operates at a cost of £710,000 annually. In addition £293,000 of external ERDF funding has been secured to deliver Business Gateway Plus. Following an examination of Falkirk Council's joint working agreement business support funding to Falkirk for Business of £70,000 was identified as unallocated funds for delivery of business support activity and these sums were returned to Falkirk Council. These funds, combined with efficiencies gained through the Council's decision to establish in house delivery of Business Gateway, has resulted in resources totaling £207,000 being identified and it is proposed to allocate these funds to provide additional financial support to businesses through extension of the grant and loan schemes:

- £35,000 to augment the Small Business Grant Scheme in 2013/14
- £137,000 to the East of Scotland Investment Fund.

6.4 Legal

The existing Business Contract for the provision of Business Gateway services in Stirling and Clackmannanshire is being amended to include the additional ERDF funding and request for supplemental Business Gateway Services for the Forth Valley area.

7.0 **CONCLUSION**

- 7.1 Since bringing business support activities in-house in October 2012 and despite operating in a challenging economic climate, positive progress has been achieved by the Council in delivery of its Business Gateway and wider business support activities. In summary the business support activities outlined above have assisted with the start-up or growth of 436 companies across the Falkirk area. These companies anticipate creating or safeguarding 766.5 jobs and assisting business turnover and investment to increase by over £6.7m. Building on the services offered within the first year it is intended to redirect resource efficiencies achieved to provide additional support to local businesses.

8.0 **RECOMMENDATIONS**

8.1 **It is recommended that the Executive;**

- a) **Notes the performance of Business Gateway and Business Support activities since October 2012 and**

- b) Agrees the allocation of £207,000 to provide additional financial support to businesses through extension of the Small Business Grant Scheme at a cost of £70,000, and the East of Scotland Investment Fund (£137,000), subject to the 2014/15 proposals being confirmed at the Council's budget meeting in February.

.....
Director of Development Services

Date: 31st December 2013

Contact Officer: Pete Reid Ext: 0971

LIST OF BACKGROUND PAPERS

Any person wishing to inspect the background papers listed above should telephone 01324 590971.

Business Support Progress Report

1.0 INTRODUCTION

- 1.1 This report gives an update on the Council's business support activity since October 2012 as delivered by the recently established Growth and Investment Unit within Development Services.

2.0 BACKGROUND

- 2.1 In June 2012 Falkirk Council agreed to bring business support services in-house with effect from 1st October 2012. In September 2012 Committee was updated regarding the progress of the transition, highlighting existing and additional business support activities to be delivered by the Council – The Falkirk Business Panel, the BP Business Loan Fund, the East of Scotland Investment Fund and a range of discretionary business support services including the newly established Small Business Grant Scheme. The efficiencies generated by the new delivery model have enabled the Council to introduce additional business support activity to its business support service.

- 2.2 Since October 2012 business support to the small and medium sized enterprise sector in the Falkirk area including delivery of the new Business Gateway contract has been delivered by the Council's Growth & Investment Unit business support team. This team comprises the Principal Business Support Officer supported by five Business Advisors, a Business Engagement Officer and administrative support. The team is located at The Falkirk Community Stadium and responsible for:

- (i) Delivering Business Gateway services for start up and existing businesses including:

- Start up workshops
- Business skills training
- Business advisory service
- Aftercare services

- (ii) Providing advice and access to funding including:

- The BP Loan Fund
- The new Small Business Grant Scheme
- The East of Scotland Investment Fund

- (iii) Offering advice to the Council's property tenants and potential tenants.

- (iv) Providing seminars and events in line with the economic climate and to help develop the local economy

- (v) Developing and maintaining professional business services networks

- (vi) Production of Falkirk Business newsletters and regular update e-zines to Falkirk's business community

3.0 BUSINESS SUPPORT ACTIVITY & PERFORMANCE

- 3.1 The business support programmes delivered by Falkirk Council are augmented by the support available through the Business Gateway contract delivered as part of a consortium in the Forth Valley involving STEP (Stirling) and CETERIS (Clackmannanshire). The programmes of support were originally designed through consultation with the local Business Panel and continue to be developed and expanded. The following support has been provided through the Business Gateway.

3.2 Start-up Businesses

Start Up Service - One to many/ one to one advice and support available to anyone thinking about start up a business. Services are available to clients at all stages of the start-up process from simply thinking about self-employment at some point in the future, starting the planning process or actually started trading. The Council's experienced Business Advisers give advice about business plans, market research, licenses, legal entities, funding, taking on employees, property etc.

Since October 2012, 321 starts have been assisted creating 563 jobs. Business types suggested include retail, professional services, personal services, and traditional trades.

Higher Value starts - Some businesses may never employ staff or take on premises but will provide an income similar to that of a paid job. These types of start-ups may only require limited support from a start-up Adviser whereas those businesses which trade at around the VAT threshold (£79,000) or employ staff can be more complex and therefore require specific support and guidance. An enhanced level of service is available to these start-ups and the Business Adviser works more intensively with them to prepare an action plan and identify additional help which is available.

Since October 2012, 7 Higher Value starts have been supported creating 43 jobs. (This Service commenced in July 2013 with the recruitment and training of high growth start up staff). Examples of such businesses include an energy company, butchers, supply & design of cycle wear, travel agency, bistro/restaurant and a truck servicing company.

Start up Workshops - To help people think about starting a business there are key workshops covering the main topics to consider. Lasting 3 hours these are regularly promoted and run every month at Falkirk Stadium and alternate between day time and evening sessions.

Since October 2012 49 workshops have been run attracting 502 attendees.

Aftercare - Once a business has officially started clients can obtain advice and support from the Business Adviser for a further 3 years. Planned telephone and email follow up of start-ups occurs at the 6, 12 and 18 month stage and the offer of follow up assistance and support is sustained.

Since October 2012, 288 aftercare contacts have been made.

3.3 Existing Businesses

Although Business Gateway is best known for helping start ups, it is important to stress that half of the resources are targeted at existing businesses. There is a wide range of support from the Growth Advisers on all aspects of running a business from funding and strategy to exporting and accessing new markets.

The service is particularly interested in supporting those businesses which have the ambition and capability to grow and create jobs. Business Advisers work on a one to one basis with clients in this category to develop action plans for growth which identifies support required to achieve this. The support may come from within Business Gateway resources or may involve accessing external products from other business support agencies such as Scottish Enterprise or Scottish Development International.

Growth Advisory Service - Businesses which anticipate growing their turnover by £200k over 18 months access more intensive support, known as Growth Advisory Service. Areas for support include strategy development, innovation, funding, financial readiness, procurement, market development HR, ecommerce, or premises.

Number of companies accepted for Growth Advisory Services since October 2012 is 27, with anticipated turnover of £22m.

Growth Pipeline - Businesses which anticipate growing their turnover by £400K in next 18 months access a service known as Growth Pipeline. These clients receive a more intense level of support as they have the potential to go on and grow more significantly. These clients can access the specialist support available to Scottish Enterprise account managed companies at a subsidised rate as it is anticipated some may go on to meet the criteria to be accepted by Scottish Enterprise for account management.

The number of companies accepted onto Growth Pipeline since October 2012 is 20 and have accessing 23 products from Scottish Enterprise and anticipating turnover of £58m by year 3.

Specialist Help - Part of Business Gateway is referring businesses to other support agencies for specialist help. These organisations can include Scottish Enterprise, SDI, Scottish Agricultural College, Scottish Government, Smart Exporter, and

other organisations. Since October 2012, 66 referrals have been made to this support.

3.4 **Business Gateway Communication**

All Business Gateway support to local companies is communicated via the Business Gateway National Marketing Unit, Falkirk Council has the opportunity to input local marketing via :

- Advertising in the Falkirk Herald or use of local radio stations. Regular campaigns focusing on start up or growth have been run over several weeks involving national media, online digital presence and outdoor activities such as buses or railway station posters.
- Business Gateway leaflets and guides distributed to key Council public buildings and other services across the district.
- Business Gateway e-zine and website www.bgateway.com which offers a positive resource providing information on start-up and growth services, training, information and referrals to other organisations.
- Falkirk Council has a local page - <http://www.bgateway.com/local-offices/falkirk> providing information on our local offices, workshops, events, funding and local support.
- Business Gateway has recently developed an App for its services which is currently being launched.

The Scottish Government has created a new business portal website bringing together all organizations which may be involved in business support and information – www.business.scotland.gov.uk. The Business Gateway website will sit within this portal.

4.0 **SPECIALIST CONSULTANCY ADVICE FOR BUSINESSES**

Outwith the Business Gateway service the Council provides additional support to the SME sector. The following additional support has been successfully promoted.

- 4.1 **Business Gateway Plus (Forth Valley):** In partnership with its partners, and as part of a national initiative Falkirk Council in July 2013 secured additional ERDF funding of £293,000 to provide additional services which are designed to enhance the basic Growth Advisory service. The Business Gateway Plus (Forth Valley) project enables Business Gateway Forth Valley to provide a wider, more comprehensive package of business growth support across the area. The current Business Gateway model limits the provision of specialist one to one support to businesses with the potential turnover of £400K. Due to current economic conditions the need has arisen to work with new and existing businesses at a local level to offer additional advice and support to develop growth businesses and create additional employment. Following the successful award of ERDF,

Business Gateway Plus, provides additional business support over and above that provided through the Business Gateway contract as follows:

Expert Help allows businesses to access support from a specialist to sustain and develop their business. The support is up to 3 days consultancy advice from experienced, qualified professional experts from a wide range of sectors and industry backgrounds. The support can be used to assist with marketing, sales, procurement, strategy, organisational development, e-commerce or IT. The support is aimed at businesses with fewer than 50 staff who are aiming to grow their sales by around £200k in the next 2 years. There are approximately 50 Expert Help interventions anticipated by December 2014. The scheme was launched in August 2013 with 4 assists approved to date. Assistance has been offered in the areas of finance, IT and PR.

HR Advice and support; The Federation of Small Businesses identified in their report 'Micros Untapped' that many small businesses had aspirations to employ more staff but didn't have the knowledge and confidence to do this. As a direct response to this a full time Business Adviser with specialist knowledge of Human Resource issues is being recruited to support businesses that are taking on new employees and help address the challenges that brings. This post will be supported by an Assistant and will work jointly with colleagues from the Employment and Training Unit.

Business Gateway Plus aims to assist an additional 125 businesses and create 150 jobs.

- 4.2 **Supplier Development Programme:** In addition to providing support to the above activities, Falkirk Council has committed to supporting and delivering the Supplier Development Programme. The Programme operates across twenty six local authority areas in Scotland delivering a range of specialist business support activities including the provision of advice, information, and training with the aim of assisting businesses to become more capable of accessing and competing for public sector contracts. 8 events are being delivered during 13/14 on topics such as *Is the Public Sector for You?* , *Find It Win It Keep It* and *Public Contracts Scotland*. 103 businesses within the Falkirk area are registered with the programme with 16 local business attending events over the last year including several companies who have secured Commonwealth Games contracts.
- 4.3 **Social Media and e-commerce** - In addition to the Business Gateway programme of training outlined above, Falkirk Council delivers workshops on social media covering Twitter, You Tube, Linked In and Facebook for business use. These popular free events are delivered by specialist trainers at the Stadium and run for half day and full day depending on the programme. 2 social media events take place per month with 97 attendees to date.
- 4.4 **Web Audits:** Where a business has a website but feels it is not delivering growth results, Falkirk Council provides resources and dedicated support to enable a web audit to be undertaken. This will identify how the site is performing and provide the business with a list of actions which can be implemented in order to secure improvements. 16 Audits have been completed since October 2012.

5.0 FINANCIAL SUPPORT TO BUSINESSES

- 5.1 Falkirk Council recognises that access to finance for businesses can be a barrier to growth and since 1st October 2013 has promoted a suite of funding products:
- 5.2 *The Small Business Grant Scheme* was introduced by Falkirk Council on 1st October 2012 and is one of the ways in which Falkirk Council can help businesses invest for growth. The scheme is aimed at small businesses in the Falkirk area which need some support to undertake viable growth projects. The type of project expenditure eligible for a grant can include investment in business premises, machinery, equipment, systems, technology, innovation and market development. The maximum grant is 50% of the value of the project up to a maximum grant of £3000. Since 1st October 2012 Falkirk Council has awarded 25 grants totalling £68,354 attracting £247,513 private sector investment and creating 32.5 additional jobs. Falkirk Council increased grant support from £35k to £50k during the financial year 2012/13. Due to the level of demand it is proposed to increase the level of grant assistance to small business to £85k for the financial year 2013/14 and 2014/15.
- 5.3 *The BP Business Loan Fund* provides unsecured loans of up to £10,000 to anyone considering starting up or growing their own business in the Falkirk Council area and cannot secure all of the required funds from other sources. BP Business Loans are awarded to applicants who can demonstrate an aspiration to grow or expand thereby creating jobs, identify opportunity in terms of markets and products, demonstrate capability in terms of skills and resources and a need for funding. All loans are on a discretionary basis, and the maximum amount is £10,000. The interest rate is 6% and can be repaid over 3 years.

Since taking over management of the Fund in January 2013 Falkirk Council has recommended for approval 7 loans totalling £51,000 creating 9 additional jobs and securing 70 jobs. Some of the start-up companies assisted include a livery yard for horses, a social enterprise café and a renewable energy company. The current balance of the fund is £124,000, with £158,000 of loan funds being repaid.

The UK Government is establishing a start up loan fund in Scotland in early 2014. This fund will be available to help people start up in business by providing loan finance of up to £10,000 at an interest rate of 6%. Borrowers have to demonstrate they have been unsuccessful in securing bank funding – similar to the BP Loan, but can also benefit from a more competitive criteria with interest only repayment for the first year.

Given the similarities between this fund and the BP Loan fund it is proposed to continue running the two loan funds in parallel for a period of a year. This will allow the new loan fund to embed within Business Gateway suite of services and enable demand to be monitored for both funds. Thereafter decisions can be made about the future of the BP Loan

- 5.4 *The East of Scotland Investment Fund (ESIF)* offers loans of up to £100,000 to new and growing, small and medium sized businesses. The aim of this larger fund is to ensure that good, commercially viable proposals do not fail from a lack of access to finance and to encourage and support the creation, development and growth of businesses within Falkirk area. ESIF as a public sector owned fund can provide between 50-75% of the funding package required to help start up and grow businesses with the balance of the funding package provided by the private sector, usually from the owners, directors and the bank. The maximum repayment period is 60 months and the interest rate is 6%. The current balance of the funds available in Falkirk is £137,000

Since taking over management of the Fund in January 2013 Falkirk Council has recommended for approval and had accepted two loans totalling £100,000 creating an additional 29 jobs. The loans were awarded to UK Steele t/as Macintyres, a start-up company in Grangemouth recycling used tyres for by-product cement manufacture, and Malcolm Allan Ltd an existing producer of meat products as part of their investment in new premises in Central Business Park, Larbert.

Additional ERDF funding has recently been secured for all 10 ESIF member authorities allowing additional funds £40,700 for Falkirk and time extension until March 2015 for the fund. It is proposed that Falkirk Council further boost the loan fund by transferring £137,000 achieved through efficiencies secured by bringing business support activity in house.

6.0 FALKIRK AREA BUSINESS SUPPORT PROMOTION, NETWORKING & COMMUNICATON

In addition to the delivery of additional business support activities and national Business Gateway communications, a number of promotional social media and events activities within the structure of the Falkirk Business Panel have been delivered by the Growth & Investment Unit :

- September 2013 - Falkirk Business Panel Annual Conference at the Inchyra Hotel with 151 attendees.
- June 2013 - Falkirk Business Exhibition ran for the 6th year at the Falkirk Town Hall with 58 exhibitors –and over 400 attendees.
- Business Panel update event March 2013 – 148 people attended.
- Monthly Falkirk Business E-zine is sent to 3,500 subscribers.
- Business newsletter produced quarterly, latest edition September 2013, 50% increase in content, mail-out copies increased from 800 to 1,200. Copies being placed in all Falkirk Council and Falkirk Trust properties – total circulation increased to 2,000 copies.
- Updated events programme including delivery during 2013/14:
- Finance and funding event with local banks and accountants
- Selling internationally with SDI
- Environmental accreditation with the Green Business Partnership

- Refreshed Supplier Development Programme plan with more events and increased promotion
- 4th Quarter business feedback event being developed
- Business breakfasts to be initiated through 2014
- Business Gateway advisors taking advice to local businesses with 'roadshow' in Falkirk and district centres.
- Provision of Business advisor surgeries at the newly completed business centre 'The Hub' in Falkirk Town Centre
- Establishment of retail business support through the Falkirk THI initiative.
- Social Media Communication including Business pages on www.falkirk.gov.uk being updated in advance of roll out of new Council website; undergoing comprehensive overhaul of content;
- My Futures in Falkirk LinkedIn Group, increased membership to 560 members with daily active discussions on business topics, events and announcements.
- www.twitter.com/falkirkbiz developed as an additional channel to engage with the business community – grown from zero to 100 followers since June 2013.

7.0 CONCLUSION

- 7.1 Since bringing business support activities in-house in October 2012 and despite operating in a challenging economic climate, positive progress has been achieved by the Council in delivery of the Business Gateway and wider business support activities. The services offered have been enhanced through integration with Council services, increased efficiencies and attraction of an additional £333,700 of ERDF funds.

FALKIRK COUNCIL

**Subject: TOWN CENTRE REGENERATION STRATEGY:
UPDATE REPORT**
Meeting: EXECUTIVE
Date: 14 JANUARY 2014
Author: DIRECTOR OF DEVELOPMENT SERVICES

1.0 INTRODUCTION

- 1.1 This report advises the Executive of the progress of the Council's regeneration activities in each town centre, giving an update regarding the progress of work. The report suggests the next steps proposed for each centre and that an update of the regeneration strategy be prepared for Council approval.

2.0 BACKGROUND

- 2.1 The Council's Economic Strategy and Development Committee approved a report on town centre regeneration in February 2013 advising on the successful completion of Stenhousemuir Town Centre project, Bo'ness Townscape Heritage Initiative and confirming actions proposed in progressing all other town centre works.
- 2.2 The Council continues to actively promote its town centre regeneration activities and make progress in each of its town centres. The strategy continues to be significantly affected by the impact of national and regional economic performance, however, Scotland's economy has started to enjoy its most sustained period of growth in three years. Benefiting from a revival of consumer confidence, the Scottish economy is forecast to grow by 1.9% in 2013. This recovery is starting to have an impact on the retail sector and property market. In its recent market report, Ernst & Young confirmed total retail sales in Scotland have started to pick up, should increase strongly in 2014 and be in relative health over 2015/16. This growth is anticipated principally in large retailing centres with smaller centres continuing to have significant challenges.
- 2.3 The Council pursues its town centre regeneration activities in partnership with retailers, landowners and local communities. It works closely with Falkirk Towns Ltd – the town centre management and Business Improvement District. Town centre retailers also benefit from business support activities including the provision of training from retail specialists. The current position and progress of regeneration activity in respect of each town centre is set out in the next sections of this report. The report suggests that the Council should initiate work to update its town centre strategy with updated proposals in each centre reflecting the change in economic conditions, national policy, local circumstances and the success of the work to date.

3.0 NATIONAL REVIEW OF TOWN CENTRES

3.1 In July 2013 the National Review of Town Centres was produced by an external advisory group. The Group was chaired by architect, Malcolm Fraser, and had representation from a variety of sectors across Scotland including local authorities. The National Review reinforced the important need to protect and enhance the role of town centres and the Group's findings are reflected in key action themes:

- *Town Centres First Principle*
- *Town Centre Living*
- *Vibrant Local Economies*
- *Enterprising Communities*
- *Accessible Public Services*
- *Digital Towns*

3.2 The group emphasised that town centre regeneration continues to be an important aspect of work for local authorities with widespread recognition of the need to reinvigorate towns across Scotland where lack of funding remains a critical factor. The Scottish Government has prepared a proposed response to the review in the form of an action plan for Scotland's town centres. This sets out the Government's response to the review, in the first instance inviting local authorities, communities and other key sectors to contribute to its development.

3.3 It is worth noting that Falkirk Council is already implementing some of the findings that were recommended in the National Review. This includes its general commitment to town centre regeneration, the work of town centre management and the Business Improvement District (BID) supporting retailers through dedicated training/expert consultant support, and successfully securing Townscape Heritage Initiative status in Bo'ness and recently in Falkirk, attracting substantial awards from both Heritage Lottery Fund and Historic Scotland. The Council is also jointly delivering the VisitScotland Growth Fund promotional activity for the town centre and adjoining visitor attractions with a mobile phone app established for the town centre.

3.4 The National Review of Town Centres is welcomed and its recommendations reflect many of the Council's own commitments. There will however be more work needed to consider its implications in more depth (in particular the Town Centre First Principle) and further guidance is awaited from national level to clarify the means of delivery.

4.0 FALKIRK TOWN CENTRE

4.1 The Council is committed to improving the strength and viability of Falkirk town centre. During 2013 an independent retailer and town centre group involving the Provost, Portfolio Holder and other elected members was established to consider additional assistance that Falkirk Council and its partners could bring to the wider Falkirk town centre trading environment. Called "Think Falkirk", and arranged through Falkirk Delivers (the BID trading name), the group has met on several occasions considering and giving focus to such matters as:

- *management of the High Street environment in terms of A-boards, litter, illegal trading,*
- *compliance with Conservation Area shop front and building alterations*
- *introduction of free car parking assistance in the town centre to encourage footfall*

- *wider regeneration opportunities for Falkirk including east end of the High Street and the prospects for the Municipal Buildings.*

- 4.2 Think Falkirk seeks to encourage increased footfall to the town centre retailing environment and an early action measure is being proposed offering a targeted period where car parking charges are not levied in Council town centre car parks.
- 4.3 It is suggested that the 'Free after Three' scheme be promoted in partnership with Falkirk Delivers and introduced from mid January providing free car parking after 3pm within the Council's town centre car parks until April 2014. The scheme will be evaluated with local retailers and the Howgate Shopping Centre to ascertain any improvement gained in footfall and spend patterns. The scheme is set out in further detail within *Appendix 1*.
- 4.4 The impact on Council income is as follows:
- Amendments to Car Park signs to validate 'Free after Three' – £4.5k.
 - 'Free after Three' trial – £11k (January to March inclusive).
 - Estimated annual income reduction (if continued long term) – £53.7k.
- 4.5 Further to the above early action, it is proposed that, through Think Falkirk, additional work on the promotion of Falkirk town centre be taken forward and reported further to the Executive.

5.0 STENHOUSEMUIR TOWN CENTRE

- 5.1 The regeneration strategy process at Stenhousemuir has effectively been completed. Property agents acting on behalf of McLagan Investments Ltd., the property holding arm of Asda, have in April 2012 leased a 9,150sqft unit (formerly Acorn Pets) to B&M. Within Block A, Unit 1 is now let to Topaz Beauty (1,153sqft) and Units 2 & 3 to Strathcarron Hospice Furniture (3,465sqft) with the balance of the space in Block A (7,446 sq ft) continuing to be actively marketed.
- 5.2 The Council continues to promote Stenhousemuir town centre through the Shop Local initiative and business initiatives involving retailers to enable progress of all opportunities in the new town centre. It also maintains links with McLagan Investments Ltd to secure updates on letting activity over its vacant premises.
- 5.3 The Council, in partnership with Larbert and Stenhousemuir Community Council, is installing interpretation signage within Crownest Park adjacent to the pond. This is to highlight the ongoing investment made by the Council following the pond's remodelling as part of the regeneration plans.

6.0 BO'NESS TOWN CENTRE

- 6.1 The Council continues to promote the regeneration of Bo'ness town centre. The Council's regeneration proposals for the harbour and foreshore were postponed due to the significant impact of the economic downturn on the viability of the regeneration site. Whilst the site remains attractive in terms of location and aspect, there remains high remediation costs associated with this area's industrial past. These costs continue to have a significant impact on the ability to deliver future development in the area.

- 6.2 Notwithstanding the above and reflecting improving market conditions, some interest in new retail development has recently been expressed. This would require to be in line with opportunities identified for Bo'ness town centre contained in the Local Development Plan. It is therefore proposed that such further opportunities are explored to ascertain developer interest in master planning a proposal that assists the Council's future development aspirations of the foreshore area and helps retain retail expenditure within Bo'ness. A feasibility exercise requires to be conducted to establish developer interest and the means of this being delivered and it is proposed that this would be initiated.

7.0 GRANGEMOUTH TOWN CENTRE

- 7.1 On 15th July 2011, the Council put the regeneration opportunity at Grangemouth town centre to competitive tender, in accordance with the Public Contracts (Scotland) Regulations 2006. Responses from prospective developers were received and assessments carried out on the submissions.
- 7.2 Of two responses received, only one was taken forward as the other was unable to supply sufficient information. Stage 2 of the procurement process for the regeneration of Grangemouth Town Centre was initiated with this developer and a formal invitation to participate in the procurement process was issued in November 2012, requiring a detailed submission to be submitted in April 2013. A detailed proposal has not been able to be provided by this single developer interest.
- 7.3 Two options were presented by the developer as part of their final submission, both proposing a substantially reduced regeneration opportunity that does not comply with the Council's original regeneration aspirations for the town centre as set out in the original marketing brief.

Option 1: Foodstore (15,000 sq.ft.) Discount Food Store (11,600 sq.ft.) and Retail (8,800 sq.ft.)
The foodstore unit is a new build located in the Union Road car park removing 60 existing spaces. The discount foodstore would be a refurbishment of 1-3 York Square presently affected by a ground lease and the retail unit would be developed as refurbishment and extension of Council owned units in York Square and 2-4 York Arcade (all units have varying lease terms and would require tenant relocation during development).

Option 2: Pub/Restaurant, Discount Food Store (11,600 sq.ft.) and Retail (8,800 sq.ft.)
The second option is similar to the first with the only change being the provision of a pub/restaurant unit in place of the foodstore.

Both options have a new development within the Union Road car park reducing existing provision by 60 spaces with Option 1 increasing parking requirements by 90 spaces and Option 2 by 112 spaces. The Council has already identified a shortage of parking spaces in the town centre on the basis of current national standards. The developers themselves have not confirmed the deliverability of the discount food store. The proposed new retail space would require extensive negotiations with existing tenants to agree early lease termination and temporary relocation. The developer has confirmed that they have not developed a comprehensive re-masterplanning of the town centre as it would involve a medium to long term capital commitment which they could not support at this stage given the lack of occupiers which would be needed to underpin the scheme.

- 7.4 While the Council might choose to progress either of these options further, neither of the proposals offered by the developer are considered to attract additional retailer/investor interest in Grangemouth that would facilitate and deliver a regeneration project for the town centre at this point in time. This may be reflective of current market conditions for town centres with more significant investment challenges.
- 7.5 At this time the measures available for Grangemouth town centre are to continue to manage the Council's existing town centre portfolio along with the two other major property portfolio holders Miller Ltd and the new purchasers or Administrators of the former Baronsgate Estates portfolio. It should be stressed that, whilst trading conditions for retailers in the town centre remain challenging, the Council has recently secured several lettings with independent retailers and continues to provide management and promotion of the town centre retail offering.
- 7.6 Meantime, in updating the Council's regeneration strategy, it is recommended an independent commercial review of the town centre's regeneration opportunity is commissioned. This should take cognisance of the commercial investment and redevelopment sector and Grangemouth town centre's opportunity to take advantage of the two significant economic projects secured since the original regeneration proposals for the town centre were taken forward. The Helix and TIF initiatives both offer potential to attract additional economic activity to the area and the centre should look to these as levers for investment.

8.0 DENNY TOWN CENTRE

- 8.1 At the Council meeting on 5 October 2011, it was agreed to progress the regeneration project in Denny through a Council led phased option, terminating the partnership agreement between the Council and Henry Boot Developments Ltd.
- 8.2 The Council led scheme involves:-
- Securing planning approval;
 - Finalising the acquisition process and relocation strategy;
 - Progressing demolition of the Church Walk blocks;
 - Provision of a first phase block on Stirling Street, accommodating existing retailers and a library, with associated improvements to parking, creation of a town square (with relocated war memorial) and additional public realm improvements; and
 - Marketing of the remainder of the site to other interests (including foodstore operators for Phase 2 of the Scheme).
- 8.3 The Council submitted two planning applications in April 2012 for the regeneration of the town centre:-
- a detailed planning application providing detailed plans, elevations and artists' impressions for Phase 1 including the car park, library, shops, town square and public realm, approved in January 2013
 - an application for planning permission in principle, detailing the overall regeneration masterplan for the town centre with the intention that Phase 2 and 3 sites be marketed for retail development including a foodstore. This application was approved in June 2013.

8.4 The Council is now progressing delivery of the first phase through the following actions:

- the acquisition of all outstanding interests
- provision of a temporary retail village
- relocation of existing occupants to the retail village
- demolition of the last remaining Church Walk block
- Commencement of construction works for the Phase 1 development

This work is progressing in accordance with the programme agreed by the Council, with construction works planned to commence in 2014.

8.5 Design of the Town Square

The introduction of a town square to this traditional town centre is regarded as a crucial element in connecting the upper and lower levels of the masterplan to improve accessibility to the town centre shops and facilities for the community. Prior to finalising the town square proposals the Council has sought to engage with the wider Denny community on aspirations for the town square in terms of anticipated use, materials, heritage and public art opportunities. Working in partnership with Falkirk Community Trust and Creative Scotland, a design team, Icecream Architecture, were appointed to undertake full engagement activity, to be completed by September 2014. The project has been established within the context of Falkirk Council Public Arts strategy and the outcome of the engagement exercise and recommendations will be reported back to the Executive.

8.6 Denny War Memorial

The Denny War Memorial group was established in March 2008 to bring together Falkirk Council and interested local people to determine an action plan for the design and location of a new war memorial in the regenerated town centre/town square. The group continues to meet regularly and invites individuals and organisations that can offer advice and information such as Forth Valley College, Royal British Legion and the War Memorials Trust. Denny High School and local church representation are recent additions to the group.

As part of the regeneration proposals, early consideration was given to the creation of a new memorial location originally indicated within the proposed new town square area. The group wishes to see the Church Walk bronze plaques incorporated into any future design but recognise their views will be fed into the wider community ideas and aspirations for the town square. A separate consultation exercise will be undertaken to determine the community's aspiration for the siting of the new memorial whether in the town square or at an alternative favoured location in Denny. This consultation will be undertaken during development of Phase 1 of the town centre.

8.7 Temporary Re-siting of Memorial

Falkirk Council has made provision for the temporary re-siting of the existing town centre memorial, during the regeneration project's demolition and construction phase to Broompark Community Centre cemetery adjacent to the existing town centre. Following a briefing event in May 2013 to advise Local Members, the Community Council, schools and interested parties of the temporary relocation proposals, further consultation has been undertaken on the overall design proposals for this temporary relocation.

Broad support has been expressed in favour of the proposals. Some comments were made with 110 of 132 submissions confirming general agreement with the proposals for the temporary re-siting. In relation to the suitability of Broompark for Centenary Armistice Day during 2014 and future Armistice Day parades, concerns were raised, prior to the formal consultation process, which included limited access for pipe band entry and limited standing room for those involved in the parade.

These concerns have been addressed and the proposals amended as follows:

- standing capacity increased from 150 to 450 people
- memorial pedestrian access increased to accommodate 3-4 abreast parade members

Further changes have been made following the consultation exercise including provision of seating and bins. It is not feasible to extend CCTV provision for the relevant period and regard will be had to appropriate elevation of the memorial. It should be noted that the physical costs and external funding required to contribute to the temporary re-siting of the memorial require to be finalised and identified. A note of the comments included in the consultation results is contained in Appendix 2 together with a blank copy of the form. The comments are reproduced verbatim.

Phase 2

- 8.8 As Phase 1 delivery of the Denny Town Centre Regeneration project is progressed, development opportunities for Phase 2, to be achieved in line with planning permission in principle require to be progressed. This will include marketing the development including a foodstore. A marketing brief reflecting current planning policy and the agreed masterplan has been prepared. Following the success of the acquisition strategy, the Council has recently acquired ownership of the phase 2 site. The site can therefore be declared surplus to operational requirements and proceed to the marketing stage.

9.0 **IMPLICATIONS**

Policy Implications

- 9.1 Town centre regeneration is a key priority of the Strategic Community Plan, My Future's in Falkirk and related policies.

Legal Implications

- 9.2 Delivery of the regeneration projects in each town centre is governed by formal development agreements or building contracts, negotiated with the support of the Council's Legal Services and, where necessary, external legal advisors.

Financial Implications

- 9.3 The Council's approach to the delivery of town centre regeneration has involved realising its own assets for reinvestment in the town centre. The regeneration process aims to lever additional private sector funds to upgrade the facility and create new community assets. Where necessary additional Council and externally funded resources have been applied to aid delivery of these schemes. Due to the imperatives in the delivery of the Denny project, the Council has committed to fund this project through its General Service capital programme, involving disposal of existing assets and redirection of resources from the Portfolio Management Plan as approved by Council in October 2011. The cost of delivering the updated town centre regeneration strategy is estimated at £40,000 and will be met from Growth and Investment Unit budgets.

In relation to the introduction of the Free After Three car parking initiative (mentioned in para 4.3) within Council operated Falkirk town centre car parks the revenue impact has been determined as £11,000 over the trial period or £53,700 if extended annually.

Planning Implications

- 9.4 Town centre regeneration is a key tool in the delivery of the Council's Local Development Plan commitment to enhance the role of town centres and regenerate district centres. Each proposal has involved extensive consultation with the Council's Planning and Transportation Division with a view to achieving planning consent for the delivery of the scheme.

10.0 CONCLUSION

- 10.1 Town centre regeneration is an important Council and Scottish Government priority. Through bringing investors, retailers and the local community together, supporting Falkirk Towns Ltd and the Falkirk BID and contributing its own assets, the Council is playing a vitally important role in renewing each centre and enhancing their economic and civic function for each community. The Council's regeneration strategy and actions accord with many of the recommendations of the Scottish Government Town Centres Review. While it is recognised all town centres have been adversely affected by the impact of the recession and trading remains difficult for the retailing community the Council has:-

- secured the successful regeneration of Stenhousemuir town centre;
- concluded the Bo'ness THI as a national exemplar project regenerating the town's historic core in line with the original aspirations of the community
- commenced delivery of the regeneration of Denny town centre;
- secured £3.6m from the HLF and Historic Scotland to deliver a Falkirk THI
- Through the Business Gateway, delivered dedicated retailer support and master classes.
- Continued support for Falkirk Towns Ltd and the Falkirk BID
- Established *Think Falkirk* business engagement group to support Falkirk regional retailing hierarchy.

- 10.2 Policy & Resources Committee in 2001 approved the regeneration of the Council's district centres by market testing and identifying redevelopment opportunities using Council owned land and property assets to lever and secure private sector investment. This formed the basis of the Council's Town Centre regeneration strategy. This work has progressed significantly as outlined above.

10.3 It is important to update the Council's Town Centre strategy giving recommendations on all centres, to determine if further improvements can be made in the implementation of policy and delivery for each town centre. It is proposed that a consultant be appointed to provide an update of the Council's Town Centre Regeneration Strategy approach and prepare and present a strategy review document for Council's consideration. This exercise would, in particular, address the issues raised in this report:

- The response to the national review of town centres
- To assist in progressing the work of Think Falkirk
- Prepare development options for Bo'ness town centres
- Prepare development options for Grangemouth.
- Confirm the next steps in the regeneration of Denny town centre.

10.4 The progress of the next phases of work in town centres including the updated strategy and other works set out in this report will be the subject of further reports to the Executive.

11.0 RECOMMENDATIONS

11.1 It is recommended that the Committee agrees:-

- (i) to note the progress of the Council's actions relating to town centre regeneration;**
- (ii) to approve the introduction of free car parking to Council operated Falkirk town centre car parks after 3 pm until April 2014 and further evaluation thereafter**
- (iii) to approve the revised proposals for the temporary resiting of Denny War Memorial**
- (iv) to declare the Phase 2 site in Denny town centre as outlined in para 8.8 surplus to operational requirements and approve disposal of the site on the open market for development.**
- (v) to appoint a consultant to review the Council's Town Centre Regeneration Strategy**
- (vi) to receive further reports on town centre regeneration as this work progresses.**

.....
Director of Development Services

Date 3rd January, 2014

Contact Officers: Colin Frame/Peter Reid/Douglas Duff. Ext: 0972/0971/0905.

LIST OF BACKGROUND PAPERS

1. Town Centre Regeneration Files – not for publication

Appendix 1

Think Falkirk:

Free after Three Car Parking Initiative – Falkirk Town Centre

BACKGROUND

Given continuing trading difficulties being experienced on Scotland's High Streets, Provost Reid and Councillor Dennis Goldie invited town centre businesses to attend a Think Falkirk open meeting. The purpose of this meeting was to establish how Falkirk Council could better engage and support Falkirk town centre retailers and businesses.

The inaugural meeting was attended by approximately 250 businesses and was followed by the formation of a Think Falkirk working group where key immediate areas of focus and concern could be raised viz:

- Business rates
- Enforcement action at inappropriate development or building/shop front changes
- Enforcement action against illegal street traders, beggars
- Removal of A-boards in line with Council's policy
- Car parking initiative to promote free car parking at specific times of the day

This group is also attended by Council officers and staff from Falkirk Towns Ltd. At the last meeting of the Group on 8th October 2013, the businesses, through Falkirk Towns Ltd, requested the introduction of a free car parking scheme to Falkirk town centre car parks.

FREE CAR PARKING INITIATIVE

Traders have been greatly appreciative of the free Christmas parking scheme put in place by the Council during December and early January in previous years. The scheme removes car parking charges over the Christmas festive period with an estimated loss of revenue to the Service budget of £30k.

The businesses seek the introduction of more targeted free car parking initiatives. These would be introduced and promoted to encourage increased footfall into the town centre. The period from 3pm onwards is suggested for the initiative to be introduced in line with examples from other local authorities in the UK.

The Howgate centre is supportive of the introduction of a free car parking initiative and has offered to liaise with the Council to more accurately model and analyse car parking income data.

FREE AFTER THREE CAR PARKING PROPOSAL

The 'Free after Three' initiative is planned in addition to the free Christmas car parking scheme. It is proposed that it run for a trial phase from January to March inclusive, to measure the impact on all parties. It will be actively promoted as a 'Free after Three' initiative.

An evaluation of the initial trial phase would be reported in April measuring agreed town centre and car park use/income indicators.

The projected impact on set-up costs and reduced income receipts of free car parking after 3.00pm are as follows:

- Amendments to car park signs to validate 'Free after Three' – £4.5k.
- 'Free after Three' trial – £11k (January to March inclusive).
- Estimated annual income reduction – £53.7k.

No allowance has been made in these calculations for existing car park users migrating to the 'Free after Three' period which could increase the level of income reduction.

Subject to approval by the Council the scheme will be introduced, in partnership with the Falkirk BID. The trial 'Free after Three' car park initiative will be evaluated in April 2014 with recommendations thereafter for further consideration by the Council.

Introduction of such a measure would be in line with National Review of Town Centres, and the Council's town centre support activity. The initiative will be promoted by the Council in liaison with Falkirk Towns Ltd., using local signage, social media, publications and through events involving retailers.

Trading continues to be reported by the retail sector as extremely difficult and introduction of such a promoted initiative would be seen as a positive support step by the Council towards increased partnership working with the traditional High Street retailing sector.



Denny War Memorial Temporary Resiting
Consultation Period 5.8.13 – 27.9.13
132 respondents

1. Are you happy with the position of the plaques within Broompark?

Yes	No	Don't Know	DNA
108	23	1	

2. Do you like the design of the temporary memorial?

Yes	No	Don't Know	DNA
109	14	8	1

3. Are you happy with the proposals for new surfaces within Broompark?

Yes	No	Don't Know	DNA
111	18	3	

4. Are you satisfied with the proposals for disabled access?

Yes	No	Don't Know	DNA
112	15	4	1

5. Are you content with the proposals for shrub and tree management of the site?

Yes	No	Don't Know	DNA
112	13	6	1

Comments

1. In my view, the preliminary question on this sheet should relate to the location site for eg. Do you agree with the location? Would you suggest other locations? I do not support the proposed location site @ Broompark. It is not as centrally located as I would like, and is too enclosed on two sides. It would not be conducive to respectful gatherings & memorials, especially Remembrance Day. My Grandfather's name appears on the existing plaques. (Who makes up the Denny War Memorial Group? Who selected/invited them? Are there any relatives of the War Dead in this group? Has any attempt been made to consider other locations e.g. McAra's park at the cross or Anderson Park to the west of town.)
2. WHAT IS THE POINT OF HAVING A TEMPORARY SITE? - WHAT IS NEEDED IS A PERMANENT SITE TO COINCIDE WITH THE TIMING OF THE FIRST WORLD WAR 1914-18(100 YEARS) SAVING THE TAX PAYERS MONEY.
Q1 – YES IF PERMANENT
Q2 – YES IF PERMANENT
Q3 – YES IF PERMANENT
Q4 – YES IF PERMANENT
Q5 – YES IF PERMANENT
3. BROOMPARK IS UNSUITABLE FOR ACCESS AND THE PARK AT ANDERSON DRIVE WOULD BE EASILY ACCESSIBLE AND OPEN FOR ANY VISIT.
4. My personal preference would be to use the original memorial in Denny Cemetery.
5. WHAT ABOUT ALL THE CHILDREN FROM YKIDS AND OTHER CLUBS THAT USE GARDEN AREA? HOW WILL THE SPACE BE KEPT CLEAN + RESPECTFUL WHEN KIDS ARE RUNNING AROUND AREA? WILL IT ATTRACT GROUPS OF TEENAGERS WITH BIKES & SKATEBOARDS?
6. The plaque/war memorial would be better placed at Anderson Park. The park is attractive and well kept and would be a far more fitting place for a war memorial.
7. Should not be in Broompark. I think it should be in Anderson Park. Which firstly would save money and. Also. be. within a lovely Park. which is accessible to all of Denny.
8. ACCESSIBILITY - I DON'T THINK SO. COMPARED TO PRESENT ARRANGEMENTS THIS WOULD BE A VAST REDUCTION IN ACCESSIBILITY! THE PROPOSED SITE WOULD BE A TARGET FOR VANDALISM DO TO ITS REMOTE/HIDDEN LOCATION.
9. I THINK IT SHOULD BE AT ANDERSON PARK GLASGOW ROAD AS THERE IS MORE SPACE.
10. It is ridiculous that you haven't asked the people of Denny & Dunipace first before making YOUR decision to put the Memorial into Broompark! Why not the Gala Park or McCannon Park. Ridiculous!
Q1 – Why broompark? Who decided it had to go there?
Q3 – Why broompark?
Q5 – You've decided that its going into broompark? Why didn't you ask the people of Denny first?

11. I AM FAR FROM SATISFIED WITH THE PROPOSED SITE, A MORE SUITABLE SITE WOULD BE NEAR ANDERSON DRIVE IN THE PARK.
12. BROOMPARK IS NOT INAPPROPRIATE, THE PARK NEAR ANDERSON DRIVE WOULD BE A BETTER SITE FOR THE MEMORIAL.
13. I think the proper place should be Anderson Park there is a lot more room and more suitable for everybody.
14. A PERMANENT PLACE SHOULD BE FOUND NOW AND PUT IN PLACE BEFORE THE PLAQUES HAVE TO BE MOVED FROM THE TOWN CENTRE, THE BROOMPARK CENTRE IS USED BY MANY GROUPS AND COMINGS AND GOINGS WOULD BE DISTURBING FOR THE PEOPLE HAVING QUIET REFLECTIVE MOMENTS. ANDERSON PARK SEEMS AN IDEAL PLACE ON THE GLASGOW ROAD, DENNY. ANOTHER WASTE OF MONEY DIGGING UP BROOMPARK GROUNDS.
15. Dear Sir, Madam. We are sending you a short note regarding the war memorial Plaques being moved to Broompark Cemetary. We feel this is an Ideal place for the Memorial Plaques if you carry out the plans as shown in your Brochure, as there's car parking, Toilets, and wheelchair access.
16. WHY GO TO THE ALL THAT TROUBLE AT BROOMPARK WHEN THERE IS A BEAUTIFULLY SET OUT GARDEN ON THE GLASGOW ROAD. IT SEEMS TO BE ME THAT SITING THE PLAQUES IN BROOMPARK IS PLACING THIS OUT OF SITE OUT OF MIND – BROOMPARK HAS BEEN DISTURBED ENOUGH ALREADY.
17. Wonderful Please get rid of Church Walk.
18. Well done veterans.
19. Listen to veterans please.
20. Elevate it to allow people to see.
21. Please Get On With the works.
22. Great stuff - like how it will look
23. This has taken way to long to be completed. Please go ahead with the war memorial and the regeneration of Denny Town Centre, there's no going back now.
24. We would like seats and a bin please. is
25. THIS AREA CHOSEN HAS A LOW AMENITY VALUE AND IS SUBJECT TO OCCASIONAL VANDALISM. PLEASE ENSURE CCTV COVERAGE AS FAR AS IS PRACTICABLE.
26. Get on with it
27. Lets get on with it, too much talking.
28. Happy with this arrangement

29. Good
30. Get on wi it
31. Yes, nice plans
32. Make it high up
33. Ideal position – like the plans very much indeed.
34. Pleased its going here - where it is is terrible
35. Listen to veterans Falkirk Council
36. I like the fact that the War Veterans chose where the memorial is to go
37. Good safe place. Happy to see veterans are happy with this
38. Ideal position - glad that FC has consulted with the people that matter most – veterans!!
39. I'm pleased its going here. I have an uncles name on plaques – so happy That we're being asked. - thanks F.C. (for a change!)
40. Best place. I'd leave it there for good.
41. THE MEMORIAL SHOULD BE MOVED FROM THE TOWN CENTRE TO A QUIETER LOCATION, GIVING PEOPLE A CHANCE TO SHOW THEIR RESPECT IN A MORE SERENE ATMOSPHERE WITHOUT THE DISTRACTION AND FUMES FROM HEAVY TRAFFIC.
42. The area is central. Which is good. Perhaps a permanent one is not needed as the temporary one when viewed is adequate.
43. I would like to speak with someone concerning a name that should be on the WAR MEMORIAL, his name is in the Memorial Book at Edinburgh CASTLE so why not in Denny where he was born and lived.
44. VERY NICE COMPROMISE
45. Listen to the veterans!!
46. Show these guys respect and give them there resting place.
47. Like to see good seating in here
48. SHOULD NOT BE IN BROOMPARK OR TOWN SQUARE SHOULD BE IN ANDERSON PARK. ONE MOVE - SAVE MONEY.
49. Why is it Broompark? Who deided it had to be there? Who are the Memorial Group? Who asked them? Why wasn't I asked?
50. THE DECISION SHOULD NOT BE MADE BY THE COUNCIL BUT BY THE PEOPLE OF DENNY AND EX-SERVICE PERSONEL.

51. AS THE WIFE OF AN EX SERVICE MAN I THINK THAT THE MEMORIAL BE PLACED SOMEWHERE MORE SUITABLE
52. It's absolutely disgraceful that Dennis Goldie, once again, is deciding what should happen in Denny. No one has been consulted over this and to treat the matter of War Memorials so disrespectfully is beneath contempt! There are people in Denny whose relatives names appear on the Memorial Plaques. For them not to be consulted over where they are being resited is a disgrace!
Q1 – ABSOLUTELY NOT. Why are you asking people about Broompark? Dennis Goldie has decided this, NOT the people of Denny!
Q3 – ABSOUTELY NOT! It should not be in Broompark!! ASK the people!
53. I THINK A MORE SUITABLE SITE WOULD BE THE GARDENS AT ANDERSON DRIVE OFF THE GLASGOW ROAD. THIS COULD BE A TEMPORARY MOVE AND IF SUITABLE IT COULD BE MADE PERMANENT, WHILST WE KNOW BROOMPARK WOULD NOT BE PERMANENT!
54. I think it would a improvement to have Broompark grounds given some TLC – As for War Memorial site NO – there is a lovely park at Anderson Drive which is on the main thorough fare for all to see – I know it is not in the heart of the town but neither is Broompark.
55. A better site for the memorial would be in Anderson Park in the Glasgow road where it could be a permanent feature.

Denny War Memorial Questionnaire

Following ongoing consultation with the Denny War Memorial Group, we will be temporarily moving the Denny War Memorial plaques from Church Walk to a dedicated space in Broompark Cemetery. The location was chosen because of its town centre location, accessibility, space for public gatherings and car parking.

We have prepared artists impressions of the space that is being created and the setting for the temporary location. The site will benefit from new surfacing, seating and planting. We will introduce an additional entrance gate allowing wheelchair access.

The relocation will take place after the annual Armistice Day (Nov 2013) so there will be no change to arrangements in place on that day. The temporary memorial will be in place in advance of the 2014 World War I Centenary commemoration plans.

Thereafter, the Council will consult with the community on the longer term options for the location of the War Memorial.

Please take a moment to look at the temporary proposals.

1. Are you happy with the position of the plaques within Broompark?

Yes ☐

No ☐

Don't Know ☐

2. Do you like the design of the temporary memorial?

Yes ☐

No ☐

Don't Know ☐

3. Are you happy with the proposals for new surfaces within Broompark?

Yes ☐

No ☐

Don't Know ☐

4. Are you satisfied with the proposals for additional disabled access?

Yes ☐

No ☐

Don't Know ☐

5. Are you content with the proposals shrub and tree management for the site?

Yes ☐

No ☐

Don't Know ☐

PLEASE TURN OVER

If you wish to make further comments please do so below:-

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PERSONAL CONTACT INFORMATION

Name:

Address:

.....

.....

Telephone number:

Email address:

Thank you for taking the time to complete this questionnaire. Falkirk
Council values your comments.