

# FALKIRK COMMUNITY PLANNING PARTNERSHIP

## SINGLE OUTCOME AGREEMENT

2013 - 2015

### INTRODUCTION

This Single Outcome Agreement (SOA) sees the Falkirk Community Planning Partnership facing many critical challenges and competing demands at a time when our collective resources will continue to diminish into the foreseeable future. The aspirations of local people for our area remain ambitious. This is expressed in our 20-year vision for our area which is to ensure that:

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

This SOA complements our Strategic Community Plan 2010 – 2015. To ensure we have a firm footing to deliver the vision for our area we will:

- Focus our key activity on tackling the most significant inequalities in our area and providing everyone with hope and opportunity;
- Take action where appropriate that cross organisational and structural boundaries in order to recognise that many of the challenges and inequalities we face are inter connected.
- Pursue a preventative and early intervention approach which we know will be more effective at tackling the root causes of inequality;
- Ensure that we deploy our collective effort and resources in securing local outcomes;
- Be both transparent and accountable to local people and communities, giving them a say and a meaningful role and contribution in realising our vision; and
- Be both innovative and creative in the solutions we develop and the way in which we change services to meet the demands of the modern world.

We intend that we will be both radical and ambitious in facing our challenges, while taking our place at the heart of public sector reform.

In order to realise our desired outcomes we have focused our attention and activity on tackling the area's greatest challenges i.e.

- Economic recovery, growth and employment;
- Early years and children;
- Safer, Stronger Communities and reducing re-offending;
- Health outcomes and Physical Activity;
- Older people; and
- Poverty and welfare reform.

While these are our biggest challenges, as a partnership we will also pursue other important environmental outcomes as well as core service transformation.

## **THE STRATEGIC CHALLENGES WE FACE**

To ensure our outcomes are the right ones we must understand our area, its communities and the challenges and opportunities that individuals within our area face. While we have a robust set of demographic, economic and social information that we use to understand the context within which we work, we also know that these challenges are continuously changing.

The context for these challenges and the evidence on which we have based our local outcomes is provided in the context statement at appendix 1. This was done prior to the development of this SOA and informs the work we have done to develop our key activities. Some of our strategic challenges include:

- a growing population including children and young people;
- different levels of population change across the Council area;
- meeting the needs of our growing older population while promoting independence and re-ablement;
- understanding the implications of welfare reform and supporting our communities through these;
- unemployment, particularly supporting people into work;
- understanding the implications of the increase in debt within our communities;
- providing sufficient houses of the right size to meet need and demand from the growing population and in the context of welfare reform;
- providing housing which is affordable and meets the needs of the elderly and disabled;
- maintaining the status of Falkirk and other town centre's status in the retail hierarchy;
- continuing to press for transport improvements;
- helping communities, businesses and Council services to cope with severe weather events adapt to the changing climate.
- meeting the challenges of reconfiguring services in the light of the Christie Commission;
- meeting the challenge of integrated health and social care; and
- meeting the challenges of achieving outcomes with reducing public sector resources in difficult financial circumstances and boosting our business growth rate.

We will seek to address our core challenges and our most significant inequalities.

## **DELIVERING ON OUR AGREEMENT**

Working with others to deliver on our vision and local outcomes is a way of life in the Falkirk Council area. Since 1996 we have worked with a wide range of public, private, voluntary bodies and community representatives to help improve the lives of local people. Effective community planning and an ambitious Strategic Community Plan underpin this approach. Pivotal to this are the strategic Community Planning partners who have a key responsibility for the delivery of our Strategic Community Plan and this Agreement. They include:

- Falkirk Council
- CVS Falkirk & District
- Forth Valley College
- NHS Forth Valley
- Police Scotland
- The Scottish Fire and Rescue Service
- SEStran
- Skills Development Scotland
- The Scottish Government

The Community Planning Partnership is strategically led and co-ordinated by a Leadership Board which comprises Elected and Board Members, as well as senior officers drawn from across the partner organisations. The Board is supported by a Partnership Co-ordination Group and a number of thematic delivery groups. The Co-ordination Group has a key role in taking forward continuous improvement and partnership development and fulfilling our obligations in meeting the Statement of Ambition.

Partner organisations and partnership groups will be responsible to the Leadership Board for reporting progress and performance in realising both the Strategic Community Plan and this Agreement.

## **CONTINUING TO DEVELOP AND IMPROVE**

To achieve the outcomes we want for our area, we know we cannot achieve total change overnight. We also realise that as a partnership we must improve the way to work if we are to overcome our challenges and deliver the outcomes our citizens and communities want and expect. We have therefore identified key priorities and improvements for the partnership.

## **Resource Planning and Management.**

We need to better understand how all resources but importantly all public sector resources, are deployed in support of our local outcomes. This will first require us to understand our individual and collective financial and resource management arrangements. Once we have done this we will seek to identify and quantify spend against outcomes. We aspire to complete this first phase of work before the end of 2013. Once we have established the baseline we anticipate more detailed financial and resource profiling work, which will allow us to:

- Determine prevention and early intervention based spend and resourcing.
- Challenge existing resource allocation in detail, to assure alignment with local outcomes.
- Determine if Best Value is being secured.

## **Community Empowerment and Participation.**

Within the given timescales to develop our SOA we have had limited opportunity to consult and engage with local people and communities on our SOA. We also recognise that as a partnership local people and communities must be clear on how they can contribute and become involved in securing better local outcomes. We therefore intend to:

- Hold a Community Planning conference before the end of December 2013, which will involve partners, local people and stakeholders, focusing on our SOA, prevention and early intervention. This will also seek to develop ideas to secure community contribution to local outcomes.
- Formally adopt a partnership participation strategy.
- More effectively connect our SOA to Local Community Planning, to ensure the access of local people and communities to the CPP, and the CPP to them.

## **Performance Management.**

A number of the indicators we will use to report on the attainment of local outcomes are new. We will therefore implement arrangements for their collection, collation and reporting. As a partnership we will also seek to review and improve our performance management arrangements. Our new Partnership Co-ordination Group will have the delivery of the 'Statement of Ambition' within the Falkirk Council area as its central focus.

We have set out the indicators we think will show that we are making a difference and achieving our outcomes. These are included as appendix 2 of this SOA. These indicators will be reviewed as we progress to ensure their relevance and that our targets are both stretching and realistic.

## **Partnership Governance.**

Although the CPP undertook a strategic level assessment in 2011, we will continue to review our governance arrangements to ensure continuing fitness for purpose. This will include establishing our co-ordination group. This group will be responsible for taking forward the planning and financial management arrangements for the partnership and will ensure this SOA is embedded into the work of our more thematic groups.

# **PROSPEROUS BUSINESSES WILL UNDERPIN THE SUCCESS OF OUR LOCAL ECONOMY, PROVIDING SUSTAINABLE AND QUALITY EMPLOYMENT**

## **Outcomes**

Economic recovery, growth and employment are inter-dependent and therefore the impact one has on another must be recognised. Unemployment can only be reduced if local economic growth can be sustained. Growth can only be sustained by attracting investment. This will create the right conditions for employers to create jobs and increase their workforce. We take the view that sustainable economic growth can only be secured by continuing to make the area a more attractive place to do business and to attract investment in the key strengths Falkirk can offer. It is with this in mind that we have determined our local outcomes to be:

- Our area will be recognised as having a culture and ethos of aspiration and ambition;
- The wealth and prosperity of our area will increase;
- Our workforce will be highly skilled;
- The quality of our infrastructure will help promote the growth of the local economy;
- The start up and survival rates of SMEs will increase as a result of improved business support.

## **Thematic Challenges**

- Stimulating investment during a period of austerity;
- Unemployment levels above the Scottish average;
- Relatively low levels of qualifications;
- Lack of social enterprise;
- Balancing meeting the needs of young people older people who require work and are impacted by welfare reform.

## **Contributing Strategies and Plans**

Partnership activity in support of outcomes associated with economic recovery and growth and employment is co-ordinated by the My Future's in Falkirk Way Forward Group and the local employability partnership. The key plans, strategies and pieces of work that will support our outcomes include:

- Local Development Plan
- My Future's in Falkirk, the economic development strategy
- Employability Framework
- Business Improvement District
- TIF Implementation Plan
- Business Support Programme
- Tourism Action Plan

- Built Heritage Strategy
- Sustainability & Climate Change Strategy & Action Plan
- Forth Valley College Outcome Agreement

### **Early Intervention and Prevention**

There are a number of long-term initiatives as well as new activity which we believe will secure the continuing development of the local economy, sustain growth and increase employment. These include:

- Continuing to put young people at the heart of our activity on economic development while recognising the needs of all job seekers. This includes providing work experience and activity opportunities with local employers and in key sectors;
- Delivering high quality business support services which integrate national and local priorities
- Ensuring we continue to invest in our infrastructure so that the area continues to be an attractive place to do business helps to attract inward investment and secures job creation. This will be assisted with initiatives such as the Tax Incremental Finance Initiative (TIF);
- Secure good levels of attainment for young people leaving school and raising young people's levels of aspiration, through for example young people's entrepreneurial schemes;
- Utilising our collective influence to secure better investment opportunities for local businesses and businesses seeking to locate in the Falkirk Council area;
- Giving greater priority to securing positive and sustainable destinations for looked after school leavers;
- Promoting skills for life, including literacy, numeracy and digital inclusion;
- Further engaging with local employers to ensure we are supporting young people and children to become the workforce for the future;
- Take forward the role of the Council as 'corporate parent' in providing employment for young people who have been looked after.

### **Key Activities**

There are number of areas we have recognised that we need to enhance if our approach in this area is to continue to be effective to secure sustainable economic growth and boosting employment. These include:

- Improving the connectivity between employment, skills and growth, whilst better matching the skills of our workforce to the needs of business and employment opportunities;
- Refreshing our economic strategy to address issues of employment, growth, support to business and tourism;
- Working more effectively, whilst securing better value for money across the partner organisations to support the sustainable growth of our local economy;
- Ensuring that local business continue to be at the heart of our economic strategy and have a strong voice in influencing its continuing development;

- Building on the area's key strengths include the chemical, manufacturing and distribution sectors;
- Further developing our approach on the social economy and the social enterprise sector;
- Developing a consistent and coherent joint employment and skills approach across the Community Planning partnership which focuses on increasing the numbers in quality and sustainable employment;
- Supporting employers to grow their business while securing their support to help unemployed people realise sustainable employment; and
- Developing a single coherent partnership offer to job seekers and employers pulling together national and local elements of support to provide a simplified service to meet local needs.
- Developing the family firm approach to meeting the needs of our children who are looked after;
- Recognising that increased numbers of local people will actively be seeking employment as a result of changes in the welfare benefits system, and helping them to secure sustainable employment; and
- Securing community benefits from public sector procurement and pursuing partnership and collaborative approaches on the commissioning of services.
- Local development planning to focus on place making and sustainable economic growth
- Promoting the Antonine Wall World Heritage Site and our conservation areas

### **Measuring Progress and Performance**

The measurement of progress in this area will build on existing indicators but will also be cognisant of the direct link between the sustainable growth of our local economy the creation of employment. Our indicators will therefore be:

- Total gross added value of local businesses per head of population;
- The number of new businesses started and sustained in the year;
- Local business satisfaction, expressed as a “good area in which to do business”;
- Number of job seeker's allowance claimants;
- Percentage unemployed;
- Percentage of youth unemployment;
- Employment rate (aged 16-64);
- Basket of educational attainment indicators;
- Percentage of young people in positive and sustained school leaving destinations;
- Percentage of looked after school leavers in a positive and sustained destination;
- The increase in post 16 learning in higher and further education or training;
- Median earnings for residents living locally who are employed;
- Total annual visitor expenditure in the area; and
- Percentage of Forth Valley College learners achieving a nationally recognised qualification.

# **CHILDREN WILL BE SUPPORTED IN EARLY YEARS SO THAT THEY BECOME YOUNG PEOPLE WHO ARE CONFIDENT AND SUCCESSFUL**

## **Outcomes**

Our outcomes for children and young people are very much aimed at what start they are given in life and the qualities and achievements they will take into their adult life. We are very much aware that the circumstances that some children and young people find themselves in provides them with many challenges in life that they have to overcome to live the life that they want to. Our outcomes to address this are that:

- All Falkirk children will be happy, healthy and able to make decisions about their own health & well-being;
- All Falkirk children will grow up in a safe environment where they are protected, loved and enabled to enjoy their lives; and
- All Falkirk children will achieve their potential through learning and creativity developing the skills and knowledge to make them fulfilled happy adults.

## **Thematic Challenges**

- meet the stretch challenges of the Early Years Collaborative;
- ensure that our services meet the requirements of the growing population;
- continue to improve school attainment and qualifications among adults;
- continue to encourage young people into positive destinations including Further and Higher education;
- ensure that our most vulnerable children are supported and protected;
- ensure that we help to mitigate against the effects that poverty has on children; and
- ensure that excluded and looked after children have better outcomes.

## **Contributing Plans and Strategies**

Partnership activity in support of outcomes for children and young people is co-ordinated by the Falkirk Children's Commission and underpinned by the following plans and strategies:

- "for falkirk's bairns" 210-2015 – Falkirk's Integrated Children's Services Plan
- Falkirk Child Protection Committee Strategic Improvement Plan 2011 -2014
- Corporate Parenting Strategy
- Social Work Service Plan
- Employability Strategy
- Early Years Collaborative Stretch Aims
- Forth Valley College Outcome Agreement

Action will be taken to mainstream partner's resources in pursuit of our outcomes. In addition to this we will ensure that we have Joint Working Agreements in place with Third Sector partners. We will also seek to optimise our allocated resources from the Early Years Change Fund and explore opportunities to exploit other external sources of funding.

### **Early Intervention and Prevention**

We know that we will be making satisfactory progress towards our longer term outcomes if:

- Women experience positive pregnancies;
- Children reach their expected developmental milestones by their 27 – 30 month check; and
- Children reach their expected development milestones by the time they start primary school

Our approach on early years is and will continue to be firmly rooted in Getting it Right for Every Child (GIRFEC). To deliver on GIRFEC we will give priority to:

- Meeting the needs of our most vulnerable children;
- Supporting children and young people who are likely to be most adversely affected by welfare reform;
- Implementing the curriculum for excellence; and
- Shifting the balance of resources so that we increase our efforts on prevention and early intervention.

We will continue to drive through the implementation of GIRFEC so that it is embedded into day-to-day practice, organisational cultures and systems and is a central focus for service provision.

### **Key Activities**

To meet the challenges above we will:

- Improve the maternal and infant nutrition through education and support;
- Ensure that are most vulnerable are protected from harm;
- Increases parenting skills and knowledge through the implementation of the Psychology of Parenting Project and support to families;
- Ensure that we have a workforce skilled to meet children and young people's needs;
- Focus on improving attachment and resilience in children and young people; and
- Ensure that our most vulnerable children have the skills and opportunities which lead to positive destinations; and
- To enable children to develop the skills they need to make positive choices for their own health and wellbeing

To optimise the impact of the above there are some process issues which require additional work. These include:

- Establishing the link between the resources we utilise and the outcomes we achieve;
- Providing evidence on the impact of preventative spending;
- Better linking the services and outcomes associated with services to children and young people to those of adults; and
- Improving information sharing between partners.

## Measuring Progress and Performance

While the realisation of our Early Years Outcomes will take a number of years to achieve it is important that we are able to monitor and assure both our progress and performance in the short to medium term. We propose to do this by reporting performance on the following indicators to the Community Planning Leadership Board, every 6 months where appropriate:

- Teenage pregnancy rate (*pregnancies among under 16 year olds (3 year average per 1000 relevant population)*)
- Percentage of singleton full term live births which are low weight (*low weight live births*)
- Breastfeeding at 6-8 weeks (*% of newborn children exclusively breastfed at 6-8 weeks*)
- % parents who rate their neighbourhood as a good place to live (*% of adults stating their neighbourhood is a 'very good' place to live*)
- Percentage of mothers smoking at ante-natal booking
- Children in benefit dependent households (*% of children living in households that are dependent on out of work benefits or Child Tax Credit*)
- % of obese children in P1 (*estimated % of obese children in P1*)
- % of children with dental decay in P1 (*% of children with dental decay in P1*)
- Children (pre birth to 16) referred to reporter on care and protection grounds (*n/a*)
- Number of looked after children from birth to 21 looked after a) in community placements, and b) in residential placements
- Percentage of pupils who agree with the statement “I feel safe and well looked after/secure in the school”
- Percentage of total Forth Valley College activity delivered from the school college partnership activity

## **OUR AREA WILL BE A SAFER PLACE TO LIVE**

### **Outcomes**

We have a well established intelligence and evidence led approach on Community Safety. In 2010 we undertook a wide ranging Strategic Assessment in this area and established priorities based on detailed evidence and risk. We have just refreshed our assessment and recently engaged with local citizens to affirm the continuing validity of our priorities. We understand that feeling safe within their community is very important to all of our citizens. We have had success over a number of years with citizen's perception of feeling safe within their community as well as physical successes with reductions in crime and clear up rates. We therefore aim to continue on this path. Our outcomes in this area are:

- Our citizens will be protected;
- Vulnerable children and adults will be protected;
- Our citizens will be encouraged to take responsibility for their own health and wellbeing;
- Our communities will be safer; and
- We will work to reduce crime and the fear of crime.

### **Thematic Challenges**

- Increasing demands on Community Safety partners as the area's population continues to grow;
- A potential increase in the number of vulnerable people as the area's population of children, older people and people with complex care needs expands;
- The impact of welfare reform may make people more vulnerable to crime;
- Maintaining Community Safety as a priority when the partnership has had a positive impact on reducing levels of crime, improving public confidence in the safety of the area and on increasing clear up rates;
- Being responsive to emerging public protection risks including those relating to the sexual exploitation of young people, human trafficking in all its forms and forced marriages;
- Demands from the national restructuring of Civil Contingencies Resilience management structures to ensure that emergency response and preparedness are maintained to a high level for the nationally significant Grangemouth industrial and port complex; and
- Severe weather caused by climate change continues to be an ever increasing threat.

### **Contributing Plans and Strategies**

Partnership activity in support of outcomes for this area include

- Community Safety Strategy
- Police Scotland Annual Plan & Falkirk Local Policing Plan
- Scottish Fire and Rescue Annual Plan & Falkirk Local Fire and Rescue Plan
- Falkirk Child Protection Strategic Improvement Plan
- Fife and Forth Valley Community Justice Authority Plans
- Social Work Service Plan

- Falkirk Greenspace

Going forward we will seek opportunities to reduce reoffending and continue our efforts to improve the effectiveness of information sharing across the different partners which support Community Safety.

### **Early Intervention and Prevention**

We intend to intervene at the earliest stage possible to prevent people from entering the criminal justice system or becoming victims of crime. This will be founded on work across the Community Planning Partnership including early years. We will seek to work with offenders to prevent them re-offending and look to further develop alternatives to prosecution. Some specific actions we will progress include:

- Taking a co-ordinated cross-agency approach to vulnerable adults including women offenders. This includes better matching of services & resources to need, particularly those highlighted through Vulnerable Person Reports;
- Taking a co-ordinated approach to vulnerable children and children who are at risk of becoming involved in offending or have started to offend;
- Supporting addiction recovery;
- Identifying the cost of the top 10 recurring offenders or service users with a view to designing proactive interventions which will lead to better outcomes;
- Improving through and after care for looked after children and for offenders in line with early and effective intervention and the whole systems approach; and
- Improving our approach on tackling domestic abuse, particularly those involving drug and/or alcohol issues.

### **Key Activities**

We are aware that there are some additional issues we need to improve on. These include:

- Developing and improving services in support of women offenders;
- Taking a much more comprehensive and integrated approach to support vulnerable adults;
- Further developing the information we use to resource the Tasking & Co-ordination process giving priority to Domestic Abuse; and
- Looking at additional services which can support offenders, e.g. Community Learning & Development.

### **Measuring Progress and Performance**

We have a number of existing indicators which over the years have shown the positive impact we are making on improving the safety of our communities. We will continue to utilise these indicators within this Agreement. These are as follows:

- Confidence in individual safety in local areas, both during the day and at night;
- Volume and rate of recorded crimes per 10,000 population, crime groups 1 – 5;
- Reconviction frequency rate;

- Number of problem drug users;
- Deliberate fires per 100,000 population;
- Accidental dwelling fires per 100,000 population;
- The number of casualties, fatally or seriously injured on our roads;
- The percentage of offenders who successfully complete community disposals;
- The number of hours of unpaid work contributed by offenders under the Community payback scheme;
- The number of children on the child protection register whose outcomes have improved as a consequence of interventions; and
- The number of adults receiving protection and support by the provision of adult protection plans.

# **WE WILL BE HEALTHIER AND LIVE LONGER**

## **Outcomes**

Although there have been improvements in the average life expectancy and overall health of the people living in the Falkirk Council area, there are still significant inequalities in health across our area. Health inequalities are differences in health status between different groups of people which show consistent patterns, are socially produced and unfair. They are determined by a combination of life circumstances (e.g. poverty and deprivation), lifestyles (e.g. physical activity levels, diet and substance use) and opportunity (e.g. education and employment, access to health care and support).

Increasing our levels of physical activity can increase life expectancy, help prevent a range of major illness including coronary heart disease, stroke, cancer and mental ill health and reduce health inequalities. However, given the complexity and long-term nature of health inequalities, no single body or sector can address health inequalities on its own. In this context we have set out an ambitious set of outcomes which will require all Community Planning Partners and wider stakeholders to work in partnership and to make their own distinct and valued contributions to achieving the following outcomes:

- Our citizens will make positive health choices so that they can live longer healthier lives;
- Reduced health inequalities and equitable access to health care and support;
- Increased resilience and capacity for self management of health;
- Improved emotional, psychological and social wellbeing; and
- Reduced levels of alcohol, drugs and substance misuse.

## **Thematic Challenges**

- To encourage and enable greater individual responsibility for living healthy lifestyles and appropriate self management of health conditions in the context of population growth, increasing life expectancy and long term conditions prevalence and reducing public sector resources;
- To move beyond a deficit focussed approach and develop targeted assets based approaches for health that empower individuals and communities and reduce dependency;
- To provide accessible health services which meet the highest modern standards and ensure that equalities groups are not disadvantaged in service provision;
- To encourage and sustain greater participation in physical activity;
- To improve population health and reduce health inequalities in relation to the priorities for Equally Well in Falkirk;
  - Big killer diseases and their associated risk factors;
  - Harms to health (including alcohol and drugs);
  - Early years and children;
  - Mental wellbeing.

## **Key Plans and Strategies**

‘Equally Well in Falkirk: A Framework for Improving Health and Reducing Health Inequalities 2012-2015’

Key national strategic drivers for Equally Well in Falkirk are:

- Equally Well (2008-2010)
- The Early Years Framework (2008)
- Achieving our Potential: A Framework to tackle poverty and income inequality in Scotland (2008)

Key local Strategic drivers are:

- Falkirk Integrated Children’s Service Plan 2010-2015
- Towards a Fairer Falkirk 2011 -2012 Tackling Poverty and Inequalities
- NHS Forth Valley Integrated Healthcare Strategy: Fit for the future 2011-2014
- Falkirk Greenspace
- Core Path Planning
- Biodiversity Action Plan
- Local Transport Strategy 2013

## **Early Intervention and Prevention**

‘Equally Well in Falkirk’ will be used across the Falkirk Community Planning Partnership to influence the actions of organisations, agencies and individuals in ways that are focused on achieving our outcomes and are based on the best available evidence of effectiveness and need. It will ensure there is a focus on prevention and early intervention across the life course through addressing the main causes of health inequalities at key life transition stages with a particular focus on the early years. Our approach to early years is detailed specifically within this SOA.

*Harms to Health (including alcohol and drug use)*

- Targeted training and delivery on Alcohol Brief Intervention;
- Roll out of social influencing project across secondary schools;
- Education framework for substance misuse for use across Forth Valley linked to Curriculum for Excellence;
- Support for families and friends of those affected by substance misuse;
- Support for children affected by parental substance misuse;
- Timely access to services for people with drug and alcohol problems; and
- Work with Domestic Abuse Forum to ensure services are sensitive and responsive to domestic abuse.

## Key Activities

In relation to our priority areas, key activities are as follows:

### *Big Killer Diseases and Risk Factors*

- Redesign and delivery of targeted Smoking Cessation Services to ensure increased support for areas of greatest need;
- Integrate learning from the Falkirk Smoking Cessation and Pregnancy pilot;
- Delivery of anticipatory care approaches through ongoing roll out of Keep Well services. Keep Well is a targeted opt out service offering a person centred health assessment for men and women identified as being at greatest risk of developing heart disease. Groups at risk include homeless services users, substance users, criminal justice clients and prisoners, carers, gypsy traveller, ethnic minority groups and people living in designated areas of deprivation;
- Integration of learning from Keep Well into mainstream primary care service delivery;
- Health Behaviour Change Brief Interventions training for front line staff.
- Ongoing provision and development of physical activity referral initiatives including Active Forth and Step Forth; and
- Promotion of walking as an accessible form of physical activity through ‘The Big Fit Walk’.

### *Mental Wellbeing*

- Delivery of Stress Control courses;
- Activity aimed at increasing access to self help and social referrals as appropriate alternatives to medical interventions;
- Activities aimed at increasing understanding of mental health and wellbeing, reducing stigma and increasing positive attitudes for mental health e.g. See Me, Mental Health Awareness Week, Scottish Mental Health First Aid training ;
- Employment and health activity including Healthy Working Lives targeting small-medium enterprises (SMEs), Mental Health in the Workplace Training, vocational rehabilitation for SME employees (Working Health Services);
- Asset based approaches aimed at building on existing resources such as knowledge and skills and building confidence, self esteem and resilience and encouraging community led action for improving mental health and wellbeing e.g. Health Issues in the Community training;
- Activity aimed at supporting and enabling people to be more physically active e.g. Active Forth, Step Forth, Buggy Walks, Walk and Talk and The Big Fit Walk;
- Provision of greenspace and outdoor access to the countryside; and
- Maintenance and protection of the variety of flora and fauna in our local environment, for the benefit of our communities.

In addition we will also prioritise activity around:

- Provision of community based support for smoking cessation and activity to reduce childhood exposure to second hand smoke (Smoke Free Homes);
- Promotion of maternal and infant nutrition;
- Provision of through and after care nursing for children and young people within the care system;
- Provision of clinical psychology services for children and young people who are looked after;
- Parent and child home learning and play; and
- Building parental capacity through parental education and support.

## **Measuring Progress and Performance**

We understand that the benefits of people making better healthy lifestyle choices will take time to positively impact on inequalities, there are a number of ways we can demonstrate the progress we are making. These include:

### *Big Killer Diseases and Risk Factors*

- % adults who smoke
- Gap between highest and lowest rates of smoking at booking
- Life Expectancy
- Life expectancy gap between highest and lowest areas (developed by R&I)
- Under 75s age-standardised death rates for all causes per 100,000 population
- Emergency Admissions rate per 100,000 population
- Gap between the highest and lowest rates of exclusive breastfeeding at 6-8 week review
- Total admissions of young people to Culture and Sport services, programmes, classes and workshops
- Total admissions to sports and leisure facilities
- Total Health Card admissions to all sports centres and Community Access High Schools
- Participation in healthy lifestyle physical activity programmes

### *Mental Health & Wellbeing*

- Scottish Health Survey information on how participants are feeling;
- Number of suicides;
- Estimated number of people being prescribed drugs for anxiety, depression or psychosis

### *Harms to Health*

- Drug related hospital admissions ;
- Alcohol related hospital admissions ;
- Maternities recording drug use;
- Alcohol Brief Intervention numbers (HEAT & non-HEAT); and
- People in Treatment – new patients/clients.

# **OLDER PEOPLE WILL BE ABLE TO BE INDEPENDENT AND HAVE CHOICE AND CONTROL ON SERVICES WITHIN SUPPORTIVE COMMUNITIES**

## **Outcomes**

The Falkirk Council area should be a great place to grow old, by providing a safe and friendly physical and social environment with supportive communities. We will focus on promoting independence, choice and control for older people and their carers and providing, high quality, responsive and personalised care services when and where required. We want to enable our older people to live full and positive lives in their own homes, or when this is not possible, within homely setting within supportive communities. Our outcomes are grouped by the following care settings:

- **Preventative and Anticipatory Care**
  - Older people and their carers have control over their own health, care and well being through a range of community based services;
- **Proactive Care and Support at Home**
  - Older people live in a homely environment within a supportive community, in order to avoid unnecessary admissions to care homes or hospitals;
- **Effective Care at Times of Transition**
  - Older people, their carers and families will have control and choice over decisions about their care, particularly at times of transition;
- **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.
- **Enablers**
  - An enabling infrastructure of integrated working practice across all partners and communities is in place to underpin and support the pathway of care.

## **Thematic Challenges**

- Making sure our older people have healthy and active lives and avoid isolation and exclusion;
- Ensure older people feel safer, more confident and integrated within their communities;
- improve and effect transformation in services for older people while numbers are increasing but resources are decreasing;
- challenge and change traditional perceptions of service delivery across agencies and communities to reinforce transformational change;
- shift the balance of care from a reliance on acute services to embed a culture of prevention, re-ablement and rehabilitation across the pathway of care;
- work towards reducing health inequalities within communities, which is known to be a significant factor in service demand;
- acknowledge limited bed numbers in acute settings by ensuring a more planned approach to the way in which acute services are engaged; and

- move towards and consider integration across all services, whether working collaboratively or via full integration, to ensure services are available to the right people at the right time.

### **Contributing Plans and Strategies**

Partnership activity in support of outcomes older people is currently being taken forward through a number of plans and strategies. These include:

- Reshaping Care for Older People and Falkirk Partnership's Change Fund Programme;
- Falkirk Partnership's Joint Strategic Commissioning Strategy for Services for Older People;
- Falkirk Partnership's Health & Social Care Integration Strategy;
- Healthcare Quality Strategy for Scotland;
- National and Local Dementia Strategies;
- Self-Directed Support Bill;
- Community Empowerment & Renewal Bill;
- Caring Together and Forth Valley Carers Strategies;
- National and Local Strategies for Housing for Older People;
- Equally Well and Equally Well Falkirk; and
- Culture and Sport Strategy: Falkirk Community Trust.

The Scottish Government's Reshaping Care for Older People's vision and change programme will help support partners work towards the transformational change to services for older people and the way in which they are delivered.

### **Early Intervention and Prevention**

We understand that the transformation of Older People's Services will take time to achieve. As a partnership we need to make key changes which will enable these changes to take place successfully. These include:

- Promote and embed a culture of prevention, recovery and rehabilitation across agencies and communities and throughout all services;
- Community networks are in place which will reduce isolation and increase access to participate in activities, which enhance older people's physical and mental wellbeing;
- Older people are recognised as an asset in their community. This will be supported by the promotion and availability of volunteering opportunities for older people;
- Carers, including those who are older people themselves, will feel supported, connected and in control;
- Older people, their carers and families will have choice and control on the decisions that affect their lives. This will include mutual creation of personal care plans, making available the option of personal care budgets and self directed support; and

- Assessment processes are integrated allowing early prediction of risk, thus facilitating earlier and more effective treatment;

### **Key Activities**

There are also a number cultural community and user focused changes which will need to take place if service transformation, leading to better outcomes for older people is to be successful. These include:

- Older people, their carers and families are at the heart of the redesign process, which will include being involved in the commissioning of services using our Public Social Partnership approach;
- Partners will work together to provide advice and information on older people's services using a 'first stop' approach;
- Equipment and adaptations are provided quickly after the assessment of need;
- The workforce, across the partnership are adequately skilled and trained;
- Emergency hospital admissions for older people will be minimised;
- Hospital discharge process will presume that patients are returning home;
- The transition from hospitals, towards fit for purpose community settings are made at the right time for the right reasons and are supported by relevant agencies; and
- Day care services will be reconfigured to focus on maintenance of independence and the promotion of both healthy mental and physical lifestyles.

### **Measuring Progress and Performance**

The transformation of older people's services needs to take place in a shorter time frame than other areas of this Agreement. There are number of indicators which will demonstrate whether we are making satisfactory progress towards our stated outcomes. These will be reported to the Community Planning Leadership Board, every 6 months where appropriate:

- Emergency inpatient bed day rates for people aged 75+;
- Percentage of time in the last 6 months of life spent at home or in a community setting;
- Percentage of homecare clients aged 65+ receiving personal care;
- Percentage of people aged 65+ who live in housing, rather than a care home or a hospital setting;
- Number of patients waiting more than 6 weeks for discharge to appropriate setting;
- Accumulated bed-days for people experiencing delayed discharge;
- Experience measures and support for carers from the Community Care Outcomes Framework:
  - % of community care service users feeling safe;
  - % of service users and satisfied with their involvement in the design of care package;

% of carers satisfied with their involvement in the design of care package;  
% of service users satisfied with opportunities for social interaction; and  
% of carers who feel supported and capable to continue in their role as a carer;

- Respite care for older people per 1000 population;
- Per capita weighted cost of accumulated bed days lost to delayed discharge;
- Cost of emergency inpatient bed days for people aged 75+ per 1000 population;  
and
- Number of carers assessments carried out during the year per 1000 population.

# **OUR AREA WILL BE A FAIRER AND MORE EQUAL PLACE TO LIVE**

## **Outcomes**

One of the most significant challenges for our area over the coming years is to alleviate the affect of poverty and inequalities. Our desire to address these issues has been heightened by the impacts of welfare reform being felt by our communities. Local evidence shows that there are areas of inequality that already impact significantly on people's wellbeing and with further changes to welfare such as the size criteria, universal credit etc., we know this has the potential to grow significantly.

Our approach to poverty is informed by Falkirk Council's Poverty Strategy adopted in 2010. Our Poverty Strategy means that we take an evidence-based approach. We recognise the impact of the UK government's approach to welfare reform which could have an adverse effect on our most vulnerable people and families, as well as posing a significant risk for our local economy and public sector partners. We believe that the best way to help mitigate the impact of welfare reform and to tackle poverty is to maximise the income of our citizens. We have set the following outcomes:

- The number of people in better paid, secure employment is as high as possible;
- Household income is increased as much as possible;
- Children and young people are not disadvantaged as a consequence of living in poverty;
- We meet our Corporate Parenting responsibilities so that our most vulnerable children have the encouragement and support to reach their full potential;
- Our citizens have increased choices when it comes to financial products and services;
- The levels of debt in our area is reducing;
- We have prevented and alleviated homelessness; and
- Our most disadvantaged communities are not adversely effected by reductions in public sector budgets

## **Thematic challenges**

- Dealing with the causes of poverty as well as reducing its impact;
- Maintaining earnings and reducing debt levels;
- Mitigate the impact of the Welfare Reform Act;
- Reconciling the types of social housing with the size of households;
- Supporting people through changes and into work;
- Reducing inequality of opportunity across our area in relation to employment, education, housing, culture and leisure activities and financial well-being

## **Contributing plans and strategies**

We have a well-developed poverty strategy – 'Towards a Fairer Falkirk' that has been developed to address issues of poverty and inequalities. In addition to this strategy the following have a key influence in this area;

- Equally Well
- Homelessness strategy
- Debt Strategy
- Financial Wellbeing Strategy
- Employability Strategy
- Corporate Parenting Strategy
- GIRFEC

### **Early Intervention and Prevention**

In taking forward action to address poverty and future impacts arising from welfare reform, we need to provide services to meet continuing needs whilst stepping up our preventative action. We would like to integrate an approach to reducing poverty based on prevention and early intervention. This will involve moving further away from providing reactive services towards a proactive approach to identifying the most vulnerable communities and individuals including those most likely to be affected by welfare reform so that we can intervene early with appropriate advice, guidance and support. Our aim is to adopt a focused, people-centred, approach to maximising the income of citizens in the council area to help them avoid debt and ultimately prevent poverty

Investing in prevention and early intervention will reduce the demand on specialist services, often at times of crisis, reducing costs in the longer-term. So that we can support our most vulnerable people in the most effective way possible it is important that we undertake underpinning work which will better position our approach and services as welfare reform continues to unfold in the years ahead. This is likely to involve:

- Realigning our resources so that we provide sufficient investment to support the development and implementation of preventative practice and measures across the Community Planning Partnership;
- Developing closer engagement and working with partner agencies and community groups to help utilise their knowledge, expertise, and assistance; and
- Developing and implementing effective ways of communicating the services the council and its partners' offer – specifically to those experiencing poverty and disadvantage.

The specific actions we intend to undertake to move towards a preventative and early intervention approach during the period of the single outcome agreement include:

- Establish a budget for implementing an Early Intervention Pilot to help establish costs and savings and benefits;
- Identify those people most at risk and provide additional assistance and put a support strategy in place;
- Raise awareness of the advice and support services available to people in our area and how to access these;
- Ensure an integrated approach to service delivery so that all individuals and families get the right support at the right time;

- Ensure that a complete assessment of a customer's needs is made, wherever, possible at the first point of contact and that individuals are signposted or referred to agencies providing specialist advice and support;
- Place a greater emphasis on financial inclusion by facilitating an increased choice of access to financial products and services e.g. social banking alternatives;
- Provide more targeted support to promote financial wellbeing by helping people to increase their financial capacity to manage money, household budgets, etc;
- Provide increased assistance to help promote digital inclusion; and
- Developing and implementing our Corporate Parenting Strategy to ensure the most vulnerable children and families are supported to achieve their full potential.

### **Key Activities**

- Continue to provide opportunities for participation in training and employment initiatives;
- Continue to provide dedicated, qualified, council advice and support services including Welfare Rights, Debt Management, Homelessness and Housing Support;
- Continue to provide a range of general support services e.g. assistance with form filling;
- Provide easy access to all types of advice in a way that suits customers' needs;
- Introduce consistent data recording and reporting methods across relevant council services and other providers and develop meaningful and measurable qualitative as well as quantitative customer satisfaction outcomes;
- Develop and implement a monitoring system designed to capture detailed information across the full range of services and activities; and
- Revise IT and data sharing provision across services and partners where appropriate.

### **Measuring Progress and Performance**

The measurement of progress in this area will be both complex and challenging with so many different stakeholders involved in contributing to our outcomes. Our proposed indicators for this area include:

- Worst and best datazones for percentage of working age population in receipt of out of work benefits;
- Differential in tariff scores between best and worst data zone in Falkirk for S5 Pupils and S6 Pupils
- Average tariff scores at S4 of
  - ◆ mainstream school population
  - ◆ looked after children - away from home
- looked after children - at home Percentage of households where the respondent or partner has a bank account
- Annual Household Income of residents living within the Local Authority
- Total amount of debt dealt with at CABX and CAS in the Local Authority
- Number of people presenting as homeless under the Homeless Persons Legislation

- Number and percentage of the population living in areas in the worst 15% of areas in Scotland in the 2012 SIMD
- a) Percentage of working age population who are benefit claimants in worst 15% of areas in Scotland in the 2012 SIMD
- b) Percentage of working age population who are benefit claimants in Falkirk Council area as a whole
- Total admissions to paid activities across Culture and Sport venues via anti-poverty concessions

With the impact of welfare reform largely still to unfold, our performance indicators maybe subject to further development and refinement over time. We will also compare our indicators and performance with those of other authorities and partnerships.

## OUR AREA IN CONTEXT

The Falkirk Council area is situated right at the centre of Scotland. It has a growing population which, according to the preliminary results of the 2011 Census, is now 156,000, making it the 11<sup>th</sup> largest council in Scotland. Our area is one of the best connected in Scotland, equidistant between Glasgow and Edinburgh and at the heart of the motorway network.

This context statement seeks to provide a background to our area a whole and areas within it, looking at past trends and future challenges that will affect and have an impact on our area in the short, medium and longer term. The recent economic uncertainty makes it difficult to forecast future trends and anticipate what may happen to our communities in the short term. However we remain committed to our long term vision. Our area has faced, and overcome, major challenges before. Our ability to adapt and react to changing circumstances will stand us in good stead to ensure that there will be a thriving and prosperous future for our area and our communities.

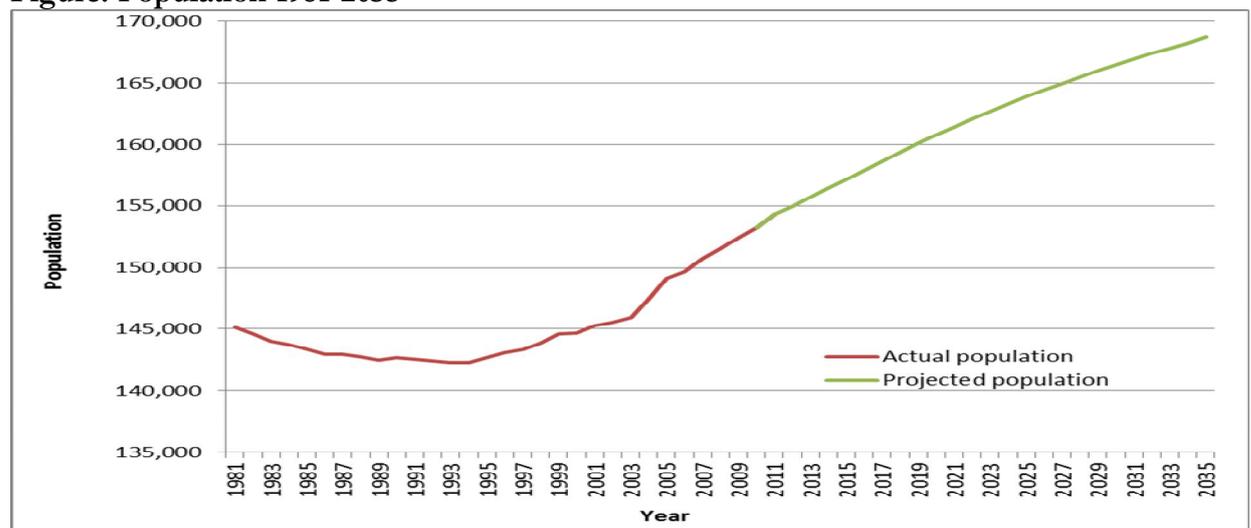
### *Our People*

The first results from the 2011 Census show the population of Falkirk Council area as 156,000<sup>1</sup>. This is higher than the last pre-Census population estimate from National Records of Scotland (NRS) which gave the 2011 population as 154,380.

The population of our area has now been increasing for almost 20 years after many years of little change. The population has grown by over 10,000 since the last Census in 2001 – or 7.4% – compared to an increase in Scotland of 4.6%.

Based on the previous 2010 mid year estimate of population from NRS, the population is projected to increase further to 157,200 by 2015, 163,900 by 2025 and 168,700 by 2035 (see Figure 1). The growing population presents a key challenge to all Community Planning partners for service provision across the Council area.

**Figure: Population 1981-2035**



<sup>1</sup> <http://www.scotlandscensus.gov.uk/documents/censusresults/release1a/rel1asb.pdf>

Source: National Records of Scotland mid year estimates of population 1981-2010 (Crown Copyright)

2010 based population projections 2010-2035 (Crown Copyright)

Much of this growth has been driven by net in-migration, with the Falkirk area being attractive to in-migrants due to competitive house prices compared to surrounding areas, the variety of new build properties and good sustainable transport links. Average net in-migration since 2001 has been 725 per year. Further details and analysis of our population is provided at Appendix 1.

The number of births in our area has been higher than the number of deaths since 2004, which also contributes to population growth.

Of course, not all areas have grown or will grow equally. At a local level, growth is largely determined by the level of new house building. As shown in Table 1, work carried out for the Local Housing Strategy and the Local Development Plan on a 2008 base, showed that up to 2018, all areas except Grangemouth will have an increase in population, with the Denny & Bonnybridge and Polmont & Rural South areas growing by over 10%. By 2033, both Falkirk and Grangemouth are expected to show a decrease in population but Denny & Bonnybridge could grow by over a quarter and Polmont and Rural South by over 35%. This changing distribution of the population will have implications for service provision.

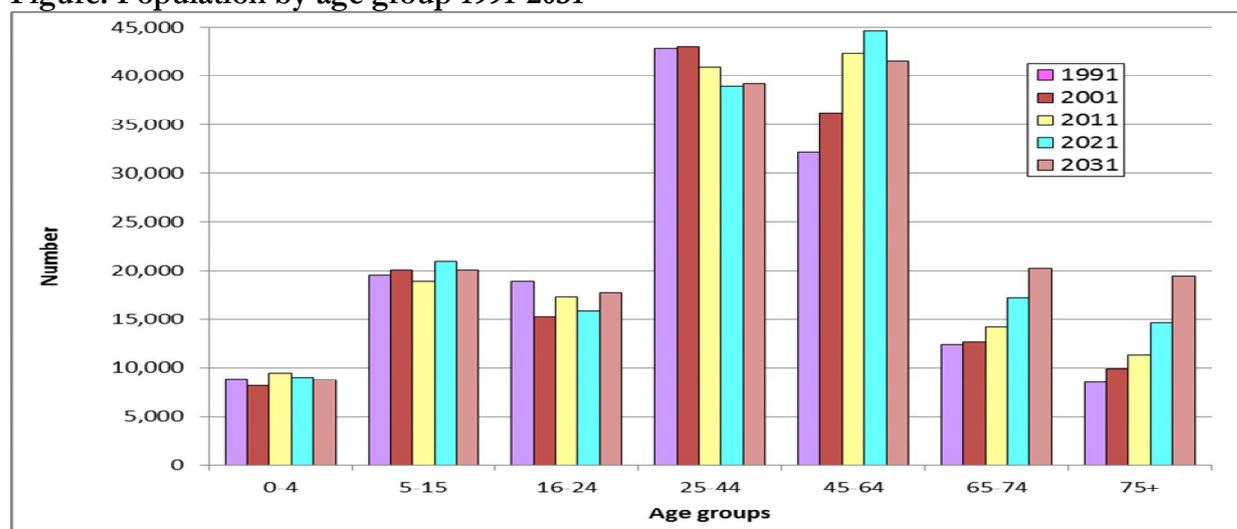
**Table: Sub area projections of total population 2018 and 2033 (on a 2008 base)**

Sub area	2008	2018	2033	Change 2008-2018		Change 2008-2033	
				No	%	No	%
Bo'ness	15,297	15,658	17,313	+ 361	+ 2.4%	+ 2,016	+ 13.2%
Denny & Bonnybridge	26,394	30,094	33,291	+ 3,700	+ 14.0%	+ 6,897	+ 26.1%
Falkirk	37,872	38,139	35,716	+ 267	+ 0.7%	- 2,156	- 5.7%
Grangemouth	16,827	16,157	14,290	- 670	- 4.0%	- 2,537	- 15.1%
Larbert, Stenhousemuir & Rural North	26,230	27,470	31,435	+ 1,240	+ 4.7%	+ 5,205	+ 19.8%
Polmont & Rural South	28,954	32,721	39,166	+ 3,767	+ 13.0%	+ 10,212	+ 35.3%
Falkirk Council total	151,570	160,239	171,211	+ 8,669	+ 5.7%	+ 19,641	+ 13.0%

Source: Falkirk Council, Local Housing Strategy 2011-2016, Demographic Report Table 27

**Age profile:** Compared to the rest of Scotland, the population of Falkirk currently has a younger profile with a higher proportion of children and a slightly smaller percentage of older people. However, along with the rest of Scotland, the population is aging and we will be challenged to provide services for the additional numbers of older people and importantly the significant numbers of very elderly i.e. those over 85. The changing age structure from 1991-2031 is shown in Figure 2 – figures are shown in Appendix 1.

**Figure: Population by age group 1991-2031**



Source: National Records of Scotland (Crown Copyright)

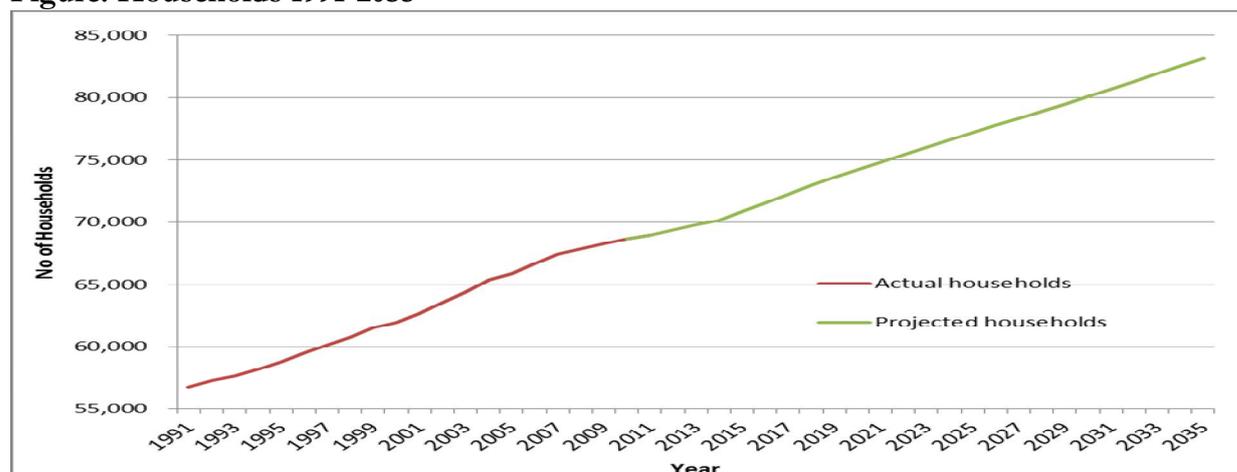
### ***Housing, Infrastructure and the Environment***

**Households:** The growth in population has been mirrored by the growth in the housing stock and the number of households in the communities across the area. In fact, due to falling average household size, the number of households has been increasing at a faster rate than the population. The number of households grew by over 20% between 1991 and 2011 to 68,975 and is predicted to increase to 70,840 by 2015, 77,240 by 2025 and to 83,180 by 2035 - see Figure 14<sup>2</sup>. The increase in population coupled with a decrease in household size has put increased pressure for housing in our area. The economic downturn and the decrease in the number of new houses being built in recent years means we must be innovative in the way in which we meet these demands. The Council's recently published Housing Strategy 2011-2016<sup>3</sup> and the new Local Development Plan, currently in preparation, will seek to achieve this.

<sup>2</sup> Falkirk Council has decided to accept the variant household projections published by NRS in June 2012 based on a short term reduction in household formation reflecting the realities of the economic downturn.

<sup>3</sup>[http://www.falkirk.gov.uk/services/corporate\\_neighbourhood/housing/policies\\_and\\_strategies/PDFs/housing\\_strategy/11\\_16/update/local\\_housing\\_strategy.pdf](http://www.falkirk.gov.uk/services/corporate_neighbourhood/housing/policies_and_strategies/PDFs/housing_strategy/11_16/update/local_housing_strategy.pdf)

**Figure: Households 1991-2035**



Source: National Records of Scotland <http://www.gro-scotland.gov.uk/statistics/theme/households/projections/2010-based/index.html>

Further information on our housing, infrastructure and the environment is provided at Appendix 1.

### ***Local Political and Public Sector Context***

**Public sector reform:** In order to ensure that the public sector is providing services efficiently and effectively, the Scottish Government established a Commission, chaired by Campbell Christie, to look at the future of public sector services. This Commission reported in June 2011. Its findings, while not recommending structural changes to local government, have required careful consideration in terms of the work of the partnership.

The Commission suggested that a new collaborative framework across public services will be needed in order to deliver the required services at a time when budgets are being squeezed. They also said that, in their view, inequalities were one of the main reasons for increased demands on public services and suggested that a redesign of services would be needed to deal with the long standing, deep seated, problems of deprivation.

We will look to address the challenges posed in the Commission's report through increasing collaboration and cooperation rather than by structural change. It is critical that our partnership arrangements are robust and are delivering efficient and effective services for our local communities so that we can demonstrate how we are working towards greater collaboration in service delivery.

At a local level, the new national Police and the Fire and Rescue Services have produced local plans that set out their priorities for delivering on the priorities for this area.

The Scottish Government has recently published its Public Bodies (Joint Working) (Scotland) Bill that sets out proposals to integrate health and social care services. While we work well as a partnership, this will present an additional challenge. This compounded by reducing budgets and increasing numbers of older people with more complex needs poses one of the most significant challenges for our services and communities. In developing proposals for these changes we must design our services for older people to

ensure that they can live as independently within their own homes as is safe and appropriate, for as long as possible.

The coming years are therefore likely to see a change in the way in which public services are both organised and delivered. We will need to secure services, which cost less, maintain service quality and have the ability to cope with both rising and diverse demands. Implicit in this is being clear about what services are needed and valued by both citizens and communities. In redesigning the way in which we deliver our services we must continue to ensure that we give continuing priority to support our most vulnerable and those with the greatest level of need.

All these changes will have to be faced at a time when there are reducing resources for the public sector and these will have to be managed while continuing to provide essential services to our communities.

We have a Strategic Community Plan, our third, which was based on extensive consultation with both our partners and our communities. The Strategic Community Plan 2010–2015 sets out a challenging agenda for change, for Community Planning Partners, as well as our citizens and communities. Central to the Plan, is a commitment to build and further both individual and community contributions to our vision and local outcomes.

We continue to develop our approach on community engagement and in 2011 approved our Community Participation Strategy. This strategy sets out our commitment to ensuring our engagement with our communities is effective and adds value to our planning and decision making. We have our Citizen's Panel which while led by the Council regularly consults on a variety of partnership issues – most recently being the priorities in the new Police and Fire Plans. We have a commitment as a partnership to increase the Panel membership to 1,500. We are also seeking to engage with individuals, as well groups of communities in new and innovative ways.

The drive to do more with less extends across all aspects of the Partnership's work. We must make best use of our existing resources – financial, workforce and physical assets such as buildings. This brings with it risks as well as efficiencies and savings.

**Funding pressures:** All public sector organisations face a challenge due to the economic situation and the reductions in funding. There are pressures on finances from reducing budgets and growing demands for services. The Scottish Government budget shows a real reduction of over 12% by 2014/15 and this decrease will be felt by all partners. This decrease in funding means we must look at innovative and transformational change rather than trying to do more with less. This is a challenge we must meet if we are to deliver on the outcomes and vision our communities need and expect.