



WEST DUNBARTONSHIRE
COMMUNITY PLANNING PARTNERSHIP

Single Outcome Agreement 2009-2011

Version 4.4

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1. Foreword

Welcome to West Dunbartonshire Community Planning Partnership’s Single Outcome Agreement (SOA) for 2009-2011. This agreement is between the West Dunbartonshire Community Planning Partnership (CPP) and the Scottish Government. It identifies areas for improvement and sets out how the Community Planning Partners and the Scottish Government will deliver better outcomes for the people of West Dunbartonshire and Scotland.

This agreement embodies the principles of mutual respect and partnership which are set out in the Concordat agreed between the Scottish Government and local government in November 2007. This relationship provides a new level of local autonomy and sets out a process for defining local outcomes as part of a national performance framework.

SOAs are the means by which Community Planning Partnerships agree their strategic priorities for their local area, express those priorities as outcomes to be delivered by the partners, either individually or jointly and show how those outcomes should contribute to the Scottish Government's relevant National Outcomes.

The delivery of the local outcomes will be the responsibility of local government, its partner agencies and local communities. In return the Government have significantly reduced the degree of budget ‘ring-fencing’ – allowing the local partners to exercise greater autonomy in directing resources towards local priorities.

This SOA was developed from the [West Dunbartonshire Community Plan](#) which was launched in September 2007 and set out the 10-year strategic vision and high-level actions to enable West Dunbartonshire to flourish:

“Working in partnership we want to reduce poverty and exclusion, deliver better services and continue to improve the quality of life for everyone living in West Dunbartonshire whilst protecting our natural environment”

The SOA represents a further opportunity to re-define our local priorities and better quantify them in terms of measurable indicators and targets. It also demonstrates how our priorities fit with the Scottish Government’s national aims and aspirations.

We believe that this Agreement represents a further significant step in the right direction. We hope it will help us make West Dunbartonshire a better place to live, work and visit.

West Dunbartonshire
Community Health Partnership



2. Introduction

This Agreement utilises the 15 National Outcomes (as defined in the [National Performance Framework](#)) as its basis. For each National Outcome the local context is presented along with a number of local outcomes that have been identified to reflect the CPP’s shared priorities. These have been refined from previous work contained in the [Community Plan](#), the Councils [Corporate Plan](#) and various high-level plans of the CPP Partners.

It is important to note that the SOA is not an action plan and does not set-out in detail how these outcomes will be delivered. The templates refer to other plans, service plans, action plans and strategies developed by the Council, Community Planning Partners and the Scottish Government to enable delivery of the local outcomes as shared priorities. Hyperlinks to these plans are provided within electronic versions of the document.

The relationships between the various plans and the SOA is shown diagrammatically below:



Each local outcome has at least one indicator to track progress; baseline data is noted where available and appropriate targets are proposed where appropriate. Some indicators remain in development. The aim has been to use indicators in the SOA that measure actual ‘outcomes’ for stakeholders – rather than simply being measures of the outputs of the activities that are being undertaken. These detailed output-type measures are to be found within the lower-level plans.

The indicators have been selected from many sources. One key source is the set of 45 [National Indicators](#) in the National Performance Framework. We have incorporated the majority of these and have only ignored those that are not locally relevant and/or locally measurable. Those that have been used are shown in the templates as ‘National Indicator 1’ etc. These are hyperlinked to the Government’s [‘Scotland Performs’](#) website where the overall Scottish data is shown.

In addition we have noted in the templates those indicators which relate (directly or indirectly) to the Scottish Government’s seven High Level Purpose Targets. These are summarised in the table below:

Purpose Targets	Nationally measured by	SOA Indicator
Economic Growth	Gross Domestic Product (GDP)	No equivalent local measure of GDP available
Productivity	Productivity	No equivalent local measure of productivity available
Population	Population growth rate and Life Expectancy	Population numbers and growth rates included under National Outcome 13 Life Expectancy and Healthy Life Expectancy included under National Outcome 6
Solidarity	Overall income and the proportion of income earned by the three lowest income deciles	No equivalent local measure but Median earnings included under National Outcome 7
Participation	Employment Rate	Employment Rate in National Outcome 2
Cohesion	The difference in Employment Rate between the 3 best performing and the 3 worst performing local authority areas	Employment Rate in National Outcome 2
Sustainability	Net greenhouse gas emissions	No local measure but National Outcome 14 contains the ecological footprint and emissions from Council operations indicators

Another key source of indicators is the [‘Menu of Local Indicators-version 3 December 2009’](#) (as developed by the Improvement Service and the Governments Statistical Service). These are indicated by the abbreviation A1 etc or B1 etc. in the templates. The majority of the 67 indicators in this ‘menu’ have been included in the SOA.

Indicators have also been chosen from other frameworks (such as the [NHS HEAT targets](#), the [National Outcomes for Community Care](#) and Audit Scotland’s [Statutory Performance Indicators](#)). The latter indicators are highlighted by the abbreviations ‘HEAT’, ‘NOCC’ and ‘SPI’ respectively. Many of these indicators are more measures of outputs than outcomes and hence only a selection of these have been included.

There are three important national strategies and frameworks developed by the Scottish Government to complement the Concordat. Many of our local outcomes address these specifically. The three frameworks are:

- [‘Achieving our Potential’](#) – a framework to tackle poverty and income inequality in Scotland
- [‘Equally well’](#) – a report from the ministerial task force on health inequalities
- [‘Early Years’](#) – a framework focussing on the early part of a child’s life where there is a key opportunity to build resilience and seek to prevent the appearance of problems later in life

In addition there remains one major area of Scottish Government ‘ring-fenced’ funding - the [Fairer Scotland Fund](#) (FSF) This new fund replaces the Community Regeneration Fund, Community Voices Fund, Working for

Families Fund, Changing Children's Services Fund (Social Inclusion element), the Financial Inclusion Fund, Workforce Plus and 'More Choices, More Chances'.

The Fairer Scotland Fund is allocated to Community Planning Partnerships to help them achieve sustainable economic growth by regenerating disadvantaged communities, tackling poverty by helping vulnerable people and groups and overcoming barriers to employment. The Fairer Scotland Fund is ring-fenced until March 2010, to allow all CPP priority outcomes linked to regenerating communities, tackling poverty, and overcoming barriers to employment to be fully embedded within the SOAs.

The specific indicators that we are using to measure the local progress of these four main strategies and frameworks are highlighted in the document with the abbreviations 'AP', 'EW' 'EY' and 'FSF' respectively.

The templates also note 'asks' of the Scottish Government.- These are specific requests we are making of national government to assist us in delivering (and in some case measuring) our local outcomes.

The Government's intention is that the SOAs should cover a three-year period. The first West Dunbartonshire SOA which was developed and published in 2008 is now seen as the first version of an SOA for 2008-2011. This document builds on the 2008 version and covers the remainder of the period to 2011. It contains targets up to and including 2010/11 and where possible some indicative future or 'end' targets.

This agreement will be approved and monitored by the Community Planning Partnership Board. The Council's Audit and Performance Review Committee will also have a role in highlighting any particular aspects which it would wish to scrutinise. This document is still a 'work-in-progress' – we intend reviewing it and rolling it forward annually to always cover a three or four-year forward perspective. The choice of indicators could change as a result of the current work being undertaken by the Improvement Service on their Menu of Local Outcome Indicators.

An annual public progress report will be produced in September each year. The progress of the indicators against the targets is available on the [Councils website](#)

3. Thematic groups, Programmes and FSF investment

The effective development of thematic groups, one for each of our six CPP themes¹, will be critical to the successful delivery of our SOA. Each thematic group will be fully operational by June 2009. Each group will develop 3 – 4 multi agency programmes of work that are clearly linked to the SOA, and bring relevant agencies from the public and third sectors together to populate programme subgroups.

These new programmes will be fully implemented by November and will reflect a move from funding individual projects through FSF to a programme model where all FSF investment is linked to mainstream community planning programmes. Thematic groups will therefore require to demonstrate the added value that FSF will bring to their programmes and will also ensure that their work is equality checked. The key functions of thematic groups are to:

- Develop and manage relevant action plans and programmes of work
- Oversee the delivery of relevant parts of the SOA, ensuring consistency with West Dunbartonshire's Community Plan
- Make recommendations for investment to boost and add value to these programmes of work
- Manage operations, information exchange and problem solving
- Manage the interface between themes and cross cutting issues like addictions, financial inclusion and children's services

In order to create headroom for a new approach to FSF investment that bonds FSF-funded initiatives clearly to the SOA, existing funded initiatives have been awarded interim funding to November.

West Dunbartonshire CPP has adopted some key principles for FSF investment that will ensure this takes place. These are:

- The emphasis of key investment should be on developing links and partnerships to improve service provision and benefit the residents of West Dunbartonshire overall. Therefore investment decisions should seek to reduce duplication, improve value for money and unit costs, consider mergers and clustering of projects, promote innovation and reward good practice and success.
- Investment must show a clear link with the SOA and CPP priorities
- Investment should take account of community aspirations and views identified through neighbourhood surveys, Citizens Panel, Community Participation Committee and Community Forums, and be consistent with statistical intelligence such as local crime trends, health indicators and related findings.
- WDCPP Board should direct Thematic Groups to develop action plans based on programmes of activity for completion before the end of June 2009. At the same time thematic groups should ensure that proposals for investment extend and strengthen their respective programmes.

¹ The six Community Plan themes are: building Strong & Safe Communities, Creating Sustainable and Attractive Living Environments, Developing Affordable and Sustainable Housing, Improving Health & Well-Being, Promoting Education and Lifelong Learning and Regenerating and Growing our Local Economy.

4. Local Context and Challenges

West Dunbartonshire lies between Loch Lomond and the Glasgow conurbation on the north bank of the River Clyde. It combines natural scenic beauty with an historic industrial past and is currently undergoing significant regeneration and development. West Dunbartonshire comprises 70 square miles of combined waterfront, urban and rural landscape which is only a 20 minute drive from Glasgow Airport and easily accessible from Glasgow by car, train, bus, boat and bicycle. There are three main town centres; Clydebank, Dumbarton and Alexandria.

However, with the decline of traditional industries West Dunbartonshire remains one of the most deprived local authority areas in Scotland. Full details are included in the latest version of the [Social & Economic Profile](#).

Consequent to the areas rapid de-industrialisation the three town centres have experienced steady decline; with some parts in poor physical appearance. There is a significant amount of vacant land awaiting redevelopment, most of which is earmarked for development but is currently stalled. Although generally well linked to the rest of Scotland and beyond in many ways there are challenges associated with being on the extreme edge of a major conurbation. There is still much to be done both to develop the range of local employers and job opportunities and to ensure that the local labour force has the skills to compete for new opportunities. Whisky distilling and maturing is an important local industry which continues today, however the growing recession presents a further level of challenge to business growth and prosperity.

Glasgow airport is very close to West Dunbartonshire to which it is connected directly via the Erskine Bridge and the M8. The main settlements of the area have access to the electric suburban rail network which gives a regular and reliable service to Glasgow. The A82, which is a main tourist route to the north and west of Scotland and runs through the area, also links West Dunbartonshire to Glasgow and the motorway network, enabling goods and services to be transported. A key factor in encouraging business growth is to improve connectivity into and within West Dunbartonshire. However, the A82, in particular, is becoming increasingly congested and a significant bottleneck can occur at Milton (where there are no diversionary alternatives).

Educational attainment is improving – particularly for the most-deprived pupils- but is generally below the national average. This challenge requires a continued emphasis on educational attainment, from early years through to lifelong learning. School rolls are falling and many schools are in poor condition with low occupancy rates.

Population projections continue to forecast a reduction in the population, primarily due to a reduction in the number of births, plus a loss of some 450 people per year through out-migration. The leavers are, in the main, economically active people who choose to live in neighbouring authorities. The population at the 2001 census (93,378) is projected to fall to 84,000 by 2024.

The Black and Ethnic Minority Population makes up just less than 1% of the population, which is lower than the national average. Arresting the population decline of the area is a key challenge as is the increasing age profile of the remaining population.

In common with other parts of the UK and Europe West Dunbartonshire has an ageing population. Within the different age groups which make up the population, the forecast is that by 2024 the number of children aged 16 and under will decrease by 21%, the working age population will also decrease by 16% in the same period while the population aged 60+ will rise by 30%, with a significant increase in the number of people aged 75 or older. This large group of older people is because of the baby boom of the 1950's. These "baby boomers" will be entering their 80s around 2030, and it is likely that this will place additional demands on services.

Life (and healthy life) expectancy rates are among the lowest in Scotland. Currently it is 62.8 years for men and 67.3 for women. In the 2001 census, around 23% of the population reported having a chronic illness or disability and by the time people pass their mid-fifties they have a 50/50 chance of being in this group. Alcohol and smoking rates are amongst the highest in Scotland, diets are poor and physical activity levels low. Asbestos related diseases are especially prevalent in the former shipbuilding community in Clydebank.

Anti-social behaviour, Violence and Alcohol/Substance misuse are key issues for West Dunbartonshire as identified in the Community Safety Partnership Strategic Assessment 2008. The Police Public Consultation in 2008 showed that 46% of those participating had been affected by anti-social behaviour, mainly identifying drunk & disorderly behaviour, loud noise and alcohol/drugs as the cause of the nuisance. To a lesser extent vandalism & graffiti were identified as causes of nuisance in relation to anti-social behaviour.

In total, there are 44,138 dwellings in West Dunbartonshire. Owner-occupation now accounts for 58% of the housing stock (a steady increase) and social rented housing from the Council continues to reduce (as a result of right-to-buy legislation and selective demolition) and now accounts for 26%. Social rented housing from a housing association accounts for 13% and the remaining 3% is taken up by the private rented sector. There is currently an oversupply of hard-to-rent properties in Council ownership.

Industrial decline has also contributed to the significant levels of poverty and deprivation in many areas, and the poor health statistics which are associated with these. The current unemployment rate is 6.0% compared to the Scottish average of 4.1%. Poverty levels are high - some 22% of people claim some form of benefit - the third highest in Scotland. The most recent HMRC figures show that around 19% of the population are in receipt of tax credits, and that there are 1,850 children living in households where the family is in work but where the household income is 60% of the national median income.

The economic downturn is being seen in West Dunbartonshire through monthly rises in the unemployment rate. In the last 12 months unemployment has risen by 60% and is now, along with North Ayrshire, the highest unemployment rate in Scotland.

Levels of homelessness are still significant and levels are expected to increase as the recession develops. Good risk assessments and information sharing is important to ensure the continuing safety of the considerable numbers of vulnerable children.

Improving the environment represents a challenge for the CPP in terms of raising awareness as an organisational priority. It requires stronger governance and sensible commitments. Much of the activity to date has centred on the Council and more collaborative approaches are now required to meet these challenges.

West Dunbartonshire contains some of the finest lowland countryside in Scotland and part of the Council area is now contained within Loch Lomond and the Trossachs National Park. Although not a particularly agricultural area, over 40% of the area is classified as open countryside. The area contains the second highest proportion of mixed leafed woodland in Scotland. There are also important natural heritage features such as the 24 Sites of Special Scientific Interest with the Inner Clyde Estuary and the River Endrick Mouth and Islands being of international importance.

In general, there is a challenge in terms of working towards a decreased reliance on the private car. This would make positive contributions to reducing congestion, reducing traffic growth, reducing pollution and improving people's health through more active life styles.

Overall West Dunbartonshire tends to have a low (or sometimes poor) external profile and a major effort is required to improve the area's image and branding.

5. Opportunities

West Dunbartonshire has a range of opportunities including the natural beauty, heritage and geography of the area, with its topography and physical setting, good transport links and proximity to Glasgow.

The regeneration of former industrial sites is the key driver for the revival of West Dunbartonshire. The Council and its partners will have to make some brave decisions to increase investment in business development.

There are already a number of high-profile regeneration projects on-going, for example Clydebank Rebuilt - a £50million project to create a high quality location for people and businesses and to reposition Clydebank as a creative, distinctive and successful regional centre within the Glasgow Metropolitan area. The Titan Crane - Clydebank's only grade 'A' listed structure- has been preserved and is the centrepiece of the previous John Brown shipyard site. The new Clydebank College has recently opened on the site.

The new 'Strathleven Initiative' has been recently established to join up regeneration activities from Bowling on the Clyde to Balloch on the shores of Loch Lomond. It includes projects such as the Strathleven Regeneration where the Council and its partners, including the private sector, are developing the 'Lomond Gate' site to provide homes, jobs and other facilities to take advantage of the area as a gateway to Loch Lomond and the Trossachs National Park. In addition the initiative includes ambitious plans to regenerate Dumbarton & Alexandria town centres, the Bowling Basin area and to improve the key arterial gateway A82 route at Milton. Other projects include the proposed Lomond Canal project; a new and visionary project to link the Clyde to Loch Lomond, boosting tourism, local employment and at the same time reducing the growing risk of serious flooding incidents.

Clydebank's Golden Jubilee National Hospital is expected to continue to grow its capacity and international reputation as a heart & lung centre of excellence and the 'Hospital Gate' site's close proximity provides opportunities to attract further investors in the life sciences. The Vale of Leven hospital is a vital local facility at the heart of retaining and attracting local high quality employment opportunities as well as local health care.

Tourism in the area is a major economic driver and tourism is a labour-intensive sector generating jobs at all levels and is driven by the designation of Loch Lomond and the Trossachs as Scotland's first national park, the opening of the Lomond Shores complex and the re-opening of the Forth and Clyde Canal. The area also has significant other opportunities in terms of tourism and leisure, with a number of historic and more recent industrial heritage sites, a strong retail focus and a location for concerts and other major outdoor events. Paradoxically the recession may lead to increases in tourism revenue as people seek cheaper holidays and breaks nearer home.

There is a strong ongoing commitment to training and apprenticeships in the key areas of construction, hospitality, tourism, care and life science. To support this there is the new college facility in Clydebank, with courses aimed at developing the local labour market. We have a strong emphasis on improving local education provision at all levels, including early years literacy and numeracy interventions which are key to long-term aspirations.

The Council's new school programme is at the heart of our plans to give children the best start in life. Phase 1, (comprising 3 secondary schools) is progressing well, with handover on-track for summer 2009. Consultation on Phase 2, involving the primary schools and Dumbarton Academy is well underway. We believe the area can become a great place to raise a family – and good schools are key to this.

Health Improvement is a key priority- and we are concentrating our joint efforts and resources towards the overall high-level outcome of improving healthy life-expectancy. The main strands of this are to address the high levels of smoking, obesity and in particular alcohol abuse – which has significant implications not only for health, but also anti-social behaviour.

Ending homelessness (noting that the growing recession is increasing homelessness presentations) and ensuring that vulnerable children on our registers have up-to-date risk assessments and shared information are also key local priorities.

Drugs, Violence, Disorder and Anti-Social behaviour are seen as high priorities by the Police. A range of strategies and services to tackle the issue of domestic abuse has been put in place. These include 'CARA' (Challenging and Responding to Abuse – a free and confidential service for women children and young people), the Reduce Abuse Project in our schools and a programme of work with perpetrators. The Community Safety Partnership has developed a comprehensive Anti-Social Behaviour strategy with a large number of detailed indicators of progress – which are described in the 2007 monitoring report. Anti-social behaviour (and fear of it) is being tackled through better use of community wardens, additional Police patrols, CCTV and improved street and community lighting. A number of innovative diversionary activities have been put in-place which are key in tackling anti-social behaviour at source.

We are embarking on a major programme to improve the quality of socially rented housing. The Council is finalising ambitious plans to ensure its houses meet the Scottish Quality Housing Standard by 2015 – which will involve some further demolitions and sell-offs as well as increased investment in the remaining stock. We also want to increase the supply of quality private housing – both for the local workforce and for those who choose to live here but commute to Glasgow.

There is a significant local social and voluntary economy with a growing social economy. In 2003 one in 5 of the population considered themselves as volunteers- this had increased to one in 4 in 2007.

Reducing CO₂ emissions by adopting and promoting carbon management programmes is key to reducing impact on the global environment. The Council has signed the Scottish Local Authority Climate Change Declaration and has commenced a Carbon Management Programme aimed at quantifying and then reducing CO₂ and other greenhouse gas emissions from council operations such as buildings, transport, street lighting and landfill.

There is a strong 'community' culture in the area, with a focus on volunteering, partnership working and local engagement. However, residents of the area tend to relate more to their distinct communities (Vale of Leven, Dumbarton and Clydebank) more than to West Dunbartonshire as a geographic entity. Together, these opportunities provide a clear potential to re-focus and re-brand West Dunbartonshire and market it to both internal and external audiences. We are embarking on a new branding and marketing strategy which will also include a new cultural strategy and a high-profile event programme.

We want to improve the perception of the quality, efficiency and effectiveness of our local public services – and the Community Planning Partnership is re-positioning itself to take a lead role in this initiative.

6. Community Engagement

Community engagement in West Dunbartonshire is moving forward with the establishment of three community forums linked to the CPP Strategic Board and with nominations on each of our thematic groups. These examples of community participation will be part of a wider strategy for comprehensive community engagement that meets the National Standards for Community Engagement.

Key elements of this wider strategy will be the development of a community engagement plan and a coordinating group to bring together partner agencies to plan engagement collectively and to build skills and capacity within partner agencies to engage effectively. Community Forums will benefit from considerable support that will ensure effective and informed participation, ensure the equalities agenda is being met, and ensure that the forums continue to grow as the key hub for engagement with community planning throughout West Dunbartonshire. In addition efforts will be made to manage the interface between CPP Community Forums and the engagement structures of individual CPP partner agencies such as the PPF, Police Reassurance Model, youth forums and the Local Authority's Community Participation Committee.

Community Consultation Event April 2009

A significant participative community engagement event was held on 22 April 2009. The purpose of the consultation event was to develop an increased understanding of the SOA; seek endorsement that the priorities described within the SOA reflect local needs and aspirations & identify any gaps in the SOA by checking local outcomes against national priorities.

The event was facilitated by SCDC, the leading Scottish community development consultancy, to ensure that participants had the opportunity to speak freely without officer involvement. Following an input from the CPP manager, the event used World Café techniques to promote discussion and the 43 local outcomes in the SOA were grouped for easier consumption into three subject areas – Economy and Environment; Education, Employment and training; and health, wellbeing and performance. 35 community residents participated in the event, and attendance came from CPP community forums and from the Council's Community Participation Committee.

Some key assertions emerged throughout the event. Good schools were a key priority and other outcomes would improve if schools improved. Another key message was that focusing on early years was vital if things are to improve long-term. A focus on reducing unemployment was required – especially on providing training opportunities for all groups of people but especially the disadvantaged. The economy was also key, but the focus should be more towards the environment and 'green jobs' and not just tourism. The environment 'outside the front-door' was seen as critical- along with accessibility, good public transport and good housing. Residents are concerned about both violent and petty crime and opportunities for teenagers. Additionally more support and encouragement of the voluntary sector was required along with stronger leadership from community planning.

It was clear from the discussions overall at this event, that most of the proposed outcomes are legitimate and relevant. The main concerns expressed by participants are not about the outcomes themselves but the capacity of public bodies to implement policies and practice that will deliver them. In the light of this it was felt to be important to:

- focus on what is realistic and achievable
- select priorities accordingly
- express the outcomes in specific ways that would be readily measurable (some outcomes e.g. 'reduce ecological footprint' were too vague and unclear)
- avoid the temptation to go for 'quick fixes' which would not deliver long term improvements.

Although the outcomes are generally felt to be desirable, the outcome statements are not easy to compare or to prioritise as they function at different levels, are susceptible to being addressed in different ways,

some are final outcome indicators while others are essentially processes; some depend on others, and there are connections and consequences that could be mapped.

There was some suggestion that the outcomes could be clustered and networked to help get a better understanding of the relationship between them and to inform actions that could impact on several fronts. It was noted that a lot of the terminology is negative and, in this respect, tends to reflect a deficit model of planning. It was also noted that it would be much more helpful to the community if actions could be prioritised, rather than outcomes.

7. Equalities

All CPP partners share a collective commitment to equalities and diversity contained in a specific statement of intent which is part of the Partnership Agreement. The Community Plan defines Equality and Diversity both as a principle and as a cross cutting theme.

'We want to encourage and promote this diversity and are committed to ensuring equal opportunities both in the workplace and accessing services in our communities. We are committed to combating all forms of discrimination and providing support mechanisms for people who are vulnerable or disadvantaged. The action plans for each theme will detail how we will ensure we are living in a fairer society in 2017.'

The Community Planning Theme groups will be the focus for ensuring that appropriate arrangements are in place to develop common assessment and monitoring on equalities issues. Underpinning this is the individual duties each of the public sector members of the Community Planning Partnership have under gender, disability and race. Each of the partners have also developed, or are developing, single equalities strategies or schemes that incorporate the other three equalities strands of age; sexual orientation; religion or belief.

The principal tool used by each of the partners is impact assessment. These have been developed separately by each of the partners to meet their individual needs. The lessons learned from conducting these assessments influence the collective priorities that have been developed by the partnership. Analysis of equalities monitoring information data on service provision and uptake and participation in activity, from quantitative and qualitative sources should be a key tool in longer term assessment of the impact of actions and processes.

8. Priorities

Several formal and other more informal events have been held with Elected Members, Community Representatives and the Council's senior and middle management to review and prioritise the list of local outcomes. In addition the key partners have undertaken their own strategic assessments (informed by their own public consultations) which have been taken into account in developing the local outcomes and their prioritisation.

The economic climate has changed significantly since the SOA process was commenced; this has served to focus us on economic regeneration and poverty given the increasingly negative impact the recession is having on our local economy.

It is intended that with the maturation of thematic groups and associated multi-agency programmes of action, the process of clarifying priorities will be accelerated and evidence based.

The key high-level priorities and the associated targets for the indicators measuring these high level priority outcomes are shown in Table 1 below:

Table 1 – Priority Outcomes and Targets for West Dunbartonshire

Priority Outcome	Targets
1. Increased number of local businesses	Maintenance of the number of new business at the current levels and an increase from 2011
2. Increased the size of the tourism economy	An increase in tourism revenue by 2% each year from 2011
3. Increased employment	Maintenance of the employment rate at the current level of 69% throughout 09/10 and increase thereafter.
4. Increased educational qualifications of residents of working-age	A reduction in the percentage of economically active residents with no qualifications from the 18% recorded in 2006 to 13% by 2010/11 and 10% by 2018/19
5. Improved early year's attainment	A decrease in the proportion of singleton low birth-weight babies from the 29.8 per 1,000 births recorded in 2006/7 to 27 by 2010/11 and to 25 by 2017 (proxy measure)
6. Improved secondary attainment	An increase in the attainment rate by 1% by 2011 from the 2008/9 values for the three key indicators at S4, S5 and S6
7. Improved quality of life for older people	An increase in the proportion of older people (65+) with intensive care needs receiving care at home from the 2006/07 level of 30% to 70% by 2025
8. Increased healthy life expectancy	An annual increase of 0.4% for the whole area of West Dunbartonshire from the 2006/07 figures of 62.8 years for men and 67.3 years for women
9. Reduced poverty	A reduction in the proportion of households where the sole income is from benefits from 22% to 20% by 2010/11 and to 18% by 2017
10. Ended homelessness	An increase in the proportion of unintentionally homeless people in settled accommodation to 100% by 2011 from the 90% recorded in 2006/07 and maintenance at this level thereafter
11. Protected vulnerable children & adults	Maintenance of the percentage of vulnerable adults and children on the relevant Registers who have a completed and up-to-date risk assessment at 100%
12. Reduced violent crime, domestic abuse and anti-social behaviour	Reduce the average rate of violent crime per 10,000 population through 2010/11. Increase the rate of reporting of domestic abuse incidents through 2010/11. Exceed the baseline average level of detections for anti-social behaviour offences through 2010/11.
13. Increased number of new houses	An increase in the number of new build houses
14. Halted population decline	A reduction in the rate of population decline to 0% by 2015
15. Decreased ecological footprint	A decrease from the current calculated level of 5.04 global hectares per person to 4 by 2017
16. Increased citizen satisfaction with quality of public services	An increase in the percentage of residents satisfied with the quality of public services from the 40% recorded in 2005/6 to 75% by 2011/12

9. Templates for National Outcomes

The following pages comprise 15 templates; one for each National Outcome (see table below). Each template describes the local context, lists the local outcomes and shows for each local outcome how the achievement of the outcome will be measured. Against each indicator is shown the baseline data (for 2006/07 where possible) and targets for four years 2009/10 through to 2012/13.

The 15 National Outcomes

1. We live in a Scotland that is the most attractive place for doing [business](#) in Europe.
2. We realise our full economic potential with more and better [employment opportunities](#) for our people.
3. We are better educated, more skilled and more successful, renowned for our [research and innovation](#).
4. Our [young people](#) are successful learners, confident individuals, effective contributors and responsible citizens.
5. Our [children](#) have the best start in life and are ready to succeed.
6. We live longer, [healthier lives](#).
7. We have tackled the significant [inequalities](#) in Scottish society.
8. We have improved the life chances for [children, young people and families](#) at risk.
9. We live our lives safe from [crime](#), disorder and danger.
10. We live in well-designed, [sustainable places](#) where we are able to access the amenities and services we need
11. We have strong, resilient and supportive [communities](#) where people take responsibility for their own actions and how they affect others.
12. We value and enjoy our built and natural [environment](#) and protect it and enhance it for future generations.
13. We take pride in a strong, fair and inclusive [national identity](#).
14. We reduce the local and global [environmental impact](#) of our consumption and production.
15. Our [public services](#) are high quality, continually improving, efficient and responsive to local people's needs.

National Outcome 1: We live in a Scotland that is the most attractive place for doing business in Europe

A key priority is the attraction and retention of local businesses. The number of VAT registered businesses has remained relatively constant in recent years but the rate of new business growth has consistently been the lowest in Scotland. The number of businesses per head of population is also the lowest in Scotland. The current recession has seen the number of new business start-ups registered through local banks reduce by 25% from an average of 80 per quarter in 2006 and 2007 to around 60 per quarter in 2008.

At 2007/08 13.9 ha were added and 17.3 ha removed from the Vacant & Derelict Land Register, reflecting progress in development activity.

Vacant retail space in the three main town centres is a highly visible 'barometer' of their well-being. In 07/08 this had remained static at 15%, 14% and 10% for Dumbarton, Alexandria and Clydebank respectively. This is forecast to increase as the recession deepens.

Total tourist numbers dropped by 6% from the 2006/07 modelled STEAM estimate, however the associated revenue showed 0% growth. Two key events will be hosted by the Council as part of "The Homecoming" celebrations; the Scottish Pipe band championships and the Loch Lomond Highland games. These will complement other local "Homecoming" events including, a whisky evening at the Inn at Inverbeg, the Loch Lomond Homecoming Quilt Show and the Auchentoshan Celebratory homecoming Distillery Tour.

The 'social economy' plays a very important part in the local economy of West Dunbartonshire. It comprises three parts - the community sector (covering small community associations, civic societies and small support groups); the voluntary sector (including housing associations, charities, large community associations, national campaign organisations, etc.) and the social enterprise sector including co-operatives, building societies, development trusts and credit unions. The size of the this economy (and the number of people employed) is difficult to estimate .

Local Outcomes	Relevant Indicators	Links	Data Source	Baseline	Targets					Comments
				2006/07	2009/10	2010/11	2011/12	2012/13		
				Value	Target	Target	Target	Target		
01.1 Attracted and supported the development of new and emerging businesses and supported the sustainability and growth of existing businesses	Number of new VAT registered businesses per 10,000 population	National Indicator 2 A1	BERR	15	15	16	17	18	Target amended due to economic uncertainty	
	Number of VAT registered businesses at year end per 10,000 population	B1	BERR	169	170	172	174	176	Target amended due to economic uncertainty	
01.2 Reduced amount of vacant and derelict land	Number of new business registered by Scottish Banks	B4	Committee of Scottish Clearing Bankers	326	240	252	264	277	Maintain at 2008 rate of at least 60 per quarter (240/yr) for 09/10 and increase at 5% annually thereafter	
	Hectares of land removed from the vacant and derelict land register per annum		Scottish Government Development Dept- Vacant & derelict Land survey 2007	19.2	3	3	3	3	New indicator 2006/07. Take up at least 3 ha/yr	
	Percentage of floorspace in Alexandria Town Centre that is vacant		WDC Planning	*15% (07/08)	10%	10%	10%	10%	Baseline 2007/08 was 15%. Reduce to 10% by 2011/12.	
01.3 Regenerated town centres and related waterfront areas	Percentage of floor space in Dumbarton Town Centre/commercial centre that is vacant		WDC Planning	*14% (07/08)	10%	10%	10%	10%	Baseline 2007/08 was 14%. Reduce to 10% by 2011/12.	
	Percentage of floorspace in Clydebank Town Centre/commercial centres that is vacant		WDC Planning	*10% (07/08)	10%	10%	10%	10%	Baseline 2007/08 was 10%. Maintain at 10% 'til 2011/12.	
01.4 Growth of the tourism economy	Percentage increase in number of visitors to West Dunbartonshire		STEAM – 'Scottish Tourism Economic Activity Model'	-6%	0%	0%	2%	2%	Target amended due to economic uncertainty	
	Percentage increase in tourism generated income for West Dunbartonshire		STEAM – 'Scottish Tourism Economic Activity Model'	0%	0%	0%	2%	2%	Target amended due to economic uncertainty	

<p>Relevant plans to support delivery of these outcomes</p>	<ul style="list-style-type: none"> • Local Plan • Clydebank Rebuilt, Strathleven Regeneration & Town Centre Regeneration Projects • Council Reports on Dumbarton Town Centre Plan and Alexandria Town Centre (HEED Committee 5 March 2008 and 8 October 2008) • Strathleven Initiative HEED committee report Dec08 • Feasibility studies for council office re-locations nearer Town Centres • Regional Transport Strategy and WD Transport Outcomes (SPT) • Local Transport Strategy • Link to Council website pages on Business & Trade • Transfer of Business Gateway to Council from Scottish Enterprise (Report to HEED Committee 5/3/08) • Vale Hospital – Consultation and Council Response • Loch Lomond and Trossachs National Park Plan • British Waterways Scotland - Forth & Clyde Canal regeneration and Lomond Canal Project • Cities Growth Fund – joint work with Glasgow City Council – Report to HEED Committee May08 • Development of Loch Lomond Shores and the restoration of the Maid of the Loch paddle steamer • New tourism/accommodation strategy in development • Historic Scotland- Dumbarton castle • Further develop social economy initiatives and enterprises in areas such as housing, social care, training and development, construction, community finance and environmental action
<p>Scottish Government required action or commitment to support delivery of local outcome</p>	

National Outcome 2: We realise our full economic potential with more and better employment opportunities for our people

Unemployment and worklessness are key issues locally. However, although the situation had been improving steadily until recently, the global financial crisis has had a rapid adverse impact on the economy of West Dunbartonshire. Currently West Dunbartonshire has the highest rate of unemployment of all Scottish Local Authorities, a situation which occurred very rapidly. This is probably because Local Authorities on the edges of major cities or within travelling to work distance of them seem to be fairing worse at this point in the recession. Around half of the working age population of West Dunbartonshire travel out to work, mainly to Glasgow, and subsequently this group have been hit by Glasgow City's increasing levels of unemployment.

The number of people employed had risen steadily from 38,000 in 1999 when the employment rate was 63% to 43,500 in 2008. At that point, however, the number of people in employment fell to 43,000 and the employment rate decreased to 73.3%, compared to the current Scottish average of 76.3%

There is a significant 'job-gap'; that is the shortfall between the number of people currently in work and the number of jobs that would be required to achieve full employment (job density). In West Dunbartonshire there would need to be an additional 5,000 jobs, which is 13% more than at present. Some 6.0% of the working age population of West Dunbartonshire are in receipt of job seekers allowance compared to the Scottish average of 4.1%. 11% are in receipt of Incapacity Benefit (Scottish average 9.0%) and 9.8% are in receipt of Income Support (average 6.6%)

A range of training for people seeking work and for people already in work is available through the Council and its partners. These include national programmes such as Skillseekers and Training for Work and also local discretionary programmes to increase the number of Modern Apprenticeships and to provide training to upskill existing employees.

Local Outcomes	Relevant Indicators	Links	Data Source	Targets					Comments
				Baseline	Targets				
				2006/07	2009/10	2010/11	2011/12	2012/13	
			Value	Target	Target	Target	Target		
02.1 Reduced unemployment and benefit dependency	Employment rate	B6 AP FSF High Level Purpose Target	ONS	73.4%	71%	69%	69%	69%	Target have been amended to take into account the economic uncertainty.
	Percentage of working age people claiming Job Seekers Allowance	A4 and B36 AP FSF	NOMIS	4.35%	5%	5%	5%	5%	Target changed due to economic development and an increase in job losses
	Percentage of working age people claiming Incapacity benefit		Futureskills Scotland	12.1%	11.6%	11.4%	11.2%	11%	Scottish Average is 9.2%
	Percentage of working age people claiming Income Support		Futureskills Scotland	9.9%					Target is to reduce. Numerical targets will be determined through the newly established Community Planning Thematic Group.
	Percentage of working age population who are employment deprived in SIMD Target Areas		SNS	25.9	25				Target as per West Dunbartonshire's Regeneration Outcome Agreement
Relevant plans to support delivery of these outcomes	<ul style="list-style-type: none"> • Implement range of Worklessness initiatives (eg Workforce Plus) • Partnership working with key partners such as Job Centre Plus and Skills Development Scotland. The former have a number of national and local programmes e.g. New Deal, New Deal for Lone Parents, Lone Parent Obligations, Pathways to Work for Incapacity Benefit customers in partnership with NHS and a local 'Positive Moves' programme. • Setting-up of Neighbourhood Outreach service and new tracking system as part of West Dunbartonshire Employability Programme • Action Plans to be progressed and overseen by Business Growth and Employability CPP theme group once reconstituted • Council to directly deliver a range of work-focused training opportunities (eg. skillseekers, council apprenticeships) • Direct employment of local people both in public sector and social economy 								
Scottish Government required action or commitment to support delivery of local outcome									

National Outcome 3: We are better educated, more skilled and more successful, renowned for our research and innovation

Only 11.7 % of the workforce are graduates compared to a Scottish average of 23.6%. The percentage of workforce with no qualifications of 13.4% is also higher than the Scottish average of 9.7%.

Some 11.1% of 16-19 year olds within West Dunbartonshire are Not in Employment Education or Training. This has decreased from 12.8% recorded in 2004/05. The percentage of school leavers moving into positive destinations has increased from 77% in 2001/02 to 83% in 2007/08. This is still below the Scottish average of 87% but the gap has narrowed over this period. The Council's More Chances, More Choices (formerly NEET) strategy was drawn up in 2006 and implemented from January 2007 onwards.

Recent activities have focussed on better joined up working, piloting new initiatives, offering a wider variety of support and improving identification and tracking. Partnership working between Job Centre Plus and Careers Scotland is helping identify and support young people at the 18-19 year old transition time. This age group is over represented within the MCMC statistics. The Get Ready for Work programme contracted out by Skills Development Scotland and delivered in part by the local authority as well as a range of other Training providers is the key national training programme to support young people aged 16-17 years into employment. A high proportion of participants in West Dunbartonshire (67%) move on into a positive outcome against a national average of 53%.

Clydebank College is a key partner in both the pre and post 16 MCMC strategy and they have now developed their own MCMC action plan. The new main campus of Clydebank College opened in August 2007 and has an intake of more than 10,000 learners each year, from over 55 nationalities, to its programmes. A further local campus in Dumbarton town centre has recently opened.

For several years, S4 school pupils have had the opportunity to attend Clydebank College and other providers to participate in Vocational and Skills for Work Courses. As of 2008/09, S5 and S6 pupils will also be able to participate in Vocational courses.

A range of adult learning opportunities is provided to reflect local needs. Courses are delivered to encourage first level certification and offer future learning opportunities. A number of learners act as voluntary contributors to further course provision. English for speakers of other languages (ESOL) courses have been very well received by communities and have contributed to further study and employment opportunities. All courses are designed as gateways to further learning and qualification.

The local CVS is very active in promoting volunteering as a positive outcome and is actively promoting the Adult Learners and the Millennium Volunteer Awards

Local Outcomes	Relevant Indicators	Links	Data Source	Baseline	Targets				Comments
				2006/07	2009/10	2010/11	2011/12	2012/13	
				Value	Target	Target	Target	Target	
03.1 Improved achievement and attainment through life-long learning	Percentage of working age residents with no qualifications	B5 FSF AP	NOMIS	18%	13.87%	13%	12.63%	12.25%	Target is 13% by 2010/11 and 10% by 2018/19
	Percentage of economically active residents with level 2 qualifications			63.2%	68%	69%	70%	71%	
	Percentage of economically active residents with level 3 qualifications			45.2%	50%	51%	52%	54%	
03.2 Increased positive destinations for 16-19	Percentage of working age residents who have a degree level qualification		Labour Force Survey	10.5%	10.5%	11%	11.5%	12%	
	Percentage of school leavers into full-time higher education	National Indicator 7	Destinations of Leavers from Scottish Schools: 2007/08	22.8%	27%	27.8%	27.8%	28.2%	
	Percentage of school leavers into further education	A5		25%	26.6%	27%	27%	27.3%	
	Percentage of school leavers into employment	AP		26.8%	22.4%	23.5%	23.5%	23.5%	
	Percentage of school leavers into training	FSF		9.6%	9%	9%	9%	9%	
	Percentage of school leavers into positive destinations (total of higher/further education, employment and training)			84.2%	85%	87.3%	87.3%	88%	
	Percentage of 16-19 year olds not in Employment, Education or Training (NEET)	FSF		Dept of Work and Pensions and School Leavers Destination Publication	*19.2 (2004)	10.7%	10.4%	10%	xx

<p>Relevant plans to support delivery of these outcomes</p>	<ul style="list-style-type: none"> • Determined to Succeed • Implementation of Routes to Learning programmes (a partnership between Anniesland College, Clydebank College, Cumbernauld College, East Dunbartonshire Council and West Dunbartonshire Council) • Skills for Work programme offers various vocational qualifications to young people in West Dunbartonshire • Continue to develop and implement “More choices- More chances” strategy (see Report on ‘NEET’ ELLL Committee March 2008 and MCMC update report February 2009) • Implementation of the 16+ Learning Choices. This is our new model for ensuring clear, robust processes so that all young people completing education have an offer of a suitable, high quality place in post-16 learning. As such, it will support the planning and delivery of a coherent and inclusive curriculum in the senior phase, irrespective of setting, taking specific account of the needs of ‘weaker’ learners. To be fully implemented by December 2010. • Implementation of the Feb 2009 Community Learning & Development Strategy and Youth Strategy through the 5 key Action Plans; the Communities Action Plan, the Young People’s Action Plan, the Adult Learning Action Plan, the Adult Literacy & Numeracy Action Plan, the Community Training Action Plan and the local Learner Passport scheme • Implementation of data hub (lead by Skills Development Scotland) to track young people through school to post-school • CLAN- the adult Community Literacy and Numeracy initiative for West Dunbartonshire which operates as a partnership which includes Clydebank College, Anniesland College, West Dunbartonshire CVS, the CLD Community Literacies Team and others. • Millennium Volunteer Awards – run by WDCVS
<p>Scottish Government required action or commitment to support delivery of local outcome</p>	<p>Develop and implement national unique learner number National support on data sharing, prospectus and 16+ Learning Choices</p>

National Outcome 4: Our young people are successful learners, confident individuals, effective contributors and responsible citizens

School environments and occupancy rates are poor and their improvement is a major priority. Significant improvements are expected from school session 2009/10 onwards, when 3 new secondary schools and 3 new primary schools are scheduled to open. 100% of primary schools had positive inspection reports in the 2007-08 session. This is based on 4 out of the 4 schools inspected during the 2006-07 session receiving an adequate or better rating for all 3 of the core subset of Quality Indicators. No secondary schools inspected in 07/08 session.

Gaelic Education in West Dunbartonshire

In line with all other authorities in Scotland, West Dunbartonshire Council receives a specific grant from the Scottish Government for the purposes of providing Gaelic Education. Under the terms of the grant, each Council is also required to provide further funding in order to support their Gaelic programmes. Currently West Dunbartonshire Council provides the following:

- Gaelic learning in one designated primary school, presently in its first year and starting at P4/5.
- Gaelic learning in the community through courses and events provided by Community Learning and Development.
- Transport support for 7 families who have opted to send their children to the Glasgow Gaelic School

There had been a consistent improvement in the performance of primary schools over the years when 5-14 data was being reported nationally (up to 2004) and West Dunbartonshire Council was performing above both our comparator authorities' average and the national average levels. Since then we have entered a consortium of 16 Scottish local authorities which have agreed to share and benchmark 5-14 results and this shows that performance has levelled off in recent years, although our results still compare well against the consortium averages. In 2007/08 school session there was a 1% increase in performance in mathematics to 87% which is still 1% above the consortium average. Reading increased by 1% to 85% while the consortium average has risen by 1% to 84% and writing has improved by 2% in both West Dunbartonshire and across the consortium to 78%.

The percentage of S4 pupils achieving 5 or more passes at level 3 by has been higher than the national average for 3 of the last 5 years whereas the percentage of S4 achieving 5 or more passes at level 5 or better has been relatively constant but lower than the national averages and our comparator group averages for the last five years.

The percentage of S6 pupils achieving 5 or more passes at Level 3 or better (a minimum standard) has been consistently slightly higher than national average for the last five years but the percentage of S6 achieving 5 or more passes at level 6 has been somewhat lower than both the national averages and our comparator group averages for the last five years.

Significantly, we are ranked as the best performing council in Scotland in terms of the lowest 15% SIMD achievement in Education. In 2006/07 16.1% of S4 pupils from the lowest 15% of SIMD areas achieved 5+ awards at Level 5 (Standard Grade Credit) compared to the Scottish mean of 12.4%. We have consistently performed 2 -7% higher than the Scottish average since 2002/3.

The authority has taken a strategic view to the implementation of a Curriculum for Excellence relating it directly to its corporate service priority of raising attainment and achievement. One of four authorities preparing a strategy for Journey to Excellence and one of twelve authorities working on a strategy for Recognising Wider Achievement, the implementation of Curriculum for Excellence is being planned in the context of all three developments. It is planned that a single strategy document will encompass all three areas of development.

The authority has committed to training all its staff in co-operative learning and three day induction programmes have been delivered to four cross sectoral cohorts to date attracting some 350 staff. Teaching and learning approaches are at the heart of all CPD activities with a strong focus on active learning, independent learning and co-operative learning. Resources have been developed to support whole school improvement through three targeted areas: learning, leadership and partnerships. These are available for all levels of school staff groups as well as personal study material for individual members of staff. It is planned that these programmes will gain professional recognition for staff involved and possible accreditation through additional study. A forth resource targeting 'pupil voice' is under development.

Quality indicators for Recognising Wider Achievement have been shared with all schools and used to develop a baseline for improvement. Working with local employers we will work to record life and work skills through school programmes. And develop an employability certificate that will demonstrate learners' wider achievements. Learners' self-esteem, confidence and citizenship roles are strongly reflected in the quality indicators developed.

Local Outcomes	Relevant Indicators	Links	Data Source	Baseline	Targets				Comments
				2006/07	2009/10	2010/11	2011/12	2012/13	
				Value	Target	Target	Target	Target	
04-1 Improved educational attainment levels by secondary school pupils	Percentage of pupils passing 5 or more SQA exams at SCQF level 5 or better by the end of S4	FSF A8	SQA Examination Results in Scottish Schools	32%	31%	31%	32%	32%	
	Percentage of pupils passing 3 or more SQA exams at SCQF level 6 or better by the end of S5	FSF A9	SQA Examination Results in Scottish Schools	17%	18%	19%	19%	19%	
	Percentage of pupils passing 5 or more SQA exams at SCQF level 6 or better by the end of S6		SQA Examination Results in Scottish Schools	15%	15%	16%	16%	16%	
04-2 Improved educational attainment levels by primary school pupils	Percentage of pupils in P3, P4, P6 and P7 achieving the appropriate 5-14 level for their stage in Reading	B8 FSF	WDC Educational Services	84%	87%	87.5%	88%	88%	
	Percentage of pupils in P3, P4, P6 and P7 achieving the appropriate 5-14 level for their stage in Writing	B8 FSF	WDC Educational Services	75%	80%	80.5%	81%	81%	
	Percentage of pupils in P3, P4, P6 and P7 achieving the appropriate 5-14 level for their stage in Maths	B8 FSF	WDC Educational Services	87%	87%	87.5%	88%	88%	

Local Outcomes	Relevant Indicators	Links	Data Source	Baseline	Targets				Comments
				2006/07	2009/10	2010/11	2011/12	2012/13	
				Value	Target	Target	Target	Target	
04-3 Improved schools	Primary School Occupancy		Educational Services	57%	56%	56%	58%	61%	
	Secondary School Occupancy		Educational Services	71%	82%	82%	82%	85%	
	Percentage of primary schools with positive inspection reports	National Indicator 8	HMIE	No data for this range	100%	100%	100%	100%	Only one school, St Michael's Primary, has been inspected in the 2008/09 session. The inspection produced a positive inspection report.
	Percentage of secondary schools with positive inspection reports	National Indicator 8	HMIE	No data for this range	100%	100%	100%	100%	Only one school, Clydebank High, has been inspected in the 2008/09 session. The inspection produced a positive inspection report.
04-4 Improved educational attainment levels by lowest performing secondary school pupils	Percentage of Secondary (S4) Pupils in lowest 15% SIMD areas in West Dunbartonshire achieving 5 or more passes at SCQF Level 5 or better	FSF AP	Scottish Neighbourhood Statistics	17.8%	18%				Target is to increase to 18% by August 2009. Future numerical targets will be determined through the newly established Community Planning Thematic Groups.
	Average tariff score of lowest performing 20% of pupils in S4	FSF AP	HMIE	42	43.9	44.6	45.2	45.9	Community Plan target is to increase by 1.5% per year
04-5 Improved Confidence and Active Citizenship for Children and Young People	Number of young people involved in youth consultation and representation structures	FSF	WDC Education & Cultural Services	*92 (08/09)	93	94	95	97	2008/09 figure was 92.

<p>Relevant plans to support delivery of these outcomes</p>	<ul style="list-style-type: none"> • New school regeneration Programme Phase 1 and Phase 2 • Implementation Curriculum for Excellence • Educational Services Departmental Plan – improvement plan resulting from 2009 HMIE-INEA inspection • New Integrated Children’s Services Plan (replacing current 2005-8 Plan) • WDC Youth Strategy • MCMC Strategy - We Can and Must do Better
<p>Scottish Government required action or commitment to support delivery of local outcome</p>	<p>Support for national development (with WDC as pilot) for pupil achievement system. Modelling of curriculum S1-S3 National Assessment Framework Qualifications Framework</p>

National Outcome 5: Our children have the best start in life and are ready to succeed

Good parental support is vital to giving children a good start in life. In seeking to encourage this, it is critical to avoid dealing with particular challenges in isolation but rather as explicit components of activities to improve their circumstances of the families and communities as a whole.

A multi agency working group led by Health has been established to develop and implement a West Dunbartonshire Parenting Strategy. Funding is being explored to recruit a Parenting Co-ordinator. Staff have been trained in a variety of Parenting Models and a Mellow Parenting Programme has been delivered to a group of parents from across the authority. A further programme will be delivered to a second group in Sept 2009 and an Incredible Years programme is being planned.

A review is being undertaken of Family Supports being provided by Health, Social Work and Education. This includes the Outreach Worker Service to vulnerable parents being provided by Early Education and Childcare Centres. These centres continue to work closely with Health Promotion staff and parents to promote breastfeeding, healthy eating and dental health.

West Dunbartonshire communities have high levels of low birth weight babies, which are heavily influenced by maternal behaviour and circumstances (e.g. high levels of smoking during pregnancy); and have a negative relationship with other childhood risk factors (e.g. childhood obesity). West Dunbartonshire also has low levels of breastfeeding and its children frequently suffer poor dental health – both of which are also associated with childhood obesity. It is important to acknowledge that some of the fundamental actions needed to address these challenges will flow from local outcomes identified under other sections of this SOA (e.g. childhood obesity will also be addressed by programme to improve physical activity – national outcome 6) within the context of the implementation of national programmes (e.g. Hungry for Success).

Teenage pregnancies in West Dunbartonshire are higher (39 per 1,000) than the Scottish average of 37.1. This is characterized by a strong deprivation gradient: the most deprived groups have approx 10 times the rate of delivery and twice the rate of abortion. High quality Sex and Relationship Education (SRE) is a critical factor in addressing this, with the effective implementation and development of the Curriculum for Excellence being the primary means of ensuring this locally.

The development of pre-school education is seen as a key element of the Authority's wider strategic goals. West Dunbartonshire Council has a strong record in the field of early literacy. We will continue to build on past success and to develop further effective strategies to promote literacy and numeracy.

Local Outcomes	Relevant Indicators	Links	Data Source	Baseline	Targets				Comments
				2006/07	2009/10	2010/11	2011/12	2012/13	
				Value	Target	Target	Target	Target	
05-1 Improved Nursery provision	Percentage of pre-school centres with positive inspection reports	National Indicator 12 A6 EY	HMIE		100%	100%	100%	100%	
05-2 Improved early years attainment	Percentage of P3 Pupils exceeding 5-14 level A in reading, writing and mathematics	EY FSF	WDC Educational Services	35%	37%	37%	37%	37%	
05-3 Parents supported to give their child the best start in life	Percentage of five-year olds (P1) with no sign of dental disease	National Indicator 11 HEAT EY B10	National Dental Inspection Programme 2006	47.4%	56%	60%			Figure relates to 2006 survey and is for Greater Glasgow HB. Awaiting school level data. Scottish average is 54%. Target is to reach national average target 60% by 2010.
	Percentage of babies breast-feeding at 6 weeks (WD)	HEAT EW EY A10	Scottish Neighbourhood Statistics	15% (07/08)	16.5%	17.5%	19%	19%	
	Percentage of live singleton births of low birth weight (WD)	FSF EW EY B11	Scottish Neighbourhood Statistics	29.77%	27.5%	27%	26.7%	26.4%	Target is 27% by 2010/11 and 25 by 2017
	Percentage of live singleton births of low birth weight (15% deprived areas)	FSF EW EY B11	Scottish Neighbourhood Statistics	30.48%	33%	32%	31%	30%	Target is 25% by 2017
	Percentage of eligible children completing child healthy weight intervention programme	HEAT EY (Cf. A11) Relates to National Indicator 14	NHSGGC			70%			2009/10 is the baseline year. Target is 70% of children entering the programme completing by 2011.

Relevant plans to support delivery of these outcomes	Parenting Strategy Early Years and Early Intervention Framework Curriculum for Excellence Implementation Plan Integrated Childrens Service Plan WD CHP Development Plan Local implementation of Hungry for Success
Scottish Government required action commitment to support delivery of local outcome	National guidance and support for Early Years and Early Intervention Framework National Assessment Strategy

National Outcome 6: We live longer and healthier lives

Equally Well has underlined the importance of tackling inequalities in health, and ensuring that specific attention is focused on communities who suffer from relatively high socio-economic deprivation (such as those living in the 15% most deprived communities as shown in the Scottish Index of Multiple Deprivation).

West Dunbartonshire has the second lowest figure in the UK for male life expectancy; and the third lowest figure for female life expectancy. It also has the second highest all-cause death rate of any local authority area in Scotland with the clear contributory factors of smoking, excessive alcohol consumption, drug abuse, poor diet and lack of physical activity. The number of problem drug users (71 per 10,000 in 2004) is higher than the national average of 49. Hospital discharges for patients with an alcohol-related diagnosis in 2007/08 were 951 per 100,000 – well above the Scottish average of 777 per 100,000 and the overall smoking rate in 2005/06 was 30.1% - again well above the Scottish average of 25.6%.

In addition to developing multi-faceted evidence-based programmes to address these issues, it is important to recognise the contribution of activities to support other national outcomes (e.g. Alcohol abuse is the prime underlying cause of the high-levels of violent crime, domestic abuse and anti-social behaviour); and also innovative work being developed locally (e.g. Equally Well national test-site to reduce smoking rates in Whitecrook area of Clydebank).

It is also critical to understand the fundamental impact on all of the above of mental wellbeing and self-efficacy. West Dunbartonshire unfortunately has the third highest suicide rate and one of the highest rates of drug-related death in Scotland. However, it is important that that challenge is addressed within a comprehensive approach to improve mental wellbeing more generally as recommended within *A Mentally Flourishing* (e.g. strengthening community resilience); and indeed understanding that increasing healthy behaviours amongst the population will actually support an improvement in mental health and wellbeing.

The changing demographic profile of West Dunbartonshire also poses a number of key challenges, particularly in relation to and for the growing proportion of the population over the age of 65 years. Increasing the personalisation of individual care packages and ensuring that that care is provided and supported within the most appropriate setting are key elements of an outcome based approach to community care.

Local Outcomes	Relevant Indicators	Links	Data Source	Baseline	Targets				Comments
				2006/07	2009/10	2010/11	2011/12	2012/13	
				Value	Target	Target	Target	Target	
06-1 Increased proportion of people (65+) needing care or support who are able to sustain an independent quality of life as part of the community	Percentage of people 65+ with intensive needs receiving care at home	National Indicator 26 NOCC-BC2 HEAT B14	WDC Social Work	*26% (07/08)	34.8%	37.2%	39.6%	42%	Baseline is 26% (2007/08). Target is 37% by 2011 and increase further to meet national target of 70% by 2025
	Number of people 65+ admitted twice or more as an emergency who have not had an assessment, per 100,000 population	NOCC-R3 Related to National Indicator 20	ISD/WDC	*07/08 baseline 86%	95%	95%	95%	95%	Waiting on National Targets to be agreed. Local target is 95% of people with 2 or more Emergency Admissions to have had an SSA. 07/08 baseline was 86%
	Number of patients waiting more than 6 weeks for discharge to appropriate care setting		GGHB/ISD	12	0	0	0	0	2006/07 baseline was 23 (66%) in target time; 12 (34%) outside target time.
06-2 Increased life-expectancy within 15% most deprived SIMD areas National Indicator 16	Life Expectancy - Male (All WD)	Scottish Government Purpose Target	GRO	71.1	72.7	73.1	73.7	74.1	Male Life expectancy rates vary from 66.8 years in Bellsmyre to 76.4 years in Duntocher. 71.7 is the average for West Dunbartonshire with the target to move towards the highest rate of LE.
	Life Expectancy - Female (All WD)	Scottish Government Purpose Target	GRO	77.7	79.1	79.7	80.1	80.7	Female life expectancy ranges from 72.8 in Whitecrock to 81.7 in Duntocher. This target aims to close the gap between the best and worst areas.
	Male healthy life expectancy in West Dunbartonshire	Scottish Government Purpose Target	Scottish Neighbourhood Statistics	Baseline 62.8 (07/08)	63.3	63.5	63.8	64.1	Only one data point available at WD level. National figure improved by 0.4% between 2006 and 2007. Target here is to match this annual increase
	Female healthy life expectancy in West Dunbartonshire	Scottish Government Purpose Target	Scottish Neighbourhood Statistics	Baseline 67.3 (07/08)	67.8	68.1	68.4	68.6	Only one data point available at WD level. National figure improved by 0.4% between 2006 and 2007. Target here is to match this annual increase

	Deaths in under 75s from Coronary Heart Disease (15% most deprived areas)	National Indicator 21	ISD					Analysis of mortality rate within lowest 15% SIMD areas being undertaken - improvement targets to be set (i.e. reducing rate) in 2009 when lowest 15% SIMD confirmed in the autumn. Baseline year will be 2009/10
	Death from Alcohol Misuse (15% most deprived areas)		ISD					Analysis of mortality rate within lowest 15% SIMD areas being undertaken - improvement targets to be set (i.e. reducing rate) in 2009 when lowest 15% SIMD confirmed in the autumn. Baseline year will be 2009/10
	Percentage of adults consuming more than the recommended weekly amount of alcohol (in 15% most deprived areas)	HEAT; FSF	NHSGGC Wellbeing and Health Survey	0 (08/09)	1	1.5	2.5	Baseline is zero. Target is to reduce by 2.5% the number of adults consuming more than the recommended weekly amount of alcohol by 2011/12. Will confirm details when lowest 15% SIMD confirmed in the autumn.
	Deaths from Drugs Misuse (15% most deprived areas)		ISD	0 (08/09)				Analysis of mortality rate within lowest 15% SIMD areas being undertaken - improvement targets to be set (i.e. reducing rate) in 2009 when lowest 15% SIMD confirmed in the autumn. Baseline year will be 2009/10
	Prevalence of illicit drug misuse (15% most deprived areas)	FSF	Health & Wellbeing Survey GG&C	0 (08/09)	1	1.5	2.5	Baseline is zero. Target is to reduce by 2.5% the number of adults misusing illicit drugs by 2011/12. Will confirm details when lowest 15% SIMD confirmed in the autumn.
	Percentage of adults who smoke (in 15% most deprived areas)	HEAT	Health & Wellbeing Survey GGC	0 (08/09)	1	1.5	2.5	Baseline is zero. Target is to reduce by 2.5% the number of adults who smoke by 2011/12. Will confirm details when lowest 15% SIMD confirmed in the autumn

	Percentage of adults undertaking moderate physical activity at least 5 times per week (in 15% most deprived areas)		NHSGGC Wellbeing and Health Survey	0 (08/09)	1	1.5	2.5	Baseline is zero. Target is to increase by 2.5% the number of adults undertaking moderate physical activity at least 5 times per week by 2011/12. Will confirm details when lowest 15% SIMD confirmed in the autumn
	Percentage of adult consuming two or more high fat snacks per day (in 15% most deprived areas)		NHSGGC Wellbeing and Health Survey	0 (08/09)	1	1.5	2.5	Baseline is zero. Target is to reduce by 2.5% the number of adults consuming two or more high fat snacks per day by 2011/12. Will confirm details when lowest 15% SIMD confirmed in the autumn
	The average score of adults on the Warwick-Edinburgh Mental Wellbeing Scale	National Indicator 15	Scottish Health Survey 2008					Awaiting completion of national work to development this Scale. Once guidance available, target will be set to improve average scoring amongst adults when lowest 15% SIMD confirmed in the autumn

Relevant plans to support delivery of these outcomes	WDCHP Development Plan Implementation of Free Personal Care Community Care Plan , delayed discharge etc. See Social Work Dept plan Equally Well test site implementation Plan Education Departments Sports Development: West Dunbartonshire Sports Council , Sports Development Programme and Club, Coach and volunteer development WD Corporate Action Plan for Alcohol & Drugs
Scottish Government required action or commitment to support delivery of local outcome	

National Outcome 7: We have tackled the significant inequalities in Scottish society

The Scottish Index of Multiple Deprivation ranks West Dunbartonshire Council as the 4th poorest Local Authority in Scotland. In order to address the issues of poverty and inequality facing citizens in West Dunbartonshire the Council is focussing on embedding the Achieving our Potential Framework into the SOA. By integrating the Early Years Framework and Equally Well with the actions and objectives of Achieving our Potential, we will demonstrate our overall commitment to equality and to ending discrimination. The Council is undertaking work across a range of measures with a particular emphasise on income maximisation, fuel poverty and employability.

One in five people in West Dunbartonshire is classed as income deprived (19.6% of the population). This is the second highest in Scotland where the average is 13.9%. Wages in West Dunbartonshire are low compared to the Scottish average.

Currently some 10,910 families are in receipt of child and working tax credits, which is around 19% of the population and is a small increase on the previous year. There are 1,850 children living in households where the family is in work but where the household income is 60% of the national median income. These are the families who are described as the working poor. There are also 4,860 children living in household where no one works who would also be classified as poor children. Taken together this means that 38% of all children in West Dunbartonshire could be classed as 'poor'.

There are 460 adults with learning disabilities in West Dunbartonshire on the Council's records. – 94% are between 16 and 65. 32 of these are in open employment and 29 in voluntary or non-open employment. Adults with learning disabilities tend to have complex health needs and have a shorter life expectancy, higher rates of obesity and poorer dental health.

There is a significant level of financial exclusion - some 85% of people have access to a bank, building society or credit union account (4th lowest in Scotland) compared to a national average of 89%. In 2007/08 15.8% of the population were without bank accounts or savings accounting for 21.2% of the population.

Homelessness applications decreased by 5% over the previous year. The number of people being housed in permanent accommodation has dropped by 15%. There has been a drop in the number of priority need homeless assessments, which is reflected in the number of homeless households provided with permanent accommodation. In 2007/08 there were 2278 presentations resulting in 941 being assessed as in priority need and 786 were placed in permanent accommodation and 786 in council-furnished accommodation

Local Outcomes	Relevant Indicators	Links	Data Source	Baseline	Targets				Comments
				2006/07	2009/10	2010/11	2011/12	2012/13	
				Value	Target	Target	Target	Target	
07-1 Reduced Poverty	Median weekly gross earnings for residents who are employed	AP A3	ASHE	£406.50	£406.50	£406.50	£406.50	£406.50	Target has been set at £406.50, maintaining current performance and reflecting the economic downturn. Over the longer term, aim would be to move towards the Glasgow average of £434.20
	Median Weekly Earnings - Female	AP A3	ASHE	*2007/08 baseline is £355.80					Scottish Average £399.10 - ASHE April 2008. Targets to be developed.
	Median weekly earnings - Male	AP A3	ASHE	*2007/08 baseline is £469.70.					Scottish Average £505.80 - Ashe - April 2008. Targets to be developed
07-2 Reduced Child Poverty	Proportion of children living in low income households that are dependant on out of work benefits or child tax credits more than the family element	FSF B9	(from DWP & ASHE)	*Baseline is 45% (2007/08).	45%	45%	45%	45%	This target will be particularly difficult to make any positive progress with for at least 3 years post end of the recession. The last three recessions have followed a pattern of rising unemployment in the 3 years following the technical end of recession.

Local Outcomes	Relevant Indicators	Links	Data Source	Baseline	Targets				Comments	
				2006/07	2009/10	2010/11	2011/12	2012/13		
				Value	Target	Target	Target	Target		
07-3 Increased employment and training opportunities for people with a learning disability, mental health problems, criminal record or addiction issues	Number of people with a learning disability assisted into paid employment	LIT National Indicator 30 FSF AP	WDC Social Work	26	41	46	51	56		
	07-4 Reduced Financial Exclusion	Percentage of households with access to bank, building society or credit union account	B37 FSF	Scottish Household Survey	2003/04 baseline is 85.4%.					Target is to increase.
		Percentage of Citizen Panel respondents who are in some or deep financial trouble (Rest of WD)	FSF	WD Citizens Panel (Work or Work Survey 2007)	2007/08 baseline is 7%.					Target is to reduce. Numerical targets will be determined through the newly established Community Planning Thematic Groups. Next survey due 2009/10.
		Percentage of Citizen Panel respondents who are in some or deep financial trouble (15% SIMD)	FSF	WD Citizens Panel (Work or Work Survey 2007)	2007/08 baseline is 6%.					Target is to reduce. Numerical targets will be determined through the newly established Community Planning Thematic Groups. Next survey due 2009/10.
07-5 Reduced Fuel Poverty	Percentage of the total population who are income-deprived (7a)	FSF	Scottish Exec 2006 SIMD Report		19.6%				Target is to maintain current level (19.6%) as per WD Regeneration Outcome Agreement (SIMD 2006)	
	Number of people in fuel poverty defined as spending over 10% of income on fuel	FSF	Scottish Government	Baseline 7000 (05/06)					Data only released every three years but should begin to become available through the Scottish House Condition Survey which will be published annually. New targets to be set once these data made available	
07-6 Homelessness Ended	Percentage of unintentionally homeless households entitled to settled accommodation	B25 National Indicator 22	WDC HEEDS	*Baseline is 95% (2007/08)	98%	100%	100%	100%		

Relevant plans to support delivery of these outcomes	Anti-Poverty Strategy (with local survey data) – update in preparation Homelessness Strategy 2008-13 Local implementation of 'Same as You'
Scottish Government required action or commitment to support delivery of local outcome	

National Outcome 8: We have improved the life chances for children, young people and families at risk

The number of child protection referrals increased by 16% (compared to 13% across Scotland) from 136 in 2006/07 to 158 in 2007/8 – mainly as a result of a major public information campaign. The proportion in the youngest age group is significantly higher than average – probably reflecting high levels of drug/alcohol abuse. The number of children on the Register increased by 23% to 27 at 31st March 2007 compared to the Scottish average of 13%. The local aim is to maintain the current level of children who have an up-to-date risk assessment at the current level of 100%

A new indicator has been locally developed to measure the key outcome relating to child-care provision – namely that the child goes to a positive destination (further/higher education, training, employment) at the point of leaving care. Currently this stands at 55%

The Council’s Corporate Parenting Strategy will support the implementation of ‘We can and must do better’. The Inspiring Scotland programme will bring significant voluntary sector support to the area, to support key groups of vulnerable young people.

Local Outcomes	Relevant Indicators	Links	Data Source	Targets					Comments
				Baseline					
				2006/07	2009/10	2010/11	2011/12	2012/13	
				Value	Target	Target	Target	Target	
08-1 Provided opportunities to enable young people at risk to have positive chances and make positive choices in their life	Percentage of 16 or 17 year olds in positive destinations (further/higher education, training, employment) at point of leaving care	AP	WDC Social Work & Health	Baseline is 55% (07/08)	55.5%	56%	56.5%	57%	
08-2 Improved Child Protection	Percentage of children on the Child Protection Register who have a completed and up-to-date risk assessment		WDC Social Work		100%	100%	100%	100%	
Relevant plans to support delivery of these outcomes		<ul style="list-style-type: none"> • Implementation of GIRFEC • Develop and Implement Corporate Parenting strategy • Implement Youth Strategy • Parenting strategy • Implement action plan following HMIE Child protection inspection 							
Scottish Government required action or commitment to support delivery of local outcome		Develop a national system of measuring positive destinations on point of leaving care National support for 16+ Learning Choices							

National Outcome 9: We live our lives safe from crime, disorder and danger

The total numbers of crimes recorded in the 2006/07 Scottish Crime Bulletin (Group 1-5) in West Dunbartonshire was 1,004 per 10,000 population compared to the Scottish average of 819. This equates to a crime index of 123 (compared to Scottish Index of 100). The crime index in West Dunbartonshire, being so close to the major conurbation of Glasgow, is more aligned with that of the major Scottish cities (Glasgow City-158, Aberdeen City-138, Dundee City-133 and Edinburgh City-127) than the more rural areas of Scotland. Fear of crime is a higher than average – the 2005/06 Scottish Household survey reports 59% of residents feeling safe or fairly safe walking in their neighbourhood after dark compared to the Scottish average of 73%. There is a challenge in reassuring communities, as the fear of crime or disorder is higher than the actual rate of incidents.

Recorded rates of domestic abuse are the highest in Scotland. The number of incidents reported increased to 1,800 per 100,000 in 07/08 compared to 1,518 in 06/07 – and remains the highest in Scotland. This may be partly due to increased awareness of local support.

Alcohol abuse is seen as the prime underlying cause of the high-levels of violent crime, domestic abuse and anti-social behaviour. The rate of vandalism in 2006/07 (299 recorded incidents per 10,000) is higher than the national average of 238. The Police public consultation in 2008 identified drunk & disorderly behaviour, loud noise and alcohol/drugs as the 3 main types of anti-social behaviour that affected people in the area. In dealing pro-actively with those engaged in anti-social behaviour, drug use and domestic abuse, the reported level of incidents/crimes may remain high or increase and this is reflected in some of the indicators used to track progress.

There were 131 accidental dwelling house fires in 2007/08 in West Dunbartonshire. Almost 60% of these fires originated in the kitchen with the second most common cause being smoking materials. There were 27 casualties as a result of fire with no recorded deaths. Strathclyde Fire and Rescue will continually strive to educate and create greater public awareness through local and national campaigns

Road safety data shows a sustained decrease in the casualty rate but suggests that the serious road accident rate is slightly higher than the Scottish average (7.6 per 10,000 vehicle-km compared to average of 7.4) but that the rate of accidents involving children is higher than average at 1.6 per 10,000 veh-km compared to an average of 0.98.

Local Outcomes	Relevant Indicators	Links	Data Source	Baseline	Targets				Comments
				2006/07	2009/10	2010/11	2011/12	2012/13	
				Value	Target	Target	Target	Target	
09-1 Reduced crime and violent crime in particular	Number of Crimes in Group 1 (Violent Crimes) per 10,000 (Four-year rolling average)	A24	Strathclyde Police	*48 (07/08)	<44	<44			The general trend in violent crime is down. The aim is to reduce the 4-year rolling average (44 per 10,000 in 07/08)
	Reconviction rate for offenders released from custody or given a non custodial sentence	National Indicator 23 B31	Scottish Offenders Index	*46% (04/05)					Target is to reduce. Scottish average 45%. Baseline is 46% (04/05)
	Percentage of persistent young offenders (5 offending episodes in 6-month period)	B28 FSF	Scottish Children's Reporter Administration Annual Report 2006/07	10%					This data has not been collected by SCRA since 06/07. There does not seem to be any plans to collect it in the near future and revised priorities are being developed nationally. alternative indicator to be developed based on the number of children referred on offence related grounds
	Percentage of residents feeling very or fairly safe when walking alone in the local neighbourhood after dark	A19	Scottish Household Survey (Table 4.64) 2005/06	*59% (05/06)					Baseline is 59% (05/06). Target is to increase.
09-2 Reduced Domestic Abuse/Violence Against Women	Number of Persons Detected for Drug Supply Crimes		Strathclyde Police	*109 (08/09)	>109	>109	>109	>109	Baseline 109 (08/09). Aim to increase the detection rate and reduce prevalence
	Rate of domestic abuse in West Dunbartonshire per 100,000 population	FSF B29	Scottish Executive: Domestic Abuse Recorded by the Police in Scotland, 2005-06	1,518	>1518	>1518			Aim is to increase the number recorded incidents. The level of reporting incidents of domestic abuse has been rising and there is a desire to encourage those affected by domestic abuse to report incidents. Expectation is that the level will continue to increase before reducing

Local Outcomes	Relevant Indicators	Links	Data Source	Baseline	Targets				Comments
				2006/07	2009/10	2010/11	2011/12	2012/13	
				Value	Target	Target	Target	Target	
09-3 Reduced anti social behaviour and disorder	Number of Anti-Social Offences per 10,000 Population (four-year rolling average)		Strathclyde Police	63 (07/08)	>63	>63			The current baseline is 63 detections per 10,000 (4-year average April 2004-April 2008).The target is to exceed this average detection rate
	Number of deliberate fires per 10,000 population	SFR KPI	Strathclyde Fire & Rescue	169 (07/08)	162	156	150	144	Target is to reduce by 4% per year
09-4 Improved home and road safety	Number of adults killed or seriously injured in road accidents	A21	Scottish Government Road Accident Data	47	34	32	30	28	Target of 40% reduction over 10 year period (2000-2010). Achieved to date
	Number of children killed or seriously injured in road accidents	A21	Scottish Government Road Accident Data	10	10	10	10	10	Target of 50% reduction over 10 year period (200-2010). Target achieved to date
	Number of people killed or seriously injured in House Fires per 10,000 population	SFR KPI	Strathclyde Fire and Rescue Strategic Assessment for West Dunbartonshire	3.4*	3.23	3.07	2.92	2.77	Target is to reduce by 5% per year. Baseline is 3.4 (2007/08).
	Number of accidental house fires (per 10,000 population)	SFR KPI	Strathclyde Fire and Rescue Strategic Assessment for West Dunbartonshire	131*	126	121	116	111	*baseline figure is from 2007/08 Target is to reduce by 4% per year

<p>Relevant plans to support delivery of these outcomes</p>	<ul style="list-style-type: none"> • CSP Strategic Assessment - an analysis of local issues and priorities for action. • Anti-Social Behaviour Task Force and Strategy • Strathclyde Fire & Rescue Strategic Assessment for West Dunbartonshire • Multi agency work on fire-raising and Anti-Social Behaviour (<i>e.g. Cut it Out, The Pulse</i>) • WDC funding for joint working with Strathclyde Police, targeted policing (£100,000 pa) new additional policing 08-09 (£200k), joint working and co-ordinated tasking between Community Wardens and Police, deployment of new CCTV mobile van and re-deployable cameras. • Implement action plan from 2009 HMIE Child protection inspection • WDC Action Plan for Alcohol & Drugs • WDC Road Safety Plan • Kerbcraft to continue as a key road safety topic in local primary school curriculum
<p>Scottish Government required action or commitment to support delivery of local outcome</p>	<p>West Dunbartonshire to be considered as a pathfinder for Violence Against Women/ Children. Although there is a National Prevalence Study WDC has local baseline which cost around £20k but follow-up could be done much cheaper</p>

National Outcome 10: We live in well-designed sustainable places where we are able to access the amenities and services we need

The new Local Plan (currently at Finalised stage –with a completed Strategic Environmental Assessment) sets the context for a series of aims and objectives that will assist in the coordinated delivery of urban renewal and regeneration. The Plan aims to ensure a sustainable approach to development through a land use framework that brings about positive social and economic development, whilst maintaining and enhancing environmental quality.

Over a quarter of the area's housing stock is owned by the council and a significant proportion of our urban area comprises council housing or houses previously owned by the council. Since 1996, 3,192 new homes have been built in West Dunbartonshire, an average of 290 per annum. Almost 70% of these completions were in the private sector, and 85% were on Brownfield sites. Currently there are significant development proposals being pursued by the private sector particularly along the riverside in Dumbarton and Clydebank.

There is an overall surplus of housing stock over projected households by 2009, much of this stock is in areas of low demand or not of a type or size that households are looking for. The Council has a statutory duty to ensure its own stock meets the Scottish Housing Quality Standard by 2015. The Local Housing Strategy is being revised and a review is underway of the options for a community ownership programme through a new Standard Delivery Plan - to enable the houses to meet the standards without significant rent increases and to reduce the number of unsuitable and un-let properties. There is still a significant number of void properties – the amount of rent lost is reducing each year but at 5.2% is amongst the highest in Scotland.

We continue to be most progressive local authority in Scotland in advancing to meet the 2012 homelessness target. Through the development of our new Homelessness Strategy, we will achieve the 2012 target a year ahead of schedule.

Local Outcomes	Relevant Indicators	Links	Data Source	Baseline	Targets				Comments
				2006/07	2009/10	2010/11	2011/12	2012/13	
				Value	Target	Target	Target	Target	
10-1 Regeneration in a properly planned, co-ordinated and sustainable manner	Percentage of planning applications granted contrary to Local Plan policies		WDC Survey	*08/09 baseline year (1%).	1%	1%	1%	1%	Target is to maintain at 1%
10-1 Regeneration in a properly planned, co-ordinated and sustainable manner	Percentage of residents finding services very or fairly convenient		Scottish Household Survey	2005/06 baseline is 74%.					Target is to increase.
10-2 Improved mix, quantity, location and affordability of housing in West Dunbartonshire	Number of new build properties - Owner Occupied	National Indicator 27 B33	Scottish Government Affordable Housing Investment Database	114	100	125	150	200	
10-2 Improved mix, quantity, location and affordability of housing in West Dunbartonshire	Number of new build properties - RSL	National Indicator 27 B34		79	142	142	142	142	
10-2 Improved mix, quantity, location and affordability of housing in West Dunbartonshire	Unit Capacity of Housing Land Supply		Annual Housing Land Audit	13	7	7	7	7	Target is to maintain at least 7 times the annual completion rate
10-3 Improved the quality of council and RSL housing	HS2: Total percentage of Council's housing stock meeting the Scottish Housing Quality Standard	A23	Audit Scotland SPI. WDC Property Database	11%	15%	25%	35%	75%	Target is 100% by 2015.
10-3 Improved the quality of council and RSL housing	Percentage of RSL Housing Stock (In WD) meeting the Scottish Quality Standard	A23	Scottish Housing Regulator	*Baseline 07/08 (71.1%).	82.1%	85.7%	87.9%	92.9%	Target is 100% by 2015/16

Relevant plans to support delivery of these outcomes	Complete adoption of new Local Plan Housing Needs and Supply Study Complete new Local Housing Strategy (existing strategy 2004-09) Strategic Housing Investment Plan and Covering Report to Council November 2008 Standard Delivery Plan for Council Housing
Scottish Government required action commitment to support delivery of local outcome	

National Outcome 11: We have strong, resilient and supportive communities where people take responsibility for their own action and how they affect others

Our communities face challenges similar to other areas in Scotland dealing with high levels of multiple deprivation.

West Dunbartonshire has a well-established spectrum of organisations committed to developing stronger and safer communities. It also benefits from strong community-based action and involvement and local agencies dedicated to partnership working. There is a strong local CVS service which actively promotes and encourages volunteering.

42% of people rate their neighbourhoods as very good which is 10% lower than the Scottish average figure.

Levels of hate crime (sectarian, race etc) are perceived as low

Local Outcomes	Relevant Indicators	Links	Data Source	Baseline	Targets				Comments	
				2006/07 Value	2009/ 10 Target	2010/ 11 Target	2011/ 12 Target	2012/ 13 Target		
11-1 Improved resident's perceptions of their neighbourhood	Percentage of residents rating neighbourhood as a 'very good' place to live	National Indicator 28 FSF	Scottish Household Survey	88%	92%	93%	94%	95%		
	11-2 Increased community volunteering and involvement	Percentage of Citizens Panel members who have undertaken unpaid volunteer work in the last 3 months	FSF	Citizens Panel Survey April 2007	Baseline 33% from Citizens Panel April 07	36%	38%	40%	42%	
		Percentage of functioning Community Councils		WDC	59%	59%	59%	59%	59%	Target is to maintain 10 out of 17 Community Councils
	Number of sustained Voluntary Organisations		WDCVS	2008/09 is the baseline year.						
	Percentage of the population active in volunteering and community activity		WDCVS	2008/09 is the baseline year.						
Relevant plans to support delivery of these outcomes										
Scottish Government required action or commitment to support delivery of local outcome										

National Outcome 12: We value and enjoy our built and natural environment and protect it and enhance it for future generations

The Council is in the process of completing a Nature Conservation Strategy, in which a full Sites of Importance for Nature Conservation (SINC) and wildlife corridor survey is taking place. The Council is working in partnership with Scottish National Heritage (SNH) to produce a Local Biodiversity Action Plan (LBAP) and is undertaking an open-space audit. To maximize positive management of the landscape, the Council is developing an Integrated Habitat Network project that will aim to increase the quality and quantity of wildlife corridors in Dunbartonshire and address the level and effects of habitat fragmentation. The Council is working with SNH and local landowners to help SNH reach their target of ensuring 80% of SSSI's are in a favourable condition by 2009. The work will also impact on a new indicator measuring the average size of joined-up green-space (or green corridors) which has an important impact on biodiversity and another new indicator on resident's proximity to improved green-space (measures quality of green-space and ease of access). A Draft Core Path Plan has been prepared and was extensively consulted upon in 2008. A final Plan will be approved by the Council in 2009.

We want to improve the quality and sustainability of our built environment. There are 11 local properties on the buildings at risk register- however 2 of these have been since been demolished and one further council property due for demolition. Cleanliness of the area is improving and is above the national average; however the state and appearance of streetscapes, play and recreation areas, green/open spaces and town centres need further improvements. We will continue to monitor air quality especially around the A814 in Dumbarton East and its junction with the A82 at Dumbuck. There are other local air-quality related issues such as pollution from Glasgow Airport and an ongoing odour problem from the Dalmuir sewage works. We are conscious that alleviating the short-term affects of flash flooding and the long-term consequences of global sea-level rise requires considerable ongoing investment and we are putting in a major alleviation project for the Gruggies Burn.

Local Outcomes	Relevant Indicators	Links	Data Source	Baseline	Targets				Comments
				2006/07	2009/10	2010/11	2011/12	2012/13	
				Value	Target	Target	Target	Target	
12-1 Improved quality and access to greenspace	Proportion of protected nature sites in favourable condition	National Indicator 33	Scottish Natural Heritage	Baseline is 79% (2008/09)	87%	95%	95%	95%	National target to ensure 80% of SSSIs are in a favourable condition by 2009
	Percentage increase of hectares of amenity grassland habitat managed for biodiversity		WDC	2008/09 is the baseline year.	1	2.5	3.5	5	Target is to increase to 5% by 2013.

12-2 Improved the state of West Dunbartonshire's environment	Percentage increase of hectares of woodland habitat		Forest Research						Data and targets to be established
	Percentage of households with an accessible greenspace of at least 2 hectares in size, no more than 300 metres from home		WDC	2009/10 baseline year.		100	100	100	Target is 100% by 2011
	Percentage of core paths that are deemed fit for purpose		WDC Planning Dept - Annual Survey	Baseline is 35% (2008/09).	40	45	50	55	Target is to increase by 5% each year
	Air quality: PM10 Concentration		WDC	Baseline is 17ug/m3 (2007/08)	40	18	18	18	Target is maintain below 40ug/m3
	Air Quality: % of monitoring stations complying with the national objective of 40ug/m3 NO2		WDC	86.6%	100%	100%	100%	100%	Now have 21 monitoring locations in total. One breach on A82 at Dumbuck in 2008. Target is 100%
	Number of households in the 100yr flood map area		SEPA/WDC						Originally 08/09 was to be baseline year. Now proposing to be reviewed in 09/10 after Scottish Government review of flood management.
	RL1: Overall percentage of road network that should be considered for maintenance treatment	SPI B41	Audit Scotland SPI	*29.4 (08/09)	31.3%	31%	30.5%	30%	Baseline year now 08/09 following change to indicator methodology.
	WM4: The cleanliness index achieved following inspection	SPI	Audit Scotland SPI	71	75	75.5	76	76	
Percentage of Citizens Panel respondents who are satisfied or very satisfied with the physical appearance of their local area		WD Citizens Panel Nov 2006	60%	70%	75%	80%	82%	Corporate Plan target to increase to 80% by 2011/12	

<p>Relevant plans to support delivery of these outcomes</p>	<ul style="list-style-type: none"> • WDC Sustainable Development Strategy + Appendix and Progress Report 2008 + Appendix • Project work in conjunction with Glasgow & Clyde Valley Green Network Partnership • Local Biodiversity Action Plan and Habitat Network Action Plan • WDC Grounds Maintenance and Street Cleaning Services • Green/Open Space Audit • Nature Conservation Strategy • Flood risk alleviation Projects (Knowle & Gruggies Burns) • Air Quality Strategy, Assessments and Progress Reports • Core Path Plan • Regional Transport Strategy and WD Transport Outcomes (SPT) • Local Transport Strategy
<p>Scottish Government required action or commitment to support delivery of local outcome</p>	<p>Facilitation of work with SEPA, SNH, Councils and Greenspace organisations on better measures/data on flood risk, water quality and access to greenspace</p>

National Outcome 13: Take pride in a strong, fair and inclusive West Dunbartonshire identity

(This is a localised version of National Objective 13 'Take pride in a strong, fair and inclusive national identity')

Some 60% of respondents to a recent quality of life citizen's panel survey said they were very or mostly satisfied with their perception of overall quality of life

In 2001 the Census recorded the population of West Dunbartonshire at 93,378. The Mid-2007 Population Estimates for Scotland estimate the population of West Dunbartonshire to be 91,090, which is a drop of 150 people since last year. This year's drop is made up of 55 more deaths than births and 95 people leaving West Dunbartonshire to live elsewhere. West Dunbartonshire had the lowest proportion in Scotland of migrants coming here to live at 3 per 1,000 population.

Nationally West Dunbartonshire has amongst the largest losses per 1,000 population for the group aged 35 and over. Stemming this decline in the working-age population represents one of the area's key challenges.

Local Outcomes	Relevant Indicators	Links	Data Source	Baseline	Targets					Comments
				2006/07	2009/10	2010/11	2011/12	2012/13		
				Value	Target	Target	Target	Target		
13-1 Improved image and reputation of West Dunbartonshire and the Council	Percentage of Citizens Panel respondents who are very or mostly satisfied with their perception of overall quality of life		WD Citizens Panel	60%	66%	68%	70%	72%	This question will be asked again in 09/10.	
	13-2 Population decline and out-migration reduced	Population of West Dunbartonshire	GRO Population Forecast	91,240	91,090	91,090	91,090	91,090	Overall aim to stabilise population. Economic downturn is likely to increase population mobility as people move for work.	
13.3 Increased participation in local cultural activities	Percentage change in net population migration		GRO Scotland	-53	0	0	0	0	It is very likely that population loss with increase as the economic downturn creates more instability in the population as people choose to move for work.	
	CC3a: Number of visits to/usages of council funded or part funded museums per 1000 population		Audit Scotland SPI	1,194	1,125	1,171	1,221	1,272		
	CC3b: Number of visits to/usages of council funded or part funded museums that were in person per 1000 population		Audit Scotland SPI	80	79	83	87	91		

Relevant plans to support delivery of these outcomes	<ul style="list-style-type: none">• Active promotion of the West Dunbartonshire brand through joint working with Dunbartonshire Enterprise and Visit Scotland• Communications Strategy• Awareness Programme• High-profile programme of cultural events with increased local participation rates• Promotion of Fairtrade towns• New Cultural Strategy
Scottish Government required action commitment to support delivery of local outcome	

National Outcome 14: We reduce the local and global environmental impact of our consumption and production

Ecological and carbon footprints are amongst the lowest in Scotland but we recognise that this is an effect of low car ownership and deprivation. The Council has embarked on an ambitious Carbon Management Programme (CMP) to reduce carbon dioxide emissions by 1/3rd from the 2006/07 baseline.

By March 2008 100 % of all the primary and secondary establishments have registered for the Eco Schools Scotland Programme. By 2007 3 schools have achieved the Green flag, one of which has gained its 2nd flag. By the end of 2008 this had doubled to 6. The Council is aiming to meet the Community Plan target of all schools having the Green Flag by 2017.

Much progress has been made on waste reduction and recycling (the latter increased to 32% in 06/07 and to 32.5% in 07/08) and we are exceeding the current Scottish Executive target. Further investment and improvements are required to continue to increase recycling and reduce biodegradable waste being sent to landfill in line with future Government targets and EU legislation.

The percentage of adults travelling to work by car or van is below the Scottish average. The Council has introduced a Staff Green Travel Plan (Westbound) which is aimed at encouraging staff to reduce their reliance on the car as their prime means to get to work.

Local Outcomes	Relevant Indicators	Links	Data Source	Baseline	Targets				Comments
				2006/07	2009/10	2010/11	2011/12	2012/13	
				Value	Target	Target	Target	Target	
14-1 Reduced overall ecological footprint	Carbon Footprint (t/cap)		SEI-REAP	10.91					SEI data Oct 08. Targets tba
	Ecological footprint (gha/cap)	National Indicator 32 A26	Stockholm Environmental Institute - York	5.01	4.98	4.95	4.92	4.89	Target is to reduce to 4 by 2017
	Tonnage of carbon dioxide emissions from Council operations and assets		Carbon Management Programme	32,211	28,632	27,439	26,246	25,053	2007/8 data not collated yet as some energy data was previously unavailable.
14-2 Raised awareness of environmental issues	Percentage of primary and secondary schools achieving Eco-Schools Green Flag Award			5%	30%	40%	50%	60%	Targets are to increase to 50% by 2011/12 (Corporate Plan) and 100% by 2017 (Community Plan)

Local Outcomes	Relevant Indicators	Links	Data Source	Baseline	Targets				Comments
				2006/07	2009/10	2010/11	2011/12	2012/13	
				Value	Target	Target	Target	Target	
14-3 Waste Managed in a more sustainable way	WM3: Percentage of municipal waste collected that was recycled (and composted)			32%	34%	40%	45%	50%	Draft percentage subject to audit by SEPA
	Tonnage of biodegradable municipal waste landfilled	National Indicator 39	SEPA Landfill Allowance Scheme Database	27,108	22,832	21,284	18,536	15,888	
14-4 Increased journeys by public or active transport	Percentage of adults driving a car to work	National Indicator 36	Scottish Household Survey	*Baseline is 56% (2005/06)	60%	60%	60%	60%	Figure expected to rise and target is to maintain at 60%. Current Scottish average 69%
	Percentage of children travelling to school by public or active transport		WDC/Sustrans	*64% in 08/09 (base year)	65%	66%	67%	68%	WDC Oct08 survey (primary school only). Similar to Scottish average from Sustrans survey. Aim to increase by 1% annually
Relevant plans to support delivery of these outcomes			<ul style="list-style-type: none"> • WDC Waste Services Policy and Action Plans • Local Footprints Project • WDC Carbon Management Programme • ECO-schools programme • Develop allotment strategy as part of open space strategy • Regional Transport Strategy and WD Transport Outcomes (SPT) • Local Transport Strategy • Implementation of Travelling Green • WDC Staff Green Travel Plan • WDC Sustainable Procurement Policy 						
Scottish Government required action or commitment to support delivery of local outcome									

National Outcome 15: Provide high quality continuously improving, efficient and responsive services

The Audit of Best Value and Community planning carried out by Audit Scotland in 2006 was critical of the Council in several respects mainly centred on the culture of best value and continuous improvement. A follow-up audit was conducted in mid-2007 which acknowledged the progress made in a short timescale and a commitment to continuous improvement.

The Council is implementing the Public Services Improvement Framework, which will assist in systematically self-assessing services it provides, and provide a corporate basis for consultation with users, comparison with others, evaluation of value-for-money and competitiveness. The process will challenge why the council provides these services and analyse options for improving service quality. It is proposed that a high-level self assessment using this framework is carried out by the CPP.

The Council is participating in a national 'Diagnostic' project to identify opportunities for sharing and joining up services.

In a survey conducted with Citizens Panel members in 2006, there was a generally positive view of the Council's role as a service provider with 60% expressing satisfaction with the services they received from the Council. In the 2007 Survey satisfaction levels had increased to 74%. The Scottish household survey also routinely asks residents of their perceptions of council services. In 2005/6 some 40% agreed or strongly agreed that the Council provides high quality services.

Local Outcomes	Relevant Indicators	Links	Data Source	Baseline	Targets				Comments
				2006/07 Value	2009/ 10 Target	2010/ 11 Target	2011/ 12 Target	2012/ 13 Target	
15-1 Improved Leadership by the Community Planning Partnership	Score from PSIF Self-Assessment Process		Facilitated self assessment						2009/10 baseline to be established
	Residents perceptions of the quality of public services delivered	National Indicator 43	Scottish Household Survey	Baseline 40% from 05/06 SHS survey	64	70	75	80	Scottish average in 2007 was 58% but no data available at WD level
Relevant plans to support delivery of these outcomes		<ul style="list-style-type: none"> Implement and monitor Council Best Value Improvement Plan Implement Public Services Improvement Framework for Council and Partnership services 							
Scottish Government required action or commitment to support delivery of local outcome									

Glossary

AP	Achieving our Potential	A Framework to tackle poverty and income inequality in Scotland
ASHE	The Annual Survey of Hours and Earnings	Provides information about the levels, distribution and make-up of earnings and hours paid for employees within industries, occupations and regions
BERR	The Department for Business, Enterprise & Regulatory Reform	BERR is a government department; its aim is to lead work to create the conditions for business success through competitive and flexible markets that create value for businesses, consumers and employees.
CARA	Challenging and Responding to Abuse	A free and confidential service for women children and young people
CPD	Continuous Professional Development	Enables a professional person to maintain the quality and relevance of professional services throughout his/her working career
CVS	Community and Volunteering Services	The CVS represents, advises supports and develops all levels of voluntary and community activity across West Dunbartonshire.
EW	Equally Well	A report from the ministerial task force on health inequalities
EY	Early Years	A framework focussing on the early part of a child's life where there is a key opportunity to build resilience and seek to prevent the appearance of problems later in life
FSF	Fairer Scotland Fund	A fund allocated to Community Planning Partnerships to help them achieve sustainable economic growth
GIRFEC	Getting it right for every child	A national programme that is changing the way adults think and act to help all children and young people grow, develop and reach their full potential
GRO	General Register Office	Publishes information about population and households
HEAT	Health Improvement, Efficiency, Access and Treatment	Local Delivery Plans that set out a delivery agreement between the Scottish Executive Health Department and each NHS area Board
HMIE	Her Majesty's Inspectorate of Education	Promotes sustainable improvements in standards, quality and achievements for all learners in a Scottish education through first-hand independent evaluation.
HMRC	Her Majesty's Revenue and Customs	Produces a wide range of National Statistics covering the taxes it administers
ISD	Information Services Division	Provides Scottish health information and statistics.
LEAMS	Local Environmental Audit and Management System	Measures the cleanliness standards throughout Scotland.
MCMC	More Choices, More Chances	An action plan to reduce the proportion of young people not in education employment or training in Scotland.
NHSGGC	NHS Greater Glasgow and Clyde	Responsible for the provision and management of the whole range of health services in this area including hospitals and General Practice
NOCC	National Outcomes for Community Care	The development of an outcomes approach for community care
NOMIS	Official Labour Market Statistics	A service provided by the Office for National Statistics to give free access to the most detailed and up-to-date UK labour market statistics from official sources

ONS	Office for National Statistics	Produces of a wide range of economic and social statistics.
PSIF	Public Services Improvement Framework	A self-assessment tool, which encourages organisations to conduct a systematic and comprehensive review of their own activities and results.
REAP		A local sustainable development charity which supports organisations to measure, reduce and offset their carbon footprints
RSL	Registered Social Landlord	A not-for-profit organisation that provide affordable housing
SCDC	Scottish Community Development Centre	The designated National Development Centre for community development in Scotland
SCQF	The Scottish Credit and Qualifications Framework	The SCQF helps to make the relationships between qualifications clearer. It can clarify entry and exit points and routes for progression within and across education and training sectors.
SEI	Stockholm Environment Institute	A research institute specialising in sustainable development and environment issues. It works at local, national, regional and global policy levels.
SEPA	Scottish Environment Protection Agency	Monitors and reports on the state of Scotland's environment
SIMD	Scottish Index of Multiple Deprivation	The index identifies small area concentrations of multiple deprivation across all of Scotland
SNS	Scottish Neighbourhood Statistics	The Scottish Governments on-going programme to improve the availability, consistency and accessibility of small area statistics in Scotland
SOA	Single Outcome Agreement	Agreements between the Scottish Government and each council which sets out how each will work in the future towards improving national outcomes for the local people in a way that reflects local circumstances and priorities
SPI	Statutory Performance Indicator	Statutory performance indicators (SPIs) are used to monitor key aspects of performance.
SPT	Strathclyde Partnership for Transport	The partnership analyses travel needs and develops the transport system for the region
SSSI	Sight of Special Scientific Interest	A SSSI is an area of land that Scottish Natural Heritage (SNH) considers to be special for its plants, animals, habitats, its rocks or landforms, or a combination of such natural features.
STEAM	Scottish Tourism Economic Activity Model	The model allows analysis of tourism activity, including employment impacts, at local levels.
WDC HEEDS	West Dunbartonshire Council's Housing, Environment and Economic Development Section	
WDCHP	West Dunbartonshire Community Health Partnership	It is responsible for managing and delivering community-based health care services and leading programmes to improve the overall health of all communities within West Dunbartonshire.
WDCPP	West Dunbartonshire Community Planning Partnership	Local partners working together to plan and provide for the wellbeing of their communities