



Corporate Plan 2009/13



April 2009

Introduction

Welcome to West Dunbartonshire Council's Corporate Plan for 2009 to 2013.

This Plan sets the direction of the Council over the next four years. It does this by setting out a clear vision for West Dunbartonshire that is shared by our partners:

“We will improve prosperity and inclusion for all citizens, deliver better and more efficient services, and improve West Dunbartonshire as a place to live, work and visit.”

To deliver this vision, we have identified six key themes and related priorities:

- Theme 1 Regeneration and the local economy
- promote physical area regeneration
 - grow the local economy
 - improve transport
 - regenerate the schools estate
 - improve housing
 - deliver co-ordinated, sustainable planning
 - better employment opportunities
 - reduce population decline
- Theme 2 Health and well being
- target support to vulnerable groups
 - improve health and reduce health inequality
 - reduce inequalities and increase prosperity
- Theme 3 Safe and strong communities
- improve estate management of Council housing
 - improve community safety
 - improve community spirit
- Theme 4 Sustainable environments
- improve environmental quality and sustainability
 - improve sustainability of the transportation network
- Theme 5 Education and lifelong learning
- raise attainment and achievement
 - provide learning for life
- Theme 6 An improving Council
- improve leadership
 - improve community engagement
 - improve governance and resource management
 - value our employees
 - promote continuous improvement
 - promote sustainable development

- promote equal opportunities
- improve the perception of West Dunbartonshire

For each priority, we have identified specific objectives. These objectives reflect the commitments of the administration, the opportunities and challenges that we face over the period of this Plan, and the needs and aspirations of our community. They also reflect our commitments in two other plans that we share with our partners in West Dunbartonshire; the Community Plan 2007/17 and the Single Outcome Agreement of June 2008.

Monitoring, managing and reporting our progress

The tables in the following pages set out our objectives in detail. We have identified performance measures, together with targets for each of the four years covered by the Plan, to enable us to monitor and manage our progress towards them.

We will monitor our progress at regular intervals and report this to our stakeholders in a variety of formats. This will include a final report at the end of the year, showing how we performed against the targets set for that year, and a two page performance update in every edition of the Council newspaper focusing on one of the corporate themes.

Delivering our objectives

This Corporate Plan focuses on what we want to achieve rather than how we are going to do this. To help us meet our objectives, every department has identified actions that it will take over the following year and beyond. These actions will be set out in departmental plans which are currently being finalised for publication around June 2009. Some of the objectives will only be achieved through working in partnership with our community planning partners

The Planning Process

This version of the Corporate Plan represents an update from the 2008/12 Plan published last year in a full booklet form. A new booklet will be produced in the future coincident with any major changes to objectives and priorities. Consultation with Elected Members and Management will be undertaken during summer 2009 and further work will be undertaken to align the next iteration of the Plan with the new Single Outcome Agreement.

Corporate Plan 2009/13

2007/8 Values and Four Year Targets

Generated on: 10 April 2009

Theme: 1 Regeneration & the local economy (CP9-13)						
Priority: Better employment opportunities (CP9-13 New)						
Objective: Improve qualification level of workforce (CP9-13 New)						
Performance Indicator	2007/08	2009/10	2010/11	2011/12	2012/13	Department
	Value	Target	Target	Target	Target	
Percentage of working age residents who have a degree level qualification	10.5%	12%	12.5%	13%	13.5%	Chief Executive's
Percentage of working age residents with no qualifications	15.6%	13.87%	13%	12.63%	12.25%	Chief Executive's

Theme: 1 Regeneration & the local economy (CP9-13)						
Priority: Better employment opportunities (CP9-13 New)						
Objective: Reduce unemployment and create employment in key sectors (CP9-13 New)						
Performance Indicator	2007/08	2009/10	2010/11	2011/12	2012/13	Department
	Value	Target	Target	Target	Target	
Employment rate	73.3%	71%	69%	69%	69%	Housing, Environmental and Economic Development
Percentage of working age people claiming Job Seekers Allowance	3.58%	5%	5%	5%	5%	Housing, Environmental and Economic Development

Theme: 1 Regeneration & the local economy (CP9-13)						
Priority: Deliver co-ordinated, sustainable planning (CP9-13)						
Objective: Regenerate in a properly planned, co-ordinated and sustainable manner (CP9-13)						
Performance Indicator	2007/08	2009/10	2010/11	2011/12	2012/13	Department
	Value	Target	Target	Target	Target	
DS1a: Percentage of householder applications dealt with within two months	91.9%	90%	90%	90%	90%	Housing, Environmental and Economic Development
DS1b: Percentage of non-householder applications dealt with within two months	68.9%	60%	60%	60%	60%	Housing, Environmental and Economic Development
DS1c: Total percentage of planning applications dealt with within two months	81.2%	80%	80%	80%	80%	Housing, Environmental and Economic Development
Percentage of planning applications granted contrary to the Local Plan	2.2%	5%	5%	5%	5%	Housing, Environmental and Economic Development

Theme: 1 Regeneration & the local economy (CP9-13)						
Priority: Grow the local economy (CP9-13)						
Objective: Attract and support the development of new and emerging businesses and support the sustainability and growth of existing businesses (CP9-13)						
Performance Indicator	2007/08	2009/10	2010/11	2011/12	2012/13	Department
	Value	Target	Target	Target	Target	

Number of new VAT registered businesses per 10,000 population	24	15	16	17	18	Housing, Environmental and Economic Development
Number of VAT registered businesses at year end per 10,000 population	182	170	172	174	176	Housing, Environmental and Economic Development

Theme: 1 Regeneration & the local economy (CP9-13)

Priority: Grow the local economy (CP9-13)

Objective: Grow the tourism economy (CP9-13)

Performance Indicator	2007/08	2009/10	2010/11	2011/12	2012/13	Department
	Value	Target	Target	Target	Target	
Percentage increase in number of visitors to West Dunbartonshire		0%	0%	2%	2%	Housing, Environmental and Economic Development
Percentage increase in tourism generated income for West Dunbartonshire	-3%	0%	0%	2%	2%	Housing, Environmental and Economic Development

Theme: 1 Regeneration & the local economy (CP9-13)

Priority: Improve housing (CP9-13)

Objective: Improve the mix, quantity, location and affordability of housing in West Dunbartonshire (CP9-13)

Performance Indicator	2007/08	2009/10	2010/11	2011/12	2012/13	Department
	Value	Target	Target	Target	Target	
Number of new build properties - Owner Occupied		100	125	150	200	Housing, Environmental and Economic Development
Number of new build properties - RSL		142	142	142	142	Housing, Environmental and Economic Development

Theme: 1 Regeneration & the local economy (CP9-13)

Priority: Improve housing (CP9-13)

Objective: Improve the quality of Council housing stock (CP9-13)

Performance Indicator	2007/08	2009/10	2010/11	2011/12	2012/13	Department
	Value	Target	Target	Target	Target	
HS2: Total percentage of Council's housing stock meeting the Scottish Housing Quality Standard	12%	70%	75%	80%	85%	Housing, Environmental and Economic Development

Theme: 1 Regeneration & the local economy (CP9-13)

Priority: Improve transport (CP9-13)

Objective: Improve metropolitan connectivity (CP9-13)

Performance Indicator	2007/08	2009/10	2010/11	2011/12	2012/13	Department
	Value	Target	Target	Target	Target	
Number of new schemes delivered with SPT and adjoining authorities		3	3	3	3	Housing, Environmental and Economic Development

Theme: 1 Regeneration & the local economy (CP9-13)

Priority: Promote physical area regeneration (CP9-13)

Objective: Reduce the amount of vacant and derelict land (CP9-13)

2007/08	2009/10	2010/11	2011/12	2012/13
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Performance Indicator	Value	Target	Target	Target	Target	Department
Hectares of land removed from the vacant and derelict land register per annum	17.3	3	3	3	3	Housing, Environmental and Economic Development

Theme: 1 Regeneration & the local economy (CP9-13)
Priority: Promote physical area regeneration (CP9-13)
Objective: Regenerate town centres and related waterfront areas (CP9-13)

Performance Indicator	2007/08	2009/10	2010/11	2011/12	2012/13	Department
	Value	Target	Target	Target	Target	
Percentage of floor space in Dumbarton Town Centre/commercial centre that is vacant	14%	10%	10%	10%	10%	Housing, Environmental and Economic Development
Percentage of floorspace in Alexandria Town Centre that is vacant	15%	10%	10%	10%	10%	Housing, Environmental and Economic Development
Percentage of floorspace in Clydebank Town Centre/commercial centres that is vacant	10%	10%	10%	10%	10%	Housing, Environmental and Economic Development

Theme: 1 Regeneration & the local economy (CP9-13)
Priority: Reduce population decline (CP9-13 New)
Objective: Reduce population decline and out migration (CP9-13 New)

Performance Indicator	2007/08	2009/10	2010/11	2011/12	2012/13	Department
	Value	Target	Target	Target	Target	
Percentage change in net population migration	-96	0	0	0	0	Chief Executive's
Population of West Dunbartonshire	91,090	91,090	91,090	91,090	91,090	Chief Executive's

Theme: 1 Regeneration & the local economy (CP9-13)
Priority: Regenerate the schools estate (CP9-13)
Objective: Deliver the agreed programme of new primary schools and rationalise and re-develop the remaining primary schools (CP9-13)

Performance Indicator	2007/08	2009/10	2010/11	2011/12	2012/13	Department
	Value	Target	Target	Target	Target	
Primary School Occupancy	56%	55%	55%	70%	70%	Educational Services

Theme: 1 Regeneration & the local economy (CP9-13)
Priority: Regenerate the schools estate (CP9-13)
Objective: Deliver the agreed programme of new secondary schools (CP9-13)

Performance Indicator	2007/08	2009/10	2010/11	2011/12	2012/13	Department
	Value	Target	Target	Target	Target	
Secondary School Occupancy	69%	70%	75%	80%	80%	Educational Services

Theme: 2 Health & well being (CP9-13)
Priority: Improve health and reduce health inequality (CP9-13)
Objective: Improve diet and nutrition (CP9-13)

Performance Indicator	2007/08	2009/10	2010/11	2011/12	2012/13	Department
	Value	Target	Target	Target	Target	
Percentage of Citizens Panel members who follow guidance of at least 5 portions of fruit/vegetables a day		40	45	50		Chief Executive's
Uptake of school meals in primary schools	76%	82%	84%	85%		Housing, Environmental and Economic Development
Uptake of school meals in secondary schools	57%	60%	63%	65%	65%	Housing, Environmental and Economic Development

Theme: 2 Health & well being (CP9-13)
Priority: Improve health and reduce health inequality (CP9-13)
Objective: Improve the health and safety of Council employees (CP9-13)

Performance Indicator	2007/08	2009/10	2010/11	2011/12	2012/13	Department
	Value	Target	Target	Target	Target	
Average number of FTE days lost per FTE employee classified as stress & mental health						Corporate Services
Number of days lost by Council employees through work related injury	1,589	1,080	992	900	810	Corporate Services
Number of fatal or major injury accidents within Council	8	0	0	0	0	Corporate Services
Percentage of Council employees who drink alcohol on three or more days a week	16%	14%	12%	10%	9%	Chief Executive's
Percentage of Council employees who eat five or more portions of fruit and vegetables a day	68%	70%	71%	72%	73%	Chief Executive's
Percentage of Council employees who rarely or never exercise	16%	14%	12%	10%	9%	Chief Executive's
Percentage of Council employees who smoke	19%	17%	16%	15%	14%	Chief Executive's

Theme: 2 Health & well being (CP9-13)
Priority: Improve health and reduce health inequality (CP9-13)
Objective: Increase healthy life expectancy at birth in deprived areas (CP9-13 New)

Performance Indicator	2007/08	2009/10	2010/11	2011/12	2012/13	Department
	Value	Target	Target	Target	Target	
Female healthy life expectancy in West Dunbartonshire	67.3	68.3	68.9			Chief Executive's
Male healthy life expectancy in West Dunbartonshire	62.8	63.6	63.11			Chief Executive's

Theme: 2 Health & well being (CP9-13)
Priority: Improve health and reduce health inequality (CP9-13)

Objective: Increase levels of physical activity (CP9-13)						
Performance Indicator	2007/08	2009/10	2010/11	2011/12	2012/13	Department
	Value	Target	Target	Target	Target	
CC1: Number of attendances per 1,000 population to all pools	4,205	4,121	4,121	4,121	4,121	Housing, Environmental and Economic Development
CC2: Number of attendances per 1,000 population for indoor sports and leisure facilities	3,667	3,914	4,023	4,023	4,023	Housing, Environmental and Economic Development
Percentage of adults in West Dunbartonshire participating in sports each week (private/public)		51%	52%	53%	54%	Chief Executive's
Percentage of Citizens Panel members who never or rarely take part in exercise		54%	52%	50%		Chief Executive's

Theme: 2 Health & well being (CP9-13)						
Priority: Improve health and reduce health inequality (CP9-13)						
Objective: Promote positive mental health (CP9-13)						
Performance Indicator	2007/08	2009/10	2010/11	2011/12	2012/13	Department
	Value	Target	Target	Target	Target	
5-year moving average Suicide Rate (both sexes)	20	16.7	16.3	16	15.7	Social Work and Health
Number of Suicides (both sexes)	25	20.2	19.8	19.4	19	Social Work and Health
Percentage of Citizens Panel members who describe themselves as fairly happy or very happy		79%	80%	81%	82%	Chief Executive's

Theme: 2 Health & well being (CP9-13)						
Priority: Improve health and reduce health inequality (CP9-13)						
Objective: Reduce deaths amongst the under 75's from coronary heart disease in deprived areas (CP9-13 New)						
Performance Indicator	2007/08	2009/10	2010/11	2011/12	2012/13	Department
	Value	Target	Target	Target	Target	
Deaths from coronary heart disease per 100,000						Chief Executive's

Theme: 2 Health & well being (CP9-13)						
Priority: Improve health and reduce health inequality (CP9-13)						
Objective: Reduce levels of alcohol consumption (CP9-13)						
Performance Indicator	2007/08	2009/10	2010/11	2011/12	2012/13	Department
	Value	Target	Target	Target	Target	
Deaths from Alcohol-related diseases	43.91	43	42	40	40	Social Work and Health
Percentage of 13-15 year olds drinking alcohol to excess in previous month (5 or more drinks 4 or more times)		14%	13%	12%	11%	Social Work and Health
Percentage of Citizens Panel members who drink alcohol 3 or more days per week		23%	22%	21%	20%	Social Work and Health
Rate of hospital admissions for alcohol misuse per 100,000 population		940.5	893.5	848.8	806.4	Social Work and Health

Theme: 2 Health & well being (CP9-13)						
Priority: Improve health and reduce health inequality (CP9-13)						
Objective: Reduce levels of smoking (CP9-13)						
Performance Indicator	2007/08	2009/10	2010/11	2011/12	2012/13	Department
	Value	Target	Target	Target	Target	
Percentage of adult population who smoke						Chief Executive's
Percentage of Citizens Panel members who smoke		23%	22%	20%		Chief Executive's

Theme: 2 Health & well being (CP9-13)						
Priority: Improve health and reduce health inequality (CP9-13)						
Objective: Reduce use of illegal drugs (CP9-13)						
Performance Indicator	2007/08	2009/10	2010/11	2011/12	2012/13	Department
	Value	Target	Target	Target	Target	
Deaths from drug misuse per 100,000 population	17.56	13	12.5	12	11.5	Social Work and Health
Percentage of 15 year using drugs at least once a week		4%	4%	3%	3%	Social Work and Health
Prevalence of problem drug users		2%	1.9%	1.8%	1.7%	Social Work and Health
Rate of hospital admissions for drugs misuse per 100,000						Social Work and Health

Theme: 2 Health & well being (CP9-13)						
Priority: Reduce inequalities and increase prosperity (CP9-13 New)						
Objective: Create new employment and training opportunities for people with a learning disability, mental health problems, criminal record or addiction issues (CP9-13)						
Performance Indicator	2007/08	2009/10	2010/11	2011/12	2012/13	Department
	Value	Target	Target	Target	Target	
Number of people having a mental health problem assisted into paid employment		15	20			Social Work and Health
Number of people with a learning disability assisted into paid employment	39	41	46	51	56	Social Work and Health
Number of people with an addiction issue supported into paid employment			156			Social Work and Health
Percentage of clients offered a training or employment assessment of need	No data for this range	100%	100%	100%	100%	Social Work and Health

Theme: 2 Health & well being (CP9-13)						
Priority: Reduce inequalities and increase prosperity (CP9-13 New)						
Objective: Decrease proportion of people living in poverty (CP9-13 New)						
Performance Indicator	2007/08	2009/10	2010/11	2011/12	2012/13	Department
	Value	Target	Target	Target	Target	
Median weekly gross earnings for	£406.50	£406.50	£406.50	£406.50	£406.50	Chief Executive's

residents who are employed						
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	45%	45%	45%	45%	45%	Chief Executive's

Theme: 2 Health & well being (CP9-13)						
Priority: Reduce inequalities and increase prosperity (CP9-13 New)						
Objective: Increase benefits uptake (CP9-13)						
Performance Indicator	2007/08	2009/10	2010/11	2011/12	2012/13	Department
	Value	Target	Target	Target	Target	
Amount of income generated from successful benefit claims						Social Work and Health
Number of people accessing the MacMillan Service	630	656	669	682	696	Social Work and Health

Theme: 2 Health & well being (CP9-13)						
Priority: Reduce inequalities and increase prosperity (CP9-13 New)						
Objective: Reduce child poverty (CP9-13 New)						
Performance Indicator	2007/08	2009/10	2010/11	2011/12	2012/13	Department
	Value	Target	Target	Target	Target	
Percentage of children living in households dependent on out-of-work benefits	18%	18%	18%	18%	18%	Chief Executive's

Theme: 2 Health & well being (CP9-13)						
Priority: Reduce inequalities and increase prosperity (CP9-13 New)						
Objective: Reduce financial exclusion (CP9-13 New)						
Performance Indicator	2007/08	2009/10	2010/11	2011/12	2012/13	Department
	Value	Target	Target	Target	Target	
Percentage of households with access to bank, building society or credit union account						Chief Executive's

Theme: 2 Health & well being (CP9-13)						
Priority: Reduce inequalities and increase prosperity (CP9-13 New)						
Objective: Reduce fuel poverty (CP9-13)						
Performance Indicator	2007/08	2009/10	2010/11	2011/12	2012/13	Department
	Value	Target	Target	Target	Target	
Number of people in fuel poverty defined as spending over 10% of income on fuel						Chief Executive's

Theme: 2 Health & well being (CP9-13)						
Priority: Reduce inequalities and increase prosperity (CP9-13 New)						
Objective: Reduce homelessness (CP9-13 New)						
Performance Indicator	2007/08	2009/10	2010/11	2011/12	2012/13	Department
	Value	Target	Target	Target	Target	

HS7a: Percentage of households assessed who are then housed where the Council has a duty to secure permanent accommodation	No data for this range	35%	35%	35%	35%	Housing, Environmental and Economic Development
Percentage of unintentionally homeless households entitled to settled accommodation	95%	98%	100%	100%	100%	Housing, Environmental and Economic Development

Theme: 2 Health & well being (CP9-13)
Priority: Reduce inequalities and increase prosperity (CP9-13 New)
Objective: Support parents to give their children the best start in life (CP9-13 New)

Performance Indicator	2007/08	2009/10	2010/11	2011/12	2012/13	Department
	Value	Target	Target	Target	Target	
Percentage of P3 Pupils exceeding 5-14 level A in reading, writing and mathematics	35%	37%	37%	37%	37%	Educational Services
Percentage of pre-school centres with positive inspection reports		100%	100%	100%	100%	Educational Services
Percentage of primary schools with positive inspection reports	100%	100%	100%	100%	100%	Educational Services
Percentage of secondary schools with positive inspection reports		100%	100%	100%	100%	Educational Services

Theme: 2 Health & well being (CP9-13)
Priority: Target support to vulnerable groups (CP9-13)
Objective: Improve child protection services (CP9-13 New)

Performance Indicator	2007/08	2009/10	2010/11	2011/12	2012/13	Department
	Value	Target	Target	Target	Target	
Percentage of children on the Child Protection Register who have a completed and up-to-date risk assessment	100%	100%	100%	100%	100%	Social Work and Health

Theme: 2 Health & well being (CP9-13)
Priority: Target support to vulnerable groups (CP9-13)
Objective: Improve support to carers (CP9-13)

Performance Indicator	2007/08	2009/10	2010/11	2011/12	2012/13	Department
	Value	Target	Target	Target	Target	
Percentage of care plans reviewed within agreed timescale	No data for this range					Social Work and Health
Percentage of carers who feel supported and capable to continue in their role as a carer	No data for this range					Social Work and Health

Theme: 2 Health & well being (CP9-13)
Priority: Target support to vulnerable groups (CP9-13)
Objective: Increase proportion of older people needing care or support who are able to sustain an independent quality of life as part of the community (CP9-13 New)

Performance Indicator	2007/08	2009/10	2010/11	2011/12	2012/13	Department
	Value	Target	Target	Target	Target	

ASW4b: Total number of homecare hours provided as a rate per 1,000 population aged 65+	758.6	750.5	750.5	750.5		Social Work and Health
ASW4c: Percentage of homecare clients aged 65+ receiving a service at weekends	53.1%	57%	59%	60%		Social Work and Health
ASW4c: Percentage of homecare clients aged 65+ receiving a service during evening/overnight	26%	30%	32%	33%		Social Work and Health
ASW4c: Percentage of homecare clients aged 65+ receiving personal care	65.1%	69%	70%	70%		Social Work and Health
Percentage of people 65+ with intensive needs receiving care at home	26%	34.8%	37.2%	39.6%	42%	Social Work and Health

Theme: 2 Health & well being (CP9-13)
Priority: Target support to vulnerable groups (CP9-13)
Objective: Provide opportunities to enable young people in local authority care to have positive destinations at the point of leaving care (CP9-13 New)

Performance Indicator	2007/08	2009/10	2010/11	2011/12	2012/13	Department
	Value	Target	Target	Target	Target	
Percentage of 16 or 17 year olds in positive destinations (further/higher education, training, employment) at point of leaving care	55%					Social Work and Health

Theme: 3 Safe & strong communities (CP9-13)						
Priority: Improve community safety (CP9-13)						
Objective: Improve road safety (CP9-13)						
Performance Indicator	2007/08	2009/10	2010/11	2011/12	2012/13	Department
	Value	Target	Target	Target	Target	
Number of adults killed or seriously injured in road accidents	26	34	32	30		Housing, Environmental and Economic Development
Number of children killed or seriously injured in road accidents	2	10	10			Housing, Environmental and Economic Development
Number of children killed or seriously injured in road accidents per million vehicle kms		2.06				Housing, Environmental and Economic Development
Number of people (all ages) killed or seriously injured in road accidents per million vehicle kms		9.5	9			Housing, Environmental and Economic Development
RL1: Overall percentage of road network that should be considered for maintenance treatment	31.7%	31.3%	31%	40%		Housing, Environmental and Economic Development

Theme: 3 Safe & strong communities (CP9-13)						
Priority: Improve community safety (CP9-13)						
Objective: Reduce anti social behaviour (CP9-13)						
Performance Indicator	2007/08	2009/10	2010/11	2011/12	2012/13	Department
	Value	Target	Target	Target	Target	
Number of anti-social offences in West Dunbartonshire based on crime groups 4, 5, and 6 per 1,000 population		520	500	480		Housing, Environmental and Economic Development
Number of residents personally experiencing neighbour disputes in the past 12 months		1,321	1,258	1,198		Housing, Environmental and Economic Development
Percentage of Citizens Panel respondents who have personally witnessed and reported anti-social behaviour		19%	17%	15%		Housing, Environmental and Economic Development
Percentage of residents satisfied or very satisfied with agencies' response to tackling anti social behaviour		48%	47%	46%		Housing, Environmental and Economic Development

Theme: 3 Safe & strong communities (CP9-13)						
Priority: Improve community safety (CP9-13)						
Objective: Reduce domestic abuse (CP9-13 New)						
Performance Indicator	2007/08	2009/10	2010/11	2011/12	2012/13	Department
	Value	Target	Target	Target	Target	
Rate of domestic abuse in West Dunbartonshire per 100,000 population	1,800	1,600	1,500	1,400	1,300	Social Work and Health

Theme: 3 Safe & strong communities (CP9-13)						
Priority: Improve community safety (CP9-13)						
Objective: Reduce fear of crime (CP9-13)						

Performance Indicator	2007/08	2009/10	2010/11	2011/12	2012/13	Department
	Value	Target	Target	Target	Target	
Percentage of residents stating that they do not feel safe in their neighbourhood after dark		41%	40%	39%	39%	Housing, Environmental and Economic Development

Theme: 3 Safe & strong communities (CP9-13)

Priority: Improve community safety (CP9-13)

Objective: Reduce hate crime (CP9-13 New)

Performance Indicator	2007/08	2009/10	2010/11	2011/12	2012/13	Department
	Value	Target	Target	Target	Target	
Number of emergency cases referred to MARIM (Multi-Agency Racist Incident Monitoring Group)	0					Chief Executive's
Number of 'third-party' reports received by MARIM (Multi-Agency Racist Incident Monitoring Group)	5					Chief Executive's

Theme: 3 Safe & strong communities (CP9-13)

Priority: Improve community safety (CP9-13)

Objective: Reduce repeat offending (CP9-13)

Performance Indicator	2007/08	2009/10	2010/11	2011/12	2012/13	Department
	Value	Target	Target	Target	Target	
Percentage of persistent young offenders (5 offending episodes in 6-month period)		9%	8.5%	8.5%	8%	Social Work and Health

Theme: 3 Safe & strong communities (CP9-13)

Priority: Improve community spirit (CP9-13 New)

Objective: Improve neighbourhoods as good places to live

Performance Indicator	2007/08	2009/10	2010/11	2011/12	2012/13	Department
	Value	Target	Target	Target	Target	
Percentage of residents rating neighbourhood as a fairly good or very good place to live	89%	92%	93%	94%	95%	Housing, Environmental and Economic Development

Theme: 3 Safe & strong communities (CP9-13)

Priority: Improve community spirit (CP9-13 New)

Objective: Increase community volunteering and involvement (CP9-13 New)

Performance Indicator	2007/08	2009/10	2010/11	2011/12	2012/13	Department
	Value	Target	Target	Target	Target	
Percentage of Citizens Panel members who have undertaken unpaid volunteer work in the last 3 months	33%	36%	38%	40%		WD Council for Voluntary Service (WDCVS)

Theme: 3 Safe & strong communities (CP9-13)

Priority: Improve estate management of council housing (CP9-13)

Objective: Improve physical appearance of housing estates (CP9-13)

2007/08	2009/10	2010/11	2011/12	2012/13
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Performance Indicator	Value	Target	Target	Target	Target	Department
HS1: Response repairs: b) The overall % of repairs completed within the target times	98.45%	91%	92%	93%	93.5%	Housing, Environmental and Economic Development
Percentage of Citizens Panel respondents who are satisfied or very satisfied with the physical appearance of their local area		70%	75%	80%		Housing, Environmental and Economic Development
Percentage of estate audits completed within target timescale		96%	98%	100%		Housing, Environmental and Economic Development

Theme: 3 Safe & strong communities (CP9-13)
Priority: Improve estate management of council housing (CP9-13)
Objective: Reduce no. of empty houses and improve the efficiency of the letting process (CP9-13)

Performance Indicator	2007/08	2009/10	2010/11	2011/12	2012/13	Department
	Value	Target	Target	Target	Target	
HS3: Total annual rent loss due to voids expressed as a percentage of the total amount of rent due in the year	4.76%	3.4%	3.1%	2%		Housing, Environmental and Economic Development
HS4a: Not low demand stock: Average re-let time	43	20	18	16		Housing, Environmental and Economic Development
HS4b: Low demand stock: Average re-let time	231	260	200	100		Housing, Environmental and Economic Development
HS4ci: Low demand stock: Number remaining un-let at year end	394					Housing, Environmental and Economic Development
HS5a: Current tenant arrears as a percentage of the net amount of rent due in the year	11.9%	9%	7.5%	7%	6.8%	Corporate Services
HS5b: Percentage of current tenants owing more than 13 weeks rent at the year end, excluding those owing less than £250	5.4%	4.5%	4%	3.5%	3.4%	Corporate Services
HS5c: Proportion of those tenants giving up their tenancy during the year that were in rent arrears	55%	50%	48%	46%	45%	Corporate Services
HS5d: Average debt owed by tenants leaving in arrears, as a proportion of the average weekly rent	11.6%	11%	10.5%	10.4%	10.3%	Corporate Services
HS5e: Proportion of arrears owed by former tenants that was either written off or collected during the year	3.71%	20%	22%	24%	25%	Corporate Services

Theme: 4 Sustainable environments (CP9-13)						
Priority: Improve environmental quality & sustainability (CP9-13)						
Objective: Improve street and open space cleanliness (CP9-13)						
Performance Indicator	2007/08	2009/10	2010/11	2011/12	2012/13	Department
	Value	Target	Target	Target	Target	
Number of complaints about litter	138	69	67	64	62	Housing, Environmental and Economic Development
Number of reported incidents of dog fouling	262	231	221	210	200	Housing, Environmental and Economic Development
Number of reported incidents of fly tipping	756	715	687	661	636	Housing, Environmental and Economic Development
WM4: The cleanliness index achieved following inspection	73	75	75.5	76	76	Housing, Environmental and Economic Development

Theme: 4 Sustainable environments (CP9-13)						
Priority: Improve environmental quality & sustainability (CP9-13)						
Objective: Increase biodiversity (CP9-13 New)						
Performance Indicator	2007/08	2009/10	2010/11	2011/12	2012/13	Department
	Value	Target	Target	Target	Target	
% increase of hectares of amenity grassland habitat managed for biodiversity	No data for this range	1	2.5	3.5	5	Chief Executive's
% increase of hectares of woodland habitat	No data for this range					Chief Executive's

Theme: 4 Sustainable environments (CP9-13)						
Priority: Improve environmental quality & sustainability (CP9-13)						
Objective: Increase the proportion of protected sites in favourable condition (CP9-13 New)						
Performance Indicator	2007/08	2009/10	2010/11	2011/12	2012/13	Department
	Value	Target	Target	Target	Target	
Proportion of protected nature sites in favourable condition		87%	95%	95%	95%	Chief Executive's

Theme: 4 Sustainable environments (CP9-13)						
Priority: Improve environmental quality & sustainability (CP9-13)						
Objective: Manage waste disposal in a more sustainable way (CP9-13)						
Performance Indicator	2007/08	2009/10	2010/11	2011/12	2012/13	Department
	Value	Target	Target	Target	Target	
Tonnage of biodegradable municipal waste landfilled	25,936	22,832	21,284	18,536	15,888	Housing, Environmental and Economic Development
Tonnage of waste collected per person						Housing, Environmental and Economic Development
WM3: Percentage of municipal waste collected that was recycled (and composted)	32.5%	34%	40%	45%	50%	Housing, Environmental and Economic Development

Theme: 4 Sustainable environments (CP9-13)						
Priority: Improve environmental quality & sustainability (CP9-13)						
Objective: Raise awareness of environmental issues (CP9-13)						
Performance Indicator	2007/08	2009/10	2010/11	2011/12	2012/13	Department
	Value	Target	Target	Target	Target	
Percentage of primary and secondary schools achieving Eco-Schools Green Flag Award	16.7%	30%	40%	50%	60%	Educational Services

Theme: 4 Sustainable environments (CP9-13)						
Priority: Improve environmental quality & sustainability (CP9-13)						
Objective: Reduce greenhouse gas emissions from Council assets and operations (CP9-13)						
Performance Indicator	2007/08	2009/10	2010/11	2011/12	2012/13	Department
	Value	Target	Target	Target	Target	
Tonnage of carbon dioxide emissions from Council operations and assets		28,632	27,439	26,246	25,053	Chief Executive's

Theme: 4 Sustainable environments (CP9-13)						
Priority: Improve environmental quality & sustainability (CP9-13)						
Objective: Reduce local pollution (CP9-13)						
Performance Indicator	2007/08	2009/10	2010/11	2011/12	2012/13	Department
	Value	Target	Target	Target	Target	
% of monitoring stations complying with the national air quality objective of 40ug/m3 NO2		100%	100%	100%	100%	Corporate Services
Air quality - PM10 Concentration	14	40	18	18	18	Corporate Services

Theme: 4 Sustainable environments (CP9-13)						
Priority: Improve sustainability of the transportation network (CP9-13)						
Objective: Promote sustainable travel choices (CP9-13)						
Performance Indicator	2007/08	2009/10	2010/11	2011/12	2012/13	Department
	Value	Target	Target	Target	Target	
Number of primary schools which have introduced the Travelling Green initiative	22	31	35			Housing, Environmental and Economic Development
Percentage of adults driving a car to work	57%					Housing, Environmental and Economic Development
Percentage of children travelling to school by public or active transport						Housing, Environmental and Economic Development
Percentage of Council employees travelling to work as a lone car driver						Housing, Environmental and Economic Development

Theme: 5 Education & life-long learning (CP9-13)
Priority: Provide learning for life (CP9-13)
Objective: Improve skills for life (CP9-13)

Performance Indicator	2007/08	2009/10	2010/11	2011/12	2012/13	Department
	Value	Target	Target	Target	Target	
CC3a: Number of visits to/usages of council funded or part funded museums per 1000 population	1,474	1,125	1,171	1,221	1,272	Educational Services
CC3b: Number of visits to/usages of council funded or part funded museums that were in person per 1000 population	80	79	83	87	91	Educational Services
CC5a: Number of Library visits per 1000 population	4,887	4,910	4,920	4,930	4,940	Educational Services
Percentage of learners awarded SQA and other recognised qualifications	No data for this range	65%	66%	68%	70%	Educational Services

Theme: 5 Education & life-long learning (CP9-13)
Priority: Provide learning for life (CP9-13)
Objective: Provide young people with more choices and more chances (CP9-13 New)

Performance Indicator	2007/08	2009/10	2010/11	2011/12	2012/13	Department
	Value	Target	Target	Target	Target	
Percentage of school leavers into positive destinations (total of higher/further education, employment and training)	82.3%	85%	87.3%	87.3%	88%	Educational Services
Percentage of young people on the Get Ready for Work scheme gaining positive outcomes		70%	70%	70%	70%	Housing, Environmental and Economic Development

Theme: 5 Education & life-long learning (CP9-13)
Priority: Raise attainment and achievement (CP9-13)
Objective: Improve educational attainment levels of primary school pupils (CP9-13 New)

Performance Indicator	2007/08	2009/10	2010/11	2011/12	2012/13	Department
	Value	Target	Target	Target	Target	
Primary 5-14 Mathematics	86%	87%	87.5%	88%	88%	Educational Services
Primary 5-14 Reading	84%	87%	87.5%	88%	88%	Educational Services
Primary 5-14 Writing	76%	80%	80.5%	81%	81%	Educational Services

Theme: 5 Education & life-long learning (CP9-13)
Priority: Raise attainment and achievement (CP9-13)
Objective: Improve educational attainment levels of secondary school pupils (CP9-13 New)

Performance Indicator	2007/08	2009/10	2010/11	2011/12	2012/13	Department
	Value	Target	Target	Target	Target	
3+ @ Level 6 (by end S5)	17%	18%	19%	19%	19%	Educational Services
5+ @ level 5 (by end S4)	28%	31%	31%	32%	32%	Educational Services

5+ @ Level 6 (by end S6)	14%	15%	16%	16%	16%	Educational Services
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Theme: 6 An improving Council (CP9-13)
Priority: Improve community engagement (CP9-13)
Objective: Improve the effectiveness of community consultation and engagement activity (CP9-13)

Performance Indicator	2007/08	2009/10	2010/11	2011/12	2012/13	Department
	Value	Target	Target	Target	Target	
Percentage of Citizens Panel respondents who think the Council communicates well with its residents		27%	30%	33%	36%	Chief Executive's
Percentage of Citizens Panel respondents who think the Council is good at listening to the needs of its residents		17%	20%	23%	26%	Chief Executive's

Theme: 6 An improving Council (CP9-13)
Priority: Improve community engagement (CP9-13)
Objective: Increase the community's participation in the democratic decision-making processes (CP9-13)

Performance Indicator	2007/08	2009/10	2010/11	2011/12	2012/13	Department
	Value	Target	Target	Target	Target	
Number of functioning Community Councils	10	10	10	10	10	Corporate Services
Number of groups involved in capacity building activity through the Community Development team	No data for this range	22	23	24	25	Educational Services
Number of young people involved in youth consultation and representation structure	No data for this range	93	94	95	97	Educational Services
Percentage turnout at local government elections	55.3%					Corporate Services
Percentage turnout at Scottish parliament elections	55.3%					Corporate Services

Theme: 6 An improving Council (CP9-13)
Priority: Improve governance and resource management (CP9-13)
Objective: Improve accountability to all stakeholders (CP9-13)

Performance Indicator	2007/08	2009/10	2010/11	2011/12	2012/13	Department
	Value	Target	Target	Target	Target	
Percentage of Citizens Panel respondents who think the Council's public performance reporting in West Dunbartonshire News is balanced	84%	85%	85%	85%	85%	Chief Executive's

Theme: 6 An improving Council (CP9-13)
Priority: Improve governance and resource management (CP9-13)
Objective: Improve approach to risk management (CP9-13)

Performance Indicator	2007/08	2009/10	2010/11	2011/12	2012/13	Department
	Value	Target	Target	Target	Target	
CM2a: Number of civil liability claims per 10,000 population incurred by the council in the year	34.5	38	37	36	35	Corporate Services

Percentage of Council's strategic risks classified as high or medium	81%	75%	70%	65%	60%	Corporate Services
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Theme: 6 An improving Council (CP9-13)						
Priority: Improve governance and resource management (CP9-13)						
Objective: Improve corporate approach to workforce planning (CP9-13)						
Performance Indicator	2007/08	2009/10	2010/11	2011/12	2012/13	Department
	Value	Target	Target	Target	Target	
Has Audit Scotland's perception of the quality of the Council's corporate approach to workforce planning improved? Yes/No	False	True	True	True	True	Corporate Services

Theme: 6 An improving Council (CP9-13)						
Priority: Improve governance and resource management (CP9-13)						
Objective: Improve medium to long term financial planning (CP9-13)						
Performance Indicator	2007/08	2009/10	2010/11	2011/12	2012/13	Department
	Value	Target	Target	Target	Target	
Has Audit Scotland's perception of the quality of the Council's medium to long term financial planning process improved? Yes/No	False	True	True	True	True	Corporate Services

Theme: 6 An improving Council (CP9-13)						
Priority: Improve governance and resource management (CP9-13)						
Objective: Improve the Performance Management Framework (CP9-13)						
Performance Indicator	2007/08	2009/10	2010/11	2011/12	2012/13	Department
	Value	Target	Target	Target	Target	
Has Audit Scotland's perception of the quality of the Council's performance management framework improved? Yes/No	False	True	True	True	True	Chief Executive's
Percentage of elected members satisfied or very satisfied with the quality of performance management reports						Chief Executive's

Theme: 6 An improving Council (CP9-13)						
Priority: Improve governance and resource management (CP9-13)						
Objective: Improve the corporate planning, service planning and budget process (CP9-13)						
Performance Indicator	2007/08	2009/10	2010/11	2011/12	2012/13	Department
	Value	Target	Target	Target	Target	
Percentage of directorate plans that conform to Joint Planning & Budget Guidance	50%	100%	100%	100%	100%	Chief Executive's

Theme: 6 An improving Council (CP9-13)						
Priority: Improve leadership (CP9-13)						
Objective: Improve leadership and management skills of elected members, the corporate management team, middle management and supervisory staff (CP9-13)						
	2007/08	2009/10	2010/11	2011/12	2012/13	

Performance Indicator	Value	Target	Target	Target	Target	Department
Has Audit Scotland's perception of leadership quality improved? Yes/No	False	True	True	True	True	Corporate Services
Percentage of Council employees who agree or strongly agree that there is strong leadership	15%	23%	30%	40%	55%	Corporate Services

Theme: 6 An improving Council (CP9-13)
Priority: Improve the perception of West Dunbartonshire (CP9-13 New)
Objective: Improve the Council's image and reputation (CP9-13 New)

Performance Indicator	2007/08	2009/10	2010/11	2011/12	2012/13	Department
	Value	Target	Target	Target	Target	
Estimated advertising value of positive media coverage generated by the Council		£120,000.00				Chief Executive's
Percentage of Citizens Panel respondents who agree or strongly agree that West Dunbartonshire's external image is positive	0%					Chief Executive's
Percentage of local and national media enquiries responded to within deadline providing the Council's right of reply		95%				Chief Executive's

Theme: 6 An improving Council (CP9-13)
Priority: Promote continuous improvement and transform service delivery (CP9-13)
Objective: Improve overall service performance and self awareness (CP9-13)

Performance Indicator	2007/08	2009/10	2010/11	2011/12	2012/13	Department
	Value	Target	Target	Target	Target	
Cumulative number of Charter Mark accreditations awarded and held by the Council	20	38	40	40	40	Chief Executive's
Cumulative number of Investors in People accreditations awarded and held by the Council	5	13	14	14	14	Chief Executive's
Percentage of Citizens Panel respondents satisfied or very satisfied with Council Services	74%	70%	75%	80%	80%	Chief Executive's
Percentage of residents strongly agreeing or agreeing with the statement 'My council provides high quality services'		60%	65%	70%	75%	Chief Executive's
Ratio of Statutory Performance Indicators in upper:lower quartiles	1.5	1.6	1.8	2	2.1	Chief Executive's

Theme: 6 An improving Council (CP9-13)
Priority: Promote continuous improvement and transform service delivery (CP9-13)
Objective: Improve service efficiency and competitiveness (CP9-13)

Performance Indicator	2007/08	2009/10	2010/11	2011/12	2012/13	Department
	Value	Target	Target	Target	Target	
BA1: Gross administration cost per housing benefit case	£37.41	£36.50	£36.00	£35.50	£35.00	Corporate Services
CM5: Cost of collecting Council Tax per dwelling	£16.59	£16.00	£16.00	£16.00	£16.00	Corporate Services

CM6b: Percentage of income due from Council Tax for the year, net of reliefs and rebates that was received during the year	92.81%	93%	93.25%	93.5%	93.75%	Corporate Services
CM7: Number of invoices paid within 30 calendar days of receipt as a percentage of all invoices paid	82.6%	85%	85%	86%	86%	Corporate Services
CM8a: Proportion of operational accommodation that is in a satisfactory condition	92%	83%	86%	89%		Housing, Environmental and Economic Development
CM8b: Proportion of operational accommodation that is suitable for its current use.	80%	70%	75%	80%		Housing, Environmental and Economic Development
PS2b-a)ii: Average time (hours) between the time of domestic noise complaint requiring attendance on site and attendance on site for those complaints not dealt with under Part V the Antisocial Behaviour etc (Scotland) Act 2004	0.58	2	2	2	2	Corporate Services
PS2b-a)iii: Average time (hours) between the time of domestic noise complaint dealt with under Part V of the Anti-social Behaviour etc (Scotland) Act 2004 and attendance on site for those complaints not dealt with under Part V the Antisocial Behaviour	0.68	2	2	2	2	Corporate Services
PS4a: Percentage of trading standards consumer complaints that were dealt with within 14 days	64.4%	70%	72%	74%	76%	Corporate Services
PS4b: Percentage of trading standards business advice requests that were dealt with within 14 days	97.6%	97%	97%	97%	97%	Corporate Services
WM1a: Net cost of refuse collection per premise	£43.78					Housing, Environmental and Economic Development
WM1b: Net cost of refuse disposal per premise	£56.71					Housing, Environmental and Economic Development

Theme: 6 An improving Council (CP9-13)
Priority: Promote continuous improvement and transform service delivery (CP9-13)
Objective: Join-up and share services with other providers (CP9-13)

Performance Indicator	2007/08	2009/10	2010/11	2011/12	2012/13	Department
	Value	Target	Target	Target	Target	
Needs PI	No data for this range	No data for this range				

Theme: 6 An improving Council (CP9-13)
Priority: Promote continuous improvement and transform service delivery (CP9-13)
Objective: Modernise internal business processes (CP9-13)

Performance Indicator	2007/08	2009/10	2010/11	2011/12	2012/13	Department
	Value	Target	Target	Target	Target	
Percentage of Citizens Panel respondents who are satisfied or very satisfied with the time the Council takes to answer the the switchboard telephone	85%	90%	91%	92%	93%	Corporate Services

Percentage of Citizens Panel respondents who are satisfied or very satisfied with the time the Council takes to acknowledge written communications with the contact centre	70%	74%	77%	80%	83%	Corporate Services
Percentage of Type 3 (2-way interaction between citizen and Council) interactions identified as appropriate for electronic delivery that are delivered electronically		70%	80%	85%	90%	Corporate Services
Percentage of Type 4 (full transaction e.g. book and pay for service online) interactions identified as appropriate for electronic service delivery that are delivered electronically		35%	40%	50%	55%	Corporate Services
Percentage of users of the Council's contact centre who are satisfied or very satisfied with the services delivered by the contact centre		75%	80%	85%	90%	Corporate Services

Theme: 6 An improving Council (CP9-13)
Priority: Promote equal opportunities (CP9-13)
Objective: Promote equal opportunities throughout West Dunbartonshire (CP9-13)

Performance Indicator	2007/08	2009/10	2010/11	2011/12	2012/13	Department
	Value	Target	Target	Target	Target	
CM4: Percentage of council buildings in which all public areas are suitable for and accessible to disabled people	39.6%	48%	52%	56%	60%	Chief Executive's
Number of equality impact assessments of Council's plans, strategies, and policies completed	6	15	15	15	15	Chief Executive's

Theme: 6 An improving Council (CP9-13)
Priority: Promote equal opportunities (CP9-13)
Objective: Provide and promote equal opportunities within the Council (CP9-13)

Performance Indicator	2007/08	2009/10	2010/11	2011/12	2012/13	Department
	Value	Target	Target	Target	Target	
CM3a: Percentage of the highest paid 2% of earners among council employees that are women	40.9%	40%	40%	40%	40%	Corporate Services
CM3b: Percentage of the highest paid 5% of earners among council employees that are women	47.9%	50%	50%	50%	50%	Corporate Services
Percentage of Council employees who think the Council has a good or very good level of commitment to promoting equality and diversity	46%	60%	67%	75%	80%	Corporate Services
Percentage of new employees who have completed the 1 day basic equal opportunities induction training run in house within 6 months of commencing employment(2009-2013)		90%	95%	100%	100%	Corporate Services

Theme: 6 An improving Council (CP9-13)
Priority: Promote sustainable development (CP9-13)

Objective: Promote the principles and practices of sustainable development throughout West Dunbartonshire (CP9-13)

Performance Indicator	2007/08	2009/10	2010/11	2011/12	2012/13	Department
	Value	Target	Target	Target	Target	
Ecological footprint (gha/cap)	5.04	4.98	4.95	4.92	4.89	Chief Executive's
Percentage of Citizens Panel respondents who are very or mostly satisfied with their perception of overall quality of life		66%	68%	70%	72%	Chief Executive's
Percentage of Strategic Environmental Assessments of Council plans that comply with the legislation	100%	100%	100%	100%	100%	Chief Executive's

Theme: 6 An improving Council (CP9-13)

Priority: Value our employees (CP9-13)

Objective: Improve consultation and communication with employees (CP9-13)

Performance Indicator	2007/08	2009/10	2010/11	2011/12	2012/13	Department
	Value	Target	Target	Target	Target	
Percentage of Council employees who agree or strongly agree that the Council asks about their views	17%	30%	40%	50%	55%	Chief Executive's
Percentage of Council employees who agree or strongly agree that their line manager provides information about what is going on within the Council	37%	50%	60%	70%		Chief Executive's

Theme: 6 An improving Council (CP9-13)

Priority: Value our employees (CP9-13)

Objective: Improve employee attendance (CP9-13)

Performance Indicator	2007/08	2009/10	2010/11	2011/12	2012/13	Department
	Value	Target	Target	Target	Target	
CM1a: Average number of working days per employee lost through sickness absence for local government employees and craft workers	14.08	12.5	12	11.5	11	Corporate Services
CM1b: Average number of working days per employee lost through sickness absence for teachers	8.5	7.7	7.7	7.7	7.7	Corporate Services

Theme: 6 An improving Council (CP9-13)

Priority: Value our employees (CP9-13)

Objective: Improve morale and employee perceptions of feeling valued (CP9-13)

Performance Indicator	2007/08	2009/10	2010/11	2011/12	2012/13	Department
	Value	Target	Target	Target	Target	
Percentage of Council employees who agree or strongly agree that morale is good	19%	24%	31%	41%	56%	Corporate Services
Percentage of Council employees who agree or strongly agree that the Council recognises and values the work that they do	34%	39%	46%	56%	71%	Corporate Services

Theme: 6 An improving Council (CP9-13)
Priority: Value our employees (CP9-13)
Objective: Promote fair and transparent employment practices (CP9-13)

Performance Indicator	2007/08	2009/10	2010/11	2011/12	2012/13	Department
	Value	Target	Target	Target	Target	
Percentage of employee survey respondent's indicating direct experience of non-verbal bullying	18%	15%		9%	6%	Corporate Services
Percentage of employee survey respondent's reporting some form of discrimination in the period since the last employee survey	11%	6%		2%	1%	Corporate Services
Percentage of employee survey respondent's that indicated direct experience of verbal bullying	21%	15%		9%	5%	Corporate Services