

WEST DUNBARTONSHIRE COUNCIL

SINGLE OUTCOME AGREEMENT

1st DRAFT

March 2008

7.1 Purpose of the Agreement

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 for local government, which emphasises that, while performance on national outcomes will be the subject of national monitoring, the development of local outcomes, and the processes for achieving both national and local outcomes, will be the responsibility of local government, its partner agencies and local communities. The major features of the Concordat which will support this approach are:

- A commitment to structural stability in relation to democratic frameworks for the term of the Parliament – this in turn provides an incentive to prove that the new approach can be effective to ensure that this stability continues in the longer term.
- A commitment to the funding which will be available to support the work of local authorities and their partners for a 3 year period. The agreement to allow local authorities to retain and re-deploy efficiency savings should also allow a greater focus on local priorities
- The development of the Single Outcome Agreement (SOA) Framework itself, which ensures that the responsibilities for setting priorities and monitoring outcomes are devolved to a more local level
- The development of a more focussed and proportionate inspection regime, which should make better use of the resources which are currently directed towards responding to a large number of separate, (but frequently duplicate), monitoring requirements
- The reduction of ring-fencing of budgets, which should allow greater flexibility to focus on locally agreed priorities

This agreement, which is between West Dunbartonshire Council and the Scottish Government, identifies areas for improvement and sets out how the Council, its Partners and the Scottish Government will deliver better outcomes for the people of West Dunbartonshire and Scotland. The structure which has been agreed to provide the mechanism for this starts at the highest level with the Government's vision statement or 'Purpose' – "to focus the Government and public services on creating a more successful country, with opportunities for all of Scotland to flourish, through increasingly sustainable economic growth."

This translates into:

5 Strategic Objectives (Wealthier & Fairer, Healthier, Smarter, Safer & Stronger, and Greener)

7 High Level Indicators – with 9 associated high level targets

15 National Outcomes

45 National Indicators and Targets

XX Local Outcomes

XX Local Indicators

This initial version of the agreement focuses on the commitments both from the Council and from the Scottish Government. As far as possible, it will also reflect the commitments which have been made by the Community Planning Partnership, however the full involvement of all partners will require a further period of development.

7.2 Scope of the Agreement

This agreement will, in the first instance, relate to all services provided by West Dunbartonshire

Council, whether they are provided directly by the Council, procured, commissioned or delivered jointly with other agency or voluntary sector partners. The services delivered by the Community Planning Partnership and individual Community Planning partners will be included as agreements are finalised

The agreement has been developed to reflect duties in relation to Community Planning, Best Value, Equalities and Sustainable Development. It is recognised that elements of these duties apply to all partners, including the Scottish Government, West Dunbartonshire Council, the Community Planning partnership and all individual Community Planning Partners.

The first draft of the SOA has been developed in consultation with officers from throughout West Dunbartonshire Council. Members have had opportunities for involvement at a number of levels, and have considered the 1st draft at a full Council meeting on 26th March 2008 prior to its initial submission.

The SOA very clearly reflects the priorities, which were established by Community Planning partners during the consultations and development of the West Dunbartonshire Community Plan (which underwent a Strategic Environmental Assessment. The Plan was agreed in June 2007 and launched in September 2007. The SOA also reflects the Council's Corporate Plan, which is set in the context of the Community Plan and which itself was the subject of consultation with stakeholders, including elected members. While we recognise that there will need to be further opportunities for stakeholder involvement in the SOA, the timescales for the 1st draft have not allowed this to be developed at this stage.

7.3 Governance

It is the intention that the SOA will be approved and monitored by meetings of the full Council. The Council's Audit and Performance Review Committee will also have a role in highlighting any particular aspects which it would wish to scrutinise.

The governance structures of the Community Planning partnership are currently under review, but the arrangements for approval and monitoring of the SOA will be a priority within the revised format.

The arrangements for reporting, negotiation and debate with the Scottish Government have yet to be confirmed. Nevertheless it is envisaged that the Concordat will provide a strong foundation for a climate of equal partnership

7.4 Ongoing Development of the SOA

The next version of this SOA will be submitted to West Dunbartonshire Council at the end of June 2008 prior to its submission to the Scottish Government by the 30th June. The Council will receive a further report(s) on the full SOA early in 2009 prior to its formal submission later in 2009.

On 11th February 2008, the West Dunbartonshire Community Planning Partnership Board considered a report on the general arrangements for developing the SOA. It noted that a Development Group had been established, and that work was progressing on the establishment baseline data for indicators and the development of targets.

The first draft of the SOA will be reported to the Community Planning Board in April, and the second draft, to be submitted in June 2008, will have been the subject of much more detailed consultation within the CPP. A timetable for the development of Community Planning input to the SOA was considered and agreed at a meeting of the Partnership Development Group, (the 2nd tier of the CPP structure), on Monday 10th March. This included:

- Theme based seminars in April
- First draft of CPP SOA late April / early May
- Further discussion with Partners May

- Final draft of SOA to CPP Board 16th June
- Final draft of SOA to Council 25th June
- Submission of SOA end June

From June 2008, the work with individual Community Planning Partners will be further developed.

The arrangements for community ownership will be reflected through

- Community involvement at Board level
- Community involvement within thematic structures
- Geographically based Community Forums
- West Dunbartonshire wide Civic Forum
- West Dunbartonshire wide Citizen's panel

7.5 Local Context for the National Outcomes

The Local Context for each of the 15 National Outcomes is shown in the attached templates – these statements explain local relevance and priority and provide a profile of West Dunbartonshire drawing on indicators which are relevant to local priorities, including locally relevant National Indicators and relevant Local Indicators. They also identifies past performance trends in local conditions.

7.6 Outcomes and Commitments

Each National Outcome template identifies the improved local outcomes which reflect shared priorities and shows how they relate to the Council's Corporate Plan and, where relevant, the Community Plan and other partners' strategic plans. Further work is required to refine these local outcomes which are eventually to be agreed between Scottish Government, the Council and the Community Planning Partners.

Many of the Local Outcomes are already defined as Objectives in the Council's Corporate Plan; other outcomes have been developed from the National Indicators. Each local outcome has at least one indicator by which the local outcome will be tracked, these have been developed from locally relevant National Indicators, the proposed set of Local Indicators, indicators already in the Council's Corporate Plan (CPI) and some Statutory Performance Indicators (SPI).

Baseline data is provided and targets are proposed where appropriate; more work is required by the Council and partners to refine the baseline data and agree the targets.

The templates also identify specific commitments made by the Council, Community Planning Partners and the Scottish Government, to enable delivery of the local outcomes as shared priorities. More work is required within the Council and with key partners to refine these actions and commitments.

More work is also required to assess the risk assumptions underpinning the delivery of the local outcomes and these commitments.

7.7 Performance Management

Arrangements have been made to ensure that all SOA outcomes, indicators and targets will be administered using the Council's performance management system (Covalent). This is a web-hosted system – and it is envisaged that access will be made available to allow partner agencies

to input and view relevant data. Public access via the web will be set-up.

A self-assessment – using a template developed by the Improvement Service – will be undertaken on the 1st Draft SOA prior to June 2008. Integrated Impact Assessment will be undertaken and consideration will be given to undertaking a Strategic Environmental Assessment.

Further work is required to address the risk management arrangements underpinning delivery of the SOA and to agree arrangements for attributing and addressing the causes of non-delivery of local outcomes as well as developing a process for resolving disputes and for securing arbitration between the Scottish Government, the Council and Community Planning Partners.

7.8 Public Reporting

The Council newspaper will be used to report the implementation of the SOA and a booklet version will be provided to appropriate staff, stakeholders and Community Representatives. Websites will provide background and links to appropriate documentation and performance indicators.

Annual reports on progress and review will be submitted to the Council's Community Participation Committee for review and comment

<p>National Outcome</p> <p>NO-1 Make West Dunbartonshire a more attractive place for doing business</p> <p><i>(Local translation of National Outcome)</i></p>	<p>Local Context</p> <p>West Dunbartonshire is characterised by a number of vacant and derelict sites which is predominately a legacy of its industrial past. These sites frequently detract from the appearance of the area. However these sites also represent areas of underused and under managed land which offer opportunities for development; for new housing, community facilities, economic development, open space and parkland etc. The Council promotes the renewal of these Brownfield sites through its Local Plans, and has seen a reduction in the number of sites and the area of land included in the vacant and derelict land survey. By developing these Brownfield sites, it reduces pressure for development in the Green Belt and important green spaces bringing areas of vacant and derelict land into productive use.</p> <p>The regeneration of vacant, former industrial sites at Clydebank Riverside, in partnership with Clydebank Rebuilt, is a £50million project and will result in substantial redevelopment opportunities. The Strathleven corridor extends from Bowling on the Clyde to Balloch. At Dumbarton Waterfront and Dumbarton Town Centre the Council in partnership with various agencies and the private sector, is undertaking ambitious plans to regenerate these areas and establish a new relationship for the town centre to the river and its spectacular and historic setting. At the former J&B site at Strathleven, the Council and its partners including the private sector have established the Strathleven Regeneration Company to develop the 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 Alexandria, a town centre master plan has been prepared that identifies opportunities to enhance the vitality and viability of the Town Centre, working with existing retail operators and bringing new development to a number of key sites.</p> <p>We will undertake a review of the options for re-locating council office accommodation to locations nearer our town centres and public transport hubs and sharing these offices with other public services.</p> <p>Our natural and historic heritage is a valuable asset. Tourism in the area is a major economic driver and tourism is a labour-intensive sector generating jobs at all levels. The designation of Loch Lomond and the Trossachs as Scotland's first national park and the re-opening of the Forth and Clyde Canal leaves us well placed to take full advantage of growing spending on tourism and leisure activities. We want more people to spend more time and money in West Dunbartonshire rather than drive through it.</p> <p>Clydebank's Golden Jubilee National Hospital, already a key player in increasing investment in healthcare and life sciences, is expected to continue to grow and the area's close proximity to Glasgow provides excellent opportunities to attract inward investors whilst benefiting local residents and businesses</p> <p>The main settlements of the area have access to the suburban rail network which gives a regular and reliable service to Glasgow, for access to destinations throughout the country. 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 occurs at Milton – we will continue to lobby the Scottish Executive to prioritise improving this.</p> <p>We also recognize that our local transport infrastructure requires further improvements. We will work to implement our new Local Transport Strategy, which details a number of key strategic projects to improve connectivity and meet demand.</p> <p>[more on quantitative measures and comparisons to add]</p>
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<u>Local outcomes</u>	Relevant Indicators	Frequency	Data Source	Baseline (2006/07)	Local Targets & Timescales
Reduce the amount of vacant and derelict land <i>(Corporate Objective)</i>	No. of hectares of land on the vacant and derelict land register (CPI)	Annual	Scottish Neighbourhood statistics	219	191 Corporate plan (reduce by 3 per year)
Increase business's satisfaction with West Dunbartonshire	Business Community satisfaction with West Dunbartonshire	Annual	New Survey to be designed in conjunction with Dunbartonshire Enterprise	tbd	
Regenerate town centres and related waterfront areas <i>(Corporate Objective)</i>	Percentage of retail space in Dumbarton town centre that is vacant (CPI)	Annual	WDC Planning	07/08 baseline to be established	Reduce to less than 8% by 2011/12 (Corporate Plan)
	Percentage of retail space in Clydebank town centre that is vacant (CPI)	Annual	WDC Planning	07/08 baseline to be established	Reduce to less than 8% by 2011/12 (Corporate Plan)
	Percentage of retail space in Alexandria town centre that is vacant (CPI)	Annual	WDC Planning	07/08 baseline to be established	Reduce to less than 8% by 2011/12 (Corporate Plan)
Grow the tourism economy <i>(Corporate Objective)</i>	Percentage increase in number of visitors to West Dunbartonshire (CPI)	Annual	Visit Scotland numbers to main attractions	Baseline to be established (07/08)	2% annual increase (Corporate Plan)
Reduce proportion of driver journeys delayed due to traffic congestion <i>(National Indicator 4)</i>	Time lost on regional roads due to congestion <i>(Under review – could develop annual local survey to calculate average journey time at peak periods on pre-determined routes)</i>	Bi-annual	SHS	Data required at WD level	

	<p>Ensure the provision of effective and efficient transport infrastructure and services to improve connectivity for people and freight</p> <p><i>(SPT Outcome similar to Corporate Objective to 'Improve metropolitan connectivity')</i></p>	Average journey time between Dumbarton and Glasgow City Centre	Annual	SPT Modelling suite (includes WDC measured survey times)	Work ongoing to establish baseline	
	<p>Enhance the attractiveness, reliability and integration of the transport network</p> <p><i>(SPT Outcome - similar to Corporate Objective – 'Co-ordinate transport infrastructure to meet demand')</i></p>	Proportion of passengers satisfied with public transport information provision	Bi-annual	SHS (possible SPT survey)	Data required at WD level	
		Proportion of passengers satisfied with public transport system	Bi-annual	SHS (possible SPT survey)	Data required at WD level	
		Proportion of passengers satisfied with public transport reliability	Bi-annual	SHS (possible SPT survey)	Data required at WD level	
	Required Actions/Commitment by local partners for these outcomes	<ul style="list-style-type: none"> • Clydebank Rebuilt • Strathleven Regeneration • Town Centre Regeneration Projects • Feasibility studies for council office re-locations nearer Town Centres • Local Transport infrastructure improvements • Implement Local Transport Strategy • SPT to prioritise road junction/capacity improvements on A82 • SPT to survey public transport users • SPT to maintain transport models and strategic transport databases 				
	Scottish Government required action/commitment to support delivery of local outcome	<p>Funding for major regeneration projects</p> <p>Provide funding to deliver SPT priorities for the A82 contained in their regional transport strategy</p>				

National Outcome NO-2 Realise full economic potential with more and better employment opportunities	Local Context <p>Although West Dunbartonshire has reduced its level of unemployment at a much faster rate than the Scottish average the unemployment rate is 3.4%, is higher than the average for Scotland of 2.2%. The number of people employed in West Dunbartonshire has risen from 39,000 in 1999 when the employment rate was 63% to 43,400 in 2007 - an employment rate of 74.3%. This figure is an improvement on last year and is now only 1.7% lower than the national rate of 76%. Recent job density figures show that there is a jobs gap, which is the shortfall between the number of people currently in work and the number of jobs that would be required to achieve full employment. In West Dunbartonshire there would need to be an additional 5,000 jobs, which is 13% more than at present.</p> <p>Department of Work and Pensions for the year 2007 indicates that 22.9% of the working age population of West Dunbartonshire are in receipt of key income benefits and credits. Of this group 12% claim Incapacity Benefit but some of this group who are economically inactive, would like to work.</p> <p>The available data on qualifications and education shows the situation in West Dunbartonshire to be mixed. The area has fewer new graduates per head than either the West of Scotland or the UK but has a smaller amount of adults with no qualifications. A majority of graduates do not find work in West Dunbartonshire after graduation with only 12% working in the local area. The prospects however, of those who do possess degree level qualifications are very good both, in their employment rate and average earnings which are much higher than those of people with no qualifications.</p>					
	<u>Local outcomes</u>	Relevant Indicators	Frequency	Data Source	Baseline (2006/07)	Local Targets & Timescales
	Attract and support the development of new and emerging businesses and support the sustainability and growth of existing businesses <i>(Corporate Objective which relates to National Indicator 2)</i>	Net business start ups -new registrations less de-registrations (CPI)	Annual	NOMIS	30	80 (2011/12) Corporate Plan
		Number of Registered Enterprises	Annual	Scottish Corporate Sector Statistics	1,695	
Rate of Net Business Registrations per 10,000 population (CPI)		Annual	Dept of Business Enterprise & Regulatory Reform	167		
Reduce unemployment and create employment in key sectors	Claimant Count - Percentage of working age people claiming JSA	Quarterly	DWP Recipients of JSA	4.3%		
	Percentage of the total population who are workless	Annual	Scottish Neighbourhood Statistics	20.2%		

		Number of the male population who are workless	quarterly	Scottish Neighbourhood Statistics	6130	
		Number of the female population who are workless	quarterly	Scottish Neighbourhood Statistics	5420	
		Number of people employed in key business sectors (tourism, healthcare, manufacturing)	Annual	Scottish Corporate Sector Statistics	To get	
	Increase the social economy turnover <i>(National Indicator 13)</i>	Value of the social economy turnover	Annual	WD CSVS	To get from CSVS	
	Required Actions/Commitment by local partners for these outcomes	<ul style="list-style-type: none"> • Improved integrated approach to business start-up and growth programmes • Further develop range of Worklessness initiatives • Increase in opportunities for learning, skill development and leisure pursuits • Deliver a range of work-focused training opportunities. • Promote and ensure wider participation in adult learning opportunities for all. • Encourage and support the voluntary and community sector to develop new skills and provide a route into both formal and informal education. • Further develop social economy initiatives in areas such as housing, social care, training and development, construction, community finance and environmental action • Develop and promote opportunities for volunteering, community engagement, informal learning and other meaningful activity as ways to help people move closer to employment. 				
Scottish Government required action/commitment to support delivery of local outcome	[to add]					

<p>National Outcome</p> <p>NO-3 Our people are better educated, more skilled and more successful</p>	Local Context					
	<p>5-14 levels achieved by pupils have been chosen to measure pupils' attainment in primary schools. Although the Scottish Executive ended national publication of 5-14 data in 2004, we have entered a consortium of 16 Scottish local authorities that have agreed to share these results and this allows us to benchmark against the consortium's average. Primary 5-14 performance has levelled off in recent years, however our results have consistently exceeded the consortium average in both reading and mathematics and matched it in writing.</p> <p>Percentages of pupils achieving whole school measures of SQA exam results have been chosen to measure pupils' attainment in the latter stages of secondary education. There are a large number of possible measures and we have chosen two representative measures for each of S4, S5 and S6.</p> <p>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 slightly lower than both the national averages and our comparator group averages for the last five years. This pattern is repeated for the two S5 measures. 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 (University entrance standard) has been somewhat lower than both the national averages and our comparator group averages for the last five years.</p> <p>80% of primary schools had positive inspection reports in the 2006-07 session. This is based on 4 out of the 5 schools inspected during the 2006-07 session receiving an adequate or better rating for all 3 of the core subset of Quality Indicators. 50% of secondary schools had positive inspection reports in the 2006-07 session. This is based on 1 out of the 2 schools inspected during the 2006-07 session receiving an adequate or better rating for all 3 of the core subset of Quality Indicators.</p> <p>We have already achieved our 10-year target to wipe out functional illiteracy across the core skills for 5 – 14 year-olds. The strategies we used recently won a national Children's Service award.</p>					
	<u>Local outcomes</u>	Relevant Indicators	Frequency	Data Source	Baseline (2006/07)	Local Targets & Timescales
	<p>To improve achievement and attainment in the core skills of literacy, numeracy and community-based life-long learning</p> <p><i>(Corporate Objective)</i></p>	Average Percentage of P3,4 6 & 7 Pupils at expected 5-14 level or better in Reading	Annual	WDC	84%	86% by June 2008 (National Priority)
Average Percentage of P3,4 6 & 7 Pupils at expected 5-14 level or better in Writing		Annual	WDC	76%	79% by June 2008 (National Priority)	
Average Percentage of P3,4 6 & 7 Pupils at expected 5-14 level or better in Mathematics		Annual	WDC	86%	86% by June 2008 (National Priority)	

	Percentage of Secondary (S4) Pupils achieving 5 or more passes at SCQF Level 3 or better	Annual	ScotXed	89%	
	Percentage of Secondary (S4) Pupils achieving 5 or more passes at SCQF Level 5 or better	Annual	ScotXed	28%	
	Percentage of Secondary (S5) Pupils achieving 3 or more passes at SCQF Level 6 or better	Annual	ScotXed	17%	
	Percentage of Secondary (S5) Pupils achieving 5 or more passes at SCQF Level 6 or better	Annual	ScotXed	7%	
	Percentage of Secondary (S6) Pupils achieving 5 or more passes at SCQF Level 3 or better	Annual	ScotXed	94%	
	Percentage of Secondary (S6) Pupils achieving 5 or more passes at SCQF Level 6 or better	Annual	ScotXed	14%	
	Percentage of pupils completing vocational options	Annual	WDC	08/09 establish baseline data	
	Percentage of adults successfully completing classes targeted at improving literacy and numeracy	Annual	WDC	08/09 establish baseline data	
	Improve the perception of schools from the perspective of outside bodies and residents	Annual	WDC from HMIE data	80% (4 of 5)	

	<i>(Similar to National Indicator 8)</i>	Percentage of secondary schools with positive inspection reports	Annual	WDC from HMIE data	50% (1 of 2)	
	Required Actions/Commitment by local partners for these outcomes	[to add]				
	Scottish Government required action/commitment to support delivery of local outcome	[to add]				

National Outcome NO-4 Our young people are successful learners, confident individuals, effective contributors and responsible citizens	Local Context Both achievement and attainment are measured to provide a picture of the broader personal outcomes associated with the learning and development of the All Round Individual rather than concentrating our attention on academic successes alone. Opportunities to increase young people’s awareness of their roles and responsibilities as citizens in a democratic society continue to expand through a wide range of programmes and strategies delivered in partnership with voluntary and statutory sector agencies. [need more about actual rates and actual activities/structures etc]					
	<u>Local outcomes</u>	Relevant Indicators	Frequency	Data Source	Baseline (2006/07)	Local Targets & Timescales
	Improve participation rates in non-compulsory activities	Participation rates of children and young people in representative structures	Annual	WDC	07/8 to be base-line year	
		Participation rate in 5 defined achievement activities	Annual	WDC	07/8 to be base-line year	
		Participation rate in cultural, artistic and sporting activities	Annual	WDC	07/8 to be base-line year	
	Required Actions/Commitment by local partners for these outcomes	[to add]				
	Scottish Government required action/commitment to support delivery of local outcome	[to add]				

<p>National Outcome</p> <p>NO-5 Our children have the best start in life and are ready to succeed</p>	Local Context					
	<p>West Dunbartonshire Council is committed to the development of integrated services for children and families. The development of pre-school education is seen as a key element of the Authority's wider strategic goals.</p> <p>The role of parents is vital to a child's learning. It is the authority's intention to work in a partnership with parents to develop children's skills and attitudes and to provide them with the best possible start in life.</p> <p>The strategic plan developed by West Dunbartonshire Council will provide direction for the development of pre-school curriculum. This will include performance monitoring in terms of the quality of provision and relevant indicators.</p> <p>The inspection process for pre-school establishments uses one initial set of outcome standards. West Dunbartonshire Council will work to ensure that all efforts will be made to increase the quality of staff's interactions with children while broadening the range and quality of experience offered to them.</p> <p>[need more quantitative data here]</p>					
	<u>Local outcomes</u>	Relevant Indicators	Frequency	Data Source	Baseline (2006/07)	Local Targets & Timescales
	Increase the proportion of pre-school receiving positive inspection reports <i>(Similar to National Indicator 12)</i>	Percentage of pre-school centres with positive inspection reports	Annual	HMIE	tbd	
	Improve early years attainment	Percentage of P3 Pupils exceeding expected 5-14 level or better in Reading	Annual	WDC		
		Percentage of P3 Pupils exceeding expected 5-14 level or better in Writing	Annual	WDC		
		Percentage of P3 Pupils exceeding expected 5-14 level or better in Mathematics	Annual	WDC		
Average number of words read in P1 literacy base-line assessment		Annual	WDC (under review)			
Indicator(s) from GIRFEC (TBD)						

	Required Actions/Commitment by local partners for these outcomes	[to add]
	Scottish Government required action/commitment to support delivery of local outcome	[to add]

National Outcome	Local Context
<p>NO-6 We live longer and healthier lives</p>	<p>Our social work teams provide support services to older people and those with disabilities who require care and support to live longer healthier lives in the community. The main aims of our community care service are to have more vulnerable older people looked after at home and improve the overall standard and efficiency of community care services. We are personalising care packages for these vulnerable groups and providing improved support to their carers. Whilst we have amongst the highest level of homecare provision per person in Scotland we need to further improve the flexibility of the service. Outcome measures related to client and carer satisfaction levels are being developed nationally. We are aiming to reduce to zero the number of delayed hospital discharges into appropriate care settings.</p> <p>The key health improvement challenges are the increasing levels of alcohol and drug misuse, higher-than average smoking rates, low levels of physical activity and poor diet and nutrition. Alcohol abuse (and the social problems associated with it) and alcohol-related disease are particular problems – the levels are amongst the highest in Scotland. Breastfeeding rates are the lowest in Scotland. In addition, suicide rates are high and the area has the highest levels of reported domestic abuse in Scotland. Mental health challenges include high levels of stress, depression, self-harming and anxiety.</p> <p>West Dunbartonshire has the second lowest figure in the UK for male life expectancy. The prevalent high rates of alcohol and tobacco use when added to the rates of drug use, in conjunction with poor diet and lack of exercise go some way to explaining the low life expectancy and poor healthy life expectancy rates. The female life expectancy in West Dunbartonshire in 2003-2005, 77.5 years, was almost two years less than the average value for females in Scotland.</p> <p>Drug misuse in West Dunbartonshire is a significant and longstanding problem. The impact of drug misuse is felt not only on the individual and their families but also in the wider community where drug use and its consequences have strong negative impacts. In the last year there were 400 new individuals reported to the Scottish drug misuse database, this compares to 63 new cases in East Dunbartonshire in the same period. More worrying of these new cases in West Dunbartonshire 23 are in the younger age groups 15-19. The majority of individuals (177) are in the 20-29 age group, 145 in the 30-39 age group, and 55 are aged 40+. The proportion of problem drug users aged 15-24 years in West Dunbartonshire is estimated to be 2.2% in 2003 compared to 1.8% for Scotland. Whereas the proportion of problem drug users declined considerably in Glasgow City between 2000 and 2003, the proportion in West Dunbartonshire increased slightly</p> <p>The prevalence of both active and passive smoking are high in West Dunbartonshire. Currently, the smoking rate for West Dunbartonshire is estimated at 39.8%, higher than the national average. Eighteen percent of people reported smoking everyday and 4% reported smoking some days. The proportion of 13 and 15 year olds classed as ‘regular smokers’ by gender in 2002 was considerably higher in West Dunbartonshire than in Glasgow City where 10% of boys and 17% of girls smoked regularly compared to 6% and 11% of Glaswegian boys and girls, respectively. It is estimated that 62.5% of West Dunbartonshire residents are exposed to second-hand smoke most or some of the time compared to 54.9% in Glasgow.</p> <p>Almost 25 percent of West Dunbartonshire residents are estimated to exceed the recommended weekly units of alcohol. Of residents of West Dunbartonshire who had consumed alcohol at all in the past week, almost 50% of were estimated to have exceeded recommended weekly units of alcohol. Thirty seven percent of residents of West Dunbartonshire admitted to binge drinking in the last week. Thirteen percent of men and 11% of women reported drinking above the recommended weekly units of alcohol in the last week. The proportion of 13 and 15 year olds who had drunk alcohol during the last week by gender in 2002 was 26% of boys and 30% of girls. These high rates of alcohol consumption in West Dunbartonshire are of particular concern given the link between alcohol abuse and domestic accidents, drunk-driving, and alcohol-related illness. The incidence of cirrhosis in West</p>

Dunbartonshire has steadily climbed since 1985

There is a high rate of obesity in West Dunbartonshire; fifty-two percent of West Dunbartonshire residents, who provided estimates of their weight and height used to calculate body mass index, were deemed to have a BMI exceeding or equalling 25, compared to just 42.2% of their Greater Glasgow equivalents.

Thirty-six percent of residents of West Dunbartonshire reported taking at least 30 minutes of moderate exercise 5+ times per week compared to 50.4% in Greater Glasgow. 11 Forty-nine percent of residents of West Dunbartonshire reported that they had taken part in moderate exercise on most days of a typical week¹². Almost twenty one percent of West Dunbartonshire residents reported taking at least 20 minutes of vigorous exercise 3+ times per week compared to 28.1% in Greater Glasgow¹³, with 13% of residents reportedly taking part in vigorous exercise at least three times a week¹⁴.

Just twenty three percent of West Dunbartonshire residents consume at least 5 portions of fruit and/or vegetables per day compared to 30% of Greater Glasgow residents¹⁶. There is a marked difference between the two areas in the proportion of residents who reported that they consumed at least two high-fat snacks per day. Forty six percent of West Dunbartonshire residents reported doing this compared to just 32% in Greater Glasgow.

In West Dunbartonshire the rate of babies being breast fed at 6 weeks is very low with only 20% of babies still being breastfed at 6 weeks; this is the lowest proportion of children being breastfed at this age of any Scottish Local Authority.

West Dunbartonshire has a higher rate of cancers than the rest of Scotland. The excess is largely due to respiratory and head & neck cancers. Their changing patterns over time mirror patterns of cigarette smoking and alcohol consumption.

<u>Local outcomes</u>	Relevant Indicators	Frequency	Data Source	Baseline (2006/07)	Local Targets & Timescales
Increase percentage of people over 65 with high levels of care needs who are cared for at home <i>(National Indicator 26 – relates to Corporate Objective – ‘Shift the balance of care for older people towards care at home’)</i>	Total number of homecare hours provided as a rate per 1,000 population aged 65+ (SPI, CPI)	Annual	Audit Scotland SPI	750.5	Maintain at current levels
	Percentage of homecare clients aged 65+ receiving personal care (SPI, CPI)	Annual	Audit Scotland SPI	62.5%	Increase to 70% by 2011/12
	Percentage of people 65+ with intensive needs receiving care at home	Annual	National Outcomes for Community Care	tbd	
	Delayed discharge per 1,000 population (number of patients waiting more than 6 weeks for discharge to appropriate setting) – (CPI)	Quarterly	GGHB ISD	23 in target time 12 outside target time	Reduce to 0

Improve adult community care services <i>(Corporate Objective)</i>	Average time taken to provide community care services (CPI, SPI)	Annual	Audit Scotland SPI	21	
	Number of people 65+ admitted twice or more as an emergency who have not had an assessment per 100,000 population	Annual	National Outcomes for Community Care	tbd	
Improve support to carers <i>(Corporate Objective)</i>	Percentage of users and carers satisfied with their involvement in the design of care packages	Annual	National Outcomes for Community Care	tbd	
Increase healthy life-expectancy at birth in deprived areas <i>(National Indicator 16)</i>	Male life expectancy		GROS	71.8 (Scotland 74.6)	
	Female life expectancy		GROS	77.7 (Scotland 79.6)	
	Healthy-Life Expectancy in 17.5% deprived areas (M)		ISD (HLE in Scotland)	55.9	
	Healthy-Life Expectancy in 17.5% deprived areas (F)		ISD (HLE in Scotland)	61.6	
Reduce deaths amongst the under 75s from coronary heart disease in deprived areas <i>(National Indicator 21)</i>	Death rate for under 75s from CHD in WD CHP area		Community Health Profile, SIMD and GROS		
	Deaths for under 75s from CHD in 17.5% deprived areas	Annual	Scottish Neighbourhood Statistics	49	
Improve diet and nutrition <i>(Corporate Objective- Relates to National Indicator 14 – Reduce the rate of increase in proportion of children with BMI outside healthy range')</i>	Percentage of babies breast-feeding at 6 weeks (CPI)	Annual	Scottish Neighbourhood Statistics	20.02%	
	Uptake of School Meals-Primary (CPI)	Annual	Scottish Government Statistics	78%	Increase to 85% by 2011/12

		Uptake of School Meals- Secondary (CPI)	Annual	Scottish Government Statistics	54%	Increase to 65% by 2011/12
		Uptake of School Meals- Special Schools	Annual	WDC		
		Percentage of population with Body Mass index of 25 or over	One-off 2005 survey – may be repeated	Greater Glasgow Health & Well Being Study 2005 (Q25)	52% (05/06)	
		Proportion of children regarded as obese in Primary 1		School survey to be developed (08/09 baseline year)		
Increase levels of physical activity <i>(Corporate Objective)</i>		Number of attendances per 1,000 population to all pools (CPI, SPI)	Annual	Audit Scotland SPI	4,081	Increase to 4,165 by 2011/12
		Number of attendances per 1,000 population for indoor sports and leisure facilities (CPI, SPI)	Annual	Audit Scotland SPI	4,140	Increase to 4,370 by 2011/12
		Percentage of Citizens Panel members who never or rarely take part in exercise (CPI)	Bi-Annual	WD Citizens Panel	58%	Reduce to 50% by 2011/12
		Percentage of population taking at least 30 minutes of moderate exercise 5+ times per week or at least 20 mins of vigorous exercise 3+ times per week	One-off 2005 survey – may be repeated	Greater Glasgow Health & Well Being Study 2005 (Q27b,c)	47.3%	

<p>Improve adult mental well-being</p> <p><i>(Relates to National Indicator 15 and Corporate Objective 'Promote positive mental health')</i></p>	<p>Estimated percentage of population prescribed drugs for anxiety, depression or psychosis</p>	<p>Bi-Annual?</p>	<p>Scottish Neighbourhood Statistics 2002 and 2004</p>	<p>9.63% (2004)</p>	
	<p>Suicide Rate per 100,000 (Men over 15yr)</p>	<p>Annual</p>	<p>GRO</p>	<p>40.7 (04/05)</p>	
	<p>Percentage of population with positive perception of general mental or emotional well being</p>	<p>One-off 2005 survey – may be repeated</p>	<p>Greater Glasgow Health & Well Being Study 2005 (Q28c)</p>	<p>74.9% (05/06)</p>	
	<p>% of Citizens Panel members who describe themselves as 'very' or 'fairly happy' (CPI)</p>	<p>Bi-annual</p>	<p>Citizens Panel survey</p>	<p>76% Nov 2006</p>	<p>Increase to 81% by 2011/12</p>
	<p><i>Indicator(s) to be developed from new Mental Health & Well-Being Study (J Parkinson)</i></p>				
<p>Reduce the percentage of the adult population who smoke</p> <p><i>(Relates to National Indicator 17 and Corporate Objective 'Reduce levels of smoking')</i></p>	<p>Deaths from smoking-related diseases per 1,000 population</p>	<p>Annual</p>	<p>GROS</p>	<p>Not yet available at LA level</p>	
	<p>Percentage of Citizens Panel Members who smoke (CPI)</p>	<p>Bi-Annual</p>	<p>Citizens Panel</p>	<p>26% (Nov 2006)</p>	<p>Reduce to 20% by 2011/12</p>
	<p>The modelled estimate of smoking prevalence in persons aged 16+ as a percentage of the population (CPI)</p>	<p>Bi-annual? Or one-off</p>	<p>NHS, ISD and ASH (2007) - An Atlas of tobacco smoking in Scotland Table 31</p>	<p>33.3% (07/08)</p>	
	<p>Percentage of Adult Population who smoke</p>	<p>Bi-Annual</p>	<p>Scottish Household Survey</p>	<p>30% (05/06)</p>	

	Percentage of residents currently smoking	One-off 2005 survey – may be repeated	Greater Glasgow Health & Well Being Study 2005 (Q14)	39.8% (05/06)	
	% of young people (12-15) smoking		CHP Pupil survey or SALSUS	To be developed	
	Proportion of live singleton births of low birth rate		Scottish Neighbourhood Statistics	31.6% (03-05) Scotland 25.1%	
Reduce harmful alcohol consumption <i>(Relates to National Indicator 18 and Corporate Objective ‘Reduce levels of alcohol consumption’)</i>	Deaths from Alcohol – related diseases (Cirrhosis and Chronic liver disease) per 1,000 population	Annual	GROS	23	
	Hospital admissions for alcohol misuse - rate per 100,000 population	Bi-Annual	Scottish Neighbourhood Statistics 1999-2002 and 2001-2004	851.15 (01-04)	
	Percentage of 12-15 year olds reporting never or rarely to have been drunk	Annual	WD CHP Pupil survey (tbd) or SALSUS		
	Percentage of population exceeding weekly recommended units of alcohol	Annual	Greater Glasgow Health & Well Being Study 2005 (Q17)	24.8% (05/06)	

	Decrease the number of problem drug users	Drug-Related Deaths per 100,000 population	Annual	GROS	12 (06/07)	
	<i>(Relates to National Indicator 29 and Corporate Objective ‘Reduce use of illegal drugs’)</i>	New individuals reported to the Scottish Drug Misuse Database - both sexes - all ages; rate per 100 000	Annual	Scottish Neighbourhood Statistics	442	
		Percentage of secondary school pupils reporting they had not taken any illegal drugs/solvent in the past year	To be determined	WD CHP Pupil Survey 2006 (or use SALSUS data)	85.5%	
		Percentage of problem drug users among 15-54 year olds	One-off survey –may be repeated	Glasgow University Prevalence Study	2.14% (2000) 2.22% (2003)	
	Required Actions/Commitment by local partners for these outcomes	<ul style="list-style-type: none"> • Further improve personalised care packages for vulnerable groups • Provide improved support to their carers. • Health Improvement actions (to add) - Align SOA with HEAT Targets/commitments, actions etc • Improve the range and standard of our swimming pools, leisure centres and Sports Development facilities. • Develop Open Space Strategy which will review green and open spaces to improve their quality and increase recreational use. • Implement an Access Strategy and improve access with better footpaths by developing Core Path Network. • 				
	Scottish Government required action/commitment to support delivery of local outcome	[to add]				

<p>National Outcome</p> <p>NO-7 Tackle the significant inequalities in our society</p>	<p>Local Context</p> <p>The Scottish Index of Multiple Deprivation ranks West Dunbartonshire Council as the 4th poorest Local Authority in Scotland. Poorer people have worse health and a shorter life than their better off neighbours, poorer educational experiences and sometimes poor choices can compound all the problems that come with being poor. We are committed to working to alleviate the worst aspects of poverty, focussing on vulnerable individuals and implementing policies and strategies with our community planning partners.</p> <p>One in five people in West Dunbartonshire is classed as income deprived (19.6% of the population). This is the second highest in Scotland. Wages in West Dunbartonshire are low compared to the Scottish average. Gross average weekly earnings at £414 are 6.1% lower than the Scottish average, however men’s wages are only 2.6% lower compared to the Scottish figure, whilst the figure for women is 9% lower. Our anti-poverty strategy aims to prevent individuals or families from falling into poverty, to provide routes out of poverty and to sustain individuals or families in a lifestyle free from poverty.</p> <p>Other key objectives are to eradicate fuel poverty by 2016 (by a range of energy efficiency measures) and to increase benefits uptake - through a range of welfare rights initiatives aimed at ensuring that everyone (and particularly people in ill-health) obtain all the benefits they are entitled to.</p> <p>Up to a fifth of the population of Scotland are affected by disability. Despite economic growth and general improvements in the health of the population the number of people claiming disability related benefits continues to increase. The employment rate of disabled people remains low with employment and equality legislation having only a modest impact on overall employment rates. In West Dunbartonshire, employment rates for people with a disability are low at 40% compared to an employment rate of 74% for the area as a whole. One of our priorities is to create new employment and training opportunities for people with a learning disability, mental health problems, criminal records and addiction issues</p> <p>We will assess the impact of proposed and existing policies and key services on equal opportunity and health improvement by introducing agreed Equalities Impact Assessment procedures into the policy-making process and into reviews of key services. We will comply with all legislative requirements relating to disability, race, gender and sexual orientation and promote these duties throughout the council and with our partners. We will ensure we meet equal opportunities requirements in employment policies and practices.</p>					
	<u>Local outcomes</u>	Relevant Indicators	Frequency	Data Source	Baseline (2006/07)	Local Targets & Timescales
	Decrease the proportion of people living in poverty <i>(National Indicator 10)</i>	Percentage of the total population who are income-deprived	Annual	Scottish Exec 2006 SIMD Report	19.6% (05/06)	
		Gross Median weekly earnings Total	Annual	ASHE	£414.0	
	Gross Median weekly earnings Male	Annual	ASHE	£469.20		

	Gross Median weekly earnings Female	Annual	ASHE	£346.60	
	Percentage graduates in workforce	Annual	Labour Force Survey	11% (07/08)	
	Percentage of workforce with no qualifications (less than SCQF5)	Annual	Labour Force survey	21.2%	
	Number of Working Poor	Annual	HMRC Child and Working Tax Credits, 12/ 07	4,000	
	Net number of data zones moving in/out of lowest 15% of deprivation in Scotland	Annual	SIMD		
	Create new employment and training opportunities for people with a learning disability, mental health problems, criminal record and addiction issues <i>(Corporate Objective which addresses National Indicator 30)</i>	Annual	Working With Families- reduction in claimants	To get	
	Extend access to financial services or reduce levels of debt	Bi-Annual	SHS	To get (need LA Breakdown)	
	Increase benefits uptake <i>(Corporate Objective)</i>	Annual	WDC (Welfare Rights)	TBD	
	Reduce fuel poverty <i>(Corporate Objective)</i>	Annual	From Scottish Power??		
	HECA statistics		WDC HECA	TBD	

	Promote and facilitate access that recognises the transport requirements of all <i>(SPT outcome)</i>	% of population living up to 800m of rail with a half-hour service or up to 600m of bus stops with at least 6 buses per hour or up to 400m from a bus stop with an hourly service		SPT	Work ongoing to establish baseline	
	Promote equal opportunities throughout West Dunbartonshire	% of Council plans, policies and strategies subjected to Integrated Impact Assessment	Annual	WDC Survey	07/08 baseline year	100%
		% of Council buildings in which all public areas are suitable and accessible to disabled people	Annual	Audit Scotland SPI	34%	Increase to 55% by 2011/12 (Corporate Plan)
	Reduce Hate Crime	<i>Indicator to be developed</i>				
	Required Actions/Commitment by local partners for these outcomes	<ul style="list-style-type: none"> • Re-launch Anti-Poverty Strategy • Carry-out Integrated Impact assessments • SPT to improve planning and integration of bus services 				
	Scottish Government required action/commitment to support delivery of local outcome	[to add]				

National Outcome NO-8 Improve life chances for children, young people and families at risk	Local Context <p>West Dunbartonshire Council is committed to increasing social inclusion together with strategies for enterprise and lifelong learning. A key aspect of this is the opportunities offered to young people to become economically active and to adopt a learning for life approach to their development.</p> <p>In West Dunbartonshire at May 2007 there were 1,100 families with children where no one was in work, and a further 1770 Lone Parents claiming Income Support. This means that there are 2,070 children in West Dunbartonshire living in families where all income is derived from benefits. This figure accounts for around 50% of all poor children.</p> <p>We will improve the quality of care being offered to children in our charge through the new initiative of 'corporate parenting' where senior members of our staff take a direct interest in individual children's well-being. The Integrated Children's Service Plan sets out in more detail how we plan to work with partners and across many council service areas to improve services to children.</p> <p>West Dunbartonshire Council is one of seven NEET hotspots proposed by the Scottish Government as an area of particular challenge where targeted action will make a substantive difference. Most young people are supported by parents, friends and school. This support is not available to all young people (such as care leavers, young offenders and low attainers), therefore a key component of the infrastructure required for the NEET group is support services which can help prepare them for, signpost them to, and sustain them in potential education, employment and training opportunities, often within an integrated service approach. The local outcomes are designed to stem the flow of school leavers into negative destinations and to develop the employability of young people for the world of work.</p> <p>[more on NEET data and comparisons]</p>					
	<u>Local outcomes</u>	Relevant Indicators	Frequency	Data Source	Baseline (2006/07)	Local Targets & Timescales
	Decrease the proportion of 16-19 year olds not in Employment, Education Training <i>(Addresses National Indicator 7 – Increase proportion of school leavers in positive and sustained destinations)</i>	% of 16-19 year olds not in Employment, Education or Training (NEET) (CPI)	Bi-Annual?	Scottish Executive study	16.5%	
	Reduce Child Poverty	Percentage of children (0-15) living in a household where the adult is of working age and receives IS/JSA	Annual	Scottish Executive Green book for GAE + SIMD	29.1% (05/06)	
	Percentage of five-year olds requiring no dental work	Annual		To get		
	Teenage Pregnancies aged 13-19 Rate per 1,000	Annual	SNS	47.8% (03/04)		

	women				
<p>Provide opportunities to enable young people to have positive chances and make positive choices in their life</p> <p><i>(Part of National Indicator 7 – Increase proportion of school leavers in positive and sustained destinations)</i></p>	Percentage of 16 or 17 year olds ceasing to be looked after attaining at least one SCQF level 3 in at least one subject (CPI, SPI)	Annual	Audit Scotland SPI	60%	
	Percentage of 16 or 17 year olds ceasing to be looked after attaining SCQF in English and Maths (CPI, SPI)	Annual	Audit Scotland SPI	31.1%	
	Percentage of school leavers in positive destinations	Annual	Scottish Government Statistics-Destinations of Leavers 2006/07 Table 17	85%	
	Average tariff score of lowest performing 20% of pupils in S4	Annual		55	
	Required Actions/Commitment by local partners for these outcomes	<ul style="list-style-type: none"> • Implementation of Integrated Children’s service plan • Corporate Parenting • Implement Youth Strategy • Develop Early Years Parenting strategy • Implement action plan from HMIE Child protection inspection 			
Scottish Government required action/commitment to support delivery of local outcome	[to add]				

<p>National Outcome</p> <p>NO-9 We live our lives safe from crime, disorder and danger</p>	<p>Local Context</p> <p>The total numbers of crimes recorded in West Dunbartonshire in 2005/6 stood at 9,101, of these 3,401 were crimes of dishonesty, and 457 were non-sexual crimes of violence. The clear up rate for total crimes in that period was 45% with a clear up rate of 37% for crimes of dishonesty and 52% for non-sexual crimes of violence. [need to compare this with Scotland]</p> <p>In the Scottish Household survey people were asked about their perceptions of their safety when home alone at night. In West Dunbartonshire 66% of people said they felt very safe at night, this increased by 1% in the 20% most deprived areas, but neither figures compare well against the Scottish average figure of 76%. However, 30% of people in non-deprived areas and 26% of people in the most deprived areas felt fairly safe at home at night and this figure does compare well against the national figure of 21%. [need to compare this with Scotland]</p> <p>There is also a challenge in reassuring communities, as the fear of crime or disorder is often significantly higher than the actual rate of incidents. Crime related to drug addiction is a serious issue and we will work with a variety of agencies to reduce dependency. Violent behaviour, including domestic abuse, is an increasing issue both locally and nationally. Rates of domestic abuse are the 2nd highest in Scotland. We take this issue very seriously and the Clydebank area is part of the new National Pathfinder initiative aiming to explore new ways to tackle this. We have set up CARA (Challenging and Responding to Abuse) – a free and confidential service for women and children experiencing domestic abuse.</p> <p>Our Community Safety Partnership has developed a comprehensive Anti-Social Behaviour strategy with a large number of detailed indicators of progress – which are described in their 2007 monitoring report. As a major local housing provider we will directly address anti-social behaviour (through community wardens for example) and fear of crime (through CCTV and better street and community lighting). We will continue to support diversionary activities (as described in our Youth Strategy and Integrated Children’s Service Plan for young people such as ‘The Pulse’ and ‘Y-Sort-it’ which are key in tackling anti-social behaviour at source.</p> <p>Improving our performance within the criminal justice partnership and in child protection plays an important part in reducing anti-social behaviour. Maximisation of the amount of time of community service orders served each week will contribute to reducing repeat offending as will improving our efficiency in providing background reports to hearings and ensuring that children are supervised efficiently and will help keep children and young people safer</p> <p>Accidents, including falls and fires in the home and road traffic accidents affect different age groups. Improving road safety is an important part of our approach to enhancing community safety, through initiatives such as Kerbcraft we are aiming to reduce road accidents involving children and teach a new generation of citizens. [add stats and comparisons] We are also tackling the number of road accidents involving young drivers through the ‘Safe Drive-Stay Alive’ multi-Agency project aimed at S5/6 school pupils and their passengers</p> <p>[more on baseline data and comparisons]</p>				
	<p><u>Local outcomes</u></p>	<p>Relevant Indicators</p>	<p>Frequency</p>	<p>Data Source</p>	<p>Baseline (2006/07)</p>
<p>Reduce overall crime victimisation rates</p> <p><i>(National Indicator 24)</i></p>	<p>No. of Non-Sexual Crimes of Violence in West Dunbartonshire based on crime group 1 per 1,000 population</p>	<p>Annual</p>	<p>2006/07 Police statistics</p>	<p>42</p>	<p>Reduce relative to 5-year average (SP Divisional Plan)</p>

		No. of Acquisitive Crimes y in West Dunbartonshire based on crime group 3 per 1,000 population	Annual	2006/07 Police statistics	366	Reduce relative to 5-year average (SP Divisional Plan)
	Reduce Domestic Abuse	Rate of reporting of Domestic Abuse in West Dunbartonshire per 1,000 population	Annual	Scottish Executive: Domestic Abuse Recorded by the Police in Scotland, 2005-06	1292 (05/06)	
		Rates of referral (<i>Possible indicator to be developed</i>)	Annual	CARA and National Domestic Abuse helpline		
	Increase positive public perception of public safety in their local area (<i>National Indicator 31 – which relates to Corporate Objective 'Reduce Fear of Crime'</i>)	Percentage of residents stating that they do not feel safe in their neighbourhood after dark (CPI)	Annual	Local Anti-Social Behaviour survey	50%	39%
		Percentage of residents stating that they feel very or fairly safe	Bi-Annual	Scottish Household Survey		
		Percentage of residents concerned about personal safety due to Anti-social behaviour	Annual	Local Anti-Social Behaviour survey		
		Percentage of street lighting stock upgraded to "white light"	Annual	WDC Roads Dept		
	Reduce anti social behaviour (<i>Corporate Objective</i>)	No. of anti-social offences in West Dunbartonshire based on crime groups 4, 5, and 6 per 1,000 population (CPI)	Annual	2006/07 Annual SP Performance Report	584	480

		No of reported incidents of vandalism and public drunkenness	Annual	Local Police statistics		
		No of reported incidents of Breach of the Peace, Urinating in public and breaking WDC alcohol bye-laws	Annual	Local Police statistics		
		Satisfaction with what local agencies are doing to tackle anti-social behaviour (CPI)	Bi-Annual	Scottish Household survey 2005/06 Table 4.44	54% (05/06)	
		No of incidents of Fire-Raising	Annual	Local SF&R statistics		
		No of reported incidents of disturbance related to Domestic Noise	Annual	Local Police statistics		Increase rate of reporting but reduce number of incidents
		No of reported incidents of disturbance related to Youth disorder	Annual	Local Police statistics		Increase rate of reporting but reduce number of incidents
		No of reported Neighbour disputes	Annual	Local Police statistics		Increase rate of reporting but reduce number of incidents
		Reduce overall reconviction rates and repeat offending <i>(National Indicator 23 –which relates to Corporate Objective – ‘Reduce Re-offending rates’)</i>	Average number of hours per week taken to complete Community Service Orders (CPI, SPI)	Annual	Audit Scotland SPI	3.5
	Completion rate of Community Service Orders		Wdc data (to be developed)			

	Reduce Youth Crime	Rates of Youth Crime (No of children referred to the Reporter on offence grounds as % of population)	Annual	SCRA Annual Report	4.7%	
		% of re-referrals within 6-months of previous hearing	Annual	SCRA Annual Report		
	Reduce drug related crime and increase detection rate <i>(Corporate Objective)</i>	Number of recorded offences of supplying and possessing drugs as recorded by Strathclyde Police (CPI)	Annual	Strathclyde Police stats 06/07	To get data	Increase detections
		% of respondents stating drug misuse/dealing is very or fairly common in their area (CPI)	Bi-Annual	ASBOA survey	Baseline 22% in 06/07	
	Improve road safety <i>(Corporate Objective)</i>	Number of adults or children killed or seriously injured in road accidents and rate per million vehicle kilometres (CPI)	Annual	Scottish Government – Road Accident Statistics tables 40/41	<i>To get data</i>	Reduce number by 40% on 2001 baseline (by?)
		Number of children killed or seriously injured in road accidents and rate per million vehicle kilometres	Annual	Scottish Government – Road Accident Statistics tables 40/41	<i>To get data</i>	Reduce number by 50% on 2001 baseline (by?)
		Number of persons slightly injured in road accidents and rate per million vehicle kilometres	Annual	Scottish Government – Road Accident Statistics tables 40/41	<i>To get data</i>	

	Required Actions/Commitment by local partners for these outcomes	<ul style="list-style-type: none"> • Commitment by partners (WDC, police, health and fire/rescue) to key role for multi-agency work through Community Safety Partnership which is currently preparing its first multi-agency Strategic Assessment which will provide an analysis of local issues and prioritise for action. • Multi agency work on fire-raising and Anti-Social Behaviour • 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 redeployable cameras. • Implement action plan from HMIE Child protection inspection • Kerbcraft to continue as a key road safety topic in local primary school curriculum
	Scottish Government required action/commitment to support delivery of local outcome	Support for Strategic Assessment process through national co-ordination and training and support for Scottish Community Safety Network.

National Outcome NO-10 Design high quality sustainable places to live with good access to services and amenities	Local Context <p>The new Local Plan (currently at Finalised Draft 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 for the benefit of all, whilst maintaining and enhancing environmental quality. We will improve the efficiency of the planning process and establish new indicators to measure the effectiveness of the implementation of our planning policies related to sustainability</p> <p>The Scottish Household Survey measures local people’s satisfaction with the provision of local services (such as access to a post office, bank or cash machine, access to a doctors surgery, chemist, or hospital outpatients service, access to public transport and to a petrol station and to local food shops and police services). West Dunbartonshire scores higher than average for satisfaction with access to public transport and to the Police. We are similar to the Scottish average for access to banking services and for shopping for small amounts of groceries and we are lower than the Scottish figure for access to Post Offices and ATM’s and telephone boxes, to Doctors surgeries and Chemists, and much lower in access to Hospital outpatient services.</p>						
	<u>Local outcomes</u>		Relevant Indicators	Frequency	Data Source	Baseline (2006/07)	Local Targets & Timescales
	Regenerate in a properly planned, co-ordinated and sustainable manner <i>(Corporate Objective)</i>		Percentage of population covered by local plans adopted within the last 5 years (SPI, CPI)	Annual	Audit Scotland SPI	100%	Maintain at 100%
			Percentage of residents finding services very or fairly convenient	Bi-Annual	Scottish Household Survey	74% (05/06)	
			Percentage of planning applications where design improvements related sustainability are successfully negotiated (proposed)	Annual	WDC Survey	08/09 establish baseline	Increase to 50% by 2011/12
Percentage of planning applications granted contrary to Local Plan environmental policies (proposed)			Annual	WDC Survey	08/09 establish baseline	Reduce to 10% by 2011/12	

	Integrate transport provision into land use, regeneration and development strategies <i>(SPT Outcome)</i>	Proportion of population within 30 minutes journey time (by public transport) of strategic employment location	Annual	SPT	07/08 baseline year (need breakdown by LA area)	
	Stabilise local traffic growth to not exceed 0.5% growth per year	Local Traffic counts		WDC/SPT (TBD)		
	Required Actions/Commitment by local partners for these outcomes	Complete adoption of new Local Plan				
	Scottish Government required action/commitment to support delivery of local outcome	Increased targets/requirements for renewable energy/energy efficiency in new build				

<p>National Outcome</p> <p>NO-11 Create strong, resilient and supportive communities</p>	<p>Local Context</p> <p>We want to develop communities in which people feel safe to live, work and enjoy their leisure time and where people of all ages demonstrate respect for each other and their environment. Our communities face challenges similar to other areas in Scotland dealing with high levels of multiple deprivation.</p> <p>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.</p> <p>Good quality housing in the right location supports social justice, economic competitiveness and sustainable development. Our aims are to provide well-located, high quality new housing, which makes efficient use of resources, identify opportunities for a choice of private housing in appropriate locations, support the provision of social rented housing and ensure that existing residential areas are protected from inappropriate development. In the past local authority rented housing formed the largest part of the total housing stock. Over the years this has changed; the national trend in the growth of owner-occupation is likely to continue as long as people prefer to own rather than rent their homes and they can afford to buy. Since 1996, 3,000 new homes have been built in West Dunbartonshire, an average of 330 per annum. Almost seventy percent 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.</p> <p>Our studies have identified that whilst 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. We have a statutory duty to ensure our own stock meets the Scottish Housing Quality Standard by 2015. We are currently evaluating options for doing this – including revising the Local Housing Strategy and reviewing 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.</p> <p>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. In total there are 43,889 dwellings in West Dunbartonshire. Owner-occupation now accounts for 25,007 dwellings or 57% of the housing stock in the West Dunbartonshire Council (WDC) area and social rented housing from WDC accounts for 11,670 dwellings or 27% of the total stock. Social rented housing from a housing association accounts for 5961 dwellings or 14% and the remaining 1251 or 3% is taken up by the private rented sector. We recognise that the appearance of these estates the empty properties and the repairs service all need resources and further improvement. We appreciate that tenants can be unhappy at the behaviour of their neighbours. We have recently refreshed the allocations policy to address this</p> <p>Homeless applications increased by 6% over the previous year. This was due largely to a change in practice recommended by Communities Scotland. The number of people being housed in permanent accommodation has risen by a further 10%. It is estimated that more than half the increase in presentations resulted in cases that ended in loss of contact prior to the decision. There was no significant change in the number of households placed in temporary furnished accommodation in 2006/7. The number of people presenting as homeless in 2006/7 in the three settlements were Clydebank - 1250, Dumbarton 631 and Vale of Leven 525. :</p> <p>The Scottish Household Survey asks people to rate their neighbourhoods as a place to live. In West Dunbartonshire 42% of people rate their neighbourhoods as very good which is 10% lower than the Scottish average figure. However when people who live in the 20% most deprived communities are asked the same question, satisfaction with their neighbourhood levels drop to 25%. When asked about satisfaction levels of how local agencies are dealing with anti-social behaviour people in West Dunbartonshire say that 10% are very satisfied which is 1% ahead of the Scottish figure and 35% are fairly satisfied which is 5% higher than the Scottish figure.</p>
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<u>Local outcomes</u>	Relevant Indicators	Frequency	Data Source	Baseline (2006/07)	Local Targets & Timescales
Increase percentage of adults who rate their neighbourhood as a good place to live <i>(National Indicator 28)</i>	Percentage of residents rating neighbourhood as a 'very good' place to live	Bi-Annual	Scottish Household Survey	42% (05/06)	
Improve the mix, quantity, location and affordability of housing in West Dunbartonshire <i>(Corporate Objective)</i>	Rate of new house building (CPI)	Annual	Scottish Government Statistics	To get data	
	Number of Affordable homes		Housing Statistics for Scotland	To get data	
Improve the quality of council housing <i>(Corporate Objective)</i>	The total percentage of the council's housing stock meeting the Scottish Quality Standard (CPI, SPI)	Annual	Audit Scotland SPI	11%	80% (2011/12)
Improve homelessness services <i>(relates to National Indicator 22)</i>	Number of unintentionally homeless households in settled accommodation	Annual	HL1 Homelessness returns		
	Percentage of Kerbcraft potentially homeless who do not go on to become homeless	Annual	HL1 Homelessness returns		
	Number of private rented and social rented tenants who become homeless	Annual	HL1 Homelessness returns		
Increase community volunteering and involvement <i>(Corporate Objective)</i>	% of Citizens Panel members who have undertaken unpaid volunteer work in the last 3 months (CPI)	Bi-Annual	CP survey Apr 2007	Baseline 33%	40% (2011/12)

		% of Citizens Panel members who attend local community or representative groups (CPI)	Bi-Annual	CP survey Nov 2006	Baseline 18%	23% (2011/12)
	Required Actions/Commitment by local partners for these outcomes	Develop, agree & implement Standard Delivery Plan for Council Housing				
	Scottish Government required action/commitment to support delivery of local outcome	[to add]				

<p>National Outcome</p> <p>NO-12 Value and enjoy our built and natural environment</p>	<p>Local Context</p> <p>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 also boasts the second highest proportion of mixed leafed woodland in Scotland, and replanting runs at several times the rate of any trees felled.</p> <p>There are also important natural heritage features. There are 56 Tree Preservation Orders within West Dunbartonshire; this number has increased in recent years as the importance trees make to the visual amenity of communities has been increasingly recognised. There are also 24 Sites of Special Scientific Interest, reflecting the importance of the flora and fauna these areas possess. Certain Sites of Special Scientific Interest such as the Inner Clyde Estuary and the River Endrick Mouth and Islands are of international importance and are recognised as such.</p> <p>The Council is in the process of completing a Nature Conservation Strategy, in which a full SINC and wildlife corridor survey is taking place. From this review, Phase 1 surveys will be carried out, and the status of SINC's (both existing and proposed) will be assessed to determine current condition. Wildlife corridors will be mapped and ranked in order of importance in terms of quality and potential habitat connectivity. This information will be used to prioritise and access funding in order to undertake positive habitat management throughout the area</p> <p>The Council is producing a Local Biodiversity Action Plan (LBAP) - co-funded by Scottish Natural Heritage. This plan will adopt an ecosystem approach to the management and enhancement of Dunbartonshire's natural heritage. At present, four main land-use types have been formalized in the LBAP: Urban, Rural, Woodland and Wetland (including Coastal), and the individual habitat and associated species action plans will be used to attract external funding for implementation. To maximize positive management of the landscape, the Council will develop 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. Designation of two areas as Local Nature Reserves (The Saltings and Brucehill Cliffs) will allow additional external funding to be sought in order to bring back such areas into positive management, which will be of obvious benefit to local wildlife. The Council will work with SNH and local landowners to help SNH reach their target of ensuring 80% of SSSI's are in a favourable condition by 2009.</p> <p>Our new school buildings will incorporate sustainable design principles. Cleanliness of the area ranks above average, however the state and appearance of streetscapes, play and recreation areas, green/open spaces and town centres need further improvements.</p> <p>We will continue to monitor air quality especially around the A814 in Dumbarton East and its junction with the A82 at Dumbuck. 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.</p>
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<u>Local outcomes</u>	Relevant Indicators	Frequency	Data Source	Baseline (2006/07)	Local Targets & Timescales
<p>Increase the proportion of protected nature sites in favourable condition</p> <p><i>(This is National Indicator 33 which relates to Corporate Objective to Protect and enhance green and open spaces and the natural environment)</i></p>	Proportion of protected nature sites in favourable condition	Annual	SNH	TBD (SNH)	National target to ensure 80% of SSSI's are in a favourable condition by 2009
<p>Improve the state of West Dunbartonshire's environment</p> <p><i>(This relates to environmental part of National Indicator 34 and it also relates to Corporate Objectives to 'Protect and enhance green and open spaces and the natural environment' and also to 'Manage local pollution to minimise harm to human health and the environment')</i></p>	The cleanliness index achieved following inspection (SPI, CPI)	Annual	Audit Scotland SPI - (Keep Scotland Beautiful/LE AMS)	71	Increase to 76 by 2011/12 Corporate Plan
	Percentage of Citizens Panel respondents who are satisfied or very satisfied with the physical appearance of their local area (CPI)	Annual	WD Citizens Panel	60%	Increase to 80% by 2011/12 Corporate Plan
	Air Quality-NO2 Concentration	Bi-Annual?	Scottish Neighbourhood Statistics	13.8 (2002-04)	
		Annual	Average of Local Monitoring station data	40 ug/m3	Maintain
	Air Quality-PM10 Concentration	Bi-Annual	Scottish Neighbourhood Statistics	12.2 (2002-04)	
		Annual	Average of Local Monitoring station data	40 ug/m3	Maintain

		Possible Indicator to be derived from Environmental noise mapping	?Annual	Scottish Government Noise Mapping site	TBD		
		Area of Contaminated remediated	Annual		107.75ha total remediated from total base of 977 ha. 41.35ha in 06/07		
		Flooding on non-agricultural land (no of incidents)		SEPA	To be developed		
		Increase Biodiversity <i>This relates to National Indicator 35</i>	% of priority species or habitats which have increased	Annual	Biological Records (WDC and Glasgow Museums)	Baseline year will be 08/09	??
		Required Actions/Commitment by local partners for these outcomes	<ul style="list-style-type: none"> • Complete and implement Local Biodiversity Action Plan and Habitat Network project • Implement Green/Open Space Audit • Develop Nature Conservation Strategy 				
		Scottish Government required action/commitment to support delivery of local outcome	SNH support for biodiversity implementation projects.				

<p>National Outcome</p> <p>NO-13 Take pride in an strong, fair and inclusive West Dunbartonshire identity</p> <p><i>(This is a localised version of National Objective 13 'Take pride in a strong, fair and inclusive national identity')</i></p>	<p>Local Context</p> <p>The Council has had a bad press locally – especially since the Best Value Audit Report in 2006 – and the 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. We aim to improve our image through positive branding and marketing of the positive aspects of the council's services and achievements – such as positive inspection reports, awards, and the facilitation of high-profile public events and exhibitions as well as actively encouraging high-profile tourism regeneration projects such as the Lomond Canal scheme and continued investment in the various town centre and Clyde Waterfront projects.</p> <p>A majority of citizen's panel respondents to a recent quality of life question (60%) said they were very or mostly satisfied with their perception of overall quality of life. Only 11% described their attitude as 'mostly dissatisfied' or 'terrible' – although this rises to 21% among residents in the regeneration areas.</p> <p>The GRO population forecast for West Dunbartonshire is for both the number of children as well as the number of working age people to decrease. Between 1981 and 2006 the population of West Central Scotland saw a continuation of earlier decades of population decline, and West Dunbartonshire all of which fell by more than 10%. We hope to stem this decline and stabilise the population in the long-term.</p> <p>West Dunbartonshire has been losing population steadily through out-migration for many years; losing population to almost every UK region. West Dunbartonshire had the lowest proportion in Scotland of migrants coming here to live at 3 per 1,000 population. Population loss can have many negative affects on an area and especially when it is more prevalent among younger age groups. as it is in West Dunbartonshire where the 16-24 age group are most likely to move away. Nationally West Dunbartonshire has amongst the largest losses per 1,000 population for the group aged 35 and over.</p>					
	<u>Local outcomes</u>	Relevant Indicators	Frequency	Data Source	Baseline (2006/07)	Local Targets & Timescales
	<p>Improve perceptions of quality of life in West Dunbartonshire</p> <p><i>(relates to NI 41)</i></p>	Percentage of Citizens Panel respondents who are very or mostly satisfied with their perception of overall quality of life (CPI)	Bi-Annual	WD Citizens Panel	60% (November 2006)	
		Staff survey question to be developed on employee's attitudes to West Dunbartonshire	Bi-Annual	WDC Staff survey	NEW To be established in 2009 survey	
Citizens Panel survey question to be developed on resident's attitudes to West Dunbartonshire		Bi-Annual	WD Citizens Panel	NEW To be established in future survey		
Stem population decline and out-migration	Population of West Dunbartonshire	Annual	GRO Scotland	91,240		

		Net Population Migration	Annual	GRO Scotland	-2.7%	
	Required Actions/Commitment by local partners for these outcomes	<ul style="list-style-type: none"> Active promotion of the West Dunbartonshire brand through joint working with Dunbartonshire Enterprise and Visit Scotland 				
	Scottish Government required action/commitment to support delivery of local outcome	Funding commitment for major new infrastructure & tourism projects such as the Lomond Canal and further funding for Town Centre/Clyde Waterfront regeneration projects				

<p>National Outcome</p> <p>NO-14 Reduce the environmental impact of our consumption and production</p>	Local Context						
	<p>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 (staff & operational), street lighting, landfill etc. Our ecological and carbon footprints are the lowest in Scotland but we recognise that this is an effect of low car ownership and deprivation.</p> <p>The Council will help create future generations of environmentally aware citizens by continuing the national Eco-Schools programme. By March 2008 100 % of all the primary and secondary establishments have registered for the Eco Schools Scotland Programme. 27 schools have achieved the Bronze award, 13 have achieved Silver and 3 schools have achieved the Green flag, one of which has gained its 2nd flag. The Council is aiming to meet the Community Plan target of all schools having the Green Flag by 2017.</p> <p>Reducing congestion and encouraging green or sustainable travel options is a major priority. We want to increase the use and availability of public transport, making it as accessible as possible and also develop more provision for cycling and walking. Our key priorities are to decrease business-related travel and travel to work and school by car. We have recently launched a staff Green Travel Plan to promote and encourage sustainable work-related travel and reduce reliance on the car. The Council has now produced a set of measures which will encourage staff to use more sustainable modes of transport for journeys to and from work and for business travel. The Council has an important role to play in leading by example in developing travel plans for employees.</p> <p>The Council instigated the ‘Travelling Green’ initiative for our schoolchildren – this won several national awards and is now being rolled out to all other local authorities.</p> <p>The council is undertaking a feasibility study into relocation of office accommodation to be closer to public transport hubs and for these buildings to be more energy efficient – all of which will significantly reduce the councils own footprint.</p> <p>We want our children to have healthy school meals that use increasing amounts of local produce thereby reducing food-miles and carbon emissions.</p> <p>Much progress has been made on waste reduction and recycling - we are now meeting the Scottish Executive targets. Further improvements are required to continue to increase recycling and reduce biodegradable waste being sent to landfill in line with EU legislation.</p>						
	<u>Local outcomes</u>		Relevant Indicators	Frequency	Data Source	Baseline (2006/07)	Local Targets & Timescales
	<p>Reduce Overall Ecological Footprint</p> <p><i>(This is National Indicator 32 which relates to Corporate Objective to ‘Reduce Greenhouse gas emissions from Council assets and operations’)</i></p>		Carbon Footprint (CPI)	Annual	SEI-REAP	10.91 t/cap	Reduce
Ecological Footprint			Annual	SEI-REAP	5.01 gha/cap	Reduce	
Tonnage of CO ₂ emissions			Annual	WDC	08/09 to be base year from Carbon Management Programme		

	Raise awareness of environmental issues <i>(Corporate Objective)</i>	Percentage of Primary and Secondary Schools achieving Eco-Schools Green Flag Award (CPI)	Annual	Eco-Schools Website	5%	50% (11/12) Corporate Plan
	Reduce Waste sent to Landfill <i>(This is National Indicator 39 which relates to Corporate Objective to 'Manage waste in a more sustainable way')</i>	Recycling rate (CPI)	Quarterly	SEPA	32% (06/07)	35% (11/12) Corporate Plan
		Tonnage of Biodegradable Municipal Waste disposed via Landfill (CPI)	Quarterly	SEPA	27,108 tonnes (06/07)	Reduce
		Municipal Solid Waste Arisings	Quarterly	SEPA	60,742 tonnes (06/07)	Reduce growth to >2% up to 2010. 0% growth 2010/2011
	Reduce Food miles	Indicator to be developed				
	Increase proportion of journeys to work by public or active transport <i>(This is National Indicator 36 which relates to Corporate Objective to 'Promote sustainable travel choices')</i>	Percentage of WDC Employees travelling to work as a lone car driver (CPI)	Annual	WDC Green Travel Plan	70%	66% (11/12) Corporate Plan
		Percentage of Adults driving a car to work (CPI)	Annual	Scottish Household Survey	56% (05/06)	
	Increase proportion of children travelling to school by public or active transport <i>Also relates to Corporate Objective to 'Promote sustainable travel choices'</i>	Percentage of children travelling to school by public or active transport	Annual	SPT	In development 08/09 will be base year	

	<p>Required Actions/Commitment by local partners for these outcomes</p>	<ul style="list-style-type: none"> • Local Footprints Project • Carbon Management Programme • Trading Standards – Packaging Review with local retailers • Pilot fortnightly collection of recycle • Joint work between SPT and WDC to develop walking and cycling facilities, improve access to travel information • Support from SPT to implement Council’s Green Travel Plan • Support eco schools programme delivery by appointing a designated local authority officer with responsibility for Eco Schools, developing a local CPD programme to support establishments at various stages of the programme and setting up partnership agreements in place to support the development of various key themes within the programme.
	<p>Scottish Government required action/commitment to support delivery of local outcome</p>	<ul style="list-style-type: none"> • Continuing support for Travelling Green (which will now roll-out across all Scottish LA based upon successful WDC project • Support and guidance on Zero Waste Policy

<p>National Outcome</p> <p>NO-15 Provide high quality continuously improving, efficient and responsive services</p> <p><i>(This relates directly to Theme 6 of the Council's Corporate Plan – 'An Improving Council')</i></p>	<p>Local Context</p> <p>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 our commitment to continuous improvement .</p> <p>Following the Audit we are implementing new management structures (to increase capacity), have set-up new Committee and other decision-making and scrutiny structures (to improve openness and transparency) and have improved member relationships – both with officers and amongst themselves. We will continue to invest more in developing all our leaders – both elected members and staff. Improvements will be difficult to measure objectively and we will rely on the professional judgement of external scrutiny bodies such as Audit Scotland.</p> <p>We will be responsive to the needs of our communities, citizens, customers and other stakeholders and have consultation arrangements which are fair, open and inclusive. We also want to build community capacity. We will implement our Community Engagement Strategy and our Consultation Strategy We will improve further our frameworks for strategic and financial planning, budgeting and performance management so that we can better plan and achieve our goals. We are improving our approach to Risk Management</p> <p>We view our employees as a key strategic resource and we want to ensure we have the capacity and capability to implement our plans and make full use of our employees' time skills and commitment. We want to manage our employees effectively and efficiently, and ensure that they know what is expected of them, their performance is reviewed and they are assisted in improving. We also want staff to feel valued and that their skills and knowledge are used effectively and to the full. We will measure progress using regular staff surveys following up the one carried out in April 2007.</p> <p>We will systematically self-assess and score the services we provide, consult with users, compare them with others, evaluate value-for-money and competitiveness and challenge why we provide them and analyse options for improving service quality. We will be using the new Public Services Improvement Framework to assess and record improvement and this will allow more objective progress measures to be developed. We will modernise the services we provide and put our customers first by using new technologies to streamline the processes and make them more accessible and less bureaucratic. We will further develop the Contact Centre and the website. We will further develop our strategic approach to measuring and quantifying monetary efficiency gains by developing and then monitoring specific savings targets. We will foster a culture of innovation and creativity in public services – by actively encouraging opportunities for formal and informal joint working, joint funding and joint use of resources to improve services and provide a simple single-service approach for customers.</p> <p>The ratio of the numbers of indicators defined to be in Audit Scotland's 'top quartile' compared to the number in the 'bottom quartile' has improved recently. In 2004/5 we had 11 in the upper quartile and 22 in the lower (a ratio of 0.5). For the year 2005/06 the ratio had improved to 1.0 (16 upper and 16 lower) and for 2006/07 the recent data shows 22 in the upper quartile and 11 in the lower (ratio 2.0). Although it is widely recognised that the current suite of SPIs do not provide a comprehensive performance assessment it is nevertheless noteworthy that our performance has improved markedly over the last three years.</p> <p>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. For example, 60% said they were satisfied with the services they received from the Council. Just under a quarter (24%) stated they were fairly dissatisfied while only 11% said they were very dissatisfied. In the 2007 Customer Satisfaction Survey, even more Panel members have expressed satisfaction with the services received from the Council, up from 60% to 74%. There has also been a fall in the number dissatisfied, from 35% to only 16%. Satisfaction levels are higher in the rest of West Dunbartonshire (76%) compared to the Regeneration areas (69%), with a quarter of residents in the latter expressing dissatisfaction.</p>
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<u>Local outcomes</u>	Relevant Indicators	Frequency	Data Source	Baseline (2006/07)	Local Targets & Timescales
Improve the leadership and management skills of the Council's elected members, its corporate management team, middle management and supervisory staff <i>(Corporate Objective)</i>	Percentage of employees who agree or strongly agree that there is strong leadership (CPI)	Bi-Annual	WDC Employee Survey April 2007	Baseline 15%	Increase to 50% by 20011/12
Improve the effectiveness of community consultation and engagement activity <i>(Corporate Objective)</i>	% of Citizens Panel respondents who think the Council is good at listening to the needs of its residents (CPI)	Bi-Annual	WD Citizens Panel May06	16%	50%
	% of Citizens Panel respondents who think the Council is good at communicating with its residents (CPI)	Bi- Annual	WD Citizens panel May06	30%	60%
Improve management of Council resources (including financial & workforce planning) and integrate with service planning <i>(Corporate Objective)</i>	Audit Scotland's perception of the improvement in medium to long term financial planning (Y/N) (CPI)	Progress Report in late 2009	Audit Scotland		
	Audit Scotland's perception of the improvement in corporate planning, service planning and the budget process (Y/N) (CPI)	Progress Report in late 2009	Audit Scotland		
	Audit Scotland's perception of improvement in our corporate approach to workforce planning (Y/N) (CPI)	Progress Report in late 2009	Audit Scotland		
Improve morale and employee perceptions of feeling valued <i>(Corporate Objective)</i>	% of WDC employees who agree or strongly agree that they get information from their manager on what is going on within the council	Bi-annual	WDC Employee Survey April 2007	Baseline 37%	Increase to 70% by 11/12

	% of WDC employees who agree or strongly agree that they get adequate access to training and development opportunities (CPI)	Bi-annual	WDC Employee Survey April 2007	Baseline 56%	Increase to 80% by 11/12	
	% of WDC employees who agree or strongly agree that the Council recognises and values the work they do (CPI)	Bi-annual	WDC Employee Survey April 2007	Baseline 34%	Increase to 70% by 11/12	
Improve overall service performance and self awareness <i>(Corporate Objective)</i>	Ratio of Statutory Performance Indicators in the upper quartile as compared to the lower quartile (CPI)	Annual	Audit Scotland	1.0 (2005/06)	2.0 by 2011/12	
	Number of high-priority actions identified by external scrutiny bodies	Annual	WDC	NEW To be developed 08/09 year baseline		
	Percentage of Citizens Panel respondents satisfied or very satisfied with Council Services (CPI)	Bi-Annual	WD Citizens Panel	60%	80%	
	Percentage of residents 'strongly agreeing' or tending to agree with the statement 'My council provides high quality services' (CPI)	Bi-Annual	Scottish Household Survey	40% (05/06)		
	Improve service efficiency and competitiveness <i>(Corporate Objective)</i>	Percentage of the National Efficiency Measures showing improvement over previous year (CPI)	Annual	WDC Annual Efficiency Statement	52%	75%
	Required Actions/Commitment by local partners for these outcomes	<ul style="list-style-type: none"> Implement and monitor revised Best Value Improvement Plan Prepare for Audit Scotland inspection in Mid-2009 Implement Public Services Improvement Framework 				
Scottish Government required action/commitment to support delivery of local outcome	[to add]					