

WEST DUNBARTONSHIRE

# SINGLE OUTCOME AGREEMENT

2<sup>nd</sup> DRAFT

June 2008

## 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 supports 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 duplicated), monitoring requirements
- The reduction of ring-fencing of budgets, which should allow greater flexibility to focus on locally agreed priorities

## 2. Scope of the Agreement

This agreement, which at this stage, is between West Dunbartonshire Council and the Scottish Government, identifies areas for improvement and begins to set 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

To support these national outcomes and indicators we have developed

- 59 Local Outcomes
- 93 Local Indicators

This version of the agreement focuses on the commitments both from the Council and from the Scottish Government. As far as possible, it 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.

At this stage this agreement relates to all services mainly 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. In addition, where appropriate, the services delivered through the Community Planning Partnership and individual Community Planning partners are included.

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 SOA has been developed in consultation with officers from throughout West Dunbartonshire Council and its Community Planning partners. Elected Members have had opportunities for involvement at a number of levels, including a Seminar and reports to Service Committees. Members considered the first draft at a full Council meeting on 26<sup>th</sup> March 2008 prior to its initial submission.

A series of thematic seminars were subsequently held for relevant community planning colleagues to inform the second draft of the SOA and to consider the first iteration in the light of the 2007-17 Community Plan.

Community representatives have had some opportunity to comment on the development of the SOA, both through the Council's Community Participation Committee, and through their involvement in Community Planning structures. Nevertheless, this is an aspect which will require further development over the coming months.

The finalised version was submitted to the Council and the CPP Board at the end of June 2008.

After this initial 'sign off' of the SOA document, a range of activity will be established to ensure that Community Planning Partners embed the imperatives of the SOA within their own planning systems, within individual staff operational plans, any future financial planning and any performance and reporting systems.

Similarly, processes will be established to ensure that shared plans and planning systems are informed by the content of the SOA (for example, Integrated Children's Services Planning).

The arrangements for community ownership will be reflected through a number of elements of the Community Planning structures.

- Community involvement at Community Planning Board level
- Community involvement within thematic structures
- Geographically based Community Forums

- West Dunbartonshire wide Civic Forums
- West Dunbartonshire wide Citizens Panel

This will require a range of awareness-raising and training for different audiences including senior managers, elected members, funders, community representatives, other managers, workers and the wider community.

### 3 Governance

It is the intention that the final SOA will be approved and monitored by meetings of the full Council and the Community Planning Partnership Board. The Council's Audit and Performance Review Committee will also have a role in highlighting any particular aspects which it would wish to scrutinise. An annual progress report is envisaged.

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.

### 4 Ongoing Development of the SOA

The next steps in process are:

- SOA submitted to Scottish Government June 2008
- Further research work on indicators and target setting – June-August 2008
- Input SOA into new Performance Management software (Covalent) August 2008
- Partner and Elected Member and community consultation events (September-December 2008)
- Senior-level CPP/Officer/Elected Member seminar/workshop(s) January-February 2009
- Submission to Scottish Government March 2009

## 5. Local Context for the National Outcomes

West Dunbartonshire lies between Loch Lomond and the Glasgow conurbation on the north bank of the River Clyde. It combines natural scenic beauty with a proud historic and industrial past and is currently undergoing significant regeneration and development. West Dunbartonshire comprises 70 square miles of combined waterfront, urban and rural living and landscape which is only a 20 minute drive from Glasgow Airport and easily accessible from Glasgow by car, train, bus, boat and bicycle. There are three town centres; Clydebank, Dumbarton and Alexandria, all with excellent retail outlets, and a prestigious shopping and leisure venue at Loch Lomond Shores in Balloch. New private residential development is taking place along the waterfront, which along with reasonable house prices is making West Dunbartonshire a destination of choice for families and professionals.

Economic and physical regeneration is a key driver for achieving our aspirations for the area. There are ambitious plans for renewal of the Strathleven Corridor, for example the proposed Lomond Canal linking Loch Lomond and the Clyde. There is a strong ongoing commitment to training and apprenticeships in the key areas of construction, hospitality, tourism, care and life science.

The Community Plan which was launched in September 2007 sets out the 10 year strategic vision and high level actions to enable West Dunbartonshire to flourish:

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

West Dunbartonshire has a range of opportunities but has a number of significant challenges mainly a result of its industrial legacy

### Opportunities

The Opportunities include the geography of the area, with its topography and physical setting, good transport links and proximity to Glasgow. In investment terms, there are opportunities linked to Clydebank Rebuilt, the Clyde Waterfront developments, and the Strathleven Corridor.

These development opportunities are further supported by the availability of land for both commercial and residential initiatives, and the proposals to relocate major public buildings, such as council offices within Town Centre environments.

The area also has significant opportunities in terms of Tourism and Leisure, with part of the area within the Loch Lomond and Trossachs National Park, the historic and more recent industrial heritage, the retail focus and as a location for concerts and other major outdoor events.

To support these opportunities there is the new College facility in Clydebank, with courses aimed at developing the local labour market, and the strong emphasis on improving local education provision at all levels, including ongoing literacy and numeracy interventions.

Finally, but perhaps fundamentally, there is also a strong ‘community’ culture in the area, with a focus on volunteering, partnership working and local engagement. Together, these opportunities provide a clear potential to re-focus and re-brand West Dunbartonshire and market it to both internal and external audiences.

### Challenges

The Challenges faced by West Dunbartonshire are largely as a result of the past heavy industrial heritage. There is still much to be done both to develop

the range of local employers and job opportunities, and to ensure that the local labour force has the skills to compete for new opportunities. This requires a continued emphasis on educational attainment, from early intervention through to lifelong learning.

Industrial decline has also contributed to the significant levels of poverty and deprivation in many areas, and the poor health statistics which are associated with these. In addition the population of the area is still projected to decline and the remaining population is ageing. The 3 major Town Centre areas have also suffered from this decline, and some parts suffer from a poor physical appearance.

Although well linked to the rest of Scotland and beyond in many ways, there are challenges associated with a location such as West Dunbartonshire's on the edge of a major conurbation.

In general West Dunbartonshire tends to have a low (or sometimes poor) external profile. These challenges are recognised, and are being addressed. The SOA will allow West Dunbartonshire to demonstrate the priority which it is giving to these issues.

## 6. Outcomes and Commitments

Each National Outcome template identifies local outcomes, which reflect shared priorities and shows how they relate to the Community Plan, the Council's Corporate Plan and other partner strategic plans.

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

The templates also identify some specific commitments made by the Council, Community Planning Partners and the Scottish Government, to enable delivery of the local outcomes as shared priorities.

## 7. Performance Management

Arrangements have been made to ensure that all SOA outcomes, indicators and targets will be administered using the Council/ CPP 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 – has been initially undertaken on the 1<sup>st</sup> draft SOA prior to June 2008. A more complete self-assessment will be undertaken during 2008/09 and an 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.

## **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.

CPP partners will be asked to utilise their own internal and external communication systems to communicate to wider audiences.

<p><b>National Outcome</b></p> <p><b>NO-1 We live in a Scotland that is the most attractive place for doing business in Europe</b></p>	<p><b>Local Context</b></p> <p>The regeneration of former industrial sites is the key driver for the revival of West Dunbartonshire. There are a number of high-profile regeneration projects on-going, for example Clydebank Rebuilt - a £50million project to create a high quality location for people and businesses and to reposition Clydebank as a creative, distinctive and successful regional centre within the Glasgow Metropolitan area. The Titan Crane - Clydebank's only grade 'A' listed structure- has been preserved and is the centrepiece of the previous John Brown shipyard site. The new Clydebank college has recently opened on the site. At the former J&amp;B site at Strathleven, the Council and its partners including the private sector have established the Strathleven Regeneration Company to develop the 'Lomond Gate' site to provide homes, jobs and other facilities to take advantage of the area as a gateway to Loch Lomond and the Trossachs National Park.</p> <p>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. The Council is undertaking feasibility studies into options for re-locating council office accommodation to locations nearer the town centres and public transport hubs and share these offices with other public services. Particularly in Dumbarton this could provide a major boost to the viability of the town centre.</p> <p>Clydebank's Golden Jubilee National Hospital is expected to continue to grow its capacity and international reputation as a heart &amp; lung centre of excellence and the 'Hospital Gate' site's close proximity provides opportunities to attract further investors in the life sciences</p> <p>Whisky distilling is an important local industry which continues today. The net number of VAT registered businesses has showed a steady increase of around 30 per year since 2002.</p> <p>Tourism in the area is a major economic driver and tourism is a labour-intensive sector generating jobs at all levels and is driven by the designation of Loch Lomond and the Trossachs as Scotland's first national park, the opening of the Lomond Shores complex and the re-opening of the Forth and Clyde Canal. The proposed Lomond Canal project is a new visionary regeneration initiative aimed at boosting tourism, local employment and at the same time reducing the growing risk of serious flooding incidents. In the last year there were 212,167 visitors to the National Park Gateway Centre, 14,341 visitors to Auchentoshen Distillery, 12,374 visitors to Dumbarton Castle and 2,342 visitors to the Denny Tank. Major events such as the Pipe Band Championships and open-air concerts at Balloch Park attract a growing number of visitors and residents.</p> <p>Glasgow airport is very close to West Dunbartonshire to which it is connected directly via the Erskine Bridge and the M8. The main settlements of the area have access to the electric suburban rail network which gives a regular and reliable service to Glasgow. The A82, which is a main tourist route to the north and west of Scotland and runs through the area, also links West Dunbartonshire to Glasgow and the motorway network, enabling goods and services to be transported. A key factor in encouraging business growth is to improve connectivity into and within West Dunbartonshire. However, the A82, in particular, is becoming increasingly congested and a significant bottleneck can occur at Milton (where there are no diversionary alternatives).</p>
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<u>Local outcomes</u>	Relevant Indicators	Frequency	Data Source	Baseline (2006/07)	Local Targets & Timescales
<b>Attracted and supported the development of new and emerging businesses and supported the sustainability and growth of existing businesses</b> (Council Corporate Objective)	Business VAT Registrations per 10,000 population  <a href="#">National Indicator 2</a>	Annual	Dept of Business Enterprise & Regulatory Reform	28 per 100,000	Increase relative to Scottish Average
<b>Reduced amount of vacant and derelict land</b> (Council Corporate Objective)	No. of hectares of land on the vacant and derelict land register taken up (CPI)	Annual	Scottish Government Development Dept	9 hectares	Take up at least 3 ha/yr
<b>Regenerated town centres and related waterfront areas</b> (Council Corporate Objective)	Percentage of retail space in (a) Alexandria, (b) Dumbarton and (c) Clydebank town centres that is vacant (CPI)	Annual	WDC Planning	(a) 15% (b) 14% (c) 10%  (07/08)	Reduce to less than 8% by 2011/12 (Corporate Plan)
<b>Growth of the tourism economy</b> (Council Corporate Objective)	Percentage increase in number of visitors to West Dunbartonshire (CPI)	Annual	Visit Scotland numbers	Baseline to be established (07/08)	2% annual increase (Corporate Plan)
Required Actions/Commitment by local partners for these outcomes	<ul style="list-style-type: none"> <li>Progress and prioritise support for regeneration activities such as Clydebank Rebuilt, Strathleven Regeneration &amp; Town Centre Regeneration Projects</li> <li>Feasibility studies for council office re-locations nearer Town Centres</li> <li>Implement <a href="#">Local Transport Strategy</a></li> <li>Better joined up support for business support activities through implementation of new council-operated Business Gateway</li> <li>Prioritisation and marketing of national/local events/festivals</li> </ul>				
Scottish Government required action/commitment to support delivery of local outcome					

<b>National Outcome</b>  <b>NO-2 We realise our full economic potential with more and better employment opportunities for our people</b>	<b>Local Context</b> <p>Unemployment and worklessness are key issues locally. However, the situation is improving steadily and West Dunbartonshire has reduced its level of unemployment at a much faster rate than the Scottish average. The number of people employed has risen steadily from 39,000 in 1999 when the employment rate was 63% to 43,400 in 2007 – and the employment rate has increased to 74.3%. This is, however, still slightly lower than the current Scottish average of 75.7%</p> <p>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 data (for 2007) shows that 3.2% of the working age population of West Dunbartonshire are in receipt of job seekers allowance compared to the Scottish average of 2.1%. 12.1% are in receipt of Incapacity Benefit (average 9.3%) and 9.9% are in receipt of Income Support (average 6.8%)</p> <p>Only 11.7% of the workforce are graduates compared to a Scottish average of 23.6%. The Percentage of workforce with no qualifications (13.4%) is also higher than the Scottish average of 9.7%.</p>					
	<u>Local outcomes</u>	Relevant Indicators	Frequency	Data Source	Baseline (2006/07)	Local Targets & Timescales
	<b>Reduced unemployment and created employment in key sectors</b>	Employment Rate	Annual	Office of National Statistics	74.3%	Increase to 76% by 2011/12.
		Claimant Count - Percentage of working age people claiming (a) Job-seekers allowance, (b) Incapacity benefit and (c) Income Support	Annual	NOMIS- Department of Work & Pensions (UK)	(a) 3.2% (b) 12.1% (c) 9.9% (2007 data)	Decrease to Scottish Average
<b>A better qualified workforce</b>	Percentage graduates in workforce	Annual	Scottish Government Annual Population Survey 2006	11.7% (2006)	Increase to Scottish Average	
	Percentage of workforce with no qualifications (less than SCQF5)	Annual	Labour Force survey	13.4% (Dec 06)	Reduce to Scottish Average	

	<p>Required Actions/Commitment by local partners for these outcomes</p>	<ul style="list-style-type: none"> <li>• Improved integrated approach to business start-up and growth programmes</li> <li>• Further develop range of Worklessness initiatives (<u>Workforce Plus</u>)</li> <li>• Increase in opportunities for learning, skill development and leisure pursuits</li> <li>• Deliver a range of work-focused training opportunities (skillseekers, council apprenticeships)</li> <li>• Promote and ensure wider participation in adult learning opportunities for all.</li> <li>• Encourage and support the voluntary and community sector to develop new skills and provide a route into both formal and informal education.</li> <li>• Further develop social economy initiatives in areas such as housing, social care, training and development, construction, community finance and environmental action</li> <li>• Develop and promote opportunities for volunteering, community engagement, informal learning and other meaningful activity as ways to help people move closer to employment.</li> </ul>
	<p>Scottish Government required action/commitment to support delivery of local outcome</p>	<p>Standardised assessments and tracking system for worklessness initiatives</p>

<p><b>National Outcome</b></p> <p><b>NO-3 We are better educated, more skilled and more successful, renowned for our research and innovation</b></p>	<p><b>Local Context</b></p> <p>The Council has an ambitious agenda to maximise the potential of all young people and adult learners within West Dunbartonshire. All schools are signed up to a target of minimising the number of young people who leave school for “negative destinations”.</p> <p>For those beyond school age, the Council's Community Learning &amp; Development Section is structured to meet both the learning and development needs of local people and to address the National Priorities for Community Learning &amp; Development. It focuses on Adult Learning, Community Development, Community Literacy's and Youth Services. There are 10 Community Education Centres across the area offering a wide range of learning opportunities, sports, recreational activities and community group programmes suitable for all ages.</p> <p>The latest statistics indicate some 16.5% of 16-19 year olds within West Dunbartonshire are not in Employment, Education or Training. This has decreased from the 19% recorded in 2004/5. These figures correlate with the percentage of school leavers in positive destinations which has increased from 77% in 2001/02 to 84% in 2006/07. This is still slightly below the Scottish average of 86% but the gap has narrowed over this period. The Council's NEET Strategy was drawn up in October 2006 and implemented from January 2007 onwards. It was supported by additional funding of £800,000 over two years from the then Scottish Executive. The plan is monitored via the Youth Employability Group and implementation is well supported by most key agencies. The strategy is now part of the More Choices, More Chances national initiative. A number of aspects of the activities in West Dunbartonshire are considered to be innovative and of interest to other local authorities.</p> <p>Recent activities have focussed on better joined up working, piloting new initiatives, offering a wider variety of support and improving identification and tracking. Partnership working between Job Centre Plus and Careers is helping identify and support young people at the 18-19 year old transition time. This age group is over represented within the NEET statistics. The Get Ready for Work Programme provided by the Council and other training providers has been identified as the key national training programme to support young people into work. A high proportion of participants move on into employment (73%) with West Dunbartonshire doing better than other areas. Numbers however are restricted by limited funding from the Government.</p> <p>Clydebank College is a key partner in both the pre and post 16 NEET strategy and they have now developed their own MCMC action plan. The new main campus of Clydebank College opened in August 2007 and heralds a new era for the college and the communities it serves. With more than 10,000 learners each year, from over 55 nationalities, the College attracts both direct school leavers and returning adults to its full-time, part-time and leisure programmes.</p> <p>For several years, S4 school pupils have had the opportunity to attend Clydebank College to participate in Vocational and Skills for Work Courses. As of 2008/09, S5 and S6 pupils will also be able to participate in Vocational courses in Clydebank College. Secondary school timetables have been realigned to facilitate this development.</p>					
	<p><u>Local outcomes</u></p>	<p>Relevant Indicators</p>	<p>Frequency</p>	<p>Data Source</p>	<p>Baseline (2006/07)</p>	<p>Local Targets &amp; Timescales</p>
	<p><b>Improved achievement and attainment through life-long learning</b></p>	<p>Number of school pupils completing vocational options</p>	<p>Annual</p>	<p>WDC</p>	<p>08/09 establish baseline data</p>	<p>Increase</p>

	(Corporate Objective)	% students achieving SQA qualifications	Annual	Clydebank College/Tell Training	To get	Increase
		Percentage of college students successfully completing classes targeted at improving literacy and numeracy	Annual	WDC/Clydebank College	08/09 establish baseline data	Increase
	<b>Decreased proportion of 16-19 year olds not in Employment, Education Training</b>	Percentage of school leavers in positive destinations (a) full-time higher education, (b) employment, (c) full-time further education, (d) training and (e) total	Annual	Scottish Government Statistics-Destinations of Leavers 2006/07 Table 17	(a)23% (b)27% (c)25% (d)10% (e) 84%	(a) (b) (c) (d) (e) 86%
		<a href="#"><u>National Indicator 7</u></a>				
	Required Actions/Commitment by local partners for these outcomes	<ul style="list-style-type: none"> <li>• Implementation of Routes to Learning programmes</li> <li>• Develop and implement “More choices- More chances” strategy</li> <li>• Implementation of a range of strategies to improve achievement and attainment</li> <li>• Implementation of the Councils CLD and Youth Strategies through the 5 key Action Plans; the Communities Action Plan, the Young People’s Action Plan, the Adult Learning Action Plan, the Adult Literacy &amp; Numeracy Action Plan and the Community Training Action Plan</li> </ul>				
Scottish Government required action/commitment to support delivery of local outcome	Standardised tracking system for adult learners.					

<p><b>National Outcome</b></p> <p><b>NO-4 Our young people are successful learners, confident individuals, effective contributors and responsible citizens</b></p>	<p><b>Local Context</b></p> <p>All schools are fully signed up to the principles of A Curriculum for Excellence and to the promotion and development of the four Capacities for all young people. Several schools have been used as examples nationally via national media and through visits by national figures from political and educational fields. We have produced an innovative document “How Good is Our Raising of Achievement?” which provides schools with the tools to analyse their capacity to improve levels of achievement in all pupils,</p> <p>With reference to attainment and the development of Successful Learners, there had been a consistent improvement in the performance of primary schools over the years when 5-14 data was being reported nationally (up to 2004) and West Dunbartonshire Council was performing above both our comparator authorities’ average and the national average levels. Since then we have entered a consortium of 16 Scottish local authorities which have agreed to share and benchmark 5-14 results and this shows that performance has levelled off in recent years, although our results still compare well against the consortium averages. This year West Dunbartonshire has seen a 1% decline in performance in mathematics to 86% which is still 1% above the consortium average. Reading has remained at 84% while the consortium average has risen by 1% to 83% and writing has improved by 1% in both West Dunbartonshire and across the consortium to 76%.</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 which have been employed over recent years. The percentage of S6 pupils achieving 5 or more passes at Level 3 or better (a minimum standard) has been consistently slightly higher than national average for the last five years but the percentage of S6 achieving 5 or more passes at level 6 (University entrance standard) has been somewhat lower than both the national averages and our comparator group averages for the last five years.</p> <p>Significantly, we are ranked as the best performing council in Scotland in terms of the lowest 15% SIMD achievement in Education. In 2006/07 16.1% of S4 pupils from the lowest 15% of SIMD areas achieved 5+ awards at Level 5 (Standard Grade Credit) compared to the Scottish mean of 12.4%. We have consistently performed 2 -7% higher than the Scottish average since 2002/3.</p> <p>Initiatives to develop Confident Individuals include a wide range of extra-curricular activities promoted by all schools. Specifically, highly successful and ever-expanding Road Safety public speaking competitions now involve most primary and secondary schools. Most schools produce their own school shows and/or concerts, while very successful Council-wide concerts involve increasing numbers of primary and secondary pupils. Instrumental Tutors, Dance, Drama and Music Motivators and Cultural Coordinators, working in schools and in the community, all make significant contributions to the development of Confident Individuals. Effective Contributors are developed through a wide range of initiatives in schools and beyond. All schools have Pupil Councils which are involved in an increasing range of activities, The local MP and MSPs regularly visit primary and secondary schools to meet pupils and encourage engagement with the democratic process. Several schools have visited the Scottish Parliament over the last year. Recently, recruitment procedures have been adapted to allow pupils to have an input into the appointment of senior staff in secondary schools.</p> <p>While all of the initiatives described above also encourage pupils to be Responsible Citizens, there are many initiatives which are specifically targeted at this particular capacity. For instance, all West Dunbartonshire’s schools are now actively involved in the Eco Schools programme, with several schools having achieved at least one Green Flag, Locally, we have also introduced the Green Dream School Awards, with no fewer than eleven different schools being recognised for a variety of green initiatives. Close links between schools and the Police and Fire Services and innovative work on Health Education in collaboration with the Community Health Partnership (most recently on aspects of sexual health and sexual bullying) also actively promote responsible citizenship.</p>
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<u>Local outcomes</u>	Relevant Indicators	Frequency	Data Source	Baseline (2006/07)	Local Targets & Timescales
<b>Improved educational attainment levels by primary school pupils</b>	Average Percentage of P3,4 6 & 7 Pupils at expected 5-14 level or better in Reading, Writing and Mathematics combined	Annual	WDC	82%	84% by June 2009
<b>Improved educational attainment levels by secondary school pupils</b>	Percentage of Secondary (S4) Pupils achieving 5 or more passes at SCQF Level 5 or better	Annual	ScotXed	28%	30% by August 2009
	Percentage of Secondary (S5) Pupils achieving 3 or more passes at SCQF Level 6 or better	Annual	ScotXed	17%	20 % by August 2009
	Percentage of Secondary (S6) Pupils achieving 5 or more passes at SCQF Level 6 or better	Annual	ScotXed	14%	16% by August 2009
<b>Improved educational attainment levels by lowest performing secondary school pupils</b>	Percentage of Secondary (S4) Pupils in lowest 15% SIMD areas achieving 5 or more passes at SCQF Level 5 or better	Annual	ScotXed	16.1%	18% by August 2009
	Average tariff score of lowest performing 20% of pupils in S4	Annual	HMIE website	42	47
<b>Improved participation rates in non-compulsory activities</b>	Combined Participation rate in defined activities	Annual	WDC: Activities defined in "How Good is our Raising of Achievement"	07/8 to be base-line year (data currently being finalised)	3% increase in first year over base line figure

	<p>Required Actions/Commitment by local partners for these outcomes</p>	<p>Improved targeting/tracking by schools, supported by Education Authority.                  Local initiatives to implement A Curriculum for Excellence                  Encouragement of school-based innovation and initiative.                  Implementation of Integrated Children’s Services Plan                  Implementation of WDC Youth Strategy</p>
	<p>Scottish Government required action/commitment to support delivery of local outcome</p>	



<b>National Outcome</b>  <b>NO-5 Our children have the best start in life and are ready to succeed</b>	<b>Local Context</b> <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. Our ambition is for all pre-school and school inspection reports to be “positive”.</p> <p>Improved school environments and increased occupancy rates are significant medium term goals for West Dunbartonshire Council. However, significant improvements will not begin to be seen until school session 2009/10, when 3 new secondary schools and 2 new primary schools are scheduled to open. Thereafter, the Council is in the process of developing a strategic approach to the regeneration of the remainder of the schools’ estate.</p> <p>The development of pre-school education is seen as a key element of the Authority’s wider strategic goals. We have already achieved our 10-year target to virtually eliminate functional illiteracy in school age pupils. The strategies employed recently won a national (UK) Children’s Service award. It is our intention to build on this strong foundation to increase levels of literacy at all levels.</p> <p>The Parental Involvement Act has given new impetus to the involvement of parents in their children’s education. In West Dunbartonshire, the Steering Group established to develop a Parental Involvement Strategy has proved to be a dynamic force for change. Our first Parental Involvement conference attracted parents from over 75% of schools and was evaluated extremely positively. We aim to act on views expressed by parents to ensure that future engagement with parents is a two-way, proactive and consensual process.</p> <p>Teenage pregnancies are higher (62.9) than Scottish average of 56.7. There is a strong deprivation gradient. The most deprived groups have approx 10 times the rate of delivery and twice the rate of abortion. The percentage of babies breast-feeding at 6 weeks from the 15% most deprived areas is about 26% - which is significantly lower than the Scottish average of 37.5%</p>					
	<u>Local outcomes</u>	Relevant Indicators	Frequency	Data Source	Baseline (2006/07)	Local Targets & Timescales
	<b>Increased proportion of educational establishments receiving positive inspection reports</b>	Percentage of pre-school centres with positive inspection reports <a href="#">National Indicator 12</a>	Annual	HMIE evaluations will be collated from April 2008	n/a	100% from 2008/09
		Percentage of (a) primary and (b) secondary schools with positive inspection reports <a href="#">National Indicator 8</a>	Annual	WDC from HMIE data	(a) 80% (4 of 5)  (b) 50% (1 of 2)	(a)100% from 2008/09  (b)100% from 2008/09

	<b>Improved early years attainment</b>	Percentage of P3 Pupils exceeding expected 5-14 level or better in Reading, Writing & Mathematics	Annual	WDC	35%	37%
	<b>Improved school environment and increased occupancy rates</b>	Composite Occupancy rate- (a) Primary, (b) Secondary	Annual	Audit Scotland SPI (derived)	(a) 58% (b) 70%	(a) 59% from 2008/09 (b) 63% from 2008/09
	<b>Parents supported to give their child the best start in life</b>	The percentage of five year olds with no obvious dental decay <a href="#">National Indicator 11</a>	Annual	NDIP (National Dental Inspection Programme 2007)	5,633 children in the Greater Glasgow and Clyde Health Board Area (will be broken down to school level)	Increase to meet National Target of 60% by 2010
		Percentage of babies breast-feeding at 6 weeks from the 15% most deprived areas	Annual	SNS/ISD	25.8	
		Teenage Pregnancies aged 13-19 Rate per 1,000 women (deliveries + abortions)	Annual	ISD Scotland National Statistics	62.9 (2005)	
	Required Actions/Commitment by local partners for these outcomes	Maintain Bookstart programme Maintain and develop Early Intervention Initiative Develop further the WDC Parental Involvement Strategy				
	Scottish Government required action/commitment to support delivery of local outcome	Repeat Dental check for entry to secondary school Dissemination of best practice nationally in areas of Early Intervention and Parental Involvement.				

<p><b>National Outcome</b></p> <p><b>NO-6 We live longer and healthier lives</b></p>	<p><b>Local Context</b></p> <p>One of the main aims of our Social Work services is to care for more vulnerable older people at home. The overall standard and efficiency of community care services are improving by personalising care packages for those vulnerable groups and improving support to carers. Whilst we have one of the highest level of home care provision in Scotland we need to further improve the flexibility of the service.</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.</p> <p>West Dunbartonshire has the second lowest figure in the UK for male life expectancy. 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>The prevalence of both active and passive smoking are high in West Dunbartonshire. Currently, the smoking rate for West Dunbartonshire is estimated at 30%, higher than the national average.</p> <p>Deaths and hospital admissions for alcohol-related problems are increasing. Hospital admissions are currently 851 per year (per 100,000 population) compared to the national average of 723. 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.</p> <p>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</p> <p>Overall suicide rates have been steadily increasing and the latest 5-year average is running at 21.3 per 100,000 – well above the national average of 16 and is the 3<sup>rd</sup> highest rate in Scotland</p> <p>The number of problem drug users (71 per 10,000 in 2004) is higher than the national average of 49 – however the hospital admissions for drug-related problems (111 per 100,000) are lower than the national average of 127.</p>					
	<p><u>Local outcomes</u></p>	<p>Relevant Indicators</p>	<p>Frequency</p>	<p>Data Source</p>	<p>Baseline (2006/07)</p>	<p>Local Targets &amp; Timescales</p>
	<p><b>Increased proportion of people needing care or support who are able to sustain an independent quality of life as part of the community, through effective joint working</b></p> <p><i>Relates to Corporate Objective – ‘Shift the balance of care for older people towards care at home’</i></p>	<p>Percentage of people 65+ with intensive needs receiving care at home</p> <p><a href="#">National Indicator 26</a></p>	<p>Annual</p>	<p>National Outcomes for Community Care (OC8a, #15)</p>	<p>07/08 baseline (to get)</p>	<p>To meet national target of 30% to get care at home by 2008</p>
<p>Number of people 65+ admitted as an emergency twice or more to acute specialities per 100,000</p> <p><a href="#">National Indicator 20</a></p>	<p>Annual</p>	<p>National Outcomes for Community Care (OC7b, #12)</p>	<p>07/08 baseline (to get)</p>	<p>To meet national target of 20% reduction compared to 04/05 by 2008</p>		

	<b>Increased healthy life-expectancy at birth in deprived areas</b>	Healthy-Life Expectancy in 15% most deprived areas: (a) Male, (b) Female  <a href="#">National Indicator 16</a>		ISD (HLE in Scotland)	(a) 55.9 (b) 61.6	Increase
	<b>Reduced deaths amongst the under 75s from coronary heart disease in deprived areas</b>	Deaths for under 75s from CHD in 15% most deprived areas (rate per 100,000)  <a href="#">National Indicator 21</a>	Annual	Community Health Profile, SIMD and GROS	93.9 (Whole area) M19, F-6 (2002) methodology to be discussed with SG	Improve deprived areas to be similar to whole area. Improve whole area to national average
	<b>Improved diet and nutrition</b> (Corporate Objective)	Percentage of population with Body Mass index of 25 or over	Survey to be repeated every 3 years	Greater Glasgow Health & Well Being Study 2005 (Q25)	52% (05/06)	
		Proportion of children regarded as obese in Primary 1 (HEAT target)  <a href="#">National Indicator 14</a>	?Annual	Local School survey to be developed  ?Scottish Health Survey 2008		
	<b>Increased levels of physical activity</b> (Corporate Objective)	Number of attendances per 1,000 population to all pools & indoor sports and leisure facilities (combined)	Annual	Derived from Audit Scotland SPIs	8,221	Increase to 8,535 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	Survey – to be repeated every 3 years	Greater Glasgow Health & Well Being Study 2005 (Q27b,c)	47.3%	

	<b>Improved adult mental well-being</b> <i>(Relates to Corporate Objective ‘ Promote positive mental health)</i>	Suicide Rate per 100,000	Annual - 5 – yr rolling average	GRO	21.3 (03-06)	Reduce 5 year rolling average
		The average score of adults on the Warwick-Edinburgh Mental Wellbeing Scale  <a href="#">National Indicator 15</a>	5 Years?	Scottish Health Survey 2008	08/09 base year	
	<b>Reduced the percentage of the adult population who smoke</b>  <i>Corporate Objective ‘ Reduce levels of smoking’)</i>	Deaths from smoking-related diseases per 1,000 population	Annual	GROS	Not yet available at LA level	
		Percentage of Adult Population who smoke  <a href="#">National Indicator 17</a>	Bi-Annual	Scottish Household Survey	30% (05/06)	
	<b>Reduced harmful alcohol consumption</b>  <i>(Relates to Corporate Objective ‘ Reduce levels of alcohol consumption’)</i>	Deaths from Alcohol – related diseases (Cirrhosis and Chronic liver disease) per 100,000 population	Annual	ONS Health statistics quarterly	29.5	
		Hospital admissions for alcohol misuse - rate per 100,000 population <a href="#">National Indicator 18</a>	Annual	SNS	851.15	Level of and Reduce from 2011
	<b>Decreased number of problem drug users</b>  <i>(Relates to Corporate Objective ‘ Reduce use of illegal drugs’)</i>	Drug-Related Deaths per 100,000 population	Annual	GROS	12 (06/07)	
		Hospital admissions for Drugs misuse rate per 100,000 population	Annual	ISD	111 (2001-2004)	
		Prevalence of problem drug users (age 15-54)  <a href="#">National Indicator 29</a>	Previous surveys in 2000 and 2003,2004	Estimating the National and Local Prevalence of Problem Drug Misuse in Scotland	71 per 10,000	

	Required Actions/Commitment by local partners for these outcomes	<ul style="list-style-type: none"> <li>• Streamline access to Services and further improve personalised care packages for vulnerable groups</li> <li>• Improve the range and standard of swimming pools, leisure centres and Sports Development facilities.</li> <li>• Develop Open Space Strategy which will review green and open spaces to improve their quality and increase recreational use. Implement the Access Strategy and develop Core Path Network.</li> <li>• Choose Life</li> <li>• Health Improvement Actions (in development from HIPM Review)</li> </ul>
	Scottish Government required action/commitment to support delivery of local outcome	Provide more breakdown of data by LA/CHP area as well as Health Board areas

<p><b>National Outcome</b></p> <p><b>NO-7 We have tackled the significant inequalities in Scottish society</b></p>	<p><b>Local Context</b></p> <p>The Scottish Index of Multiple Deprivation ranks West Dunbartonshire Council as the 4<sup>th</sup> poorest Local Authority in Scotland. One in five people in West Dunbartonshire is classed as income deprived (19.6% of the population). This is the second highest in Scotland where the average is 13.9%. Wages in West Dunbartonshire are low compared to the Scottish average.</p> <p>West Dunbartonshire has a higher than average proportion of children dependent on benefits claimants. The percentage of households where sole income is from benefits (22%) is higher than the national average of 17%. The Child Poverty index is currently 1.4164 compared to the base index of 1.0000</p> <p>There is significant financial exclusion - some 85% of people have access to a bank, building society or credit union account (4<sup>th</sup> lowest in Scotland) compared to a national average of 89%.</p> <p>Homelessness 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. In 2006/07 there were 2406 presentations resulting in 1145 being assessed as in priority need and 707 were placed in permanent accommodation, 891 in council-furnished accommodation.</p>						
	<u>Local outcomes</u>		Relevant Indicators	Frequency	Data Source	Baseline (2006/07)	Local Targets & Timescales
	<p><b>Decreased the proportion of people living in poverty</b></p>	Percentage of households where sole income is from benefits		Annual	NOMIS (from DWP & ASHE)	22.2%	Reduce to national average of 17.5%
		<p>Proportion of people living in relative poverty</p> <p><a href="#">National Indicator 10</a></p>			DWP Family Resources Survey	In development	
	<p><b>Reduced Child Poverty</b></p>	% of children living in households dependent on out-of-work benefits			2001 Census	19%	
<p><b>Created new employment and training opportunities for people with a learning disability, mental health problems, criminal record and addiction issues</b></p> <p><i>(Corporate Objective)</i></p>	<p>number of working age people with severe literacy and numeracy problems</p> <p><a href="#">National Indicator 30</a></p>		Annual	<i>being developed through a new national survey</i>	n/a		

	<b>Reduced Financial Exclusion</b>	% of households with access to bank, building society or credit union account	Bi-Annual	SHS	85.4% (2003/4)	
	<b>Reduced fuel poverty</b> <i>(Corporate Objective)</i>	Number of people defined as in fuel poverty (spending over 10% of income on fuel)	Annual	WDC survey to be developed		
	<b>Improved homelessness services</b>	Percentage of homeless households in priority need  <a href="#"><u>National Indicator 22</u></a>	Annual	Scottish Government	90%	100% by 2012
	Required Actions/Commitment by local partners for these outcomes	<ul style="list-style-type: none"> <li>Re-launch Anti-Poverty Strategy (with local survey data)</li> </ul>				
	Scottish Government required action/commitment to support delivery of local outcome					



<b>National Outcome</b>  <b>NO-8 We have improved the life chances for children, young people and families at risk</b>	<b>Local Context</b> The educational performance of children looked after away from home (which does not take into account children currently looked after) was 67% (those attaining at least one SCQF level 3 in any subject ) - is significantly higher than national average and has steadily increased since 2002  The number of child protection referrals increased by 16% (compared to 13% across Scotland) from 136 in 2006/07 to 158 in 2007/8 – mainly as a result of a major public information campaign. The proportion in the youngest age group is significantly higher than average – probably reflecting high levels of drug/alcohol abuse. The number of children on the Register increased by 23% to 27 at 31 <sup>st</sup> March 2007 compared to the Scottish average of 13%					
	<b>Local outcomes</b>	<b>Relevant Indicators</b>	<b>Frequency</b>	<b>Data Source</b>	<b>Baseline (2006/07)</b>	<b>Local Targets &amp; Timescales</b>
	<b>Provided opportunities to enable young people at risk to have positive chances and make positive choices in their life</b>	Percentage of 16 or 17 year olds ceasing to be looked after and accommodated attaining at least one SCQF level 3 in at least one subject (CPI, SPI)	Annual	Audit Scotland SPI	67%	Increase
	<b>Improved Child Protection</b>	% of children on the Child Protection Register who have a completed and up-to-date risk assessment	Annual snapshot	WDC	07/08 base year (data from SW)	Increase to 100%
	Required Actions/Commitment by local partners for these outcomes	<ul style="list-style-type: none"> <li>• Implementation of GIRFEC</li> <li>• Corporate Parenting- 'We Can and Must do Better'</li> <li>• Implement Youth Strategy</li> <li>• Develop Early Years Parenting strategy</li> <li>• Implement action plan following HMIE Child protection inspection</li> </ul>				
	Scottish Government required action/commitment to support delivery of local outcome					

<b>National Outcome</b>  <b>NO-9 We live our lives safe from crime, disorder and danger</b>	<b>Local Context</b> <p>The total numbers of crimes recorded in West Dunbartonshire in 2006/7 was 1,004 per 10,000 population compared to the Scottish average of 819. This equates to a crime index of 123 (compared to Scottish Index of 100). The gap between the WD index and the national index has increased from 9 in 2002 to 23 in 2007.</p> <p>Fear of crime is a higher than average – the 2005/06 Scottish Household survey reports 59% of residents feeling safe or fairly safe walking in their neighbourhood after dark compared to the Scottish average of 73%. There is a challenge in reassuring communities, as the fear of crime or disorder is higher than the actual rate of incidents.</p> <p>Rates of domestic abuse are the 2<sup>nd</sup> highest in Scotland. A range of strategies and services to tackle the issue of domestic abuse has been put in place. These include Women's Aid the CARA (Challenging and Responding to Abuse – a free and confidential service for women children and young people), the Reduce Abuse Project in our schools and a programme of work with perpetrators.</p> <p>The rate of vandalism (333 recorded incidents per 10,000) is higher than the national average of 251. The Community Safety Partnership has developed a comprehensive Anti-Social Behaviour strategy with a large number of detailed indicators of progress – which are described in the 2007 monitoring report. Anti-social behaviour (and fear of it) is being tackled though better use of community wardens CCTV and improved street and community lighting. A number of innovative diversionary activities such as 'The Pulse' and 'Y-Sort-it' have been put in-place which are key in tackling anti-social behaviour at source.</p> <p>The rate of fire incidents [add]</p> <p>Road safety data suggests that the serious road accident rate is slightly higher than the Scottish average (7.6 per 10,000 veh-km compared to average of 7.4) but that the rate of accidents involving children is higher than average at 1.6 per 10,000 veh-km compared to an average of 0.98</p>					
	<u>Local outcomes</u>	Relevant Indicators	Frequency	Data Source	Baseline (2006/07)	Local Targets & Timescales
	<b>Reduced crime and crime victimisation rates</b>	Crimes rate in West Dunbartonshire (a) total numbers and (b) Crime Index	Annual	Scottish Government	(a) 1,004 (b) 123	Reduce Reduce to 100
		Number of persistent young offenders (5 offending episodes in 6-month period)	Annual	SCRA Annual Report	42	
Reconviction rate for offenders released from custody or given a non custodial sentence		Annual	SNS-SIMD	46 (2003/04)		
	<a href="#">National Indicator 23</a>					

	<b>Reduced Domestic Abuse</b>	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)	Increase rate of reporting and reduce incidence
	<b>Increased positive public perception of public safety in their local area</b> <i>(relates to Corporate Objective 'Reduce Fear of Crime')</i>	Percentage of residents feeling very or fairly safe when walking alone in the local neighbourhood after dark	Bi-annual	Scottish Household Survey (Table 4.64)	59% (05/06)	Increase
	<b>Reduced anti social behaviour</b> <i>(Corporate Objective)</i>	Rate of vandalism per 10,000 population	Annual	SNS-SIMD	333 (05/06)	Reduce
	<b>Reduced incidence of fires</b>	No. of (a) primary and (b) secondary fires	Annual	Strathclyde F&R	(a) 405 (b) 1102 (2007)	Reduce
	<b>Improved road safety</b> <i>(Corporate Objective)</i>	Rate of (a) all people and (b) children 0-15 killed or seriously injured in road accidents per 10,000 vehicle kilometres	Annual	Scottish Government – Road Accident Statistics tables 40/41	(a) 7.6 (b) 1.6 (2002-2006)	Reduce number by 40% on 2001 baseline

	<p>Required Actions/Commitment by local partners for these outcomes</p>	<ul style="list-style-type: none"> <li>• 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.</li> <li>• Multi agency work on fire-raising and Anti-Social Behaviour (<i>e.g. Cut it Out, The Pulse</i>)</li> <li>• WDC funding for joint working with Strathclyde Police, targeted policing (£100,000 pa) new additional policing 08-09 (£200k), joint working and co-ordinated tasking between Community Wardens and Police, deployment of new CCTV mobile van and re-deployable cameras.</li> <li>• Implement action plan from HMIE Child protection inspection</li> <li>• Kerbcraft to continue as a key road safety topic in local primary school curriculum</li> </ul>
	<p>Scottish Government required action/commitment to support delivery of local outcome</p>	

<b>National Outcome</b>  <b>NO-10 We live in well-designed sustainable places where we are able to access the amenities and services we need</b>	<b>Local Context</b>  <p>The new Local Plan (currently at Finalised stage –with a completed Strategic Environmental Assessment) sets the context for a series of aims and objectives that will assist in the coordinated delivery of urban renewal and regeneration. The Plan aims to ensure a sustainable approach to development through a land use framework that brings about positive social and economic development, whilst maintaining and enhancing environmental quality..</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. 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>There is an overall surplus of housing stock over projected households by 2009, much of this stock is in areas of low demand or not of a type or size that households are looking for. The Council has a statutory duty to ensure its own stock meets the Scottish Housing Quality Standard by 2015. The Local Housing Strategy is being revised and a review is underway of the options for a community ownership programme through a new Standard Delivery Plan - to enable the houses to meet the standards without significant rent increases and to reduce the number of unsuitable and un-let properties. There is still a significant number of void properties – the amount of rent lost is reducing each year but at 5.2% is amongst the highest in Scotland.</p>					
	<u>Local outcomes</u>	Relevant Indicators	Frequency	Data Source	Baseline (2006/07)	Local Targets & Timescales
	<b>Regeneration in a properly planned, co-ordinated and sustainable manner</b>  <i>(Corporate Objective)</i>	Percentage of planning applications where design improvements are successfully negotiated (proposed)	Annual	WDC Survey	08/09 establish baseline	Increase
		Percentage of planning applications granted contrary to Local Plan policies (proposed)	Annual	WDC Survey	08/09 establish baseline	Reduce
	<b>Improved mix, quantity, location and affordability of housing in West Dunbartonshire</b>  <i>(Corporate Objective)</i>	Number of new build properties  <a href="#">National Indicator 27</a>	Annual	Scottish Government - Affordable Housing Investment Database:	232 Owner Occupied completions (2006)	
Rent lost through no. of voids		Annual	Audit Scotland	5.2%	3.7 (08/09)	

	<b>Improved the quality of council and RSL housing</b> <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) 100% (2015)
	Required Actions/Commitment by local partners for these outcomes	<ul style="list-style-type: none"> <li>• Complete adoption of new Local Plan</li> <li>• Complete new Local Housing Strategy</li> <li>• Implement Strategic Housing Investment Plan</li> <li>• Develop, agree &amp; implement Standard Delivery Plan for Council Housing</li> </ul>				
	Scottish Government required action/commitment to support delivery of local outcome					

<b>National Outcome</b>  <b>NO-11 We have strong, resilient and supportive communities where people take responsibility for their own action and how they affect others</b>	<b>Local Context</b> Our communities face challenges similar to other areas in Scotland dealing with high levels of multiple deprivation. West Dunbartonshire has a well-established spectrum of organisations committed to developing stronger and safer communities. It also benefits from strong community-based action and involvement and local agencies dedicated to partnership working. 42% of people rate their neighbourhoods as very good which is 10% lower than the Scottish average figure. Levels of hate crime (sectarian, race etc) are perceived as low					
	<u>Local outcomes</u>	Relevant Indicators	Frequency	Data Source	Baseline (2006/07)	Local Targets & Timescales
	<b>Increased percentage of adults who rate their neighbourhood as a good place to live</b>	Percentage of residents rating neighbourhood as a 'very good' place to live  <a href="#">National Indicator 28</a>	Bi-Annual	Scottish Household Survey	42% (05/06)	
	<b>Reduced Hate Crime</b>	Number of 'third-party' reports received and number of emergency cases referred to MARIM	Annual	Local police statistics	(a) 5 (b) 0  (07/08 data)	Maintain or increase
	<b>Increased community volunteering and involvement</b>  (Corporate Objective)	% 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)
	Required Actions/Commitment by local partners for these outcomes					
	Scottish Government required action/commitment to support delivery of local outcome					

<b>National Outcome</b>  <b>NO-12 We value and enjoy our built and natural environment and protect it and enhance it for future generations</b>	<b>Local Context</b> <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 16 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. The Council is working in partnership with Scottish National Heritage to produce a Local Biodiversity Action Plan (LBAP).</p> <p>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. 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>We want to improve the quality and sustainability of our built environment. Quality of design is an increasingly important factor in determining planning applications, particularly in our town centres. Master plans and supplementary design guidance help to encourage and justify better design and the creation of high quality places. Our new school buildings will incorporate sustainable design principles.</p> <p>Cleanliness of the area is improving and is above the national average, however the state and appearance of streetscapes, play and recreation areas, green/open spaces and town centres need further improvements.</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>					
	<u>Local outcomes</u>	Relevant Indicators	Frequency	Data Source	Baseline (2006/07)	Local Targets & Timescales
	<b>Increased the proportion of protected nature sites in favourable condition</b> <i>(This relates to Corporate Objective to Protect and enhance green and open spaces and the natural environment)</i>	Proportion of protected nature sites in favourable condition  <a href="#">National Indicator 33</a>	Annual	SNH	TBD (SNH)	National target to ensure 80% of SSSI's are in a favourable condition by 2009
	<b>Improved the state of West Dunbartonshire's environment</b>	The cleanliness index achieved following inspection (SPI, CPI)	Annual	Audit Scotland SPI	71	Increase to 76 by 2011/12 Corporate Plan



	<i>(This 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>	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-(a) NO2 Concentration (b) PM10 Concentration	Annual	Average of Local Monitoring station data	(a) 40 ug/m3 (b) 40 ug/m3	Maintain
	<b>Increased Biodiversity</b>	Increase average habitat network size	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"> <li>• Complete and implement Local Biodiversity Action Plan and Habitat Network project</li> <li>• Implement Green/Open Space Audit</li> <li>• Develop Nature Conservation Strategy</li> <li>• Support proposal for Antonine Wall World Heritage Site</li> </ul>				
	Scottish Government required action/commitment to support delivery of local outcome					

<p><b>National Outcome</b></p> <p><b>NO-13 Take pride in an strong, fair and inclusive West Dunbartonshire identity</b></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><b>Local Context</b></p> <p>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 the image through positive branding and marketing of the positive aspects of the public 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>The Council has a bad press locally – especially since the Best Value Audit Report in 2006 – and one of the aims of the branding initiative is to improve this image. Assuming that the future external scrutiny reports will paint a positive and improving picture of the Council then we aim to make submissions to appropriate national award schemes to recognise this.</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 and we intend to develop more perception measures as part of the new branding and marketing strategy. Elements of this will also include a new cultural strategy and a high-profile event programme.</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 Dunbartonshire by more than 10% with death rates exceeding birth rates. West Dunbartonshire has also 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. Nationally West Dunbartonshire has amongst the largest losses per 1,000 population for the group aged 35 and over. Stemming this decline in the working-age population represents one of the area’s key challenges.</p>						
	<u>Local outcomes</u>		Relevant Indicators	Frequency	Data Source	Baseline (2006/07)	Local Targets & Timescales
	<p><b>Improved image and reputation of West Dunbartonshire and the Council</b></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)	
			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	
	<p><b>Population decline and out-migration reduced</b></p>		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"> <li>• Active promotion of the West Dunbartonshire brand through joint working with Dunbartonshire Enterprise and Visit Scotland</li> <li>• Communications Strategy</li> <li>• Awareness Programme</li> <li>• High-profile programme of cultural events with increased local participation rates</li> <li>• Promotion of Fairtrade towns</li> <li>• New Cultural Strategy</li> </ul>
	Scottish Government required action/commitment to support delivery of local outcome	

<p><b>National Outcome</b></p> <p><b>NO-14 We reduce the local and global environmental impact of our consumption and production</b></p>	<p><b>Local Context</b></p> <p>Reducing CO<sub>2</sub> 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 CO<sub>2</sub> and other greenhouse gas emissions from council operations such as buildings, transport (staff &amp; 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 2<sup>nd</sup> 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 key part of our carbon reduction plans. 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. 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 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-mile and carbon emissions.</p> <p>Much progress has been made on waste reduction and recycling (32% in 06/07)- and we are now meeting the Scottish Executive targets. Further investment and improvements are required to continue to increase recycling and reduce biodegradable waste being sent to landfill in line with Government targets and EU legislation.</p>					
	<u>Local outcomes</u>	Relevant Indicators	Frequency	Data Source	Baseline (2006/07)	Local Targets & Timescales
	<p><b>Reduced Overall Ecological Footprint</b></p> <p><i>(This 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 <a href="#">National Indicator 32</a>	Annual	SEI-REAP	5.01 gha/cap	Reduce
Tonnage of CO <sub>2</sub> emissions		Annual	WDC	08/09 to be base year from Carbon Management Programme		

	<b>Raised awareness of environmental issues</b> <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
	<b>Waste Managed in a more sustainable way</b> <i>(Corporate Objective)</i>	Recycling rate (CPI)	Annual	SEPA/Audit Scotland	32% (06/07)	40% by 2009/10 50% by 2012/13
		Tonnage of Biodegradable Municipal Waste disposed via Landfill (CPI)  <a href="#">National Indicator 39</a>	Annual	SEPA	27,108 tonnes (06/07)	18,536 by 2011/12
	<b>Increased proportion of journeys by public or active transport</b> <i>(This relates to Corporate Objective to 'Promote sustainable travel choices')</i>	Percentage of Adults travelling to work by car or van  <a href="#">National Indicator 36</a>	Bi-Annual	Scottish Household Survey	56% (05/06)	Increase
		Percentage of children travelling to school by public or active transport	Annual	SPT	In development 08/09 will be base year	Increase
	Required Actions/Commitment by local partners for these outcomes	<ul style="list-style-type: none"> <li>Local Footprints Project</li> <li>Develop and implement Carbon Management Programme in response to climate change declaration and encourage other public sector bodies to undertake similar programmes</li> <li>Pilot fortnightly collection of recycle</li> <li>Joint work between SPT and WDC to develop walking and cycling facilities, improve access to travel information</li> <li>Support from SPT to implement Council's Green Travel Plan encourage other public sector bodies to undertake similar programmes</li> <li>Support eco schools programme delivery</li> <li>Develop allotment strategy as part of open space strategy</li> </ul>				
	Scottish Government required action/commitment to support delivery of local outcome					

<p><b>National Outcome</b></p> <p><b>NO-15 Provide high quality continuously improving, efficient and responsive services</b></p> <p><i>(This relates directly to Theme 6 of the Council's Corporate Plan – 'An Improving Council')</i></p>	<p><b>Local Context</b></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 a commitment to continuous improvement.</p> <p>Following the Audit the Council has implemented new management structures (to increase capacity), has set-up new Committee and other decision-making and scrutiny structures (to improve openness and transparency) and has improved member relationships – both with officers and amongst themselves. Work is underway to improve community consultation and engagement arrangements and build community capacity. The Council is committed to improve further its frameworks for financial planning, risk and performance management and improve its approach to customer care (through further development of its new contact centre).</p> <p>The Council views its employees as a key strategic resource and wants to ensure it has the capacity and capability to implement plans and make full use of our employees' time skills and commitment. It will measure progress using regular staff surveys following up the one carried out in April 2007.</p> <p>The Council is implementing the Public Services Improvement Framework, which will assist in systematically self-assessing services it provides, and provide a corporate basis for consultation with users, comparison with others, evaluation of value-for-money and competitiveness. The process will challenge why the council provides these services and analyse options for improving service quality.</p> <p>The Council is participating in a national 'Diagnostic' project to identify opportunities for sharing and joining up services and has implemented a further 1% efficiency savings initiative on top of the 2% national target.</p> <p>The ratio of the numbers of Council Statutory Performance Indicators defined to be in Audit Scotland's 'top quartile' compared to the number in the 'bottom quartile' has improved recently. In 2004/5 there were 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 the Council's 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 with 60% expressing satisfaction with the services they received from the Council. In the 2007 Survey satisfaction had increased to 74%.</p>					
	<u>Local outcomes</u>	Relevant Indicators	Frequency	Data Source	Baseline (2006/07)	Local Targets & Timescales
	<b>Improved leadership and management skills of the Council's senior staff and elected members</b>	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
	<b>Improved effectiveness of community consultation and engagement activity</b>	% 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%

	<b>Improved efficiency</b>	Total Efficiency Savings made by the Council  <a href="#">National Indicator 42</a>	Annual	WDC Efficiency Statement	06/07 base year – figures for 07/08 available July 08	2% +1% year on year
	<b>Improved employee perceptions of their employer</b>	% 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
	<b>Improved Council management</b>	Local Government Employee absence rates	Annual	WDC SPI	6%	4.4% (20011/12)
		Percentage of Citizens Panel respondents satisfied or very satisfied with Council Services (CPI)	Bi-Annual	WD Citizens Panel	74% (May07)	80% (2011/12) – Corporate plan
		Ratio of Statutory Performance Indicators in the upper quartile to lower quartile (CPI)	Annual	Audit Scotland	2.0 (2006/07)	Increase
		Percentage of residents agreeing with the statement 'My council provides high quality services' (CPI) <a href="#">National Indicator 43</a>	Bi-Annual	Scottish Household Survey	40% (05/06)	Increase
	Required Actions/Commitment by local partners for these outcomes	<ul style="list-style-type: none"> <li>• Implement and monitor revised Council Best Value Improvement Plan</li> <li>• Prepare for Council's Audit Scotland inspection in Mid-2009</li> <li>• Implement Public Services Improvement Framework for all Council services</li> </ul>				
	Scottish Government required action/commitment to support delivery of local outcome					