



Single Outcome Agreement 2011-2014



To promote partnership working that delivers public sector reform and improvement leading to better quality of life for the residents and communities of West Dunbartonshire

Table of Contents

Section 1 Foreword	1
Section 2 Executive Summary	2
Section 3 Local Context	4
Section 4 Governance and Delivery	14
Section 5 Key Developments	16
Section 6 Outcomes and Commitments	19
Section 7 Community Engagement.....	19
Section 8 Equalities.....	20
Section 9 Performance Management	21
Glossary	22
Appendices.....	28

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Section 1 Foreword

Welcome to West Dunbartonshire Community Planning Partnership's (CPP) Single Outcome Agreement (SOA) for 2011-2014.

The SOA is the means by which Community Planning Partnerships agree their strategic priorities for their local area. It identifies areas for improvement and sets out how our community planning partners will deliver better outcomes for the people of West Dunbartonshire.

All partners within the CPP are fully committed to this agreement and in particular, community residents have played an influential role in shaping its content.

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 facilitates a new level of local control. More than ever, this agreement is a statement of local priorities for services and improvements that are consistent with national priorities set by Government. These local priorities are set out as local outcomes.

West Dunbartonshire Council and its community planning partners, including local communities, will work together to deliver these outcomes.

This SOA delivers key priorities in the West Dunbartonshire Community Plan that was launched in September 2007 and which sets out the 10-year strategic vision and high-level actions to enable West Dunbartonshire to flourish. The Community Planning vision is:

“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”

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

Ronnie McColl
Chair of West Dunbartonshire CPP and Leader of the Council



Section 2 Executive Summary

This SOA is the third version produced for West Dunbartonshire. Version one for 2008-2009 was solely focused on the work of the Council. Version two for 2009-2011 was focused on the wider Community Planning Partnership. This version three also focuses on the work of the Community Planning Partnership but reflects the learning and progress made in earlier versions. This SOA is:

- Shorter, sharper and now focused on three main priorities, described below;
- Significantly influenced by the views and aspirations of community residents and
- Focused on challenges that the Community Planning Partnership can positively affect in the lifetime of the SOA.

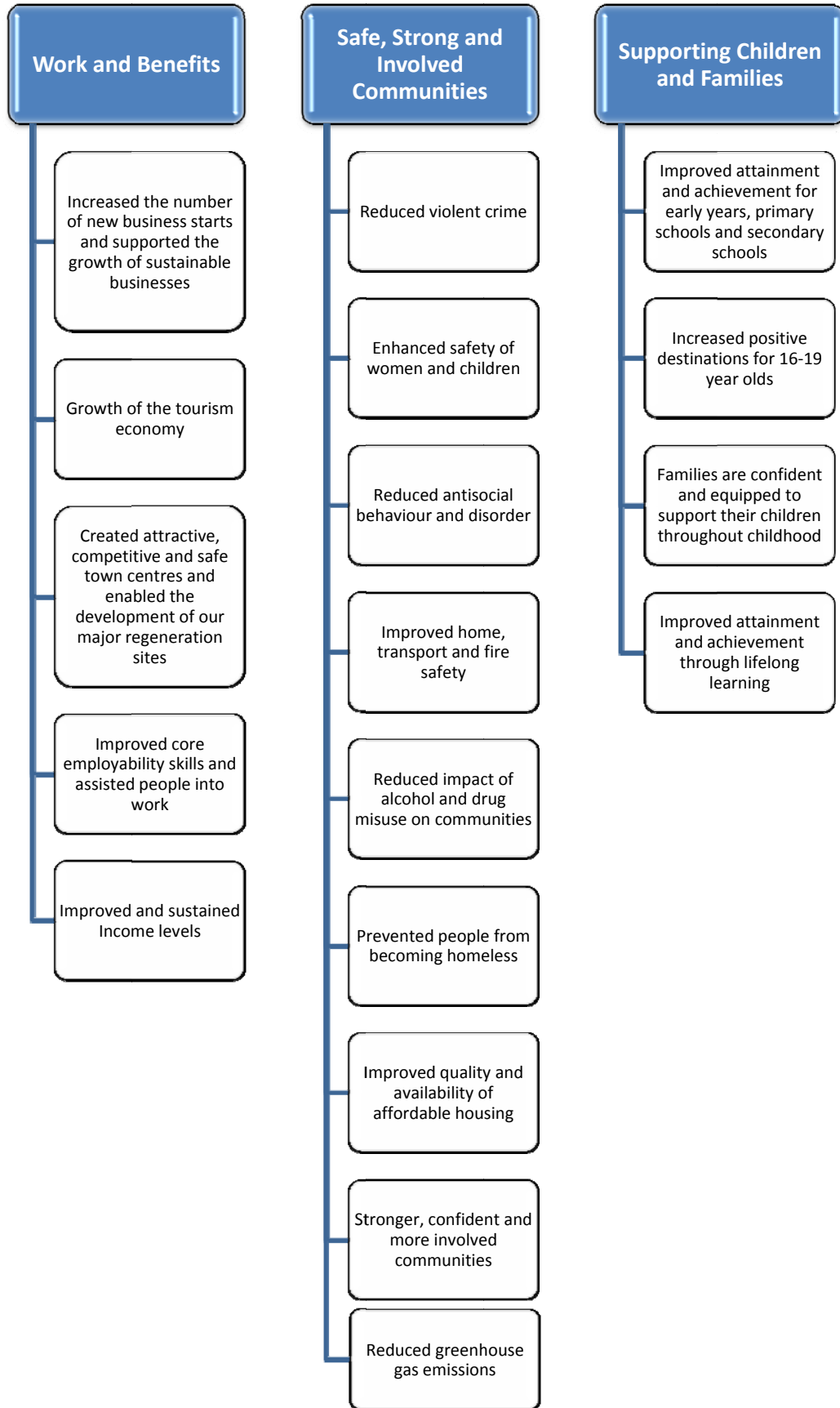
Community planning has progressed significantly since the previous SOA. Positive change and improvement has been achieved in terms of strategic direction and clarity, operating procedures, structures, performance management and financial controls. In certain specific service areas, following a lead from West Dunbartonshire Council, the Community Planning Partnership is exploring innovative and groundbreaking approaches to designing and delivering services. This is described in more detail in Section 5 below.

New approaches to the delivery of the current SOA, and associated CPP investment, have delivered real and measureable improvements in service delivery. It was felt that a new approach to community planning in West Dunbartonshire was urgently required that would produce efficiencies, demonstrate best value and pilot an approach to SOA delivery that could be relevant across Scotland. Our aim was to ensure that a shared commitment to the SOA was placed at the centre of our public sector partnership activity.

The CPP recently approved three new priorities to inform its new SOA. This is described in Appendix one. These priorities also influenced the Council's recent public consultation on the budget. All activity described in the SOA 2011-2014 links to these priorities. The three priorities are:

1. Work and Benefits
2. Safe, Strong and Involved Communities
3. Supporting Children and Families

The local outcomes in this SOA are linked to our three priorities in the following way:



Section 3 Local Context

The aim of West Dunbartonshire Community Planning Partnership is to promote partnership working that delivers public sector reform and improvement leading to better quality of life for the residents and communities of West Dunbartonshire.

This section of the SOA presents an overview of the challenges and opportunities that West Dunbartonshire faces over the next three years and beyond. These are reflected in the priorities and local outcomes set out in detail below.

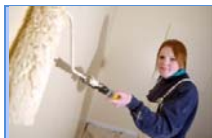
Population Trends

Demographic change impacts on all of our three new CPP priorities - *Work and Benefits; Safe, Strong and involved Communities* and *Supporting Children and Families*.

With a population of 90,920, West Dunbartonshire is the eleventh smallest Council in Scotland. It covers an area of 159 km². Despite its small size, the landscape is diverse with the Kilpatrick Hills forming the backdrop to urban areas contained within the Valleys of the Clyde and the Leven. West Dunbartonshire is ideally located 30 minutes by train from Glasgow City Centre, 20 minutes by car from Glasgow Airport and forms the southern edge of Loch Lomond and Trossachs National Park.

West Dunbartonshire has had a falling population since its inception as a Council area in 1996, falling by 4.6 % between 1996 and 2009 compared to a rise of 2% for Scotland as a whole over the same period. West Dunbartonshire also has one of the lowest rates of inward migration from elsewhere in the United Kingdom (UK) and one of the lowest rates of migration from other European Union (EU) countries of all Scottish Council areas.

The projected trend in West Dunbartonshire's population continues to be downward. The 0-15 age-band of the population is projected to experience the greatest decline, dropping 15% between 2008 and 2033. In contrast, the Scotland-wide projection for the same age group is to increase by 1% between 2008 and 2018 and then to decrease by 1.5% by 2033. Between the years of 2008 and 2033, the birth rate in West Dunbartonshire is projected to fall by 26%, which is significantly higher than the 8% projected decline for Scotland. Clearly these projections have significant implications for West Dunbartonshire in relation to the three strategic priorities of the CPP.



Priority one – Work and Benefits

Deprivation: West Dunbartonshire is one of the most deprived areas in Scotland and the three town centres, Alexandria, Clydebank and Dumbarton have experienced steady decline since the Scottish Economy entered recession in 2008. According to the Scottish Index of Multiple Deprivation (SIMD) 2009⁺¹, 18.1% of the

working age population in West Dunbartonshire is classed as employment deprived, and 21.7% of the total population as income deprived.

The public sector has played a key role in supporting demand during the downturn; however, UK Government budget strategy has led to a reduction in public spending which poses a risk to economic recovery in West Dunbartonshire.

Qualifications and educational attainment: the levels of educational attainment in West Dunbartonshire are below the national average. There is also a lower proportion of the working age population with qualifications from NVQ1 or above than the rate for Scotland and the UK in 2009. The area's low workforce qualifications act as a constraint to economic growth. However, more young people in West Dunbartonshire are going into further or higher education and training after leaving school. Significantly, the percentages in West Dunbartonshire are higher than the national average. In 2009-10, the percentage of young people in higher education increased by 5.4% and the percentage of young people moving into further education rose by 0.8%.

Local economic activity: West Dunbartonshire has suffered low levels of economic activity and a small business base compared with Scotland and UK levels. Recent data has shown that while business start-ups remain stable, the business survival rate has dipped below national averages. In 2005, there were 1,455 active enterprises in West Dunbartonshire. This figure rose by 9.4% to 1,620 in 2009. In terms of business births, the start-up rate per 10,000 adult population in West Dunbartonshire was 22 in 2009-10, well below the Scottish average of 35. West Dunbartonshire's business base is dominated by small and medium sized enterprises, which makes up 96% of the total number of registered enterprises.

Local economy sectors: Current employment in West Dunbartonshire is dominated by two sectors – public services and retail and catering. There is, however, potential for growth in a number of key sectors including tourism, construction, health/social care and financial and business services.

At the same time, West Dunbartonshire also has a strong, stable mature Third Sector with a healthy and sustainable organisation base. The Third Sector is one of the largest employers in West Dunbartonshire. 31% of organisations employ staff, giving a head count of 1,112 employees, 688 of whom are employed full time. Additionally, the development of social enterprises within the context of new business growth is a key Scottish Government economic target. A Social Economy Partnership has been established led by WDCVS to provide a co-ordinated single strategic plan for the development of the West Dunbartonshire Social Economy.

Unemployment rates: For West Dunbartonshire, these are well above the national average with 30.5 Job Seeker Allowance (JSA) claimants in April 2011 per unfilled job vacancy compared to 9 in Scotland and 5 in Great Britain. The figures attained via NOMIS show that the number of people claiming JSA in West Dunbartonshire in April 2011 was 6.2% compared to JSA claimants in Scotland 4.2% and the UK figure 3.7%. These figures fluctuate on a monthly basis, but West Dunbartonshire figures remain consistently poor on a longer term basis.

The International Labour Organisation (ILO) statistics unemployment rate in West Dunbartonshire was 8.7% in February 2011 compared with 4.9% for Scotland as a whole.

Maximising benefits and routes to employment: The proportion of West Dunbartonshire's working age population claiming Department of Work and Pensions (DWP) benefits rose to 22.5% in 2010, well above the Scottish rate of 17%. The majority of benefits claimed were Employment Support Allowance/Incapacity Benefit (11%), compared with 8% in Scotland.

West Dunbartonshire, historically, has a high number of people who have long-term dependency on 'out of work' benefits. The impending Welfare Reforms and the speed at which legislation is now changing, will provide challenges to local Advice Services to maintain income levels for those who cannot work or are furthest removed from the job market. However, alignment with local services including Employability and Community Learning and Development will result in improved access locally to work-related support and activity.

There remain challenges to provide routes to employment for those who have limited employment experience and who also face other barriers, such as substance misuse, mental health and/or criminal justice histories. Moving into 2011, a combination of changes to the benefit system and a reduction in government funded programmes to support vulnerable groups to education, training and employment will require coherent partnership strategies if employment is to remain aspirational to everyone within West Dunbartonshire. In order to achieve SOA targets within West Dunbartonshire, support must include a focus on those with an often long route to employment.



Priority Two - Safe, Strong and Involved Communities

Strong and involved communities: Effectively harnessing social potential is a complex task which lies at the heart of strong social and economic well-being. West Dunbartonshire has a mature and thriving volunteering, community and Third Sector contributing to the development of safe, strong and involved communities throughout the local authority area. 895 community and third sector organisations provide a range of services to a wide base of beneficiary groups, supported by a local volunteering contribution of over 42,000 hours per week.

The CPP recognises the importance of volunteering and the wider Third Sector in contributing to the delivery of the SOA outcomes. Meaningful Third Sector participation is a crucial element of effective community planning as the Third Sector plays a vital role in building strong and cohesive communities and also provides services to some of the most vulnerable people in West Dunbartonshire. Therefore the third sector has a key role in delivering better outcomes for our communities.

A key development which will facilitate and promote a collaborative relationship between community planning and the Third Sector in West Dunbartonshire is the formation of the Third Sector Interface. As well as enabling the Third Sector to have a strong collective voice, the Interface will integrate volunteer support, social enterprise development and the development of a strong Third Sector into the delivery of the West Dunbartonshire SOA.

In terms of wider community engagement, the importance of working with communities in order to increase their strength, voice and confidence is acknowledged. A Citizen's Panel survey, carried out in this area in March 2011, suggests that people do feel that responsibility for dealing with antisocial behaviour and other issues in their communities is shared between public agencies and the community itself. Our challenge for this period is to ensure that all our work focuses on achieving this sharing of responsibility. Further details on community engagement are contained below in section 7.

Housing and homelessness: Good, affordable housing is a key element in the strength and resilience of communities. The Scottish Housing Quality Standard provides a requirement to ensure that all social rented stock meets specified standards by 2015. The implementation of the legislation requires that resources be diverted into these areas, whilst ensuring core housing functions are not compromised.

The Council remains the largest housing landlord in West Dunbartonshire, with a stock of over 11,000 houses. It has major responsibilities as a housing provider but its role as a strategic planner and enabler is much wider. The enabling role means that it will use its knowledge, influence, assets and finance to ensure that homes are provided across the areas to meet current and future requirements. It also aims to ensure that housing activity contributes to the local economy and environment and supports positively the promotion of social inclusion. The emerging Local Housing Strategy is to play a positive role in improving the availability of affordable housing, delivered by the Council and its partners.

Work is ongoing on the new Local Housing Strategy (LHS) 2011/12 -2016/17 which is due to be submitted to the Scottish Government in November 2011. The submission complies with the fundamental aims of the current LHS 2004-2009 which are to provide housing that is affordable; accessible to those with disabilities and their carers; in good repair; warm and economic to run through the use of energy efficient heating systems combined with high standards of insulation; safe to live in as measured by Secured by Design standards; of the right type and size; and in the right places where people want to live.

The new LHS will develop further the theme of promoting good quality housing particularly with regards to energy efficiency, accessibility and sustainability. This year, investment funding and subsidy for building affordable homes has changed. The draft Budget for 2011-2012 announced a £50 million competitive funding arrangement for providing affordable housing, which is divided as follows: £20 million for Registered Social Landlords (RSLs), £20 million for Councils and £20 million for innovation. Through the LHS and the Strategic Housing Investment Plan (SHIP), the Council will continue to plan for improving the availability of quality, affordable

housing and increasing housing options for local residents through these changing times.

West Dunbartonshire presently has the highest homelessness rate per population in Scotland and the Council faces significant challenges in meeting its obligations under the homelessness legislation. In particular the 2012 target for the abolition of priority need will lead to increased requirements for permanent accommodation for homeless people. As a result the Council will continue to focus on the prevention of homelessness and on developing partnerships to increase housing options.

Attractive and sustainable environments: Climate change is one of the most serious threats facing the world and it will have far reaching effects on Scotland's economy, its people and its environment. It is important to reduce greenhouse gas emissions, to acknowledge that the climate is changing and to be prepared for the disruptive effects of climate change, such as the impact of wetter winters causing travel disruption and flooding.

Scotland is leading the way in terms of legislation on tackling climate change with a national target of reducing emissions by 42% by 2020, and public bodies are committed to contributing to emissions reduction by taking action at a local level.

The nature and condition of the environment has been recognised as an essential requirement to enable healthy and sustainable communities.

The provision of high quality environments which offer a range of opportunities for improved environmental awareness, social engagement and community empowerment is critical to the process of community regeneration. This, together with increased community participation through environmental awareness and action, also leads to improved individual wellbeing and confidence and a greater sense of community. Environmental issues have a direct effect through all of the fifteen National Outcomes and offer important cross-cutting and cost-effective solutions to often complex community regeneration needs.

Public Reassurance: The use of the Association of Chief Police Officers in Scotland (ACPOS) Public Reassurance Strategy has been a major development locally, providing an effective process for engaging with communities to tackle community safety issues, focussing on the major issues identified by the community itself.
<http://www.acpos.police.uk/Documents/Policies/CRIME%20-%20ACPOS%20Public%20Reassurance%20Strategy%2010.09.07.pdf>

A new WDC Public Reassurance Team was established in June 2010 as a result of the Whitecrook Public Reassurance pilot to work solely with Strathclyde Police and partners to address environmental and antisocial issues within an identified area. We are currently working in four council wards in relation to the Public Reassurance Model and have initiatives in the wider authority to tackle antisocial behaviour.

Police Public Consultation Survey 2010: In this survey, members of the community in West Dunbartonshire identified the top three priorities for the police as assault/violent crime, drug dealing/use and drunk and disorderly behaviour.

Reducing serious violent crime is a high priority across Strathclyde Police and the Force has an ongoing campaign to work alongside partners against violence and domestic abuse. Through these efforts, the trend in the number of serious violent crimes in the area is moving down. On drug dealing/use, police efforts are focused on detecting and taking steps against those who are supplying drugs into the local communities. On drunk and disorderly behaviour, the Antisocial Behaviour Task Group is focused on engaging with communities to make sure that improvements are made in the council area, with a particular focus on those areas with the highest levels of antisocial behaviour.

Crime: The total number of crimes recorded in the 2009-2010 Scottish Crime Bulletin (Group 1-5) in West Dunbartonshire was 834 per 10,000 population compared to the Scottish average of 615. This equates to a crime index of 128 (compared to Scottish Index of 100). The crime index in West Dunbartonshire, being so close to the major conurbation of Glasgow, is more aligned with that of the major Scottish cities than the more rural areas of Scotland (Glasgow City-160, Aberdeen City-135, Dundee City-128 and Edinburgh City-128). Progress has been made on the level of crime in West Dunbartonshire over the last three years. The 2009-2010 level is 16.9% down on the level experienced in 2007-2008.

Antisocial behaviour: The Antisocial Behaviour Task Group, a multi-agency group with a wide membership, continues to oversee a large number of problem-solving groups in relation to antisocial behaviour. These include generic groups (such as Fire Raising or Off Road Biking) and geographical areas (such as Public Reassurance areas). The re-organisation of West Dunbartonshire Council Community Safety and Antisocial Behaviour services has resulted in further integration with police partners, from early intervention to enforcement activities.

Domestic abuse: Rates of domestic abuse are the second highest in Scotland. However, we have a range of strategies and services to tackle the issue of all forms of violence against women and domestic abuse in particular.

The priorities and strategies are driven by the Strategic Implementation Group of the West Dunbartonshire Violence against Women Partnership (WDVAWP). Partners include Women's Aid Groups, West Dunbartonshire Council, West Dunbartonshire Community Health and Care Partnership, NHS Greater Glasgow and Clyde, Rape Crisis, Strathclyde Police, the Procurator Fiscal Office, and the Scottish Reporters Administration.

The comprehensive range of services provided by Women's Aid include the following: provision of safe refuge; information and support to women, children and young people experiencing domestic abuse; follow-on support to women, children and young people leaving refuge; outreach support developed specifically for children and young people; outreach support for women affected by domestic abuse; counselling to women affected by rape, childhood sexual abuse and/or other forms of male violence.

Addictions: It is recognised that alcohol and drug misuse are both a cause and effect of social deprivation. Together they can act as contributory factors in violent

and acquisitive crimes. The members of West Dunbartonshire Alcohol and Drug Partnership (WDADP) have a key role in addressing these issues.

Research conducted across Scotland found that one in twenty deaths can be attributed to alcohol. Moreover, the societal costs of alcohol misuse impose a serious financial burden on Scotland, costing £3.5 billion at 2007-2008 prices. Substance misuse poses a serious social and economic problem to West Dunbartonshire, not to mention the serious health and wellbeing implications for those affected through their own misuse or that of another.

Alcohol is not just an issue confined to the offender. The vulnerability of persons under the influence of alcohol raises serious safety concerns, throughout Strathclyde, with at least 50% of preventable fire fatalities having alcohol as a contributory factor. West Dunbartonshire continues to have a disproportionately high share of preventable fire deaths.

Due to the difference in perception between alcohol (legally sold by licensed premises) and controlled substances (procured illegally), the detrimental effects of alcohol may be underestimated. Public consultation surveys consistently find that drunk and disorderly behaviour is a priority for a substantial majority of the community.

Partnership working between the WDADP and West Dunbartonshire Council's Licensing Board also takes place, given the Board's role in regulating over-provision of licensed premises to control availability.

Home, transport and fire safety: A specialist multi-agency Home Safety group has been successfully established in the last year, led by the Community Safety Partnership. Their analysis shows that home accidents are a major cause of injury and death in West Dunbartonshire.

Strathclyde Fire and Rescue (SFR) has commented on the following three areas of concern, namely: accidental fires in the home; deliberate fires; and fire casualties.

- **Accidental fires in the home:** The majority of fires in the home involve social housing. The number of accidental dwelling house fires in the home within the West Dunbartonshire Area continues to fall from 173 in 2006-2007 to 124 in 2010-2011, a 28.3%% reduction over 5 years. This represents a 22.5% % reduction on the 5 year average of 160. SFR carried out on average a total of 664 home fire safety visits (HFSV) within the West Dunbartonshire area last year fitting approximately 400 smoke detectors in the process.
- **Deliberate fires:** Around 70% of all fires attended are due to activities of deliberate fire setters, hence the reason work has been undertaken to improve information exchange and collaboration with Strathclyde Police and Local Authorities. SFR continues to work closely with key partners to target specific hotspot areas, through the Deliberate Fire Reduction Group. Initiatives to educate our young people on the dangers of deliberate fire setting are ongoing within the area - these include our local authority partnership initiatives such as

“Fire Reach,” with approximately 200 pupils attending last year from all our secondary schools across West Dunbartonshire.

- **Fire casualties:** these have reduced from a total of 39 in 2006-2007 to 20 in 2010-2011, a 48% reduction over five years. This represents a 28.5% reduction on the five year average of 28. SFR will continue to target ‘hard to engage’ or ‘at risk’ groups through partnership referrals and targeted HFSV campaigns.



Priority Three - Supporting Children and Families

Poverty and low income: These two issues continue to be prevalent in parts of West Dunbartonshire. This is reflected in the fact that a quarter of all West Dunbartonshire pupils are registered for free school meals and a third of our pupils are entitled to a clothing grant. These figures are above our comparator authorities’ average and the Scottish national average. In 2009-2010, 11,000 families were in receipt of child and working tax credits and 24.6% of all children in West Dunbartonshire were living in households where no-one is in paid employment, with an additional 1,950 living in households where a family member is working but is in receipt of working tax credits. This indicates that 42% of all children in West Dunbartonshire could be described as poor.

These levels of poverty have a potential impact on the resources of children’s services across the Council and within partner agencies. While many families continue to support their children to thrive and do well in school, the most vulnerable children and young people require additional support from one or more agency. The aim is to provide early and effective intervention in line with the national guidance - Getting it Right for Every Child (GIRFEC).

Health improvement and health inequalities: Across West Dunbartonshire, health inequalities have an impact on children’s lives. Figures show high levels of childhood obesity and dental caries and low levels of breast feeding. Parental substance misuse and poor parenting require an integrated response from a range of Council and partner services. A range of services are provided by partners working closely together to address these issues.

WDC Sports Development team works closely with schools, partner agencies and voluntary sector organisations to deliver innovative programmes to improve the health of children, young people and families, as well as providing opportunities to participate in activities leading to certification.

Youth Justice: While the number of children and young people referred to the Children’s Reporter is reducing, there is a proportionate rise in children being effectively supported through children’s services on a voluntary basis, with around 60% of support from social work staff being provided without the need for compulsory measures.

Looked after and accommodated young people: Over recent years, there has been a reduction in the number of young people placed in residential schools and secure accommodation. Numbers of young people in residential settings have almost halved from a figure of 29 in 2009 to 16 in 2011, highlighting a reduction in the need for the most intensive residential support on a sustained basis. In conjunction with this, a higher proportion of children looked after away from home are living with friends or relatives.

Educational achievement and attainment: The Council has identified as a key priority the need to tackle underachievement particularly at Scottish Curriculum Qualifications Framework (SCQF) levels 4, 5 and 6. Attainment has risen both in S4 (at SCQF level 5) and in S6 (at SCQF level 6) but did not improve in S5 (at SCQF level 6). Attainment at SCQF level 7 increased to its highest level and attainment at SCQF level 3 continued to be higher than the national average. The percentage of school leavers moving into a positive destination has improved steadily over the past three years and is now above the national average.

Improving life chances of children and young people: West Dunbartonshire Council and its partners continue to evidence commendable progress in a number of key performance areas thereby improving the life chances of our children and young people, through universal and targeted support to children and families. The evident progress across such a wide variety of areas provides a strong foundation upon which to consolidate the accomplishments to date of children's services, with strong multi-agency working providing the most effective model of service delivery.

The key achievements over the last few years are as follows:

- a strong record of positive inspection reports from our schools and Early Education Child Care Centres (EECC), Children's Units and Through Care Team;
- three new secondary schools were delivered and opened to pupils in August 2009. These were followed by a primary school with an EECC, and by a further two primary schools. The new Dumbarton Academy is expected to open in 2012-2013;
- the impressive reduction each year since 2008 in the rates of exclusion from schools and an ongoing record of improving the academic attainment of pupils from the most deprived areas. These achievements are underpinned by strong integrated support options enhancing the wellbeing and resilience of young people;
- overall and sustained reduction in residential placements and use of secure accommodation through intensive community based supports;
- a significant increase in the proportion of school leavers progressing to positive post-school destinations, despite the difficult economic climate nationally and locally, and
- implementation of an ambitious programme of targeted parenting support for the most vulnerable families.

More Choices, More Chances (MCMC): The Scottish Government and the West Dunbartonshire MCMC Partnership have a shared commitment to ensuring that all children have the best start in life.

One of the key national indicators is to ensure that a rising proportion of school leavers progress to positive sustained destinations. Within West Dunbartonshire, the MCMC Action Plan has been developed and taken forward by the Education and Lifelong Learning Thematic Group and the MCMC partnership.

The MCMC cohort is measured by School Leaver Destination Report (SLDR), DWP (16-19yrs) benefits data and the annual population survey. As a partnership, we are committed to meeting and improving on the Scottish average for our MCMC group.

The proportion of school leavers entering positive destinations has increased by 5.1% to 88.1% in 2009-2010, compared to last year's figure of 83%. The national average is 86.8%. There has been a steady increase in young people moving into positive destinations since 2007-2008. In 2009-2010, the overall number of young people moving into positive destinations increased by 72 from 808 (in 2008-2009) to 880.

The breakdown of the statistical information is as follows: the percentage of young people moving into higher education has increased by 5.4%; the percentage of young people moving into further education has increased by 0.8%; the percentage of young people moving into training has increased by 3.1%.

The percentage of young people reported as 'unemployed and seeking', and 'unemployed and not seeking' has consistently dropped since 2007-2008. The number of young people in unknown destinations has decreased dramatically to only 0.2%, representing only two young people.

Lifelong Learning: 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%. In West Dunbartonshire, a range of adult learning opportunities is provided to reflect local needs. Courses are delivered to encourage first level certification and offer future learning opportunities. A number of learners act as voluntary contributors to further course provision. English for speakers of other languages (ESOL) courses have been very well received by communities and have contributed to further study and employment opportunities. All courses are designed as gateways to further learning and qualification. The local CVS is very active in promoting volunteering as a positive outcome and is actively promoting the Adult Learners and the Millennium Volunteer Awards.

It is critical that adult learning provision contributes more directly to the Work and Benefits priority. The alignment of Community Learning and Development with Employability and Advice Services will directly improve our ability to deliver all stages of the Strategic Skills Pipeline. It should improve adult learners' opportunities to be prepared for work and in the professions where new jobs are being created.

Section 4 Governance and Delivery

In line with guidance from Scottish Government on governance and accountability for SOAs ([SOA Governance and Accountability Guidance Letter](#)) it is recognised that, as an unincorporated body, governance of the SOA requires to be conducted through public statutory partners. Ultimately, accountability for public finance and public performance lies with the public partners within community planning.

However, West Dunbartonshire CPP, like other CPPs, has involvement wider than statutory partners. To reflect this, a Partnership Agreement was signed by all partners and approved in May 2010, described in Section 5 below.

The structure of West Dunbartonshire CPP is contained in the diagram in Appendix two. A key development in delivering the SOA in West Dunbartonshire was the establishment of a strategic approach to CPP investment. Essentially, this was a move from a 'project to a programme' approach, which places the emphasis on agencies in the public and third sector working together to achieve the SOA outcomes through multi-agency programmes.

All CPP structures contribute to the scrutiny and monitoring of the SOA. At each level of the structure, dedicated time on agendas is devoted to scrutiny, challenge and discussion on performance and finance. Where appropriate, at each level of the structure, improvement or remedial actions are identified to address any areas of concern.

This SOA (2011-2014) was approved by the CPP Executive Group and Strategic Board. As the Council is the 'Accountable Body' and the lead organisation responsible for facilitating community planning, the revised SOA went to a full Council meeting for final approval. The Council's Audit and Performance Review Committee also has a role in highlighting any particular aspects which it would wish to scrutinise.

In signing the SOA, public partners are clear that they are signing up to the whole SOA and that they are corporately committed to the agreed outcomes for the area and its communities. They recognise that, within the constraints of their duties and responsibilities, they will take every opportunity to promote and support the achievement of outcomes contained in the SOA.

In terms of how the SOA acts as the strategic driver for other plans, the following diagram gives an illustration of the relationships between these:



Each partner identifies their contribution to the SOA through their own respective plans, strategies and performance reporting, with a focus on those strategic issues which need most improvement to address the priority needs of West Dunbartonshire communities. These strategic plans of individual community planning partners should provide a clear line of sight to SOA shared outcomes. Details of partners' key strategies and plans can be found in Appendix three.

To improve our governance further, the CPP Strategic Board has completed a Public Service Improvement Framework (PSIF) pilot in conjunction with the Improvement Service.

Additionally, a forward plan has been produced to further improve good governance for each level of the CPP structure, including improvement of scrutiny, performance and risk management.

Risk management: Risk management is embedded within the CPP governance arrangements, which links to our shared performance and financial monitoring systems that have been established to ensure the achievement of outcomes and commitments in the SOA. There are, therefore, improved scrutiny and monitoring arrangements in place, which ensure that partners can demonstrate that resources allocated to the CPP are being used efficiently and effectively to achieve agreed outcomes and targets.

The robust, regular monitoring reports at the various levels of the CPP structure allow remedial action to be taken as and when required. There is a risk assessment section in reports and templates, from 'below the waterline' project level through to Strategic Board and Executive Group reports. Furthermore, the agreement by

partners to use the Council's Covalent risk and performance management system helps to mitigate risk by interlinking performance and financial monitoring.

The risk of losing sight of community needs in community planning is significantly reduced by the use of a co-ordinated range of community engagement and consultation mechanisms within West Dunbartonshire. Indeed, as section 7 highlights, there was good community involvement in the development of this revised SOA.

Additionally, all of our partners have risk management arrangements in place to ensure the effective delivery and early identification of mitigating action if required, which should be underpinned by detailed assessments of risk by individual services.

In terms of strategic risks to the delivery of high level and longer term outcomes in the Community Plan and the SOA, most of these relate to factors that are often beyond the control of local partners. However, these strategic risks and challenges, alongside potential opportunities, are considered at each level of the CPP structure in forward planning and in producing the SOA Annual Report.

Looking forward, it is planned to establish a development programme with key stakeholders to improve the risk management approach at the community planning level, so that there is a regular analysis of any risks that may impede the delivery of the SOA.

Section 5 Key Developments

Progress on last SOA

Progress in achieving outcomes in our SOA 2009-2011 is described in our SOA Annual Report 2010. This report is available to download from <http://www.wdcp.org.uk/policy-documents/west-dunbartonshire-single-outcome-agreement/>

Partnership Agreement

A Partnership Agreement for West Dunbartonshire CPP was approved in May 2010. This document describes the aims of the CPP, its structures, roles, functions and standing orders. It is available to download at <http://www.wdcp.org.uk/policy-documents/partnership-agreement/>

New priorities

The CPP has approved three new priorities to inform its SOA. The priorities are:

Work and Benefits

Building Safe, Strong and Involved Communities

Supporting Children and Families

Each outcome in the SOA is linked to one or more of these priorities. In addition, all programme activity that benefits from CPP investment is linked to the priorities.

Service transfers

Between October 2010 and January 2011, West Dunbartonshire Council made a series of decisions to transfer a range of services from different departments to the Chief Executive's Department. This brings them under a single management structure and subjects them to enhanced processes of performance management, financial controls and partnership working developed through the CPP.

The full range of services that have transferred are:

- Employability – comprising Skillseekers, Future Jobs Fund and the European and CPP funded Employability Programme;
- Community Learning and Development (CL&D) – comprising Adult Learning and Literacy, Youth Services, Community Development and Out of School Hours Learning;
- Community Work and
- West Dunbartonshire Advice Team – comprising welfare rights, money advice and information workers.

The rationale behind these decisions is to reduce duplication, improve delivery models and maximise the impact of services on the most vulnerable residents of West Dunbartonshire.

It is Council's intention that services should be better coordinated, more strategic and focused on areas where the need is the greatest. It is intended that by bringing budgets and staff together, an overall improvement in the delivery of services for the residents of this area will be demonstrated.

It also allows for cross-cutting issues such as youth services and community development to contribute more clearly and specifically to the key priorities for the area.

Economic Development Strategy

The West Dunbartonshire Council Economic Development Strategy has been developed to provide an economic vision and strategy for West Dunbartonshire Council for a five year period. The strategy is based on a detailed analysis of the economic characteristics and priorities of West Dunbartonshire and sets out the objectives for economic prosperity and the proposed means of achieving these.

In the last two years, the economic climate has altered significantly and the policy context at national and local level has had to change in order to address the economic downturn. This has resulted in an increased requirement for the development of an Economic Development Strategy that responds to these challenges.

The strategy is supported by an action plan which will outline the projects/activities to be implemented to achieve the aims of the Economic Development Strategy for the period 2011 – 2016.

The key strategic drivers behind this approach are:

- stimulating economic growth and strengthening the business base;
- improving the skills of our people and supporting them into work;
- creating a place where people choose to live work and invest, and
- building stronger partnerships and new approaches to delivery.

Clyde Valley CPP is also completing an Economic Development Strategy that is based on the West Dunbartonshire model.

Developing a strategy for advice services

Given the extensive and unprecedented reform to the UK welfare system currently being rolled out, it is essential that service providers can respond effectively to the many challenges created by this rapid change to the welfare system.

A new strategy for advice services has been developed by CPP partners including the Council's advice service, Citizens Advice Bureaux and independent advice centres. This represents the first phase of this strategy. Going forward it is intended to extend the focus of this work to include financial education and support resources such as credit unions, budgeting/homemaking advice services and Registered Social Landlords (RSLs).

The overarching aim of the strategy is to deliver improvements to the provision of advice services through a more collaborative partnership based approach. The strategy will take full account of the complex challenges ahead in relation to UK Welfare Reforms and an existing and anticipated increase in demand for services.

This aim will be achieved through delivering the following targeted partnership activity:

- shared needs assessment;
- sharing information, training, guidance and materials;
- co-location of services where appropriate;
- specific agencies leading on areas of expertise e.g. representation at Appeal Tribunals and Small Claims Court;
- shared performance management system;
- early intervention and prevention;
- income maximisation, through debt management and in/out of work benefits;
- connecting people to the right financial products and services and supporting them to use them in an effective way, and
- capacity building across services, in particular Employability and Community Learning and Development.

The strategy will be available to download from www.wdcpp.org.uk

Section 6 Outcomes and Commitments

Through a series of community engagement events and SOA Writers Groups which involved a range of stakeholders, including Thematic Group representatives and community representatives, the priority local outcomes for West Dunbartonshire were agreed.

Appendix four outlines our local outcomes and demonstrates the links with the fifteen national outcomes developed by the Scottish Government. Appendix five illustrates clear links to the CPP Thematic Groups which support the delivery of the outcomes.

Risk Management arrangements are described in Section 4 above.

Section 7 Community Engagement

West Dunbartonshire's approach to community engagement is all about improving public services through ensuring that communities, individually and collectively, inform the design and delivery of services. This same principle was applied to the development of this SOA. Community residents were significantly involved through innovative events, including specific events for young people, and participation in SOA Writers Groups. In addition, a consultative event was held to present the first draft of the SOA for approval and to ensure that the priorities identified by communities are reflected in the SOA.

West Dunbartonshire CPP continues to develop and improve community engagement and involvement through the following strategic initiatives:

- Citizens' Panel with over 1400 members;
- Three Community Forums in Clydebank, Dumbarton and Vale of Leven. These structures nominate representatives to sit on the CPP Strategic Board and six Thematic Groups. There are currently 21 places available for community residents on CPP structures – Strategic Board and Thematic Groups. These structures also benefit from considerable participation from Elected Members;
- Community Engagement Coordination Group of CPP partners including community residents. The group has developed a community engagement plan and annual calendar of activity;
- Consultation Toolkit and extensive consultation training for employees across the partner organisations, and
- Managing the interface between all community engagement structures such as Public Partnership Forum, Community Councils, Tenants and Residents Groups, and equalities groups.

Section 8 Equalities

The SOA presents an opportunity for the Council and its partners to work together more effectively on delivering equalities duties. This is essential to ensure that we all embed best practice approaches which enable us to deliver on the public sector duties on protected characteristics.

Key strands in achieving this are:

- All CPP partners have signed up to a **Partnership Agreement** which, in relation to equalities, helps ensure they meet their agreed collective responsibilities.
- Building on opportunities to strengthen support to equalities groups arising from the amalgamation of Community Learning and Development and Community Work
- Supporting employees with best practice training and resources to encourage inclusive approaches in consultation and engagement in line with the National Standards for Community Engagement <http://www.scdc.org.uk/what/national-standards/>
- Performance and reporting systems including equalities reporting for thematic programmes and Equalities Impact Assessment in reporting procedures that will support equalities in the service delivery components of Community Planning Partnership programmes
- Funding for specific projects to support equalities, for example Shopmobility and the West Dunbartonshire LGBT Equalities Network.
<http://www.west-dunbarton.gov.uk/law-and-licensing/equality-and-diversity/lgbt-equalities/>

Equalities Impact Assessment

The process we have adopted follows the Equalities and Human Rights Commission (EHRC) Scotland "Interim guidance for Scottish public authorities: assessing impact" <http://www.equalitiesinhealth.org/documents/interimscotproposedgeneraladuty.pdf>

The assessment will acknowledge and link in with other work designed to fulfil the public sector duty, for example, partners' Equalities Schemes and impact assessment carried out at delivery level by CPP programmes in 2010-2011. CPP partner equalities schemes are referenced in Appendix six.

Section 9 Performance Management

The Partnership Agreement confirmed all partners' commitment to using a shared performance management system (Covalent) to report on progress towards SOA outcomes. All CPP structures have specific roles and responsibilities to manage, monitor, report and scrutinise this shared performance management system.

To track progress in the SOA, each local outcome in the SOA has at least one indicator (see Appendix seven). The most appropriate and robust indicators have been selected from several sources, baseline data is noted where available and appropriate targets are proposed where required. Those indicators selected from the Improvement Service's latest Menu of Local Outcome Indicators are highlighted in yellow within the framework. Additional performance indicators will also be developed over the coming year. When baseline and target data become available they will be incorporated into the framework to strengthen our measures towards achieving our local outcomes.

The aim has been to use indicators in the SOA that measure actual outcomes for stakeholders, rather than simply being measures of the outputs of the activities that are being undertaken. These detailed output-type measures are to be found within the lower-level plans.

A progress report will be prepared annually to allow partners to review and analyse performance against outcome targets. Scrutiny of this performance report will highlight to partners any areas where delivery is not on track and encourage them to take any necessary remedial action.

Glossary

ACPOS	Association of Chief Police Officers in Scotland	This is the professional voice of police leadership in Scotland. It is an independent organisation registered in Scotland with Companies House as a Company limited by guarantee. It is also a registered charity.
AP	Achieving our Potential	A Framework to tackle poverty and income inequality in Scotland.
ASHE	The Annual Survey of Hours and Earnings	Provides information about the levels, distribution and make-up of earnings and hours paid for employees within industries, occupations and regions.
CARA	Challenging and Responding to Abuse	A free and confidential service for women, children and young people.
CfE	Curriculum for Excellence	The Scottish Government's strategy for transforming the learning experience for all young people in Scotland.
CLAN	Community Literacy and Numeracy	
CPD	Continuous Professional Development	Enables a professional person to maintain the quality and relevance of professional services throughout his/her working career.
CV CPP	Clyde Valley Community Planning Partnership	The CV CPP was formed in 2003. It comprises 8 local authorities who are working together in to assist the Glasgow City Region to be one of the most dynamic, economically competitive and socially cohesive city regions in Europe. It is assisting with progressing the initiative of "Shared Services".
CVS	Community and Volunteering Services	The CVS represents, advises, supports and develops all levels of voluntary and community activity across West Dunbartonshire.
EECC	Early Education Childcare Centre	Local authority run pre-school provision.

EHRC	Equalities and Human Rights Commission	This body has a statutory remit to promote and monitor human rights; and to protect, enforce and promote equality across the nine 'protected' grounds - age, disability, gender, race, religion and belief, pregnancy and maternity, marriage and civil partnership, sexual orientation and gender reassignment.
EW	Equally Well	A report from the ministerial task force on health inequalities.
EY	Early Years	A framework focussing on the early part of a child's life where there is a key opportunity to build resilience and seek to prevent the appearance of problems later in life.
GIRFEC	Getting it right for every child	A national programme that is changing the way adults think and act to help all children and young people grow, develop and reach their full potential.
GRO	General Register Office	Publishes information about population and households.
HEAT	Health Improvement, Efficiency, Access and Treatment	Local Delivery Plans that set out a delivery agreement between the Scottish Executive Health Department and each NHS area Board.
HMIE	Her Majesty's Inspectorate of Education	Promotes sustainable improvements in standards, quality and achievements for all learners in Scottish education through first-hand independent evaluation.
HMRC	Her Majesty's Revenue and Customs	Produces a wide range of National Statistics covering the taxes it administers.
ILO	International Labour Organisation	The ILO is the international organization responsible for drawing up and overseeing international labour standards. It is the only 'tripartite' United Nations agency that brings together representatives of governments, employers and workers to jointly shape policies and programmes promoting Decent Work for all. This unique arrangement gives the ILO an edge in incorporating 'real world' knowledge about employment and work.
IS	Improvement Service	
ISD	Information Services Division	Provides Scottish health information and statistics.

KIN	Key Individual Network	A group of key individuals who live or work in a particular community and regularly asked to identify any policing issues in their community.
LAC	Looked After Children	Refers to children and young people who are in public care.
LGBT	Lesbian, Gay, Bi-sexual, Transgender	
LHS	Local Housing Strategy	
MCMC	More Choices, More Chances	An action plan to reduce the proportion of young people not in education, employment or training in Scotland.
NHS GGC	National Health Service Greater Glasgow and Clyde	Responsible for the provision and management of the whole range of health services in this area including hospitals and General Practice.
NOCC	National Outcomes for Community Care	The development of an outcomes approach for community care.
NOMIS	Official Labour Market Statistics	A service provided by the Office for National Statistics to give free access to the most detailed and up-to-date UK labour market statistics from official sources.
NVQ	National Vocational Qualification	NVQs are 'competence-based' qualifications. They can be at levels 1 to 5 on the National Qualifications Framework and the Qualifications and Credit Framework. The frameworks show how different types of qualifications compare, in terms of the demands they place on learners.
ONS	Office for National Statistics	Produces a wide range of economic and social statistics.
PAC/ PRP	Police and Community/Public Reassurance Process	These are two specific types of public consultation in relation to community safety
PSIF	Public Services Improvement Framework	A self-assessment tool, which encourages organisations to conduct a systematic and comprehensive review of their own activities and results.
RSL	Registered Social Landlord	A not-for-profit organisation that provides affordable housing.

ScotXed	Scottish Exchange of Education Data	The ScotXed Unit is part of Education Analytical Services division within the Education Directorate of the Scottish Government
SCQF	The Scottish Credit and Qualifications Framework	The SCQF helps to make the relationships between qualifications clearer. It can clarify entry and exit points and routes for progression within and across education and training sectors.
SCRA	Scottish Children's Reporter Administration	
SG	Scottish Government	
SHQS	Scottish Housing Quality Standard	This is the Scottish Government's principal measure of housing quality in Scotland
SIMD	Scottish Index of Multiple Deprivation	The index identifies small area concentrations of multiple deprivation across all of Scotland.
SLDR	School Leaver Destination Returns	
SNS	Scottish Neighbourhood Statistics	The Scottish Government's on-going programme to improve the availability, consistency and accessibility of small area statistics in Scotland.
SOA	Single Outcome Agreement	Agreements between the Scottish Government and each council which set out how each will work in the future towards improving national outcomes for local people in a way that reflects local circumstances and priorities.
SPI	Statutory Performance Indicator	Statutory performance indicators (SPIs) are used to monitor key aspects of performance.
SPT	Strathclyde Partnership for Transport	The partnership analyses travel needs and it develops the transport system for the region.
STEAM	Scottish Tourism Economic Activity Model	The model allows analysis of tourism activity, including employment impacts, at local levels.
UK	United Kingdom	

WD CHCP	West Dunbartonshire Community Health and Care Partnership	The Community Health and Care Partnership (CHCP) is a Partnership between West Dunbartonshire Council and NHS Greater Glasgow and Clyde and brings together both NHS and Local Authority responsibilities for community-based health and social care services within a single, integrated structure. The West Dunbartonshire CHCP came into being on the 1st October 2010 and it will build on the strong local track record of joint working between the staff and services of West Dunbartonshire Council and NHS Greater Glasgow and Clyde.
WDADP	West Dunbartonshire Alcohol and Drug Partnership	The key strategic partnership for addressing drugs and alcohol issues in West Dunbartonshire
WDC HEEDS	West Dunbartonshire Council's Housing, Environment and Economic Development Section	
WDCPP	West Dunbartonshire Community Planning Partnership	Local partners working together to plan and provide for the wellbeing of their communities

Contact Details:

If you would like further information on the Single Outcome Agreement, please contact the Community Planning section in the Chief Executive's Department. You can either:

Phone: 01389 737269

**Write: West Dunbartonshire CPP Support Services
3rd Floor
West Dunbartonshire Council
Garshake Road
Dumbarton
G82 3PU**

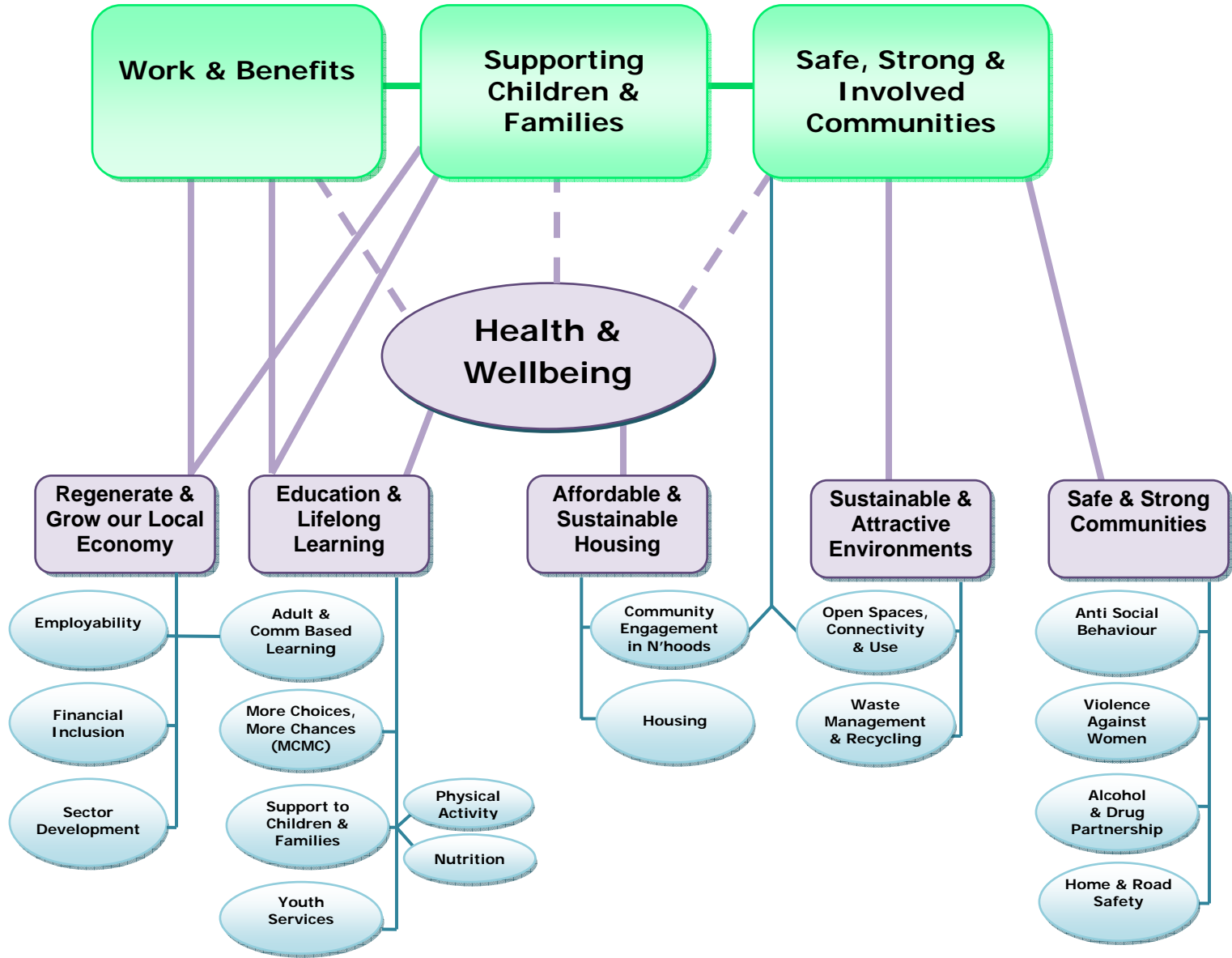
E-mail: **community.planning@west-dunbarton.gov.uk**

The SOA is available from the Community Planning Partnership website at:
www.wdcpp.org.uk

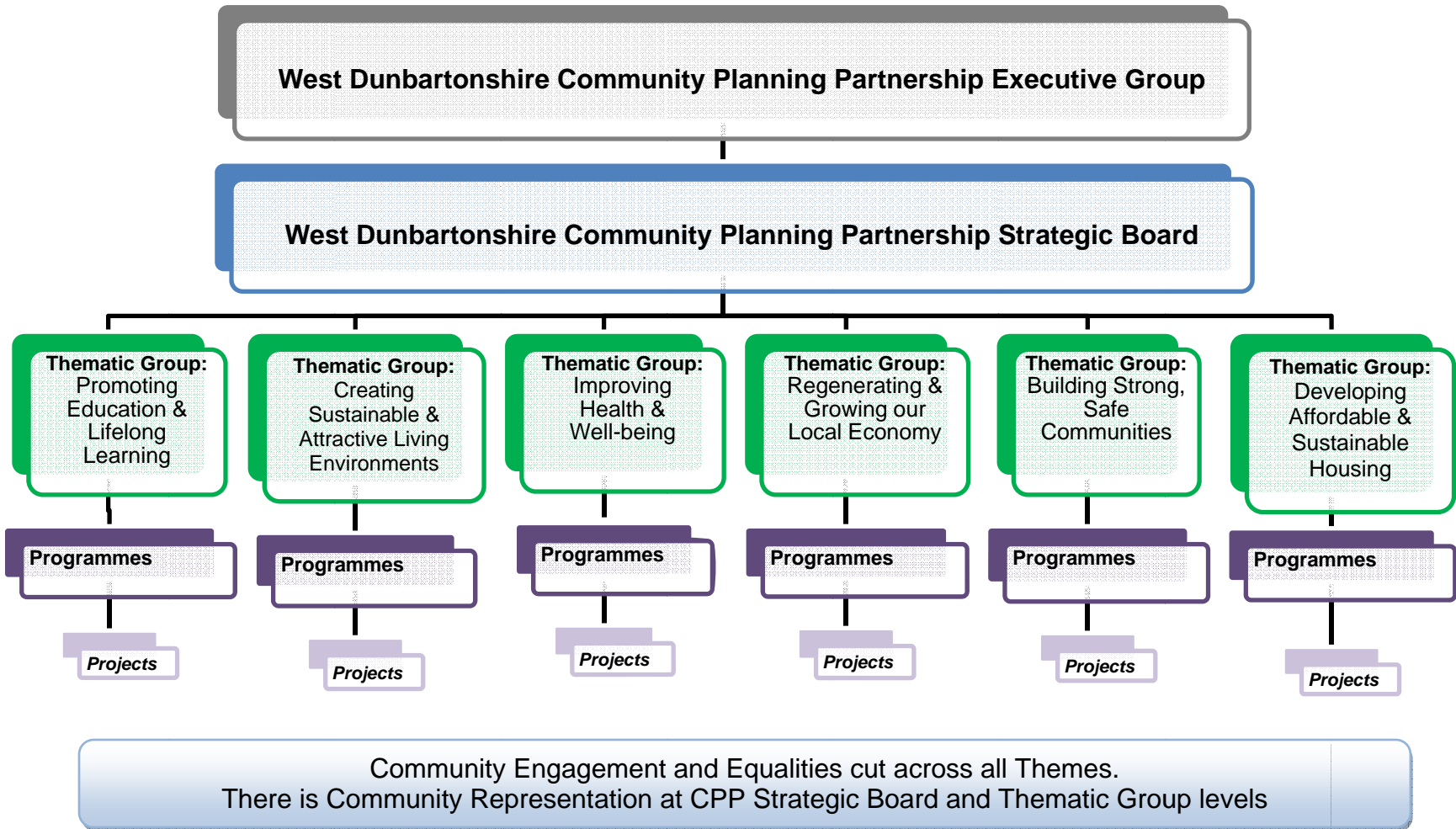
Appendices

- Appendix One: West Dunbartonshire CPP Key Priorities Diagram
- Appendix Two: West Dunbartonshire CPP Structure
- Appendix Three: Key Plans and Strategies to Support Delivery of Local Outcomes
- Appendix Four: Links to National Outcomes
- Appendix Five: National and Local Outcomes Aligned to Thematic Groups
- Appendix Six: CPP Partners' Equalities Schemes
- Appendix Seven: SOA Performance Framework

Appendix One: West Dunbartonshire CPP Key Priorities Diagram



Appendix Two: West Dunbartonshire Community Planning Partnership Structure



Appendix Three: Key Plans and Strategies to Support Delivery of Local Outcomes

Relevant key plans and strategies to support delivery of local outcomes	Work and Benefits	Supporting Children and Families	Safe, Strong and Involved Communities
<u>Achieving our Potential</u>	✓	✓	✓
<u>ACPOS Public Reassurance Strategy</u>			✓
<u>Anti-Social Behaviour Task Force and Strategy</u>			✓
<u>Best Value Improvement Plan</u>	✓	✓	✓
Community Learning & Development Action Plan	✓	✓	
Community Safety Partnership Strategic Assessment			✓
CVCPP Economic Development Strategy 2011-16	✓		✓
<u>Early Years'</u>	✓	✓	✓
<u>Equally well</u>	✓	✓	✓
<u>Forward Together' – West Dunbartonshire Joint Voluntary Policy</u>			✓
<u>Homelessness Strategy 2008-2013</u>	✓	✓	✓
<u>Involving Communities - WD Community Engagement and Consultation Strategies</u>	✓	✓	✓
Local Community Policing Plans			✓
<u>Local Housing Strategy 2011-2016</u>			✓
MCMC action plan	✓	✓	
<u>Regional Transport Strategy and WD Transport Outcomes (SPT)</u>	✓		✓

Appendix Three: Key Plans and Strategies to Support Delivery of Local Outcomes

Relevant key plans and strategies to support delivery of local outcomes	Work and Benefits	Supporting Children and Families	Safe, Strong and Involved Communities
Road Safety Strategy			✓
<u>Scottish Government Economic Strategy 2007</u>	✓	✓	✓
<u>Scottish Government More Choices More Chances (MCMC) Strategy</u>	✓	✓	
<u>Scottish Government's Strategic Framework, "Safer Lives-Changed Lives: A shared approach to tackling violence against women in Scotland"</u>	✓	✓	✓
<u>Skills for Scotland: A Lifelong Skills Strategy 2007</u>	✓		
<u>Sports Strategy 2009-2013 : Action Plan</u>	✓	✓	
<u>Strategic Housing Investment Plan</u>		✓	✓
Strathclyde Fire & Rescue Strategic Assessment			✓
Suicide Prevention Strategy			✓
<u>Tenant Participation Strategy 2009-2012</u>		✓	✓
<u>Third Sector Interface</u>			✓
<u>WD Community Health & Care Partnership Strategic Plan 2011/12</u>	✓	✓	✓
WD Violence Against Women Strategy		✓	✓
WDADP Alcohol & Drugs Strategy	✓	✓	✓
<u>WDC Integrated Childrens Service Plan</u>		✓	
<u>WDC Local Transport Strategy</u>	✓		✓

Appendix Three: Key Plans and Strategies to Support Delivery of Local Outcomes

Relevant key plans and strategies to support delivery of local outcomes	Work and Benefits	Supporting Children and Families	Safe, Strong and Involved Communities
<u>WDC Road Safety Plan</u>			✓
<u>WDC Sustainable Development Strategy</u>	✓	✓	✓
West Dunbartonshire Advice Services Strategy	✓	✓	
West Dunbartonshire Council Licensing Board – Statement of Licensing Policy			✓
<u>West Dunbartonshire Economic Development Strategy 2011-16</u>	✓		✓

Appendix Four: Links to National Outcomes

	Priority One : Work and Benefits	Priority Two: Safe, Strong and Involved Communities	Priority Three : Supporting Children and Families
National Outcomes	<p>01 - We live in a Scotland that is the most attractive place for doing <i>business</i> in Europe.</p> <p>02 - We realise our full economic potential with more and better <i>employment opportunities</i> for our people.</p> <p>03 - We are better educated, more skilled and more successful, renowned for our <i>research and innovation</i>.</p> <p>07 - We have tackled the significant <i>inequalities</i> in Scottish society.</p> <p>15 - Our <i>public services</i> are high quality, continually improving, efficient and responsive to local people's needs.</p>	<p>09 - We live our lives safe from <i>crime</i>, disorder and danger.</p> <p>10 - We live in well-designed, <i>sustainable places</i> where we are able to access the amenities and services we need</p> <p>11 - We have strong, resilient and supportive <i>communities</i> where people take responsibility for their own actions and how they affect others.</p> <p>12 - We value and enjoy our built and natural <i>environment</i> and protect it and enhance it for future generations.</p> <p>14 - We reduce the local and global <i>environmental impact</i> of our consumption and production.</p> <p>15 - Our <i>public services</i> are high quality, continually improving, efficient and responsive to local people's needs.</p>	<p>03 - We are better educated, more skilled and more successful, renowned for our <i>research and innovation</i>.</p> <p>04 - Our <i>young people</i> are successful learners, confident individuals, effective contributors and responsible citizens.</p> <p>05 - Our <i>children</i> have the best start in life and are ready to succeed.</p> <p>06 - We live longer, <i>healthier lives</i>.</p> <p>07 - We have tackled the significant <i>inequalities</i> in Scottish society.</p> <p>08 - We have improved the life chances for <i>children, young people and families</i> at risk.</p> <p>15 - Our <i>public services</i> are high quality, continually improving, efficient and responsive to local people's needs.</p>
Local Outcomes	<p>1.1 - Increased the number of new business starts and supported the growth of sustainable businesses</p> <p>1.2 - Growth of the tourism economy</p> <p>1.3 - Created attractive, competitive and safe town centres and enabled the development of our major regeneration sites</p> <p>1.4 - Improved core employability skills and assisted people into work</p> <p>1.5 - Improved and sustained income levels</p>	<p>2.1 - Reduced violent crime</p> <p>2.2 - Enhanced safety of women and children</p> <p>2.3 - Reduced antisocial behaviour and disorder</p> <p>2.4 - Home, Transport and Fire Safety</p> <p>2.5 - Reduced impact of alcohol and drug misuse on communities</p> <p>2.6 - Stronger, confident and more involved communities</p> <p>2.7- Reduced greenhouse gas emissions</p> <p>2.8 - Prevented people from becoming homeless</p> <p>2.9 - Improved quality and availability of affordable housing</p>	<p>3.1 - Improved attainment and achievement for early years, primary schools and secondary schools.</p> <p>3.2 - Increased positive destinations for 16-19 year olds</p> <p>3.3 - Families are confident and equipped to support their children throughout childhood</p> <p>3.4 - Improved attainment and achievement through Life Long Learning</p>

Appendix Five: National and Local Outcomes Aligned to Thematic Groups

Priority	Local Outcomes	SG Strategic Objective	National Outcomes	Thematic Group
One: Work and Benefits	1.1 Increased the number of new business starts and supported the growth of sustainable businesses	Wealthier and Fairer	NO-01 We live in a Scotland that is the most attractive place for doing business in Europe	Regenerate and Grow our Local Economy
	1.2 Growth of the tourism economy			
	1.3 Created attractive, competitive and safe town centres and enabled the development of our major regeneration sites			
	1.4 Improved core employability skills and assisted people into work	Wealthier and Fairer	NO-02 We realise our full economic potential with more and better employment opportunities for our people NO-06 We live longer and healthier lives	
	1.5 Improved and sustained income levels		NO-07 We have tackled the significant inequalities in Scottish society	
Two: Safe, Strong and Involved Communities	2.1 Reduced violent crime	Safer	NO-09 We live our lives safe from crime, disorder and danger NO-06 We live longer and healthier lives	Safe and Strong Communities
	2.2 Enhanced safety of women and children			
	2.3 Reduced antisocial behaviour and disorder			
	2.4 Home, Transport and Fire Safety			
	2.5 Reduced impact of alcohol and drug misuse on communities			
	2.6 Stronger, confident and more involved communities	Wealthier and Fairer	NO-11 We have strong, resilient and supportive communities where people take responsibility for their own action and how they affect others NO-12 We value and enjoy our built and natural environment and protect it and enhance it for future generations NO-13 Take pride in an strong, fair and inclusive West Dunbartonshire identity NO15 Provide high quality continuously improving, efficient and responsive services	ALL

Appendix Five: National and Local Outcomes Aligned to Thematic Groups

Priority	Local Outcomes	SG Strategic Objective	National Outcomes	Thematic Group
Two: Safe, Strong and Involved Communities (cont.)	2.7 Reduced greenhouse gas emissions		NO-14 We reduce the local and global environmental impact of our consumption and production	All
	2.8 Prevented people from becoming homeless		NO-07 We have tackled the significant inequalities in Scottish society	Housing
	2.9 Improved the quality and availability of affordable housing		NO-10 We live in well-designed sustainable places where we are able to access the amenities and services we need	
Three: Supporting Children and Families	3.1 Improved attainment and achievement for early years, primary schools and secondary schools	Smarter	NO-03 We are better educated, more skilled and more successful, renowned for our research and innovation	Education and Lifelong Learning
	3.2 Increased positive destinations for 16-19 year olds		NO-04 Our young people are successful learners, confident individuals, effective contributors and responsible citizens	
	3.3 Families are confident and equipped to support their children throughout childhood	Smarter	NO-05 Our children have the best start in life and are ready to succeed NO-06 We live longer and healthier lives NO-08 We have improved the life chances for children, young people and families at risk	
	3.4 Improved attainment and Achievement through Life Long Learning		NO-03 We are better educated, more skilled and more successful, renowned for our research and innovation	

West Dunbartonshire Community Planning Partner's Equalities Schemes

Clydebank College	http://www.clydebank.ac.uk/about.aspx?querypageID=114
National Health Service (NHS)	http://www.equalitiesinhealth.org/documents/EqualityScheme_Access_Web.pdf
Scottish Enterprise	http://www.scottish-enterprise.com/about-us/how-we-work/accountability/equality-and-diversity.aspx
Skills Development Scotland	http://www.skillsdevelopmentscotland.co.uk/our-story/key-publications/equality-scheme-2010-13.aspx
Strathclyde Fire & Rescue	http://www.strathclydefire.org/about-us/equality-and-diversity.aspx
Strathclyde Partnership for Transport (SPT)	http://www.spt.co.uk/equality/
Strathclyde Police	http://www.strathclyde.police.uk/index.asp?locID=802&docID=-1
West Dunbartonshire Council	http://www.west-dunbarton.gov.uk/law-and-licensing/equality-and-diversity/
West Dunbartonshire Council for Voluntary Services (WDCVS)	An Equality Impact Assessment has been carried out on the West Dunbartonshire CVS Interface Plan 2011-14

Appendix Seven: SOA Performance Framework

SOA Priority 1: Work and Benefits

Local Outcome	Performance Indicators	Frequency/Type/Source	Baseline (2010/11)	Local Targets & Timescales	Notes
1.1 Increased the number of new business starts and supported the growth of sustainable businesses	1.1.1 Business Stock per 10,000 of adult population (16+)	Annual Rate ONS Publication/Business Demography	October 2009 WDC 217 Scotland 355	2011/12 - 223 2012/13 - 228 2013/14 - 232	
	1.1.2 Business Start-Up rate per 10,000 of adult population (16+)	Annual Rate GROS Mid-Year Population Estimates	October 2009 WDC 22 Scotland 35	2011/12 - 22 2012/13 - 23 2013/14 - 24	IS Menu 5.1.1
	1.1.3 Three year survival rate (%) of new business starts	Annual Percentage ONS Publication/Business Demography	2006-2009 WDC 59.4% Scotland 65.4%	2011/12 60% 2012/13 61% 2013/14 62%	Baseline: Businesses starting in 2006 surviving to 2009 IS Menu 5.1.1
1.2 Growth of the tourism economy	1.2.1 Percentage of increase of visitors to West Dunbartonshire	Annual Percentage STEAM – Scottish Tourism Economic Activity Model	2009 (-1%)	2011/12 - 0% 2012/13 - 0% 2013/14 - 1%	
	1.2.2 Percentage of increase of tourism generated income for West Dunbartonshire	Annual Percentage STEAM – Scottish Tourism Economic Activity Model	2009 (-2%)	2011/12 - 0% 2012/13 - 0% 2013/14 - 1%	
1.3 Created attractive, competitive and safe town centres and enabled the development of our major regeneration sites	1.3.1 Private Sector Capital Investment West Dunbartonshire	Annual Money WDC – Annual Review	2011/12 baseline year	2011/12 - £25m 2012/13 - £30m 2013/14 - £40m	Includes completed/under construction/and consented development
	1.3.2 Percentage of floor space in WDC Town Centres that are vacant	Annual Percentage WDC Planning	Alexandria 10% Dumbarton 11% Clydebank 7%	2011/12 - 8% 2012/13 - 8% 2013/14 - 8%	Target of 8% for all Town Centres

Appendix Seven: SOA Performance Framework

SOA Priority 1: Work and Benefits (cont.)

Local Outcome	Performance Indicators	Frequency/ Type/Source	Baseline (2010/11)	Local Targets & Timescales	Notes
1.4 Improved core employability skills and assisted people into work	1.4.1 Employment Rate	Annual Rate NOMIS – Labour Market Profile for West Dunbartonshire	February 2011 WDC 66.6% Scotland 71%	2011/12 67% 2012/13 68% 2013/14 69%	All people in employment IS Menu 5.1.3
	1.4.2 Percentage of working age population who are employment deprived in SIMD Target Areas	Annual Percentage Scottish Government (SIMD)	Oct 2010 18.1%	Data only	
	1.4.3 Percentage of working age population with low or no qualifications	Annual Percentage Scottish Neighbourhood Statistics	2008 WDC 20.2% Scotland 14.8%	Increase	(Targets to be set with College, SDS and WDC Ed) IS Menu 5.1.8
1.5 Improved and sustained income levels	1.5.1 Percentage of the total population who are income-deprived	Annual Percentage Scottish Government (SIMD)	2009/10 21.7%	2011/12 21% 2012/13 21% 2013/14 21%	
	1.15.2 Percentage of people with increased income through Benefit Maximisation	Annual Percentage WDC Financial Inclusion Services	2011/12 baseline year	2011/12 40%	Target relates to percentage of people accessing Service
	1.5.3 Percentage of people with increased income through reduced debt liability/debt management	Annual Percentage WDC Financial Inclusion Services	2011/12 baseline year	2011/12 70%	Target relates to percentage of people accessing Service

Appendix Seven: SOA Performance Framework

Local Priority 2: Safe, Strong and Involved Communities

Local Outcome	Performance Indicators	Frequency/ Type/Source	Baseline (2010/11)	Local Targets & Timescales	Notes
2.1 Reduced violent crime	2.1.1 Number of Crimes in Group 1 (five year rolling average) per 10,000 of adult population	Annual Rate Strathclyde Police	34	2011/12 – 33.3 2012/13 – 32.7 2013/14 – 32.3	Group 1 Crimes are: Crimes of Violence against the person (includes Murder, Attempted Murder, Serious Assault; Robbery and Assault with intent to Rob; Cruelty to Children; Threats and Extortion). IS Menu 5.1.28
2.2 Enhanced Safety of women and children	2.2.1 Detection rate for domestic abuse related crimes – (5 year average) per 10,000 of adult population	Annual Rate Strathclyde Police	65.7	2011/12 – 67.7 2012/13 – 68.4 2013/14 – 68.7	
2.3 Reduced antisocial behaviour and disorder	2.3.1 Number of crimes in Group 4– (five year average) per 10,000 of adult population	Annual Number Strathclyde Police	288	2011/12 – 282 2012/13 – 276 2013/14 – 271	Group 4 Crimes are Fire raising, malicious damage and reckless conduct (includes Vandalism, Malicious Mischief, Fire-raising, and Reckless Conduct). IS Menu 5.1.28
	2.3.2 Percentage of Citizens Panel respondents experiencing antisocial behaviour	Annual Percentage WD Citizens' Panel	2011/12 32%	Decrease	
	2.3.3 Number of deliberate fires per 10,000 population	Annual Rate Strathclyde Fire and Rescue	104	Decrease	949 fires =104 per 10,000 (2010/11)

Appendix Seven: SOA Performance Framework

Local Priority 2: Safe, Strong and Involved Communities (cont.)

Local Outcome	Performance Indicators	Frequency/Type/Source	Baseline (2010/11)	Local Targets & Timescales	Notes
2.4 Home, Transport and Fire Safety	2.4.1 Number of children killed/seriously injured in road accidents	Annual Number/Percentage Scottish Govt Road Accident data	Killed: 0 Seriously injured: 4	Killed: 50% reduction Seriously injured: 65% reduction	West Dunbartonshire Council targets are aligned with Scottish Government targets 'Scotland's Road Safety Framework to 2020'
	2.4.2 Number of people of all ages killed/seriously injured in road accidents	Annual Number/Percentage Scottish Govt Road Accident data	Killed:1 Seriously injured: 25	Killed: 40% reduction Seriously injured: 55% reduction	Road safety targets to 2020 IS Menu 5.1.27
	2.4.3 Number of people of all ages slightly injured in road accidents	Annual Number/Percentage Scottish Govt Road Accident data	174	10% reduction in slight casualties	Road safety targets to 2020
	2.4.4 Number of people killed or seriously injured in House Fires per 10,000 population	Annual Rate Strathclyde Fire & Rescue	2.2	Decrease	4 fire fatalities+16 injuries=20 2.2 casualties per 10,000 (2010/11)
	2.4.5 Number of accidental house fires per 10,000 population – alcohol/smoking related	Annual Rate Strathclyde Fire & Rescue	3.85	Decrease	Alcohol and Smoking related=35 therefore, 3.85 (4) per 10,000 (2010/11)
	2.4.6 Total number of successful quits (at one month post quit) delivered by community-based smoking cessation service	Annual Number GG&C Performance & Corporate Planning Framework Data Sharepoint WDCHCP	179	2011/12 – 157 2012/13 – 157 2013/14 – 157	

Appendix Seven: SOA Performance Framework

Local Priority 2: Safe, Strong and Involved Communities (cont.)

Local Outcome	Performance Indicators	Frequency/ Type/Source	Baseline (2010/11)	Local Targets & Timescales	Notes
2.5 Reduced impact of alcohol and drug misuse on communities	2.5.1 Number of Drug related deaths	Annual Number NHS – ISD	2007-2009 WDC 17.3	Reduce rolling 3 year average by 3 within 3 years	3 Year Average 2007-2009 (i.e. $52 \div 3 = 17.3$)
	2.5.2 Number of persons detected for Drug Supply Crimes	Annual Number Strathclyde Police	184	2011/12 – >109 2012/13 – >109 2013/14 – >109	
	2.5.3 Public Reported Incidents of Street Drinking (5 year average)	Strathclyde Police?	864	2011/12 – 847 2012/13 – 830 2013/14 – 813	

Appendix Seven: SOA Performance Framework

Local Priority 2: Safe, Strong and Involved Communities (cont.)

Local Outcome	Performance Indicators	Frequency/ Type/Source	Baseline (2010/11)	Local Targets & Timescales	Notes
2.6 Stronger, confident and more involved communities	2.6.1 Percentage of Citizens Panel respondents who are satisfied or very satisfied with the physical appearance of their local area	Annual Percentage WD Citizens' Panel	55% (2010)	2011/12 - 80% 2012/13 - 82% 2013/14 - 83%	
	2.6.2 Number of sustained Voluntary Organisations	Annual Number WDCVS	895 (2009/10)	Increase	
	2.6.3 Percentage of the population active in volunteering and community activity	Annual Percentage WDCVS	34% (2009/10)	40% by 2014	
	2.6.4 Percentage satisfaction with public agency action	Annual Percentage WD Citizens' Panel	69%	Increase	
	2.6.5 Number of people involved in Key Individual Networks (KIN)	Annual Number Strathclyde Police	60 per quarter	2011/12 60 per quarter	
	2.6.6 Number of young people involved in youth consultation and representation structures	Annual Number WD CL&D	252 (2009/10)	Increase	Target to be confirmed
	2.6.7 Reduce suicide rate	Crude rates per 100,000 population ISD NHS	15.1 (2002)	12.1 (2013)	As per national strategy suicide prevention 'Choose Life' the timescale is for a reduction in the rate of suicides between 2002 and 2013. Figures for 2013 will be reported in August 2014
2.7 Reduced greenhouse gas emissions	2.7.1 Greenhouse gas reduction per capita 0.1 reduction per year	Annual Number (Dept Energy & Climate Change)	6.1 (kt CO2/ capita)	2011/12 6.0 (kt CO2 /capita)	IS Menu 5.1.55

Appendix Seven: SOA Performance Framework

Local Priority 2: Safe, Strong and Involved Communities (cont.)

Local Outcome	Performance Indicators	Frequency/ Type/Source	Baseline (2010/11)	Local Targets & Timescales	Notes
2.8 Prevented people from becoming homeless	2.8.1 Percentage of homeless decisions in West Dunbartonshire	Annual Percentage WDC HEED	59%	2011/12 54%	Percentage of the total number of households presenting as homeless being assessed as such
	2.8.2 Percentage of Youth Homeless presentations in WD	Annual Number WDC HEED	25% (2009/10)	2011/12 20%	
	2.8.3 Tenancy Sustainment levels across all tenures of housing in West Dunbartonshire are increased	Quarterly Percentage WDC HEED	86%	2011/12 87%	
2.9 Improved the quality and availability of affordable housing	2.9.1 No. of new build affordable homes by tenure	Annual Number WDC HEED	88	2011/12 77	LHS 2011-2016. The funding regime for affordable housing has changed dramatically this year and any forward forecasts would need to be based on the outcome of bids for funding to the Innovation and Investment fund which should be known at the end of the summer
	2.9.2 Percentage of social tenants living in a home which meets the SHQS	Annual Percentage WDC HEEDS/RSLs	WDC: 30% RSLs: 83.4% (2009/10)	WDC: 2011/12 35% 2012/13 75% 2013/14 90% RSLs: 2011/12 85.9% 2012/13 87.3% 2013/14 92.3%	IS Menu 5.1.35

Appendix Seven: SOA Performance Framework

Local Priority 3: Supporting Children and Families

Local Outcome	Performance Indicators	Frequency/Type/Source	Baseline (2010/11)	Local Targets & Timescales	Notes
3.1 Improved attainment and achievement for early years, primary schools and secondary schools	3.1.1 Percentage of pupils passing SQA exams at SCQF levels	Annual Percentage ScotXed	5 or more at level 5 or better [by end of S4] 31.6% (school session 2009/10)	School session 2010/11 – 32% 2011/12 – 32.5% 2012/13 – 33% 2013/14 – 33%	IS Menu 5.1.10
			3 or more at level 6 or better [by end of S5] 17.6% (school session 2009/10)	School session 2010/11 – 18% 2011/12 – 19% 2012/13 – 19.5% 2013/14 – 20%	IS Menu 5.1.10
			3 or more at level 6 or better [by the end of S6] 19.6% (school session 2009/10)	School session 2010/11 – 20% 2011/12 – 20% 2012/13 – 20.5% 2013/14 – 21%	IS Menu 5.1.10
			1 or more at level 7 or better [by the end of S6] 12.0% (school session 2009/10)	School session 2010/11 – 12% 2011/12 – 12.7% 2012/13 – 13%	IS Menu 5.1.10
	3.1.2 Average tariff score of lowest performing 20% of pupils in S4	Annual Number HMle	60 (school session 2009/10)	School session 2010/11 – 61.5 2011/12 – 62 2012/13 – 62.5 2013/14 – 63 2014/15 – 63.5 2015/16 – 65	
	3.1.3 Percentage of Secondary (S4) Pupils in lowest 15% SIMD areas in West Dunbartonshire achieving 5 or more passes at SCQF Level 5 or better	Annual Percentage SNS	20.8% (school session 2008/09)	School session 2012/13 – 21.5%	(2012-13 data will not become available until July 2014)
	3.1.4 Achievement rate in Skills for Work/City & Guilds courses	Annual Percentage WDC	93% (school session 2009/10)	94%	

Appendix Seven: SOA Performance Framework

Local Priority 3 : Supporting Children and Families (cont.)

Local Outcome	Performance Indicators	Frequency/ Type/ Source	Baseline (2010/11)	Local Targets & Timescales	Notes
3.1 Improved attainment and achievement for early years, primary schools and secondary schools (cont.)	3.1.5 Number of young people gaining Millennium Volunteers certificates	Annual number WDCVS	200 hour certificates – 178 100 hour certificates – 142 50 hour certificates – 188	By 2014: 200 hour certificates – 750 100 hour certificates – 450 50 hour certificates – 600	
	3.1.6 Number of young people successfully completing sports coaching courses or leadership qualifications	Annual Number Sports Development and Active Schools attendance database	90	120 per year 360 by 2014	
3.2 Increased positive destinations for 16-19 year olds	3.2.1 Percentage of school leavers into positive destinations (total of higher/further education, employment and training)	Annual Percentage Scottish Leaver Destinations (SLDR) 2009/10	2009/10 WDC - 88.1% Scottish average - 86.8%	88.1% by 2014	IS Menu 5.1.9
			Full-time higher education WDC - 35.3% Scottish average - 35.7%	35.7% by 2014	
			Further education WDC - 28.4% Scottish average - 27.1%	28.4% by 2014	
			Employment WDC - 13.1% Scottish average - 18.5%	13.4% by 2014	
			Training WDC - 11% Scottish average - 5.2%	10% by 2014	
			Voluntary Work WDC - 0.2% Scottish average - 5.2%	0.6% by 2014	
	3.2.2 No of 16-19 year olds claiming benefits	Annual Number Dept of Work and Pensions (DWP)	370	360 by 2014	
3.2.3 Percentage of 'Looked After Children' (LAC) entering a positive destination	Annual Percentage Scottish government	WDC - 60.7% Scottish average - 54.8%	65.7% by 2014		

Appendix Seven: SOA Performance Framework

Local Priority 3: Supporting Children and Families (cont.)

Local Outcome	Performance Indicators	Frequency/ Type/ Source	Baseline (2010/11)	Local Targets & Timescales	Notes
3.3 Families are confident and equipped to support their children throughout childhood	3.3.1 Number of young people attending specialist educational day provision outwith WDC schools	Annual Number WDC	52 as at Dec 2010	51 for 2014 collected annually end of June	
	3.3.2 Cases of exclusion per 1,000 school pupils	Annual Number per 1,000 pupils ScotXed	School session 2009/10 47	46 by 2014	Collected annually in September
	3.3.3 Percentage attendance at school	Annual Percentage ScotXed	School session 2009/10 93%	93.1% by 2014	Collected annually in September
	3.3.4 Number of families with pre-5 children receiving support from the young Family Support Service	Annual Number WDC	130	2011/12 - 350 2012/13 - 355 2013/14 - 360	
	3.3.5 Number of children aged up to 18 years of age referred to the Scottish Children's Reporter Administration (SCRA) on offence or non-offence grounds	Annual Number SCRA	1,166 (for 2009/10)	1,096 by 2014	Collected annually in March
	3.3.6 Percentage of children completing the child healthy weight intervention programme	Annual Number NHS Statistics -ISD	32	2011-2012 - 79 2012-2013 - 118 2013-2014 - 118	To be achieved over the 3 years ending March 2014
	3.3.7 Number of parents with pre-5 children attending Sports Development's physical activity workshops to help sustain increased levels of physical activity at home	Annual Attendance records	40	200 by 2014	

Appendix Seven: SOA Performance Framework

Local Priority 3: Supporting Children and Families (cont.)

Local Outcome	Relevant Performance Indicators	Frequency/ Type/Source	Baseline (2010/11)	Local Targets & Timescales	Notes
3.3 Families are confident and equipped to support their children throughout childhood (cont.)	3.3.8 Number of young people up to the age of 18 being 'looked after' away from home by the authority.	Annual Number WDC	220 March 2010	215 by 2014	Collected annually in March
	3.3.9 Proportion of children living in low income households that are dependent on 'out of work' benefits or child tax credits more than the family element	Annual Percentage Scottish Neighbourhood Statistics	62% (2010/11)	Data Only	IS Menu 5.1.7
3.4 Improved attainment and achievement through Life Long Learning	3.4.1 Percentage of learners successfully completing courses targeted at improving literacy and numeracy	Annual Percentage CLAN attendance Database	77% (2009/10)	Increase	

The following additional performance indicators will be developed during 2011/12. As no baseline or target data is available, it would not be useful to include them in the above performance framework for now. When baseline and target data become available they will be incorporated into the framework to strengthen our measures towards achieving our local outcomes.

Local Priority	Local Outcome	Relevant Performance Indicators	Frequency/ Type/ Source
Work and Benefits	Created attractive, competitive and safe town centres and enabled the development of our major regeneration sites	Percentage of Citizens Panel respondents who feel their town centres are safe	Annual Percentage WD Citizens' Panel
		Percentage of Citizens Panel respondents who feel their town centres are attractive	
Safe, Strong and Involved Communities	Stronger, confident and more involved communities	Number of people attending public consultation meetings and events (PAC & PRP)	Annual Number Strathclyde Police
		Percentage feeling of safety/reassurance	Annual Percentage Strathclyde Police
	Enhanced Safety of women and children	Increased percentage of women reporting improved safety and wellbeing as a result of service intervention	Annual Percentage WD Violence Against Women Partnership

