

REPORT TO: POLICY AND RESOURCES COMMITTEE - 28 JUNE 2010

REPORT ON: SINGLE OUTCOME AGREEMENT DELIVERY PLAN 2010-2012

REPORT BY: ASSISTANT CHIEF EXECUTIVE

REPORT NO: 363-2010

1. PURPOSE OF REPORT

1.1 This report recommends the approval of the Dundee Partnership Single Outcome Agreement Delivery Plan 2010-2012.

2. RECOMMENDATIONS

2.1 It is recommended that committee approves the SOA Delivery Plan in Appendix 1 of this report.

3. FINANCIAL IMPLICATIONS

3.1 There are no specific additional financial implications from the adoption of the SOA Delivery Plan. Where commitments are made by Council departments these will be met from existing revenue budgets.

4. BACKGROUND

4.1 Policy and Resources Committee agreed the Single Outcome Agreement (SOA) for Dundee 2009-2012 in June 2009 before it was signed off jointly by the Dundee Partnership and John Swinney on behalf of the Scottish Government in July 2009.

4.2 In the SOA for Dundee a commitment was given to develop a Delivery Plan which would clearly set out the action which would be taken across the Partnership to achieve the ambitious targets set by the SOA. These actions would connect the strategic and intermediate outcomes defined in the SOA to the frontline day to day activity of collectively and individually. Outcome delivery plans are aligned to the strategic theme groups of the Dundee Partnership and progress reports will be presented to the Partnership and the Policy and Resources Committee twice a year.

4.3 The SOA Delivery Plan for Dundee 2010-2012 is attached in Appendix 1. It has been developed in close collaboration with community planning partners and will be reflected in their respective corporate and service plans. This process is already underway in relation to the service plans which have or are soon to be presented to Dundee City Council.

4.4 The period of the Community Plan for Dundee ended in March 2010 and the SOA delivery plan largely replaces it. In doing this it explicitly identifies the SOA and the delivery plan as the primary drivers of partnership working for the city.

5. POLICY IMPLICATIONS

5.1 Further impact assessment of the equalities impact of this plan will be undertaken and published as required.

6. **CONSULTATIONS**

6.1 Extensive consultation has taken place across the Council and community planning partners over the last year while the delivery plan was being developed.

7. **BACKGROUND PAPERS**

7.1 Report to Policy and Resources Committee, 22 June 2009, Report No 332-2009

Chris Ward
Assistant Chief Executive

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22/06/2010

OUTCOME:	1. Dundee will be a regional centre with better job opportunities and increased employability for our people					
SOA Indicators	Overall job numbers % of the working age population in employment % of school leavers in positive and sustained destinations Number and % of claimants in receipt of out of work benefits VAT registered business stock					
INTERMEDIATE OUTCOME	1a Dundee will achieve business growth particularly in key industry sectors					
Actions on this intermediate outcome	Target completion date	Lead Officer	Performance Indicators for this intermediate outcome	Baseline	Target	Lead Officer
Promote economic growth and job creation through delivery of key sector initiatives and projects	2012	Stan Ure, Dundee City Council	% share of jobs in key sectors <ul style="list-style-type: none"> • Wholesale/Retail • Accommodation/Food • Information/Communication • Financial and Insurance • Professional, Scientific, Technical • Education • Human Health & Social Work • Arts, Entertainment, Recreation 	60% (2009)	Increase	Stan Ure, Dundee City Council
			Number of initiatives and projects in place to support key sectors	7 (2010) 1.TalkingTayside 2.Biodundee 3.Interactive Tayside 4.Digital Dundee 5.Dundee Renewables 6.Safer Cities 7.Tayscreen	Maintain	Stan Ure, Dundee City Council

Realise the potential to become a leading centre for the renewable energy industry in the UK	2012	Stan Ure, Dundee City Council	Number of companies fed into growth pipeline	16 (09/10)	Maintain	Stan Ure, Dundee City Council
Contribute towards the city's economic growth through the delivery of the company growth service and support for national key sectors	2012	Alex Dalrymple, Scottish Enterprise				
Deliver support to businesses through account management and delivery of master class seminars	2012	Alan Mitchell, Dundee and Angus Chamber of Commerce				
Address sector specific skill needs through the delivery of a range of provision including the Life Sciences skills utilisation project and micro-renewables and clean energy training	2012	Donald Maclean, Dundee College				

OUTCOME:	1. Dundee will be a regional centre with better job opportunities and increased employability for our people					
SOA Indicators	Overall job numbers % of the working age population in employment % of school leavers in positive and sustained destinations Number and % of claimants in receipt of out of work benefits VAT registered business stock					
INTERMEDIATE OUTCOME	1b Dundee will achieve growth in business start ups					
Actions on this intermediate outcome	Target completion date	Lead Officer	Performance Indicators for this intermediate outcome	Baseline	Target	Lead Officer
Encourage business start up through delivery of the business gateway service, e-zone and other enterprise support initiatives	2012	Stan Ure, Dundee City Council	Number of New Enterprises (ONS Business Demography dataset)	330 (2008)	Maintain	Stan Ure, Dundee City Council
			Number of start ups assisted by Business Gateway	242 (09/10)	Maintain	Mandy McKenzie, Dundee City Council
Encourage entrepreneurship and employability skills amongst students by providing support through the Enterprise Gym, Careers Service and incubator facilities	2012	Graham McKee University of Dundee				
Incorporate entrepreneurship skills into key areas of the curriculum	2012	Donald Maclean Dundee College				
Incorporate entrepreneurial skills training within coursework curriculum	2012	Margaret Hartnett University of Abertay, Dundee				

OUTCOME:	1. Dundee will be a regional centre with better job opportunities and increased employability for our people					
SOA Indicators	Overall job numbers % of the working age population in employment % of school leavers in positive and sustained destinations Number and % of claimants in receipt of out of work benefits VAT registered business stock					
INTERMEDIATE OUTCOME	1c Dundee will have effective pathways to employment					
Actions on this intermediate outcome	Target completion date	Lead Officer	Performance Indicators for this intermediate outcome	Baseline	Target	Lead Officer
Increase the employment capacity of our citizens through the Dundee Employability Partnership	2012	Allan Millar, Dundee City Council	Number of Dundee Employability Programme clients achieving a job outcome	1,742 (09/10)	1,300 per annum	Allan Millar Dundee City Council
			Number of Dundee Employability Programme clients achieving a training or further/higher education outcome	597 (09/10)	330 per annum	Allan Millar Dundee City Council
Ensure employability and technical skills provision is fully accessible to workless people	2012	Donald Maclean, Dundee College				
Ensure effective partnership mechanisms facilitate appropriate opportunities, through national training provision, to assist in up-skilling unemployed individuals to contribute effectively in society	2012	Jill Hunter, Skills Development Scotland				

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SOA Indicators	Overall job numbers % of the working age population in employment % of school leavers in positive and sustained destinations Number and % of claimants in receipt of out of work benefits VAT registered business stock					
INTERMEDIATE OUTCOME	1d Our people will have access to employment opportunities and support					
Actions on this intermediate outcome	Target completion date	Lead Officer	Performance Indicators for this intermediate outcome	Baseline	Target	Lead Officer
Increase the employment capacity of our citizens through the Dundee Employability Partnership	2012	Allan Millar, Dundee City Council	Number of Dundee Employability Programme clients from CRA areas achieving a job outcome	965 (09/10)	720 per annum	Allan Millar Dundee City Council
			Number of Dundee Employability Programme clients from CRA areas achieving a training or further/higher education outcome	340 (09/10)	188 per annum	Allan Millar Dundee City Council
Ensure employability and technical skills provision is fully accessible to workless people	2012	Donald Maclean, Dundee College				

OUTCOME:	1. Dundee will be a regional centre with better job opportunities and increased employability for our people					
SOA Indicators	Overall job numbers % of the working age population in employment % of school leavers in positive and sustained destinations Number and % of claimants in receipt of out of work benefits VAT registered business stock					
INTERMEDIATE OUTCOME	1e Our infrastructure will support business growth					
Actions on this intermediate outcome	Target completion date	Lead Officer	Performance Indicators for this intermediate outcome	Baseline	Target	Lead Officer
Maximise the development potential of land & property to stimulate economic activity	2012	Colin Craig, Dundee City Council	Supply of serviceable, effective and marketable business land	187 Hectares (2009)	Maintain a supply of at least 110 hectares of serviceable, effective and marketable land for economic development	Stephen Page, Dundee City Council
			Investment in city centre/cultural quarter public realm	£200,000 (09/10)	£250,000 per annum	Gregor Hamilton, Dundee City Council
Maintain and improve the city's transport infrastructure, implement sustainability measures and prepare a detailed and costed proposal for a new rail station concourse in consultation with key delivery partners	2012	Mike Galloway, Dundee City Council				
Facilitate next generation broadband connectivity through support for Fibrecity initiative and ensuring appropriate infrastructure is in place within the Central Waterfront	2012	Mike Galloway, Dundee City Council				

Develop new City Centre Vision and plan further investment in line with the outcomes of this exercise	2012	Gregor Hamilton Dundee City Council				
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OUTCOME:		1. Dundee will be a regional centre with better job opportunities and increased employability for our people				
SOA Indicators		Overall job numbers % of the working age population in employment % of school leavers in positive and sustained destinations Number and % of claimants in receipt of out of work benefits VAT registered business stock				
INTERMEDIATE OUTCOME		1f Dundee's Central Waterfront will underpin the city's economy				
Actions on this intermediate outcome	Target completion date	Lead Officer	Performance Indicators for this intermediate outcome	Baseline	Target	Lead Officer
Deliver the economic benefits of the Waterfront Project in accordance with key milestones	2012	Les Banks, Dundee City Council	Project milestones completed on schedule <ol style="list-style-type: none"> 1. Completion Stage 3 contract 2. Demolition Tayside House and Olympia 3. Relocation of coach parking for Discovery and agreement with DIH re parking arrangement. 4. Agreement with Gala Casino and Hilton Hotel on removal or replacement 5. Agreement on Station concourse redevelopment 		Complete on schedule	Les Banks, Dundee City Council

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INTERMEDIATE OUTCOME	1g Improved image and perception of the city					
Actions on this intermediate outcome	Target completion date	Lead Officer	Performance Indicators for this intermediate outcome	Baseline	Target	Lead Officer
Promote economic growth and job creation through city brand development (One City Many Discoveries) and facilitation of events	2012	Stan Ure, Dundee City Council	Number of city ambassadors signed up	19 (09/10)	Increase by 10 per annum	Jennifer Caswell, Dundee City Council
			Number of unique visitors to Dundee.com	59,731 (09/10)	Increase	Jennifer Caswell, Dundee City Council
Promote Dundee and the city region as a world-class business location grow and promote Chamber of Commerce event programme, using speakers from outside Dundee and Angus where possible	2012	Alan Mitchell, Dundee and Angus Chamber of Commerce	Number of profiles uploaded to dundee.com	396 (09/10)	Increase by 100 per annum	Jennifer Caswell, Dundee City Council
Facilitate arts, cultural, literary and musical events that positively promote the city	2012	Stewart Murdoch, Cultural Agencies Network				Stewart Murdoch, Cultural Agencies Network

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INTERMEDIATE OUTCOME	1h Dundee is a popular tourist destination					
Actions on this intermediate outcome	Target completion date	Lead Officer	Performance Indicators for this intermediate outcome	Baseline	Target	Lead Officer
Attract business conferences and delegates to the City through Dundee and Angus Convention Bureau	2012	Stan Ure Dundee City Council	Level of tourism expenditure	£131.28 Million (2009)	Increase	Stan Ure Dundee City Council
			Economic impact value of business conferences	£48.05 Million (08/09)	Increase	Stan Ure Dundee City Council
Pursue the V&A at Dundee project at Dundee Central Waterfront	2012	Graham McKee University of Dundee				
Retain blue/yellow flag status for Broughty Ferry and develop visitor experience at the Ferry	2012	Gary Robertson, Dundee City Council				

OUTCOME:	2. Our people will be better educated and skilled within a knowledge economy renowned for research, innovation and culture					
SOA Indicators	Knowledge economy sector jobs (employee jobs and self employed) % of working age population with NVQ Level 1 (or equivalent) or above qualification The number of people with severe literacy and numeracy problems					
INTERMEDIATE OUTCOME	2a Dundee will achieve growth in knowledge based industries					
Actions on this intermediate outcome	Target completion date	Lead Officer	Performance Indicators for this intermediate outcome	Baseline	Target	Lead Officer
Promote economic growth and job creation through delivery of knowledge sector initiatives	2012	Stan Ure Dundee City Council	Percentage share of jobs in knowledge industries	28.8% (09/10)	Increase	Stan Ure Dundee City Council
Deliver continued internationally leading life sciences and commercialisation especially in Translational Medicine	2012	Graham McKee University of Dundee				
Deliver the Arts, Media and Computer Games Institute to promote the development of the creative industries sector	2012	Margaret Hartnett University of Abertay Dundee				
Undertake Knowledge Transfer projects with growth companies	2012	Donald Maclean Dundee College/ Graham McKee University of Dundee				

OUTCOME:	2. Our people will be better educated and skilled within a knowledge economy renowned for research, innovation and culture					
SOA Indicators	Knowledge economy sector jobs (employee jobs and self employed) % of working age population with NVQ Level 1 (or equivalent) or above qualification The number of people with severe literacy and numeracy problems					
INTERMEDIATE OUTCOME	2b More people see themselves as lifelong learners					
Actions on this intermediate outcome	Target completion date	Lead Officer	Performance Indicators for this intermediate outcome	Baseline	Target	Lead Officer
Target Community Based Learning to those with lower level qualifications.	April 2011	Marie Dailly Dundee City Council	Number of people participating in Community Based learning	1834	1900	Marie Dailly Dundee City Council
			% of learners with little post school learning	60%	65%	Marie Dailly Dundee City Council
Deliver adult learning to promote increased confidence	April 2011	Marie Dailly Dundee City Council	Number of learners reporting a positive change in confidence levels	85%	85%	Marie Dailly Dundee City Council
Undertake a repeat of the Geographic Overview of Lifelong Learning Data (GOLD)	April 2011	Wilma Clark Fife and Tayside Wider Access Forum	Number of people participating in FE,HE and Community based learning.	34,138	34,138	Marie Dailly Dundee City Council

OUTCOME:	2. Our people will be better educated and skilled within a knowledge economy renowned for research, innovation and culture					
SOA Indicators	Knowledge economy sector jobs (employee jobs and self employed) % of working age population with NVQ Level 1 (or equivalent) or above qualification The number of people with severe literacy and numeracy problems					
INTERMEDIATE OUTCOME	2c More people at risk of exclusion engage in learning					
Actions on this intermediate outcome	Target completion date	Lead Officer	Performance Indicators for this intermediate outcome	Baseline	Target	Lead Officer
Partners to target adult guidance at those most at risk of exclusion and monitor uptake	April 2011	Marie Dailly Dundee City Council	Number of people receiving advice and guidance on learning, employment and volunteering	650	715	Marie Dailly Dundee City Council
Partners provide a range of college and community based ESOL classes. Set up mechanisms for Partners to report annually on progress	April 2011	Marie Dailly Dundee City Council	Number of people increasing their English language skills	640	660	Marie Dailly Dundee City Council
Promote volunteering and training opportunities	April 2011	Beverly Black Dundee Healthy Living Initiative	Number of healthy living volunteers	30	30	Beverly Black Dundee Healthy Living Initiative

OUTCOME:	2. Our people will be better educated and skilled within a knowledge economy renowned for research, innovation and culture					
SOA Indicators	Knowledge economy sector jobs (employee jobs and self employed) % of working age population with NVQ Level 1 (or equivalent) or above qualification The number of people with severe literacy and numeracy problems					
INTERMEDIATE OUTCOME	2d Fewer adults experience problems with literacy and numeracy					
Actions on this intermediate outcome	Target completion date	Lead Officer	Performance Indicators for this intermediate outcome	Baseline	Target	Lead Officer
Provide literacy tuition targeted at people working at or below intermediate level 1.	April 2011	Marie Dailly Dundee City Council	Number of people receiving Literacies provision	1600	1800	Marie Dailly Dundee City Council
			Number of learners from Community Regeneration Areas	50%	55%	Marie Dailly Dundee City Council
			Number of literacy learners aged 16- 24	400	420	Marie Dailly Dundee City Council

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SOA Indicators		Knowledge economy sector jobs (employee jobs and self employed) % of working age population with NVQ Level 1 (or equivalent) or above qualification The number of people with severe literacy and numeracy problems				
INTERMEDIATE OUTCOME		2e Dundee will retain cultural facilities and agencies which achieve foundation status in Theatre/Contemporary Art/Dance and Heritage				
Actions on this intermediate outcome	Target completion date	Lead Officer	Performance Indicators for this intermediate outcome	Baseline	Target	Lead Officer
Implement the Dundee Cultural Strategy "Creative Dundee" 2009-2012	2012	Stewart Murdoch Dundee City Council	Number of action plan targets achieved	N/A	30%	Stewart Murdoch Dundee City Council
Maintain the cultural asset base of the city through the recession	2023	Stewart Murdoch Dundee City Council	Number of organisations achieving Foundation status	3	Maintain	Stewart Murdoch Dundee City Council
Promote collaboration between cultural agencies and strengthen opportunities for shared services to be developed through a pilot initiative	2011	Stewart Murdoch Dundee City Council				

OUTCOME:	2. Our people will be better educated and skilled within a knowledge economy renowned for research, innovation and culture						
SOA Indicators	Knowledge economy sector jobs (employee jobs and self employed) % of working age population with NVQ Level 1 (or equivalent) or above qualification The number of people with severe literacy and numeracy problems						
INTERMEDIATE OUTCOME	2f Dundee's reputation and self-image will develop positively as a result of achievements in research, innovation and a vibrant cultural sector						
Actions on this intermediate outcome	Target completion date	Lead Officer		Performance Indicators for this intermediate outcome	Baseline	Target	Lead Officer
Develop a business case for the V&A project in Dundee and agree with Scottish Government	January 2011	Chair of V&A Steering Group		Number of attendances reported by Cultural Agencies Network	581,296	Increase	Stewart Murdoch Dundee City Council
Establish a strong project board for the V&A in Dundee	March 2010	Chair of V&A Steering Group					
Work with Cultural Agencies to establish audience profile and agree targets	2012	Stewart Murdoch Dundee City Council					
Work with Dundee Association of Local Management Groups to establish 2009 baseline and increase	March 2011	Stewart Murdoch Dundee City Council					

OUTCOME:	3. Our children will be safe, nurtured, healthy, achieving, active, respected, responsible and included					
SOA Indicators	Education tariff score for S4 pupils Number of offences committed by children and young people in Dundee Number of children at risk of immediate harm					
INTERMEDIATE OUTCOME	3a All children and young people in Dundee are safe					
Actions on this intermediate outcome	Target completion date	Lead Officer	Performance Indicators for this intermediate outcome	Baseline	Target	Lead Officer
Multi-Agency Assessment Team (MAAT) to make a decision as soon as a referral is received.	31 March 2012	Alan Baird Child & Young Persons Protection Committee	% of referrals to MAAT responded to within 24 hours	100%	100%	Alan Baird Child & Young Persons Protection Committee
			Average number of days from investigation to registration	51 days (2008/09)	21 days	Alan Baird Child & Young Persons Protection Committee
Where an Initial Referral Discussion (IRD) is seen to be the appropriate course of action, ensure that this takes place as soon as possible.	31 March 2012	Alan Baird Child & Young Persons Protection Committee	Number of parents accessing services	325 out of 723 (45% 2008) (DMSS)	Increase	Vered Hopkins Alcohol & Drug Partnership
Reduce time from investigation to registration at case conference (where appropriate).	31 March 2012	Alan Baird Child & Young Persons Protection Committee				
Improve pathways and access to substance misuse services for those with the care of children and young people	Review 2012	Vered Hopkins Alcohol & Drug Partnership				

Establish processes and practice for joint assessment and planning in place	Review 2011	Vered Hopkins Alcohol & Drug Partnership	Period of time between assessment to treatment date offered.	Drug service: 4 weeks from assessment to treatment Oct-Dec 2009; 64%	21 days by 2013.	Vered Hopkins Alcohol & Drug Partnership
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OUTCOME:	3. Our children will be safe, nurtured, healthy, achieving, active, respected, responsible and included					
SOA Indicators	Education tariff score for S4 pupils Number of offences committed by children and young people in Dundee Number of children at risk of immediate harm					
INTERMEDIATE OUTCOME	3b All children and young people in Dundee are healthy					
Actions on this intermediate outcome	Target completion date	Lead Officer	Performance Indicators for this intermediate outcome	Baseline	Target	Lead Officer
Promote healthy eating in schools	Review 2011	Elaine Hatton Dundee CHP	% of P1 children with a BMI over the 98th centile	5.2% (2009)	Reduce	Elaine Hatton Dundee CHP
Ensure clear and effective information on benefits of breastfeeding and good nutrition is available	Review 2011	Elaine Hatton Dundee CHP	Breastfeeding rates	23.6% exclusive (6-8 week review)	Increase to 33%	Elaine Hatton Dundee CHP
Promote family planning advice and contraception	Review 2011	Elaine Hatton Dundee CHP	Rates of teenage conception	Under 16 is 18.6 per 1000, under 20 is 96.3 per 1000	Lower	Tracey Stewart Dundee Action on Sexual Health Group
Increase access to smoking cessation programmes	Review 2011	Elaine Hatton Dundee CHP	Number of school aged children who smoke	3% of 13 year olds are regular smokers. 13% of 15 year olds are regular smokers	Reduce	Elaine Hatton Dundee CHP
			Number of children registered with a dentist.	84.3% 3-5 year olds (Tayside baseline)	Increase	Elaine Hatton Dundee CHP

Develop targeted multi-agency approaches to tackling issues relating to young people and alcohol and substance misuse.	Review 2011	Vered Hopkins ADP	Number of young people reporting alcohol and drug use in the last year.	% drinking in last week: 12% of 13 year olds, 35% of 15 year olds	Target of 9% for 13 year olds and 32% for 15 year olds	Vered Hopkins ADP
				% taking drugs in the last year: 7% of 13 year olds 16% of 15 year olds (SALSUS 2006 Dundee)	Target of 6% for 13 year olds and 15% for 15 year olds	Vered Hopkins ADP

OUTCOME:	3. Our children will be safe, nurtured, healthy, achieving, active, respected, responsible and included					
SOA Indicators	Education tariff score for S4 pupils Number of offences committed by children and young people in Dundee Number of children at risk of immediate harm					
INTERMEDIATE OUTCOME	3c All children and young people in Dundee are achieving					
Actions on this intermediate outcome	Target completion date	Lead Officer	Performance Indicators for this intermediate outcome	Baseline	Target	Lead Officer
Implement the Curriculum for Excellence in all Dundee City Council educational establishments and Dundee College	Review 2011	Jim Gibson Dundee City Council	Percentage of young people gaining both English and Maths at SCQF level 3 or above by the end of S4.	88%	90%	Jim Gibson Dundee City Council
			Percentage of school leavers entering positive destinations	81.5%	85%	Jim Gibson Dundee City Council
Develop and implement ways to improve the educational attainment and outcomes for looked after children and young people	Review 2011	Jim Gibson Dundee city Council	Percentage of looked after children gaining both English and Maths at SCQF level 3 or above by the end of S4	30% average over past 4 years.	50%	Susan Dewar Dundee CHP
Increase the number of young people achieving nationally accredited youth achievement awards	Review 2011	Neil Gunn Dundee city Council	Number of young people achieving ASDAN, Duke of Edinburgh awards and outdoor education course completions	250	Increase by 5% to 263	Neil Gunn Dundee City Council

OUTCOME:	3. Our children will be safe, nurtured, healthy, achieving, active, respected, responsible and included					
SOA Indicators	Education tariff score for S4 pupils Number of offences committed by children and young people in Dundee Number of children at risk of immediate harm					
INTERMEDIATE OUTCOME	3d All Dundee's children and young people are nurtured and have the best start in life					
Actions on this intermediate outcome	Target completion date	Lead Officer	Performance Indicators for this intermediate outcome	Baseline	Target	Lead Officer
Increase the proportion of babies (receiving a service from New Beginnings) kept safe without the need for formal Child Protection Procedures	Review 2011	Heather Gunn Dundee City Council	% of babies receiving New Beginnings services who were placed on the Child Protection Register or made subject to CP orders within the first 2 years of life	N/A	10% of children on the CP register or subject to a CPO	Heather Gunn Dundee City Council
Continue to review the range and effectiveness of services which support children under 3 and their families in their homes and/or within the family unit	Review 2011	Charlotte MacCrimmon Dundee City Council	Number of parents reporting that they feel more confident in nurturing and caring for their child	510	Increase by 3% to 523	Charlotte MacCrimmon Dundee City Council
Further develop opportunities for voluntary partners to support parents	Review 2011	Charlotte MacCrimmon Dundee City Council	Evaluations show that multi-agency working across sectors supports children and their families	82 families	Increase by 5% to 86	Charlotte MacCrimmon Dundee City Council
Further develop multi-agency shared approaches in the delivery of training for the Early Years workforce	Review 2011	Charlotte MacCrimmon Dundee City Council	Number of staff attending multi-agency training	1,231	Increase by 5% to 1,293	Charlotte MacCrimmon Dundee City Council

OUTCOME:	3. Our children will be safe, nurtured, healthy, achieving, active, respected, responsible and included					
SOA Indicators	Education tariff score for S4 pupils Number of offences committed by children and young people in Dundee Number of children at risk of immediate harm					
INTERMEDIATE OUTCOME	3e All Dundee's children and young people are active					
Actions on this intermediate outcome	Target completion date	Lead Officer	Performance Indicators for this intermediate outcome	Baseline	Target	Lead Officer
Increase participation in structured physical activity	Review 2011	Audrey White Dundee City Council	Number of attendances at sport and physical activities	315,511	Maintain current level	Audrey White Dundee City Council
Deliver the national target of curricular Physical Education for children	Review 2011	Audrey White Dundee City Council	Number of Primary schools delivering 2 hours PE per week, per child.	37 (100%)	100% (37)	Dave Nichol Dundee City Council
Develop opportunities for children and young people to have life-long pathways in sport through Regional Sports Partnerships	Review 2011	Audrey White Dundee City Council	Number of participants in "Club Dundee" sports clubs	1474	1700	Audrey White Dundee City Council

OUTCOME:		3. Our children will be safe, nurtured, healthy, achieving, active, respected, responsible and included				
SOA Indicators		Education tariff score for S4 pupils Number of offences committed by children and young people in Dundee Number of children at risk of immediate harm				
INTERMEDIATE OUTCOME		3f All Dundee's children and young people are respected				
Actions on this intermediate outcome	Target completion date	Lead Officer	Performance Indicators for this intermediate outcome	Baseline	Target	Lead Officer
Regularly consult children and young people about services and programmes provided for them collectively and individually showing their feelings and opinions to be captured and embraced	Review 2011		Number of young people consulted on local community plans	1,000	Sustain	Neil Gunn Dundee City Council

OUTCOME:	3. Our children will be safe, nurtured, healthy, achieving, active, respected, responsible and included					
SOA Indicators	Education tariff score for S4 pupils Number of offences committed by children and young people in Dundee Number of children at risk of immediate harm					
INTERMEDIATE OUTCOME	3g All Dundee's children and young people are responsible					
Actions on this intermediate outcome	Target completion date	Lead Officer	Performance Indicators for this intermediate outcome	Baseline	Target	Lead Officer
Continue to develop the work of the Early and Effective Intervention (EEI) panel and develop range of multi-agency early intervention initiatives targeting offending behaviour	Review 2011	Chris Wright Dundee City Council	Number of young people offered an appropriate support plan	2008 in 2008/09	Increase	Glyn Lloyd Dundee City Council
Ensure that all young people assessed as high risk have their cases managed through Care and Risk Management Conferences	Review 2011	Chris Wright Dundee City Council	Use of Care and Risk Management Conferences and specialist assessments	4 (100%) 2008/2009	Maintain	Glyn Lloyd Dundee City Council
Use and develop intensive intervention for young people assessed as in need of Intensive Support and Monitoring Service as a result of concerns about risk	Review 2011	Chris Wright Dundee City Council	Number of young people placed in secure accommodation	20 in 2008/09	Decrease	Glyn Lloyd Dundee City Council
Develop restorative options at all stages of the youth justice and child care systems	Review 2011	Chris Wright Dundee City Council	Number of under 18's in custody in the criminal justice system	9 in 2008/09	Decrease	Glyn Lloyd Dundee City Council
Continue to develop the model of peer education within the city	Review 2011	Neil Gunn Dundee City Council	Number of youths involved in delivering peer education	80	10% increase over two years	Neil Gunn Dundee City Council

OUTCOME:	3. Our children will be safe, nurtured, healthy, achieving, active, respected, responsible and included					
SOA Indicators	Education tariff score for S4 pupils Number of offences committed by children and young people in Dundee Number of children at risk of immediate harm					
INTERMEDIATE OUTCOME	3h All Dundee's children and young people are included					
Actions on this intermediate outcome	Target completion date	Lead Officer	Performance Indicators for this intermediate outcome	Baseline	Target	Lead Officer
Involve young people in shaping services through community planning processes and other representative structures with partner agencies	Review in 2011	Neil Gunn Dundee City Council	Number of young people engaged in youth forums or other representative structures	200	210	Neil Gunn Dundee City Council
Increase young people's uptake of volunteering opportunities	Review in 2011	Neil Gunn Dundee City Council	Gap between: i) percentage of looked after children and young people excluded from school at least once in a school year compared to:	2008/09 i) 27.9% 2008/09 ii) 4.5%	Reduce the gap year on year by 5%	
Improve the life chances for Looked After and previously looked after children	Review in 2011	Susan Dewar Dundee CHP	ii) percentage of non-looked after children excluded from school at least once in a school year	2008/09 gap = 23/4%	2009/10 target 18.4%	Susan Dewar Dundee CHP
			Percentage of care leavers receiving aftercare support who are in education, training or employment	32%	Increase to 42% over 2 year	Susan Dewar Dundee CHP
Implement the Corporate Parent Strategy	2010	Bert Sandeman Dundee City Council				
Identify and provide support for Young Carers	Review 2011	Bert Sandeman Dundee City Council				

OUTCOME:	4. Our people will experience fewer health inequalities					
SOA Indicators	Gap in healthy life expectancy between those in the most deprived areas and the Dundee average Gap in all cause mortality in those age under 75 in the most deprived areas and the Dundee average					
INTERMEDIATE OUTCOME	4a Improved health for people living in community regeneration areas					
Actions on this intermediate outcome	Target completion date	Lead Officer	Performance Indicators for this intermediate outcome	Baseline	Target	Lead Officer
Deliver a programme of smoking cessation interventions targeting health inequalities	2012	Paul Ballard NHS Tayside	Number of Quit4U participants stopped smoking at 3 months	210	540	Paul Ballard NHS Tayside
			Number of women completing Give It Up for Baby	28	200	Paul Ballard NHS Tayside
Continue implementation of Keepwell to reduce risk factors for coronary heart disease in targeted groups	2012	Shona Hyman NHS Tayside	Number of Keepwell Health checks carried out	1,136	931 checks	Shona Hyman NHS Tayside
Implement HEAT 7 Action Plan to increase proportion of babies breastfed	March 2011	Janet Dalzell NHS Tayside	Number of babies exclusively breastfed at 6-8 weeks in deprived areas	25%	Reduce	Janet Dalzell NHS Tayside

OUTCOME:		4. Our people will experience fewer health inequalities				
SOA Indicators		Gap in healthy life expectancy between those in the most deprived areas and the Dundee average Gap in all cause mortality in those age under 75 in the most deprived areas and the Dundee average				
INTERMEDIATE OUTCOME		4b Reduced risk taking behaviour in young people, particularly in most community regeneration areas				
Actions on this intermediate outcome	Target completion date	Lead Officer	Performance Indicators for this intermediate outcome	Baseline	Target	Lead Officer
Identify gaps in services for young people affected by their own substance misuse	April 2011	Vered Hopkins ADP	Number of young people reporting alcohol and drug use in the last year	% drinking in last week: 12% of 13 year olds, 35% of 15 year olds % taking drugs in the last year: 7% of 13 year olds 16% of 15 year olds (SALSUS 2006 Dundee)	Target of 9% for 13 year olds and 32% for 15 year olds Target of 6% for 13 year olds and 15% for 15 year olds	Vered Hopkins ADP

OUTCOME:		4. Our people will experience fewer health inequalities				
SOA Indicators		Gap in healthy life expectancy between those in the most deprived areas and the Dundee average Gap in all cause mortality in those age under 75 in the most deprived areas and the Dundee average				
INTERMEDIATE OUTCOME		4c Improved health for older people				
Actions on this intermediate outcome	Target completion date	Lead Officer	Performance Indicators for this intermediate outcome	Baseline	Target	Lead Officer
Implement demand responsive transport pilot in Mid Craigie and Linlathen for people with health issues or disabilities who cannot use public transport, then evaluate and roll out as appropriate	December 2012	John Berry Dundee City Council				

OUTCOME:	4. Our people will experience fewer health inequalities					
SOA Indicators	Gap in healthy life expectancy between those in the most deprived areas and the Dundee average Gap in all cause mortality in those age under 75 in the most deprived areas and the Dundee average					
INTERMEDIATE OUTCOME	4d Reduced rate of teenage conception in community regeneration areas					
Actions on this intermediate outcome	Target completion date	Lead Officer	Performance Indicators for this intermediate outcome	Baseline	Target	Lead Officer
Develop and implement peer education approaches through consultation with young people	2012	Tracy Stewart Dundee City Council	Number of females prescribed with a form of Long Acting Reversible Contraception	48.8% Rate per 1,000 (15-49 yrs) 2008/09	Target of 60 or more females per 100 of reproductive age	Tracy Stewart Dundee City Council
Ensure there is a health drop-in provided in all secondary schools and that sexual health services are available within walking distance of all secondary schools	2012	Tracy Stewart Dundee City Council	The percentage of under 25's as a proportion of the total attending the sexual health service	62.2% less than 25 yrs 31.6% less than 20 yrs	Increase	Tracy Stewart Dundee City Council
Develop the Sex and Relationship Education programme targeting vulnerable young people including Looked After Children and ensure there are appropriate staff development opportunities across agencies involved	2011	Tracy Stewart Dundee City Council				
Expand opportunities for parental involve e.g. through the Speakeasy parenting programme	2011	Tracy Stewart Dundee City Council				
Reduce the gap in conception rate between the least and most deprived communities including increasing the percentage of those not using contraception, commenced on an appropriate method of conception through attending the sexual health service	2012	Tracy Stewart Dundee City Council				
Develop Early Intervention strategies focused on developing resilience, self confidence and raising aspirations of young people	2012	Tracy Stewart Dundee City Council				

OUTCOME:		5. Our people will have improved physical and mental wellbeing				
SOA Indicators		The proportion of children in P1 with a healthy BMI The average score of adults on the Warwick-Edinburgh Mental Wellbeing scale				
INTERMEDIATE OUTCOME		5a People will have more physically active lifestyle				
Actions on this intermediate outcome	Target completion date	Lead Officer	Performance Indicators for this intermediate outcome	Baseline	Target	Lead Officer
Implement the Sport and Physical Activity Strategy 2009-2015.	2012	Stewart Murdoch Dundee City Council	Number of children taking part in moderate physical activity programmes	2009-2010 - 40,609	Increase	Stewart Murdoch Dundee City Council
			Number of adults taking part in moderate physical activity programmes	2009-2010 - 2,942	Increase	Stewart Murdoch Dundee City Council
			Number of registered and non registered playing participants in Dundee Sports Clubs (RSP and Club Dundee Clubs)	2009-2010 - 1,474	Increase	Stewart Murdoch Dundee City Council
			Number of Dundee Athletes part of the Institute Network	2009-2010 - 12	Increase	Stewart Murdoch Dundee City Council

OUTCOME:		5. Our people will have improved physical and mental wellbeing				
SOA Indicators		The proportion of children in P1 with a healthy BMI The average score of adults on the Warwick-Edinburgh Mental Wellbeing scale				
INTERMEDIATE OUTCOME	5b Improved mental health and well-being					
Actions on this intermediate outcome	Target completion date	Lead Officer	Performance Indicators for this intermediate outcome	Baseline	Target	Lead Officer
Complete and implement new Local Choose Life Action Plan	March 2010 for implementation in 2010/11	Kathryn Lindsay Dundee City Council	Number of suicides per 100,000 population	2002 (per 100,000 population 21.53%)	Reduce the number of suicides by 20% between 2003-2007 and 2009-2013 (per 100,000 population)	Kathryn Lindsay Dundee City Council
Pilot a model of social prescribing/community referral will be developed and piloted in the Equality Well test site, to build evidence on the benefits of non-clinical interventions to improve poor mental wellbeing	March 2011	Sheila McMahon Dundee Healthy Living Initiative				
Develop, deliver and evaluate a programme of mental health literacy sessions across the Equally Well test site community	March 2011	Sheila McMahon Dundee Healthy Living Initiative				
Implement the Towards a Mentally Flourishing Scotland approach and integrate mental well-being across the Dundee Partnership including dissemination of learning from the Equally Well test-site	March 2011	Sheila McMahon Dundee Healthy Living Initiative				

OUTCOME:		5. Our people will have improved physical and mental wellbeing				
SOA Indicators		The proportion of children in P1 with a healthy BMI The average score of adults on the Warwick-Edinburgh Mental Wellbeing scale				
INTERMEDIATE OUTCOME	5c Reduced harm associated with substance use					
Actions on this intermediate outcome	Target completion date	Lead Officer	Performance Indicators for this intermediate outcome	Baseline	Target	Lead Officer
Develop a care pathway responding to non fatal overdoses and extend Overdose Prevention training to service users, carers and local communities	April 2010	Vered Hopkins ADP	Number of individuals engaging with specialist treatment/care services	628 (per 100,000 population) SDMD 2008-2009	Increase	Vered Hopkins ADP
Monitor the impact and extend the delivery of Screening and Brief Intervention for alcohol misuse and monitor referral dates to specialist treatment services		Vered Hopkins ADP	Acute inpatient discharges for alcohol, data 2007/08	2008-2009 - 1,112 discharges	Increase	Vered Hopkins ADP
Work with all substance misuse treatment/care services to implement HEAT Target for access to services and develop a Recovery-based Integrated Care Pathway for substance misuse services	April 2010	Vered Hopkins ADP	Number of individuals assessed within 4 weeks of referral	Oct-Dec 2009 - 64%	HEAT TARGET 90%	Vered Hopkins
Improving pathways and access to substance misuse services for those with the care of children and young people	2012	Vered Hopkins ADP	Number of parents accessing services	DMSS 2008 - 45% clients live with dependent children	Increase	Vered Hopkins ADP
Develop a Focus On Alcohol project for Dundee and monitor existing pilot projects to identify gaps in provision, include young people in Dundee and work with Tayside Police to support Operation Dry Up, and engage with Dundee Licensing Forum to increase responsible behaviour around alcohol	April 2011	Vered Hopkins ADP	% YP drinking in last week	12% of 13 year olds, 35% of 15 year olds (SALSUS 2006 Dundee)	Reduction of 3% for both 13 and 15 year olds	Vered Hopkins ADP

Carry out a series of test purchases	April 2011	Lynne Law Dundee City Council				
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OUTCOME:		6. Our people will receive effective care when they need it				
SOA Indicators		Number of clients with complex needs receiving care at home				
INTERMEDIATE OUTCOME		6a Our care services are accessible and of high quality				
Actions on this intermediate outcome	Target completion date	Lead Officer	Performance Indicators for this intermediate outcome	Baseline	Target	Lead Officer
Review current service criteria in line with the Social Work Eligibility Criteria and Standard Delivery Timescales as defined by the Scottish Government	April 2011	Laura Bannerman Dundee City Council	Percentage of people who receive a community care service within 6 weeks from the completion of a Community Care assessment whose care needs are immediate or imminent		Scottish Social Work Eligibility Criteria and Standard Delivery Times - 100%	Laura Bannerman Dundee City Council
Extend the open referral system for joint community mental health teams	April 2011	Diane McCulloch Avril Smith Hope Dundee City Council Janice Henderson Beth Hamilton NHS Tayside				
Review the Care and Assessment Service in Royal Victoria Hospital	Dec 2010	Dave Mackenzie Dundee City Council				
Review the current prevention of admission to hospital services	April 2011	Karen Anderson NHS Tayside				
Review the Intermediate Care Facility and scope out future models	April 2011	Janice Henderson NHS Tayside				

OUTCOME:		6. Our people will receive effective care when they need it				
SOA Indicators		Number of clients with complex needs receiving care at home				
INTERMEDIATE OUTCOME		6b Our carers are supported				
Actions on this intermediate outcome	Target completion date	Lead Officer	Performance Indicators for this intermediate outcome	Baseline	Target	Lead Officer
Provide support to carers to enable them feel able to continue in their caring role	April 2012	Joyce Barclay Dundee City Council	Increase the number of carers offered carers assessments		Increase by 20 assessments each year	Joyce Barclay Dundee City Council
Review carer's assessment documentation and carry out staff training	April 2012	Joyce Barclay Dundee City Council				

OUTCOME:		6. Our people will receive effective care when they need it				
SOA Indicators		Number of clients with complex needs receiving care at home				
INTERMEDIATE OUTCOME	6c Care and support are provided in the community as opposed to long stay care settings					
Actions on this intermediate outcome	Target completion date	Lead Officer	Performance Indicators for this intermediate outcome	Baseline	Target	Lead Officer
Develop 100 Housing with Care units by 2013	December 2013	Diane McCulloch Denise Morton Dundee City Council	Number of people accessing the enablement service	N/A	75% of all new service users	Denise Morton Dundee City Council
Introduce enablement service for people living in their own homes	December 2010	Denise Morton Dundee City Council	Number of Delayed Discharges		0 delayed discharges	Denise Morton Dundee City Council
Review the early support discharge schemes in line with the introduction of the enablement model	April 2011	Denise Morton Dundee City Council	Increase the number of people receiving Telecare services		Increase by 75	Avril Smith Hope Dundee City Council
Develop and implement the Tele-care strategy	April 2011	Avril Smith Hope Dundee City Council	Number of individuals living in care homes	121	Decrease	Avril Smith Hope Dundee City Council
Reduce the number of adults with a learning disability living within institutional settings	April 2012	Arlene Mitchell Dundee City Council				

OUTCOME:		6. Our people will receive effective care when they need it				
SOA Indicators		Number of clients with complex needs receiving care at home				
INTERMEDIATE OUTCOME	6d	People who receive care services achieve positive health and social				
Actions on this intermediate outcome	Target completion date	Lead Officer	Performance Indicators for this intermediate outcome	Baseline	Target	Lead Officer
Increase awareness of the OPEN project	April 2012	Diane McCulloch Dundee City Council	Number of groups utilising OPEN funding and reporting satisfaction		60	Diane McCulloch Dundee City Council
Address employment issues for those receiving care services	April 2012	Arlene Mitchell Dundee City Council				
Develop local supports for people with complex needs to access further education in conjunction with Dundee College	April 2012	Arlene Mitchell Dundee City Council				

OUTCOME:		6. Our people will receive effective care when they need it				
SOA Indicators		Number of clients with complex needs receiving care at home				
INTERMEDIATE OUTCOME		6e We will identify those at risk				
Actions on this intermediate outcome	Target completion date	Lead Officer	Performance Indicators for this intermediate outcome	Baseline	Target	Lead Officer
Implement the Adult Support and Protection policy and procedures	April 2011	Pauline McIlravey Dundee City Council	Number of multi-agency staff trained		2010-2011 200 staff members	Pauline McIlravey Dundee City Council
Establish the adult support and protection committee and reporting procedures	April 2010	Laura Bannerman Dundee City Council	Number of people accessing information	N/A	5% of the adult population	
Produce Adult Support and Protection public information	April 2011	Pauline McIlravey Dundee City Council				

OUTCOME:		7. Our communities will be safe and feel safe				
SOA Indicators		Reduce crime (Groups 1-4) Increase % of those who state that fear of crime has no effect on their quality of life (DCC Annual Consumer Survey)				
INTERMEDIATE OUTCOME	7a Dundee has reduced levels of crime					
Actions on this intermediate outcome	Target completion date	Lead Officer	Performance Indicators for this intermediate outcome	Baseline	Target	Lead Officer
Increase the range of partners contributing to gathering community intelligence reports	31 March 2012	Crime Reduction Inspector	Reduce crime - groups 1 - 4	5 year downward trend	Year on year reduction	Crime Reduction Inspector
Introduce measures to assist communities to reduce risk from any potential terrorist threat including the establishment of a multi agency Delphinus Group	31 March 2012	Deputy Divisional Commander	Number of education/ prevention initiatives	3	6	Deputy Divisional Commander
Deploy Police, Community Safety Wardens and ASB Team on the basis of intelligence led tasking to increase level of response to antisocial behaviour hotspots	31 March 2011	CRU Inspector Liz Kay Dundee City Council	Number of incidents dealt with by CS Wardens	4,105	4,500	CRU Inspector/CS Manager
		Fiona Reekie Dundee City Council	Number of calls passed to CS Wardens by Police Control	500	700	

OUTCOME:	7. Our communities will be safe and feel safe					
SOA Indicators	Reduce crime (Groups 1-4) Increase % of those who state that fear of crime has no effect on their quality of life (DCC Annual Consumer Survey)					
INTERMEDIATE OUTCOME	7b Improved safety in local neighbourhoods					
Actions on this intermediate outcome	Target completion date	Lead Officer	Performance Indicators for this intermediate outcome	Baseline	Target	Lead Officer
Improve co-ordination of diversionary activity for young people	31 March 2012	Chris Wright Dundee City Council	Reduction in YCA	33% reduction achieved in period 06/07 - 08/09	Year on year reduction	Chris Wright/ Sharon Preston Dundee City Council
Develop strategic measures to target access to alcohol by young people	31 March 2012	CRU Inspector	Number of litres of alcohol confiscated through Operation Dry-up	Approx 1,500 litres	Sustain current levels	CRU Inspector
Increase support to women engaged in street prostitution - promote Vice Versa project and enhance partnership working	31 March 2012	Kathryn Sharp Dundee City Council	Numbers of women accessing personal safety support	32	50	Kathryn Sharp Dundee City Council
Broaden scope of Target Hardening to include home and fire safety referrals	31 March 2011	Liz Kay Dundee City Council	Number of referrals to Tayside Fire and Rescue Service	None	40	Liz Kay Dundee City Council
			Number of referrals to Home Safety Officer	None	25	
Increase personal safety support for individuals and groups	31 March 2012	Liz Kay Dundee City Council	Number of personal safety talks given	40	50	Liz Kay Dundee City Council
			Number of personal safety equipment items issued	977	1,000	
Deliver targeted safety campaign on an intelligence led basis	31 March 2012	CRU Inspector Liz Kay Laura McDermott Dundee City Council	Number of home safety/ accident prevention campaigns targeting are school children and elderly	2	4	CRU Inspector Liz Kay Laura McDermott Dundee City Council

OUTCOME:	8. Our people will experience fewer social inequalities					
SOA Indicators	% of children living in households that are dependent on out of work benefits or Child Tax Credit more than the family element. (Annual, Scottish Government Statistics on Income and Poverty) % by which Average Household Income in Dundee is less than Scottish average % of population in the 15% most deprived datazones relative to the Scottish population. (Annual, GROS mid-year population estimates and Small Area population estimates)					
INTERMEDIATE OUTCOME	8a Reduce gap between Dundee average and Community Regeneration Areas					
Actions on this intermediate outcome	Target completion date	Lead Officer	Performance Indicators for this intermediate outcome	Baseline	Target	Lead Officer
Produce Poverty Profile for Community Regeneration Areas	December 2010	Peter Allan Dundee City Council	Number of datazones in SIMD 15% most deprived	55 (SIMD 2009)	53	Peter Allan
Establish Partnership Information Management Group to lead on production of Poverty (and other) indicators and evidence and report annually	September 2010	Peter Allan				
Develop formula to measure partnership resource allocation to CRA's and measure annually with 2010/11 as baseline	February 2011	Peter Allan				
Develop and implement Tackling Poverty and Deprivation Strategy for Dundee Partnership	November 2010	Peter Allan				

OUTCOME:	8. Our people will experience fewer social inequalities					
SOA Indicators	% of children living in households that are dependent on out of work benefits or Child Tax Credit more than the family element. (Annual, Scottish Government Statistics on Income and Poverty) % by which Average Household Income in Dundee is less than Scottish average % of population in the 15% most deprived datazones relative to the Scottish population. (Annual, GROS mid-year population estimates and Small Area population estimates)					
INTERMEDIATE OUTCOME	8b Reduced financial exclusion, income equalities and fuel poverty					
Actions on this intermediate outcome	Target completion date	Lead Officer	Performance Indicators for this intermediate outcome	Baseline	Target	Lead Officer
Facilitate local advice agencies achievement of Scottish National Standards for Advice Agencies Accreditation	31 March 2011	Derek Miller	% of advice agencies accredited	2 28.5%	7 100%	Derek Miller
Maximise take up of money and fuel poverty advice	2012	Derek Miller	Number of people accessing money and fuel poverty advice Number of households signed to social tariff per annum	3,500 350	4,370 500	Derek Miller
Increase impact and sustainability of Credit Unions	2012	Derek Miller	Total Value of loans issued by DCU % of Dundee households with credit union accounts	£379k 1%	£525 3%	Derek Miller
Promotion of affordable credit product	ongoing	Derek Miller	% of population with credit union account	1%	3%	Derek Miller

OUTCOME:		8. Our people will experience fewer social inequalities				
SOA Indicators		% of children living in households that are dependent on out of work benefits or Child Tax Credit more than the family element. (Annual, Scottish Government Statistics on Income and Poverty) % by which Average Household Income in Dundee is less than Scottish average % of population in the 15% most deprived datazones relative to the Scottish population. (Annual, GROS mid-year population estimates and Small Area population estimates)				
INTERMEDIATE OUTCOME		8c Increased levels of community participation				
Actions on this intermediate outcome	Target completion date	Lead Officer	Performance Indicators for this intermediate outcome	Baseline	Target	Lead Officer
Implement actions agreed in Local Community Plans and Community Engagement Plans to increase number of people engaged	31 March 2011	John Hosie Dundee City Council	Number of people engaged in process of Local Community Planning and Community Engagement	2000	2000	John Hosie Dundee City Council
Increase awareness of volunteer opportunities and level of volunteering in local communities	31 March 2012	John Hosie Dundee City Council	Number of people involved in volunteering with community groups through local community planning process	320	320	John Hosie Dundee City Council
			% of population regularly participating in community and voluntary activities	Citywide - 28 CRA - 28	Citywide - 30 CRA - 30	Peter Allan Dundee City Council

OUTCOME:		9. Our people will live in stable, popular and attractive communities					
SOA Indicators		% of residents who have lived in area over 10 years. (Annual, Dundee Partnership Social Survey) % of residents who rate their neighbourhood as a good place to live. (Annual, Dundee Partnership Social Survey) % of social rented housing stock passing the Scottish Housing Quality Scotland					
INTERMEDIATE OUTCOME		9a Improved physical environments in neighbourhoods					
Actions on this intermediate outcome		Target completion date	Lead Officer	Performance Indicators for this intermediate outcome	Baseline	Target	Lead Officer
Existing play areas under DCS control improved and additional equipment installed each year		March 2014	Jock Paterson Dundee City Council	Number of play areas improved	6	9	Jock Paterson Dundee City Council
Continue to implement improvements in the city parks, to increase the number of well-maintained green and open spaces. Undertake in-house Green Flag assessments of all city parks		31 December 2010	Gary Robertson Dundee City Council	Number of Green Flag awards in the city parks	3 (green flags) 6 (self evaluated)	3 green flags) 12 (self evaluated)	Gary Robertson Dundee City Council
Extend white lighting in residential areas, maximising funding to assist		March 2012	Lindsay McGregor Dundee City Council	Proportion of white lighting in residential areas	65%	80%	Lindsay McGregor Dundee City Council
Develop partnership working with communities and businesses to remove graffiti		March 2012	Paul Raeper Dundee City Council	% of normal graffiti cleaned within target time of 5 days from complaint received	94%	96%	Paul Raeper Dundee City Council
Target vandalism/graffiti hotspots and build community intelligence in order to identify perpetrators		March 2012	Bryan Knight Tayside Police	% of racist or offensive graffiti cleaned within target time of 24 hours from complaint received	88%	92%	Bryan Knight Tayside Police
				Number of cases of vandalism committed	Embargoed until June 2010		Bryan Knight Tayside Police
				Detection rate for vandalism	Embargoed until June 2010		Bryan Knight Tayside Police

OUTCOME:		9. Our people will live in stable, popular and attractive communities				
SOA Indicators		% of residents who have lived in area over 10 years. (Annual, Dundee Partnership Social Survey) % of residents who rate their neighbourhood as a good place to live. (Annual, Dundee Partnership Social Survey) % of social rented housing stock passing the Scottish Housing Quality Scotland				
INTERMEDIATE OUTCOME		9b Improved quality, affordability and balance of housing				
Actions on this intermediate outcome	Target completion date	Lead Officer	Performance Indicators for this intermediate outcome	Baseline	Target	Lead Officer
Implement SHQS Delivery Plan(s) to increase number of social rented houses meeting the SHQ standard	2015	Nancy Farquharson Dundee City Council	Percentage of social rented houses meeting SHQ standard	23% March 08/09	40% March 2012	Nancy Farquharson Dundee City Council
Identify opportunities to promote and support the low cost initiative for first time home buyers to increase opportunities for low cost home ownership	2012	Nancy Farquharson Dundee City Council	Proportion of private houses in community regeneration areas	46.9%	50%	Gregor Hamilton Dundee City Council
Identify and promote sites in community regeneration areas for private housing building to increase the mix of tenures	March 2012	Gregor Hamilton Dundee City Council				

OUTCOME:		9. Our people will live in stable, popular and attractive communities					
SOA Indicators		% of residents who have lived in area over 10 years. (Annual, Dundee Partnership Social Survey) % of residents who rate their neighbourhood as a good place to live. (Annual, Dundee Partnership Social Survey) % of social rented housing stock passing the Scottish Housing Quality Scotland					
INTERMEDIATE OUTCOME		9c Improved quality and availability of local shops					
Actions on this intermediate outcome		Target completion date	Lead Officer	Performance Indicators for this intermediate outcome	Baseline	Target	Lead Officer
Increase number of occupied shops in neighbourhoods and market online through Dundee City Council and locate-dundee websites		2012	John Kennedy Dundee City Council	Percentage of shops occupied	86%	92% 2012	Michelle Glass Dundee City Council
Implement Council's shop improvement programme		2013/14	Colin Craig Dundee City Council	Percentage of Council shops that have been upgraded	63%	75% 2012	John Kennedy Dundee City Council

OUTCOME:		9. Our people will live in stable, popular and attractive communities				
SOA Indicators		% of residents who have lived in area over 10 years. (Annual, Dundee Partnership Social Survey) % of residents who rate their neighbourhood as a good place to live. (Annual, Dundee Partnership Social Survey) % of social rented housing stock passing the Scottish Housing Quality Scotland				
INTERMEDIATE OUTCOME	9d Greater community spirit and wellbeing					
Actions on this intermediate outcome	Target completion date	Lead Officer	Performance Indicators for this intermediate outcome	Baseline	Target	Lead Officer
Develop community structures and networks based on identified need and/or events	31 March 2011	John Hosie Dundee City Council	Number community neighbourhood representatives, structures and networks	10	10	John Hosie Dundee City Council
Involve local people in planning and running community festivals/celebration events	31 March 2011	John Hosie Dundee City Council	Number of people participating in community festivals/celebration events	4,000	4,000	John Hosie Dundee City Council
			% satisfaction with quality of life in neighbourhoods	95%	95%	Peter Allan Dundee City Council

OUTCOME:		10. Our Communities will have high quality and accessible local services and facilities				
SOA Indicators		% of resident satisfaction with quality of, and access to, local services and facilities (Annual, Dundee Partnership Survey - average score across all services and facilities)				
INTERMEDIATE OUTCOME		10a Improved services available in neighbourhoods				
Actions on this intermediate outcome	Target completion date	Lead Officer	Performance Indicators for this intermediate outcome	Baseline	Target	Lead Officer
Implement Local Community Plans	March 2012	John Hosie Dundee City Council	% satisfaction with local services and facilities	89.5%	90%	Peter Allan Dundee City Council
			% completion of local community plan actions	150	150	John Hosie Dundee City Council
Assess impact of Local Community Plans/measure progress on priorities	June 2010	John Hosie Dundee City Council				
Introduce Single Equality Scheme to support the delivery of accessible services for all communities	March 2011	Scott Mands Dundee City Council				

OUTCOME:		10. Our Communities will have high quality and accessible local services and facilities				
SOA Indicators		% of resident satisfaction with quality of, and access to, local services and facilities (Annual, Dundee Partnership Survey - average score across all services and facilities)				
INTERMEDIATE OUTCOME		10b Effective Community Engagement				
Actions on this intermediate outcome	Target completion date	Lead Officer	Performance Indicators for this intermediate outcome	Baseline	Target	Lead Officer
Implement Dundee Partnership Community Engagement Plans in each Local Community Planning area	March 2011	John Hosie Dundee City Council	% great or some influence over decisions made in neighbourhoods	17%	increase	John Hosie Dundee City Council
Implement Dundee City Council's Tenant Participation and Consultation Strategies	March 2011	John Wolstencroft Dundee City Council	Number of community groups involved in local community planning and engagement	40	40	John Hosie Dundee City Council
Develop and implement monitoring and evaluation tools for community groups receiving capacity building	31 March 2011	John Hosie Dundee City Council	% participation in community development activities and organisations	Citywide - 14% CRA - 15%	15%	John Hosie Dundee City Council

OUTCOME:		10. Our Communities will have high quality and accessible local services and facilities				
SOA Indicators		% of resident satisfaction with quality of, and access to, local services and facilities (Annual, Dundee Partnership Survey - average score across all services and facilities)				
INTERMEDIATE OUTCOME		10c Improved access to community facilities				
Actions on this intermediate outcome	Target completion date	Lead Officer	Performance Indicators for this intermediate outcome	Baseline	Target	Lead Officer
Provide community access to sporting facilities in two new PPP secondary schools, operated by Dundee Leisure	2010	Merrill Smith Dundee City Council	Number of venues for community use	0	2	Gary Robertson Dundee City Council
Develop a web-based, multiple-access Corporate Letting System, in-house for City Council facilities	2011 Phased Implementation	Merrill Smith Dundee City Council	Number of users of facilities	3,232,077	Increase of 2%	Merrill Smith Dundee City Council
Simplify charging regime and review the policy regarding concession access rates	December 2010	Merrill Smith Dundee City Council				

OUTCOME:		10. Our Communities will have high quality and accessible local services and facilities				
SOA Indicators		% of resident satisfaction with quality of, and access to, local services and facilities (Annual, Dundee Partnership Survey - average score across all services and facilities)				
INTERMEDIATE OUTCOME		10d Transportation links to community regeneration areas (Transportation links between community regeneration areas, and services and facilities throughout the city)				
Actions on this intermediate outcome	Target completion date	Lead Officer	Performance Indicators for this intermediate outcome	Baseline	Target	Lead Officer
Improve public transport through introducing bus priority measures on North West arterial route	Autumn 2010	Ewan Gourlay Dundee City Council	Reduction in the number of road accident casualties <ul style="list-style-type: none"> killed or seriously injured children killed or seriously injured slight casualties 	1994-98 114 34 55	2010 69 17 50	Ewan Gourlay Dundee City Council
Introduce Demand Responsive Transport (DRT) 12 month pilot project linking Mid Craigie/Linlathen to city centre	Summer 2010	John Berry Dundee City Council	Number of pedestrian facility improvement projects undertaken in community regeneration areas	96	110	Ewan Gourlay Dundee City Council
Implement road safety measures to reduce the number of accidents	Ongoing	Ewan Gourlay Dundee City Council				
Improve pedestrian facilities for local communities	Ongoing	Ewan Gourlay Dundee City Council				

OUTCOME:	10. Our Communities will have high quality and accessible local services and facilities					
SOA Indicators	% of resident satisfaction with quality of, and access to, local services and facilities (Annual, Dundee Partnership Survey - average score across all services and facilities)					
INTERMEDIATE OUTCOME	10e Greater co-location of Services					
Actions on this intermediate outcome	Target completion date	Lead Officer	Performance Indicators for this intermediate outcome	Baseline	Target	Lead Officer
Increase level of co-location of services	March 2010	Assistant Chief Executive Dundee City Council	Number of non financial and financial transactions on the Council website	73,686 (08/09)	5% improvement	Jane Crawford Dundee City Council
Create one-stop-shop for services in the new Dundee House	October 2011	Paul Carroll Dundee City Council	% of eligible Dundee citizens that have a National Entitlement Card	33%	5% improvement	Elena Brown Dundee City Council
Increase interactive services on local public service websites	March 2012	Jane Crawford Dundee City Council				

OUTCOME:		11. Dundee will have a sustainable environment				
SOA Indicators		Per capita CO ² emissions in the local authority area % growth in waste arisings				
INTERMEDIATE OUTCOME		11a Reduced ecological and carbon footprint for Dundee				
Actions on this intermediate outcome	Target completion date	Lead Officer	Performance Indicators for this intermediate outcome	Baseline	Target	Lead Officer
Develop and implement public sector carbon management programmes with action plans to reduce carbon emissions.	March 2012	Bryan Harris, Dundee City Council	CO ₂ emissions from public sector organisations ¹	vary	Reduce	Bryan Harris, Dundee City Council
			Production-based per capita CO ₂ emissions in the local authority area (<i>tonnes per capita</i>) ²	8.1	8.1	Bryan Harris, Dundee City Council
			Consumption-based ecological (<i>global hectares per capita</i>) / carbon (<i>tonnes per capita</i>) footprint ³	5.65 / 12.74	5.65 / 12.74	Bryan Harris, Dundee City Council
Develop and promote Solar Cities Scotland's carbon reduction projects.	March 2011	Sharon Bain, Solar Cities Scotland	Number of homeowners installing loft and/or cavity wall insulation through the Sustainable Energy Promotion Scheme (SEPS).	0	2500	Sharon Bain, Solar Cities Scotland
			% reduction of the carbon footprint in Community Carbon Exchange areas.	0	50%	Alistair McLeod, Solar Cities Scotland

¹ Public sector organisations to initially include Dundee City Council, NHS Tayside, University of Abertay, University of Dundee. Community Planning partners to be included in subsequent years where possible.

² Dept. of Energy & Climate Change (DECC). 2005 Baseline (www.decc.gov.uk/en/content/cms/statistics/climate_change/climate_change.aspx)

³ Stockholm Environment Institute. 2006/07 Baseline (www.resource-accounting.org.uk/downloads/scotland/dundee-city)

OUTCOME:		11. Dundee will have a sustainable environment				
SOA Indicators		Per capita CO ² emissions in the local authority area % growth in waste arisings				
INTERMEDIATE OUTCOME		11b Affordable, sustainable energy supplies and reduce fuel poverty				
Actions on this intermediate outcome	Target completion date	Lead Officer	Performance Indicators for this intermediate outcome	Baseline	Target	Lead Officer
Implement measures to meet the Scottish Housing Quality Standard that requires all Council and Registered Social Landlord stock to reach a minimum rating of NHER 5 by 2015	March 2015	Heather McQuillan, Dundee City Council	% of housing stock in social rented sector passing the Scottish Housing Quality Standard. ⁴	23%	40% by 2012	Heather McQuillan, Dundee City Council
Provide a service advising householders on fuel tariffs, reducing energy bills, energy efficiency measures, advocacy work and resolving individual's debts with energy suppliers	2012	Ian Treanor, Dundee Energy Efficiency Advice Project	Total Dundee domestic energy consumption per capita (kWh) ⁵	11,720	Reduce	Bryan Harris, Dundee City Council
Promote Dundee as a sector of excellence for renewable energy through Dundee Renewables	2012	Caroline Morgan, Dundee City Council				
Provision of micro-renewables and clean energy training to industry and individuals	2012	Donald Maclean, Dundee College				

⁵ Dept. of Energy & Climate Change (DECC). 2005 Baseline (www.decc.gov.uk/en/content/cms/statistics/regional/high_level/high_level.aspx)

OUTCOME:		11. Dundee will have a sustainable environment				
SOA Indicators		Per capita CO ² emissions in the local authority area % growth in waste arisings				
INTERMEDIATE OUTCOME		11c Integrated and sustainable transport system				
Actions on this intermediate outcome	Target completion date	Lead Officer	Performance Indicators for this intermediate outcome	Baseline	Target	Lead Officer
Implement sustainable measures such as Smarter Choices Smarter Places (Dundee Travel Active), Cycling, Walking and Safer Streets. Support TACTRAN Regional Transport Strategy and Delivery Plan. City Centre Parking polices and implementation including Park and Ride.	2012	Neil Gellatly, Dundee City Council	% of journeys to work made by public or active transport. ⁶	41%	1% increase per annum	John Berry, Dundee City Council
			% users very satisfied or fairly satisfied with public transport.	73%	1% increase per annum	John Berry, Dundee City Council
			% increase in city centre road traffic compared to 1996 levels during the am and pm peak periods. ⁷	100%	125%	Ewan Gourlay, Dundee City Council

⁶ Scottish Household Survey: Travel Diary. Baseline 2007/08 (<http://www.scotland.gov.uk/Publications/2009/09/11094846/0>)

⁷ Road Traffic Reduction Act ATC Data. Baseline 1996 = 100. Target to: "ensure traffic does not increase by more than 25% by 2021 compared to 1996 levels".

OUTCOME:		11. Dundee will have a sustainable environment				
SOA Indicators		Per capita CO ² emissions in the local authority area % growth in waste arisings				
INTERMEDIATE OUTCOME		11d Sustainable waste management and resource use culture				
Actions on this intermediate outcome	Target completion date	Lead Officer	Performance Indicators for this intermediate outcome	Baseline	Target	Lead Officer
Continue to run a series of education and awareness raising campaigns in conjunction with Dundee City Council to promote the "Reduce Reuse Recycle" message.	31/03/2011 - ongoing annual programme	Andy Malcolm, Dundee City Council	% growth in municipal waste arisings ⁸	94020 tonnes pa	0% increase per annum	Andy Malcolm, Dundee City Council
Expand the existing kerbside collection service for green waste to cover a minimum of 50,000 properties between 2006-2013. Carry out a phased implementation of the dry mixed recycle kerbside collection to all suitable properties within the city.	ongoing annual programme until 2013	Andy Malcolm, Dundee City Council	% municipal solid waste treated by recycling, composted and energy from waste ⁹	33.43%	2% increase per annum	Andy Malcolm, Dundee City Council
	ongoing annual programme until 2013	Andy Malcolm, Dundee City Council	Tonnage of biodegradable municipal waste landfilled ¹⁰	13,760 tonnes	2% decrease per annum	Andy Malcolm, Dundee City Council
Raise awareness amongst Small to Medium sized Enterprises (SMEs) to the savings that can be made and the opportunities to be gained from waste minimisation.	2012	Robert Crow, Abertay Centre for the Environment	% of schools registered to and achieving Eco Schools status by award ¹¹	Registered = 100%; bronze = 40%; silver = 26%; Green = 1.8%	n/a	Morag Cooney, Dundee City Council
Raise awareness of environmental stewardship among children and young people by ensuring that all Dundee schools continue to participate in the Eco-school programme.	2012	Morag Cooney, Dundee City Council				

⁸ Baseline Waste Management Department Service Plan 2010-2012

⁹ Baseline Waste Management Department Service Plan 2010-2012

¹⁰ Baseline Waste Management Department Service Plan 2010-2012

¹¹ Eco-Schools Scotland. Baseline 2008/09 = 55 Registered (97%); 1 Green (1.8%); 15 Silver, (26%); 26 Bronze (40%) (www.ecoschoolsscotland.org/local.asp?show=schools&council=7)

OUTCOME:		11. Dundee will have a sustainable environment				
SOA Indicators		Per capita CO ² emissions in the local authority area % growth in waste arisings				
INTERMEDIATE OUTCOME		11e A clean, healthy and safe environment				
Actions on this intermediate outcome	Target completion date	Lead Officer	Performance Indicators for this intermediate outcome	Baseline	Target	Lead Officer
Identify areas of exceedance within Dundee then develop and implement mitigation measures as appropriate in accordance with the Local Air Quality Management Framework.	2012	Iris Coghill, Dundee City Council	Reported number of areas that exceed the National Air Quality Standard and Objectives for NO ₂ and PM ₁₀ .	NO ₂ = 7; PM ₁₀ = 6	Reduce No. of locations or % of residential properties affected within hotspot areas.	Iris Coghill, Dundee City Council
Implementation of the Broughty Ferry Beach Management regime to Blue Flag standards.	June 2012	Peter Sandwell, Broughty Ferry Beach Management Group	Level of beach award attained ¹²	1 Blue Flag Award; 1 Seaside Resort award (Yellow Flag)	Maintain	Peter Sandwell, Broughty Ferry Beach Management Group
			Reported classifications of Dundee waterbodies. ¹³	Dighty Water = Moderate; Dighty Water (Lower) = Poor; Murroes Burn = Moderate; Fithie Burn = Moderate.	Maintain/ Improve	SEPA, DCC

¹² Keep Scotland Beautiful. (<http://coastal.keepsotlandbeautiful.org/beach.asp?beach=16>). Baseline 2009 season. Blue Flag criteria includes Bathing Water Quality indicator measured by SEPA (see: <http://www.blueflag.org/Menu/Criteria>) and <http://apps.sepa.org.uk/bathingwaters/result.asp?id=10308>)

¹³ SEPA Water Body Data. Baseline 2007 (Overall Classifications). Dighty Water = Moderate (<http://qis.sepa.org.uk/rbmp/pdf/6001.pdf>); Dighty Water (Lower) = Poor (<http://qis.sepa.org.uk/rbmp/pdf/6000.pdf>); Murroes Burn = Moderate (<http://qis.sepa.org.uk/rbmp/pdf/6002.pdf>); Fithie Burn = Moderate (<http://qis.sepa.org.uk/rbmp/pdf/6004.pdf>).

Bring back into use 30% of land identified in the 2006 Scottish Vacant and Derelict Land Survey for Dundee to promote the reuse of vacant and derelict land.	2012	Andy Mulholland Dundee City Council	% of streets cleaned to an acceptable standard (Grade A & B). ¹⁴	96%	Maintain/Improve	Paul Raeper, Dundee City Council
Carry out a range of Waste Enforcement duties associated with environmental legislation and explore the possible use of other legislative tools such as Street Litter Control Notices and Litter Control Area notices.	March 2012	Mike Kelly, Dundee City Council				
Improve the waterbodies of Dundee to meet Water Framework Directive of reaching 'good' chemical status or similar objective by 2015	2012	Bryan Harris Dundee City Council				

¹⁴ Audit Scotland. Baseline 2005/06. (www.audit-scotland.gov.uk/performance/service/index.php?year=2007)

OUTCOME:		11. Dundee will have a sustainable environment				
SOA Indicators		Per capita CO ² emissions in the local authority area % growth in waste arisings				
INTERMEDIATE OUTCOME		11f An attractive and sustainable natural environment				
Actions on this intermediate outcome	Target completion date	Lead Officer	Performance Indicators for this intermediate outcome	Baseline	Target	Lead Officer
Develop and implement the Dundee Open Space Strategy.	2012	Peter Sandwell Dundee City Council	Reported public satisfaction levels with local environment and facilities. ¹⁵	Children's play areas = 33% satisfied, Cleanliness of streets = 78%. Condition of roads, pavements and streetlighting = 61%, Quality and maintenance of open spaces = 80% Cleanliness of the area around your home = 79%, 66% agree that the Council "ensures sustainable use of resources and care for the environment"	Maintain	Bill Findlay Dundee City Council
Implement the TWIG partnership action plan to deliver a range of greenspace and woodland projects.	2012	Peter Sandwell Dundee City Council	% of Dundee City Council woodlands >0.25ha under active management.	25%	75%	DCC, Dundee Contract Services Dept., - Eric Hamilton
Provide continuity of effort and focus in implementing the Tayside Biodiversity action plan and in utilising SITA funding to further biodiversity projects in Dundee.	2012	Alison Anderson Tayside Biodiversity Partnership	Status of Dundee's Biodiversity Index. ¹⁶	Number of wildlife sites = 37: Number of sites managed for biodiversity = 14, number of flagship sites = 5, number of red squirrels = 100, number of sand martins = n/a, number of waders = n/a	Maintain	Alison Anderson Tayside Biodiversity Partnership
Continue to implement improvements in the city parks to increase the number of well-maintained green and open spaces. Undertake in-house Green Flag assessments of all city parks.	Dec 2010	Gary Robertson, Dundee City Council	Number of parks achieving Green Flag award standard.	3 (6 self-evaluated)	3 (12 self-evaluated)	Gary Robertson, Dundee City Council

¹⁵ Dundee City Council - Annual Consumer Survey. Baseline 2008. (<http://www.dundeeecity.gov.uk/cplanning/annualsurvey/>)

¹⁶ Various Sources. The index is intended to give an assessment of the status of biodiversity in Dundee. As there is no single indicator that is suitable for this purpose, a suite of indicators has been drawn up that gives as robust and accurate picture as possible, within the resources available, to measure such an index. Baseline 2006 = No. of wildlife sites = 37; Number of sites managed for biodiversity = 14; No. of Flagship sites = 5; No. of red squirrels = 100; No. of sand martins = n/a; No. of Waders = n/a

<p>Improve and enhance community areas through the Dundee in Bloom and Beautiful Scotland campaigns.</p>			<p>Level of medals awarded.¹⁷</p>	<p>Dundee (City) = Silver Medal, Broughty Ferry (Coastal Resort) = Silver Medal, Ardler (Urban Community Council) = Silver Medal.</p>		<p>Peter Sandwell, Bonnie Dundee Group</p>
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¹⁷ Beautiful Scotland. Baseline 2008. (<http://www.beautifulscotland.org/winners.asp>)

OUTCOME:		11. Dundee will have a sustainable environment				
SOA Indicators		Per capita CO ² emissions in the local authority area % growth in waste arisings				
INTERMEDIATE OUTCOME		11g A protected and valued built heritage				
Actions on this intermediate outcome	Target completion date	Lead Officer	Performance Indicators for this intermediate outcome	Baseline	Target	Lead Officer
Enhance the historic streetscape of Dundee city centre and important district centres through the Facade Enhancement Grant Scheme programme.	March 2012	Andy Mulholland, Dundee City Council	Number of Historic Environment Repair Grants awarded	Biennial baseline 0	20	Andy Mulholland (Gary Knox) Dundee City Council
Protect and enhance Dundee's Listed Building heritage through monitoring demolitions in Conservation Areas, alterations to and alternative uses for listed buildings.	2012	Andy Mulholland, Dundee City Council	% of planning approvals for alternations of listed buildings in Conservation Areas	70% approved biennially	75%	Andy Mulholland (Gary Knox) Dundee City Council
Support Dundee Historic Environment Trust's Historic Building Repair Grants Scheme	2012	Andy Mulholland Dundee City Council	% of planning approvals for alternative uses for listed buildings	85% approved biennially	90%	Andy Mulholland (Gary Knox) Dundee City Council