

REPORT TO: POLICY & RESOURCES COMMITTEE – 26 OCTOBER 2015

REPORT ON: COUNCIL PLAN ANNUAL REVIEW

REPORT BY: CHIEF EXECUTIVE

REPORT NO: 323-2015

1. PURPOSE OF REPORT

This report reviews the performance of the Council in delivering the Council Plan 2012-2017.

2. RECOMMENDATIONS

The Committee is recommended to:

- i) note the contents of the Council Plan Review
- ii) approve the new actions contained in paragraph 4.4
- iii) note that it is proposed to review the 2017 targets listed in the report to ensure these remain relevant and challenging with a view to driving continuous improvement.

3. FINANCIAL IMPLICATIONS

All actions are within the Council's approved budget.

4. MAIN TEXT

4.1 Performance Indicators

4.1.1 The Council Plan contains 127 performance indicators and performance in the past improved on 69% of these. Below are examples of priority improvements:

- a significant reduction in 16-24 year olds claiming job seekers allowance from 7% two years ago to 4.2% in 2014/15.
- a significant increase in the proportion of school pupils in the 30% most deprived communities gaining literacy and numeracy at SCQF level 4 over the past two years
- the percentage of Council housing stock meeting the Scottish Quality Housing Standard is now 100%
- the number of transactions completed on the Council's website grew by 26% last year

4.1.2 The following indicators have shown a declining trend and will be the subject of a detailed performance review in the period ahead:

- increase in the percentage of people reporting they are living in fuel poverty
- decrease in the number of residential properties being built, which is well below the target

4.1.3 The table below presents the Council's top priority performance indicators selected from the full progress report in Appendix One. It should be noted that, following a report to the Education Committee in April 2015 on the new Insight tool on education outcomes for senior phase school leavers, the Council Plan report has replaced the previous measure of pupil attainment from one figure of the tariff score at S4 to a breakdown of the average tariff score for the lowest attaining 20%, middle attaining 60% and highest attaining 20% of school leavers. This will help the Council monitor progress in closing the gap in educational attainment.

4.1.4 The table below shows the key performance indicators from the Council Plan Legend. Long term trend:



= Latest year improved compared to the mean of the previous two years;



= Latest year declined compared to the mean of the previous two years.

Definition	2012/13	2013/14	2014/15	2017 Target	Long Term Improvement Status (over three years)
Dundee Outcome 1: Dundee will be an internationally recognised city at the heart of a vibrant region with more and better employment opportunities for our people					
Percentage of Working Age Population in Employment.	64.8	61.1	61.8	72	
Employee Job Numbers	72,100	71,300	71,800	75,000	
Percentage of 16 – 24 year olds claiming job seekers allowance	7	5.5	4.2	6.8	
Dundee Outcome 2: Our people will be better educated and skilled within a city renowned for learning, research, innovation and culture					
Number of visitors to Dundee cultural attractions	741,404	769,500	795,491	775,600	
Dundee Outcome 3: Our children will be safe, healthy, achieving, nurtured, active, respected, responsible and included					
Average Tariff score at end of S4 of the lowest attaining 20% of school leavers	111	112	120	142	
Average Tariff score at end of S4 of the middle attaining 60% of school leavers	634	651	671	716	
Average Tariff score at end of S4 of the highest attaining 20% of school leavers	1,702	1,708	1,761	1,747	
Percentage of children in 30% most deprived areas gaining literacy and numeracy at SCQF level 4	59	62	70	69	
Percentage of school leavers in positive and sustained destinations.	90	91	91.6	90	
Dundee Outcome 4: People in Dundee will have improved physical and mental wellbeing and will experience fewer health inequalities.					
Average adult mental wellbeing score on the Warwick-Edinburgh Mental Wellbeing Scale.	54.11	52.16	54.65	55	
Teenage conception rate per 1000 females (aged 15-19 years): Community Regeneration Areas	97.1	76	70.5	42	
Dundee Outcome 5: People in Dundee are able to live independently and access support when they need it.					
Bed days for emergency admissions to hospital for those aged 65+.	85,206	80,472	84,315	84,206	
Number of people, aged 65+, receiving intensive homecare per 1,000 people.	16.91	20.91	24.50	20.75	
Number of people receiving enablement.	1,323	1,396	1,252	2,785	

Dundee Outcome 6 : Our communities will be safe and feel safe					
Number of crimes of vandalism	1,685	1,798	1,660	2,300	↑
Dundee Outcome 7 : Dundee will be a fair and socially inclusive city					
Percentage of Households living in fuel poverty (Scottish Household Survey)	26	33	42	36	↓
Dundee Outcome 8: Our People will live in strong, popular and attractive communities					
Number of Council and RSL housing properties built in the last 12 months.	64	81	32	95	↓
Number of residential properties built in the last 12 months.	299	209	161	610	↓
Percentage of Council stock passing the Scottish Housing Quality Standard	75.3	92.2	100	100	↑
Dundee Outcome 9: Our communities will have high quality and accessible local services and facilities					
Percentage of residents satisfied with the quality of local services - city wide	97	97	97	95	—
Dundee Outcome 10: Our people will live in a low carbon, sustainable city					
Percentage of household waste recycled or composted	29	31	31.83	50	↑
Tonnage of biodegradable municipal waste landfilled	35,135	14,948	4,344	1,600	↑
Local Environmental Audit and Management System street cleanliness score A+B	97	98.1	95.9	94	↓
Corporate Outcome 11: Our customers will get the services they need in an efficient and customer focused manner					
Total Number of Online Transactions	165,995	181,099	229,245	280,000 +20% pa	↑
Corporate Outcome12: Our organisation values and respects its employees so involves all equally in improving our services					
Average full-time sickness days lost per fte employee per annum	10.37	10.45	10.83	10	↓
Corporate Outcome 13: Dundee City Council will make maximum use of its assets and aim to reduce the cost per asset					
Energy consumption(gas, electricity, oil and solid fuel) in million kilowatt hours	137.8	117.43	112.18	129	↑
Percentage Variance between budget and expenditure	-0.6	-0.9	-2.2	+/- 1%	↑

4.1.5 In the table above, and throughout the tables appended, members will note a number of indicators where the latest performance exceeds the 2017 target. These targets were set when the Council Plan was agreed in 2012 and, while services are to be commended on achieving or exceeding these, it is proposed to undertake a review to ensure that targets remain relevant and challenging with a view to driving continuous improvement.

4.2 Actions

The council's key achievements during the year were:

- significant progress has been made to develop the Waterfront and contractors have been appointed to build the new train station / hotel and the V&A
- in December 2014 UNESCO announced that Dundee was to be admitted to the Creative Cities Network as the UK's first City of Design. This will significantly enhance Dundee's reputation, both within Scotland/UK and globally. The promotion of design is at the heart of the city's new cultural strategy

- within an overall review of the Council's structure, a new Children and Families Service has been created that will deliver the Integrated Children's Services Strategy
- a Health and Social Care Integration Scheme was approved following consultation and a new Health and Care Partnership is being established to deliver the scheme.
- the Dundee Fairness Commission was established.
- phase one of the new household waste collection system was launched to 12,000 households. The target is to complete the remaining phases of the roll out within two years.
- The Council has recently set out an ambitious Capital Plan with a total gross capital investment of £391m for the next 5 years (2016-2021). In developing this latest plan there has been a focus on a more thematic approach which highlights the Council's strategic priorities.
- The Council again delivered a balanced budget which is a major achievement in the current fiscal constraints.

4.3 Areas for improvement

On reviewing the Council Plan, the Council aims to ensure improvement next year on the following:

- increase the focus on employability to increase the percentage of working age people in Dundee in employment
- increase the number of residential properties being built, especially in the social rented sector through the Strategic Housing Investment Plan
- increase customer satisfaction with the website, which is still below target

4.4 New Actions

Based on the Single Outcome Agreement, Council Plan Service Plan reviews, and new issues arising throughout the year this review proposes adding the following new strategic actions to the Council Plan. These will feature in future performance reports:

- deliver a new partnership approach to employability
- deliver a Dundee Attainment Challenge Plan to close the educational attainment gap in Dundee
- develop a new action plan to respond to the recommendations of the Dundee Fairness Commission
- oversee delivery of a new city-wide low carbon energy strategy that will tackle fuel poverty, reduce costs and reduce carbon emissions.
- develop a new design for the Council website to improve customer experience
- deliver more opportunities for recruiting young people as part of the Council's workforce development strategy
- develop Phase 4 of the Changing for The Future Programme to assist the Council achieve its budget over the next two financial years

5. **POLICY IMPLICATIONS**

This report has been screened for any policy implications in respect of Sustainability, Strategic Environmental Assessment, Anti-Poverty, Equality Impact Assessment and Risk Management. An Equality Impact Assessment is attached as Appendix Two.

6. **CONSULTATIONS**

The Chief Executive, Executive Director of Corporate Services and Head of Democratic and Legal Services have been consulted on this report.

7. **BACKGROUND PAPERS**

None.

David R Martin
Chief Executive

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16/10/2015



Council Plan 2012 – 2017 Annual Progress Report



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Dundee Outcome 01 - Dundee will be an internationally recognised city at the heart of a vibrant region with more and better employment opportunities for our people

KPI Definition	Managed By	2012/13	2013/14	2014/15	Current Target	Note	Trend
		Value	Value	Value			
Percentage of school leavers entering a positive destination	Michael Wood	90%	91.1%	92.6%	90%	Latest value is for pupils who left school in academic year 2013/14.	
Percentage of 16-24 year olds claiming jobseekers allowance (%).	Mike Galloway	7	5.5	4.2	6.8		
Percentage of Employee Jobs in Knowledge Intensive Sectors (%).	Mike Galloway	49.5	48.8	49	50.4		
Percentage of Working Age Population in Employment (%).	Mike Galloway	64.8%	61.1%	61.8%	72%	Year to December 2014	
Headline Gross Value Added (GVA) at Current Basic Prices per 10,000 head of population (£)	Mike Galloway	17,814	18,047	18,535	19,000		
International Labour Organisation Unemployment Rate (%).	Mike Galloway	10.3%	13.4%	10%	8.4%	Year to December 2014	
Economic Value of Tourism. (£ millions).	Mike Galloway	£151.85	£150.14	£151.26	£165.00		







KPI Definition	Managed By	2012/13	2013/14	2014/15	Current Target	Note	Trend
		Value	Value	Value			
Employee Job Numbers	Mike Galloway	72,000	71,400	71,800	75,000	Data from Business Register and Employment Survey 2013	
New Business Starts per 10,000 head of population.	Mike Galloway	28	32	41	36	2013 ONS Business Demography data	

Actions Description	Managed by	Update	Status
Implement the new approaches to More Choices More Chances from the Total Place employability review.	Peter Allan	Opportunities for All Partnership has changed its name to the Post School Strategic Planning Group and is now firmly established as part of the Integrated Children's Services structure. The SPG have agreed their strategic priorities which include job creation, employer engagement, identification and support for young people, identification of need and mapping resources.	Completed 
Increase employment capacity of our citizens through the Dundee Employability Partnership.	Mike Galloway	<p>Previous updates reported on the number of registrations, job outcomes and FE/Training outcomes using a Management Information System (DEMIS).</p> <p>The agenda has now moved from a focus on the specific activity that is delivered through the funding available to the Council, with the Council Management Team asking that a review of all employability activity is undertaken to ensure that improved outcomes are achieved by our citizens.</p> <p>As a consequence, reporting on “Increasing the employment capacity of our citizens” will, in future, reflect the results of the review and a broader view of Partnership activity as well as Council activity.</p> <p>The specific elements which future reports will focus on will be dependent on the approach that is adopted by the Partnership and Council and the areas of work that are developed as a result of the review and subsequent proposals to the Council Management Team and the Dundee Partnership Employability Group.</p>	In Progress 





Actions Description	Managed by	Update	Status
Realise the potential to become a leading centre for the renewable energy in the UK by delivering at least two new manufacturing operations within the City employing local people.	Mike Galloway	Mainstream Renewable Power awarded Contract for Difference (CfD) by UK Government for Neart na Gaoithe Offshore Wind Farm. RSPB has submitted a legal challenge to the Scottish Government's grant of permission for this development. The Council is in discussion with relevant parties to maximise the City's role in the construction, operation and maintenance of this development.	In Progress 
Deliver the economic benefits of the Waterfront Project in accordance with key milestones and construct the 'V&A at Dundee' and new Station Concourse.	Mike Galloway	Contractors have been appointed to build the station/hotel and V&A. It is estimated that it will take 2 years to build the station/hotel, so that completion in 2017 will be ahead of the planned opening of the V&A	In Progress 
Identify and support young people at risk of not entering employment, education or training	Michael Wood	Latest School Leaver Destination Returns indicated approximately 9% of school leavers did not enter a positive destination. This is a similar figure to previous years. Schools, in conjunction with colleagues in Skills Development Scotland, are using a traffic light approach to identify early those at most risk of not entering a positive destination. This targeted approach will determine the level of intervention and support given to the pupils.	In Progress 
Deliver the Dundee Partnership Economic Strategy and Action Plan 2013-2017	Mike Galloway	The Action Plan for the Economic Strategy was integrated with the Single Outcome Agreement Delivery Plan. Progress on actions is monitored by the Dundee Partnership Work and Enterprise Theme Group. An annual report is prepared for the Dundee Partnership Management Group.	In Progress 
Develop a Smart Future City Plan in collaboration with the Scottish Cities Alliance	David Martin	A smart future city draft plan was submitted to the Council Management Team. It prioritises the theme of a connected digital infrastructure in the city to manage the 'internet of things' and a data platform to improve the access to big data about the city. This will enable new smart services to be created to that aim to reduce cost, carbon usage and create new economic development opportunities. This is now being worked on as a joint bid for EU	In Progress 

Actions Description	Managed by	Update	Status
		funds in collaboration with the Scottish Cities Alliance members. Once the joint priorities are established the draft plan will be revisited for consultation with the Council and other partners. The EU bid is expected to be towards the end of 2015.	







Dundee Outcome 02 - Our people will be better educated and skilled within a city renowned for learning, research, innovation and culture

KPI Definition	Managed By	2012/13	2013/14	2014/15	Current Target	Note	Trend
		Value	Value	Value			
Number of adult learners	Neil Gunn	2,704	3,676	3,708	3,800	Moving towards target	
Number of young people receiving Duke of Edinburgh Awards, Youth Achievement Awards and Sports Leader Awards.	Neil Gunn	690	712	751	683		
Percentage of adult learners - from Community Regeneration Areas.	Neil Gunn	55%	64%	55%	60%	Need to target CRA areas within wards	
Percentage of adults who have attended a cultural event or visited a place of culture in the last 12 months.	Stewart Murdoch	71%	70%	73%	72%	This indicator now takes data from the Council's Annual Survey as the question did not appear in recent Scottish Household Surveys.	
Percentage of Dundee Further/Higher Education students - from Community Regeneration Areas.	Neil Gunn	12%	18%	10%	15%	Whilst the overall number of students has increased the % from CRA areas has declined. This may be affected by the increase in distance learners	
Number of Dundee Further/Higher Education students -	Neil Gunn	3,375	5,325	3,925	3,932		





KPI Definition	Managed By	2012/13	2013/14	2014/15	Current Target	Note	Trend
		Value	Value	Value			
from Community Regeneration Areas.							
Number of people with low or no qualifications (aged 16-64).	Neil Gunn	12,600	11,400	13,900	11,640	Based on an annual sample survey	↓
Number of visitors to Dundee cultural attractions	Stewart Murdoch	741,138	741,404	795,491	775,600		↑





Actions Description	Managed by	Update	Status
Promote inclusion by targeting adult learning towards the areas of greatest need	Neil Gunn	55% of learners are from ROA communities	Completed 
Promote a bid for the City of Culture	Stewart Murdoch	There have been huge benefits to Dundee derived through the process of bidding. No other initiative has attracted the same level of UK wide and regional press attention in the last ten years. There are on-going discussions with the Scottish Government about how to capitalise on the positive profile achieved.	Completed 
Facilitate arts, cultural, literacy and musical facilities that positively promote the city through a cultural strategy 2012-2017	Stewart Murdoch	In December 2014 UNESCO announced that Dundee was to be admitted to the Creative Cities Network as the UK's first City of Design. This will significantly enhance Dundee's reputation, both within Scotland/UK and globally. The promotion of design is at the heart of the city's new cultural strategy.	In Progress 
Facilitate arts, cultural, literacy and musical facilities that positively promote the city through an events and festivals strategy 2012-2017	Stewart Murdoch	The Council's review of Festivals and Events agreed that staff with responsibility for supporting the delivery of events should be co-located. Outwith the Council, the Festival and Events group continues to strengthen, with 15 different agencies represented at meetings to discuss the coordination of festivals and events.	In Progress 





Dundee Outcome 03 - Our children will be safe, healthy, achieving, nurtured, active, respected, responsible and included




KPI Definition	Managed By	2012/13	2013/14	2014/15	Current Target	Note	Trend
		Value	Value	Value			
Average tariff score at end of S4 of the lowest attaining 20% of school leavers	Michael Wood	111	112	120	142		
Average tariff score at the end of S4 of the middle attaining 60% of school leavers	Michael Wood	634	651	671	716		
Average tariff score at the end of S4 of the highest attaining 20% of school leavers	Michael Wood	1,702	1,708	1,761	1,747		
Percentage of school leavers entering a positive destination	Michael Wood	90%	91.1%	92.6%	90%	Latest value is for pupils who left school in academic year 2013/14.	
Number of young people in the 12-18 age range who are registered as volunteers with the Volunteer Centre	Neil Gunn	56	319	203	100		
Number of young people receiving Duke of Edinburgh Awards, Youth Achievement Awards and Sports	Neil Gunn	690	712	781	683		



KPI Definition	Managed By	2012/13	2013/14	2014/15	Current Target	Note	Trend
		Value	Value	Value			
Leader Awards.							
Percentage of Primary 1 children with a healthy Body Mass Index.	David Lynch	82.4%	82.2%	Not available yet	80%	NHS / ISD state that 2014/15 data will be published by December 2015. This indicator uses clinical categories with a different definition to the similarly worded indicator under Outcome 4, which explains the different data	↓
% gap between numbers of Looked After Children and non-Looked After Children excluded	Michael Wood	20.7	24.5	18.5	7	Latest data is for academic year 2013/14. There has been a reduction in Looked After Children excluded resulting a closing of the gap. The Children and Families Service will continue to work with schools to ensure further reduction in exclusions for both Looked After and non-Looked After children	↑
Percentage of pupils who can swim unaided the length of the school pool by the end of S1	Michael Wood	75%	71%	71%	90%	How the data for this indicator is gathered is to be reviewed.	↓
Number of attendances at physical activity programmes for 0-5 year olds.	Stewart Murdoch	17,826	18,763	25,003	19,202	The significant increase is due to a new reporting method for physical activities. This figure now includes swim lessons of which there were 8277 in 2014/15.	↑



Total attendances at sport and physical activity classes/clubs for school age children	Stewart Murdoch	467,943	483,527	493,197	493,197	Attendances have increased over the past year due to the legacy and profile of sport from both the London Olympics and Commonwealth Games. In addition, Leisure and Culture Dundee and Active Schools are developing strong links with schools in the provision of quality afterschool programmes which meet the needs of the children and young people. This is carried out through better engagement with Primary and Secondary school pupils.	
Percentage of Looked After Children school leavers in positive and sustained destinations.	Jane Martin	46%	48.3%	49.5%	50%	48/100 young people in after care were in education, training or employment on 30th June 2015. Of the remaining 52, 6 were full time parents and 2 are unable to work due to disabilities and are in receipt of employment and support allowance.	
Number of children affected by domestic abuse assisted through Multi-Agency Risk Assessment processes	Jane Martin	140	205	195	100		
Number of crimes/offences committed by children.	Jane Martin	866	834	751	752		

Actions Description	Managed by	Update	Status
Develop a family literacy project for parents with children under five	Neil Gunn	This is no longer a stand alone project family learning targets have been integrated into restructured team's targets. Currently working with 56 parents /carers.	Completed 
Ensure that all young people assessed as high risk have their cases managed through Care and Risk Management Conferences	Jane Martin	There is an existing High Risk Protocol in place which provides the framework for Care and Risk management meetings. A revised guidance document has been written and will be subject to consultation during 2015	In Progress 
Involve more young people in shaping services and local decision making through community planning processes and other representative structures within partner agencies	Neil Gunn	Report approved and welcomed by Policy and Resources Committee on 25th August 2014.	In Progress 
Improve outcomes for all Dundee's children through early intervention and prevention.	Michael Wood	The Improving Children's Outcomes survey results and 27-30 month reviews indicate high levels of speech, language and communication concerns. All nurseries will prioritise the development of these areas in their improvement plans for 2015-2018. Targeted interventions will be funded through a service level agreement with the Speech and Language department and as part of the Attainment Challenge. Nurseries report increased involvement of some families including involvement in Bookbug Activities, Parent Early Education Partnership groups and home visits with key workers. Short life working groups involving partners across Tayside are involved in small tests of change to ascertain systems for the effective passing on of information from the 27-30 month review to nursery staff. In Dundee we will identify one nursery working with two year olds. After 8 weeks of children starting nursery in August 2015, we will identify any concerns that would have been evident at the 27-30 month review and not passed on by the Health Visitor to nursery staff and, from there,	In Progress 






Actions Description	Managed by	Update	Status
		identify a test of change to improve communication.	
Implement an increase in free nursery time from 475 to 600 hours per year for 3-4 year olds and looked after two year olds.	Michael Wood	All Local Authority and Private Provider nurseries continue to deliver 600 hours of early learning and childcare. As of August 2015, the criteria for entitlement for 2 year-old places will include families in receipt of certain low income benefits. To accommodate the increase in numbers of eligible children, 3 additional nurseries will offer 600 hours of early learning and childcare to eligible children aged 2 years. Woodlea will also be adapted to offer an additional 15 full-time equivalent places.	In Progress 
Complete a Best Value Review of Children's Services.	Jane Martin	Work is now on -going in relation to developing a more integrated approach to service delivery.	Completed 
Establish processes and practice for joint assessment and planning for integrated children's services.	Jane Martin	Joint assessment and planning is evidenced within the Team Around the Child (TATC) framework which is now operational across Integrated Children's Services. Each agency is at a different stage in TATC development and are all on course for full implementation by 2016 as set out in the Children and Young People Act	Completed 
Publish a new corporate Integrated Children's Services Improvement Plan 2012-2015. (This plan will also be influenced by developments from the Lochee Ward Pathfinder initiative which focuses on the 0 to 5 years age groups.)	Jane Martin	The Dartington Social Survey is now complete and priorities for Integrated Children's Services will be identified from that work. In the meantime work is underway within the Lochee Pathfinder and more generally across children's services which will influence the final ICSP.	In Progress 







Implement the Parenting Strategy	Bert Sandeman	<p>Although Dundee parents have access to a comprehensive range of services delivered by health, local authority and 3rd sector partners, a refresh of the Being a Parent in Dundee will result in a more “<i>co-ordinated and evidence-based response to the needs and aspirations of parents</i>” (National Parenting Strategy). The refreshed BAPID will include:</p> <ul style="list-style-type: none"> •Mapping current provision which supports and strengthens parenting skills and confidence •Developing a co-ordinated approach to measuring the impact of current provision •Engage parents in developing and implementing the refreshed BAPID •Improve the <i>ongoing</i> use of data and evidence to prioritise work and measure impact (<i>eg Dartington, Growing up in Scotland</i>) 	In Progress 
Implement the total place (pathfinder) approach to getting it right for the 0 - 5 age group of children.	Jane Martin	Work gathers pace and the blueprint for action is developing as expected. A one stop family and community hub is being established and community engagement is well underway with a community survey now complete and currently being analysed to identify community priorities	In Progress 
Deliver the modernisation of the school estate on time and on budget.	Michael Wood	Consultation regarding review of the school estate has been completed and reported to the Education Committee in June 2015. The new placing requests guidelines were reported to Committee in June 2014 and implemented for session 2015-16.	In Progress 






Review policy and practice to address the needs of particular groups including Looked After Children, young carers, children affected by domestic harm and children and young people with health and wellbeing issues.	Michael Wood	The staged approach to mental health and wellbeing now includes a targeted intervention for secondary age pupils who cannot attend school due to anxiety/mental health needs. Evaluation of the pilot AIM (Anxiety in Motion) group, run jointly between Education and NHS, targets young people of secondary age who refuse to attend school due to anxiety/mental health needs. This group has provided education in the local community for 12 young people since August 2014, all of whom have attended regularly and are making progress towards positive post-school destinations.	In Progress 
Implement the Curriculum for Excellence in all Dundee City Council educational establishments.	Michael Wood	Following the introduction of new National Qualifications in session 2013-14, secondary schools continue to consolidate and build delivery approaches with significant support provided by local nominees and their facilitation of understanding assessment standards training. All secondary schools have moved to delivering the new Higher qualification and staff from all secondary schools, in preparation for the introduction of the new Advanced Higher in session 2015 - 16, have attended national Advanced Higher implementation events. Following the publication of recommendations within the Developing Scotland's Young Workforce report, St Paul's RC Academy has been identified as a pilot school to take forward milestones in the Scottish Government's Youth Employment strategy. Key seminars have been completed with secondary head teachers regarding the senior phase curriculum and the attainment gap. A new set of attainment performance measures will be introduced from session 2015-16. New qualifications including an HNC vocational qualification in computing and a foundation apprenticeship in health and social care have been introduced for senior pupils.	In Progress 


Review Support for Learning provision across sectors (including Additional Support Needs Assessment provision)	Michael Wood	The deployment of support staff in response to analysis of need at community level has continued with all LCPP areas participating fully (children aged 3-18) in the process. Themes for improvement have been identified for the next school session. A Supporting Learners Coordinator has been appointed to improve moderation of learning and wellbeing needs across the groups.	In Progress 
Publish and implement the new Integrated Children's Services Plan 2013-2017 – a single Children's Services Plan in line with the Children and Young Person's Act 2014	Michael Wood	The new Children and Families Service will have responsibility for the delivery of a new Integrated Children's Service Strategy.	In Progress 





Dundee Outcome 04 - People in Dundee will have improved physical and mental wellbeing and will experience fewer health inequalities







KPI Definition	Managed By	2012/13	2013/14	2014/15	Current Target	Note	Trend
		Value	Value	Value			
% of P1 children with a Healthy Weight, BMI index	David Martin	74.1%	74.8%	Not yet available	73%	Data for 2014/15 not yet available. This indicator is based on epidemiological data and is calculated using a different definition of healthy weight from the similarly worded indicator under Outcome 3.	
All cause mortality rate (per 100,000) in under 75s: Community Regeneration Areas	David Lynch	591	600	502	432	Rate is reducing but is still considerably higher than the target. Health inequalities work targeting relevant populations will help reduce the rate over the longer term.	
Average adult mental wellbeing score on the Warwick-Edinburgh Mental Wellbeing Scale	David Lynch	52.16	52.16	57.14	55		
Average mental wellbeing score : Community Regeneration Areas	David Lynch	51.74	54.65	53.7	55.91		
Average mental wellbeing score : Non - Community Regeneration Areas	David Lynch	52.54	59.18	59	55.91	Score remains above the target	



KPI Definition	Managed By	2012/13	2013/14	2014/15	Current Target	Note	Trend
		Value	Value	Value			
Female life expectancy at birth.	David Lynch	79.2	79.3	79.7	80	This is continuing to increase and is just below the target.	
Male life expectancy at birth.	David Lynch	73.9	74.3	75.1	75	Male life expectancy has continued to increase slowly. This year's figure has reached the target.	
Mortality rate (per 100,000) for alcohol related diseases: Community Regeneration Areas	David Lynch	74.9	61.2	53.9	36	Rate is reducing but still considerably higher than the target. Much work is being done to tackle alcohol misuse. Mortality rates are a long term outcome.	
Mortality rate (per 100,000) from alcohol related diseases: Non - Community Regeneration Areas	David Lynch	46.9	35.3	32	36		
All cause mortality rate (per 100,000) in under 75s: Non - Community Regeneration Areas	David Lynch	417.2	382.9	382.9	432		
Percentage of adults (16+) who are regular smokers	David Lynch	30.5%	28.4%	28%	25%	Rates remain stable but need to reduce further to reach the target. Smoking cessation work is ongoing although progress appears to be slow at a population level.	

Percentage population who assess their health as good/very good.	David Lynch	77%	82%	77%	87%	Rate is fluctuating over time, some of which may be due to it being self reported survey data. Rate is below target and efforts to reduce health inequalities and provide more person-centred care are designed to improve health and perception of own health.	
Teenage conception rate per 1000 females (aged 15-19) : Non - Community Regeneration Areas	David Lynch	31.9	33.2	24.1	42.3	Rate has reduced considerably and is well below target	
Teenage conception rate per 1000 females (aged 15-19 years): Community Regeneration Areas	David Lynch	97.1	76	70.5	42.3	Rate is reducing but has some way to go to reach target. There is evidence that initiatives to help reduce conception rates are showing success.	
Estimated percentage of drug users, of working age.	Steven Dalton	3.28%	3.28%	3.28%	2.8%	There has been no new data for this indicator	
Estimated percentage of injecting drug users, of working age.	David Lynch	0.89%	0.89%	0.89%	0.7%	There has been no new data for this indicator	






Actions Description	Managed by	Update	Status
Share the best practice from the Equally Well test site and further develop the principles in community regeneration policy areas	Stewart Murdoch	The Equally Well Local Health and Wellbeing Networks continue to meet to progress responses to locally defined wellbeing issues. The tests of change are being embedded within communities and are working towards sustainability within existing resources. Some of these tests of change have benefited from funding from the Rank Foundation. The vacant development worker post in the	In Progress 

Actions Description	Managed by	Update	Status
		East End and Lochee wards has now been filled and plans are underway to relaunch Equally Well in these wards. Findings from stakeholder workshops in September 2014 demonstrated that those involved in the health and wellbeing networks wished to learn from those in other areas and involve service providers who were absent from network meetings. To this end, an Equally Well event is being organised for Autumn 2015 with the theme of tackling poverty and stigma. This will bring together representatives from the networks in all wards and will include guest speakers from the Fairness Commission and the Poverty Alliance.	
Deliver a programme of smoking cessation interventions in partnership with the Community Health Partnership targeting health inequalities	Stewart Murdoch	Between October 2014 and December 2014 10 new people attended classes. The reduction in numbers is similar throughout Scotland and at community pharmacies.	Completed 
Deliver more capacity in the Dundee Travel Active strategy to deliver health benefits as well as reduce the need for city centre parking.	Mike Galloway	JMP consultants have delivered a second programme of classroom workshops across all primary schools in Dundee (Academic Session 2014/15), under the DTA banner, promoting sustainable transport and raising awareness of Air Quality. New Smarter Choices, Smarter Places funding is to be made available from April 2015, allowing further initiatives through Dundee Travel Active.	In Progress 
Develop a sustainable peer education model across the city to address young people's risk taking behaviour i.e. substance misuse and under age sex	Neil Gunn	The new Healthy Transitions programme has been successfully rolled out to all Secondary Schools in Dundee. Over 200 young people have been involved as peer leaders and 1347 p7 pupils have participated in sessions led by the peer leaders each year.	In Progress 
Implement the Dundee Healthy Weight community action plan	David Martin	A partnership working group is now in place to facilitate Eat Well, Play Well (EWPW) implementation. EWPW outcomes are part of SOA Delivery Plan outcome 4 and partnership monitoring is via Healthy Dundee and twice yearly updates on SOA Delivery Plan	Completed 

Actions Description	Managed by	Update	Status
		actions.	
Dundee will have a co-ordinated, overarching FOCUS ON ALCOHOL strategic approach and a plan for action to complement the introduction of minimum pricing by the Scottish Government	Neil Gunn	Focus on Alcohol is making steady progress to develop population wide approaches to tackle alcohol misuse.	In Progress 
Maximise the Council's contribution to the Alcohol and Drug Partnership Plan and the implementation of the recovery approach.	Neil Gunn	Dundee City Council works closely with the ADP to support approaches to recovery. eg Lochee Parish Church, Coldsides Community Cafe	In Progress 
Undertake a comprehensive review of substance misuse strategy, services and resources through Dundee Alcohol and Drug Partnership	David Martin	The Alcohol and Drug Partnership continues to progress through the process of reviewing its methods of delivery through tests of change. A number of the tests which have proven effective have now been mainstreamed, specifically the Boots Clinic in Albert Street approach and the Focus on Alcohol Prevention Officer's position. A commissioning group has been established and the commissioning plan will be developed over the next six to nine months.	Completed 
Implement the Sport and Physical Activity Strategy 2009-2015	Stewart Murdoch	The process of beginning to scope the 2015-2020 Sport and Physical Activity Strategy has begun. A small sub-group led by Leisure & Culture Dundee is taking this development work forward on behalf of the other partners in the city.	In Progress 
Increase the range and access to outdoor learning activities across the City by delivering the new strategic plan for outdoor learning	Neil Gunn	The outdoor learning service has produced a revised set of strategy actions which is uploaded within the new outdoor learning forum site. This action plan will be updated regularly and will evolve to remain current in the future.	In Progress 
Prepare a plan to introduce Green Fitness Gyms into Parks.	Ken Laing	Information on usage of the Adult Fitness Equipment to be drawn together prior to a committee report being prepared.	In Progress 

Actions Description	Managed by	Update	Status
Deliver a first class bid to bring the National Performance Centre to Dundee	Stewart Murdoch	Bid was submitted. Was not successful but the City will receive funding for a Regional Performance Centre for Sport.	Completed 
Reduce the gap in conception rate (those aged under 19) between the least and most deprived communities including increasing the percentage of those not using contraception or started on an appropriate method of contraception through attending the sexual health service.	Michael Wood	Teenage conception data continues to show a downward trend. Dundee Action on Sexual Health Group held a development session in May 2015 to refocus priorities across agencies and plan for improved outcomes for young people in line with the key improvement framework of sexual health and blood borne viruses.	In Progress 






Dundee Outcome 05 - People in Dundee are able to live independently and access support when they need it


KPI Definition	Managed By	2012/13	2013/14	2014/15	Current Target	Note	Trend
		Value	Value	Value			
Number of people 65+ receiving intensive homecare (rate per 1,000 population)	Diane McCulloch	16.91	20.91	24.50	20.75	New system for recording homecare hours has resulted in a drop. Previously scheduled hours were recorded but the new system records only those hours of care actually provided.	
Number of people receiving enablement.	Diane McCulloch	1,323	1,396	1,252	2,785	This target needs to be revised. It was set at the start of the new enablement service when projected use was unknown	
Number of people receiving Direct Payments	Diane McCulloch	48	49	47	95		
Number of referrals to Social Work considered under Adult Support and Protection procedures, which proceed to: a) Initial Management Discussion	Diane McCulloch	558	895	1,313	1,052		
Number of referrals to social work considered under Adult Support and Protection Procedures which proceed to b) Initial Referral Discussion	Diane McCulloch	116	90	82	350		

KPI Definition	Managed By	2012/13	2013/14	2014/15	Current Target	Note	Trend
		Value	Value	Value			
(IRD)							
Number of referrals to Social Work considered under Adult Support and Protection procedures, which proceed to: c) Case Conference	Diane McCulloch	44	49	33	153		↓
Number of respite weeks provided to people aged 18-64	Diane McCulloch	4,053	3,993	5085	4,036	As people are supported to live at home instead of in care homes, the demand for daytime respite has increased	↑
Number of respite weeks provided to people aged 65+	Diane McCulloch	3,252	3,559	3052	2,939	Respite for people aged 65+ in care homes has dropped because there has been an improvement in the processes within health and social care teams which has meant that long term places and packages of care were put into place quicker, in Dundee it has been agreed that this direction of travel should be judged as positive	↓
Percentage of people requiring reduced homecare following enablement.	Diane McCulloch	58%	63%	71%	61%		↑
Bed days for emergency admissions to hospital for those aged 65+.	Diane McCulloch	85,206	80,472	84,315	84,206	The increasingly frail, ageing population with multi-morbidities will mean that more people will require hospital care. Prevention is high on	↑







KPI Definition	Managed By	2012/13	2013/14	2014/15	Current Target	Note	Trend
		Value	Value	Value			
						the agenda and practices are being adopted to prevent health and care needs from deteriorating and policies and services are in place to maintain people safely and for longer in their own homes. When people do require hospital care, work is being done locally to ensure that once they are well enough to be discharged that services are in place quickly in order to support them in their own homes	
Number of episodes of emergency admission to hospital for those aged 65+	Diane McCulloch	7,076	6,498	7,072	6,654	The increasingly frail, ageing population with multi-morbidities will mean that more people will require hospital care. The population who are aged 75 and over are projected to rise by 45% by 2047. Prevention is high on the agenda and practices are being adopted to prevent health and care needs from deteriorating and policies and service are in place to main people safely and for longer in their own homes	↓

Actions Description	Managed by	Update	Status
Prepare Partnership Commissioning Statements for Older People.	Diane Mcculloch	Strategic plan approved by Social Work and Health Committee and CHP Committees in 2013	Completed 
Monitor progress against Commissioning Statement for	Diane Mcculloch	Action plan developed and work progressing	In Progress 


Actions Description	Managed by	Update	Status
Older People outcomes annually with three year review.			
Prepare Partnership Commissioning Statements for Learning Disability	Diane Mcculloch	Agreed with the Learning Disability/Autism Strategic Planning Group that a further draft commissioning statement should be produced. A full partnership financial framework has been completed.	In Progress 
Monitor progress against Commissioning Statement for Learning Disability outcomes annually with three year review.	Diane Mcculloch	Final draft of further commissioning statement to be completed by end of October 2015.	In Progress 
Prepare Partnership Commissioning Statements for Adults with Physical Disabilities and Sensory Impairment	Diane Mcculloch	In 2014, it was agreed that both physical disability and sensory impairment should have their own respective strategic planning and commissioning partnerships. Since this decision was taken both Strategic Planning Groups have been established and both have set out their vision and anticipated outcomes. Engagement and involvement are significant aspects to both partnerships, as is the development of a needs analysis profile to support future planning and commissioning intentions. An engagement officer, to ensure that our approach is firmly based on the principles of co-design, has been resourced. A co-production and co-design learning and sharing event for our Joint Sensory Services SPG members have been arranged to support collective understanding of strategic planning and commissioning partnerships	In progress 
Monitor progress against Commissioning Statement for Adults with Physical Disabilities and Sensory Impairment	Diane McCulloch	Progress to be maintained once statements in place	In progress 
Develop a framework which progresses an integrated delivery model for Health and Social Care in Dundee	Laura Bannerman	Integration scheme submitted for approval by Scottish Ministers by due date of 31st March 2015. Chief Officer appointed. Development plans in progress for Board. Arrangements for development of strategic commissioning plan being progressed	In Progress 


Actions Description	Managed by	Update	Status
		with agreed timeline of November 2015.	
Implement the Telecare Strategy (assistive technologies to support care in the community)	Diane Mcculloch	<p>Technology Enabled Care Strategic Partnership established as a cross sector, multi-agency group to progress implementation of technology enabled care which includes telecare in Dundee as a collaborative partnership.</p> <p>Through change fund/ short term investment funding, funding has been agreed for a communications officer post for 1 year to be hosted by DVA. The post will undertake user, carer, and public and stakeholder engagement about current and future use of technology as well as scoping of technologies including telecare currently in use in Dundee.</p> <p>In interim policy review, draft vision and outcomes based on initial engagement completed. Next steps are to complete needs assessment and engagement activity to inform development of a draft strategy</p>	<p>In Progress </p>




Dundee Outcome 06 - Our communities will be safe and feel safe



KPI Definition	Managed By	2012/13	2013/14	2014/15	Current Target	Note	Trend
		Value	Value	Value			
Number of persons killed in road accidents.	Mike Galloway	1	1	2	2	Target was based on baseline in 2012	
Percentage of respondents who felt their neighbourhood was a safe place to live.	David Martin	98%	98%	98%	100%	The 2014 Annual Citizen survey reported that 77% of respondents felt very safe, and 21% felt fairly safe.	
Number of crimes of housebreaking	Kevin McMahon	709	555	436	445	A further reduction in the number of crimes in this area, some of which can be attributed to Operation After Dark, target hardening and public awareness literature.	
Number of crimes of robbery	Kevin McMahon	65	52	73	68	On closer inspection in 38% of the incidents the victim and perpetrator were known to each other. A third of the incidents occurred within residential property and within the total number of crimes there were several repeat offenders. In only 3 crimes the victim was an elderly person and these were detected crimes	
Number of crimes of vandalism	Kevin McMahon	1,685	1,798	1,660	2,300	This figure represents an 8% decrease in the number of recorded crimes and is significantly below the 5 year mean.	
Number of crimes of violence	Kevin McMahon	182	194	228	273	This figure represents all Group 1 crimes and whilst this shows an	

KPI Definition	Managed By	2012/13	2013/14	2014/15	Current Target	Note	Trend
		Value	Value	Value			
						increase on the previous year it is still under the 5 year mean.	
Number of dwelling fires.	Martin Tait	269	220	213	225	There is a continued downward trend with the amount of dwelling fires attended by the SFRS locally. One of the main prevention activities undertaken to reduce these types of incidents is our Home Fire Safety Visit (HFSV) initiative. During 2014/15 our operational crews and prevention staff conducted 3,713 HFSV's with the majority of these having been conducted in High/ Medium risk properties. Increased links are being made with key partner organisations/ agencies in identifying those that are at higher risk from fire and target our prevention activities to make our communities safer.	↑
Number of fatalities arising from fires.	Martin Tait	1	0	2	0	Tragically there were two fire fatalities throughout 2014/15. Both incidents were subject of a joint fire investigation between SFRS and Police Scotland. Reports on both of these incidents have been submitted to the Procurator Fiscal. There were no suspicious circumstances in relation to both of these incidents. A lot of work the	↓





KPI Definition	Managed By	2012/13	2013/14	2014/15	Current Target	Note	Trend
		Value	Value	Value			
						SFRS are involved in is in relation to prevention and in particular working with key partners to identify those who are at most risk from fire to target our activities. This will continue to be our focus moving forward and an annual operating plan has been created that contains a number of key actions that will be progressed to continue to make our communities safer and prevent incidents such as these from occurring.	
Number of injuries arising from fires.	Martin Tait	52	72	38	40	A significant reduction in the amount of people being injured as a consequence of fire related incidents in comparison to the previous year. Most people being injured from fire are encountered at dwelling fires and a lot of prevention work has been conducted to try and make our communities safer. A total of 3,713 Home Fire Safety Visits have been undertaken in the Dundee area with the majority having been conducted in High/ Medium risk properties. A lot of work the SFRS are involved in is in relation to prevention and in particular working with key partners to identify those who are at most	

KPI Definition	Managed By	2012/13	2013/14	2014/15	Current Target	Note	Trend
		Value	Value	Value			
						risk from fire to target our activities. This will continue to be our focus moving forward and an annual operating plan has been created that contains a number of key actions that will be progressed to continue to make our communities safer and prevent incidents such as these from occurring.	
Number of persons seriously injured in road accidents.	Mike Galloway	36	32	32	34		





Actions Description	Managed by	Update	Status
Establish a Community Safety Hub which brings together all Council Departments with the Police	Neil Gunn	The Community Safety Hub has been established and is based at West District Housing Office in Lochee.	Completed 
Develop the Hate Incident multi agency partnership	Neil Gunn	HIMAP meets monthly and uses Police information to identify victims and crime trends. The most prevalent crime trend in Dundee is that of Racial Abuse of shopkeepers. HIMAP has created a specific action plan for this crime trend and actions are progressing. An example of activity includes hate crime talks to schools by Police, the anti-social behaviour team and Community Safety Workers. A second action plan has been created to tackle another significant trend, that of non reporting of disability crime. This will involve approaching all organisations who work with people with disability. The HIMAP continues to be well supported by agencies.	Completed 
Improve co-ordination of	Neil Gunn	Diversionary activity for young people has been co-ordinated by	Completed 

Actions Description	Managed by	Update	Status
diversionary activity for young people.		the Community Safety Partnership and has involved mainstream youth work, the voluntary sector and sports development sections. Reductions have been noted in levels of vandalisms and secondary fire setting.	
Review and implement the new Community Safety Strategy	Neil Gunn	The SOA delivery plan for Outcome 6 now stands as the CSP Strategy and action plan.	In Progress 
Implement a programme of alternatives to custody that aim to prevent re offending.	Jane Martin	The programmes have been implemented and are significantly reducing the use of custody, especially for women and young offenders.	Completed 



Dundee Outcome 07 - Dundee will be a fair and socially inclusive city





KPI Definition	Managed By	2012/13	2013/14	2014/15	Current Target	Note	Trend
		Value	Value	Value			
Percentage of Dundee's population living within Scotland's 15% most deprived data zones.	David Martin	29%	29%	29%	26%	The PI still uses the SIMD 2012 data. We can update the percentage calculation by using the updated total population of Dundee estimates - but this PI remains the percentage of the population living in the 55 data zones identified in the SIMD 12 as within the 15% most deprived in Scotland. It is estimated that there are 43,744 people living in these 55 data zones ranked within the 15% most deprived in Scotland.	
Percentage of households that are coping well or very well financially - Community Regeneration Areas	David Martin	38%	27%	40%	40%		
Percentage of households that are coping well or very well financially - city wide	David Martin	42%	43%	46%	49%		
Percentage of households that have some savings - Areas other than Community Regeneration Areas	David Martin	24%	17%	14%	25%		

KPI Definition	Managed By	2012/13	2013/14	2014/15	Current Target	Note	Trend
		Value	Value	Value			
Percentage of households that have some savings - Community Regeneration Areas	David Martin	15%	13%	10%	15%		↓
Percentage of households that have some savings - city wide	David Martin	20%	15%	12%	59%	Slight drop from previous year. The proportion of residents who had savings or investments has continued to decrease year on year.	↓
Percentage of households where respondent or partner has a bank, building society or credit union account - Areas other than Community Regeneration Areas	David Martin	98%	96%	99%	90%		↑
Percentage of households where respondent or partner has a bank, building society or credit union account - Community Regeneration Areas	David Martin	96%	95%	99%	90%		↑
Percentage of households where respondent or partner has a bank, building society or credit union account - city wide	David Martin	97%	96%	99%	94%		↑






KPI Definition	Managed By	2012/13	2013/14	2014/15	Current Target	Note	Trend
		Value	Value	Value			
Percentage of the population who are income deprived: Areas other than Community Regeneration Areas	David Martin	11%	12%	10.9%	13%	Income Deprivation is calculated using the SIMD 12 data. The figure comes from totalling the populations living in data zones not recorded as within Community regeneration areas. There has been a slight decrease from last year. As this uses the same data as last year the change is due to the change in the total population within these data zones slightly increasing.	
Percentage of the population who are income deprived: Community Regeneration Areas	David Martin	29%	34%	28.7%	19%	This is still data from the SIMD 12. No annual updates have been provided by the Scottish Government's Statistics branch. The only change to the calculation will have been the total population in the CRA's has increased hence why the percentage of the population that are income deprived has decreased as a percentage.	
In-work families receiving Working Tax Credit only, or Working Tax Credit and Child Tax Credit, as a percentage of all families in receipt of personal tax credits	David Martin	47%	51%	52%	60%	Data from 2013/14. There were 11,600 families in receipt of personal tax credits. 3,800 were out of work families and 7,800 were in work families receiving WTC only or WTC and CTC.	
Percentage of households living in fuel	Elaine Zwirlein	26%	33%	42%	36%	The most recent report, published in January 2015 showed that the	

KPI Definition	Managed By	2012/13	2013/14	2014/15	Current Target	Note	Trend
		Value	Value	Value			
poverty.						percentage fuel poverty in Dundee has risen to 42% against a Scottish figure of 36%. What this means is, that in spite of all the good work being done in terms of both physical measures such as installation of efficient heating and insulation and income maximisation and energy efficiency advice provided by DEEAP, fuel poverty in Dundee is on the increase. This is because of wider issues such as welfare reform and rising fuel prices.	

Actions Description	Managed by	Update	Status
Implement the Fairness Strategy Action Plan	David Martin	The Dundee Fairness Commission held its first meeting in April 2015 and considered the experience of the Renfrewshire Tackling Poverty Commission. Further sessions looked at welfare reform, educational attainment and in-work poverty	In Progress 
Introduce a comprehensive concessions policy for all public services to facilitate social inclusion delivered on the National Entitlement Card	David Martin	The National Entitlement Card Team has issued circa 10,000 we KIDZ Cards so that concessions can be delivered by the NEC method to children and families. The launch of the KIDZ Card was also being supported by a new Dundee KIDZ Card Parentzone page. The Director of Leisure & Culture Dundee submitted a report to the Committee setting out a comprehensive concessions policy for L&CD and the City Council. This introduced a new comprehensive policy that will apply concession rates to all members of a household in receipt of Council Tax discount. L&CD swimming facilities will integrate this electronically using the NEC	Completed 


Actions Description	Managed by	Update	Status
		and KIDZ Cards as the means of access to all discounts as well as concessions.	
Review strategies and create a plan to mitigate the potential negative impact of the welfare reform changes.	Greg Colgan	The Council has established a Welfare Reform Corporate Working Group. A number of projects have been established and implemented to assist in mitigating the negative impacts of Welfare Reform, these include The Support and Connect Team funded through the Big Lottery, The Opportunities Room within the Central Library and the IT 4 Work Programme. Communication material has also been reviewed with updates to the website.	In Progress 
Develop a homeless strategy action plan including a performance report on the homelessness outcomes in the Scottish Social Housing Charter.	Elaine Zwirlein	Currently work ongoing with Statutory and Third Sector Agencies to prepare a Strategic Commissioning Framework as required by the Scottish Government. Consultation has been carried out with Stakeholders and a Service Users Conference has been held. Working groups have been arranged to co-ordinate the framework.	In Progress 
Maximise the take up of welfare, money, debt and fuel poverty advice and action	David Martin	In the year to 31 March 2015, money benefit and advice agencies in Dundee supported almost 9,000 people and generated £12,774,647 additional income, while re-scheduling £7,763,098 debt	In Progress 
Provide access to affordable credit through Discovery Credit Union	David Martin	At 31 July 2015, Discovery Credit Union's adult membership stood at 4,280, with savings balances standing at £1,403,470 and loan book balance at £1,002,620, represented by 1,262 live loans	In Progress 




Dundee Outcome 08 - Our People will live in strong, popular and attractive communities





KPI Definition	Managed By	2012/13	2013/14	2014/15	Current Target	Note	Trend
		Value	Value	Value			
Percentage of adult residents stating their neighbourhood is a very good place to live - Areas other than Community Regeneration Areas	David Martin	60%	85%	83%	50%		
Percentage of adult residents stating their neighbourhood is a very good place to live - City Wide.	David Martin	55%	71%	68%	50%	Slight reduction in those stating neighbourhood is "very good" place to live, however a rise was seen in the "fairly good" category. Still above target figure.	
Percentage of adult residents stating their neighbourhood is a very good place to live - Community Regeneration Areas.	David Martin	51%	54%	56%	50%		
Percentage of adults agreeing that they can influence decisions affecting their local area - City Wide.	David Martin	37%	55%	53%	30%		
Percentage of adults agreeing that they can influence decisions affecting their local area - Community	David Martin	36%	40%	43%	30%		

KPI Definition	Managed By	2012/13	2013/14	2014/15	Current Target	Note	Trend
		Value	Value	Value			
Regeneration Areas.							
Percentage of adults agreeing they can influence decisions affecting their local area - Areas other than Community Regeneration Areas	David Martin	53%	68%	60%	50%		↓
Percentage of adults giving up time to volunteer in the last 12 months - City Wide.	David Martin	10%	13%	9%	20%		↓
Percentage of adults giving up time to volunteer in the last 12 months - Community Regeneration Areas.	David Martin	11%	8%	5%	20%		↓
Percentage of adults rating the condition of their house or flat as good - Areas other than Community Regeneration Areas	David Martin	96%	98%	98%	90%		↑
Percentage of adults rating the condition of their house or flat as good - city wide.	David Martin	93%	97%	96%	79.6%		↑
Percentage of adults rating the condition of	David Martin	90%	96%	93%	98%	A reduction of 3% has been seen in adults rating their house as good in	-







KPI Definition	Managed By	2012/13	2013/14	2014/15	Current Target	Note	Trend
		Value	Value	Value			
their house or flat as good - Community Regeneration Areas						CRA areas since 2013/2014. This is accounted for by those answering "fairly good", there was no change in those answering "very good".	
Percentage of population satisfied with local shops - Areas other than Community Regeneration Areas	David Martin	99%	99%	99%	98%		▬
Percentage of population satisfied with local shops - community regeneration areas	David Martin	96%	96%	98%	96%		↑
Number of residential properties built in the last 12 months.	David Martin	299	209	161	610	Of the 161 completed residential properties in Dundee City, 129 were by private developers, and 32 were by Registered Social Landlords or a combination of private and public organisations.	↓
Number of Council and Registered Social Landlord properties built in the last 12 months	Elaine Zwirlein	64	81	32	95	This is the official number of completions. It should be noted a further 117 units were developed with the Strategic Housing Investment Plan (SHIP) at Mill O Mains, Sandyloan and Sinclair Street. Completion scheduled for 2015/16 is 185.	↓

KPI Definition	Managed By	2012/13	2013/14	2014/15	Current Target	Note	Trend
		Value	Value	Value			
Percentage of Council stock passing the Scottish Housing Quality Standard	Elaine Zwirlein	75.3%	92.2%	100%	100%		



Actions Description	Managed by	Update	Status
Produce a community asset transfer strategy	Mike Galloway	Community Asset Transfer launched June 2014	Completed 
Build new energy efficient homes in partnership with Housing Associations and the National Housing Trust.	Elaine Zwirlein	<p>Mill of Mains, Phase 3 construction works are underway.</p> <p>In Whitfield construction of the new houses by both HOME AT Summerfield Avenue and Angus HA at Ormiston Crescent is progressing well and all houses are scheduled to be completed this financial year. Three private developers, Merchant Homes, Invertay, and DJ Laing are developing proposals to build private housing on sites in Whitfield.</p> <p>In Lochee, Hillcrest HA has restarted construction at Sinclair Street, and construction enabling works at the Doyle Place site started in August 2015.</p> <p>In Hilltown, a Planning Application has been lodged for new social rented housing on the east portion of the site in Alexander Street. This is a joint development with DCC and Hillcrest HA.</p>	In Progress 
Create a cross department team to deploy the council's full enforcement powers to clear up derelict properties that are blighting communities.	Mike Galloway	A Derelict Buildings Working Group is chaired by the Director of City Development and includes representatives from Corporate Services, Environment, Housing, and the Chief Executive's Department. The group examines the use of formal powers and other means to encourage owners to improve their properties	Completed 






Actions Description	Managed by	Update	Status
Increase number of occupied shops in Community Regeneration Areas.	Mike Galloway	Currently 84.4% occupancy rate.	In Progress 
Complete the deployment of the priority physical regeneration areas	Mike Galloway	New housing developments continue in Mill o' Mains, Lochee and Whitfield. Proposals for new education/community facilities in Coldside are currently being developed. The Crescent in Whitfield was recognised in the COSLA Excellence Awards.	In Progress 
Develop local community planning partnerships and implement local community plans	Neil Gunn	Local Community Planning Partnerships are well established strategic structures. Implementation of Local Community Plans in each Ward is progressing at a satisfactory pace.	In Progress 
Achieve Scottish Housing Quality Standard	Elaine Zwirlein	Updated compliance figure to 31/03/2014 is 100%	Completed 

Dundee Outcome 09 - Our communities will have high quality and accessible local services and facilities









KPI Definition	Managed By	2012/13	2013/14	2014/15	Current Target	Note	Trend
		Value	Value	Value			
Percentage of residents satisfied with access to local services - city wide	David Martin	81%	70%	75%	85%	This figure has improved on last year. It should be noted that this figure includes those who had "never used" the service therefore this accounts for the lower figure. In general satisfaction was very high for all the universal services.	
Percentage of residents satisfied with access to local services: Community Regeneration Areas.	David Martin	81%	73%	79%	85%		
Percentage of residents satisfied with access to local services: Non Community Regeneration Areas.	David Martin	75%	70%	73%	85%		
Percentage of residents satisfied with the quality of local services - city wide	David Martin	97%	97%	97%	97%		
Percentage of residents satisfied with the quality of their local community centre and library - city wide	David Martin	99%	99%	98%	98%		
Percentage of residents	David Martin	95%	96%	97%	97%		





KPI Definition	Managed By	2012/13	2013/14	2014/15	Current Target	Note	Trend
		Value	Value	Value			
satisfied with the quality of local services: Community Regeneration Areas.							
Percentage of residents satisfied with the quality of local services: Non Community Regeneration Areas.	David Martin	98%	97%	97%	97%		↓
Percentage of residents satisfied with the quality of their local community centre and library: Community Regeneration Areas.	David Martin	99%	99%	98%	99%		↓
Percentage of residents satisfied with the quality of their local community centre and library: Non Community Regeneration Areas.	David Martin	99%	99%	98%	98%		↓



Actions Description	Managed by	Update	Status
Review the possibilities for co-locating services between health services and the Council in community regeneration areas i.e. building on Whitfield model	David Martin	Co-location is one of a range of joint resourcing approaches which are being developed as part of the Dundee Partnership's Improvement Plan. Future updates will be presented within reports on the community planning and single outcome agreement arrangements.	Completed 
Produce a plan to deploy Demand Responsive Transport to	Mike Galloway	The current focus of activity in this area is on continuing Taxicard Scheme to ensure continued provision of accessible transport for	In Progress 





Actions Description	Managed by	Update	Status
aid accessible transport for social inclusion.		social inclusion purposes.	
Improve public transport through introducing bus priority measures.	Mike Galloway	Bus Priority measures are considered where there is a realistic chance of reducing journey times. Since 2012, there have been no further improvements to infrastructure that were specifically introduced for prioritising bus services over other traffic modes. Improvements at Seagate / Commercial Street junction have benefitted bus movements as has the on-going expansion of SCOOT and VIX Traffic Light Priority measures.	In Progress 
Develop local community centres and libraries as local public service contact points and provide facilities to combat digital exclusion	Stewart Murdoch	Additional pcs now installed. Already an increase in use with more group training sessions taking place.	In Progress 
Increase awareness of volunteer opportunities and level of volunteering in local communities	Neil Gunn	Over 20,000 people in Dundee give up their time to volunteer	In Progress 
Meet Green Flag criteria for all city and neighbourhood parks and open spaces	Ken Laing	Assessments have been carried out from the parks and open spaces identified. These assessments to be converted into action plans and, where appropriate improvements included in capital and operational improvement plans.	In Progress 
Deliver the Regional Performance Centre for Sport	Mike Galloway	Report will go to committee in the near future on the capital build	In Progress 


Dundee Outcome 10 - Our people will live in a low carbon, sustainable city

KPI Definition	Managed By	2012/13	2013/14	2014/15	Current Target	Note	Trend
		Value	Value	Value			
Percentage of children walking or cycling to school	Neil Gellatly	51.8	56.4	56.9	60	Although the plan says cycling and walking, scooting is now recorded as a separate category in the survey.	
Percentage of Derelict Land - Community Regeneration Areas.	Mike Galloway	1.33%	1.54%	1.55%	0		
Percentage of Derelict Land - Non Community Regeneration Areas.	Mike Galloway	0.33	0.4	0.46	0		
Percentage of Derelict Land - City Wide	Mike Galloway	0.5	0.6	0.7	0		
Percentage of journeys to work made by public or active transport	Mike Galloway	19.7%	41%	43%	40%	This figure is taken from the Scottish Household Survey (SHS) which has a small sample size. Therefore the figure has a wide margin of error.	
CO2 emissions (tonnes) per capita	David Martin	5.96	6	5.8	6.42		
Percentage of schools achieving an ECO Schools award - Bronze	Michael Wood	70.69%	74.5%	78.2%	100%	2 more schools have achieved Bronze awards this year.	
Percentage of schools achieving an ECO Schools award - Green	Michael Wood	12.07%	12.7%	14.5%	-	1 more school has achieved a Green award this year	





Percentage of schools achieving an ECO Schools award - Silver	Michael Wood	43.1%	43.6%	47.3%	-	2 more schools have achieved Silver awards this year.	
Local Environmental Audit and Management System street cleanliness score	Gary Robertson	74	72	73	75		
Percentage of household waste recycled or composted	Ken Laing	29%	31%	31.83%	50%	Trend shows a slight increase - which the Council plans to build upon following the introduction of enhanced kerbside recycling facilities as part of a phased rollout	
Tonnage of biodegradable municipal waste landfilled	Ken Laing	35,135	14,948	4,344	1,600		




Actions Description	Managed by	Update	Status
Implement sustainable measures such as Smarter Choices Smarter Places (Dundee Travel Active), Cycling, Walking and Safer Streets	Mike Galloway	Classroom sessions on Air Quality, Sustainable Travel, Active Travel benefits have been delivered at all primary schools during summer term 2014 with JMP consultants returning to all primary schools during 2014/15 academic session. Sustans Funding will help deliver improved cycling and walking connectivity. Limited levels of SCSP funding have been used to improve signage around the Green circular. Doctor Bike has visited City Square several times offering bike maintenance workshops.	In Progress 
Develop with transport partners an integrated transport ticket on the National Entitlement Card.	Mike Galloway	Integrated / Smart ticketing now has the support of the Scottish Cities Alliance with a view to proof of concept for a Scottish roll out. National Express Dundee has commenced issuing of their own commercial 'Discover' Smart Card, which can also be added to existing NEC. This offers monthly and weekly tickets, with ten	In Progress 

Actions Description	Managed by	Update	Status
		<p>journey tickets to follow. Initial smart ticketing is now live with successful Dundee College Smart Travel pilot. Early results are promising with students travelling across the National Express Dundee network Further development and expansion of the trial is being developed by Dundee City Council and Transport Scotland with funding from SCA. This will prove the smart element of travel and there will be a future policy development required locally and nationally between government and operators to deliver integrated ticketing. Addition of car club membership on NEC to be considered as Car Club expansion arises. Transport Scotland, DCC with SCA funding have appointed project officers to accelerate NEC integration of ticketing in terms of bus based travel.</p>	
Implement the Carbon Reduction Strategy.	Mike Galloway	<p>The Climate Change Board's continuous review of the Carbon Management Plan has identified a number of revisions required to support the national climate change aspirations and targets. The current CO2 emission reduction target is revised to reflect the Scottish Government's targets. The new aspirational annual CO2 emission reduction target shall be 5% for all of the Council's direct emissions (i.e. buildings & street lighting energy consumption, transport {business & fleet}, water usage and waste).</p>	In Progress 
Engage local communities in the development of local space audits and action plans	Neil Gunn	<p>Local communities continue to prioritise the need for safe, well maintained well lit green and open spaces. Friends of Dundee Law and Coldside Community Forum have been involved in securing £350,000 to make environmental improvements to Dundee Law.</p>	In Progress 
Improve the cleanliness of our streets, parks and open spaces as part of the LEAMS and Green Flag target achievement	Ken Laing	<p>Most recent LEAMS figures show standards of cleanliness maintained.</p>	In Progress 
Develop and implement mitigation measures as appropriate in accordance with the Local Air	Ken Laing	<p>The Air Quality Action Plan (AQAP) for Nitrogen Dioxide and Fine Particulate Matter was approved by the Housing, Dundee Contract Services & Environment Services Committee in 2011. The Air</p>	In Progress 






Actions Description	Managed by	Update	Status
Quality Management Framework.		Quality Updating and Screening Assessment 2015 which includes the Council's progress with the implementation of the various measures within the AQAP has been submitted to the Scottish Government and SEPA in June 2015. Both of the statutory consultees have accepted and approved our findings. The progress with each of the measures within the AQAP is updated by the lead officers on a six monthly basis. Full details are available in the Updating and Screening Assessment on the Council's website.	
Develop and implement the Dundee Zero Waste Strategy changing the collection infrastructure to meet the recycling targets consistent with the Waste (Scotland) Regulations 2012	Ken Laing	Phase 1 of 6 launched on 23rd March 2015 to approx. 12,000 households in parts of the West End and Broughty Ferry areas. This involved the introduction of kerbside recycling services in line with the requirements of the Waste (Scotland) Regulations 2012 (paper, card, metals, plastics, glass & food waste) to all properties, alongside the implementation of a fortnightly residual waste collection in order to encourage usage of the new services and change householder habits. Collection infrastructure will continue to change over the course of the next two years as the remaining phases are introduced - phase 2 set to launch November 2015	In Progress 


Corporate Outcome 01 - Our customers will get the services they need in an efficient and customer focused manner






KPI Definition	Managed By	2012/13	2013/14	2014/15	Current Target	Note	Trend
		Value	Value	Value			
Face to face satisfaction (%)	David Martin	82.4%	69.75%	71.25%	80%	Staff continue to make customers aware of the touch screens and managers circulate performance data to staff.	
Website satisfaction (%)	David Martin	38%	46.5%	48.92%	75%	Customers increasingly look to the web for information and many comments relate to the information available. In response to comments on waste issues (e.g. opening hours, bin calendars and missed collections) Environment has formed a working group and, where possible, has started to contact customers to address their issues.	
Calls satisfaction (%)	David Martin	95.8%	95.33%	93.92%	96%	The Council is in the top ten Customer Satisfaction Index published by Govmetric, competing with councils such as Borough of Kensington and Chelsea.	
Total number of online transactions	Greg Colgan	165,995	181,099	229,245	280,000	Better marketing of available facilities required. Also existing recording mechanisms are not counting access to facilities in a granular enough fashion.	


Actions Description	Managed by	Update	Status
Introduce a secure password on the Council's website to allow public access to their private data held by the council to speed up enquiries and increase the range of online council services.	Greg Colgan	Secure password added to the website.	Completed 
Customer Service Strategy Review published to deliver corporate standards and approaches to improving customer service	David Martin	Customer Charter was launched in January 2014.	Completed 
Review the number and location of Council service contact points	David Martin	It has been agreed at Committee that the Housing Repairs Contact Centre will be merged with the Corporate Services Customer Contact Centre. Implementation is now underway.	Completed 

Corporate Outcome 02 - Our organisation values and respects its employees so involves all equally in improving our services


KPI Definition	Managed By	2012/13	2013/14	2014/15	Current Target	Note	Trend
		Value	Value	Value			
Average employee satisfaction % based on relevant responses to employee survey	David Martin	79%	80%	80%	80%	This was the satisfaction rate at the time of the last (2013) all staff survey. The survey is conducted every 3 years. The next survey is scheduled for Aug/Sept 2016.	
Percentage of Council employees completing STEP improvement e Learning modules	David Martin	30%	37%	56%	95%	Progress across service areas that have full and/or regular access to computers has achieved over 90%. The areas that are low are those where there is limited or no access to computers e.g. Environment. Most of these staff have been briefed but are unlikely to complete the actual modules.	
Days Lost per FTE (All Employee Groups)	Janet Robertson	10.37	10.45	10.83	10		
Number of accidents to Council employees per annum	Janet Robertson	252	225	179	0	Reduction reflects implementation of the Council's Health and Safety Plan	
Percentage of employees receiving an employee performance and development review within each year	Janet Robertson	-	69%	54%	100%	A corporate EPDR group has been tasked with reviewing the frameworks in place. In larger services where there has been significant organisational change, the number of EPDRs has reduced. The group will also aim to find a consistent way of recording EPDRs	



KPI Definition	Managed By	2012/13	2013/14	2014/15	Current Target	Note	Trend
		Value	Value	Value			
Percentage of employees whose departments hold bronze Healthy Working Lives awards	Janet Robertson	69%	54%	67%	100%		






Actions Description	Managed by	Update	Status
Complete an Operating Model Redesign to align staff in structures consistent with Changing for the Future.	David Martin	The reviews are basically completed now and the implementations are being monitored	Completed 
Train staff across the Council in a methodology of continuous improvement called Systems Thinking Empowers People and record and recognise the range of improvements that flow from this	David Martin	Awareness raising undertaken towards end of year. Now 56% of staff having completed	Completed 
Assess and review the approach to team meetings and employee personal development review to ensure all employees are receiving appropriate opportunities to communicate and receive development and training.	Janet Robertson	Guidance implemented and on HR portal	Completed 
Review and implement the living wage.	Janet Robertson	Report on "Living Wage" was approved by the P&R Committee at its meeting of 29 October 2012. As a result, the Living Wage was implemented within the Council with effect from 1 November 2012.	Completed 
Review employee terms and conditions.	Janet Robertson	As part of the emerging workforce strategy and new pay and grading structure, a comprehensive review has been started.	In Progress 



Actions Description	Managed by	Update	Status
Progress the Council's agreed workforce planning priorities.	Janet Robertson	A Workforce Strategy is being developed which will include workforce planning for each service area.	In Progress 

Corporate Outcome 03 - Dundee City Council will make maximum use of its assets and aim to reduce the cost per asset

KPI Definition	Managed By	2012/13	2013/14	2014/15	Current Target	Note	Trend
		Value	Value	Value			
Cost (£) per m2 GIA of utilisation of operational property	Mike Galloway	£36.89	£37.03	47.99	£36.00	The increase in cost per square metre from £37.03/m2 to £47.99/m2 is reflective of a number of changes. PPP data has been removed after consultation with finance that facilities staffing costs and indexing cannot be rationalised to provide an actual property cost. We have a focused plan to improve the suitability and condition of our portfolio, which is ultimately reflected in property costs. Rental charges have been included as they are real costs, even when income from external sources (ie Criminal Justice) is provided to cover the cost. Income from public sector property sharers is not included. It was included in previous years. The property costs are therefore actual property costs, even when external income is available to help pay for the buildings. This gives a clearer reflection of property costs, which were not included in previous years.	

KPI Definition	Managed By	2012/13	2013/14	2014/15	Current Target	Note	Trend
		Value	Value	Value			
Energy consumption (gas, electricity, oil and solid fuel) in million kilowatt hours	Mike Galloway	137.8	117.43	112.18	129		
Variance between budget and expenditure	Marjory Stewart	-0.6	-0.9	-2.2	+/- 1%		

Actions Description	Managed by	Update	Status
Fleet Strategy and Integration of Fleet Management	Ken Laing	A draft Asset Report has been completed	In Progress 
Implement the property asset management plan to ensure all partners, customers and employees are using the Council's most efficient buildings.	Mike Galloway	The City Development Department continues its programme of property rationalisation as part of the Property Asset Management Plan which includes the closure of properties and the more efficient use of operational properties.	In Progress 
Maximise the benefits of the council's Information and Communications technology infrastructure to deliver customer services and employee mobile/flexible working.	Greg Colgan	All major site deployments have now been completed.	Completed 
Deliver the Tayside and corporate procurement strategy to achieve savings and community benefits.	Marjory Stewart	All Procurement Staff now appointed and in post. Monitoring of savings and community benefit now underway and will be part of annual procurement report	Completed 
Implement measures to deliver the savings needed to achieve the Council's budget.	Marjory Stewart	An exercise will commence soon to identify budget savings and efficiencies, aimed at delivering a balanced budget and Council Tax freeze for financial year 2016/17. This exercise will be closely aligned to the Changing for the Future Programme.	In Progress 

Actions Description	Managed by	Update	Status
Prepare and implement the corporate land asset management plan.	Ken Laing	Ongoing work to develop the assessment plan and procedures.	In Progress 
Climate Change Board to oversee delivery of the new energy management plan	David Martin	Full energy management progress reports are presented to the Climate Change Board (CCB) in February and August each year for consideration. In addition, actions and initiatives relating to reducing the Council's energy use, carbon emissions and improving energy efficiency of the Council estate are discussed in detail at each CCB meeting as required.	In Progress 

DRAFT

DUNDEE CITY COUNCIL

Equality Impact Assessment Tool

Part 1 Description / Consultation

Is this a Rapid Equality Impact Assessment (RIAT) ?	<u>YES</u> NO Please circle
Is this a Full Equality Impact Assessment (EQIA)?	YES <u>NO</u> Please circle
Date of assessment 21 August 2015	Council Plan 2012-2017 Annual Review 2015
Committee report number	
1) This is a new policy, procedure, strategy or practice being assessed (If yes please tick box) <input type="checkbox"/>	This is an existing policy, procedure, strategy or practice being assessed? (If yes please tick box) <input checked="" type="checkbox"/>
2) Please give a brief description of the policy, procedure, strategy or practice being assessed.	Overall corporate objectives key performance indicators and actions of the council are assessed. Some new actions proposed on areas for improvement identified or new strategic action developments.
3) What is the intended outcome of this policy, procedure, strategy or practice?	Corporate performance improvement.
4) Please list any existing documents which have been used to inform this Equality and Diversity Impact Assessment.	COUNCIL PLAN 2012 – 2017.
5) Has any consultation, involvement or research with protected characteristic communities informed this assessment? If yes please give details.	NO
6) Please give details of council officer involvement in this assessment. (E.g. names of officers consulted, dates of meetings etc)	PAUL CARROLL , PERFORMANCE AND IMPROVEMENT MANAGER.
7) Is there a need to collect further evidence or to involve or consult protected characteristics communities on the impact of the proposed policy? (Example: if the impact on a community is not known what will you do to gather the information needed and when will you do this?)	NO

Part 2 Protected Characteristics

Which protected characteristics communities will be positively or negatively affected by this policy, procedure or strategy?

NB Please place an X in the box which best describes the "overall" impact. It is possible for an assessment to identify that a positive policy can have some negative impacts and visa versa. When this is the case please identify both positive and negative impacts in Part 3 of this form.

If the impact on a protected characteristic communities are not known please state how you will gather evidence of any potential negative impacts in box Part 1 section 7 above.

	Positively	Negatively	No Impact	Not Known
Ethnic Minority Communities including Gypsies and Travellers	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Gender	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Gender Reassignment	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Religion or Belief	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
People with a disability	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Age	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Lesbian, Gay and Bisexual	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Socio-economic	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Pregnancy & Maternity	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Other (please state)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Part 3 Impacts / Monitoring

<p>1) Have any positive impacts been identified? (We must ensure at this stage that we are not achieving equality for one strand of equality at the expense of another)</p>	<p>If yes please give further details</p> <p>Fairness Commission action plan specifically help lowest socio economic group.</p> <p>Proposed action to recruit more young people in council workforce development strategy</p>
<p>2) Have any negative impacts been identified? (Based on direct knowledge, published research, community involvement, customer feedback etc. If unsure seek advice from your departmental Equality Champion.)</p>	<p>If yes please give further details</p>
<p>3) What action is proposed to overcome any negative impacts? E.g. involving community groups in the development or delivery of the policy or practice, providing information in community languages etc. see Good Practice on DCC equalities web page</p>	<p>Please give further details</p>
<p>4) Is there a justification for continuing with this policy even if it cannot be amended or changed to end or reduce inequality without compromising its intended outcome? (If the policy that shows actual or potential unlawful discrimination you must stop and seek legal advice)</p>	<p>If yes please give further details</p>
<p>5) Has a 'Full' Equality Impact Assessment been recommended? (If the policy is a major one or is likely to have a major impact on protected characteristics communities a Full Equality Impact Assessment may be required) Seek advice from your departmental Equality lead.</p>	<p>If yes please give further details</p> <p>No</p>
<p>6) How will the policy be monitored? (How will you know it is doing what it is intended to do? e.g. data collection, customer survey etc.)</p>	<p>Please give details</p> <p>Data Collection, Performance Indicators and Customer Surveys</p>

Part 4 Contact information

Name of Department or Partnership: Dundee City Council

Type of Document

Human Resource Policy	<input type="checkbox"/>
General Policy	<input type="checkbox"/>
Strategy/Service	<input type="checkbox"/>
Change Papers/Local Procedure	<input type="checkbox"/>
Guidelines and Protocols	<input type="checkbox"/>
Other – Progress Report	<input checked="" type="checkbox"/>

Contact Information

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Signature of author of the policy: **Paul Carroll** **Date 9/10/15**

Signature of Director / Head of Service area: **Paul Carroll** **Date 9/10/15**

Name of Director / Head of Service: **David Martin**

Date of next policy review: **31/07/2016**