

**REPORT TO:** POLICY AND RESOURCES COMMITTEE- 29 OCTOBER  
**REPORT ON:** CHIEF EXECUTIVE'S DEPARTMENT SERVICE PLAN  
**REPORT BY:** CHIEF EXECUTIVE  
**REPORT NO:** 396 - 2012

## **1.0 PURPOSE OF REPORT**

- 1.1 This report recommends the committee approve the Chief Executive's Department Service Plan appended to the report.

## **2.0 RECOMMENDATIONS**

- 2.1 The committee is recommended to approve the Chief Executive's Department Service Plan appended to this report.

## **3.0 FINANCIAL IMPLICATIONS**

- 4.1 All actions and targets included in the attached plan are included on the basis that they can be delivered within the department's budget. When actions and projects have financial implications these will be reported to committee in due course.

## **4.0 MAIN TEXT**

- 4.1 The Department Plan takes forward the [Council Plan 2012 - 2017](#) (report 333 - 2012). Section one of the plan addresses the outcomes and intermediate outcomes in the Council Plan where the Chief Executive's department is making a specific commitment to deliver an action or achieve a target towards improving the outcome.
- 4.2 The Chief Executive's Department comprises three main sections:
- Communities and Policy;
  - Corporate Division and
  - Public Relations.
- 4.3 Section two of the plan summarises what each of the department's sections does, their key performance indicators and any service specific improvements not covered in section one.
- 4.4 Upon approval by committee of the attached plan the performance indicators, targets and actions are entered into the council's online plan and performance monitoring databases. This includes who the lead officer is for each. Lead officers update the database with the latest performance figures and updates on delivery of actions. This aids performance management and the production of monitoring reports for committee on at least an annual basis.

## **5.0 POLICY IMPLICATIONS**

- 5.1 This report has been screened for any policy implications in respect of Sustainability, Strategic Environmental Assessment, Anti-Poverty, Equality Impact Assessment and Risk Management.
- 5.2 The major issues identified are:
- delivering the fairness strategy to address poverty
  - implementing the new duties in the equality act 2010

## **6.0 CONSULTATIONS**

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

## **7.0 BACKGROUND PAPERS**

The Single Outcome Agreement 2012 -2017  
The Council Plan 2012 -2017.

David K Dorward Chief Executive

DATE: 28/09/2012

**CHIEF EXECUTIVE'S DEPARTMENT**  
**Service Plan 2012 - 2017**



***[www.dundee.gov.uk](http://www.dundee.gov.uk)***

**CHANGING**  
**FOR THE FUTURE**

---

<b>Chief Executive's Department Service Plan 2012 - 2017</b>	
<b>Contents</b>	<b>Page</b>
<b>Vision and Values</b>	<b>3</b>
<b>Chief Executive's Department delivering outcomes for Dundee</b>	<b>5</b>
<b>Section One - Council Plan Outcomes</b>	<b>6</b>
<b>Section Two - Department Divisional Performance</b>	<b>27</b>
• <b>Communities and Policy Division</b>	<b>27</b>
• <b>Corporate Division</b>	<b>30</b>
• <b>Public Relations Division</b>	<b>31</b>

## Vision and Values

The CHIEF EXECUTIVE'S Department is committed to delivering the Vision for Dundee contained within the Single Outcome Agreement and Council Plan, which is as follows:

### Through Our Partnership Dundee:

- will have a strong and sustainable city economy that will provide jobs for the people in Dundee, retain more graduates and make the city a magnet for new talent
- will offer real choice and opportunity in a city that has tackled the root causes of social and economic exclusion, creating a community which is healthy, safe, confident, educated and empowered;
- will be a vibrant and attractive city with an excellent quality of life where people choose to live, learn, work and visit;

### Our vision is for a City Council that;

- we are all proud of, where we provide services our citizens need, in an efficient and customer focused manner
- values, listens to, respects and recognises its employees, is not bureaucratic, but responsive and able to change policy swiftly and effectively
- is recognised by its peers for its innovation and drive, never complacent and is always seeking to improve its services.
- listens and communicates with its customers, making it easy for them to get help and services when they need them
- does what it says it will do.

### Council Values

To be that kind of Council members and employees need to live by the following values:

- we put the council's customers first
- we have a 'can do' attitude - looking for ways to make things happen
- we will report honestly internally and externally
- we will motivate and develop ourselves
- we will be outcomes and results driven, seeking the highest performance within our resources.
- we will be continually improving ourselves and the processes we carry out
- we will recognise and encourage innovation and good practice
- we will keep things simple, reduce bureaucracy and communicate in plain English
- we will work together to develop the partnership's potential and avoid departmental silos of information and resources

## CHIEF EXECUTIVE'S Department delivering outcomes for Dundee

The Chief Executive's Department has overall responsibility for the leadership and co-ordination of achieving the vision for Dundee and changing for the future as set out in the Council Plan. Through its specific services it is making an impact across a range of outcomes, but primarily we are focussed on and prioritising the following key strategies as set out in the table below:

Council Plan Outcome	Chief Executive Department priorities
Dundee will be an internationally recognised city at the heart of a vibrant region with more and better employment opportunities for our people,	<ul style="list-style-type: none"> <li>supporting community learning and development strategies to tackle youth unemployment</li> <li>developing the city's image as smart city through the developing the state of the art National Entitlement Card smartcard</li> </ul>
Dundee will be a fair and socially inclusive city.	<ul style="list-style-type: none"> <li>delivering the fairness strategy</li> </ul>
Our children will be safe, healthy, achieving, nurtured, active, respected, responsible and included through the range of	<ul style="list-style-type: none"> <li>community learning and development initiatives supporting families and young people outside of school and helping improve their education, health and well-being.</li> </ul>
People in Dundee will have improved physical and mental well being.	<ul style="list-style-type: none"> <li>delivery of the sports and physical activity strategy</li> <li>though our partners doing all we can to tackle drug and alcohol abuse.</li> </ul>
Our people will be better educated and skilled within a city renowned for learning, research, innovation and culture through	<ul style="list-style-type: none"> <li>deploying the cultural strategies and</li> <li>deploying the festival and events strategy.</li> </ul>
Our communities will be safe and feel safe through the	<ul style="list-style-type: none"> <li>delivery of the community safety strategy and new community safety hub partnership arrangements.</li> </ul>
Our customers will get the services they need in an efficient and customer focussed manner	<ul style="list-style-type: none"> <li>customer services strategy review</li> <li>continuing to develop our website</li> <li>develop the smartcard to integrate services (National Entitlement Card)</li> <li>monitor the satisfaction with and equality of access to our services</li> </ul>
Our organisation values and respects its employees so involves all equally in improving our services	<ul style="list-style-type: none"> <li>co-ordinate the Systems Thinking Empowers People programme to engage all in making improvements and efficiencies</li> </ul>
Dundee City Council will make maximum use of its assets and aim to reduce the cost per asset.	<ul style="list-style-type: none"> <li>develop the Changing for the Future Programme and ensure the benefits of this are realised.</li> </ul>

The Chief Executive's department has a leadership role for the development of the strategies that will deliver the vision. To that end we also are prioritising the development of the Dundee Partnership and the engagement of communities through Local Community Planning and a 'Total Place' approach to changing services for the future. We will seek to engage all elected members in Changing for the Future as we face the challenging financial realities but also aim to build long term sustainable public services.

## Section One - Council Plan outcomes

**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.**

**Intermediate Outcome: 1b) Dundee has effective pathways to employment which enable our people to progress into sustainable jobs**

<b>Project / Service Improvement</b>	<b>End Date</b>
Identify specific adult learning modules that deliver for the partnership's employability pipeline and be in a position to deliver them.	Apr 2014

**Intermediate Outcome: 1c) Dundee tackles youth unemployment by moving more of our young people into positive destinations.**

<b>Indicator</b>	<b>Baseline Based on previous years figures</b>	<b>Target 2017</b>
Number of young people in employability programmes run by Community Learning and Development (CLD) Youth Work	300	330
No. of young people in CLD Youth Work employability programmes who progress to positive destinations	100	110
Number of participants involved in the Learning Around Project Programme progressing to volunteering, further education or work.	350	370

**Intermediate Outcome: 1f) We have improved the image and perception of the city and its region**

<b>Indicator</b>	<b>Baseline Based on previous years figures</b>	<b>Target 2017</b>
Number of Citizens with a NEC smartcard account	59,632	80,000
Number of followers of the Council's Corporate twitter account	4,320	8,000

<b>Project / Service Improvement</b>	<b>End Date</b>
Develop innovative solutions to integrate services as part of the leadership role in developing Scotland's national smartcard infrastructure.	Dec 2016
Integrate and further develop use of new social media into the public relations service on behalf of the council.	April 2014

**Intermediate Outcome: 1e) Dundee's Waterfront underpins the City's economic growth and enables the creation of new local employment opportunities.**

<b>Project / Service Improvement</b>	<b>End Date</b>
Assist the waterfront development planners to engage with equality and diversity groups for impact assessment and consultation on development issues.	Dec 2014

**Intermediate Outcome: 1g) Dundee and its region is established as an internationally recognised visitor destination enhanced by V&A at Dundee**

<b>Project / Service Improvement</b>	<b>End Date</b>
Develop a smart visitor card for access to city-wide and community services in collaboration with commercial partners.	Dec 2016

**Intermediate Outcome: 1i) Our Higher and Further Education institutions drive growth in teaching and research and through supporting knowledge intensive industries.**

<b>Project / Service Improvement</b>	<b>End Date</b>
Develop and deliver the National Entitlement Card for use as an HE / FE smart campus, multi-application card that will also allow access to community-wide services.	Dec 2014



**Outcome: DUNDEE OUTCOME 2: Our people will be better educated and skilled within a city renowned for learning, research, innovation and culture**

**Intermediate Outcome: 2a) Dundee delivers excellent cultural choice and opportunity for its citizens and visitors.**

<b>Indicator</b>	<b>Baseline Based on previous years figures</b>	<b>Target 2017</b>
Number of cultural events held within community centres	196	205
Numbers attending cultural events within community centres.	17,784	18,400

<b>Project / Service Improvement</b>	<b>End Date</b>
Develop Engagement Strategy with V&A Dundee	Dec 2013
Develop Partnership Agreements with cultural agencies	Mar 2017
Develop and deploy market research survey questions to gauge the level of demand and participation in cultural activity.	Sept 2013

**Intermediate Outcome: 2b) The confidence and skills of the population is increased through Community, Further and Higher Learning.**

<b>Indicator</b>	<b>Baseline Based on previous years figures</b>	<b>Target 2017</b>
Percentage of learners engaged in CLD courses that report an increase in confidence.	85%	85%
Adults with no or low level qualifications registered on Community Based learning programmes	1,566	1,566
Number of Adults taking part in learning events	1,000	1,300

<b>Project / Service Improvement</b>	<b>End Date</b>
Provide improved opportunities in academic learning in outdoor education through collaboration with Universities and further education establishments to create academic theoretical and practical modules leading to enhanced outdoor learning knowledge and accredited skill acquisition in outdoor activities.	Dec 2016
Increase volunteer training opportunities in outdoor learning in partnership with the Education department, further education establishments and other services ( youth and adult services )	Dec 2016
Identify and deliver appropriate training courses to support partners delivery of outdoor learning opportunities.	Dec 2016

**Intermediate Outcome: 2c) We have reduced inequalities through learning.**

<b>Indicator</b>	<b>Baseline Based on previous years figures</b>	<b>Target 2017</b>
Percentage of participants from Community Regeneration areas taking up CLD learning opportunities	55%	60%
Number of speakers of other languages increasing their English language skills through CLD provided English Speaking as Other Language.	370	380

<b>Project / Service Improvement</b>	<b>End Date</b>
Promote Inclusion by targeting adult learning towards the areas of greatest need. (Council Plan)	Dec 2013
Improve access to services from the deaf/hard of hearing community through development of literacy support and British Sign Language identification card.	April 2014

<b>Intermediate Outcome: 2d) We have increased levels of Adult literacy and numeracy.</b>		
<b>Indicator</b>	<b>Baseline Based on previous years figures</b>	<b>Target 2017</b>
Number of adults taking part in literacy learning on CLD courses.	1,896	1,900

<b>Project / Service Improvement</b>	<b>End Date</b>
Develop a family literacy project for parents with children under five. (Council Plan)	Dec 2013

**Intermediate Outcome: 2e) Dundee will have a positive reputation and self image as a result of achievements within a vibrant cultural sector**

<b>Project / Service Improvement</b>	<b>End Date</b>
Facilitate arts, cultural, literacy and musical facilities that positively promote the city through a culture strategy. (Council Plan)	Dec 2016
Facilitate arts, cultural, literacy and musical facilities that positively promote the city through an events and festivals strategy. (Council Plan)	Dec 2013
Make a bid for the City of Culture. (Council Plan)	Dec 2013

**Outcome: DUNDEE OUTCOME 3: Our children will be safe, healthy, achieving, nurtured, active, respected, responsible and included**

**Intermediate Outcome: 3a) Children are protected from abuse, neglect, exploitation and harm by others at home, at school and in the community**

Indicator	Baseline Based on previous years figures	Target 2017
-----------	------------------------------------------------	-------------

Project / Service Improvement	End Date
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	Mar 2014

**Intermediate Outcome: 3b) Children have the highest attainable standards of physical and mental health, access to suitable healthcare, and support in learning to make healthy and safe choices**

Indicator	Baseline Based on previous years figures	Target 2017
Number of contacts with young people accessing health and wellbeing information and services through the Youth Work programme	21, 000 contacts per year	21, 100
Number of young people registered with C Card	150	170

Project / Service Improvement	End Date
Establish baseline figure and set targets for the number of young people involved in physical activity (sport, dance, outdoor learning) facilitated by CLD Youth Work	Mar 2013

**Intermediate Outcome: 3c) Children have raised attainment and achievement and are supported and guided in their learning and in the development of their skills, confidence and self-esteem at home, at school and in the community**

Indicator	Baseline Based on previous years figures	Target 2017
Number of young people who achieve DofE, Awards, Youth Achievement Awards, Sports Leader or Other Awards	900	920
Percentage of young people who are engaged with CLD Youth Work programmes who report positive outcomes consistent with the four capacities as described in Curriculum for Excellence and GIRFEC.	80%	80%
Number of young people involved in delivering peer education.	200	220
No. of school children receiving outdoor learning sessions	520	1500

Project / Service Improvement	End Date
Establish baseline figure and set targets for the number of young people with individual learning portfolios	Mar 2013
Develop Learning Community Partnerships across secondary school catchments areas	Mar 2017
Improve opportunities for practical learning approaches in outdoor learning across the 3-18 curriculum:	Dec 2016

**Intermediate Outcome: 3e) Children have opportunities to take part in activities such as play, recreation and sport which contribute to healthy growth and development, at home, at school and in the community**

<b>Indicator</b>	<b>Baseline Based on previous years figures</b>	<b>Target 2017</b>
Number of sessions for 5 to 10 year old children within community centres	4,279	4,300
Number of 5 to 10 year olds attendances in children's provision within community centres	64,022	65,500
No. of young people participating in CLD Youth Work programmes	3,000	3,000

<b>Project / Service Improvement</b>	<b>End Date</b>
Undertake audit and further develop children's work provision within community centres	Aug 2014
Enable integration of services for Young People by delivering the National Entitlement Card for access to services across the community.	Dec 2016

**Intermediate Outcome: 3f) Children are involved in decisions that affect them and have their voices heard**

<b>Indicator</b>	<b>Baseline Based on previous years figures</b>	<b>Target 2017</b>
Number of young people engaged and influencing local and national developments that can be counted within community planning and representative structures.	200	220

<b>Project / Service Improvement</b>	<b>End Date</b>
Involve more young people in shaping services and local decision making through community planning processes and other representative structures within partner agencies. (Council Plan)	Dec 2016

**Intermediate Outcome: 3g) Children take a responsible role in their schools and communities**

<b>Indicator</b>	<b>Baseline Based on previous years figures</b>	<b>Target 2017</b>
Number of participants in the CLD Youth Work Programme who take up volunteering opportunities	300	320

**Intermediate Outcome: 3h) Children have help to overcome social, educational, physical and economic inequalities and are accepted as part of the community in which they live and learn**

<b>Project / Service Improvement</b>	<b>End Date</b>
Establish baseline figure and set targets for the number of young people with protected characteristics who are accessing support from CLD Youth Work programmes	Mar 2013
In partnership with the Education Department deliver the NEC branded KIDZ card to all primary school children in Dundee so that younger children can benefit from the stigma free aspect of accessing concession services.	Dec 2013
Increase outdoor learning opportunities for children facing inequalities through targeted outdoor education provision	Dec 2016
Increase young peoples' financial capability through Curriculum for Excellence	Mar 2014

<b>DUNDEE OUTCOME 4: People in Dundee will experience fewer health inequalities</b>		
<b>Intermediate Outcome: 4a) People living in community regeneration areas have improved health</b>		
<b>Indicator</b>	<b>Baseline Based on previous years figures</b>	<b>Target 2017</b>
No. of individual participants attending rolling programmes of weight management and smoking cessation.	180	200
No. of individuals attending one off health sessions and/or short courses.	500	550
No. of individuals given health advice at Health Information Points.	300	330

<b>Project / Service Improvement</b>	<b>End Date</b>
Implement the Dundee Healthy Weight community action plan. (Council Plan)	Dec 2016
Increase targeted provision of outdoor learning through partnership approach with agencies.	Dec 2016
Develop an 'overprovision' statement supporting the public health licensing objective in Licensing Board decisions.	Dec 2013
Manage alcohol on/off sales licensing overprovision data sets to provide analysis to Licensing Board	Dec 2016
Secure community involvement to support the Licensing Forum and development of the new Licensing Board Policy.	Dec 2013

<b>Intermediate Outcome: 4b) Our young people engage in less risk-taking behaviour</b>		
<b>Indicator</b>	<b>Baseline Based on previous years figures</b>	<b>Target 2017</b>
No. of young people participating in peer led drugs/alcohol/smoking/personal safety awareness sessions	3000	3300
Number of participants in CLD led Peer Education Programmes	630	800

<b>Project / Service Improvement</b>	<b>End Date</b>
Develop smartcard applications to facilitate collection and recording of Young Scot rewards points: <ul style="list-style-type: none"> <li>• Catering, for healthy meals in schools</li> <li>• Smoking Cessation</li> <li>• Sports Development</li> </ul>	Dec 2013
Develop a sustainable peer education model across the city to address young people's risk taking behaviour i.e. substance abuse and under age sex.	Dec 2016

<b>Intermediate Outcome: 4c) We have improved health for at risk groups</b>		
<b>Indicator</b>	<b>Baseline Based on previous years figures</b>	<b>Target 2017</b>
Number of individual health checks carried out per annum by CLD.	500	550

<b>Project / Service Improvement</b>	<b>End Date</b>
Dundee will have a co-ordinated, overarching FOCUS ON ALCOHOL strategic approach and a plan for action (form Community Safety Plan) to complement the introduction of minimum pricing by the Scottish Government. (Council Plan)	Mar 2013
Maximise the Council's contribution to the Dundee Alcohol and Drug Partnership's Delivery Plan and the implementation of the recovery approach.(Council Plan)	Dec 2016
Deployment of National Entitlement Card in partnership with NHS Tayside as a proof of entitlement to rewards and incentives to achieve healthier lifestyles.	Dec 2017

<b>Intermediate Outcome: 4d) We have a reduced rate of teenage conception in community</b>
--------------------------------------------------------------------------------------------

<b>regeneration areas</b>
---------------------------

Project / Service Improvement	End Date
Further develop initiatives which aim to reduce the risk of teenage conception.	Mar 2017

<b>DUNDEE OUTCOME 5: People in Dundee will have improved physical and mental well-being</b>
---------------------------------------------------------------------------------------------

Intermediate Outcome: 5a) People have more healthy and active lifestyles		
Indicator	Baseline Based on previous years figures	Target 2017
Number of attendances in sports related and health improving groups within community centres	140,000	144,000
Number of public outdoor activity courses offered	120	150
Number of children and young people participating in outdoor learning holiday sessions	100	200
Number of people using ski/board maintenance service	20	100
Number of people hiring equipment for outdoor activities.	300	500
Number of first aid courses offered through CLD.	10	50
No. of people achieving first aid qualifications through CLD courses	50	100
Greater Number of P1 Children will have a Healthy Weight. BMI index. (Council Plan)	69%	73%

Project / Service Improvement	End Date
Implement the sport and physical strategy 2009 - 2015. (Council Plan)	Dec 2015
Deliver a bid to bring the National Performance Centre to Dundee. (Council Plan)	Dec 2012
Implement the Dundee Healthy Weight Community Programme Action Plan	Dec 2016
Develop engagement strategy in relation to Commonwealth Games Legacy	Dec 2012
Create new opportunities to participate through Commonwealth Games Legacy	Mar 2017
Support the Community Health Partnership and Leisure & Culture Dundee in developing and promoting healthy and active lifestyles with services delivered on the National Entitlement Card (deadline relates to fully replacing the leisure active card with the NEC by opening of new Olympia)	April 2013
Increase the range and access to outdoor learning activities across the City by delivering the new strategic plan for outdoor learning. (Council Plan)	Dec 2014
Develop outdoor learning network to address key priorities of the outdoor learning strategy and action plan to increase outdoor learning opportunities for all.	Dec 2016
Maintain and achieve Outdoor Education Safety Awards and Licenses	Mar 2017
Increase income generation through hire and maintenance services provided by department	Dec 2016
Implementation of the 5 point action plan of the Dundee Healthy Weight Community Programme	Sept 2016

Intermediate Outcome: 5b) People have better mental health and well-being		
Indicator	Baseline Based on previous years figures	Target 2017
Increase the number of sessions targeting mental health and well-being within community centres	850	1000
No. of volunteers involved supported to deliver HLI services.	30	35

Project / Service Improvement	End Date
-------------------------------	----------

Share the best practice from the Equally Well test site and further develop the principles in community regeneration priority areas (Council Plan)	Dec 2015
Co-ordinate the Council's contribution to the 'Towards a Mentally Flourishing Dundee' Network supporting the implementation of the Mental Health Strategy, 2012-2015	Dec 2015
Further develop partnership agreements between community centres and external agencies	Mar 2017
Increase community support for mental health and well-being through community centres.	Mar 2017

**Intermediate Outcome: 5c) We have reduced harm associated with substance misuse to individuals, families and communities, and increased number of people who have recovered from substance misuse**

<b>Project / Service Improvement</b>	<b>End Date</b>
Undertake comprehensive review of substance misuse strategy, services and resources through the Dundee Alcohol and Drug Partnership (Council Plan)	Dec 2013
Deliver a programme of smoking cessation interventions in partnership with the Community Health Partnership targeting health inequalities. (Council Plan)	April 2015
Maximise the Council's contribution to the Dundee Alcohol and Drug Partnership's Delivery Plan and the implementation of the recovery approach.(Council Plan)	Dec 2016
Support the delivery of substance misuse priorities identified by local community planning partnerships.	Dec 2016

**DUNDEE OUTCOME 7: Our communities will be safe and feel safe**
**Intermediate Outcome: 7a) Dundee has reduced levels of crime**

<b>Indicator</b>	<b>Baseline Based on previous years figures</b>	<b>Target 2017</b>
Levels of satisfaction with service from Community Safety Team	60%	70%
Number of incidents dealt with by Community Safety Wardens	7,379	7,500
Number of groups accessing Local Action Funds to target Anti Social Behaviour hotspots	12	15
Number of young people involved in Youth Diversionary Activities	2000	2050

<b>Project / Service Improvement</b>	<b>End Date</b>
Establish a Community Safety Hub which brings together all Council Department with the Police (Council Plan)	Dec 2012
Develop the Hate Incident multi agency partnership (Council Plan)	April 2013
Implement the Dundee Partnership Community Safety Strategy/Action Plan	Mar 2017
Improve the quality and breadth of Prevent (counter terrorism) Activity across Dundee City Council	April 2014

**Intermediate Outcome: 7b) Dundee has reduced fear of crime**

<b>Project / Service Improvement</b>	<b>End Date</b>
Review and Implement the new Community Safety Strategy (Council Plan)	Dec 2016
Develop a media campaign to promote Dundee as a safer city.	Oct 2014

**Intermediate Outcome: 7e) We have improved personal safety in the home and in the community**

<b>Indicator</b>	<b>Baseline Based on previous years figures</b>	<b>Target 2017</b>
Number of personal safety inputs delivered	50	55

<b>Project / Service Improvement</b>	<b>End Date</b>
Implement the Dundee Partnership E-Safety Strategy/Action Plan	Dec 2017
Develop indicators to measure personal safety outcomes	April 2014



**Outcome: DUNDEE OUTCOME 8: Dundee will be a fair and socially inclusive City.**
**Intermediate Outcome: 8a) We have reduced deprivation in Community Regeneration Areas**

<b>Project / Service Improvement</b>	<b>End Date</b>
Implement the Fairness Strategy Action plan (Council Plan)	Dec 2016
Introduce Poverty Impact Assessment to Council decision-making processes	Mar 2013
Administer the Dundee Partnership grants to community regeneration areas across the city.	Dec 2016
Produce Scottish Index of Multiple Deprivation updates and city-wide and community area data sets for use throughout the council and partnership organisations.	Dec 2013
Manage and co-ordinate poverty profile / fairness strategy data sets and produce reports of updated statistical evidence on inequalities	Dec 2016
Produce augmented datazone analysis following on from the 'Better Places' profiling by the Improvement Service.	Nov 2012
Produce joint Council/NHS Tayside inequalities profiles	Dec 2012
Establish fast-track referrals from welfare advice services to employability partners	Dec 2013
Implement the EPIC training and research programme in partnership with the Poverty Alliance	Mar 2013

**Intermediate Outcome: 8b) We have reduced financial exclusion, income inequalities and fuel poverty**

<b>Project / Service Improvement</b>	<b>End Date</b>
Maximise the take up of welfare, money, debt and fuel poverty advice and action.(Council Plan)	April 2014
Deploy the National Entitlement card for concessions across the community, including KIDZ cards for the 5-12 year old age group.	Dec 2013
Introduce a comprehensive concessions policy for all public services to facilitate social inclusion delivered on the National Entitlement Card. (Council Plan)	April 2013
Increase the impact and sustainability of credit unions in Dundee.(Council Plan)	April 2016
Increase take up of debt, money, benefit and fuel poverty advice	Dec 2016
Develop improved client referral and record system to facilitate information sharing and maximise efficiency of financial inclusion services	Dec 2013
Improve access to financial inclusion advice for offenders and pre-release prisoners	Dec 2013
Mount campaign to target benefit advice to low paid workers	Dec 2013
Increase referrals from health services to financial inclusion services	Dec 2013
Increase membership of Credit Unions in the city	Dec 2016
Provide access to affordable credit through Discovery Credit Union	Dec 2016

**Intermediate Outcome: 8c) People in community regeneration areas are skilled, confident and resilient**

<b>Indicator</b>	<b>Baseline Based on previous years figures</b>	<b>Target 2017</b>
Number of community groups accessing grants, buildings and/or equipment per annum (group only to be counted once per annum).	70	80
Number of individuals provided with personal support, training and development.	240	265
Number of community groups and voluntary sector projects developed and/or supported.	80	90

<b>Project / Service Improvement</b>	<b>End Date</b>
Increase collaborative approach with partner agencies to deliver targeted outdoor learning provision to deliver more outdoor learning training opportunities in	Dec 2016

Community Regeneration Areas	
Organise local delivery of Stop Loan Sharks Project	Sept 2013
Develop a Management Information System to provide evidence of whether Community Capacity Building outcomes and being improved.	Dec 2016
Increase number of people from community regeneration areas participating in outdoor learning.	Mar 2017

<b>DUNDEE OUTCOME 9: Our People will live in strong, popular and attractive communities</b>
---------------------------------------------------------------------------------------------

<b>Intermediate Outcome: 9a) Our neighbourhoods have improved physical environments</b>
-----------------------------------------------------------------------------------------

<b>Project / Service Improvement</b>	<b>End Date</b>
Produce a community asset transfer strategy. ( Council Plan)	April 2013

<b>Intermediate Outcome: 9c) We have improved the quality of local shops</b>
------------------------------------------------------------------------------

<b>Project / Service Improvement</b>	<b>End Date</b>
Co-ordinate and report on the annual Retail Monitoring Survey	Dec 2016

<b>Intermediate Outcome: 9d) Our neighbourhoods experience greater community spirit and wellbeing</b>
-------------------------------------------------------------------------------------------------------

<b>Indicator</b>	<b>Baseline Based on previous years figures</b>	<b>Target 2017</b>
Number of volunteers supporting community centre programmes	130	142
Number of festivals and other community events facilitated with the support of the Community Regeneration Team.	10	15

<b>Project / Service Improvement</b>	<b>End Date</b>
Develop local community planning partnerships and implement local community plans.(Council Plan)	Mar 2017
Develop Quality Standard Awards for volunteering across centres	Mar 2017
Promotion of volunteering opportunities across community centres	Jul 2013
Increase number of individuals and/or groups involved in planning, delivery and evaluating festivals and other community events.	Dec 2016

**DUNDEE OUTCOME 10: Our communities will have high quality and accessible local services and facilities**
**Intermediate Outcome: 10a) Our neighbourhoods receive better services**

Indicator	Baseline Based on previous years figures	Target 2017
Increase the number of Partnership Agreements within community centres	24	30
Increase the number of sessions provided through Partnership Agreements within community centres	2,689	2,820
Percentage of Local Community Plan outputs delivered	80%	85%

Project / Service Improvement	End Date
Formalise links between community centres and external agencies	Mar 2017
Increase number of individuals involved in local Community Plan Impact Assessment.	Mar 2017

**Intermediate Outcome: 10b) Our people engage and participate more in their communities**

Indicator	Baseline Based on previous years figures	Target 2017
Numbers of visits to community centres	428,056	435,000
Number of capacity building sessions for management group members	26	30
Number of Community engagement Events.	40	45
Number of attendees at Community engagement events.	800	880
Number of individuals regularly involved in Regeneration Forums	72	75

Project / Service Improvement	End Date
Increase awareness of volunteer opportunities and level of volunteering in local communities. (Council Plan)	Dec 2013
Develop in-house training opportunities through DALMG training sub-group	Mar 2017
Increase number of individuals/groups involved in planning, delivering and evaluating Local Community Engagement Action Plans.	Dec 2017
Organise biannual Dundee Partnership Community Conferences	Dec 2016
Co-ordinate and report on Dundee Partnership annual social survey	Dec 2016

**Intermediate Outcome: 10c) Our people have access to high quality community facilities**

Indicator	Baseline Based on previous years figures	Target 2017
Number of weekend access possibilities at community centres	215	235
Number of participants in ICT classes within community centres	1,608	1,700
Number of ICT Session within community centres	485	550

Project / Service Improvement	End Date
Review the possibilities for co locating services between health services and the Council in community regeneration areas i.e. building on Whitfield Life Services model. (Council Plan)	April 2013
Develop local community centres and libraries as local public service contact points and provide facilities to combat digital exclusion. (Council Plan)	Dec 2016
Establish weekend lets for the public which enhance the general programme	Mar 2017

Engage wider community in consultation process on the programme for community centres.	Sept 2015
Establish digital community information points (such as Freeway) within community centres.	Mar 2017

<b>Intermediate Outcome: 10d) Our people have access to a range of travel networks</b>
----------------------------------------------------------------------------------------

<b>Project / Service Improvement</b>	<b>End Date</b>
Support and develop access to a wider range of travel services delivered on the National Entitlement Card. (bus, rail and taxi.)	Dec 2016

**DUNDEE OUTCOME 11: Our people will live in a low carbon, sustainable city.**
**Intermediate Outcome: 11a) Dundee mitigates and adapts to the effects of climate change for the transition to a low carbon economy**

<b>Indicator</b>	<b>Baseline Based on previous years figures</b>	<b>Target 2017</b>
Chief Executive's department's energy consumption.	Gas minus 19% Elec minus 3.5%	5% pa reduction
Chief Executive's Department stationery budget	£5,800	<£2,000

<b>Project / Service Improvement</b>	<b>End Date</b>
Develop the Council's Sustainable Development Governance Framework and integrate into Council policies, services and activities, through corporate and service level action.	Dec 2016
Develop and implement the Council's Carbon Management Plan ensuring that the Council's commitment to greenhouse gas reduction is incorporated into new and established strategies.	Dec 2016
Implement a smart working plan to reduce staff travel, stationery and energy use.	Dec 2014

**Intermediate Outcome: 11b) Dundee has an accessible, integrated and sustainable travel network**

<b>Project / Service Improvement</b>	<b>End Date</b>
Participate in and support the Seven Cities smart ticketing project using the National Entitlement Card for smart ticketing	Dec 2013

**Intermediate Outcome: 11d) Dundee has a clean, healthy and safe environment with improved air, land and water quality**

<b>Project / Service Improvement</b>	<b>End Date</b>
Co-ordinate action to enable the Council to meet legislative obligations under Strategic Environmental Assessment.	Dec 2016

**Intermediate Outcome: 11e) Dundee has an attractive and sustainable natural environment where the built heritage is valued and protected**

<b>Project / Service Improvement</b>	<b>End Date</b>
Engage local communities in the development of local space audits and action plans. (Council Plan)	April 2014

# CHANGING FOR THE FUTURE

**Corporate Outcome 1: Our customers will get the services they need in an efficient and customer focused manner**

**Intermediate Outcome: CO1a Customers will be very satisfied with their experience of using a council provided service and when contacting the council by phone, internet or within a local office**

Indicator	Baseline Based on previous years figures	Target 2017
Website satisfaction	47%	75%
Calls satisfaction	94%	96%
Face to Face satisfaction	72%	80%
Customers satisfied with the National Entitlement Card application and information processes.	89%	90%

Project / Service Improvement	End Date
Customer Service Strategy Review published to deliver corporate standards and approaches to improving customer service. ( Council Plan)	Dec 2013
To review the number and location of council service contact points. (Council Plan)	Dec 2013
Develop a standard approach for all staff to record customer service requests.	Dec 2014
Deploy the current 'govmetric' approach to gathering customer feedback and develop the systematic collection , analysis and use of it on the website, contact centres and main council face to face locations.	Dec 2015

**Intermediate Outcome: CO1b Customers will feed back how easy it was to understand the information provided by the council about how to access and use a council service**

Project / Service Improvement	End Date
Issue 'Plain English' guidance and training material to all departments.	Dec 2012
Develop robust service feedback forms in outdoor education identifying areas of best practice and areas for improvement	April 2014

**Intermediate Outcome: CO1c Customers will increasingly use the Council's website for its convenience and ease of use to order, pay for and request services**

Indicator	Baseline Based on previous years figures	Target 2017
Total Number of Online Transactions	165,995	280,000
Number of booking transactions on line	4,316	5,000

Project / Service Improvement	End Date
Deploy the 2012 -2015 website development plan then review and renew it.	April 2015
Implement the national online National Entitlement Card self-application process	October 2013
Business case submission to DCC I.T. dept for upgraded web provision within council website and external website and outdoor provision authorisation for departments in line with AALS licence requirement	April 2013
Introduction of Corporate Booking System	April 2014
Develop online payment options for customers through Dundee Booklet for outdoor learning.	April 2014

**Intermediate Outcome: CO1d Customers and citizens will increasingly find it common practice to comment on the delivery and quality of local public services**

Indicator	Baseline Based on previous years figures	Target 2017
% of complaints at frontline resolution stage	None yet (new procedure)	90%

closed within 5 days		
% of complaints at investigation stage resolved within 20 days	None yet (new procedure)	90%
Number of feedback interaction on govmetric per annum	6,118	12,000
Number of suggestions received on website suggestions form	0	200
Number of compliments received on website compliments form	0	2000

<b>Project / Service Improvement</b>	<b>End Date</b>
Develop process for reviewing complaints to ensure root cause identified and improvements to processes, training etc implemented, recorded and included in reports	March 2013
Implement the Members caseload system to assist members in getting speedy and accurate answers to their constituents and manage their caseload records.	Dec 2013
Develop analysis reports for each service covered by govmetric feedback the records what issues are and what improvements have been made i.e. we listened - we acted reports.	Dec 2013
Market and promote the use of customer suggestions and compliments forms.	Dec 2013

**Intermediate Outcome: CO1f Customers with differing needs based on age, disability, gender, sexual orientation, race, religion & belief, gender reassignment, pregnancy & maternity, marriage and civil partnership will be equally satisfied that the service they receive takes account of their specific requirements.**

<b>Indicator</b>	<b>Baseline Based on previous years figures</b>	<b>Target 2017</b>
Interpretation and Translation is provided for people across Dundee partnership agencies	3,000	3,050

<b>Project / Service Improvement</b>	<b>End Date</b>
Develop equalities service monitoring across the council using segmented data for the different protected characteristic groups.	Dec 2016
Equality objectives and outcomes established and published.	Apr 2013
Deliver the first bi annual report on how well equality outcomes are being met.	Apr 2014
Amend the guidance for the equality impact assessment and brief relevant staff.	Jun 2013
Instigate a procedure to encourage users of the interpretation and translation service to learn English as another language.	Dec 2013



**Corporate Outcome 2 : our organisation values and respects its employees so involves all equally in improving our services.**

**Intermediate Outcome: CO2a People working for the Council will be informed, involved and engaged in improving services and making the council more efficient**

Indicator	Baseline Based on previous years figures	Target 2017
Percentage of Council employees completing STEP improvement e Learning modules.	0	95%
Number of step reviews reported on per annum	0	48 (6 per dept)
Number of PSIF Self Assessments Carried out per annum across Dundee City Council.	6	6

Project / Service Improvement	End Date
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.(Council Plan)	Dec 2013
Submit an annual programme of teams across the department completing STEP reviews.	Dec. 2012
All department employees shall take part in the STEP programme and complete e-modules in relation to systems thinking empowers people	Dec 2016
Provide the corporate support for ensuring there is an annual programme of self assessment using the Public Service Improvement Framework.	Dec 2016
Provide support for staff teams submitting for external awards for recognition of improvement achieved with the aim of winning more awards each year to reflect the level of peer assessment of Dundee's improvement.	Dec 2015

**Intermediate Outcome: CO2b The Council will have planning processes that develops employee's and Elected Member's skills to meet future needs.**

Indicator	Baseline Based on previous years figures	Target 2017
Percentage of employees in department completing an employee personal development review per annum.	61%	100%
% of elected members in annual survey who agree with the statement 'The training and personal development opportunities offered by the Council help me in my effectiveness as a councillor'	96% (2011 survey)	100%

Project / Service Improvement	End Date
Employee personal development reviews (EPDR) completed annually in line with developing service provision and employee competency development programme.	Dec 2016
Encourage members to participate in Continuous Professional Development for Elected Members and assist them in producing, updating and achieving Personal Development Plans	Dec 2013
Work force planning programme in place for the department	Aug 2013
Departmental Risk Register and Business Continuity Plan in place	Aug 2013

**Intermediate Outcome: CO2c Council employees will work safely**

Project / Service Improvement	End Date
Departmental Health and Safety plan completed and being utilised	August 2013

**Intermediate Outcome: CO2d Council employees will be healthy and active.**

<b>Project / Service Improvement</b>	<b>End Date</b>
Chief Executive's Department to achieve Gold Healthy Working Lives Award	Dec 2015
Organise the biannual Corporate Health Network in promoting the Council's public health role.	Dec 2016

**Corporate Outcome 3: Dundee City Council will make maximum use of its assets and aim to reduce the cost per asset**

**Intermediate Outcome: CO3a The council will have a balanced budget and demonstrate improved value for money.**

<b>Project / Service Improvement</b>	<b>End Date</b>
Deploy the benefits realisation approach to the Changing for the Future programme to ensure it contributes to the council's budget targets.	Apr 2013

**Intermediate Outcome: CO3f The Council will increase efficiency of corporate and inter-agency processes by deploying ICT hardware and software solutions**

<b>Project / Service Improvement</b>	<b>End Date</b>
Departmental ICT Strategy agreed that supports the smart working strategy to reduce staff travel, stationery and energy use and utilised.	Jan 2013

## Partnership and Corporate Governance

The Chief Executive's Department has responsibility for the overall governance and review of the Single Outcome Agreement and Council Plan for the whole council and has therefore added this as a section to the department plan.

<b>Department Corporate Outcome 4: Dundee City Council will provide community planning leadership to achieve the vision for Dundee and deliver the Council Plan.</b>
----------------------------------------------------------------------------------------------------------------------------------------------------------------------

Indicator	Baseline Based on previous years figures	Target 2017
Number of Council Plan indicators improving and maintained ( Long term trend)	87%	90%
Proportion of council plan projects / actions that are on or ahead of schedule	100%	95%
Proportion of Changing for the Future actions that are on or ahead of schedule	94%	100%

Project / Service Improvement	End Date
Develop the Dundee Partnership and community planning processes in accordance with the national review of community planning in Scotland	Dec 2016
Organise the Building Stronger Communities theme group of the Dundee Partnership and produce its thematic SOA delivery plan	Dec 2012
Organise the Healthy Dundee theme group of the Dundee Partnership and produce its thematic SOA delivery plan	Dec 2012
Develop and improve equalities engagement, training and monitoring across partner agencies through the Dundee Equality and Diversity Partnership	April 2014
Provide corporate and departmental/service information and research reporting and analysis.	Dec 2016
Sign off Single Outcome Agreement for 2012-17 with Scottish Government	Dec 2012
Produce SOA Delivery Plan for Dundee 2012-17	Dec 2012
Produce and submit SOA annual reports to Scottish Government	Sept 2016
Manage and co-ordinate the production of the SOA performance indicator set.	Dec 2016
Manage the Changing for the Future Programme	Dec 2016
Provide support to the Changing for the Future Board	Dec 2016
Conduct a re assessment of the Corporate Public Service Improvement Framework	Dec 2014

## Section Two - Department Divisional Performance

The Chief Executive's Department contains the following three Divisions ordered by number of employees

- Communities and Policy Division
- Corporate Division
- Public Relations

The following section details a brief summary of the key performance areas of each that will be followed through into annual and corporate performance reports.

### Community and Policy Division

**The Corporate Division comprises of the following teams**

- **Communities**
- **Policy**

#### **The Communities Section**

##### *Adult Learning*

- target adult guidance and literacy support towards people most at risk of social exclusion
- deliver adult learning to develop new skills and confidence
- support adults to gain first qualifications
- provide a range of community based ESOL classes
- enable parents to support their children's learning

##### *Youth Work*

- develop initiatives to support improved health and wellbeing including peer led initiatives
- support young people to develop the capacity to express their views, exert influence and play active roles in their communities
- support young people to improve their skills and move into training, education or employment
- support young people to improve their levels of achievement
- support young people to improve their personal safety
- diversionary activities programmes which contribute to reductions in anti-social or other offending behaviour

##### *Community Safety*

- develop intelligence-led strategies to tackle community safety issues
- support Local Community Planning Partnerships, to tackle community safety issues raised within the Local Community Planning Partnerships Plans
- support the capacity building of local communities, to identify and address community safety issues
- prioritise personal safety support to vulnerable individuals and groups
- coordinate response to E-Safety issues

##### *Community Regeneration and Health*

- develop and deliver the Local Community Plans for the period 2012-17
- support the further development of the Local Community Planning Partnerships across all 8 multi-member wards
- support the development of Community Councils, Neighbourhood Representative Structures and Community Regeneration Forums
- promote health and wellbeing and support individuals and local communities to develop knowledge and skills to meet their own health needs
- develop community profiles for each multi-member ward to enable the Council and its partners to target resources towards the areas of greatest need

##### *Outdoor Education*

- further develop Outdoor Learning's contribution to the Curriculum for Excellence
- produce an Outdoor Learning Strategy for Dundee
- establish an Outdoor Learning Network
- further develop Ancrum as a first class Outdoor Training Centre, offering people a wide range of accredited National Govern Body courses
- to provide opportunities for people to participate in a wide range of public courses at an affordable price and promoting physical activity and appreciation of Dundee's outdoor environment

### *Community Centres*

- Promote physical health and mental well-being by providing community facilities, social, recreational and educational opportunities
- Develop cultural programmes within our communities
- Build community capacity within charities to deliver local provision to meet local needs
- Develop volunteer opportunities and assess impact on provision
- Provide community learning and development opportunities for children to enable them to achieve their full potential
- Support communities to work together to promote regeneration by creating, building and developing partnerships
- Develop the Centre's as "Community Hubs" to facilitate local residents' access commencing information and public services

### **The Policy Section**

- Provide support and guidance on strategy and policy development for Leisure & Culture Dundee and the Communities and Policy Division.
- Monitor the performance of SLA and Management agreement recipients in the City, including assisting in any preparations for external inspections and manage the grant portfolio for Leisure, Culture, Sport, Youth and Community groups or organisations in the City, including collation and analysis of performance monitoring data.
- Manage the implementation of the City Council's Single Equality Scheme, Equality Legislative Compliance and Equalities Action Fund.
- Act as Council client for facility development on behalf of Leisure & Culture Dundee and the Communities and Policy Division.
- Provide management and performance information for the Communities and Policy Division and Leisure & Culture Dundee.
- Provide policy advice and consultation responses relating to Leisure, Culture and Communities to and on behalf of the City Council, in related subject areas.
- Assist in the development of networks, partnerships or groups in related subject areas to assist in the delivery of these services in the City eg. Cultural Agencies Network.
- Co-ordinate the development of the Communities and Policy Division Service Plan, Business Plans, Council and annual reports, providing support to Leisure & Culture Dundee, as required.
- Manage fixed term projects in associated areas, i.e. Dundee Healthy Weight Community Programme.
- Manage the implementation of Dundee Booklet.
- Manage various groups and committee for the Chief Executives Department.

### **Communities and Policy Division Key Performance Indicators**

<b>Indicator</b>	<b>Baseline Based on previous years figures</b>	<b>Target 2017</b>
Visits to Community Centres per 1,000 population	2,966	Sustain
Attendances at learning provision per 1,000 population	149	Sustain

### **Communities and Policy Division Service Improvements**

<b>Project / Service Improvement</b>	<b>End Date</b>
Implement: develop (CLD electronic workforce development system) with	April 2014

appropriate links to Induction and EPDR's	
Review and upgrade Communities Data Management system to meet Education Scotland requirements	June 2014
Community Grant - Advertising and Process improved for better targeting of grants in association with Council Corporate Plan.	April 2013

## Corporate Division

The Corporate Division comprises of the following teams

- **Community Planning**
- **Corporate Improvement**
- **Members Services**
- **National Entitlement Card Programme Office**
- **Performance and Improvement Team**

**The Community Planning section** has overall responsibility for co-ordinating and developing the Dundee Partnership. This includes areas of reporting, performance and governance. The primary community planning outputs are the Single Outcome Agreement (SOA) which has been prepared for 2012-17 and provides the overarching strategic direction within which this service plan sits, and the SOA delivery plan which sets out the high level actions which will be taken by the Partnership.

At the heart of the Single Outcome Agreement for Dundee is a commitment to reduce inequalities in the city and the Community Planning Section will lead on the implementation of the Fairness Action Plan with particular emphasis on financial inclusion, health inequalities and the targeting of resources to community regeneration areas.

Delivery of the Single Outcome Agreement and the Council Plan is underpinned by both the work of the Corporate Research and Information Team which produces, manages and shares data and intelligence across the Council and the Partnership, and the ongoing commitment to sustainable development and carbon reduction.

**The Corporate Improvement Team** delivers the councils Changing for the Future programme of corporate and service reviews to deliver efficiencies and meet the financial challenges we face each year. The team also develops and supports a corporate approach to continuous improvement (STEP Programme), explores joint working with public sector partners in Tayside, as well as leading the development of culture change to promote cross-department working and a more joined-up approach to delivering services and outcomes.

**Members Services** delivers the secretarial and development services to Elected Members. A key part of that service is supporting Members deal with casework following surgeries and ensuring the get a high quality of response from the council. New member personal and skills development training programmes have been introduced and the department supports members make full use of the materials and support available.

**The National Entitlement Card Programme Office** is a national shared service managed in Dundee that currently has delivered 2m smart NECs to Scotland's citizens and 60,000 in Dundee. It provides a smartcard infrastructure to enable smart solutions to global smart city issues. This is one of the ways the department is helping to improve people's perception of the city.

To deliver the Dundee Outcomes the NEC will be prioritising the developments around the following:

- integrated smart ticketing for a range of travel services
- mainstream integrated services for young people including extending this to University Students and to primary school age through a new KIDZ card
- supporting the concessions policy being rolled out as part of the Fairness Strategy
- enabling healthy reward schemes for Young Scot and the NHS to promote healthier life styles

Longer term developments includes a visitor card to support the visitor attractions and use of local services by visitors when they are here.

**The Performance and Improvement Team** delivers the development of the council's overall performance and quality systems related to planning and improvement of services. Over the next five years the use of the Public Service Improvement Framework will be maintained so that the council gains a recognised for excellence award. Part of that will be the ongoing development of service planning and performance reporting, the collection, analysis and use for improvement of customer feedback from the website, contact centres and the complaints system and the recognition of staff for improvement by supporting and increase in the number of awards received by the council for improvement initiatives.



<b>Corporate Division Key Performance Indicators</b>		
<b>Indicator</b>	<b>Baseline Based on previous years figures</b>	<b>Target 2017</b>
Increase the percentage of key performance indicators which have maintained or improved performance across whole performance database.	79%	80%
% of eligible Dundee citizens that have a National Entitlement Card	40.6%	51%
% of formal complaints responded to in target time (5 days)	62%	90%
Elected member satisfaction with member's support service.	98%	100%
Democratic core costs per 1,000 population. (SOLACE benchmark)	£31,431	£31,000

<b>Corporate Division Service Improvements</b>	
<b>Project / Service Improvement</b>	<b>End Date</b>
Carry out a PSIF self assessment.	April 2013
Implement PSIF Improvement Plan	June 2015
Get employee and elected member feedback on the range of department products available on the intranet or with staff support and produce a report on satisfaction and areas for improvement in products and services.	April 2013

## Public Relations Division

The Public Relations Division comprises the following teams

- Media Relations
- Design Services
- Printing Services

The Public Relations division provides a professional service to all council departments and elected members. The division delivers liaison with the press to provide local and national media with accurate and up to date information about council services, facilities and policies. It provides professional services on graphic design, web design, printing, logos and the production of annual reports, newsletters, brochures, handbooks, multimedia presentations, exhibitions, advertising, posters and presentations.

<b>Public Relations Division Key Performance Indicators</b>		
<b>Indicator</b>	<b>Baseline Based on previous years figures</b>	<b>Target 2017</b>
Percentage of public who say they receive enough information about the Council and the services it provides	68%	75%
Number of twitter followers	4,318	8,000