

**REPORT TO:** POLICY AND RESOURCES COMMITTEE - 9 JANUARY 2012

**REPORT ON:** SINGLE OUTCOME AGREEMENT ANNUAL REPORT 2011/12

**REPORT BY:** CHIEF EXECUTIVE

**REPORT NO:** 11-2012

**1. PURPOSE OF REPORT**

- 1.1 To report to committee on the Single Outcome Agreement Annual Report to the Scottish Government which is attached as Appendix 1.

**2. RECOMMENDATIONS**

- 2.1 It is recommended that the Single Outcome Agreement Annual Report 2010/11 be endorsed.

**3. FINANCIAL IMPLICATIONS**

- 3.1 None.

**4. BACKGROUND**

- 4.1 The Single Outcome Agreement (SOA) 2009/12 was adopted by the Dundee Partnership in July 2009 and signed by all community planning partners including Dundee City Council.

- 4.2 This is the third SOA annual report for Dundee. The Partnership received constructive feedback from the Scottish Government on the annual report for 2009/10. Following discussion with colleagues in the Scottish Government's Office of the Chief Statistician, this annual report is improved to include:

- an update context and evidence base
- a commentary on outcome indicators explaining selection, variance and progress over time
- clearer identification of achievements and outstanding challenges
- further case studies on the practical delivery and impact of working with people and communities to improve their quality of life

- 4.3 The report highlights successful areas of progress for the Partnership in 2010/11 including:

- integration of the Alcohol and Drug Partnership into community planning arrangements
- greater focus on the Partnership's strategic priorities
- greater joint working between the Council, NHS Tayside and the voluntary sector in the development of the Integrated Resource Framework

- 4.4 In addition to the headline strategic achievements such as the ongoing progress on the realisation of the V&A Dundee and the Central Waterfront, a range of successes and outstanding challenges are set out for each of the Partnership's strategic themes and outcomes. The ongoing impact of the recession on Dundee's economic and employment success remains the Partnership's biggest concern together with the implications of financial pressures on public sector budgets.
- 4.5 The Dundee SOA and Delivery Plan are reported systematically to the Dundee Partnership and to the Council's Policy and Resources Committee and the robust performance management approach forms the basis for future joint planning.
- 4.6 A new SOA for Dundee will be produced by the summer of 2012 covering the period to 2016.

## 5. **POLICY IMPLICATIONS**

This report has been screened for any policy implications in respect of Sustainability, Strategic Environmental Assessment, Anti-Poverty, Risk Management. There are no issues in this regard to report on.

- 5.2 An Equality Impact Assessment has been carried out and will be made available on the Council website <http://www.dundee.gov.uk/equanddiv/equimpact/>.

## 6. **CONSULTATIONS**

The Dundee Partnership members included in the Co-ordinating Group participated in the preparation of this report and all Chief Officers have been consulted.

## 7. **BACKGROUND PAPERS**

Dundee Single Outcome Agreement 2009/2012.

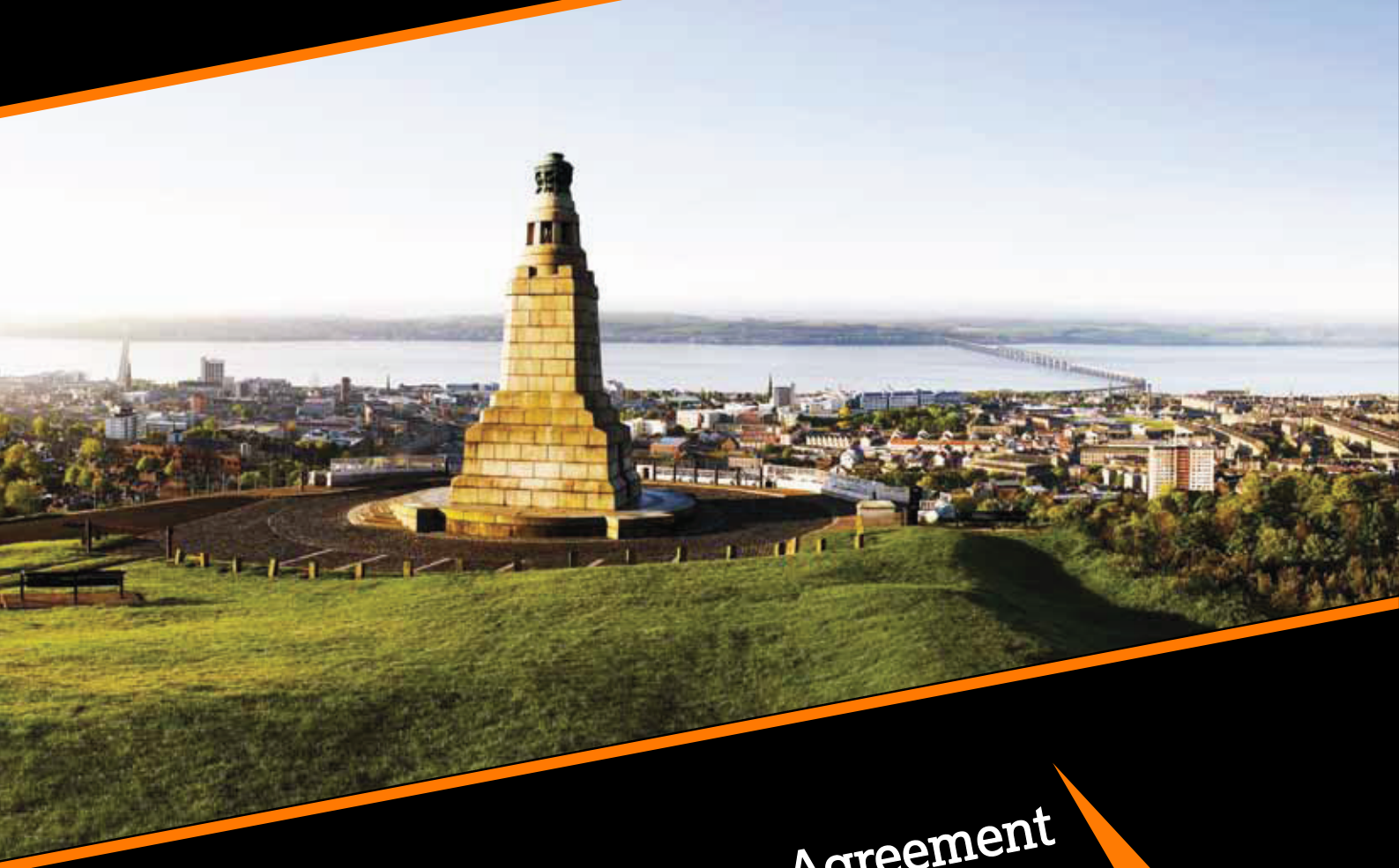
David K Dorward  
Chief Executive

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20/12/2011

# DUNDEE

PARTNERSHIP



Single Outcome Agreement  
for Dundee 2009-2012

Annual Report  
for 2010/11



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## Vision

### **Through Our Partnership Dundee:**

- will be a vibrant and attractive city with an excellent quality of life where people choose to live, learn, work and visit;
- 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 have a strong and sustainable city economy that will provide jobs for the people of Dundee, retain more of the universities' graduates and make the city a magnet for new talent.

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# INTRODUCTION







## In 2009 the Dundee Partnership and the Scottish Government agreed the Single Outcome Agreement (SOA) for Dundee 2009-2012.

The agreement forms the basis of the collective action of community planning partners in Dundee and this report reflects the progress made towards the ambitious outcomes in 2010/11. It was a significant year for the Dundee Partnership as we addressed the findings of Audit Scotland's Best Value 2 pathfinder audit, began to recognise and respond to the impact of the global recession and national policies to reduce the deficit, and strengthened our understanding and delivery of the outcome approach.

Demonstrable progress has been made in each of these areas and this report will highlight our achievements along with the challenges which remain and in many ways, magnify and multiply.

## Purpose of the Report

This report has two purposes: to report on our 'in year' delivery of the SOA for Dundee, and to report on our broader overall progress and development of the Dundee Partnership. As such it will also act as a community planning annual report for Dundee.

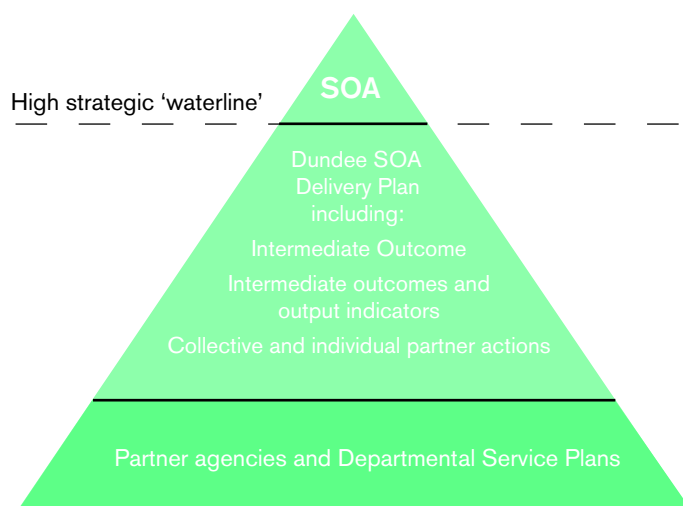
Dundee's Community Plan now consists of two documents:

- the **Single Outcome Agreement 2009-2012** sets out our top strategies, priorities and outcomes for the city to be driven by all community planning partners.
- the **Dundee SOA Delivery Plan 2010-2012** describes the actions which will be taken by partners collectively (and where relevant, individually) to achieve real progress towards the 'above the waterline' outcomes.

Both documents contain indicators with which we will measure progress. These are monitored and reported to the Partnership regularly.

**Figure 1** shows the relationship between the SOA and the Delivery Plan as well as the connections from those to individual partners, corporate plans and Council Departmental service plans which complete the 'golden thread' from strategic priority to operational activity.

**Figure 1: Community Planning/SOA Model for Dundee**



**Figure 2** on page 5 shows how the Partnership translates the national outcomes to local ones and clearly delegates the lead responsibility for delivering progress (while acknowledging the cross-cutting nature and complexity of these).

The Partnership is committed to achieving progress across the broadest community planning agenda as expressed in the detailed actions set out in the SOA Delivery Plan. At the same time, it is acknowledged that particular and additional attention must be given to the greatest opportunities and challenges facing the city.



The SOA for Dundee 2009-2012, clearly established four thematic outcome priorities; Jobs and Employability; Children and Young People; Social Inequalities and Physical & Mental Well-being. The Dundee Partnership Management Group reaffirmed these as the city's top priorities and identified the crucial action areas to be achieved if it is to secure significant changes to these outcomes. Two

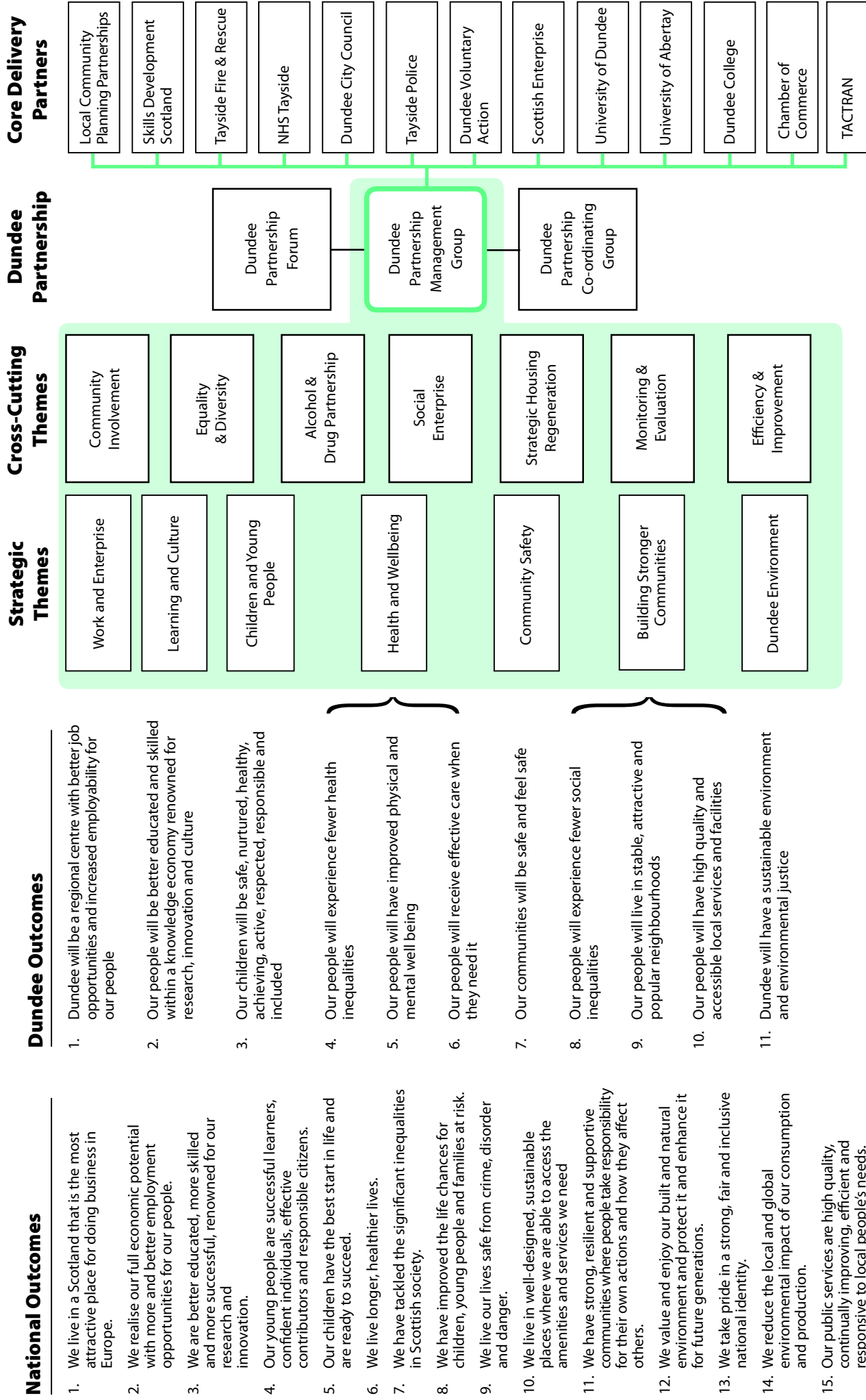
categories were developed, addressing firstly the priorities which are well established and may have considerable momentum, and secondly those which remain as outstanding challenges to the Partnership in terms of improving performance or identifying additional resources to tackle long standing problems. The table below defines these priorities.

Priority from SOA 2009-2012	Established as Priorities	Outstanding Challenges
Jobs and Employability	▪ Transforming Central Waterfront	▪ Strengthening employability capacity and performance
	▪ Creating V&A Dundee	▪ Greater job creation
	▪ Securing Renewables Industries	▪ Cross-border transport services and connectivity to other cities
Children and Young People	▪ Raising school attainment	▪ Improving More Choices, More Chances
	▪ Improving child protection	▪ Improving outcomes for Looked After Children
	▪ Focusing on Early Years	▪ Achieving positive parenting
Social Inequalities	▪ Increasing income levels	▪ Reducing in-work poverty
	▪ Reducing child poverty	▪ Improving access and quality of services in deprived areas
	▪ Increasing access to benefit/debt advice	▪ Improving financial capability
Physical and Mental Well-being	▪ Reducing harm from substance misuse	▪ Reducing teenage conception
	▪ Rolling out Equally Well approach	▪ Reducing risk taking behaviour by young people
	▪ Introducing city-wide Social Prescribing	▪ Reversing negative lifestyle and behaviour trends

Planning is already underway to develop the next SOA for the city by April 2012. This will build on the practical achievements of the last three years as well as the lessons we have learned in making the outcome approach meaningful and productive.



**Figure 2: Single Outcome Agreement and Relationship to Dundee Partnership**





## Feedback on the 2009/10 SOA Annual Report for Dundee

The Partnership was delighted to receive feedback from the Scottish Government on the previous annual report. Following discussion and a workshop with colleagues in the Scottish Government's Office of the Chief Statistician, this report will see improvements including:

- An updated context and evidence base.
- A commentary on outcome indicators explaining selection, variance and progress over time.
- Clearer identification of achievements and outstanding challenges.
- Further case studies on the practical delivery and impact of working with people and communities to improve their quality of life.

(Full details of the workshop discussion, learning and conclusions are available on the Dundee Partnership website at [www.dundeepartnership.co.uk](http://www.dundeepartnership.co.uk)).

## Structure of the Report

**Section 1** of the report provides an introduction to the SOA Annual Report and updates the City Profile.

**Section 2** summarises our progress on those areas of strategic management to improve the Partnership over the last year and provides an overview of the progress made by Cross Cutting Themes.

**Section 3** summarises the progress made by our 7 Strategic Theme groups and includes:

- **Introduction** - a brief description of the Strategic Theme group.
- **Indicators** - highlighting our progress towards long-term outcomes.
- **Narrative** - considers what we achieved in 2010/11, what challenges we continue to face and how we will improve our performance to achieve more.
- **Case Studies** - selected to bring the work of community planning to life. Each intends to demonstrate a practical connection to the SOA strategic priorities, the value added through partnership working and, most importantly, the change which is experienced by individuals, families and communities.



**Appendix 1** presents the available data for Dundee and Scotland for each of the Scottish Government / Improvement Service local outcome indicators. Amalgamated benchmarking figures are also provided. The five local authorities were selected as the closest matches to Dundee on the basis of: population size, urbanisation and levels of deprivation. Due to the nature of statistics not all indicators could be amalgamated to provide a benchmark figure for these five authorities.

**Supplementary information** on each SOA indicator is provided in a separate document. This information includes the source; the date of the last data set; a link to obtain a copy of the data; a description of the data; rationale for using the indicator as well as any other comments.

The document can be accessed from the Dundee Partnership website:

<http://www.dundeepartnership.co.uk/sites/default/files/Indicator%20Metadata%20Report.pdf>

## Update to Integrated City Profile

In entering the last year of the first SOA for Dundee, consideration must be given to any significant changes to the social, economic and environmental conditions that provide the context for community planning partners. The SOA has been delivered against a backdrop of particularly challenging economic conditions. The UK economy entered recession in the 3rd quarter of 2008, resulting in falling employment levels and increasing levels of worklessness across Scotland and the UK. Although levels of worklessness have risen less sharply in Dundee than across Scotland as a whole, the downturn has nevertheless had an impact. The prevailing economic conditions have had implications for the achievement of economic and social equality outcomes.

At a national level, economic growth remains stagnant and below the level required to generate significant employment growth. At a local level, high levels of public sector employment make the city's economy particularly vulnerable to cuts in public expenditure. In many respects, however, Dundee is well positioned to benefit from improvements in the wider economic context. Despite some setbacks, the city has continued to establish itself as a centre of excellence in life sciences and the computer games industry.

“the SOA has been delivered against a backdrop of particularly challenging economic conditions.”

The role of Dundee as the regional shopping centre for Tayside and North East Fife has continued to evolve. A recent report by Pricewaterhouse Coopers found that Dundee had the highest net rise in new retail outlets of any Scottish city in the first half of 2011. Excellent progress has been made, with Scottish Government backing, on the Central Waterfront Project which over next few years will transform the city centre and deliver the quality of business environment required to enable the city to compete for future investment.

Dundee also remains well positioned to take advantage of the significant level of investment in marine renewables planned for the UK over the next decade. Dundee has been identified as one of the key development sites in the National Renewables Infrastructure Plan and discussions are ongoing with a number of potential investors.

The importance of education to the city's economy is demonstrated by continued prominence in the number of students coming to the two universities. Recent increases in the population of the city are believed to be accounted for primarily by those coming from across the UK and abroad to study.

The population of the city continues to remain stable. 2010 is the third subsequent year that a slight increase has been seen. In particular these recent figures are an improvement on previous years when there was a population decline averaging in excess of 1,250 per year. In line with the national trend,

recent projected population figures continue to show an ageing population. With lower numbers of young adults also predicted, it is expected this will present challenges for local community care services.

Housing has a key role to play in encouraging and enabling the creation of successful, quality places to live which contribute to the identity of the city. The recent recession has led to a considerable reduction in new build rates around the city and an overall downturn in the housing market. However, despite the lack of investment in this sector, targeted areas across the city have seen new quality affordable housing being created. The local authority has built over 50 new properties for rent alongside over 100 new properties built by housing associations.

Plans are also in place to enhance the city's supporting transport infrastructure with investment in a new railway station concourse to create an integrated transport hub, significant road access improvements at the Port of Dundee, and development of a network of Park & Ride interchanges on the main approaches to the city. The centrepiece of the Waterfront project is V&A Dundee with a planned opening date of 2015. As well as transforming Dundee's image and providing a magnet for investment, V&A Dundee will place the city on the international tourist map with anticipated visitor numbers of 500,000 in its first year and 300,000 per annum thereafter.

# IMPROVING THE PARTNERSHIP











## Audit Scotland's findings regarding the performance of the Partnership were set out in last year's annual report. Since then we have addressed a number of areas for improvement.

In November 2010 the membership and remit of the Dundee Partnership Management Group was revised. To strengthen strategic governance relationships with core community planning partners, the group was augmented further by elected members from Dundee City Council, non-executive members of NHS Tayside Board and the Dundee Community Health Partnership and representatives of the Police and Fire and Rescue Joint Boards.

Further work has been undertaken regarding the extent and form of governance arrangements between partners and the Partnership. The need for clear reporting and partnership endorsement of the top strategic priorities has been considered and proposals will be finalised during 2011. Among the top priorities for 2010/11 was the effective integration of the new Alcohol and Drug Partnership within the community planning structure (see Case Study 1).

Revising the remit and agreeing a consistent reporting timetable for the Dundee Partnership Management Group has helped to focus on fewer, more strategic priorities. An improved performance management framework ensures that all partners can assess and respond to the evidence of progress throughout the year (see Performance Management on p13).

The tightening of public sector budgets increases the need for partners to establish shared and understood priorities for spending. In autumn 2010 the Council's Chief Executive held a series of meetings with the Chief Officers of public sector partners in Dundee and Tayside to discuss the potential impact of savings planned for 2011/12.

Further consideration has been given to achieving greater collaboration across the Partnership to identify opportunities for shared services, infrastructure and assets. Three approaches to this are being progressed concurrently:

- The Tayside Public Services Strategy Group consists of the Chief Executive Officers of Dundee City Council, Perth and Kinross and

Angus Councils, NHS Tayside, Tayside Fire and Rescue and Tayside Police. Together, they sponsor a Collaborative Programme with a range of projects being developed including fleet management, property construction and asset management.

- Health, Council and voluntary sector partners are implementing the Dundee Change Plan / Fund following on from their development of the Integrated Resource Framework which offers opportunities for savings, early intervention and improved outcomes.
- The Total Place approach will be applied to two of the Partnership's ongoing priorities: Early Years 0-3, and young people in the More Choices, More Chances group. External facilitation will enable partners to comprehensively analyse expenditure, identify obstacles to improved performance, define customer needs and agree on better outcome focused services.

### Case Study 1:

#### Integrating the Alcohol and Drug Partnership

The development of the Alcohol and Drug Partnership (ADP) has enhanced partnership working in relation to alcohol and drug misuse and is now a Cross-Cutting Theme group within the Dundee Partnership. It is responsible for providing strategic direction in respect of substance misuse for the Partnership as a whole, and to enable all other Strategic Theme groups to follow a coherent and co-ordinated response to substance misuse.

The ADP is accountable through the SOA Delivery Plan and progress on its action plan is monitored through the Partnership's Online Plan and Online Performance Monitoring databases.

Key priority areas identified by the ADP include children and families affected by substance misuse. The ADP links directly to the Integrated Children Services structure and to the Children and Young Person Protection Committee.



## Fit for Purpose Reviews

A further finding of the Best Value 2 pathfinder audit for Dundee City Council and the Dundee Partnership related to the scale of the Partnership, and the tendency to create further partnership groups as a default response to the identification of new issues.

Although the comments did not appear to apply to all elements of the Partnership (and it is recognised that there are some high performance partnerships in the community planning structure), the Partnership was keen to take forward a process which explored in depth the issues facing the Strategic Theme groups and their associated sub-groups / working groups to identify ways of enhancing their focus and performance as well as achieving collaborative gain for the whole partnership system.

Through a stage by stage process, informed by the Public Sector Improvement Framework, our Strategic Theme groups have undergone an in-depth Fit for Purpose Review during the summer. Using a self-assessment questionnaire adapted from the Improvement Service's **"Outcome-Focused Partnerships Checklist"** the Strategic Theme groups were able to critically review their fit for purpose in addressing outcomes; assess how effective their partnership working currently is; and identify areas where there may be scope for improvement or opportunities for streamlining.

The application of the Fit for Purpose Review has been flexible for each Strategic Theme group based

on the breadth and scale of any survey work already undertaken. Any further detailed assessment required following an analysis of the questionnaire is to be undertaken on a group by group basis to be agreed during discussion with Strategic Theme group chairs.

It is expected that, once the Fit for Purpose Reviews have been completed, we will be able to:

- Demonstrate a clear rationale for any required streamlining of the current partnership structure at Strategic Theme group level (including associated sub-groups / working groups).
- Create clearer accountability.
- Improve our outcomes.
- Enhance the efficiency of the Partnership.

“ we will be able to create clearer accountability. ”



## Performance Management

Performance in the SOA is closely monitored to make sure that the strategies being pursued are making an impact.

All of the indicators and actions in both the SOA and the SOA Delivery Plan are stored in Online Plan and Online Performance Monitoring databases. These work by sending regular automated emails to those listed as lead officers for each indicator and action, asking them to provide updates which are available online and used to produce reports:

- In the case of **indicators**, officers post the latest available data, with comments and a note of any remedial action planned if performance has deteriorated. The performance database highlights trends using colour-coded symbols to show which indicators are improving, deteriorating or being maintained, and also stores baseline and target information.
- In the case of **actions**, officers provide concise written updates on progress and give assessments of whether the actions are completed, ahead of schedule, on schedule, behind schedule, unlikely to be achieved or abandoned, with reference to the target dates in the plan.

The information provided in both databases forms the basis of a mid-year progress report and an annual report to the Dundee Partnership Management Group.

Reports can also be generated by outcome or intermediate outcome, for monitoring by the relevant Strategic Theme groups. These provide a useful resource for the reports spotlighting progress on each theme in turn, which are a standing item on the agenda of the Dundee Partnership Management Group.

## Outcome Indicators and Trend Explanation

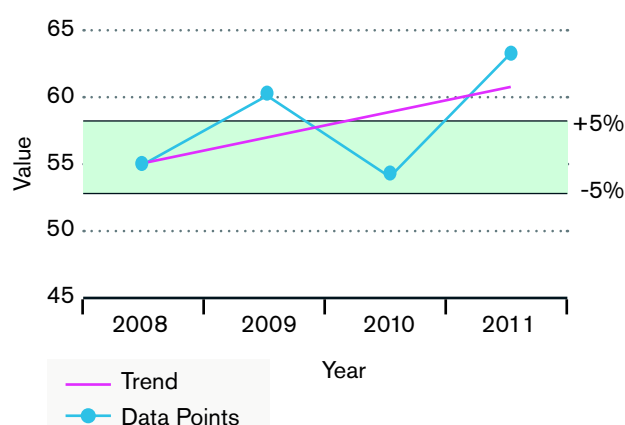
In the following Strategic Theme reporting sections, progress towards our long-term outcomes will be set out by updating and assessing the outcome indicators. We will try to represent the trend within the SOA period to allow for a better sense of performance against targets. Where data is available before the SOA period, this will also be represented. In some instances the original aspiration to create new

and sophisticated indicators for the SOA which would bring together a range of different outcomes across themes has not been realised. Where this is the case, alternatives are offered so that some assessment can be attempted. In other indicators where no new information is available, or the results are inconclusive, additional data from the Partnership's 'below the waterline' intermediate outcome or output indicators will be presented to provide a fuller picture and enable conclusions to be drawn.

A 'line of best fit' is calculated for the data points from 2008 to 2011 and this line is taken as the trend. The trend values for 2008 and 2011 are compared and:

- Where the trend has grown by more than 5% this is taken as an increase.
- Where the trend has fallen by more than 5% this is taken as a decrease.
- A change of less than plus or minus 5% is taken as no significant change.

**Figure 3: Example of an increasing trend.**



Whether an increase or decrease is the desired direction of change will depend upon the indicator under consideration. The results of the trend analysis are indicated in the tables thus:

Trend over SOA period	Status
Indicator moving in desired direction	✓
Indicator showing no significant change	~
Indicator moving against desired direction	X

Trend is only calculated for indicators with three data points within the SOA period.

## Local Community Planning

Often, the most meaningful expression of community planning is seen at the neighbourhood level as strategic outcomes meet the local needs of individuals, families and communities.

Local Community Planning Partnerships (LCPPs) are now well established in each of the 8 multi-member wards and continue to flourish. These are the means by which the national and Dundee outcomes are combined with priorities emerging from local areas to shape city-wide and local action. They bring together elected members, community representatives and partner agencies with the common purpose of improving services and communities. The LCPPs build on a decade of developing Dundee's Decentralisation Strategy and working to promote local co-ordination within the strategic priorities of the city.

The introduction of LCPPs has enabled a community focussed integrated approach to community planning, using a Community Learning and Development methodology, ensuring communities are fully engaged, are active partners, and are appropriately supported.

## Community Engagement

The term community planning implicitly establishes the importance of ensuring that communities have a voice in representing their needs and participating meaningfully in partnership arrangements. For many years this has been the focus of determined efforts by Dundee City Council, individual community planning partners and the Partnership as a whole.

Audit Scotland recently concluded that the Dundee Partnership is founded on a sound approach to community engagement and has a strong track record of working with local communities and taking a systematic approach to finding out the needs and concerns of residents and customers. Across the Partnership there is an ever-increasing appetite for more community engagement as partners, groups and organisations seek to improve their policies and services in response to local needs. While the Partnership is keen to develop



community engagement generally, it is important that this activity is co-ordinated to ensure that effort is joined up where possible and that duplication is avoided. To achieve this, a new model for community engagement was developed during 2010/11. It reflects the various levels and methods of engagement throughout the partnership and aims to ensure that there are 'routes' of engagement with the key communities of place, interest and identity in Dundee. The new Dundee Partnership Community Engagement Strategy 2011-2013 was adopted by the Partnership Management Group in February 2011.

Community Engagement Action Plans have been developed in each decentralised area and these involve partner agencies and local people in the ongoing planning, delivery and evaluation of Community Engagement activities. These were reviewed and updated in June 2010. They will be updated again to coincide with the engagement process being developed to create the next Local Community Plans for 2012-15.

The Dundee Youth Council was formed in March 2011 and held its first meeting in April. The group aims to represent the views of young people in Dundee on local and national community planning



structures, including the Scottish Youth Parliament. The group meets regularly to discuss and debate issues of common concern and has already met with Elected Members to discuss engagement with the Council and LCPPs. Over the next year the Dundee Youth Council aims to further its status in the city, improve awareness of how young people can be involved and gather their views and issues in preparation for elections in March 2012.

Over recent years, new vehicles for community representation have emerged and while some of these meet collectively at a city-wide level, many do not and the Partnership has been keen to find a way to bring members of these groups together. At the same time, there is a growing need for partnership groups and agencies to present, discuss and shape their policies and services through engagement with local communities. Following consultation, it was agreed that one way of achieving this would be through a Dundee Partnership Community Conference.

The first Dundee Partnership Community Conference was held in October 2010. The event was held to share experience on the impact of alcohol on communities to inform the review of the city's Licensing Policy and the workplan for a new community-based Focus on Alcohol initiative. Over 60 community representatives attended from over 20 community groups, including community representatives from all of the LCPPs.

## Equality and Diversity

As part of the Partnership's approach to streamlining our priorities, members of the Equality and Diversity Partnership have identified three priorities which affect public, voluntary and community partners.

- Monitoring is an area where all partners wish to improve and there is scope for collective review of organisational and service monitoring.
- All partners are determined to effectively engage with equalities groups and, while statutory partners' consultation processes are at different stages of development, opportunities exist to build on the successes achieved to date and pursue more joined up approaches.

- Training is acknowledged across partners as a key element in progressing equality and diversity. There is a strong support around the development of joint training to achieve greater coverage, efficiencies and expertise and learning across agencies.

The shape of the existing Equalities and Diversity Partnership is to change to reflect the need to focus on fewer but more practical actions. The Equality and Diversity Partnership as a whole will meet twice annually and will also meet twice a year with the Dundee Partnership Forum which brings together representatives from across voluntary and community networks as a means of accessing the Partnership agenda and reviewing progress.

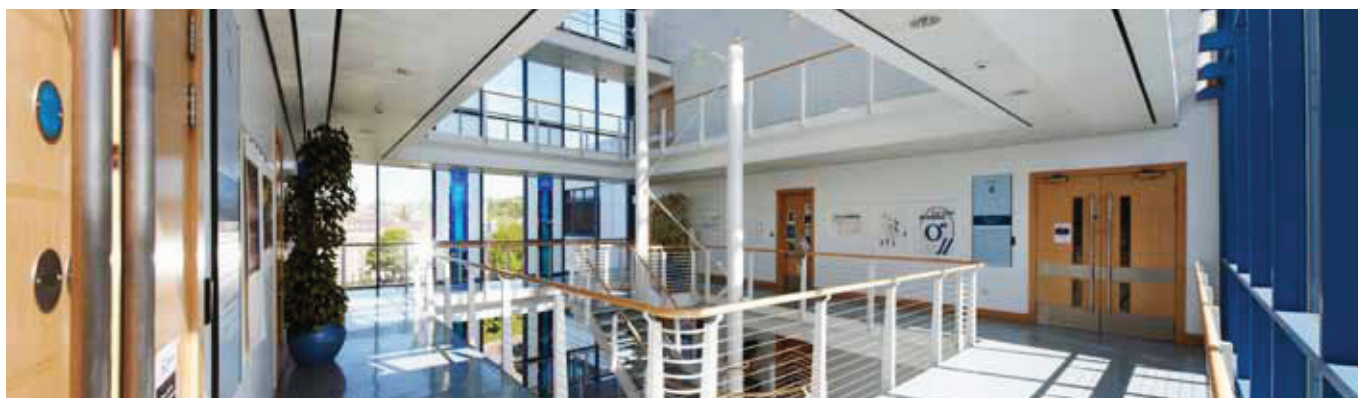
“the term community planning implicitly establishes the importance of ensuring that communities have a voice.”





# STRATEGIC OUTCOMES





## DUNDEE OUTCOME 1:

“Dundee will be a regional centre with better job opportunities and increased employability for our people”.

### National Outcomes 1 and 2:

We live in a Scotland that is the most attractive place for doing business in Europe.

We realise our full economic potential with more and better employment opportunities for our people.

## Introduction

The Work and Enterprise Strategic Theme group co-ordinates the strategic management of economic development activity in the city and oversees delivery of economic aspects of the SOA. Over the past year partners have worked on a number of fronts to maximise employment opportunities for the city and improve employability prospects for the city's people.

## Indicators

The Partnership is committed to a long term vision of developing the city's regional role and promoting a vibrant modern economy. The performance of Dundee's economy has mirrored the wider global and national economic context with reductions in overall job numbers, rising numbers of benefit claimants and a reduction in the percentage of the working age population in employment.

The Partnership revised its SOA in 2009. Targets for Work and Enterprise were adjusted to take account of the prevailing economic environment. Consultants were asked to produce best and worst case scenarios for the local economy and targets were aligned to 'best case' forecasts to ensure they were stretching but realistic.

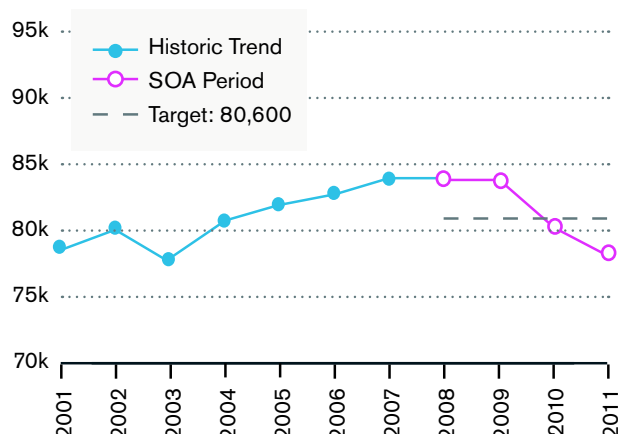
The six indicators for Dundee Outcome 1 are:

- 1.1 Overall job numbers.
- 1.2 % of the working age population in employment.
- 1.3 % of school leavers in positive and sustained destinations.
- 1.4 % of working age population in receipt of out of work benefits.
- 1.5 Number of claimants in receipt of out of work benefits.
- 1.6 Number of Active Enterprises (replaces VAT registered business stock).

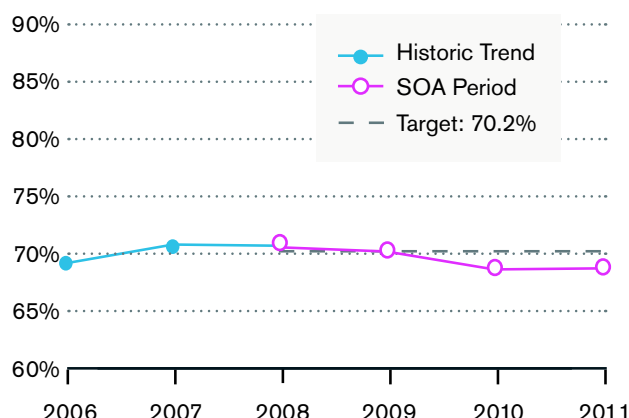
Further information on these indicators can be accessed from the Dundee Partnership website: <http://www.dundeepartnership.co.uk/sites/default/files/Indicator%20Metadata%20Report.pdf>

Trend over SOA period	Status
Indicator moving in desired direction	✓
Indicator showing no significant change	~
Indicator moving against desired direction	✗

## 1.1 Overall Job Numbers



## 1.2 % of the working age population in employment



## Overall job numbers

2008	83,833
2009	83,541
2010	80,193
2011	78,110
Target	80,600
Trend over SOA period	X

## Commentary

This indicator has been used since the start of the SOA process in 2008. Dundee City Council undertakes its own annual employment survey amongst local businesses and employers. This source was selected as a performance indicator because it provides more current data than national data sources. Between the March 2008 and March 2011 reporting periods, the estimated number of overall jobs in the Dundee economy fell from 83,833 (July 2007 data) to 78,110 (July 2010 data). This fell short of the 2010/11 target of 80,600.

## % of the working age population in employment

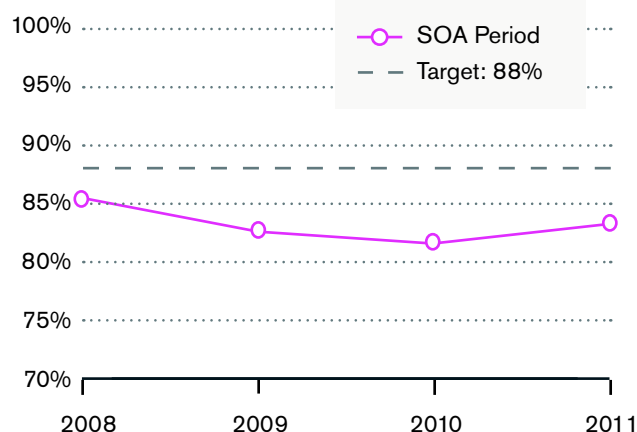
2008	70.8%
2009	70.4 %
2010	68.8 %
2011	69 %
Target	70.2 %
Trend over SOA period	~

## Commentary

This indicator has been used since the start of the SOA process in 2008. Despite the economic downturn, the share of working age people in employment in Dundee fell only marginally. Between the 2008 and 2011 reporting periods the employment rate declined from 70.8% (September 2007 data) to 69.0% (September 2010 data). This represented a decline of 1.8 percentage points compared to a drop in the Scottish employment rate of 3 percentage points for the same period. Due to a change in the working age population definition (from 16-59/64 to 16-64) it is not possible to compare directly performance with the target figure published in the SOA. However, the SOA target allowed for a 2 percentage point decline against the baseline. As the actual decline was 1.8 percentage points, it can be concluded that performance was better than the progress target for 2010/11.



*1.3 % of school leavers in positive and sustained destinations*



**% of school leavers in positive and sustained destinations**

2008	85.4 %
2009	82.6 %
2010	81.5 %
2011	83.2 %

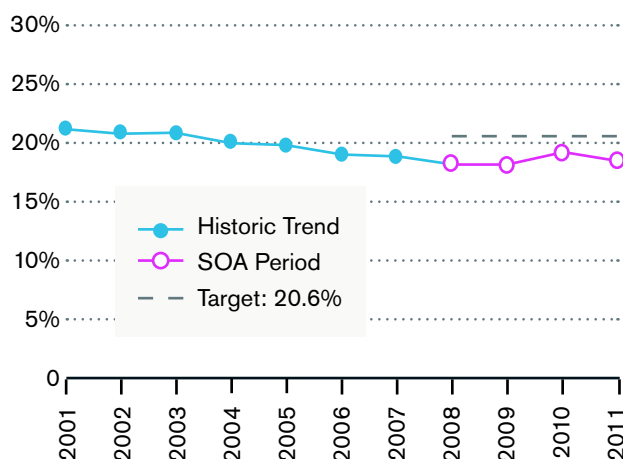
Target 88 %

Trend over SOA period ~

**Commentary**

This indicator has been used since the start of the SOA process in 2008. The latest data (2009/10 data, reported in 2011) reflects an encouraging 1.7 percentage point annual rise in leavers entering positive destinations. This issue remains a significant challenge for the Partnership. Dundee lags behind the Scottish average of 86.8% and has the third lowest rate across all Scottish local authorities. However, there was an increase of 5.2 percentage points in the number of young people entering further education to 39.5% and Dundee retains its place as the authority with the highest number of leavers entering further education.

*1.4 % of working age population in receipt of out of work benefits*



**% of the working age population in employment**

2008	18.2 %
2009	18.1 %
2010	19.2 %
2011	18.6 %

Target 20.6 %

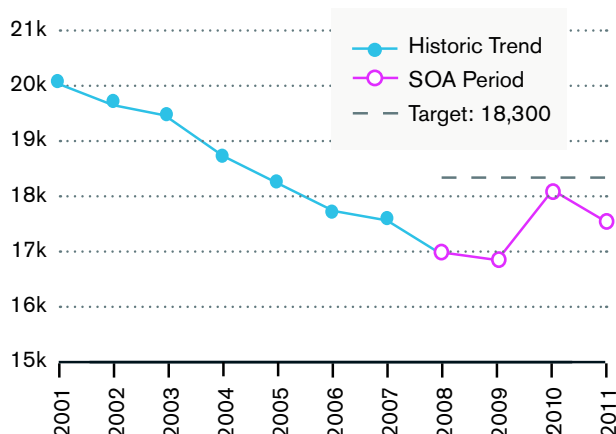
Trend over SOA period ~

**Commentary**

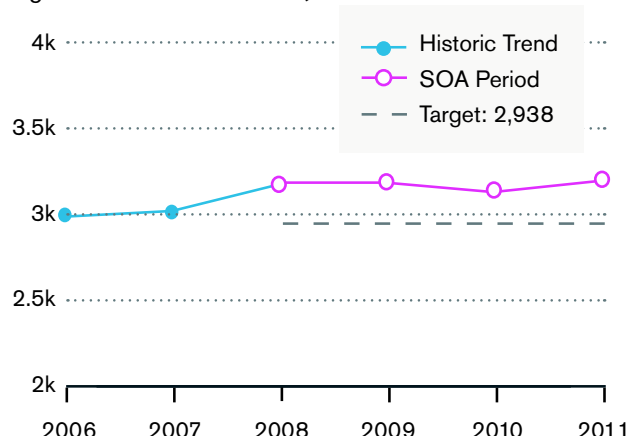
This indicator has been used since the start of the SOA process in 2008. In terms of the % share of working age persons in the city claiming an out of work benefit, this rose from 18.2% to 18.6% between the 2008 and 2011 reporting periods. Again, due to changes in the working age definition, figures are not comparable with the baseline figures and targets in the SOA. However, the progress target for 2010/11 allowed for a rise of 2.7 percentage points on the baseline. With a rise of 0.4 percentage points, performance was better than the progress target. Dundee's performance was also better than the Scottish average where a 0.8 percentage point rise occurred.



## 1.5 Number of claimants in receipt of out of work benefits



## 1.6 Number of Active Enterprises (replaces VAT registered business stock)



## Number of claimants in receipt of out of work benefits

2008	16,940
2009	16,820
2010	18,020
2011	17,510

Target	18,300
--------	--------

Trend over SOA period	X
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## Commentary

This indicator has been used since the start of the SOA process in 2008. The number of claimants of "out of work" benefits rose marginally from 16,940 reported in 2008 (August 2007 data) to 17,510 reported in 2011 (August 2010 data). This represented a rise of 3.4%. The definition of "out of work" benefits changed during the period and therefore baseline and target figures cannot be directly compared with those in the SOA. However, the SOA progress target allowed for a 15% increase in the number of workless benefit claimants. As the actual rise was limited to 3.4% it can be concluded that performance was better than the progress target. Dundee also bettered the Scottish average which saw a 6.0% rise in the number of claimants over the period.

## Number of Active Enterprises (replaces VAT registered business stock)

2008	3,165
2009	3,165
2010	3,130
2011	3,185

Target	2,938
--------	-------

Trend over SOA period	~
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## Commentary

This indicator has been used since the start of the SOA process in 2008. The original performance indicator of VAT Registered Business Stock was replaced due to the discontinuation of the data series. This was replaced with Count of Active Enterprises from the UK Business Demography dataset. For this reason the target has been adjusted from that published in the original SOA. Latest data reported in March 2011 pertains to the year 2009. Between 2008 and 2009 the number of active enterprises in Dundee rose from 3,130 to 3,185, an increase of 1.8%. The growth rate for active enterprises surpassed the Scottish average which rose by 1.3% over this period. Given the economic downturn, the SOA 2010/11 progress target allowed for a decline of 7%; performance has been significantly better than this target.

## i) What have we achieved?

### Business growth in key industry sectors

In recent years Dundee has established a reputation as a centre of excellence in a number of key knowledge based sectors. This has helped not only to transform the city's image, but to generate a significant number of high value jobs. As the city addresses the implications of the economic downturn and imminent reductions in public sector funding, partners in the Work and Enterprise Strategic theme recognise the importance of continuing to support and promote the development of potential growth sectors.



The Partnership has committed itself to positioning the city as a leading centre of the marine renewables industry in the UK. Dundee City Council, Forth Ports and Scottish Enterprise are working in partnership under the Dundee Renewables banner to ensure that the city benefits from the investment that will be required to help Scotland and the UK meet their renewable energy targets. Dundee has been identified as one of the key development sites in the National Renewable Infrastructure Plan drawn up by Scottish Enterprise. A target of securing 1000 jobs in direct manufacturing, and the same again in employment associated with operations and maintenance, has been established.

Dialogue has taken place with a number of global scale companies and preparations are underway to ensure that training can be provided to meet the skill requirements of future inward investors. Dundee College has been involved in the development and production of the Energy East Brochure which promotes the wider training provision of micro-renewable training opportunities. Over the last year local renewables courses to industry have proved popular. By the end of 2010, approximately 40 individuals had undertaken a variety of training opportunities.

Other sector specific activities include:

- Supporting the life science sector through the BioDundee initiative.
- Delivery of life science research and commercialisation activity by the University of Dundee.
- Supporting the digital media sector through the Interactive Tayside and Digital Dundee initiatives.
- Delivery of the Arts, Media and Computer Games institute by the University of Abertay.
- Supporting development of the local film industry through Tayscreen and the North Sea Screen Partnership.
- Supporting the local contact centre industry through the Talking Tayside initiative.

### Business start ups

The onset of the recession has impacted on business start up levels across the country. Between 2008 and 2010 the number of new business bank accounts fell by 24% in Dundee. However, this compared to a larger drop of 30% across Scotland (Scottish Clearing Banks New Business statistics). The Business Gateway in Dundee continued to provide start up and development support to new business enterprises (see Case Study 2). Support for those interested in self-employment continues to be offered through the Council's E-Zone project which supported 40 start ups in financial year 2010/11 compared to 36 in 2009/10. In addition, the University of Dundee's Enterprise Gym cultivated entrepreneurial skills amongst students through delivery of workshops and events.

## Case Study 2:

### Dundee Business Gateway

The Dundee Business Gateway has provided a vital service over the past year promoting business start up, growth and survival during difficult economic conditions. Throughout 2010/11 the following services were provided:

- Support was given to 249 start up businesses in Dundee, 33 of which were VAT+ businesses.
- 190 workshops were delivered to over 1,250 attendees, who were either interested in starting or growing a business.
- Business Advisers worked with and supported 12 businesses that are projecting an average rise in turnover of £1.8m to £4m and a rise in FTE's from 18 to 24 over the next three years.
- A local programme called Survive and Thrive was developed and introduced as a response to the economic downturn. This programme has provided support to 9 companies affected. The 9 companies were provided with a total of 35 days intensive specialist adviser support.
- Various events were held to encourage a culture of enterprise e.g. a major motivational event was held to encourage disabled people and those furthest from the labour market to consider self employment as an option. There were 110 attendees at this event.
- A quarterly networking club has been established for new business start ups to meet like minded people. This has a regular attendance of around 40 clients.

## Pathways to employment opportunities & support

The Partnership's Employability Programme continued to provide support to workless people in Dundee. In 2010/11, more than 30 employability projects were supported through Dundee Partnership funding, European Social Fund and Disadvantaged Area Fund to deliver joined up services to clients through the Dundee Employability Pipeline.

In financial year 2010/11, there were a total of 3,545 registrations on the Dundee Employability Programme and 1,410 job outcomes achieved. 2604 registrations were from residents of Community Regeneration Areas (CRAs) who achieved 810 job outcomes.

In October 2010, Dundee College opened an employability centre enabling students to access specialist employability support. Skills Development Scotland continued to support young people and workless people through Get Ready for Work, Training for Work and the Lifeskills Programme.

## Case Study 3:

### Working Towards Health Employability Project

Many workless people face a number of individual circumstances which makes it difficult for them to consider engaging in the labour market. The Employability Programme funds a range of specialist provision to help people address specific issues that prevent them from gaining and sustaining employment.

With over 10,000 working age incapacity benefit claimants in the city, it is vital to provide services which assist people to manage or overcome health related issues that may be affecting their employability prospects. Many people with health barriers continue to access public health services and contact with these can provide an opportunity for healthcare staff to refer clients to the project. To facilitate this there is a close working relationship between the NHS Board and Working Towards Health Project with over 400 staff trained to embed consideration of client employability within their every day practice.

The Working towards Health Project delivers an individualised programme that is designed to enable people to address and manage health conditions that have, or are proving to be, a barrier to participating in work, education or training. The programme is open to anyone with mild to moderate health conditions who is in receipt of a working age benefit. The programme promotes an asset model approach, accentuating the positive capabilities clients have.

The Working Towards Health Team consists of 4 Senior Health Practitioners who are based within the Discover Opportunities Centre, which is a multi agency office located in convenient city centre premises. This co-location enhances the ability to work in partnership with other agencies including the Department for Work and Pensions, Employability Programme and More Choices, More Chances staff. During 2010/11 the project worked with 294 new clients, enabling 372 progressions to further activities such as training, education, volunteering or employment. 21.5% of these clients were from the 16-24 age group, an increase from 11.4% in 2009/10.

## Central Waterfront

Phase 3 of the Central Waterfront Project has progressed to schedule underpinned by £3.8million of accelerated funding from the Scottish Government. This phase of the project is scheduled for completion in 2014. It has included construction of a new storm water tank and current work ongoing to replace and realign the on/off ramps to the Tay Road Bridge. Demolition of Tayside House will take place in 2012 and the Olympia swimming pool will be demolished on completion of the new £31.5 swimming complex in September 2012.

In 2010/11 the Dundee Waterfront Project was recognised as one of the top 20 Regeneration projects in the UK by the publication 'Planning' and accreditation is currently being sought to become Scotland's first BREEAM Sustainable Communities Exemplar.

A marketing action plan has been developed and will be rolled out as the project evolves to ensure that the development returns the investment and jobs needed to stimulate the city's economy in future years.

The centrepiece of the Waterfront project will be the V&A at Dundee which is described in Case Study 4.

## Case Study 4:

### V&A at Dundee

Throughout 2010/11 significant progress was made to enable V&A at Dundee to happen. The Dundee Partnership recognises that V&A at Dundee can act as a catalyst for the entire region's economic and cultural regeneration.

V&A at Dundee aims to be a showcase for Scottish design talent and provide a UK base for major international touring exhibitions. The vision is for V&A at Dundee to become the city's landmark building and a meeting place for all. The £45million V&A at Dundee project provides a unique opportunity to enhance external perceptions of Dundee, internationalise and grow the visitor economy and stimulate inward investment. The attraction is forecast to draw 500,000 visitors in its first year of operation and 300,000 per annum thereafter.

During 2010/11, the following progress was made:

- Dundee Design Limited, a partnership between the V&A, University of Dundee, University of Abertay, Dundee City Council and Scottish Enterprise was set up to drive the project forward and a project team was appointed.
- Japanese architects Kengo Kumo were appointed to design the building following a competition which attracted submissions from across the world and significant international media interest.
- The Scottish Government awarded the project £4.8million of initial funding.

The aim is to progress the project to final design and point of tender by Summer 2012 and to have secured the package of funding required to have V&A at Dundee constructed and open to the public by late 2014.



### Infrastructure support for business growth

A crucial factor in the creation of new jobs and new employers to the city is the availability and development of infrastructure which meets business needs and promotes the city's assets. A range of developments are underway.

- Options for re-development of the Dundee Railway Station concourse have been identified and discussions with Network Rail have taken place.
- Dundee City Council, Tactran, SEStran and Fife Council have, in consultation with Transport Scotland, developed detailed proposals for a Park & Ride interchange located south of the Tay Bridge on A92, Tactran and Dundee City Council continue to develop detailed proposals with Transport Scotland for a further interchange at Dundee West A90 / Riverside Drive.
- Dundee City Council and Tactran have approved a £2 million scheme to deliver significant road access improvements at Port of Dundee in support of the emerging renewables opportunities around the Port.
- During 2010/11, public realm improvement works in the city's cultural quarter were completed and a programme of lighting improvement work developed.
- Environmental Improvements to Albert Square, home of award-winning city art gallery The McManus, were completed.
- Environmental Improvement plans for Union Street, a key link from Dundee city centre to the Dundee Waterfront, gained committee approval and will take place in 2011/12.
- BT offered super fast broadband capability to 7000 homes and businesses in the Park exchange area and has announced plans to roll-out availability to other parts of the city during 2011/12.

### Improved image and perception of the city

The city's refreshed brand: "One City, Many Discoveries", was launched in 2009 following extensive research and stakeholder engagement. Throughout 2010/11 work has progressed to develop brand awareness. To date this has included new signage and banners, revamp of the [www.dundee.com](http://www.dundee.com) website, sign-up of city ambassadors, the "Dundee and Me" campaign, development of a marketing toolkit and an advertising campaign.

### Popular tourist destination

During 2010, Dundee attracted tourism expenditure of £126million and 814,000 tourists to the city. Plans for the V&A at Dundee represent a major part of the strategy to grow the city's visitor economy. Dundee and Angus Convention Bureau have continued to attract business conferences and delegates to the city. In 2010/11, business tourism events secured by the bureau had a direct economic impact of £2.8million.

“the V&A at Dundee can act as a catalyst for the entire region's economic and cultural regeneration.”





## ii) What challenges are we facing?

Against a backdrop of extremely challenging economic conditions, the Work and Enterprise Strategic theme has continued to deliver an ambitious range of projects and initiatives aimed at developing Dundee's regional role, attracting new jobs and improving the employability skills and prospects of the city's people. In relative terms, many of our performance indicators suggest that the Dundee economy has been more resilient than other areas to the economic challenges facing the country, albeit from a historical starting position which was already challenging.

As we look forward there are a number of challenges which partners will strive to meet to ensure we deliver better outcomes for the people of Dundee:

- Delivery of the Dundee Waterfront and V&A projects present the Dundee Partnership with a unique opportunity to reposition the city in the eyes of the world. New office space at the Waterfront will be a magnet for inward investment and jobs. V&A at Dundee provides an opportunity to attract significant levels of new investment, transform Dundee's image at home and abroad and attract a global tourism audience. The challenge is to ensure that the funding packages to progress and deliver these projects are secured.
- Challenges for the Employability Programme include dealing with the impact of welfare reforms, managing within financial constraints and ensuring that Work Programme activity coordinates effectively with Dundee Partnership managed employability support.

## iii) How will we achieve more?

The Work and Enterprise Strategic theme recognises that Dundee continues to face significant socio-economic challenges. Moreover, the resources available to meet these challenges will be significantly constrained now and in future years. However, through genuine partnership working we will be better placed to succeed. The following are examples of how it is planned to achieve more across the theme:

- Undertake a review of the current SOA and delivery plan ensuring that those initiatives and projects which offer greatest potential to improve outcomes are prioritised in the new SOA and delivery plan to be published in 2012.
- Prioritise partnership working that focuses on promoting the city's credentials as a centre for the marine renewables industry and ensure that Dundee secures the jobs and investment which its location and benefits merit.
- Prioritise delivery of V&A at Dundee which offers a once in a generation opportunity to put Dundee on the international map and provide a major boost in terms of the region's cultural and economic regeneration.
- Ensure that public and private sector partners work together to deliver the benefits of the Waterfront project whilst ensuring that the city remains open for business and that disruption is minimised and managed effectively.
- Continue to develop the Employability Pipeline approach expanding the model across the city to incorporate the provision of Skills Development Scotland and others. This will ensure that the city's young people have access to a network of partners who recognise that by working together they are more effective and deliver better outcomes for their clients.



## DUNDEE OUTCOME 2:

“Our people will be better educated and skilled within a knowledge economy renowned for research, innovation and culture”.

### National Outcome 3:

We are better educated, more skilled and more successful, renowned for our research and innovation.

## Introduction

The Learning and Culture Strategic Theme group helps to maintain Dundee’s reputation as a “City of Learning” and as a cultural leader. It brings together key partners to develop, promote and plan learning and cultural opportunities aimed at creating an inclusive city with opportunities open to all.

Further information on these indicators can be accessed from the Dundee Partnership website: <http://www.dundeepartnership.co.uk/sites/default/files/Indicator%20Metadata%20Report.pdf>

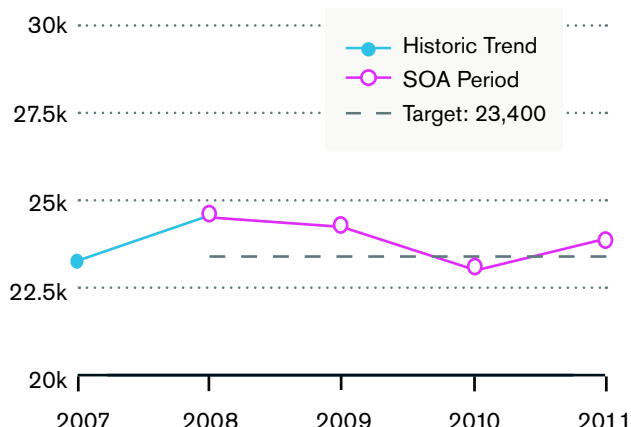
## Indicators

The four indicators for Dundee Outcome 2 are:

- 2.1 Knowledge economy sector jobs.
- 2.2 % of working age population with NVO level 1 (or equivalent) or above qualification.
- 2.3 Number of people with severe literacy and numeracy problems attending provision.
- 2.4 % of those attending literacy and numeracy provision from CRAs.

Trend over SOA period	Status
Indicator moving in desired direction	✓
Indicator showing no significant change	~
Indicator moving against desired direction	✗

## 2.1 Knowledge economy sector jobs



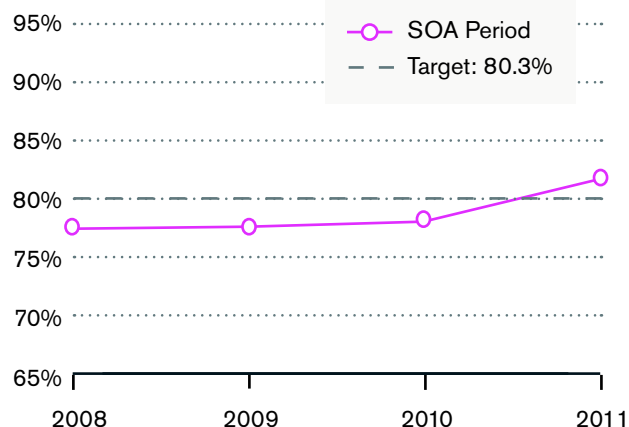
### Knowledge economy sector jobs

2008	24,584
2009	24,279
2010	23,050
2011	23,932
Target	23,400
Trend over SOA period	~

#### Commentary

This indicator has been used since the start of the SOA process in 2008. Within the wider context of overall job losses, the share of knowledge sector jobs in the Dundee economy rose. Absolute numbers fell marginally from 24,584 (July 2007 data) reported in March 2008 to 23,932 (July 2010 data) reported in 2011. However, performance surpassed the 2010/11 progress target of 23,400 whilst the percentage share of jobs in the economy that are knowledge related rose from 29.3% to 30.6%.

## 2.2 % of working age population with NVQ level 1 (or equivalent) or above qualification



### % of working age population with NVQ level 1 (or equivalent) or above qualification

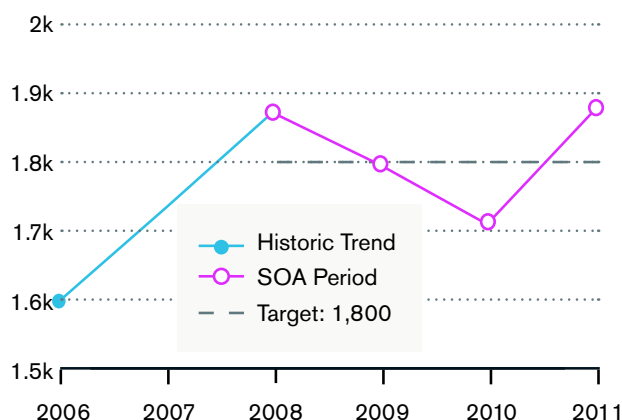
2008	77.4 %
2009	77.6 %
2010	78.1 %
2011	81.7 %
Target	80.3 %
Trend over SOA period	✓

#### Commentary

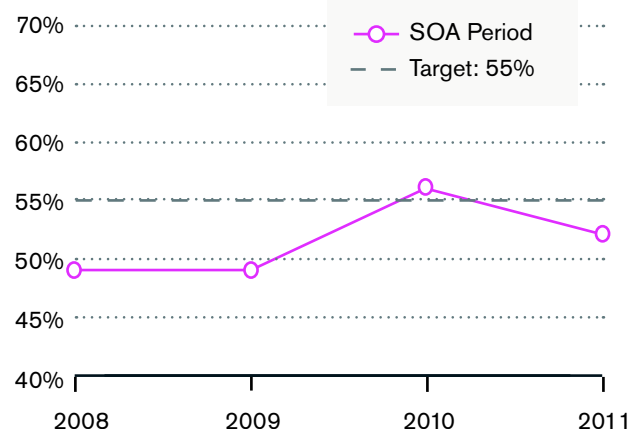
This indicator has been used since the start of the SOA process in 2008. Since the SOA was published, the Office for National Statistics have adjusted the working age population definition to reflect changes in the pension age of women. The baseline figure (2008) in the above table is therefore slightly different to the figure in the published SOA. i.e. 77.4% as opposed to 77.8%. Allowing for this change in methodology the published target figure of 80.3% would be adjusted downwards to 79.9%. The percentage of persons qualified to NVQ Level 1 or above rose from a baseline of 77.4% in 2008 to 81.7% in 2011, surpassing the adjusted target of 79.9% and the original published progress target of 80.3%.



### 2.3 Number of people with severe literacy and numeracy problems attending provision



### 2.4 % of those attending literacy and numeracy provision from CRAs



#### Number of people with severe literacy and numeracy problems attending provision

2008	1,874
2009	1,796
2010	1,714
2011	1,881
Target	1,800
Trend over SOA period	X

#### Commentary

This indicator has been used since the start of the SOA process in 2008. The variation in this trend over time is reflective of the changed level of investment that has been put into this area of work with the initial period benefitting from an increase in the financial investment. However, a reduction in levels of funding and a reduced number of partner providers saw a drop in places available up until the period 2010/11. Demand continued to increase beyond the places available. To address this demand additional staff training and models of working, which involved building capacity in other organisations to deliver literacy support and more group support, were put in place and the number of learners able to access provision has increased.

#### % of those attending literacy and numeracy provision from CRAs

2008	49 %
2009	49 %
2010	56 %
2011	52 %
Target	55 %
Trend over SOA period	✓

#### Commentary

This indicator has been used since the start of the SOA process in 2008. The Scottish Survey of Adult Literacy, published July 2010, finds that the distribution of low literacy skills mirrors the distribution of poverty in communities. Therefore, whilst models of working have been implemented and are successfully increasing learner numbers, there is a need to address the provision available in local communities. The targeting of learners from CRAs and more community based provision has been included in the "Literacies Strategic Action Plan 2012-2014".



## i) What have we achieved?

### A Learning City

The link between inequality in educational attainment and inequality in income and life chances is well documented. It is therefore a positive achievement to see a rise in the percentage of the working age population with qualifications at level 1 or above. An HM Inspectorate of Education report in March 2011 awarded Adult Learning a grade of Excellent and reported high numbers achieving national accreditation and developing the confidence and skills they need to progress into volunteering, education, training or employment. Dundee College has made a substantial investment in its locus within the city, with a multi million pound Campus being built which will provide a state of the art facility for Further Education.

The Partnership has been chosen as a model of good practice to represent the UK in a pan-Europe project looking at the key characteristics of a Learning City. We will contribute to the development of a toolkit for other cities / regions to use when developing as learning communities.

### Adult Learning

Measures were taken, as identified in last year's annual report, to address the increasing demand for adult literacy and a new Literacy Strategy was approved by the Partnership following revised guidance from the Scottish Government. This has seen an increase in the number of literacy learners and is now above target.

Partnership working has been a strength in Adult Learning and has further been developed over the last year through linking adult learning into the early years partnership. This partnership working undertook consultation with 1,242 parents across the city and resulted in the publication of the Being a Parent in Dundee strategy. Whilst the Discover Learning partnership has a strong track record of delivering in community venues, targeted at the most excluded from post school learning, there has been a slight reduction in learner numbers. This is as a result of the withdrawal of partnership funding and staff resources by the University of Dundee and Tayside and Fife Wider Access Forum. Action has been taken to address this, with a reconfiguration of staff teams and continued commitment to the Discover Learning Partnership work by Dundee College and Dundee City Council.

## CASE STUDY 5:

### Literacies Learning in Everyday Life

Following a review of provision delivered by the Council's Adult Learning section, changes were implemented in 2010/11 to the provision for learners with global learning disabilities (GLD). The new model of provision is based on the principle that literacy work will have a greater impact on the learning of adults with GLD's if it is reinforced through practice and repetition in everyday activities.

This could not be done without the help of support workers and families. 22 participants took part in a specially developed course: 'Literacies Learning in Everyday Life' in 2010/11. Most of these were staff working for support agencies in Dundee who work with adults with learning disabilities but some were volunteers with agencies such as LEAD Scotland. Feedback has been extremely positive and 13 learners have so far benefited from this new style of delivery. All 22 participants felt at the end of the course that they had a better understanding of how they could help to embed literacies learning and of the tools, methods and techniques they might use to achieve this. The course gave support workers access to resources to use when helping reinforce literacy and numeracy skills that are being used in everyday life: telling the time, working with money, paying bills and buying food.

The support workers now have confidence to use the everyday situations they are in with clients as potential learning opportunities; for example, a trip to the cinema can involve many different literacies skills i.e. working out timings, using the bus timetable, encouraging the learner to ask and pay for the tickets (money skills), and writing a review of the film. Some staff / volunteers have even reported that they have begun to make their own resources tailored to their learners' interests and goals. The support workers are all linked up with a literacy tutor who provides ongoing advice and support on learning techniques and resources.

Due to this change in delivery, learners can identify a range of positive outcomes thereby facilitating greater independence and confidence to be part of society.

Some comments from the participants were as follows:

*"I felt the whole course was appropriate and very informative and I'm looking forward to any refresher courses in the future."*

*"The course was suited to half days as this allowed time to reflect on what had been discussed."*

## CASE STUDY 6:

### Understanding Dementia Taster Course

In January 2011, 21 local adults attended a six week taster course at the Hub Library & Learning Centre in Mid Craigie. The course was a partnership between the Council's Adult Learning section and Dundee College and was designed to introduce learners to the subject of caring for people with dementia, whether in a personal capacity or as a starting point for looking for work in the care sector.

The group consisted of 13 women and 8 men and the ages ranged from 17-58. As a result of networking with a local organisation which provides care for the elderly, 9 volunteers from MidLin Daycare centre were amongst the learners. It had been identified by their

Volunteer Development worker that they were ready to move on to look for employment and this course was ideal to start the process of adding more formal learning to their practical experience.

An unexpected outcome of the course was feedback from MidLin Daycare Centre that the volunteers are showing an increase in confidence and understanding when working with clients. All learners successfully completed the course with 4 moving into employment, and the remaining 17 have now progressed to the 14 week Scottish Qualifications Authority (SQA) unit course at the Hub to gain a nationally recognised qualification.



## English for Speakers of Other Languages (ESOL)

During 2010/11 the Adult Learning Team provided ESOL tuition to beginners (people who have very little or no English), through to intermediate level, as well as referring more advanced speakers onto Dundee College for higher level English. Provision has been sensitive to the cultural needs of participants, providing single sex classes where appropriate and ensuring that child care is available through a dedicated crèche based in Mitchell St Centre. For learners who preferred to study in their local community, ESOL Outreach staff provided classes in a range of venues across the city.

The ESOL programme builds on the needs of the learners to improve their language skills assisting them to participate in community life. It is now necessary to demonstrate competence in the English language and knowledge of life in the UK as a prerequisite for citizenship. For those whose ESOL skills fall below Intermediate level, evidence of both language competence and life in the UK can be demonstrated by taking an ESOL course plus a citizenship course which is accredited by SQA. In 2010/11, 78 learners gained SQA qualifications that can be presented for citizenship.

## Cultural Activities

Dundee has had an exceptional year in relation to learning and culture. In particular, the reopening of the McManus Galleries in February 2010 and the visit to Dundee of Titian's painting "Diana and Actaeon",

combined with a significant outreach programme in collaboration with Dundee's schools, has resulted in the targets for McManus being significantly exceeded.

The V&A implementation team was established and Kengo Kuma, the acclaimed Japanese architect, was chosen as the winner of the building design competition. His iconic waterfront design will house the V&A Dundee. Kengo Kuma presented his design and the inspirations behind it to a series of public talks in Dundee and was met with a huge wave of interest and positive feedback.

Dundee Rep has received both audience and critical acclaim through performances such as *Sweeney Todd*, *Sunshine on Leith* and the most recent tour of Dundee's community centres by the Rep company with the Alan Bennett play "Talking Heads" (see Case Study 7). Dundee Rep won the award for the best musical outwith London's West End in 2010 for *Sweeney Todd*.

Similarly, Dundee Contemporary Arts (DCA) has continued to build upon the reputation it has established over its first 10 years. It has responded to the challenge to become more engaged in Dundee's communities and has played an active role in supporting engagement with contemporary art across the city. The Children's Film Festival, which ran during October and November 2010, attracted over 7,000 school pupils.

The most impressive feature of the last 12 months in Dundee has been the increasingly robust integration between the cultural sector and those communities which have been traditionally under-represented, both in terms of audience and engagement with the sector. This is, in part, explained by the integration of learning and culture and the strong role played by adult educators in promoting confidence building and engagement in the cultural life of the city.

The standing of Dundee's cultural sector has never been higher. Cultural led regeneration as developed in Dundee over recent years is quoted by the new Chief Executive of Creative Scotland as the best he has seen in Scotland.

Camperdown Wildlife Centre was refurbished with an education and visitor centre being added to the already popular attraction and providing greater opportunities for learning and interaction around the wildlife and the environment.



## CASE STUDY 7:

### Dundee Rep Theatre in partnership with Dundee Association of Local Management Groups

In September 2010, Alan Bennett's Talking Heads was performed in Ardler Complex, Douglas Community Centre, Whitfield Community Centre, Kirkton Community Centre and Menzieshill Community Centre, all to sell-out audiences. This was followed with a run of shows performed in Dundee Rep theatre.

"A Chip In The Sugar", "Bed Among The Lentils" and "Her Big Chance" were an opportunity for Dundee Rep to take these deeply moving and affectionate productions on tour around Dundee as a way of reaching out to communities who may not have been to the Rep before. The Dundee Rep Creative Learning team had been involved in many community initiatives, but this was the first time Dundee Rep Ensemble had undertaken such a piece of work.

As part of the community performances of Talking Heads, Dundee Rep liaised with the Council's Leisure, Culture and Communities staff and the Dundee Association of Local

Management Groups (DALMAG) with each community centre engaging two volunteer community ambassadors. These ten individuals worked with Dundee Rep in the lead up to each performance acting as a community link. The ambassadors visited Dundee Rep prior to the performances and learned more about the production of the shows. In turn, the ambassadors informed their wider communities of the performances and encouraged involvement and uptake of the reduced cost ticketing. The Ambassadors stated that they enjoyed building a relationship with Dundee Rep. They also noted that any initiative that helped members of the community with transport or ticket costs could make a significant difference to the number of attendees to the Rep and this has clearly worked for other organisations.

The "Talking Heads" initiative will be followed up in 2011 with performances of "Baby Baby" in community venues across the city.

## ii) What challenges are we facing?

The biggest challenge the Learning and Culture Strategic Theme group faces is to continue to meet the commitments in the SOA at a time of diminishing financial and staff resources. This is coupled with increasing demand in requests for literacy support and community based learning, particularly in local job shops. Changes in the benefits systems and the effects of the recession are putting pressure on the most disadvantaged communities. The cultural sector also faces the challenge of continuing to maintain participation levels, particularly where there is a charge and people have reduced income. Attracting new finance is also a challenge and the biggest challenge is to secure the additional funding required for the V&A.

## iii) How will we achieve more?

As highlighted above, the focus for the Strategic Theme group will be to look to maintain current commitments. We will aim to achieve this through the reconfigurations that have taken place by the individual organisations within the Strategic Theme group. A new Scottish Charitable Incorporated Organisation (SCIO) 'Leisure and Culture Dundee' has been established, and a restructuring of Adult Learning section and internal restructuring of all the partners has taken place in an attempt to continue to meet our current commitments within available resources.



## DUNDEE OUTCOME 3:

“Our children will be safe, healthy, achieving, nurtured, active, respected, responsible and included”.

### National Outcome 4, 5 and 8:

Our young people are successful learners, confident individuals, effective contributors and responsible citizens.

Our children have the best start in life and are ready to succeed.

We have improved the life chances for children, young people and families at risk.

## Introduction

Dundee's priorities and progress for children and young people are driven forward and monitored by the Children and Young People Strategic Theme group. The group's aims are based on the national Getting It Right For Every Child (GIRFEC) approach where we want to ensure “that every child and young person in Dundee is Safe, Healthy, Achieving, Nurtured, Active, Respected, Responsible and Included.”

Further information on these indicators can be accessed from the Dundee Partnership website:  
<http://www.dundeepartnership.co.uk/sites/default/files/Indicator%20Metadata%20Report.pdf>

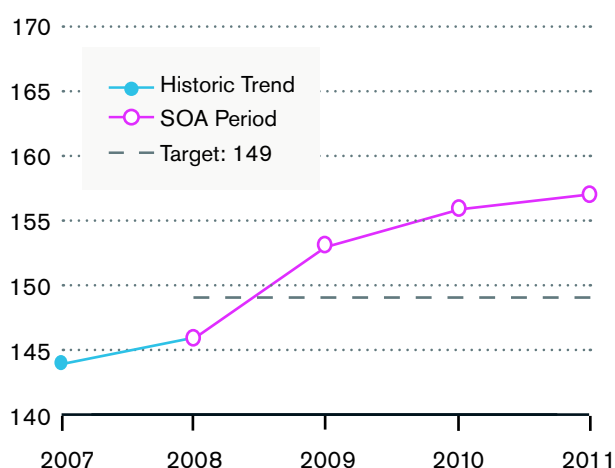
## Indicators

The four indicators for Dundee Outcome 3 are:

- 3.1 Education tariff score for S4 pupils.
- 3.2 Number of offences committed by children and young people.
- 3.3 % of initial Child Protection (CP) case conferences taking place within 21 days of CP referral.
- 3.4 % of care leavers in the MCMC cohort (age groups 16-18) in positive destinations.

Trend over SOA period	Status
Indicator moving in desired direction	✓
Indicator showing no significant change	~
Indicator moving against desired direction	✗

## 3.1 Education tariff score for S4 pupils



## Education tariff score for S4 pupils

2008	146
2009	153
2010	156
2011	157
Target	149

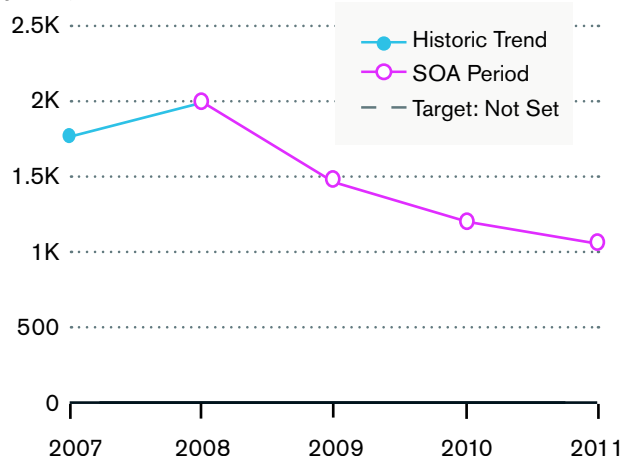
Trend over SOA period



## Commentary

This indicator has been used since the start of the SOA process in 2008. The education end of tariff score indicates the average pupil performance by the end of S4 for all courses and units. The average tariff in Dundee has now risen steadily over a four year period. There has been a concentrated effort by schools to increase the percentage of pupils achieving a level 3 pass minimum in English and Mathematics by the end of S4. This, along with more focused personalised curricular provision for all pupils, are the main reasons for the noted increase.

## 3.2 Number of offences committed by children and young people



## Number of offences committed by children and young people

2008	1,989
2009	1,473
2010	1,190
2011	1,044
Target	-

Trend over SOA period



## Commentary

This indicator has been used since the start of the SOA process in 2008. The figure of 1,044 offences for 2010/11 represents a fall of 12% when compared with the previous year and although not as marked as earlier annual reductions, it nevertheless represents continued progress. Youth crime is also decreasing year on year as a proportion of overall crime figures, with 17% in 2008, 13% in 2009, 12% in 2010 and 9% in 2011. Young people are therefore progressively committing fewer offences than adults. The number of under 18's in custody is being tackled through the implementation of the Whole System Approach to Youth Justice.

### 3.3. % of initial Child Protection (CP) case conferences taking place within 21 days of CP referral

2008	-
2009	-
2010	-
2011	29 %
Target	Increase
Trend over SOA period	Not available

#### Commentary

This indicator is new and is used in the absence of a child protection indicator locally or on national menu. A numeric target for this indicator is still being considered and in the meantime we will monitor the overall trend over time. This new indicator is based on new National Child Protection guidance. The local multi-agency child protection procedures mirror the national guidance and these contribute to the promotion of positive outcomes and meeting our targets.

### 3.4. % of care leavers in the MCMC cohort (age groups 16-18) in positive destinations

2008	-
2009	-
2010	-
2011	69 %
Target	79 %
Trend over SOA period	Not available

#### Commentary

This is a new Looked After Children indicator based on Dundee's integrated approach to working with young people previously looked after. The figures include those young people in jobs, apprentice's, work experience, training, on activity agreements, many of whom are linked to our Family Firm approach.

## i) What have we achieved?

Priorities for the Children and Young People Strategic Theme group have been influenced and shaped by the needs and aspirations of both individuals and their communities. Current priorities were identified through a number of different processes which included independent consultancy, elected members and chief officers' workshops, national priorities and directives, the SOA and the various inspection processes. The key outcome was the identification of a number of fundamental areas which should be prioritised within the Integrated Children's Services approach. These are:

- Children in their early years.
- Engaging, consulting, listening to and involving young people, children and parents, and the role and involvement of communities.
- School exclusion and how to improve attainment.
- Substance misuse.
- Promoting healthy living and physical activity.
- Improving outcomes for children and young people.
- Shift the balance towards early intervention.
- Develop joint working approaches e.g. Joint Action Teams.

The priorities highlight a continued and significant investment in children, young people and family services and reflects a major targeting of resources from Council Departments, health, voluntary and community sector services. In order to achieve these aims we will rely on a continued commitment to strengthening links across services and establishing a clear agenda for change and development supported by all key partners. As part of the planning process, consideration has therefore been given to the key change and organisational factors needed to support implementation and ongoing development of better integrated children and young people's services in Dundee.



## Dundee Integrated Children's Services Plan

The Scottish Government's GIRFEC approach is the driver for Dundee's 2010-2012 Integrated Children's Services Plan, launched in March 2010 to set out how people will work better together to improve the lives of all children, young people and their families in the city. The clear emphasis is that "every child in Dundee will be safe, healthy, achieving, nurtured, active, respected, responsible and included."

Progress has been positive over the last 12 months with around 95% of planned activity and actions within our Integrated Children's Services Plan showing positive results. Remedial action is underway where activity is not meeting expectations or agreed targets.



## New approach to responding to immediate Child Protection concerns

A multi-agency screening hub has been established to be the single point of referral for professional staff across all agencies in relation to care and welfare concerns about children (unborn - 16 years) where the child is not (or has not been within the last 3 months) an open case to Dundee City Council, Social Work Department and a multi-agency response is required.

The introduction of the multi-agency screening hub is an important element of the wider GIRFEC programme within Dundee city. The screening hub has not been established in isolation, but is part of the wider programme of work to improve services for children and young people through the implementation of GIRFEC. Enhanced early identification, assessment and risk management through the screening hub is intended to reduce unnecessary escalation, and subsequent intrusion levels, to higher levels of services. Better sharing of information through the screening hub means decisions about children who are potentially at risk can be made more quickly and will be better, as they are based on a more complete understanding of each individual case. The screening hub structure also provides the opportunity for a multi-agency response, rather than Social Work making unilateral decisions in response to concerns / referrals. The screening hub model is therefore clearly underpinned by the core principles of GIRFEC and forms a significant part of the overall GIRFEC delivery framework.

## Joint Action Teams

Joint Action Teams (JAT) bring together relevant agencies from across children's services, where they plan for the needs of children to be assessed, the level of intervention required, confirm a lead professional and gate-keep referrals to city-wide / specialist resources. Over the past 12 months, a total of 1,092 individual children and young people have been discussed at 286 JAT meetings including 242 new referrals, most of which are from the Education Department (194).

The JAT system was developed to target children and young people at the higher end of the needs spectrum. The 'Social, Emotional and Behavioural Difficulties' spectrum (SEBD) 1-5 is used to identify those children and they are usually at stage 4 or above. In the past 12 months 78% of new cases have been at the earlier stages of intervention. This in turn has led to a review of the referral targets and a shift towards a more early intervention approach.

The JAT approach has also been expanded to include young people aged between 16 and 24 who are looking to move into employment, training or further education but require considerable multi-agency support. Since the Young Adult JAT started in January 2010, 32 young people have been supported through the monthly meetings with almost one third achieving employability outcomes (4 young people getting jobs, 6 going into further education). The remainder have received targeted support from appropriate agencies including Skills Development Scotland, Working Towards Health, Xplore and the Council's Housing and Social Work Departments depending on their needs.

## CASE STUDY 8:

### More Choices, More Chances

Katie was looked after at home, during which time she had a large amount of support including:

- Joint Action Team Multi agency forum which is a gateway to resources to support young people experiencing difficulties.
- School Community Support Service supported her with difficulties at school linked to the home and community.
- Centre for Child Health supporting her with mental health issues.
- Dundee College project in her last six months of school offering vocational tasters.
- Fighting Against Child Exploitation (FACE) project, provided counselling in relation to the exploitation aspects and safety issues that she had to deal with.

Through the JAT, Katie was identified by the More Choices, More Chances team as requiring support through the 'Family Firm' approach where the Council uses its resources and its responsibility as a 'Corporate Parent' to support young people into a positive destination through

providing opportunities for work shadowing, work placements and potentially jobs both within Council Departments and its partner organisations.

Katie signed up to an Activity Agreement which is a bespoke training package for young people, who are out of work, education or training. It provides support from a Keyworker, covers the cost of the activity and the young person may be eligible for an Education Maintenance allowance of £30 per week.

Colleagues from the Working for Families Team managed to find a private nursery that was willing to take on Katie in a voluntary capacity and Katie agreed to volunteer twice a week. After nine weeks the nursery offered Katie a Modern Apprenticeship and the opportunity to train up to SVQ Level 3 qualified nursery nurse level. Katie is now working full time and shared the following:

***"It has been an amazing help and I am very thankful for all the support I have been given, without it I would be unemployed and still struggling to find work".***

### Development of Child Protection Services

A great deal of work has taken place during 2010/11 on the development of Child Protection Services and the roll out a new and more robust system for self-evaluation is now underway. This includes multi-agency, case-based self-evaluation which looks at what outcomes are being achieved for children and young people and examines the impact that services have on their lives. Further information on the child protection improvement and business plans can be found at <http://www.dundeeprotects.com>

### Early Years Framework

In support of the Scottish Government's Early Years Framework policy document, Dundee's Integrated Children's Services Strategic Planning Group agreed that Early Years and Early Intervention should be at the heart of our GIRFEC agenda and work has been undertaken over the last year to develop an approach around the delivery of positive outcomes for children in their early years.

The Early Years Framework Steering Group for Dundee has identified three areas of work as our first priorities and 3 sub-groups have been formed to address these priorities.

- Children pre-birth to 3 years of age and their families. This group is tasked with ensuring that each child gets the best start in life. This approach is being addressed by a multi-agency group from all three sectors (public, private and third) and is led by NHS Tayside.
- Dundee's Being a Parent in Dundee group is a multi-agency and cross sectoral group led by Dundee City Council. Their work takes account of parents and parenting challenges regardless of income levels. This initiative also includes corporate parenting for children who are Looked After by the local authority.
- The Workforce Development group involves improving the knowledge, skills and qualifications of the workforce who work with children and their families. This includes all who work across the public, private and third sectors. Dundee College leads this multi-agency and cross sector group.



### The Dundee Parenting Strategy

The Scottish Index of Multiple Deprivation 2009 shows that Dundee has the joint 4th highest national share of deprived areas in Scotland and the city faces a number of challenges in promoting healthy child development. These include various health and welfare indicators that are worse than the national average, (e.g. a high prevalence of parental alcohol and drug misuse, high levels of domestic violence, low numbers of children being breastfed and a greater number of children on the Child Protection Register than the national average).

The strategy has four focus areas:

1. Promote parental responsibilities through the development of a communication strategy and the development of a core menu of supports.
2. Prevention and engagement by promoting universal services to address needs through preventative work and actions and by supporting engagement of parents.
3. Community support by planning local provision which addresses local needs.
4. Focus on organisational success and provide the leadership and accountability structures to implement this strategy.

### CASE STUDY 9:

#### Early Intervention Through the New Beginnings Service

Historically, Dundee has had the highest rate of maternities where substance misuse has been recorded in Scotland. Between 2005 and 2009 a small multi-agency team, the New Beginnings service, worked with pregnant women in this group. This team was expanded in July 2010 to deal with an increase in referrals from 37 in 2005 to 70 in 2009, and improve the service.

The New Beginnings service is a multi-agency team established to identify and assess the needs of unborn babies at risk of compromised parenting related to such factors as parental substance misuse, mental health or learning disability. The overall aim of the service is to improve outcomes pre- and post-birth for babies at risk of such compromised parenting.

The staffing contingent of the New Beginnings Team reflects the needs of the families targeted and includes children and adult services workers from both Social Work and Health. Partnership working is at the heart of the New Beginnings approach, with the Team working in an integrated way to assess the holistic needs of the parents involved. Together they then develop and deliver a plan for support and intervention prior to the baby's birth, and through potentially to the end of the baby's first year in line with these assessed needs.

The integrated multi-agency approach will provide parents with the opportunity to make positive changes in their own lives and improve their capacity to provide safe and appropriate care for their babies from birth. These changes can relate to:

- Stabilising supportive relationships;
- Complying with treatment programmes (75% of relevant cases achieved this in 2010/11);
- Working towards improved mental health (59% of relevant cases achieved this in 2010/11);
- Gaining or sustaining suitable accommodation (84% of relevant cases achieved this in 2010/11).



At the same time there can also be earlier identification of the needs and risks presented to unborn babies who are the subject of concern, and steps taken to make alternative care arrangements from birth where this is considered to be in the baby's best interests. Positively, 79% of babies were able to be cared for by their own parents or their extended family during 2010/11.

### Integrated Assessment and Care Planning

Work is well advanced towards the implementation of an integrated assessment framework based on the GIRFEC principles. The implementation plan is guiding progress towards the 'single child's plan' which is currently being piloted in a number of different settings including a social work locality team and a voluntary sector service.

### Looked After Children / Corporate Parent Champions Board

The Looked After Children / Corporate Parent Champions Board has the primary remit of providing a platform for looked after children and young people to engage with their 'corporate parent' and make their needs known. The spirit is very much within the GIRFEC mould and has the key element of service user input alongside service providers and strategic decision makers.

Preparation has been a key element for young people and elected members over the last year. Assistance has been provided by 'Who Cares Scotland' who were commissioned by the Scottish Government to develop and deliver Corporate Parenting Awareness Training based on the 'These Are Our Bairs' guidance for Community Partnerships on Corporate Parenting. The first Board meeting was held in June 2011 and provided children and young people with the opportunity to have their say on their care services. It is expected that an outcome of the meeting will be to agree a vision statement and agree a menu for current and future action to enable all parties to focus on the issues which matter most to children looked after in Dundee.

Experience tells us that many young people tend to avoid their Looked After Children Reviews if possible. However, we are implementing a programme of activity geared towards gaining the views and opinions of children and young people and where they can't, or won't attend, the least we can expect is a clear statement of their views.

It is significantly difficult to increase the percentage of children staying with Dundee foster carers while the overall number of accommodated children continues to increase. Further Dundee carers have been recruited since March 2010 allowing for an additional 32 places for Dundee's children. However, this is not yet reflected in the percentage figures.

### Client Tracking System

Dundee's Client Tracking System shares information between children's service professionals across the city and at the same time builds a management information system to monitor, evaluate and direct resources where they are needed most. The Client Tracking System is fully operational across the city and has continued to allow real time access for professionals to information on children and young people from Social Work, Education, Leisure, Culture and Communities and Housing databases. Access is available to colleagues in Health, Police and the Voluntary sector and IT solutions are being assessed to link the Client Tracking System to Health and Police systems.

### School Attainment

Increasing school attainment results remains a key priority of the Integrated Children's Services Partnership. Dundee's average S4 pupil tariff score increased by a further 3 points in March 2010. This is felt to be due to ongoing work in providing meaningful courses for all young people at appropriately challenging levels. The Council's Education Department has continued to work with Dundee College and other partners during 2010/11 to provide Skills for Work courses on school sites and on the College campus. This diet of examinations saw an increase in the range of Access 3 courses available to pupils in S4 in particular. School systems for tracking and mentoring are generally strong and are helping to facilitate more timely interventions.





## ii) What challenges are we facing?

The challenges are predominantly around the bedrock of the 'Getting It Right' approach where there is a need to instigate and support culture change, systems change and practice change. The reality is that change does not come easily to most people and agencies, particularly at a time of severe resource contraction. The current and ongoing financial constraints provide real challenges in terms of working in a multi-agency environment where people and agencies are more inclined to protect their own services. There is a need to get smarter in taking people and agencies along with us and overcoming some of the contrived communication barriers which are historically built around the agenda, service and professional 'silos'.

For More Choices More Chances, whilst we managed a small increase in the number of young people entering positive destinations on leaving school, the current economic climate provides us with a number of challenges. It is well documented that early spells of unemployment disproportionately affect young people and lead to increased and prolonged periods of unemployment in later life, more likelihood of low pay, short term employment opportunities and increased health problems, particularly mental health issues. We aim to keep young people engaged in employability activities when they leave school, particularly those who are furthest from the labour market, and the continuation of Activity Agreement funding will be crucial to this. It is not only those who are leaving school we need to consider, but also those young people leaving further and higher education and training placements, given the reduced number of employment opportunities and the increased competition for them.

## iii) How will we achieve more?

To achieve more, closer partnership working is required, particularly outwith historical 'silos'. Over the next year the Children and Young People Strategic significantly theme will better examine our working practices and delivery of services. This can be achieved through an open approach to custom and practice where the opportunities that adversity sometimes brings are fully embraced.

A locality based model of Integrated Children's Services using the GIRFEC approach is to be developed and implemented within the Lochee LCPP area. The experience and learning will then be disseminated and where appropriate rolled out across the city. Incorporating the 'Total Place' methodology, this pathfinder will involve all agencies and practitioners in the development and delivery of services for pre-birth to children up to 5 years to better co-ordinate and deploy services where those services are most needed. Early year's indicators will be used as a means to aid self-evaluation and measure outcomes and impact on the child and family. The pathfinder will also develop outcomes which will allow services and strategic groups to measure the impact of this work.

We are working closely with our third sector colleagues in developing an initiative funded through the Big lottery, 'Improving Futures Fund' which will see Barnardos, Children 1st, Aberlour and Action for Children joining forces with the local Voluntary sector, Dundee City Council and NHS Tayside to develop an early intervention team to offer preventative support for families on the edge of crisis.

The number of young people in secure accommodation is being tackled as part of an approach where all young people at risk of custody will be assessed for the Intense Support and Monitoring Service along with a range of interventions delivered by Criminal Justice Social Work in partnership with Tayside Council on Alcohol and Action for Children.

We will also continue to build stronger links and work collaboratively with Angus and Perth and Kinross Councils to develop Tayside wide solutions where appropriate.



## DUNDEE OUTCOME 4:

“Our people will experience fewer health inequalities”.

### National Outcome 6:

We live longer, healthier lives.

## Introduction

During 2010/11, Healthy Dundee, the strategic lead for the Health and Wellbeing theme, has continued to explore and develop new ways of working with Dundee's communities to improve the health of the population.

Further information on these indicators can be accessed from the Dundee Partnership website: <http://www.dundeepartnership.co.uk/sites/default/files/Indicator%20Metadata%20Report.pdf>

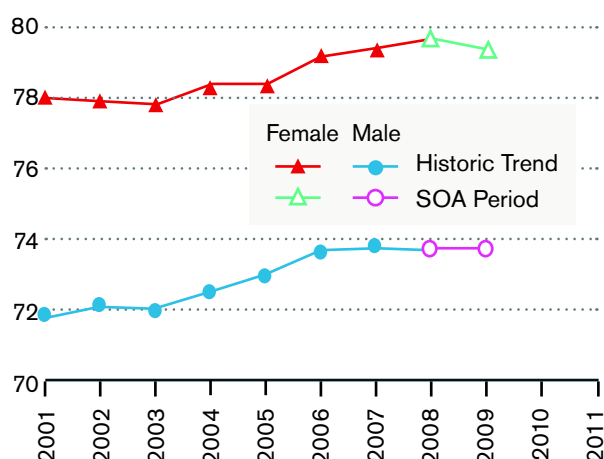
## Indicators

The five indicators for Dundee Outcome 4 are:

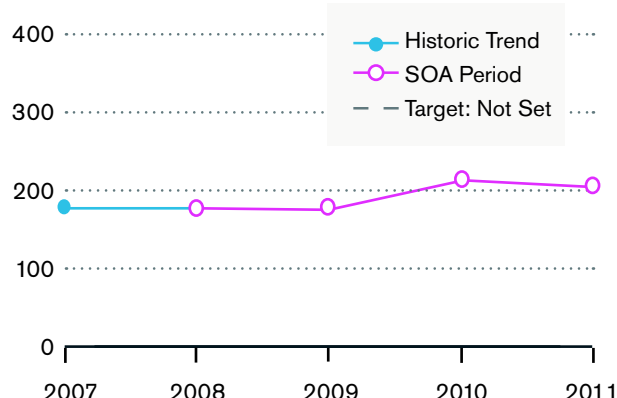
- 4.1 Male Life Expectancy at Birth.
- 4.2 Female Life Expectancy at Birth.
- 4.3 Gap in all cause mortality in those aged under 75 between the most deprived areas and the Dundee average (deaths per 100,000).
- 4.4 % adults who would say drug misuse or dealing is common in their neighbourhood.
- 4.5 Deaths per 100,000 population from alcohol related diseases.

Trend over SOA period	Status
Indicator moving in desired direction	✓
Indicator showing no significant change	~
Indicator moving against desired direction	✗

#### 4.1, 4.2 Life expectancy at birth



#### 4.3 Gap in all cause mortality in those aged under 75 between the most deprived areas and the Dundee average (deaths per 100,000)



Life expectancy at birth	Male	Female
2008	73.7	79.7
2009	73.7	79.4
2010	-	-
2011	-	-
Target	-	-
Trend over SOA period	Not available	

##### Commentary

This indicator has changed from the 'gap in healthy life expectancy' to just 'life expectancy' following advice from the Scottish Government Statistics branch. This is the latest data available. Data for the years 2008-2010 will be available in October 2011. The information here is based on life expectancy at birth which is the average number of years a newborn infant can expect to live if current mortality rates continue to apply. Overall life expectancy for males and females has shown an increasing trend although the latest period showed a slight reduction in female life expectancy. Inequality between males and females is common across the developed world and the reasons are not clearly understood. This indicator allows the monitoring of the trend in life expectancy over time for Dundee City as a whole. However, data at this level does not allow us to discern inequalities in life expectancy in areas within the city.

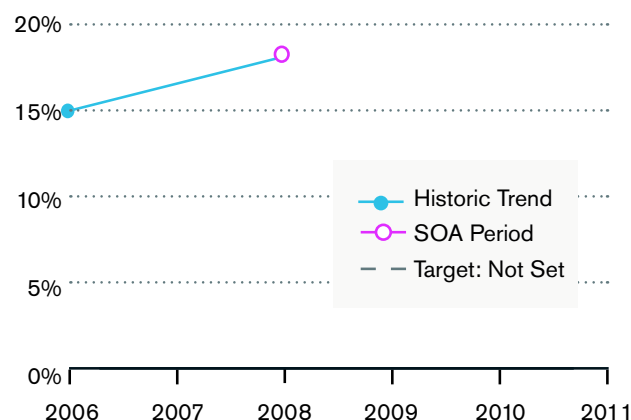
#### Gap in all cause mortality in those aged under 75 between the most deprived areas and the Dundee average (deaths per 100,000)

2008	177.2
2009	177.2
2010	214.2
2011	202.4
Target	-
Trend over SOA period	X

##### Commentary

This indicator has been used since the start of the SOA 2008 process. Mortality rates are measured as deaths per 100,000 population. This indicator compares the figure for Dundee as a whole with that for Dundee's most deprived areas (areas within Scotland's 15% most deprived data zones). It shows the inequality that mortality rates within Dundee's deprived areas are greater than those for Dundee as a whole. The gap in all cause mortality in those aged under 75 is affected by changes in mortality associated with a number of causes and with multiple, complex health experiences in the population. A numeric target for this indicator is still being considered and in the meantime we will monitor the overall trend over time. The data showed a considerable increase in 2010, but the rate has reduced since then. Overall the trend has shown an increase over the SOA period to date although it is hoped that the recent decrease will contribute to a continuing downward trend.

#### 4.4 % adults who would say drug misuse or dealing is common in their neighbourhood



#### % adults who would say drug misuse or dealing is common in their neighbourhood

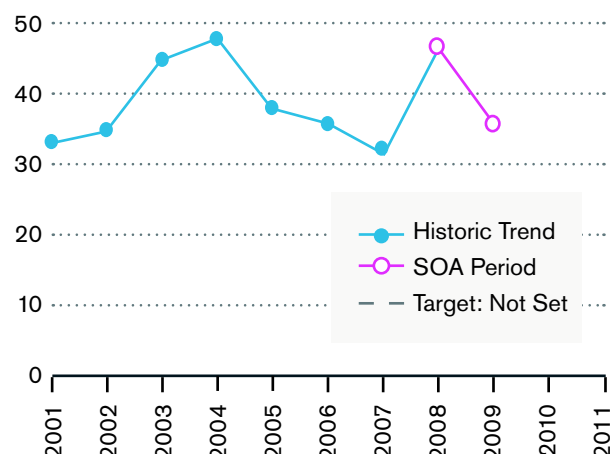
2008	18
2009	-
2010	-
2011	-

Target	Not available
Trend over SOA period	-

#### Commentary

This is a new indicator that aims to monitor perception of drug misuse. Data for 2005/06 has been taken from Scottish Neighbourhood Statistics. Data shown above for 2007/08 comes from the Scottish Household Survey. While this is a potentially useful indicator to gauge public perception of drug misuse activity, it is reliant on survey data that is not routinely available on an annual basis.

#### 4.5 Deaths per 100,000 population from alcohol related diseases



#### Deaths per 100,000 population from alcohol related diseases

2008	46.3
2009	35.6
2010	-
2011	-

Target	Not available
Trend over SOA period	-

#### Commentary

This is a new indicator that aims to monitor alcohol abuse. The sharp increase shown by the 2008 data went against the overall decreasing trend. The rate has decreased over the SOA period shown above. This indicator was not originally in the indicator set, so there is no target attached to it at present. There is potential to agree a target for the future with appropriate partner organisations.





## i) What have we achieved?

### Health Equity Strategy

In 2010 NHS Tayside, on a partnership basis, developed a Health Equity Strategy for Tayside. The aim of the strategy is to address health inequalities and bring about health equity in a generation. Dundee Community Health Partnership (CHP) is responsible for developing a partnership Health Equity Action plan for the city.

The Dundee Partnership has agreed that, in terms of implementation of the Health Equity Strategy, priorities should focus on 3 main actions which could achieve the transformational change as set out in the Strategy. These are,

- The development of social prescribing across the city based on the findings of the local pilot.
- Roll out and implementation of lessons learned from the Dundee Equally Well Test site.
- Enhancement and further roll out of the Dundee Healthy Living Initiative.

### Improving information

A series of local partnership profiles have been developed to support the ongoing work of the LCPPs. These profiles have given the LCPPs valuable information across a number of key health indicators to inform the development of local community plans and will also support the Health and Care theme to identify where resources and activity should be more effectively targeted.

### The development of Local Care Centres

Dundee's first Local Care Centre (LCC) is to be established in Whitfield, one of the more disadvantaged areas of the city. The Whitfield LCC is a collaborative project between NHS Tayside and Dundee City Council as part of the local authority's urban regeneration and school replacement programme. The aim of LCCs is to progress joint working, co-location and targeted service delivery in the heart of local communities. It will reflect the needs, experiences and choices of all service users in the community, whether patients or carers, as well as the specialist needs of social work, clinical and non-clinical staff in Dundee.

### Keep Well

Keep Well is aimed at delivering anticipatory care through primary care, including General Practice and a range of other teams. NHS Tayside had initially developed a model specifically targeting those aged 45-64 living in more disadvantaged communities, offering Keep Well health checks in General Practice, and providing advice and interventions in relation to health-related behaviours. Treatment is initiated where indicated and ongoing support is provided in general practices and the community dependent on the patients' needs. A range of additional new developments has widened the programme to include a number of other 'at risk' groups.

Providing a Keep Well health check, targeted at those who are more likely to have cardiovascular disease and are less likely to attend services, supports the agenda of improving healthy life expectancy and closing the inequalities gap. The data suggests that a range of medical interventions, ongoing support and lifestyle changes such as weight loss are having an impact. To date, 34% of the target population, around 6000 people, have had at least one new chronic disease or risk factor identified, including 568 new hypertension diagnoses and 178 new diagnoses of diabetes. These risk factors are linked to a significant risk of heart disease and stroke in the future and early diagnosis and treatment is important. Data is currently being analysed to assess the impact Keep Well has had on the health of those who have received a health check. Early indications show a statistically significant decrease in blood pressure, HDL Cholesterol and a reduction in rate of weight gain.

Keep Well may be contributing to the considerable reductions being seen in admissions to hospital where Coronary Heart Disease is identified as the main diagnosis. There has been a similar decrease in the number of occupied bed days where Coronary Heart Disease is the main diagnosis.

The Dundee CHP profiles published by Scottish Public Health Observatory report a decrease in the rate of early deaths from Coronary Heart Disease from 87.5 per 100,000 population in 2008 to 64.4 per 100,000 population in 2010.

## CASE STUDY 10:

### Hearty Lives

Dundee Community Health Partnership was successful in securing £1.3 million from the British Heart Foundation (BHF) to build on current exemplar good work through Keep Well and Community Heart to continue tackling health inequality across Dundee. The funding period was from April 2009 until March 2012 for the clinically based projects and March 2013 for the social inclusion projects.

The partnership with BHF has developed and strengthened during this time and will continue to be in place through resources, services and products after the grant award has come to an end.

The Hearty Lives Dundee Programme comprises a number of project strands delivering a mixture of clinical and social inclusion type services - all to people who are at risk and live in areas of within the city which face the challenges of inequalities in the broadest sense.

The Clinical Projects are as follows:

- Extension of the Keep Well age range for health checks to 40-44 years.
- Provision of a specialist community based cardiovascular nursing team providing opportunistic heart health checks across the city in targeted locations - all aimed at improving access and providing knowledge of health improvement to those people living with a range of inequalities. Almost 900 people have received opportunistic checks.

- Provision of specialist clinics within the community to support patients with a high cardiovascular disease risk. Fourteen clinics have been run to date.
- Provision of Cardiology clinics in community settings, in partnership with a Consultant Cardiologist, providing specialist services closer to peoples' homes. Eleven cardiology clinics have been run.

The Social Inclusion projects are as follows:

- Active Families Dundee - a partnership with Sports Development and Dundee City Council which delivers a tailored and supportive programme of intervention with families who face challenges but who want to become more physically active as a family. Further partners in this project are Dundee Healthy Living Initiative and NHS Paediatric Obesity Service - all aimed at reducing the trend in childhood obesity.
- Workplace Health Coaching Service - a partnership with the Working Health Services team to provide a health coaching service in targeted workplaces across the city. The service will target employees who fall into low paid categories in the main and who require support to lead healthier lifestyles.

Underpinning the programme is the required Programme Management, fully funded as part of Hearty Lives Dundee and driving the above projects forward in tandem with a rigorous national and local evaluation process.



### Smoking

The NHS Tayside Best Value Review of Smoking Cessation and Prevention (2006), identified that investment in tobacco-related behaviour change should be targeted at areas of highest need, i.e. those areas of social deprivation. Recognising that Dundee had a particular issue with women who smoke during pregnancy, the first smoking cessation incentive scheme in the UK, 'Give it Up for Baby', was implemented. This scheme has significantly changed the numbers of pregnant women engaging with smoking cessation services and proved more successful than previous interventions with around 6% of smoking mothers in Dundee recruited.

In March 2009, a wider incentive scheme, Quit4U was launched targeted at adults aged over 16 years living in the most deprived areas of Dundee. Interim evaluation reports from Quit4U indicate take up and cessation rates significantly higher than those achieved in other smoking cessation interventions. A full evaluation of the programme is expected during 2011.

Quit4U was able to recruit 1,200 additional smokers against a predicted uptake of 900 smokers for its first year of operation. Quit4U retains 45% of smokers at one month against a Tayside average of 28% at one month. These innovations have been recognised by the Scottish Government and other NHS Boards.

Smoking prevalence in Dundee has dropped from 30.5% in 2008 to 26% in 2010 and is now no longer statistically significantly different from the Scottish average of 25%. Smoking rates vary widely across the city and there are still areas where smoking prevalence is higher than the Scottish or Dundee average. The percentage of women smoking in pregnancy has decreased from over 35% to below 30% but remains significantly higher than the Scottish average.

### Conception rates of teenagers in Community Regeneration Areas

The Health Buddies in Schools pilot programme has completed its first phase. The aim of this programme was to develop and deliver agreed time-limited programmes for peer led approaches to sexual health, relationships and well-being within Morgan Academy and Menzieshill High School. Twenty-five S3 pupils from both secondary schools were recruited and trained as health buddies. The programme received a Diana award and continues to develop. Funding has been secured to extend the programme for a further 2 year pilot, enabling the approach to be delivered in 4 secondary schools and a model of sustainability to be developed.





All secondary schools have a generic health drop-in supported by a school nurse and a health promotion officer operating weekly. Community pharmacies offer sexual health services within local communities. Young people's sexual health services are also available at Ninewells Hospital and The Corner.

All schools are developing and implementing the Curriculum for Excellence. This includes outcomes and experiences in relationships, sexual health and parenthood. The Web project delivers programmes to offsite centres across the city. Staff development opportunities are available and work is currently ongoing to offer training on risk-taking behaviour through a multi-agency approach.

The Speakeasy parenting programme has been introduced to school and community groups. This 8 week programme provides practical support and advice on positive parenting and aims to encourage and enable parents to talk to their children about relationships, sexual health and other risk-taking behaviours.

Statistical evidence is being gathered to show comparative trends in conception rates in areas of high and low disadvantage.

### Dundee Family Nurse Partnership

The Dundee Family Nurse Partnership (FNP) was launched in January 2011. The FNP is an intensive preventive programme through pregnancy for all first time mothers under the age of 20 until the child is

2 years of age, which benefits children and families who have the poorest outcomes. The family nurse will work intensively with the family (25 case loads per nurse) and support families throughout the city.

The Dundee FNP is the second test site in Scotland, chosen as one of the largest groups, with an investment of £3.2 million over 3 years. The FNP team will comprise family nurses, supervisors, administration staff, and will be managed by the Dundee Community Health Partnership.

## ii) What challenges are we facing?

Although progress is being made to improve the health of the population of Dundee and to reduce the identified health inequalities, it is recognised that a number of challenges need to be faced and overcome by the Partnership if significant improvements are to be made in the future.

### Improving population health versus reducing inequalities

Interventions which improve the health of the overall population do not necessarily reduce inequalities and may in fact serve to increase the inequalities gap if they are taken up disproportionately by the less deprived. In order to meet population health improvement targets there is a temptation to target interventions at those who are most likely to take them up and make behaviour changes as a result.





Prioritising the reduction of health inequalities will mean targeting interventions at those least likely to make behaviour changes which may in turn mean that population health does not improve as quickly as it otherwise would.

Targeting of resources in this way can be difficult when statutory bodies are required by law to provide a universal service to all those who are eligible. Much of the targeted work being taken forward is funded on a project basis through short term external funding and thus has had little impact on how mainstream services are provided. Reducing health inequalities will require support at a planning and political level to allow us to make the transformative service changes which may be required.

### Funding

A number of the key projects identified above have only been possible because the Partnership has been able to attract external short-term funding. Whilst this funding has been very welcome and has allowed us to develop innovative approaches within our communities, the shifting of resources from “mainstream” services and the redesign of these services is taking place over a much longer timeframe. For the majority of projects it has not proven possible to achieve definite assurances regarding long term funding. This uncertainty has led to a high staff turnover in some instances and reluctance to raise expectations of our communities given that work may be unsustainable. The uncertainty regarding funding does not help to build and sustain trusting relationships with our communities.

### Identifying communities and individuals to be targeted

Targeting of communities to date has depended on the use of postcode and SIMD data to identify those people living in the most deprived areas. Whilst this certainly assists us in targeting those most at risk, limitations to this approach have been identified. There are many people in low incomes living within areas of relative affluence. For these individuals the impact of deprivation may be felt acutely and yet services may not be targeted at them. Conversely, relatively affluent people living in areas of deprivation may be targeted by services inappropriately. In some cases this can lead to feelings of unfairness within the community.

In addition, there are a number of groups who are vulnerable or at risk because of risk characteristics other than income, for example older people, those with learning disabilities, people from particular ethnic backgrounds. Whilst it is recognised that within Dundee the majority of inequalities are due to inequalities in socio-economic status, different targeting methodologies are required to identify and target these communities.

### Developing new approaches within a diminishing budget

If statutory organisations and partners are to meet the needs of future generations, it is accepted that we need a shift in the way public services are delivered. Implementing this shift will require significant investment, at least in the short to medium term. At the same time we are delivering services to meet the needs of the current population and at a time when public finances are stretched. The Partnership is working closely together to address some of these issues (e.g. through the Reshaping Care for Older People agenda) and must ensure that this close partnership working continues across all work streams.

### Impact of joblessness / recession

The current financial crisis and resulting joblessness and decrease in spending power across our communities will undoubtedly have a knock-on effect on people's health and well being. Already some evidence is emerging which shows an increase in the rate of suicide across the UK. The Partnership is required to meet targets which were extrapolated from baselines at a time of relative affluence and we will therefore be required to work even harder to ensure that targets are met.

### iii) How will we achieve more?

#### Fit for purpose review

In common with the other Strategic Theme groups, Healthy Dundee is undergoing a review of its fit for purpose. Identifying the three priorities for implementation of the Health Equity Strategy and aligning these with the SOA has given the Theme group a basis for review of remit, membership, reporting and governance arrangements. The fit for purpose review will include exploring how the theme group links with operational management groups such as the Health and Local Authority Management Group (which has operational accountability for SOA Outcome 6). The review will allow the theme group to explore the implications of and opportunities provided by current key pieces of work such as the implementation of the Change Fund and the associated support being given locally by Scottish Government to improve data analysis at a local level.

#### The multi-faceted nature of health inequalities

Healthy Dundee recognises that the causes and manifestations of health inequalities are multi-factorial and emerge across all the Partnership's Strategic Theme groups and Cross Cutting Themes. In order to meaningfully address these inequalities, there is a need to explore further the potential for localisation and integration of public services.

#### Community Engagement

The need for culture change, from focussing on the negative aspects of our communities that need addressing towards an asset based approach which makes use of positive feedback mechanisms to enable communities to flourish, is well described in the Health Equity Strategy. Healthy Dundee is keen to take forward innovative means of engaging communities, building on existing engagement methodologies where appropriate. In particular we wish to explore how health inequalities can be addressed in conjunction with local community planning processes. Learning from local programmes such as StobsWellbeing and Keep Well will be central to these developments, as will learning from other programmes such as the Beacon Project in Cornwall.

“there is a need to explore further the potential for localisation and integration of public services.”



## DUNDEE OUTCOME 5:

“Our people will have improved physical and mental wellbeing”.

### National Outcome 6:

We live longer, healthier lives.

## Indicators

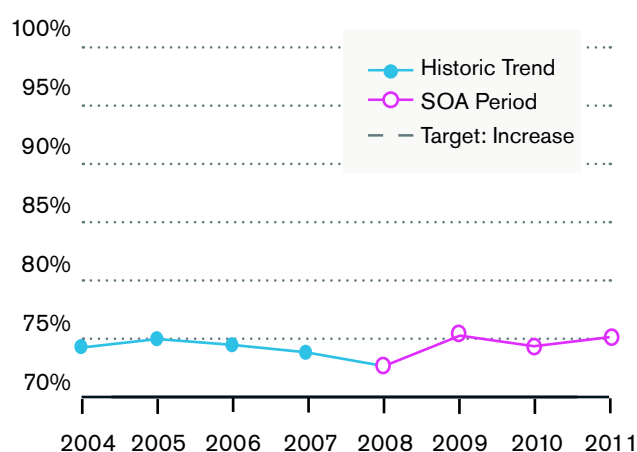
The two indicators for Dundee Outcome 5 are:

- 5.1 % of children in P1 with a healthy BMI.
- 5.2 Average score of adults on the Warwick-Edinburgh Mental Well-being scale.

Further information on these indicators can be accessed from the Dundee Partnership website:  
<http://www.dundeepartnership.co.uk/sites/default/files/Indicator%20Metadata%20Report.pdf>

Trend over SOA period	Status
Indicator moving in desired direction	✓
Indicator showing no significant change	~
Indicator moving against desired direction	✗

5.1 % of children in P1 with a healthy BMI



% of children in P1 with a healthy BMI

2008	72.6 %
2009	75.1 %
2010	74.0 %
2011	74.9 %

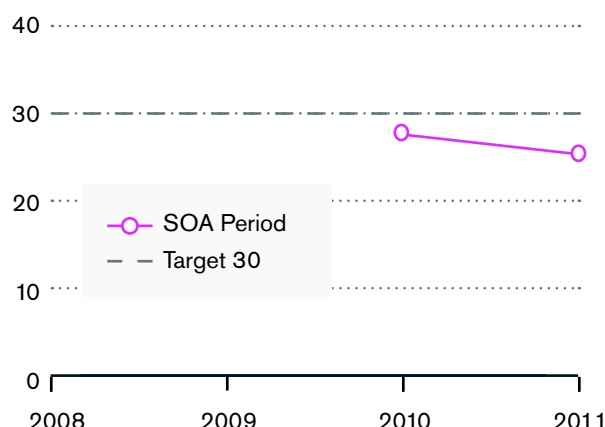
Target Increase

Trend over SOA period ~

### Commentary

This indicator has been used since the start of the SOA process in 2008. This trend has not changed substantially over the period of measurement shown above, although it has shown fluctuations. Over the SOA period the trend has also fluctuated but has shown an overall increase.

## 5.2 Average score of adults on the Warwick-Edinburgh Mental Well-being scale



### Average score of adults on the Warwick-Edinburgh Mental Well-being scale

2008	-
2009	-
2010	27.7
2011	25.4
Target	30
Trend over SOA period	Not available

#### Commentary

This indicator has been used since the start of the SOA process in 2008. The two data points shown demonstrate a decrease in the WEMWBS score over the period. It is unclear however, whether the change shown over the two years is significant as this is not specified by the measuring instrument. It is important to monitor the trend over a longer period to establish whether any change is taking place.

## i) What have we achieved?

### Alcohol

Dundee and Tayside continue to meet (and exceed) the NHS Health Improvement Efficiency Access Treatment (HEAT) target for alcohol brief interventions. During 2010/11, 9,563 screenings took place, resulting in 1,697 brief interventions. A scoping exercise was carried out to ascertain the possibility of non-NHS staff delivering brief interventions.

Developing a Focus on Alcohol (FOA) project for the city is a priority for the ADP and the Partnership and will be formally launched in autumn 2011. FOA aims to bring about a culture change by promoting responsible drinking and providing a co-ordinated response to alcohol misuse. It involves a community engagement approach, encouraging communities to utilise their resources and work with professionals to tackle alcohol misuse. The ADP has been working with a range of partners, including Dundee City Council, the Licensing Forum and NHS Tayside to develop the project. An action plan for the FOA project has been developed focussing on 8 key actions. These actions include:

- Supporting multi-agency Total Dry Up events across the city.
- A project focussing on the over-provision of alcohol.
- A campaign aimed at preventing adults purchasing alcohol for those who are underage.
- Funding of a theatre Art Tour within all secondary schools focussing on alcohol.

### Drugs related deaths

The Tayside Drug Related Deaths (DRD) group has secured an arrangement with the Tayside Ambulance Service whereby every individual who experiences a non-fatal overdose is given information on available services and encouragement to access those services. The DRD group and ambulance service are also developing an information-sharing protocol.

An Overdose Prevention training programme has been re-launched in partnership with the Scottish Drugs Forum. A range of professionals have been trained as trainers and are now cascading training to service users, carers and relevant staff.





## Improving Substance Misuse Services

Following a Rapid Improvement Event, the Tayside Substance Misuse Service (TSMS) developed local solutions to a range of issues, including waiting times. The Parenting Capacity element of the Supporting Vulnerable Families project is being delivered through Children 1st and provides targeted intervention to all parents accessing treatment through TSMS. Between July 2009 and October 2010, 94 referrals were made to the project. The Strengthening Families Programme is currently being commissioned through NHS Tayside. Both programmes (together with the New Beginnings service) are being externally evaluated in January 2011. Since the Rapid Improvement Event, TSMS has been working with 40% more clients (about 400 individuals). At the same time, waiting times for treatment have been reduced. Working in partnership with Addiction and Children 1st and using the revised GOPR assessment tool, helps to ensure more effective assessment and identification of any child protection issues.

## Equally Well

The Dundee test site is aimed at improving mental well-being within the Stobswell community. The approach has been to support public sector organisations, the third sector and local people to identify and address issues which have an influence on well-being. It uses an assets-based partnership approach which supports sustainable change within services and community. Evaluation is demonstrating the processes and interventions which improve well-being and its determinants and which could be rolled out to other disadvantaged communities in Dundee.

Although the evaluation of the test site is in its early stages, it has already demonstrated the following critical success factors:

1. Integrating mental health literacy into existing programmes: to raise awareness of how NHS and other services are contributing, and can contribute, to improving wellbeing, as well as decreasing stigma around mental illness and inequalities.
2. Supporting outreach activity: supporting NHS and other services to extend their reach to those people experiencing poor mental health and inequalities.
3. Provision of social activities in deprived communities: to develop social capital, networks and resilience, and to help promote better relationships between a broad range of service providers and local people.

4. Broad and extensive engagement with communities and service providers: to support the development of locally relevant priorities and indicators, and to raise awareness of the role that all organisations can play in co-producing services with local people to tackle inequalities and to promote community wellbeing.
5. Strengthening existing partnerships and relationships: to ensure cohesive and complementary services that work better together with local communities, and to avoid duplication and make best use of resources.
6. Awareness raising and capacity building: to raise awareness of wellbeing and its determinants and support changes in ways of working within public services to better address local needs.

Through involvement at a strategic level, the test site aims to ensure that mental wellbeing and inequalities are embedded in existing service plans, policies and partnerships.

## Mental Wellbeing

In June 2010, Healthy Dundee agreed to the establishment of a local multi-agency network entitled 'Towards a Mentally Flourishing Dundee Network' that would bring together key individuals across the SOA framework and share learning on:

- The key determinants of mental wellbeing in Dundee.
- What works to improve mental wellbeing.
- How mental wellbeing has been integrated within the SOA framework in other parts of Scotland and/or how separate wellbeing plans have been developed.
- The StobsWELL being test site.
- Existing mental wellbeing approaches and activities in Dundee.

The longer term outcomes are to:

- Improve the mental health literacy of Dundee Partnership.
- Enable services to be explicit about their impact on mental wellbeing.
- Identify ways that services can work better in partnership to tackle the causes and consequences of poor mental wellbeing.
- Identify links between existing SOA actions and mental health improvement.

This approach was seen as a way of developing a workforce that can support the integration of mental wellbeing across the SOA, enhancing collaborative gain and better addressing the causes and consequences of inequalities and poor mental health and wellbeing.

The Towards a Mentally Flourishing Dundee Network has delivered a number of partnership events since September 2010 covering Social Prescribing, Wider

influences on Mental Wellbeing, Mental Health Improvement Outcomes Framework. Evaluation of the Network has demonstrated that it has worked effectively in its first year towards raising awareness and sharing learning, reaching around 130 partnership staff, bringing local and national speakers on wellbeing topics relevant to their practice and giving opportunity for networking to develop the wellbeing agenda.

## CASE STUDY 11:

### Social Prescribing

Improving mental health and wellbeing is a priority for the Scottish Government as reflected in both Equally Well and Towards a Mentally Flourishing Scotland. This links to the overarching national outcome 'We live longer, healthier lives', and to Dundee's SOA outcomes, 'Our people will experience fewer health inequalities' and 'Our people will have improved physical and mental wellbeing'.

StobsWELLbeing, the Equally Well test site in Dundee, supports public service redesign to address poor mental wellbeing and its determinants. One of its tests of change is to develop and evaluate a social prescribing scheme in Dundee.

Social prescribing is a mechanism for linking patients to non-clinical sources of support. Poor mental health and wellbeing is associated with deprivation and inequalities, demonstrates a clear social gradient, and affects a wide range of other outcomes. The Equally Well pilot is sited in a GP Practice within one of Dundee's regeneration areas and offers consultations with Link Workers to patients with poor mental wellbeing referred by their GP. The Link Workers support the patients to identify the main influences on their wellbeing, explore potential sources of support, and assist the patients to access helpful services or activities.

In the first four and a half months of the pilot there were 48 referrals and 28 clients have engaged with the scheme. Of these 28, 10 are at the initial stages and 8 have been supported to move on to community activities such as walking groups. A further 3 have been linked with support services for a range of socio-economic factors, and 7 have required more intensive counselling support to meet their needs. Patients require four Link Worker consultations on average plus one follow

up appointment to assess progress. The consultation process includes accompanying clients to agreed activities, if required.

To date, 2 patients have completed their involvement with the scheme and a number of other patients are in the process of moving on. This includes accessing employment support, volunteering information, money advice, carer's support, welfare rights, sexual abuse services, adult learning and physical activities. Quotations from these clients help demonstrate its value:

***"It has been good, I found it easier than I thought. Initially... (at the group) I needed you (the link worker) there because I'd meet you through the individual meetings and it helped that there were new people there as well. Going to the cooking group was easier, I felt less nervous. I do think it's helped, it's got me out of the house and I feel enthused about things"***

***"Talking to someone on a one-to-one basis has really helped me. It's given me the motivation to look at my life and the changes that I can make. It's given me that extra push, taking things one step at a time - I'm moving myself forward"***

The key partners in the pilot are Maryfield Medical Centre, Dundee Healthy Living Initiative (who provide Link Workers), the Equally Well test site and a wide range of community, voluntary and statutory services and activities, which comprise the referral pathways. The scheme, therefore, brings together a new and innovative partnership, which aims to tackle the root causes of poor mental wellbeing for disadvantaged people in Dundee. It links people experiencing inequalities to supportive services and activities and is helping to move the culture of health services from a purely clinical approach to one that is more holistic and recognises the impact of material and social

circumstances on people's health and wellbeing.

### Physical Activity

Through its monitoring framework the combined Dundee Sport and Physical Activity Strategy is demonstrating an increase in the number of people in the city who are moving from being inactive to active. Using the baseline data from 2009, evidence has shown an increase in participation in sport and physical activity as well as an increasing pool of elite athletes.

Motivating individuals to engage in physical activity has been an integral part of the Partnership's agenda. All schools in Dundee are 'Active Schools' and are linked with Physical Education and offer high quality opportunities to participate and develop more physically literate children and young people. The activities include play, dance, exercise and active living. Work has also progressed well over the last year to develop at least 5 community sports hubs across the city that will provide a welcome, safe, fun environment for sport and active recreation.

### Working Towards Health

The Working Towards Health (WTH) employability programme supports individuals experiencing a health condition that prevents them participating in work, education or training. It is open to people living in Dundee with a mild to moderate health condition who are currently receiving a working age benefit. The programme is delivered on a one-to-one confidential basis with the aim of overcoming health barriers to work. WTH is funded through the Partnership and the Department of Work and Pensions. Primarily based within the Discover Opportunities, the WTH team also work in a range of community venues to ensure ease of access to the programme for members of the public.

Specialist intervention is provided by the NHS team to support behaviour change in clients and help them to develop coping skills for the future. In excess of 88% of clients that engage with the programme report an improvement in their health and wellbeing. The project has seen an increase in the number of people taking part in the programme and has now exceeded all of the targets set by the funding organisations (see Case Study 3).



## ii) What challenges are we facing?

### Funding

As with Outcome 4 some of the key projects identified above have only been possible because the Partnership has been able to attract external short-term funding. Whilst this funding has been very welcome and has allowed us to develop innovative approaches within our communities, the shifting of resources from "mainstream" services and the redesign of these services is taking place over a much longer timeframe. For the majority of projects it has not proven possible to achieve definite assurances regarding long term funding. This uncertainty has led to a high staff turnover in some instances and reluctance to raise expectations of our communities given that work may be unsustainable. The uncertainty regarding funding does not help to build and sustain trusting relationships with our communities.

### iii) How will we achieve more?

#### Mental Health and Well-being

Wellbeing is now part of the new Mental Health Strategy. Towards a Mentally Flourishing Dundee Network will look for continuing support from Healthy Dundee and the Partnership in continuing priority for mental wellbeing and tackling mental health inequalities in the SOA. As part of this, a new action plan is to be developed which will be informed by the forthcoming new Scottish Government Mental Health Strategy, due for consultation at the end of 2011.

#### Equally Well

The Dundee Partnership has identified the roll out of lessons learned from Equally Well as one of our priorities for reducing health inequalities in the city. Work will continue in identifying how this should be done to have the greatest impact on health inequalities in the city.

#### Physical Activity

Early years settings play a key role in providing enabling environments which contribute towards helping young children achieve the daily physical activity requirements for their health and wellbeing. The Dundee Partnership will continue to give tailored advice and provide opportunities to every age group including for the first time guidance to parents of under 5's.

The Commonwealth games offer a unique opportunity to capture people's imagination and enthusiasm and the Partnership has a legacy plan which clearly communicates how to get involved in sport and physical activity in their local communities.

The Partnership recognises the value of volunteering in improving the health and wellbeing of the population of the city and in order to achieve this is strongly committed to ensuring the necessary structures are in place to support volunteers.

“The Partnership recognises the value of volunteering in improving the health and wellbeing of the population of the city.”





## DUNDEE OUTCOME 6:

“Our people will have effective care when they need it”.

### National Outcome 6:

We live longer, healthier lives.

## Indicators

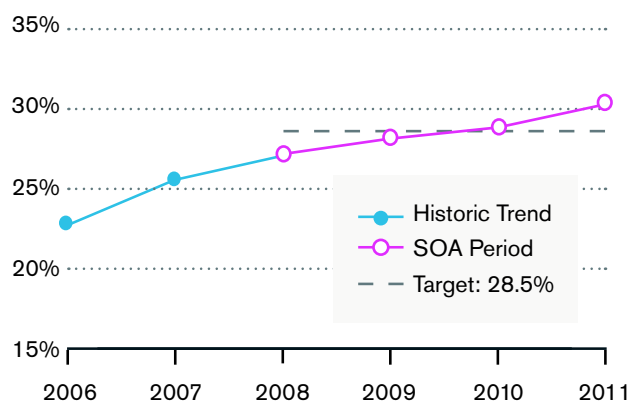
The indicator for Dundee outcome 6 is:

- 6.1 Proportion of clients with complex needs receiving intensive home care out of the number of clients in long stay care.

Further information on these indicators can be accessed from the Dundee Partnership website:  
<http://www.dundeepartnership.co.uk/sites/default/files/Indicator%20Metadata%20Report.pdf>

Trend over SOA period	Status
Indicator moving in desired direction	✓
Indicator showing no significant change	~
Indicator moving against desired direction	✗

6.1 Proportion of clients with complex needs receiving intensive home care out of the number of clients in long stay care



### Proportion of clients with complex needs receiving intensive home care out of the number of clients in long stay care

2008	27.1 %
2009	28.1 %
2010	28.7 %
2011	30.3 %
Target	28.5 %

Trend over SOA period

✓

### Commentary

This indicator has been used since the start of the SOA process in 2008. The balance of care continues to shift from institutional to care at home and the local target of 28.5% has been achieved. The main contributing factors are the increased number of people aged over 65 who receive intensive home care (10+ hours) and the reduction in the number of people receiving long term geriatric health care. Over the SOA period the trend has generally shown an overall increase.

## i) What have we achieved?

The national agenda for Reshaping Care for Older People aims to shift the balance of care from institutional to care at home. The Council's Social Work and Housing Departments as well as the CHP have reviewed the services for older people and this was reflected through the recent successful Change Fund application which will provide £2.32 million to Dundee to bridge further change. This consists of two work streams and 11 programmes to improve and integrate services and budgets for older people.

The successful introduction of the enablement approach to the delivery of homecare in Dundee has been realised as a result of collaboration between Dundee City Council and Dundee CHP Allied Health Profession staff and is displaying three long term benefits:

1. Reducing the number of people requiring intensive homecare.
2. Reducing care home admissions.
3. Ensuring appropriate rehabilitation is received and monitoring their skills.

Systems are being redeveloped to stop assessment for care home admission in hospital / respite care and it is anticipated that this will reduce potential inappropriate admissions. Alternative resources are currently being looked at to facilitate assessment (e.g. slow stream rehabilitation and enhanced enablement at home).

NHS Tayside has reviewed its continuing care beds and have resettled a number of patients from Liff Hospital into a care home. In addition, the continued use of the Pitkerro Intermediate Care Unit allows older people who may have required a care home placement, to receive additional time, rehabilitation and return home.

### CASE STUDY 12:

#### **Enablement Approach to Home Care Services**

In December 2009 Dundee City Council and Dundee CHP Allied Health Professionals adopted an enablement approach to providing home care services across the city of Dundee. This provides a time limited intensive care and support service which enables service users to learn new skills, or to re-learn skills that they have lost, thus maximising their independence. A range of social care, occupational therapy and rehabilitation skills are used in order to increase levels of both physical and mental activity, which then increase the expectation that individuals will remain independent for longer and their need for long term care will be delayed.

The approach proved very successful and has been extended during 2010/11 to cover the whole city, supporting individuals who are in hospital settings and also those in the community who are entering the care system for the first time. Since the introduction of the service, 685 people have been enabled, 244 of whom did not require any ongoing support from Social Work following their rehabilitation.

Maximising independence produces better outcomes for individuals and less reliance on care services. Local surveys demonstrated high levels of customer satisfaction with 74% of people feeling that enablement had benefited them and 87% rating the service to be either excellent (62%) or very good (25%).

The enablement teams facilitate timely discharge from hospital and assessments are then undertaken whilst at home, rather than in a hospital setting. The service is currently supporting individuals at home, who previously were assessed as requiring residential care, with a combination of enablement, assistive technology and when required, interval night care. The success rate of this is being monitored, and although not suitable for all individuals, the early indications are that in many cases, this is successful in preventing admissions to residential care.



## ii) What challenges are we facing?

Dundee has an ageing and increasingly dependent population. Dundee's population is approximately 142,400 and is projected to decrease gradually over the next 20 years. Despite this decrease, the number of people aged over 65 is expected to rise by approximately 30%, equating to around 6,700 people. Furthermore, the number of people aged over 75 will increase by 40% and those over 85 will increase by 93%. Alzheimer Scotland reported that there are currently approximately 700 older people in Dundee with dementia, however this figure will rise in line with the ageing population (Alzheimer Scotland, 2010).

Service design and delivery is guided and underpinned by the needs and preferences of service users and their carers. We go to great lengths to listen to views by inviting service users onto strategic planning groups, asking people to complete satisfaction surveys and by investigating complaints. From these consultations we know that people who use social work services and their carers increasingly expect the same variety, choice and flexibility that they receive from the business sector. They want to be partners in their own care planning and be in control of their future. It is important to them that they receive the right service at the right time and that the services they receive are tailored to their specific needs and wishes. Our service users are more aware of how to self manage their conditions than ever before and they expect services to be anticipatory, to allow their independence to be maintained for as long as possible.

## iii) How will we achieve more?

We will continue to react to and plan for the changing and increasingly dependent needs of service users. The 11 local Reshaping Care for Older People programmes will allow for significant improvements in how these services are provided.

The number of Housing With Care units will be increased as an alternative to residential care and advances in telehealth and telecare, such as medication prompting, will support people in their own homes. To support this, a programme of both awareness and assessment level training is being developed for staff.

Service redesign and enhancement in enablement services, remodelling of overnight services and exploring other models of rehabilitation will support people to regain independence after periods of poor health or when additional short term support is required.

Support for carers continues to be a priority. A respite voucher scheme is currently being developed and complementary therapies, moving and handling training and reduction in stress approaches will be offered. Plans to develop a community co-production approach to support will continue to be developed during the period of the Change Fund.





## DUNDEE OUTCOME 7:

“Our communities will be safe and feel safe”.

### National Outcome 9:

We live our lives safe from crime disorder and danger.

## Introduction

On behalf of the Partnership the Dundee Community Safety Partnership drives forward the Community Safety theme of the Community Plan and the SOA. The Dundee Community Safety Partnership addresses the issues of crime, anti-social behaviour, reducing substance misuse and building the capacity of communities to tackle safety issues. It comprises members from Dundee City Council Departments, Tayside Police, statutory partners and representatives from the community and voluntary sectors.

## Indicators

The two indicators for Dundee Outcome 7 are:

- 7.1 Number of crimes (groups 1-4) based on average of last 3 years.
- 7.2 % of respondents who said they had felt fearful about becoming a victim of crime in the past year.

### Additional Indicators:

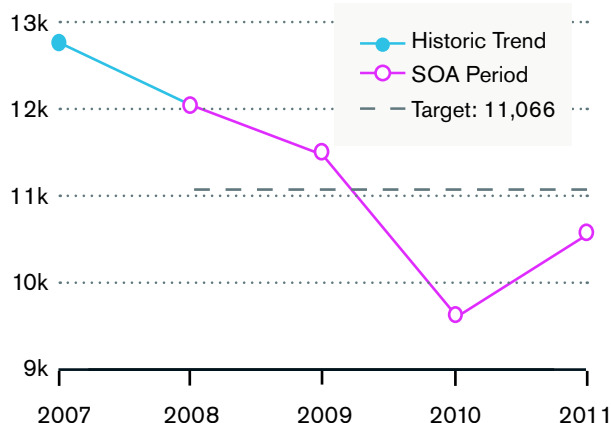
- 7.a % of respondents who said that fear of crime does not prevent them from taking part in everyday activities.
- 7.b % of respondents who said they felt safe walking alone during the day.
- 7.c % of respondents who said they felt safe walking alone after dark.

Further information on these indicators can be accessed from the Dundee Partnership website: <http://www.dundeepartnership.co.uk/sites/default/files/Indicator%20Metadata%20Report.pdf>

Trend over SOA period	Status
Indicator moving in desired direction	✓
Indicator showing no significant change	~
Indicator moving against desired direction	X



7.1 Number of crimes (groups 1-4) based on average of last 3 years



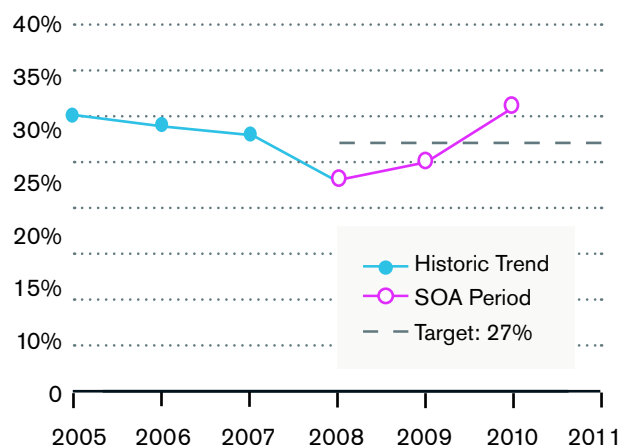
Number of crimes (groups 1-4) based on average of last 3 years

2008	12,029
2009	11,470
2010	9,600
2011	10,560
Target	11,066
Trend over SOA period	✓

#### Commentary

This indicator has been used since the start of the SOA process in 2008. The target was to reduce the three year (Groups 1-4) average from a baseline of 12,029 to 11,066 by 2011 and the target has been exceeded (despite a small rise in 2010/11). Crime groups 1-4 include crimes of violence, indecency, dishonesty and fire-raising, malicious mischief and reckless conduct.

7.2 % of respondents who said they had felt fearful about becoming a victim of crime in the past year



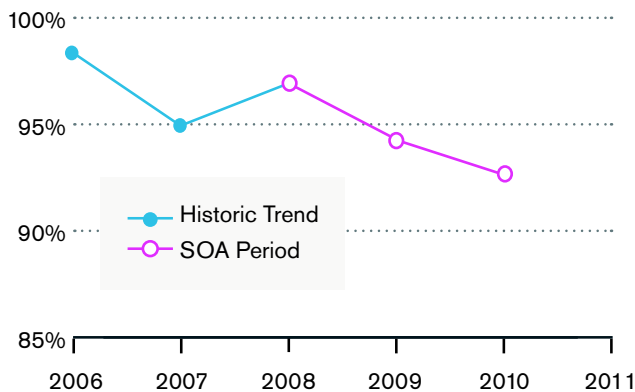
% of respondents who said they had felt fearful about becoming a victim of crime in the past year

2008	23 %
2009	25%
2010	31%
2011	-
Target	27 %
Trend over SOA period	X

#### Commentary

Use of this indicator has varied and contrasts significantly with other evidence gathered by the Partnership. Having considered questions on community safety in a variety of surveys the Partnership has agreed on a consistent series of questions to be used in the various private surveys from 2011. This indicator suggests an increase in fear of crime according to the report. However this contrasts with the results of the Police Public Perception Survey (see additional Indicators 7a-c) which suggests improving or consistently higher feelings of community safety. In 2010 partners are considering the contrast between these results and have agreed a consistent approach to measuring fear of crime.

7.a % of respondents who said that fear of crime does not prevent them from taking part in everyday activities



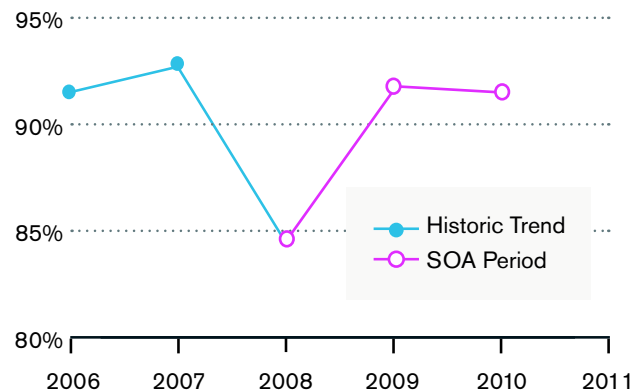
% of respondents who said that fear of crime does not prevent them from taking part in everyday activities

2008	96.7 %
2009	94.2%
2010	92.5%
2011	-
Target	-
Trend over SOA period	X

#### Commentary

This indicator comes from the Tayside Police Public Perception Survey and data is available from 2006 onwards. See commentary on indicator 7.2.

7.b % of respondents who said they had felt safe walking alone during the day.



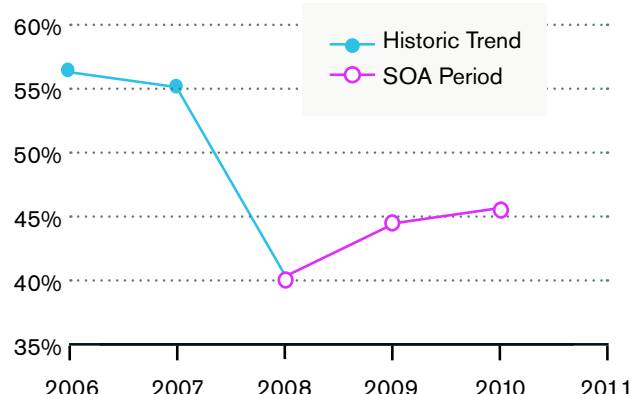
% of respondents who said they had felt safe walking alone during the day

2008	84.5 %
2009	91.8 %
2010	91.5 %
2011	-
Target	-
Trend over SOA period	✓

#### Commentary

This indicator comes from the Tayside Police Public Perception Survey and data is available from 2006 onwards. See commentary on indicator 7.2.

7.c % of respondents who said they felt safe walking alone after dark



% of respondents who said they felt safe walking alone after dark

2008	40.3%
2009	44.6%
2010	45.7%
2011	-

Target	-
Trend over SOA period	✓

#### Commentary

This indicator comes from the Tayside Police Public Perception Survey and data is available from 2006 onwards. See commentary on indicator 7.2.

## i) What have we achieved?

### Reducing levels of crime

As testament to the hard work and innovative approaches by partners within the current financial climate, there has been a continuation of the downward trend of the last six years with further reductions reported in:

- Youth related calls
- Shoplifting
- Theft
- Domestic dwelling housebreaking
- Drug offences
- Serious assaults
- Motorcycle nuisance calls
- Secondary fires

### Reducing fear of crime

It is evident that, statistically, Dundee's communities are safer than they have been and that the continued downward trend of the last six years in the number of offences is a welcome one. What is particularly welcome is the fact that people's perception of crime and fear of crime are improving. In welcoming the continuation of these trends, however, there is a recognition that all partners need to not only continue their previous efforts but continue to build on them.

The Dundee Community Safety Partnership has continued to evolve and further develop our strong ethos of effective partnership working typified by a genuine desire and commitment to ensure resources are maximised effectively. Key to our success is our ability to target resources on an intelligence-led basis and to ensure that appropriate partners lead on specific issues with other partners contributing as required / requested by the lead. There are now over 20 partner organisations contributing to the overall intelligence picture allowing the Community Safety Partnership to develop and utilise a Strategic Assessment document and effective monthly and quarterly tactical documents informing partner input.

## CASE STUDY 13:

### Dundee Hate Incident Multi-Agency Partnership

In 2010, the Dundee Partnership agreed to set up the Dundee Hate Incident Multi-Agency Partnership (HIMAP). HIMAP is led by Tayside Police with other partners in the group including Dundee City Council's Anti-Social Behaviour Team, Social Work and Education Departments, NHS Tayside and Victim Support. Functioning under the auspices of the Community Safety Partnership, partner agencies involved with HIMAP are working towards reducing the incidence of 'hate' crimes through improved recording and encouraging responses from the communities of interest.

In terms of impact, HIMAP has been able to reach specific members of the lesbian, gay, bisexual and transgender (LGBT) community who were being targeted and subjected to a series of assaults. This was achieved through working with local LGBT support group, 'Diversitay', who used Twitter to engage with the wider LGBT community locally and enable Tayside Police to take specific measures to remedy the situation for the individuals concerned. HIMAP also took action to address a number of targeted assaults on minority ethnic shopkeepers in particular communities and provided ongoing practical support to the shopkeepers in respect of conflict management. HIMAP reporting processes highlighted an incidence of racially motivated attacks on isolated individuals in specific parts of the city. Once identified, this issue was addressed through Dundee City Council's community staff working with individuals and groups in targeted communities and helping to defuse the situation.

## Strategic Assessment

The Dundee Community Safety Partnership Strategic Assessment 2010 was developed to provide an analytical overview in order to evaluate community safety issues and identify priority areas across Dundee. The strategic assessment takes into consideration policing priorities, local and Scottish Government objectives, the SOA as well as the Community Safety Partners' priorities.

The Strategic Assessment aims to provide an accurate picture of current priorities and emerging trends which will allow the partnership to effectively direct resources based on the needs identified. By identifying and prioritising key areas that have a significant impact upon communities throughout Dundee it provides strategic direction for the partnership.

Crime and incident data is taken from Tayside Police crime recording system and command and control system. Each area of concern is assessed using a matrix covering the following factors: volume, trends, seriousness, public concern, media interest and impact on partnership.

Following the risk assessment matrix outlined, the following were designated as Community Safety Priorities for the period 2011/12.

1. Drugs / vandalism
2. Impact of crime and antisocial behaviour
3. Youth disorder, alcohol, violent crime, sexual offences
4. Fire safety

These priorities will be reflected in the updated Dundee Community Safety Partnership action plan for 2011/12.



## CASE STUDY 14:

### Graffiti Group

A sub group of the Community Safety Partnership was formed to tackle the increasing levels of high profile graffiti in the city. This was highlighted in particular by the high numbers of two specific tags across the city. The sub group is chaired by the Community Safety Warden Co-ordinator and includes representatives from Waste Management, Environmental Health (both now part of the new Environment Department), Social Work Department, Community Payback and Tayside Police.

Intelligence on graffiti across the city is collected by partners, photographed and then collated by the Community Intelligence Unit. Work is undertaken to identify the perpetrators of these acts and action is taken to ensure that they are held to account for this.

In 2010/11 a pilot was undertaken to select an area particularly badly affected by graffiti and then target resources on that area for a period of time. Partners identified Strathmartine Road as the first pilot area. Offenders on Community Payback Orders took part in clean-ups within the area as did staff from the various Council Departments. The Community Safety Partnership also purchased paint for use by those on Community Payback Orders to cover graffiti.

In addition, where the graffiti was on private property, Community Safety Wardens visited and encouraged owners to participate in the scheme by taking responsibility to either remove the graffiti or contribute to the overall scheme.

This initiative has proved to be successful and the next area to be tackled will be the city centre. Some of the Community Safety Partnership commissioning funds may also be used to hire cherry picker vehicles to allow access to harder to reach graffiti.



### ii) What challenges are we facing?

Inevitably, the Community Safety Partnership is facing the same challenges as other public sector operations i.e. financial and organisational downsizing. It is difficult to predict the extent of the impact this will have, but it has the potential to be significant. The impact of the recession on crime statistics may still yet manifest itself adversely and with fewer resources, the ability to continue the downward trend of the last six years may well be compromised.

### iii) How will we achieve more?

The Community Safety Partnership is committed to continuing to improve our operational effectiveness. A move towards co-location of appropriate partners would assist this significantly if suitable premises can be found. This will assist partners to pursue their strategy of pro-active interventions at an early stage in any given situation which has proved to be successful over the last six years. Integral to the success of this strategy has been the partnership's ability to reserve enforcement as a last resort, preferring instead to encourage those involved to work with partners to achieve a successful outcome.



## DUNDEE OUTCOME 8:

“Our people will experience fewer social inequalities”.

### National Outcome 7:

We have tackled the significant inequalities in Scottish society

## Introduction

The Building Stronger Communities Strategic Theme group addresses issues relating to the regeneration of communities, the decentralisation of services and the empowerment of local residents, with the aim of challenging social exclusion. During 2010/11 the Building Stronger Communities group has continued our focus on priority areas for action with Dundee Outcomes 8,9 and 10, with the need for interventions supported by evidence from the performance indicators and analysis of the results from the Dundee Annual Social Survey.

Further information on these indicators can be accessed from the Dundee Partnership website:  
<http://www.dundeepartnership.co.uk/sites/default/files/Indicator%20Metadata%20Report.pdf>

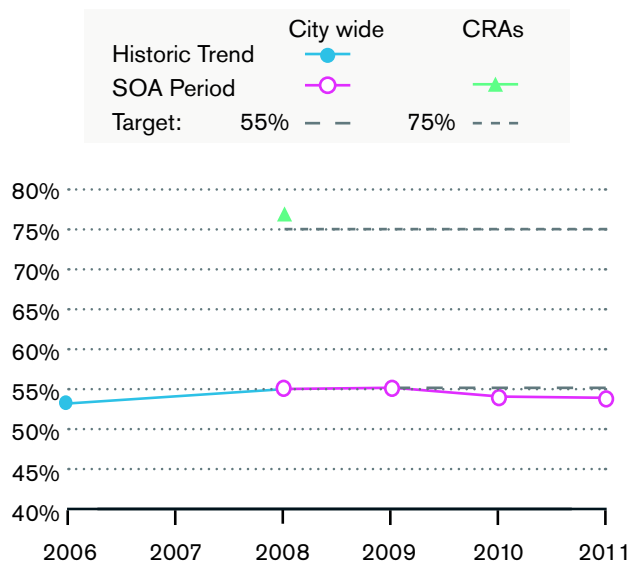
Trend over SOA period	Status
Indicator moving in desired direction	✓
Indicator showing no significant change	~
Indicator moving against desired direction	✗

## Indicators

The six indicators for Dundee Outcome 8 are:

- 8.1 % of children living in households that are dependent on out of work benefits or Child Tax Credit more than the family element (city-wide).
- 8.2 % of children living in households that are dependent on out of work benefits or Child Tax Credit more than the family element (CRA).
- 8.3 % by which Average Household Income is less than the Scottish average (city-wide).
- 8.4 % by which Average Household Income is less than the Scottish average (CRA).
- 8.5 % of population in the 15% most deprived datazones relative to the Scottish population (city-wide).
- 8.6 % of population in the 15% most deprived datazones relative to the Scottish population (CRA).

8.1, 8.2 % of children living in households that are dependent on out of work benefits or Child Tax Credit more than the family element (city-wide)

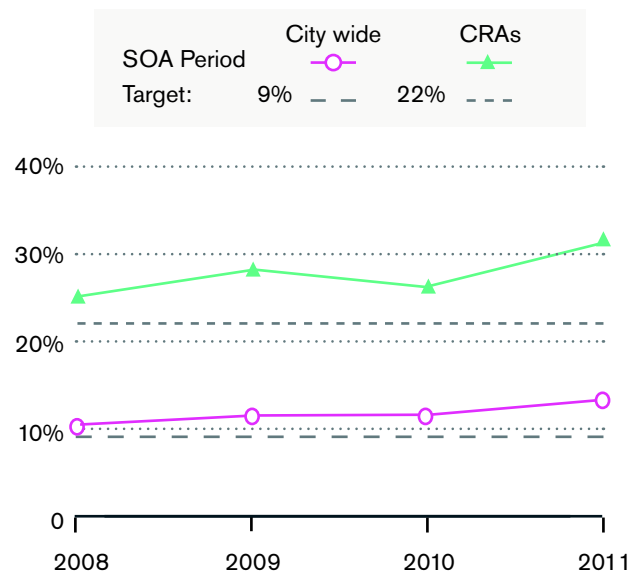


	City-wide	CRAs
2008	55 %	77 %
2009	55 %	-
2010	54 %	-
2011	54 %	-
Target	55 %	75 %
Trend over SOA period	~	Not available

#### Commentary

This indicator has been used since the start of the SOA process in 2008. This data is taken from an Income and Poverty analysis on the Scottish Government's website using information made available by HM Revenues and Customs. This is regarded as the best available measure of child poverty. A figure for 2011 was not available from the Scottish Government's website at the time of reporting, so the figure for 2010 has been entered as the most up-to-date available. We have been unable to obtain data on this measure at a level below Dundee city, and would welcome this support from HM Revenues and Customs.

8.3, 8.4 % by which Average Household Income is less than the Scottish average

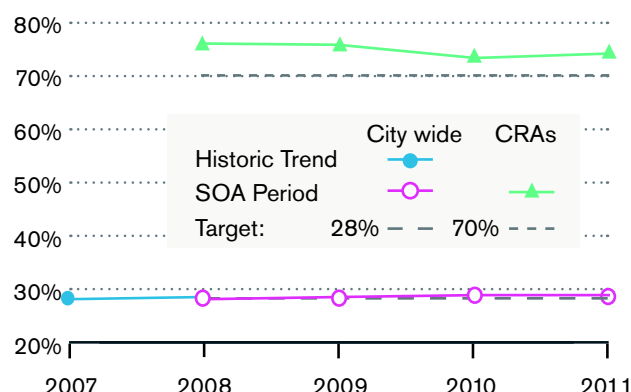


	City-wide	CRAs
2008	10.6 %	25.4 %
2009	11.8 %	28.5 %
2010	11.6 %	26.4 %
2011	13.3 %	31.4 %
Target	9 %	22 %
Trend over SOA period	X	X

#### Commentary

This indicator has been used since the start of the SOA process in 2008. Partnership efforts to improve these figures include the Employability Strategy which aims to get people into work and thus improve household incomes, and the Financial Inclusion Strategy which includes a range of initiatives to maximise incomes and help people better manage the money they have. Despite these strategies, external factors such as the recession and changes to the benefit system will impact on household incomes. Areas which already have low incomes and high levels of deprivation will tend to fare comparatively worse than the country as a whole. Minimum wage and part-time jobs mean that people in work will also figure in low income statistics.

8.5, 8.6 % of population living within Scotland's 15% most deprived data zones



	City-wide	CRAs
2008	28.4 %	76 %
2009	28.3 %	76 %
2010	29.2 %	74 %
2011	29.1 %	74.8 %
Target	28 %	70 %
Trend over SOA period	~	~

### Commentary

This indicator has been used since the start of the SOA process in 2008. Partnership efforts to tackle deprivation include the Employability Strategy to get people into work and the Financial Inclusion Strategy to maximise incomes, but levels of unemployment, low pay and changes to benefit impact on our ability to make a significant difference to these measures.

## i) What have we achieved?

The Partnership's dedicated programme for tackling inequalities and regeneration has two aspects:

1. Delivery of projects to provide additional targeted support to reduce the gaps between the Dundee average and the CRAs.
2. Delivery of the Community Regeneration Fund whereby funding is allocated by local people to meet local needs to encourage greater community cohesion and a collective approach to working together to make Dundee a better place.

### Dundee Partnership funding for Tackling Deprivation and Inequality

The Dundee Partnership allocated a total of £5.629m to projects in 2010/11 to tackle inequalities and promote regeneration across all of the SOA themes and within the areas identified by the SIMD. Awards were agreed for the three year period 2010-2013. This recognised the vital role played by voluntary and community organisations in achieving better outcomes and providing the right services for vulnerable people and communities across the city.

The Partnership has prioritised the reduction in deprivation and inequality as measured through the SOA indicators. A specific objective to achieve this is to coordinate and support the delivery of projects to ensure people experience fewer social inequalities and a small team of staff is dedicated to ensuring that this objective is met.

Funding is invested in projects to address the causes of poverty rather than just its symptoms. There is a strong emphasis on making early interventions for vulnerable individuals, families and the most disadvantaged communities, with joint working between local partners being promoted to achieve this. Communities and individuals are also encouraged and empowered to influence the decisions made by their LCPPs.



The wide ranging nature of the funded projects contributes to the impact on many of the thematic outcome indicators and some of these projects are mentioned in other sections of this report. Others not highlighted elsewhere include:

- Community Regeneration Team. Support groups and individuals in each of the six CRA's, promoting active and informed citizenship. This includes providing support to the Community Regeneration Forums which allocate further Dundee Partnership funding for local projects and activities.
- Douglas Diversionary Project. Engages with young people and provides diversionary activities relevant to their needs and interests. This has had a noticeable impact on perceptions of safety in the area.
- Dundee Carers Centre. Provide information and services to carers and young carers enabling them to cope better with their role and also be more involved in the wider community and employment opportunities.
- Peer Education Project. Engages and trains secondary school pupils who are then able to deliver information sessions and activities to younger children. Coverage of topics such as smoking and drugs helps more positive choices to be made.
- Art Angel. Provides a spectrum of art activities to help people to recover and improve from a state of poor mental health.
- Sports Development. Provides a number of different sports and physical activity programmes for children and young people impacting on health, mental health and anti-social behaviour
- Access to Learning. Assists members of the Black and Minority Ethnic community to access learning, volunteering and employment opportunities along with promoting integration.
- The Web Project. Works with young people who are engaging in risky behaviours such as alcohol, drugs or sexual activity. Provides information and advice to young people promoting reduction in these risky behaviours.



Within the Building Stronger Communities theme a range of indicators focus on reducing the number of people dependent on benefits and the inequalities in income between those living in the most deprived areas of the city and the Scottish average. Some examples of the funded projects that contribute to making an impact on these indicators are:

- Brooksbank Partnership. A community centre which also provides a dedicated financial inclusion service and access to home safety equipment.
- Dundee North Law Centre. Provides free legal advice and representation to individuals from CRA's with a focus on dealing with debt and housing issues.
- APEX Scotland Link Worker. Provides specialist employability support to people who have been affected by substance misuse and/or have a criminal record.
- Barnardo's Works. Assists young people in gaining secure, sustainable employment in a range of trades.
- Claverhouse Lone Parents. Provide employability courses for lone parents with the aim of overcoming barriers particular to this client group and enabling them to move towards and into employment.

## Community Regeneration Forums

There are currently six Regeneration Forums operating in the areas of greatest deprivation in Dundee. Their main responsibilities are to ensure that communities have a voice and that local priorities are addressed through the allocation of funding for local priorities. The overall feedback from the Forums collectively is that there is a healthy level of interest from local residents in becoming elected to Forums. Collectively, the Regeneration Forums in Dundee have been cited as an example of good practice nationally in the Scottish Government's Scottish Community Empowerment Action Plan.

For 2010/2011, examples of funded projects within each of the Fund's 3 streams included:

- Small Grants: (101 projects including newsletters, festivals, improving facilities and small group activities). Examples of projects include:
  - Under 12s project where funding was awarded to hold a community event that would enable increased participation for children and families in positive activities. Approximately 150 people attended and activities included: henna painting, drumming and circus skills workshops, health checks, dance and sports activities (contributing to SOA Outcome 8).
  - Sidlaw View Primary School where funding was awarded for their Eco Garden project. The School now has an improved physical environment and has increased the number of hours of environmental education and the number of children with improved environmental knowledge (contributing to SOA Outcome 11).
  - One Parent Families Scotland where funding provided a 12 week pilot of early evening sessions for families to undertake informal family learning on cooking on a budget & play activities for children (contributing to SOA Outcome 3).
- Youth diversionary: (68 projects including awards for term-time and holiday programmes in schools and community centres and activities provided by youth organisations). Examples of projects include:
  - Whitfield U12's Term Time Provision where funding enabled the provision of workers & resources term-time for 5-9's group, 10-12's group and under 12's disco & family nights twice monthly. There were 670 attendances at family nights and children will have improved socialisation and activity levels from both groups and family nights (contributing to SOA Outcome 3).
- Bluelight Band Nights where 4 events were held during the year for local bands to play for local young people, record & produce CDs in conjunction with local police & Drug & Alcohol Free Time team (contributing to SOA Outcome 7).
- Sports Development: Basic Moves were awarded funding to provide coaches to deliver term-time, festival & holiday programme for primary schools in 6 regeneration areas. Over 490 young people attended per week, far exceeding the target (contributing to SOA Outcome 5).
- Physical & Environmental Improvements: (36 projects including awards for Multi-Use Games areas, play facilities, white lighting and changes to road/pavement layouts. Examples of projects include:
  - Rosebank Primary School & Signpost International Project provided an opportunity for parents and children to improve their own primary school. Teams of parents and volunteers cleaned and painted the walls with local artists involving children from different classes in the design and painting of the mural (contributing to SOA Outcome 9).
  - North East Development Team - City Development provided a youth shelter at Mill O' Mains following concerns from the local resident's group and ASB team (contributing to SOA Outcome 7).
  - Dalclaverhouse Community Improvement Group was awarded funding to repair steps on land by Trottick Pond to improve safety and access (contributing to SOA Outcome 9).

## Reducing Financial Exclusion, Income Inequalities and Fuel Poverty

The SOA reinforces the Council's Corporate Plan by identifying tackling inequalities as one of our top strategic priorities. As a result of work undertaken by the Anti Poverty / Social Inclusion Group and latterly by a Financial Inclusion Strategy Group, the Partnership has undertaken a range of actions over the last year to respond to the Scottish Government's priorities for tackling poverty.



### Local Advice Agencies

All advice agencies supported by the Partnership achieved accreditation under the Scottish National Standards by December 2010. As well as providing clients with reassurance as to the quality of the services provided, it has led to a degree of standardisation of record keeping in particular which has the potential to save time and effort in gathering information as clients move between projects for different types of specialist advice. This has helped create more time for agencies to deal with the rising demand for help. As at 31st March 2011, the cumulative total of people given advice was 7,778 (including people who have sought energy efficiency advice to reduce fuel costs).

### Affordable Credit

Discovery Credit Union continues to make affordable credit available to people in Dundee with 2,654 adult members and 1826 junior members (as at 31 March 2011). Levels of lending are restricted only by the limited pot of money available for that purpose. The Credit Union loaned £504,355.33 to 582 members who now also have £31,866.66 in savings. Evidence continues to be reported about people finding that such loans are manageable and lead to modest levels of savings. A number of early borrowers under the scheme have taken and managed further advances, or have become standard saving members of the Credit Union.

### Financial Inclusion Strategy and Action Plan (2011-2013)

The Strategy and accompanying action plan were adopted by the Partnership in February 2011 to tackle the broad range of factors which impact on poverty and deprivation. Limits on funding available for partners delivering services could have an impact on the level and quality of these services. It is therefore crucial to have a strategy in place to tackle existing income and social inequalities present in Dundee and create and provide an infrastructure to ameliorate the impact of public sector spending reductions generally, as well as increased demand for services and level of need over the next few years. The focus for intervention will be on affordable credit, fuel poverty, advice, support and prevention. All elements of the Strategy are to be delivered within the existing budgets of all the partners involved. The 3rd Sector projects contributing to the action plan have been funded by the Partnership for the period 2011-2013.

### Voluntary Sector Resilience Fund

The Resilience Fund for 2010/11 provided a one-off cash injection to organisations that demonstrated they provide essential front-line services which, as a result of the recession, required short-term financial support to maintain these services. This fund was created from unallocated monies from the Fairer Scotland Fund as at the end of 2009/10. Up to £20,000 each was available to organisations / projects with a successful track record of service delivery of at least two years who could demonstrate that they were suffering financial hardship as a consequence of the recession. Eleven organisations were successfully awarded grants (see Case Study 15).

## CASE STUDY 15:

### Examples from the Voluntary Sector Resilience Fund

The Voluntary Sector Resilience Fund (VSRF) was a pot of £200,000 made available in 2010/11 through the Dundee Partnership and administered through Dundee Voluntary Action. Voluntary sector projects were able to apply to the VSRF for help to tackle the effects of the recession. In all twelve grants were made and three of these are highlighted below.

The Women's Rape and Sexual Abuse Centre (WRASAC) offers free and confidential support and information for girls, young women and women who have been raped, sexually abused or sexually exploited at any time in their lives. Vice Versa is a project based within WRASAC that provides a specialist support service to women and girls (aged 13+) involved in prostitution in the Dundee area. A grant of £19,485 enabled the project to continue to provide a support service during 2010/11 for women involved in prostitution, responding to 30 new referrals and continuing to provide intensive support to 12 women accessing Vice Versa during this period. Without the grant award there would have been no local specialist service to provide support to one of the community's most vulnerable groups of women. The project continues to have a profound impact on the lives of the women it supports.

Youth-Link (Dundee) aims to improve the life of vulnerable and isolated children and young people in Dundee and was awarded £16,647 to continue to deliver two core projects during a time when it was implementing a financial recovery plan. Its

One-to-One Befriending project has been operating since 1981 and is the only one of its kind in Dundee, offering support to children and young people experiencing a diverse range of difficulties and disadvantages. The Kids Unlimited project has operated since 2000 and works with children affected by a family member's illness, disability or drugs / alcohol abuse to provide social opportunities where the children can relax, have fun and enjoy time for themselves away from the stresses of home. The award has made a significant difference to the organisation, enabling it to provide direct support to 128 children and young people through these two projects.

Maxwelltown Information Centre (MIC) is a community education and support centre that provides a wide range of community, educational and support services. For the past three years its Break-Thru project has worked with at risk groups including people with poor mental health and well-being, people in recovery from drug and / or alcohol dependency and those with social and behavioural difficulties who seek to understand and deal with their changing needs and the challenges which arise from their life circumstances. It provides intensive, multi-agency support for those wishing to improve life management skills, increase their self-confidence, improve their mental health and plan for their future. An award of £18,760 made an essential contribution to MIC, enabling it to maintain its support services for the Break-Thru project whilst it put in place its development plan and prepared funding bids for its continuation.





### Local Community Planning Partnerships

LCPPs continue to implement their Local Community Plans and Community Engagement Plans in each area. Over the last year each LCPP has collaborated with wider stakeholders to pursue the agreed local community plans. As of 31st March 2011, 76% of actions within these plans had been addressed, 14% were on schedule and 10% remain to be tackled.

21 Community festivals were held during the period between June and September 2010. All of the events had a significant level of involvement of community groups in the planning and preparation. Over 10,000 people attended these events across the city in 2010.

Throughout 2010/11, 340 individuals were provided with personal support, training and development. 98 community and multi-sector groups were involved in the planning, delivery and evaluation of Local Community Engagement and 88 community groups were supported in ongoing capacity building work.

### Review of Existing Scheme of Operation for Community Councils

A great deal of time and effort has been undertaken over the last year to support the Review of the Scheme of Operation for Community Councils and the review of existing Community Council boundaries. The first stage of consultation involved a review of existing Community Council boundaries. Consultations were held in Community Centres and Libraries across the city. There was also a further five month period from July 2010 until December 2010 to allow time to nominate and elect Community Councillors. Existing Community Councils, Neighbourhood Representative Structures, Community Regeneration Forums and Local Management Groups in Community Centres were consulted on the review of the existing boundaries for Community Councils. Dundee Civic Forum was formally consulted in August 2010. The outcome was that they were supportive of the content of the Revised Scheme of Operation, The Code of Conduct for Community Councillors and the proposal to realign Community Council boundaries with the eight multi-member wards. Elected members were also consulted on the review of the Community Council boundaries. There was a consensus across all political parties that the Community Council boundaries should be re-aligned within the eight Multi-Member ward boundaries.

## ii) What challenges are we facing?

The recession and its subsequent impact on employment levels have greatly increased the challenge which we face in attempting to reduce social inequalities with the demand for fuel poverty advice services continuing to grow. Agencies reported that in common with a trend which is being experienced nationally, they are seeing an increase in clients for money and debt advice who previously had considered themselves to be financially secure. The working poor are also a significant and growing proportion of the poverty statistics.

## iii) How will we achieve more?

As one of our top strategic priorities the Partnership is considering how best to develop closer links between the Financial Inclusion Strategy and activity and Anti-Poverty / Social Inclusion. The Financial Inclusion Strategy Group has already held a logic modelling event to examine the synergies between the two areas of activity and the scope for expanding the Financial Inclusion Strategy to cover Anti-Poverty / Social Inclusion issues. It will also work with Council Departments to incorporate financial inclusion principles and priorities into mainstream Council policies such as the Corporate Debt Recovery Policy. Discussions are also ongoing with the Education Department to introduce financial awareness / financial capability learning into schools via the Curriculum for Excellence.

Over the summer and autumn of 2011, the Dundee Partnership will consult on an Outcome Framework and strategy for challenging poverty and promoting inclusion in Dundee. The strategy will set out the contribution that action to reduce poverty and the impact of poverty can make to achieving Dundee Partnership's Vision for Dundee and SOA priorities. It will recommend a step change and renewed commitment to tackling poverty, building on past and current efforts and informed by evidence of effective approaches. In preparing the strategy, early consideration will be given to the development of an action plan and to inform this, partners will shortly begin the process of 'logic modelling' which helps services and agencies to define the contribution which they make to achieving the outcomes for Fairness and Inclusion.



## DUNDEE OUTCOME 9:

“Our people will live in stable, popular and attractive communities”.

### National Outcome 10,11 and 13:

We live in well-designed, sustainable places where we are able to access the amenities and services we need.

We have strong, resilient and supportive communities where people take responsibility for their own actions and how they affect others.

We take pride in a strong, fair and inclusive national identity

## Indicators

The five indicators for Dundee Outcome 9 are:

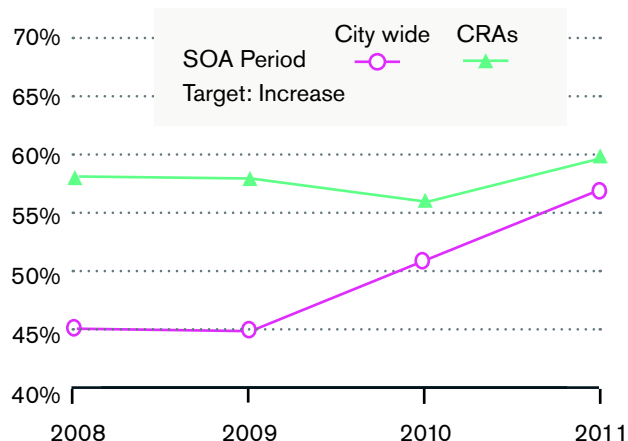
- 9.1 % of residents who have lived in area over 10 years (city-wide).
- 9.2 % of residents who have lived in area over 10 years (CRA).
- 9.3 % of residents who rate their neighbourhood as a good place to live (city-wide).
- 9.4 % of residents who rate their neighbourhood as a good place to live (CRA).
- 9.5 % of all social rented housing stock passing the Scottish Housing Quality Standard.

Further information on these indicators can be accessed from the Dundee Partnership website:

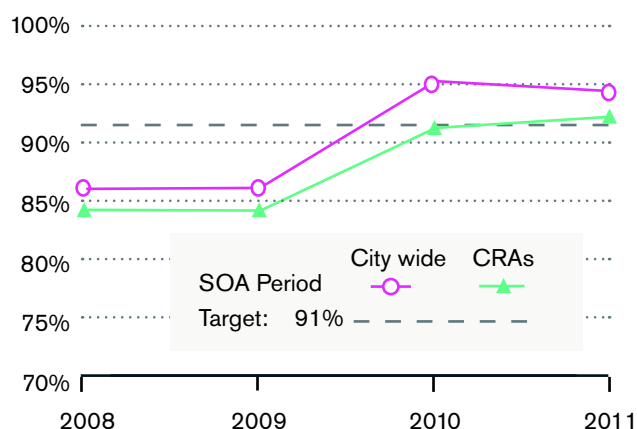
<http://www.dundeepartnership.co.uk/sites/default/files/Indicator%20Metadata%20Report.pdf>

Trend over SOA period	Status
Indicator moving in desired direction	✓
Indicator showing no significant change	~
Indicator moving against desired direction	✗

9.1, 9.2 % of residents who have lived in area over 10 years



9.3, 9.4 % of residents who rate their neighbourhood as a good place to live



	City-wide	CRAs
2008	45 %	58 %
2009	45 %	58 %
2010	51 %	58 %
2011	57 %	56 %
Target	Increase	60 %
Trend over SOA period	✓	~

#### Commentary

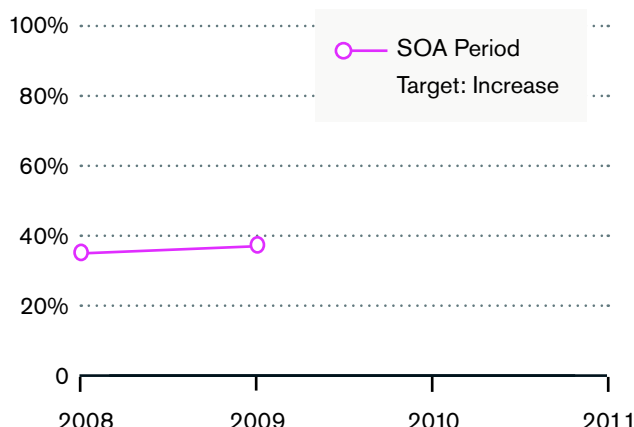
This indicator has been used since the start of the SOA process in 2008. These figures come from the annual survey commissioned by the Partnership and suggest an increasing level of stability in local communities.

	City-wide	CRAs
2008	86 %	84 %
2009	86 %	84 %
2010	95 %	91 %
2011	94 %	92 %
Target	91 %	91 %
Trend over SOA period	✓	✓

#### Commentary

This indicator has been used since the start of the SOA process in 2008. These figures come from the annual survey commissioned by the Partnership and show a welcome increase in the percentage of residents who rate their neighbourhood as a good place to live. The Partnership has targeted resources to regeneration areas and the improving trends may also reflect the impact of LCPPs and Community Regeneration Forums.

9.5 % of all Social Sector Housing Stock passing the Scottish Housing Quality Standard (SHQS)



#### % of all Social Sector Housing Stock passing the Scottish Housing Quality Standard (SHQS)

2008	35 %
2009	37 %
2010	-
2011	-
Target	Increase
Trend over SOA period	Not available

#### Commentary

This indicator has been used since the start of the SOA process in 2008. It displays the results from the Scottish Government's House Condition Survey which provides SHQS pass rates for all Local Authority and Registered Social Landlords (RSL) combined. New data for 2010 will be available by the end of November 2011. As of the end of February 2011, SHQS pass rates for Dundee City Council housing stock and housing stock owned by the 6 Registered Social Landlords in Dundee ranged from 29% to 100%.

## i) What have we achieved?

### Improved Quality, Affordability and Balance of Housing

The Council's Housing Department and the Housing Associations operating in the Dundee city area have made good progress over the last year. The number of houses in both sectors meeting the SHQS has increased with all providers confident of reaching 100% by 2015 where it is technically possible. The Council's programme for meeting the SHQS is being developed through a series of separate projects (e.g. heating, windows, kitchen and bathroom replacement) rather than whole house modernisation, so a high % of properties will only meet the full standard towards the end of the programme. The Council's SHQS compliance is anticipated to show a sharp increase in the final years of the programme rather than a smooth progression towards 100%. In addition, the Council has brought forward joint programmes with private organisations where private investment has been invested in Council Housing, such as the Dallfield insulation and district heating system, and opportunities will be progressed where possible in the future.

The Housing Department continue to work closely with the Housing Associations on various initiatives aimed at reducing homelessness, anti-social behaviour, the issues of fuel poverty and addressing the imbalance between housing need and supply across the city, and these will continue into the future. Further details of progress made on energy efficiency and fuel poverty can be found in Outcome 11.

Significant physical regeneration programmes have continued over the last year in the priority areas of Whitfield, Hilltown, Lochee and Mill O'Mains with site planning briefs being brought forward for each site in order to consult with the local community and to provide site specific guidance to developers.





## Whitfield

Following extensive public consultation the updated Whitfield Planning Framework was approved in March 2010 to guide future development in the area. This Planning Framework covers the main aspects involved in the regeneration of Whitfield including Housing, Open Space, Accessibility and Community Facilities.

To facilitate regeneration, 243 houses were declared surplus and marked for demolition. The Whitfield Project Board has approved the marketing of sites for private housing and negotiations with the preferred developer are ongoing. Building work on the new primary school commenced and this is scheduled to open in April 2012. In addition, a new main road that will better connect Whitfield was constructed and opened in the summer 2011.

## Hilltown

All the low rise blocks and shopping parade at Maxwelltown have now been demolished along with the four multi storey blocks which were demolished at the end of July 2011. A delivery model for the redevelopment of the area is being prepared. Due to exceptionally high repair costs and following extensive consultation with tenants, the demolition of Russell Place has been approved. An option appraisal has been carried out to consider various procurement options for redevelopment of both the Maxwelltown and Derby Street areas. Additional environmental works have been carried out at various locations within the neighbourhood with assistance from the Coldside Regeneration Forum and the Scottish Government supported Dundee Travel Active project. Twelve new Council houses are being designed within the area and work on site is planned for later in 2011.

## Lochee

In 2009/10, the Lochee Physical Regeneration Framework was accelerated following the award of £2million from the Scottish Government's Town Centre Regeneration Fund (TCRF) to Lochee District Centre. This project significantly enhanced the streetscape of the High Street making Lochee safer, more accessible and a more attractive place to visit, to do business and attract investment. In 2010/11,

the next phase of the Framework has taken important steps forward. Weavers' Village, the former shopping and housing development, has been demolished and a temporary car park created on the cleared site. The Highgate Shopping Centre has been acquired by the Council and proposals for its partial demolition are being prepared. Together, these two sites create the opportunity to bring forward the longer term vision as outlined in the Framework, including the reintroduction of Bank Street linking High Street to the bypass, a new central civic space with additional car parking and additional mixed use development opportunities. Proposals for this area are currently being considered.

The Lochee Physical Regeneration Framework also identified a significant number of potential housing sites. Progress with development of these has been slow in light of current market conditions. However, new Council housing has recently been developed on 2 sites, whilst private housing development is progressing at Pitalpin and Clement Park House.

## Mill O' Mains

Completion of Phase 1 new build was delayed but works are now back on site and the first of the new houses are expected to be complete by autumn 2011. Design options for Phase two were developed for submission to the Scottish Government Innovation and Investment Fund in May 2011. A further 27 new Council houses are being built at Alloway Place and Auchrannie Terrace. 30 new houses at St. Leonards Way and Mains Road are in the process of being let to new tenants.

## Façade Enhancement Grant (FEGs) Scheme

During 2010/11, FEGs projects have been implemented in the city centre, Stobswell, Hilltown and Lochee. The majority of activity has focused on Lochee High Street in 2010/11, with significant resources being made available through the Scottish Government's TCRF. As a result 23 owners / traders were given a 95% grant to improve their shop fronts. Local architects were appointed to prepare schemes for runs of shops in the High Street. Designs were then presented to the owners / occupiers of the units who were encouraged to participate in the scheme. Expenditure on FEGs in Lochee totalled £310,000.

## CASE STUDY 16:

### Friends of Sandy Park

Dundee has more open space and parks per head of population than any other Scottish city, occupying 28% of the urban area. Local public parks and open spaces provide opportunities for communities and visitors to enjoy a wide span of outdoor leisure uses, benefiting health and providing a safe play area for children.

Friends Groups play a vital role in protecting and enhancing local parks and open spaces in Dundee. Working in partnership with Dundee City Council they give local residents a greater say in what goes on in those areas. The groups volunteer their time and energy to get involved with a huge range of different projects. Friends groups can make a huge difference. They are shining examples of reversing decline and bringing back quality, beauty, and shared stewardship of parks and open spaces.

The Friends of Sandy Park was instigated by 11 year old Kristie Burnett who complained to her parents about the poor state of the local play area known as Sandy Park. Equipment had been vandalised, damaged or was missing and children were not allowed to play there due to broken glass and other litter. After contact with her local Councillor, the local Communities Officer was involved and helped to promote the idea, give advice on the structure of the group and the preparation of a constitution, and the development of a set of aims and objectives. Once the group was established it successfully applied for funding from the Marks and Spencer Greener Living Spaces Fund, Awards for All, Scottish

Community Foundation, Dundee City Council and Greenbelt Co. (who own the land).

Considerable community effort has gone into regenerating Sandy Park over the last year and the Friends Group has held regular consultation with all the local Primary Schools and local residents the group to seek their ideas. A 'Sand Removal Day' and litter picks were held and, with the help of the Community PayBack scheme, a number of environmental improvements were carried out. In March 2011, a Grow Your Own Tree planting day was held with over 400 plants donated by the Woodland Trust. The Broughty Ferry Environmental Project donated bike racks which encourage children to bring bikes and use healthy travel options.

A number of pieces of new play equipment, paid for with the grant monies raised by the Friends, have been installed by Greenbelt Co. resulting in a park that is now a safe, fun environment for children to play in.

The group still have sustainability actions to meet and plan to have a fruit tree orchard planted and an eco-event to encourage healthy choices. Local evaluations were carried out over the summer of 2011 to assess local opinion about the changes. So far the park has been used daily by a wide range of ages.

A Fun Day was held in May 2011 to officially open the new park.



### Improved Quality and Availability of Local Shops

The Building Stronger Communities Strategic Theme group has undertaken an audit of local shopping premises across the city to begin identifying some of the wider issues surrounding vacant local shopping units and what the Council and its partners are doing to address the issue. Dundee's shops were examined for parades, clusters of two or more shops that might be interpreted as offering a local shopping facility. A pilot desktop exercise was carried out to assess the visual quality of two parades using online data sources and followed up with a walkabout with community representatives to ascertain a 'parade health check'. This work is still at an early stage and will now be seeking the views of the owners of the shops within the two pilot sites.

### ii) What challenges are we facing?

Dundee City Council is still on track to meet the SHQS by 2015. However, this is qualified by the

number of risks to delivery that are still apparent, for example the possible shortfall in receipts from land sales. These risks are being monitored on a regular basis and, if realised, plans will be produced for mitigation. In the case of financial shortfalls this will inevitably have implications for rents and levels of prudential borrowing. Any changes will be closely scrutinised and discussed with tenants before implementation. As of February 2011, 29.8% of Council-owned dwellings meet the standard with a target of 40% by 2012. It is likely that exemptions will be applied for. This is particularly the case where owner permissions are required in, for example, secure entry projects, or where the costs of meeting the SHQS would be disproportionate particularly in multi-storey blocks where there are challenges in meeting energy efficiency requirements in all properties.

Whilst the recession has hit hard, Dundee's vacancy rates for shops has changed very little during this period, demonstrating some robustness. Dundee was ranked around 70 in a retail index but has jumped to 56, likely due to other areas falling down the ranking, but so has been far less impacted than other areas.

### iii) How will we achieve more?

The protection, maintenance and management of Dundee's natural and built environment are crucially important to the future development of the city and the well-being of our citizens and visitors. As part of the Council's Changing for the Future agenda, the new Environment Department has been established. Incorporating Dundee Contracts, all ground maintenance, waste management and environmental services, the Environment Department will deliver a range of services which contribute towards creating stable, popular and attractive communities for the citizens of Dundee.

The Criminal Justice and Licensing Act (Scotland) 2010 was introduced on the 1st February 2011 and emphasises the need for a credible system of community sentences which could be understood by local communities, could respond to their needs and could be delivered to offenders swiftly. As a result the Council's Social Work Department will reorganise its service delivery to respond to the duties of the act and establish greater links with the LCPPs to deliver more streamlined community sentences suited to the needs of the community.





## DUNDEE OUTCOME 10:

“Our communities will have high quality and accessible local services and facilities”.

### National Outcome 13 and 15:

We take pride in a strong, fair and inclusive national identity

Our public services are high quality, continually improving, efficient and responsive to local people's needs.

## Indicators

The four indicators for Dundee Outcome 10 are:

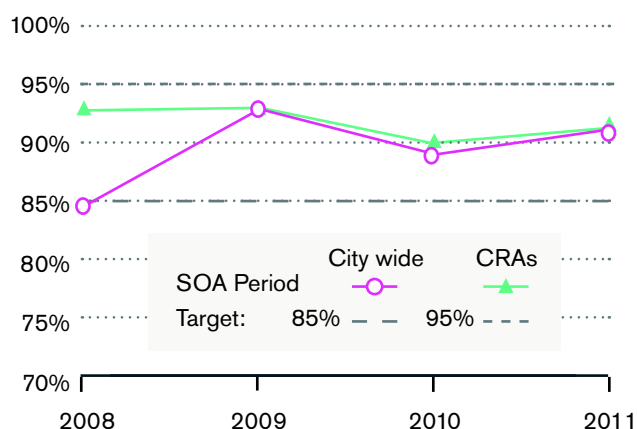
- 10.1 % of resident satisfaction with access to local services and facilities (city wide).
- 10.2 % of resident satisfaction with access to local services and facilities (CRA).
- 10.3 % of resident satisfaction with quality of local services and facilities (city-wide).
- 10.4 % of resident satisfaction with quality of local services and facilities (CRA).

Further information on these indicators can be accessed from the Dundee Partnership website:  
<http://www.dundeepartnership.co.uk/sites/default/files/Indicator%20Metadata%20Report.pdf>

Trend over SOA period	Status
Indicator moving in desired direction	✓
Indicator showing no significant change	~
Indicator moving against desired direction	✗



### 10.1, 10.2 % of resident satisfaction with access to local services and facilities

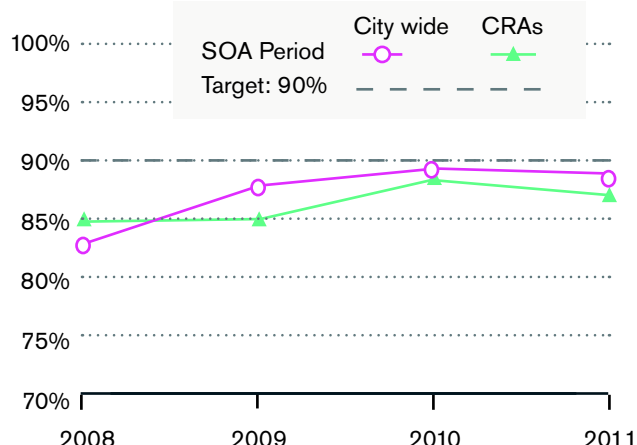


	City-wide	CRAs
2008	85 %	93 %
2009	93 %	93 %
2010	89.4 %	90.3 %
2011	91.3 %	91.4 %
Target	85 %	95 %
Trend over SOA period	✓	~

#### Commentary

This indicator has been used since the start of the SOA 2008 process. These figures come from the annual survey commissioned by the Partnership. The small decrease compared to the baseline is within the likely variation based on the sample size for the survey. Each LCPP receives detailed breakdowns on the results for all the services and facilities in their area, so can consider any particular issues.

### 10.3, 10.4 % of resident satisfaction with quality of local services and facilities



	City-wide	CRAs
2008	83 %	85 %
2009	88 %	85 %
2010	89.5 %	88.5 %
2011	88.8 %	87.1 %
Target	90 %	90 %
Trend over SOA period	✓	~

#### Commentary

This indicator has been used since the start of the SOA 2008 process. These figures come from the annual survey commissioned by the Partnership and show a welcome increase at city-wide level and a smaller increase at CRA level in resident satisfaction, given the Partnership's focus on the importance of building stronger communities. Although there appears to be a small increase compared to the baseline, this is within the likely variation based on the sample size for the survey. Each LCPP receives detailed breakdowns on the results for all the services and facilities in their area, so can consider any particular issues.

## i) What have we achieved?

### Dundee Annual Social Survey

The Dundee Partnership Social Survey was carried out in 2010. The findings highlighted key changes between 2009 and 2010, CRA and non CRA areas; areas of convergence and divergence between CRA and non-CRA areas and comparisons through time for key indicators. As was the case during the studies in 2006, 2008 and 2009, a comprehensive programme of interviews was undertaken in Dundee (during August to October in 2010) in order to elicit information relating to the following broad areas: house & neighbourhood; neighbourhood & services; health; education; employment; community safety and financial Issues. 2,000 interviews were conducted across Dundee, 800 of those amongst the general population and 1,000 within the CRAs (i.e. 200 in each of 5 CRAs). 200 interviews were conducted in the Stobswell area.

The conclusion reported that there was a mixed picture with positives and negatives in relation to Neighbourhood, Health, Education, Employment and Crime Indicators. Overall, there were more negative changes than positive changes in both the CRA and non CRA areas. In the CRA area:

- Changes in Neighbourhood and Employment indicators were balanced.
- Changes in Health indicators were slightly more positive.
- Changes in Education and Crime indicators were more negative.



### Improved Services Available in Neighbourhoods

The Annual Social Survey suggests that the long term trend in public satisfaction with neighbourhood services is being maintained. The Partnership takes action to improve neighbourhood services and facilities through the 8 LCPPs and in particular through each of their targeted Local Community Plans. The following examples give a flavour of the range of service which are being addressed.

Coldside	path creation and lighting in parks, façade enhancements of shops on the hilltown and neighbourhood task groups set up.
North East	environmental improvements in Fintry, Dalclaverhouse and Mill O'Mains park, development of an Open Space Strategy and progressing plans to create the multi-agency Life Services Complex.
Broughty Ferry	community sports club established, footpaths adopted and improved and support to residents groups.
Maryfield	provision of adult learning courses, community celebration events in Baxter Park and diversionary activities for young people.
Strathmartine	extending the programme of activities at the St Mary's Community Facility, successful funding bid for woodland creation and community initiatives promoting home and personal safety.
West End	successful community-led graffiti removal initiative, a community fair to promote local businesses and support to a number of emerging community groups.
East End	footpath improvements in Mid Craigie, summer festival in Douglas, support for gala weeks and provision of adult learning courses for local residents.
Lochee	major physical regeneration programme in Lochee including investment in the High Street, development of social housing and gap sites.

### Greater Co-location of Services

Planning permission has been granted for the development of a new service centre, jointly managed by NHS Tayside and Dundee City Council, which will incorporate a number of integrated community services including, GP and healthcare services, Social Work and Leisure, Culture and Communities facilities. NHS Tayside and Dundee City Council have commissioned design work through a project team involving staff from both organisations. The local community have been consulted and are actively engaged in the design process. The facility will provide a new concept of integrated services from a purpose built facility located in the heart of Whitfield adjacent to the new school and shopping facilities. Work is expected to start on site later this year.

### Improved Access to Community Facilities

To enable the harmonisation and standardisation of the numerous and often confusing or contradictory charges for facilities across Dundee City Council, co-ordinated corporate charges covering the areas of Sports provision, Room/Hall hire and Pitch hire were introduced. This removed the inconsistency in how charges were determined, with a historical range presently existing from individuals to groups to sessions to term time prices. All charges now transfer to cost per each session or activity. The charges implemented are targeted at supporting wider access to Council facilities and as well as maximising usage by focusing on individuals and groups from the CRAs, encouraging increased physical activity and voluntary provision in terms of increasing the range of individual and groups who have access to concession rates.

In conjunction with the new charges, a new internet based Corporate Letting System has been developed. A pilot was undertaken for the Sports Development Easter programme and proved successful and a plan for its phased implementation to go live during 2011 is now being drawn up.

Both the St Paul's and the Grove Academy secondary schools are now run by Dundee Leisure in the evening and weekends as community sports facilities. The three primary schools of St Andrews, Craigowl and Fintry also have community access in the evening during the week. There are also discussions ongoing about the possibility of Dundee Leisure operating the Centenary Wing in Grove as a Community facility and the possibility of this becoming a Community Sports Hub.

### CASE STUDY 17:

#### St. Mary's Community Facility

St Mary's Community Facility is unique in that it is managed by the community for the community with members of the management group taking full responsibility for the day to day running of the centre, completing funding applications, dealing with letting arrangements and ensuring the building is safe and clean. Whilst this can be very challenging, the group is proud of what it has achieved.

The group have clear objectives:

- to provide quality, accessible, low cost services.
- to prevent poverty and disadvantage.
- to support learning and education.
- to support health and inequalities.
- to provide activities for children, young people and for older people.

During 2010/11 the facility increased its activities and now provides a well balanced programme with something for all ages in the community. The programme of activities was created to reflect its objectives and has been achieved through the dedication of volunteers and through partnership work with local workers and key agencies such as Dundee City Council, Learning Around, Dundee Healthy Living Initiative, Dundee North Law Centre and others.

St. Mary's Community Facility continues to go from strength to strength and has become the focus for community activity, social and recreational events and a base for community information. The main aim for 2011/12 is to promote the facility and further increase the numbers attending current activities.

### Transportation links to Community Regeneration Areas

As part of the Lochee Physical Regeneration Framework, Bus Priority measures have been installed on Lochee bypass to assist public transport accessing the city centre. The Council's City Development Department is investigating other measures to support improved bus priority measure along side improving air quality.

Dundee City Council and Transport Scotland have partnered with National Express Dundee to migrate commercial bus pass applications to the National Entitlement Card. The new ticketing equipment went live in March 2010 and National Express is committed to trialling SmartCard ticketing and Squid card options. National Express Dundee has moved forward with on-bus electronic ticketing based on the National Entitlement Card/Squid. A Project Delivery Team is currently detailing a roll out process and Dundee City Council is working with Transport Scotland to ensure that the technical issues delaying implementation are overcome.

## ii) What challenges are we facing?

Delivering services that help to close the gap between the CRAs and the rest of the city remains one of the most important challenges for the Dundee Partnership.

The Annual Social Survey highlighted the recorded very low levels of public participation in services such as after school club/drop-in centres, youth information services/community-based projects etc. (between 96-99% of respondents had never participated). The survey results are being disseminated to the LCPPs and Communities Officers to analyse some of the possible underlying local issues and trends that may be contributing factors to the low figures for public participation and determine whether further action is required.

## iii) How will we achieve more?

### Community Engagement

Over the next year, the Building Stronger Communities Strategic Theme group will ensure that the new Local Community Plans reflect local aspirations and priorities for tackling poverty and deprivation and that they are clearly aligned to the SOA and Delivery Plan.

The community engagement process to create the next local community plans for 2012-2015 began in January 2011. Discussions have focused on achievements and outstanding challenges. Workshops were held with Strategic Theme group leaders to incorporate emerging city-wide issues and the draft local community plans will be available in autumn 2011. These will play a big part in shaping the next SOA for Dundee.

19 Community festivals have been held between June and September 2011 and plans are underway to involve local communities in the same ways to run festivals and celebration events throughout the summer of 2012.

The Dundee Partnership website ([www.dundeepartnership.co.uk](http://www.dundeepartnership.co.uk)) was re-launched in May 2011 providing a more effective and user friendly way of accessing Dundee Partnership documents as well as allowing users to send comments and queries, respond to consultation documents and keep up-to-date with the latest news from the Partnership.

### Co-location

The ongoing development of the Whitfield Life Services facility and arrangements for Community Health Partnership staff to move to the Council's Social Work Department has demonstrated that opportunities are being identified. Further opportunities for the co-location of staff will be explored with partner agencies to improve service development and delivery models

Shared Services exploration has been extended to include Tayside Police, Tayside Fire and Rescue and NHS Tayside. Lead officers from the Tayside Public Sector Strategy Group and the Dundee Partnership will identify mechanisms to connect Tayside wide and Dundee activity.





## DUNDEE OUTCOME 11:

“We will have a sustainable environment”.

### National Outcome 12 and 14:

We value and enjoy our built and natural environment and protect it and enhance it for future generations.

We reduce the local and global impact of our consumption and production.

## Introduction

The Dundee Partnership for the Environment Strategic Theme group brings together the collective efforts of statutory, advisory, business and voluntary partners to improve Dundee's environment. Through this partnership approach, Dundee Partnership for the Environment aims to engage organisations and communities to enhance understanding and awareness of the quality of the city's environment and develop opportunities for local action.

Further information on these indicators can be accessed from the Dundee Partnership website:  
<http://www.dundeepartnership.co.uk/sites/default/files/Indicator%20Metadata%20Report.pdf>

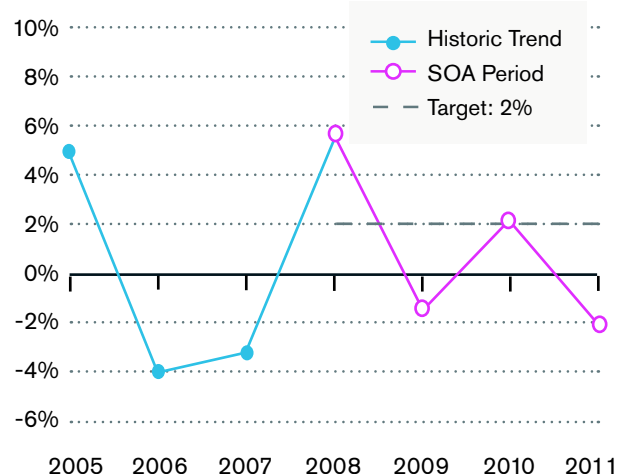
## Indicators

The three indicators for Dundee Outcome 11 are:

- 11.1 % growth in waste arisings.
- 11.2 Tonnes of municipal waste sent to landfill.
- 11.3 Per capita CO<sub>2</sub> emissions in the local authority area (tonnes).

Trend over SOA period	Status
Indicator moving in desired direction	✓
Indicator showing no significant change	~
Indicator moving against desired direction	✗

### 11.1 % growth in waste arisings



#### % growth in waste arisings

2008	5.6 %
2009	-1.46 %
2010	2.14 %
2011	-2.16 %

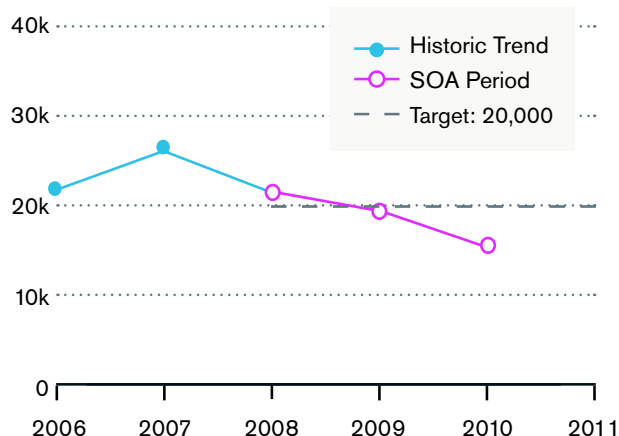
Target 2 %

Trend over SOA period ✓

#### Commentary

This indicator has been used since the start of the SOA process in 2008. This indicator demonstrates the annual change in total waste produced by Dundee over the time frame indicated. It includes both general waste and recyclable materials and does not reflect the increasing recycling rate in the city. The variations of waste arisings throughout the city reflect the demolition of flatted accommodation and its replacement by houses, which can produce more and different types of wastes, e.g. garden waste. The Council's city-wide waste prevention programmes are designed to reduce the overall waste arisings on an ongoing basis.

### 11.2 Tonnes of municipal waste sent to landfill



#### Tonnes of municipal waste sent to landfill

2008	21,470
2009	19,468
2010	15,349
2011	-

Target 20,000

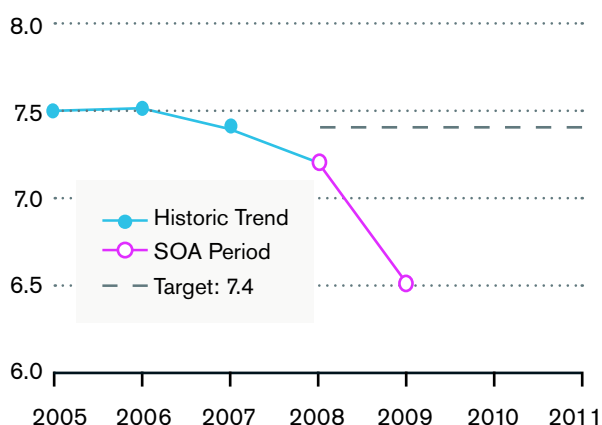
Trend over SOA period ✓

#### Commentary

This indicator has been used since the start of the SOA process in 2008. Generally, over the time frame indicated, the proportion of waste sent to landfill has reduced. The target has been exceeded by several thousand tonnes. The waste prevention and recycling programmes run throughout the city have had a major positive impact on this indicator and reflects a greater commitment by Dundee's citizens to participate in the recycling services offered by the Council. The work of recycling advisors has generated a large increase in users and the amount of recyclate collected in the city.



### 11.3 Per capita CO<sub>2</sub> emissions in the local authority area



### Per capita CO<sub>2</sub> emissions in the local authority area

2008	7.2
2009	6.5
2010	-
2011	-
Target	7.4
Trend over SOA period	Not available

#### Commentary

This indicator has been used since the start of the SOA 2008 process. When this indicator was selected for the SOA a target was set to maintain a 2007 figure of 7.4 tonnes per capita. Figures for 2009 are now the latest available, published by DECC in September 2011 and show that from 2005 to 2009 there has been a 4.9% reduction in per capita CO<sub>2</sub> emissions in the Dundee local authority area. From 2005 to 2009 there have been emissions reductions in road transport, industrial, commercial and domestic sectors. In 2009, 41% of end-user CO<sub>2</sub> emissions were attributed to the Industry and Commerce sector, 36% to the domestic sector, 22% to road transport and 1% to land use, land use change and forestry.

## i) What have we achieved?

During 2010/11, Dundee Partnership for the Environment has sought to implement the findings of its Fit for Purpose Review carried out in 2010. It determined that the priority focus should be helping the city mitigate and adapt to the effects of climate change, whilst actively involving Scottish Enterprise and the private sector in prioritising collaborative working.

One key outcome that has been achieved in the last year has been the agreement to merge strategically-focussed sustainability groups with overlapping aims under the Dundee Partnership to better help deliver the SOA. The new group, Dundee Sustainability Partnership, will provide better clarity for the city's strategic approach to sustainable development and climate change issues, whilst identifying opportunities and funding to link into the emerging renewables market in the city. It will also continue to develop environmental initiatives and strategic projects in the city.

Dundee Partnership for the Environment published our three year Environmental Strategy in 2008. The actions contained in the strategy seek to move towards achieving SOA outcome 11 as well as striving to achieve the intermediate outcomes of:

- 11(a) Reduced ecological and carbon footprint for Dundee
- 11(b) Affordable, sustainable energy supplies and reduce fuel poverty
- 11(c) Integrated and sustainable transport systems
- 11(d) Sustainable waste management and resource use culture
- 11(e) A clean, healthy and safe environment
- 11(f) An attractive and sustainable natural environment
- 11(g) A protected and valued built heritage

Dundee Partnership for the Environment monitors our strategy actions through the Council's online plan monitoring database. The many initiatives taken by partners are presented on the next page.



## Waste Prevention

Over the past year Dundee has achieved the highest recycling rate (40.1%) of any city in Scotland. Key to this has been continued publicity and awareness campaigns for the prevention and recycling of household waste under the 'Towards Zero Waste Dundee' and 'Reduce Reuse Recycle' banners. Two Recycling Advisers were employed to promote the recycling services of the Council to targeted areas of the city. The result has been a positive effect on service provision and the recycling rate, with the advisory service alone generating a 10% increase in the uptake of green recycling boxes. In 2010/11 over 70 visits, workshops and events with schools, community and other groups have taken place under the waste education and awareness programme.



### CASE STUDY 18:

#### Dundee Real Nappy Campaign

The Dundee Real Nappy Campaign aims to encourage Dundee residents to make use of reusable nappies as an alternative to disposable nappies. The project has been funded through the European INCREASE III programme and managed by Sustain Dundee in partnership with Dundee City Council. The total cost of the three year project has been £52,500.

The campaign has been very successful, exceeding the agreed waste diversion targets by over 70%. It has been estimated that the project has diverted 626 tonnes of nappy waste since November 2008 and 254 tonnes during 2010/11. The project has also successfully engaged local communities by attending or organising over 50 local events during 2010/11; facilitating a well received presence on Facebook and YouTube, and recruiting volunteers to help promote the use of reusable nappies in their local areas. The project officer has worked in the community, giving real nappy talks and demonstrations to baby, toddler and post-natal groups and at community events such as the Dundee Flower and Food Festival, Fintry Community Fair, the Broughty Ferry Seashore festival, nursery Eco Days, the Dundee Tenants' fair, and the Tesco community fair.

The campaign has worked in partnership with a number of organisations, particularly the NHS Tayside, who were provided with nappies for demonstrations at ante-natal classes. The project officer has also worked closely with local companies that sell real nappies, Dundee City Council's parent education officers, the local National Childbirth Trust representatives and Dundee's registry office, as well as businesses such as the Wellgate and Overgate shopping centres who provided venues for promotional activities.

The project has also worked closely with groups from neighbouring local authorities and other nappy networks from across Scotland. The national Tartan Nappy Initiative provided the opportunity for Dundee volunteers to attend and their babies were chosen to be photographed, for national newspapers, with a visiting MP and MSP.

Although the funding for the project has now ceased, the volunteers have set up a new fully constituted, community led Dundee Real Nappy Network. It is hoped that this group will be able to work with Dundee City Council and other organisations to further promote the use of reusable nappies within Dundee over the years to come.





## Energy Efficiency

During 2010/11, 69 super-insulated houses have been completed by the Council for occupation by tenants, at a cost of £7million. Spread over several areas of the city, the properties have been additionally fitted with condensing boilers, resulting in lower bills for occupiers and reduced carbon emissions. In addition, the Council has installed over 900 properties with condensing boilers and several individual properties have been fitted with insulated render.

The Central Government's Home Insulation Scheme has enabled access to cavity wall funding for both private occupiers and Council tenants. It is estimated that approximately 500 owners and Council tenants have benefited from the scheme during 2010/11. The fully funded nature of the scheme has resulted in the completion of cavity wall insulation in mixed tenure properties without protracted negotiation.

The Dundee Energy Efficiency Advice Project (DEEAP) is supported through Partnership funding. Over the past year the project has exceeded all targets. In 2010/11 savings achieved through energy advice, insulation measures and social tariff fuel savings amounted to £447,110. The total savings made by the project for families in Dundee amounted to £841,361. Throughout the year DEEAP has dealt with 1,572 energy enquiries, renegotiated 158 fuel debts and assisted 630 households to gain insulation. It has also targeted areas with high concentrations of electric heating to help families register for social tariffs. A total of 715 families are now registered, saving 20% on fuel bills. Partnership with Scottish Hydro Electric has enabled 191 families in fuel poverty to receive free white goods, saving £171,000. DEEAP also help families to maximise benefit claims, with £223,251 awarded during the year. The project assisted many families in the severe winter weather.



## CASE STUDY 19:

### Solar Cities Scotland

Solar Cities Scotland received funding from the Scottish Government through the Climate Challenge Fund to deliver two separate, yet complementary projects in Dundee between 1st April 2010 and 31st March 2011. These two projects were the Community Carbon Exchange (CCX) and the Sustainable Energy Promotion Scheme (SEPS).

The Community Carbon Exchange was a community led project that aimed to work with individuals, groups and organisations to cut carbon emissions in the Stobswell and Coldside areas in Dundee. The project has helped 10 community groups to investigate and tackle their energy bills leading to identified savings of 33 tonnes of carbon dioxide; engaged 80 people in a carbon footprinting programme leading to average carbon savings of around 10% per household; re-designed the Solar Cities Scotland Website which now includes carbon saving pledges of 162,899 CO<sub>2</sub>/kg; developed a Community Orchard and ran 2 community clean ups within the back courts of 230 homes; engaged 6 Dundee volunteers in training to deliver carbon pledge based work and delivered footprinting class to teachers as part of CPD.

The Sustainable Energy Promotion Scheme aimed to help householders in Dundee overcome the identified barriers of cost and lack of understanding to reducing their home energy related carbon emissions by providing access to relevant information and advice as well as

developing and offering a package of fixed and reduced price insulation and solar water heating packages. 32 Dundee households have installed insulation through the Sustainable Energy Promotion Scheme supported by the CCF. Solar thermal reduced price package has proved successful with over 60 Dundee households being referred for installation. To overcome the barrier of lack of understanding, 73,000 Carbon Reduction Starter packs were delivered on foot or on bicycle to every household in Dundee. This was done through a service level agreement with the Claverhouse Group in Dundee which specialises in training and work experience for longer term unemployed. 5 staff were hired for a 16 week period over the Summer months to deliver these packs. The packs themselves contained simple, no cost, low cost and more cost options for reducing household carbon emissions in three categories - transport, shopping and energy. The packs asked people to pledge to save CO<sub>2</sub> through the Solar Cities Scotland website as mentioned above. As a result of insulation and solar installations SEPS reduced Dundee's CO<sub>2</sub> emissions by 17 tonnes CO<sub>2</sub>/annum.

Both projects together resulted in CO<sub>2</sub> savings of 333 tonnes CO<sub>2</sub>/annum and as a result have succeeded in further funding from the CCF until April 2012. More information about the projects previous work and the new projects can be found at [www.solarcitiesscotland.org.uk](http://www.solarcitiesscotland.org.uk)



### Sustainable Travel

The Dundee Travel Active project focused on promoting active travel to improve public health; targeting residential areas with the poorest health indicators; working with schools in these areas; and offering advice to individuals with recognised health needs. In all, more than 3,400 households have received personalised advice at their doorstep and over 1,000 people have participated through community events, workplaces and universities. More than 40% of project participants are walking on average in excess of 20 minutes per day extra as a result of the initiative. Three-quarters of individuals reported that they had maintained the initial increase in activity six months later. The success of Dundee Travel Active was recognised when the project won a Scottish Transport Award in 2010.

The Dundee Partnership was allocated funding of £105,000 through the 'Low Carbon Vehicle Procurement Support Scheme' for the purchase of six electric Mitsubishi i-Mievs to replace existing diesel and petrol vehicles for Dundee City Council, NHS Tayside and Tayside Police. The scheme, administered by Transport Scotland and supported by COSLA, allocates funds to be used to bridge the gap between the cost of an internal combustion engine vehicle and a low carbon alternative. The scheme is designed to give public bodies the opportunity to evaluate low carbon vehicles in a wide range of operating scenarios and to provide feedback to the Scottish Government and other public bodies on their use and suitability across different operating environments, throughout a twelve

month evaluation period. An initial analysis carried out for Dundee City Council electric cars after 3,000 miles of use showed that the electric vehicles cost £46 of electricity for 3,000 miles compared with £660 of fuel for a diesel equivalent. There was an equivalent reduction of over 5,000kg in CO<sub>2</sub> emissions. It is projected fuel savings will exceed £5,000 per annum and a reduction of over 4 tonnes of CO<sub>2</sub> emissions will be achieved over the same period.

I'm On My Way walking for health scheme came from an identified need for short health walks for people within Dundee who are not achieving nationally agreed levels of exercise. It is funded through the Dundee Travel Active programme and Paths for All, with contributions from NHS Tayside. The key aims of the project are to increase the levels of exercise in older adults who, for whatever reason, are not achieving any exercise at all. The project is developing self-supporting gentle walking groups which through the training of volunteer walk leaders will give sustainability to groups. One of the most successful areas has been in Douglas and has a regular attendance of 9 participants. The group is extremely dynamic and takes an active part in developing walks. While taking short walks locally the group has now had their first longer walk around Forfar Loch. It is more than just a group that walks, they are involved in all aspects of the development of walks including planning, risk assessment and decision making.





### Air Quality

During 2010/11, the ongoing statutory Review and Assessment process of air quality identified raised concentrations of PM<sub>10</sub> (fine particulates) and the existing Air Quality Management Area Order was amended to include PM<sub>10</sub> in October 2010. Work has continued over the last year to implement measures within the Air Quality Action Plan in pursuit of air quality objectives.

In March 2011, Dundee City Council applied for over £280,000 of funding from the Scottish Government to help support the Council's review and assessment work and take forward a variety of initiatives targeting high pollution levels and congestion on the north-west arterial route. These include improvements to the urban traffic management system, and a behavioural change programme to try and reduce demand for travel by private vehicles through hotspot locations.

### Broughty Ferry Beach

Over a number of years Broughty Ferry Beach has been awarded both Blue Flag and Seaside Awards with the Marine Conservation Society awarding the beach its Seaside Award for the 8th year in 2010/11. These awards recognise the significant investment made by Dundee in the beach for local people and visitors providing facilities for safe bathing and supervision of beach users. During the bathing season of 2010 Broughty Ferry beach flew both a Blue Flag and Yellow Seaside Award Flag. In 2010 the Blue Flag programme revised its water quality criteria, resulting in stricter water quality guidelines. These will make it more difficult for Broughty Ferry beach and many of Scotland's beaches to retain their Blue Flags in future years.

### Green and Open Space

As part of the Dundee Open Space Strategy, a variety of partners are engaged with the Dundee Trees, Woods and Greenspace Project. The project has undertaken a number of initiatives over the last year including:

- Templeton Woods - upgrading of footpaths, drainage work, surfacing in front of the visitor centre and woodland trail, and promotion of the woodland and development work with the Friends group.
- Ardler - access improvements, including footpaths, through woodland areas, drainage, provision of play areas and furniture.
- Middleton Woods - drainage works, and the provision of an Education Cabin.
- Ninewells Hospital - completion of Phase 1 and 2 of a major green space development in line with the Scottish Government recommendations on Greening hospital sites. Improvements have included an arboretum, footpath improvement, signage, improvement of access and provision of an all-abilities trail. This initiative will benefit patients, visitors, staff and the local community and the success of the project is down to the partnership with Forestry Commission Scotland, Dundee City Council, Maggie's Centre and NHS Tayside.

Contributions of £84,000 from partners have attracted £177,000 from external funding sources including Forestry Commission Scotland's 'Woodlands In and Around Towns' and 'Forests for People'.





## CASE STUDY 20:

### Riverside Nature Park

Riverside Nature Park is a new 33 hectare public asset in the West End of Dundee. Originally conceived in the early 1990's, much of the preparation for opening was carried out during 2010/11. It is adjacent to the Tay Estuary which is internationally renowned for its wading birds and estuarine life. Funding for the Park came from the Scottish Government's Vacant and Derelict Land Fund, the Scottish Rural Development Programme, Sustrans and Dundee City Council.

The Park has been created on the former Riverside Landfill Site and comprises a range of physical works including a path network, fencing, formation of vantage points and the creation of a variety of new habitats. New shrub and tree planting has created biodiversity areas along the coastal margin and airport boundary. The Park has been sown with grass and wildflower seed to create meadows and encourage conservation.

The parks' formation has resulted in a significant reduction in recorded vacant and derelict land in Dundee. It is anticipated that the city's target of reducing vacant and derelict land by 30% will be exceeded.

A new and direct pedestrian and cycle link leading from Perth Road to Riverside Avenue opens up the existing National Cycle Network route 77, which links with the expanding network of Greenway Cycle routes being developed by the Council. The new route provides a crucial link to and between existing routes and to the newly formed Nature Park.

To the south of the Nature Park is the Riverside Composting facility where household and garden waste is taken. Here it is shredded, riddled and put in windrows which are turned regularly. Each of these windrows supports an array of creatures which break down the waste. The temperature is carefully controlled in order to allow these creatures to thrive. The entire process takes approximately 9 months for garden waste to be turned into Discovery Compost.

## Improved Physical Environments

Working documents set out the delivery mechanisms to deal with environmental issues and promote green and open space developments identified in Local Community Plans. Greenspace Inventory / Action Plans were previously piloted in Coldsides and this is now being rolled out across the 8 LCPPs with support from a team comprised of staff from the Council's Leisure, Culture & Communities, Housing, City Development and Environment Departments to progress audits and local consultation. The types of work completed as a result of the audits include provision of play facilities, park lighting, landscaping and repair work, path signage, creation of community gardens and woodland areas.



## ii) What challenges are we facing?

Dundee Sustainability Partnership is currently updating the strategic context for sustainability and climate change interventions in Dundee. As with other Strategic Theme groups, attracting funding for these initiatives will be challenging especially in the current financial climate. It is anticipated that the strategy will be focussed on a small number of high level strategic outputs and linked into a number of other programmes in the city, particularly those that are of a climate change / renewable energy nature.

Whilst being high level in nature, the emerging strategy will seek to engage Dundee's communities and promote ownership by partners. Achieving a balance for this will also be challenging as there may be a tendency for the strategy to become 'all things to all', thus losing its focus. However, achieving ownership by partners is crucial to the success of the strategic actions.

Evidence of change towards a more sustainable city will be integral to achieving the strategy. Ideas on how to collate this type of evidence are currently being developed. It is anticipated that it will form part of any possible funding packages submitted.

Meeting the challenges of the Zero Waste Plan and associated regulations in the current financial climate will have a significant impact on the delivery of waste services in the city. Amongst a raft of measures, it is anticipated that there will be a prescriptive list of commodities that must be collected and separated by waste authorities. Types of waste which are acceptable for Energy from Waste (EFW) plants and landfill sites will also be restricted and regulated. Dundee will also be expected to deliver a 50% recycling rate by 2013.

## iii) How will we achieve more?

The cross cutting and interdisciplinary nature of the membership of Dundee Sustainability Partnership is a strength for the future. It is anticipated that members will be able to identify appropriate climate change / sustainability opportunities in each of their various sectors, not only adding value to these opportunities, but working towards a sustainable city.

“The cross cutting and interdisciplinary nature of the membership of Dundee Sustainability Partnership is a strength for the future.”

## APPENDIX 1

Title	Local Authority: Dundee City	Health Board: Tayside	Scotland	Benchmarking Authorities*
<b>Population</b>				
Male Life Expectancy at Birth: 2007-2009	73.7	76.3	75.4	73.6
Female Life Expectancy at Birth: 2007-2009	79.4	80.6	80.1	78.8
Deaths per 100,000 population from all cancers (under 75s): 2009	183.7		163.9	
Deaths per 100,000 population from coronary heart disease (under 75s): 2009	74.2		63.1	
Deaths per 100,000 population from alcohol related diseases: 2009	35.567		24.682	
Total Population: 2010	144,290	402,641	5,222,100	802,130
Dependency Ratio (%): 2010	59.38	65.24	59.8	53.75
<b>Business, Enterprise and Energy</b>				
Gross Value Added (Office for National Statistics) (million pounds): 2008			103,532	
VAT/PAYE de-registrations per 10,000 adults: 2009	28		36	28
VAT/PAYE registrations per 10,000 adults: 2009	27		34	28
VAT/PAYE 3-year business survival rates (percentages): 2006	60.6		65.7	
<b>Economic Activity, Benefits and Tax Credits</b>				
Median gross weekly earnings of full time employees residing in the area: 2009	419.3		472.2	
Percentage of Working Age Population Claiming Key Benefits: 2009Q04	22.3	14.4	15.4	22.3
Median gross weekly earnings (workplace based) of full time employees: 2009	465.6		473.6	
Percentage of children living in households that are dependant on out of work benefits or Child Tax Credit: 2007/2008	54		45	51.1
Gender pay gap (moving 3-year average): 2009	12.8		9.2	
Ratio of employment rate for disabled people to employment rate for non-disabled people (moving 3-year average): 2008	0.54		0.58	
<b>Other and Special Interest Reports</b>				
Percentage of adults who have taken part in a cultural activity in the last 12 months: 2007-2008	76.8		72.4	71.8
Percentage of households where respondent has a bank, building society or credit union account: 2007-2008	89.3		91	87.4
Percentage of households describing themselves as coping well or very well financially: 2007-2008	49.5		51.4	47.4
Percentage of households that have some savings: 2007-2008	40.2		49.8	44.8



Title	Local Authority: Dundee City	Health Board: Tayside	Scotland	Benchmarking Authorities
<b>Education, Skills and Training</b>				
Percentage of working age people with low or no qualifications: 2008	16.8		14.8	
Percentage of S4 cohort that attained SCQF level 3 or better in both English and Maths: 2008	88.1	91.2	92.5	
Percentage of pupils in the S4 cohort that attained 5 or more awards at SCQF level 3 or above: 2008	85.2	88.9	91.4	
Percentage of pupils in the S4 cohort that attained 5 or more awards at SCQF level 4 or above: 2008	69.3	75.2	77.6	
Percentage of pupils in the S4 cohort that attained 5 or more awards at SCQF level 5 or above: 2008	28.4	32.6	35.4	
Percentage of pupils in the S5 cohort that attained 1 or more awards at SCQF level 6 or above: 2008	43.9	54.2	52.4	
Percentage of pupils in the S5 cohort that attained 3 or more awards at SCQF level 6 or above: 2008	23.4	30.6	30.1	
Percentage of pupils in the S5 cohort that attained 5 or more awards at SCQF level 6 or above: 2008	10.1	13.6	13.6	
Percentage of pupils in the S6 cohort that attained 1 or more awards at SCQF level 7 or above: 2008	31	32	29.9	
Percentage of pupils in the S6 cohort that attained 3 or more awards at SCQF level 6 or above: 2008	57.9	62.3	62.7	
Percentage of pupils in the S6 cohort that attained 5 or more awards at SCQF level 6 or above: 2008	40.6	43.5	43.3	
Percentage of leavers from publicly funded secondary schools in Positive follow-up destinations: 2008	77.6	83.9	85.1	
<b>Health</b>				
Percentage of children exclusively breastfeeding at the 6 to 8 week review: 2008	20.34	26.67	26.66	
Percentage of children in primary 1 receiving a review who are obese: 2008/2009		8.8	8	
Teenage pregnancies aged under 16, rate per 1000 women aged 13-15: 2005-2007	18.4	10.4		8.6
Percentage of P1 children in Scotland with no obvious decay experience: 2010		64.8	64	
Percentage of people rating their own health as very good or good: 2007-2008	87.3		87.5	85.0
Sports Participation in adults (16+) (SHS): 2007/2008	50.4		53.2	50.6
Smoking Prevalence of adults (16+) (SHS): 2007/2008	26.4	24.3	25.6	28.4
Delays over 6 weeks: 2009Q04	1	2	94	
Percentage of low birthweight live singletons per total live singletons: 2006-2008	2.54	2.09	2.28	
<b>Community Care</b>				
% of people aged 65+ with high levels of care needs who are cared for at home: 2009-2010	29.1		32.3	
<b>Crime and Justice</b>				
Number of crimes and offences recorded by the police per 10,000 population: 2009-2010	1,658		1,736	1,794
Reconviction rates of offenders released from custody or given non-custodial sentences.: 2006-2007	51		44	



Title	Local Authority: Dundee City	Health Board: Tayside	Scotland	Benchmarking Authorities
<b>Community Well-being/Social Environment</b>				
Percentage of adults stating they feel very/fairly safe when home alone at night AND when walking alone in neighbourhood after dark: 2007-2008	51.9		57	51.3
Percentage of adults satisfied with local health services: 2007-2008	82.4		79.5	81.7
Percentage of adults satisfied with police: 2007-2008	77.1		58.3	62.8
Percentage of adults satisfied with fire services: 2007-2008	77.2		55.9	80.1
Percentage of adults satisfied with refuse collection: 2007-2008	85.8		77.2	81.8
Percentage of adults satisfied with local schools: 2007-2008	71.8		51.2	81.0
Percentage of adults satisfied with social work services: 2007-2008	52.8		24.4	53.5
Percentage of adults satisfied with public transport: 2007-2008	78.4		60.5	72.7
Percentage of adults satisfied with street cleaning: 2007-2008	81.4		68	72.1
The percentage of adults who would say drug misuse or dealing is very/fairly common in their neighbourhood: 2007-2008	18		13.6	16.5
The percentage of adults who rate their neighbourhood as a very good place to live: 2007-2008	46.5		52.3	47.2
<b>Housing</b>				
Rate of new house building (new housing supply through new build, conversion and refurbishment): 2009-2010	425		18,836	2,195
Affordable housing completions (AHIP funded and LA new build): 2008-2009	306		6,556	783
Homeless households in temp accommodation as % of all households: 2010	0.3		0.5	0.4
Percentage of social sector dwellings that pass the Scottish Housing Quality Standard - LA level: 2005-08	37			
Percentage of adults rating the condition of their house/flat as good: 2005-2008	80.1			80.5
The percentage of homeless households assessed as priority homeless: 2009/2010	99.1		85.4	
Percentage of households in Fuel Poverty - LA level: 2007-2009	22.7			24.4
<b>Physical Environment</b>				
Indicator 43: Biodegradable Municipal Waste sent to landfill (ktonnes): 2009/2010	6.4		1,162.7	163.4
Percentage of Municipal Waste (MSW) recycled or composted: 2009/2010	40.1		36.7	39.2
Municipal Waste (MSW) arisings per capita (kg): 2009/2010	669		616	617
LA Carbon Dioxide emissions per capita (tonnes): 2009	6.5		7.0	6.6
Percentage area of local authority classified as derelict: 2010	0.625			1.636



Title	Local Authority: Dundee City	Health Board: Tayside	Scotland	Benchmarking Authorities
<b>Transport</b>				
Number of killed and serious injured casualties in Scotland: 2009	70		2485	288
Percentage of adults usually travelling to work by car - Local Authority level: 2007-2008	57.5			
Percentage of driver journeys delayed due to traffic congestion - Local Authority level: 2007-2008	19.9			
Percentage of children's journeys to school by cycling/walking: 2007-2008	60.3		51.9	
The percentage of roads needing repairs (red and amber classification) in Scotland: 2009	25.6		36.1	

Appendix 1 presents the available data for Dundee for each of the Scottish Government / Improvement Service Local Outcome Indicators. (Source: <http://www.sns.gov.uk>). \*The five benchmarking authorities used are: Inverclyde, North Ayrshire, North Lanarkshire, Renfrewshire, West Dunbartonshire. These were selected as the closest matches to Dundee on the basis of: population size, urbanisation and levels of deprivation. Due to the nature of statistics not all indicators could be amalgamated to provide a benchmark figure for these five authorities.



We are keen to hear your views on our  
Single Outcome Agreement Annual Report.  
You can give us any comments you have in the  
following ways:

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For further information on the Dundee Partnership:  
[www.dundeepartnership.co.uk](http://www.dundeepartnership.co.uk)

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