

**SINGLE OUTCOME
AGREEMENT FOR
DUNDEE
2013-2017**

OUR VISION FOR DUNDEE

Through Our Partnership, Dundee:

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

This is the Dundee Partnership's Single Outcome Agreement for 2013-2017 and it can only be delivered in partnership. It demands that each of us plays our part to the full, but crucially, that we share the commitment to work together to achieve the change we need in Dundee.

Statutory Partners:

Dundee City Council

Scottish Government

NHS Tayside

Police Scotland

Scottish Fire and Rescue Service

Skills Development Scotland

Scottish Enterprise

TACTRAN

Supporting Partners:

Dundee Third Sector Interface

Chamber of Commerce

Dundee College

University of Dundee

University of Abertay

Tayside Community Justice Authority

Job Centre Plus

Single Outcome Agreement for Dundee 2013-2017

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Section One - Introduction

1.1 INTRODUCTION

This is the second Single Outcome Agreement for Dundee produced by the Dundee Partnership which is the vehicle for community planning in the city.

The Dundee Partnership brings together the public, voluntary, academic and private sectors to work alongside communities to improve all aspects of life in Dundee.

The Single Outcome Agreement for Dundee 2013-17 represents the shared aspirations of the Dundee Partnership for the next four years. It builds on a firm foundation created by the strength of our partnership-working over many years and promises renewed effort to achieve better outcomes for people who live in and come to the city.

1.2 OUR VISION

The Partnership's vision for Dundee remains as relevant today as it was when it framed the first community plan in 2011. With its focus on **jobs and the economy, social inclusion and quality of life**, it captures the broad agenda the Partnership must address if it is to enable all aspects of the life of the city to flourish.

The Partnership acknowledges that, over the last ten years, the economic prospects of Dundee have improved dramatically. Indeed it now stands on the cusp of a scale of economic regeneration which occurs once in a generation or longer. The potential impact of securing offshore renewables manufacturing and the V&A at Dundee can be genuinely transformational and these will build on the city's strengths in Life Sciences, Digital Media and Creative Industries.

At the same time, however, the levels of poverty, deprivation, substance misuse in the city persist. Over the next four years our challenge will be to achieve greater fairness in the city by ensuring people from our community regeneration areas are able to benefit from developments in Dundee and support people even as they experience the impact of welfare reform, the difficult economic climate and ongoing inequalities.

1.3 STRATEGIC PRIORITIES

This single outcome agreement is built upon a series of the Dundee Outcomes which are adapted from, and deliver upon, the National Performance Framework for Scotland. The Partnership welcomes the National Community Planning Group's recent identification of key priorities "...where the aim should be to achieve transformational, not incremental, performance improvement," which are:

- Economic recovery and growth;
- Employment;
- Early years;
- Safe and stronger communities, and reducing offending;
- Health inequalities and physical activity; and
- Outcomes for older people

There is a strong and direct relationship between these priorities and the Dundee Outcomes which were shaped to merge national and local priorities and thereby ensure that in meeting the needs of Dundee and its people, the Partnership is making a significant contribution to the economic and social success of Scotland.

1. Dundee will be an internationally recognised city at the heart of a vibrant region with more and better employment opportunities for our people.
2. Our people will be better educated and skilled within a city renowned for learning and culture.
3. Our children will be safe, healthy, achieving, nurtured, active, respected responsible and included.
4. People in Dundee will have improved physical health and mental well-being and will experience fewer health inequalities.
5. People in Dundee are able to live independently and access support when they need it.
6. Our communities will be safe and feel safe.
7. Dundee will be a fair and socially inclusive city.
8. Our people will live in strong, popular and attractive communities.
9. Our communities will have a high quality and accessible local services and facilities.
10. Our people will live in a low carbon, sustainable city.

Figure 1 on page 6 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 of all outcomes. (The matrix in Appendix 2 goes further and presents the relationship between the long and short term Dundee Outcomes and the Scottish Government's National Performance Framework and the new policy priorities set out in the SOA guidance for Community Planning Partnerships. The matrix is unavoidably detailed as it reflects the reality of the multi-dimensional nature of the outcome-based approach.)

In the same way that the National Planning Group identified key priorities within the broad National Performance Framework, the Dundee Partnership has agreed the top strategic deliverables which can achieve the step change in outcomes to which we aspire in relation to the fundamental requirements to create successful families and communities - rewarding employment; a safe and nurturing childhood, supportive and inclusive communities and positive health.

Fig 1:

Single Outcome Agreement and Relationship to Dundee Partnership

National Outcomes

- 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
- We are better educated, more skilled and more successful, renowned for our research and innovation
- 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 live longer, healthier lives
- We have tackled the significant inequalities in Scottish society
- We have improved the life chances for children, young people and families at risk
- Our people are able to maintain their independence as they get older and are able to access appropriate support when they need it
- We live our lives safe from crime, disorder and danger
- 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 value and enjoy our built and natural environment and protect it and enhance it for future generations
- We take pride in a strong, fair and inclusive national identity
- We reduce the local and global environmental impact of our consumption and production.
- Our public services are high quality, continually improving, efficient and responsive to local people's needs

Dundee Outcomes

1. Dundee will be an internationally recognised city at the heart of a vibrant region with more and better employment opportunities for our people
2. Our people will be better educated and skilled within a city renowned for learning and culture
3. Our children will be safe, healthy, achieving, nurtured, active, respected, responsible and included
4. People in Dundee will have improved physical and mental well-being and will experience fewer inequalities
5. People in Dundee will be able to live independently and access support when they need it
6. Our communities will be safe and feel safe
7. Dundee will be a fair and socially inclusive city
8. Our People will live in strong, popular and attractive communities
9. Our communities will have high quality and accessible local services and facilities
10. Our people will live in a low carbon, sustainable city

Strategic Themes

- Work and Enterprise
- Learning and Culture
- Children and Young People
- Health and Wellbeing
- Reshaping Care
- Community Safety
- Building Stronger Communities
- Dundee Environment

Cross-Cutting Themes

- Community Involvement
- Equality & Diversity
- Alcohol & Drug Partnership
- Social Enterprise
- Monitoring & Evaluation

Dundee Partnership

- Dundee Partnership Forum
- Dundee Partnership Management Group
- Dundee Partnership Co-ordinating Group

Core Delivery Partners

- Local Community Planning Partnerships
- Skills Development Scotland
- Job Centre Plus
- Scottish Fire & Rescue Service
- NHS Tayside
- Dundee City Council
- Police Service Scotland
- Community Justice Authority
- Dundee Third Sector Interface
- Scottish Enterprise
- University of Dundee
- University of Abertay
- Dundee College
- Chamber of Commerce
- TACTRAN
- Leisure & Culture Dundee

In preparing the SOA, the Dundee Partnership Forum re-affirmed its support for the following as the top strategic deliverables for Dundee.

Jobs and Employability

- ❖ Transforming Dundee Waterfront
- ❖ Creating V&A at Dundee
- ❖ Securing Renewables Industries

Children and Young People

- ❖ Raising School Attainment
- ❖ Improving Child Protection
- ❖ Focusing on Early Years

Social Inequalities

- ❖ Increasing household incomes
- ❖ Reducing Child Poverty
- ❖ Increasing access to benefit/debt advice

Physical and Mental Wellbeing

- ❖ Reducing harm from substance misuse
- ❖ Introducing city-wide Social Prescribing
- ❖ Rolling Out Equally Well approach to Mental Wellbeing

Again, there is a clear relationship between these and the six new policy priorities. While these do not address older people and communities specifically, the overlap with issues including poverty, substance misuse and mental wellbeing will undoubtedly influence the quality of life of all people and neighbourhoods across the city. Our particular efforts to support older people and communities are addressed in Dundee Outcomes 5 and 6-9 respectively and they will also be the focus for additional attention in the development and implementation of our Prevention Plan (See 1.7)

1.4 GOVERNANCE AND DELIVERING BETTER OUTCOMES

The Dundee Partnership has implemented community planning in the city for over ten years and has an even longer record of joint-working to achieve economic development and regeneration. Our community planning arrangements have evolved in line with changing national expectations and continue to capture the lessons of local experience.

Dundee's Community Plan consists of two documents:

- the **Single Outcome Agreement** sets out our top strategies, priorities and outcomes for the city to be driven by all community planning partners. The ten strategic outcomes for the city define our **10 year aspirations for change**. Our intermediate outcomes and performance indicators set our **four year improvement targets**
- the **Dundee SOA Delivery Plan** describes the actions which will be taken by partners collectively (and where relevant, individually) to achieve real progress towards the 'above the waterline' outcomes over the next four years

Both documents contain indicators with which we will measure progress. These are monitored and reported to the Partnership regularly and will form the basis for the **SOA Annual Report which will evidence short term progress and achievement**.

This is our new Single Outcome Agreement for 2013 to 2017 and the detailed Delivery Plan will be approved by the Dundee Partnership Management Group in September 2013.

Figure 2 on page 8 shows the relationship between the SOA and the Delivery Plan as well as the connections to individual partners' corporate plans and Council Departmental service plans which complete the 'golden thread' from strategic priority to operational activity.

Fig 2: Community Planning / SOA Model for Dundee Partnership



1.5 **DEVELOPING IN PARTNERSHIP**

This is the first Single Outcome Agreement for Dundee since the publication of the Christie Commission's recommendations, the Scottish Government's priorities for reform in its response Reviewing Scotland's Public Services and the national review of community planning in Scotland.

The Dundee Partnership wholeheartedly supports the ambition set out by the national community planning group in the guidance on Single Outcome Agreements and the "four pillars" of public sector reform. We believe that this SOA will provide evidence of:

- a decisive shift towards prevention;
- greater integration at a local level driven by better partnership, collaboration and effective local delivery;
- greater investment in the people who deliver services through enhanced workforce development and effective leadership; and
- a sharp focus on improving performance, through greater transparency, innovation and use of digital technology.

As a Partnership we anticipate placing even greater emphasis on collective governance and performance management and look forward to working with the Accounts Commission when it begins to implement forthcoming new arrangements for community planning partnerships.

As partnership working in Dundee continues to evolve, the contributions of Police Scotland and the Scottish Fire and Rescue Service remain vital and significant. Through the transitions towards single fire and police services, we are confident that the flexibility to adapt to local partnerships will allow joint-working to become deeper and stronger.

To date the Partnership has used a Fit for Purpose review model based on the Public Sector Improvement Framework to determine how it can improve its organisational capacity and performance. We will examine the Improvement Service's evaluation report on self-assessment in Community Planning Partnerships with a view to deciding whether an Outcomes

Focussed Partnership Checklist can offer a better vehicle for developing continuous improvement plans over the lifetime of this SOA.

1.6 PERFORMANCE MANAGEMENT

Performance of 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 highlighting progress on each theme in turn, which are a standing item on the agenda of the Dundee Partnership Management Group.

Our SOA annual reports will measure progress towards our long-term outcomes by updating and assessing our outcome indicators. We will aim 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 2013-17 period, this will also be represented. Where available, 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. Benchmarking against comparable Scottish Local Authorities will be carried out and presented for all national indicators where available.

1.7 A PREVENTION PLAN FOR DUNDEE

The Partnership's approach to prevention will address Place; Strategic Prevention Priorities; accelerating Prevention within Outcomes; and Joining Up leadership, management and practice across partners.

Place

The Partnership has clearly signalled its intention to close the gap between those communities in Dundee with high and low levels of poverty and deprivation, and between Dundee and the rest of Scotland. Detailed mapping of the areas of Dundee within the Scottish Index of Multiple Deprivation 2012 using the methodology demonstrated in the Improvement Service's 'Making Better Places, Making Places Better' confirms that datazones in the worst 15% do indeed 'cluster' geographically and by experiencing most or all deprivation factors.

The partners will therefore target additional services and resources to deprived communities based on a deeper understanding of the needs of communities (together with the potential offered through community assets) and the activities which will arrest decline and achieve improved outcomes. This approach is exemplified in the Lochee Early Years Pathfinder Project (see page 61).

Strategic Prevention Priorities

Building on the learning from the Change Funds, we will prioritise prevention activity in relation to Early Years and Older People.

The work of the newly formed Early Years Collaborative, combined with the actions emerging from the Lochee Pathfinder will identify evidence based and replicable preventative activities which can be applied across the city. The EY Collaborative will be challenged to ensure that prevention is at the root of all its tests of change and recommendations for improved services which Get It Right for Every Child.

Thanks to the experience gained through the financial analysis undertaken as part of the Integrated Resource Framework, the Health and Social Care arrangements have a solid understanding of the costs and impacts of services and the wider action in communities (e.g. community learning, transport, physical activity) which is required to prevent negative outcomes for older people and enable them to maintain independent and healthy lives. Further developments will emphasise prevention and early intervention as a means of improving the efficiency and targeting of services and quality of life outcomes for clients.

Our commitment to tackling poverty and deprivation through our Fairness Strategy and Action Plan will see further Strategic Prevention Priority relating to Families in Poverty. This will respond to the complex needs of adults and children in our city and address all of the Fairness outcomes relating to financial inclusion, social inclusion, learning and employability, health and communities. We will emphasise the importance of community spirit and wellbeing in neighbourhoods and pick up on the success of the Stobswellbeing test site.

Prevention Across Outcomes

A shift to prevention is desirable and can be achieved across all strategic outcomes in the SOA. Many of these will be cross-cutting and relate to multiple outcomes and connecting these and creating mutually reinforcing activities will be crucial.

In line with the SOA national guidance, all of the Partnership's theme groups will:

- define and identify the key preventative activities already in place relating to their outcome;
- identify local best practice and 'best buys' that should be replicated more widely;
- measure the scale of preventative activity, the resources committed to this and the impact it has; and
- develop opportunities to roll out and upscale existing activity and/or identify new approaches.

Joining Up Leadership, Management and Practice

The Partnership is developing many of the joint planning and commissioning processes which will be necessary to underpin effective prevention. Primary among these are the processes connected to the Change Funds.

The Partnership is also committed to a number of improvement programmes in Dundee including the Early Years Collaborative and The Total Place Lochee Pathfinder, both of which are examining the potential for incremental and, where possible, radical service and outcome improvement.

In support of our efforts to understand our population and the scale, distribution and impact of deprivation, NHS and Council colleagues are working together on the profiling and analysis of needs and assets across the city. The addition of further analysis from partners at Dundee University offers potential to identify hitherto untested solutions to local challenges.

To shape our overall approach to prevention across the Partnership, it is proposed that a balanced scorecard approach be adopted which considers outcomes, services, capacity/improvement and resources. This will be used to agree a few top priorities for action and for tracking progress towards enhanced prevention across the period of the SOA. This aspect of the SOA will be regularly monitored by the Dundee Partnership Management Group.

1.8 STRUCTURE OF THE SINGLE OUTCOME AGREEMENT FOR DUNDEE 2013-2017

After this introduction, the following sections set out the shape of the city and the major cross-cutting issues we will address before describing in detail each of the Dundee Outcomes.

Section 2 presents the **Integrated City Profile / Strategic Assessment** with the high level statistics informing the overall strategic considerations for Dundee. This has been reconfigured to address the six policy priorities set out in the SOA guidance for Community Planning Partnerships.

Section 3 outlines five of the **Cross-cutting Priorities** for the city which augment the efforts of the Partnership to meet our strategic outcomes. These are community engagement, fairness and tackling poverty, mental wellbeing and the Equally Well test site, the Alcohol and Drug Partnership and tackling substance misuse, and our commitment to Equality and Diversity.

Section 4 outlines the ten **Dundee Outcomes** in detail by presenting:

- the strategic context for each outcome including the Dundee and Scottish policy environment, the local evidence base and outstanding issues to be addressed;
- outcomes and intermediate indicators which set out the short term contributory factors which will have to be achieved if our long term ambitions are to be realised;
- indicators and targets which include all nationally endorsed indicators from the Improvement Service unless local alternatives are available which offer a further layer of detail. Indicators reflect a set of quality criteria discussed and agreed with colleagues within the Scottish Government's office of the Chief Statistician and Performance. Similarly, the modestly ambitious targets were developed following discussion with Scottish Government on the appropriate techniques to be applied in setting our four year targets; and
- our plan for improving our Partnership and Performance. These reflect the national community planning improvement priorities by covering measures to integrate services, focus on prevention and reduce inequalities.

(Full information on each SOA indicator is available on the Dundee Partnership website including the source; a link to obtain a copy of the data; a description of the data; rationale for using the indicator as well as any further comments).

In support of our commitment to reduce inequalities, baselines and targets are given for community regeneration areas where relevant. Wherever possible, performance of the community regeneration areas will be compared to the rest of Dundee to produce a range of 'closing the gap' indicators and if these are not available at present, every effort will be made to secure the data and present the results in future SOA annual reports.

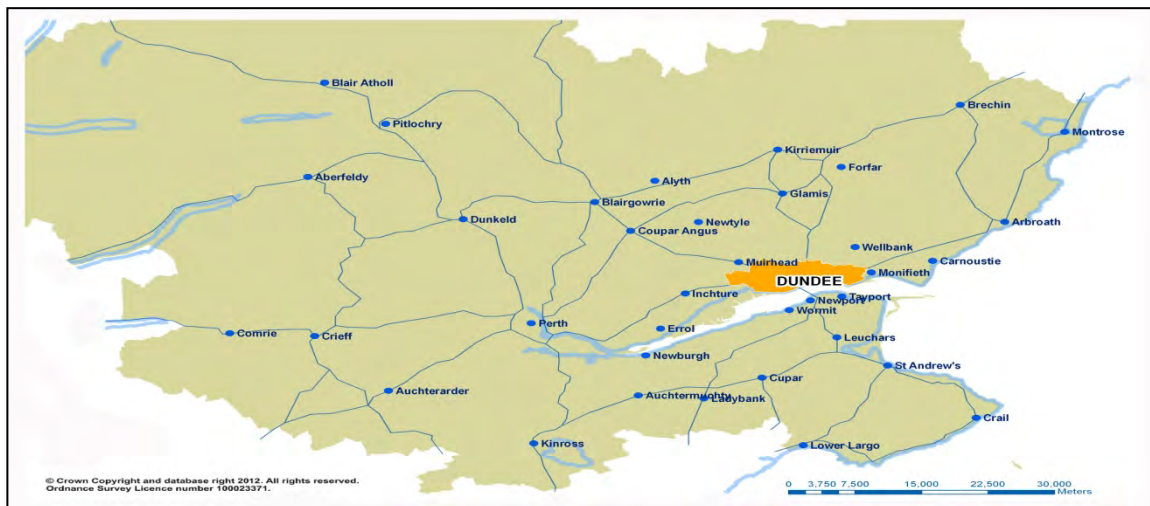
Section 2 - Integrated City Profile

2.1 POPULATION

- Dundee City is Scotland's fourth largest city and currently has a population of 147,000 (2010 Census*).
- The City covers 6,300 hectares and is geographically the smallest local authority area in Scotland. Despite its small size it plays a crucial role as a regional centre for the wider area of Perth and Kinross, Angus and North East Fife and has a catchment population of approximately 400,000 persons.

**Full population data from the 2010 Census is not yet available, once this is released in spring/summer 2013 we shall update the profile accordingly. The following information is based on the most recent 2010 based population estimates and projections.*

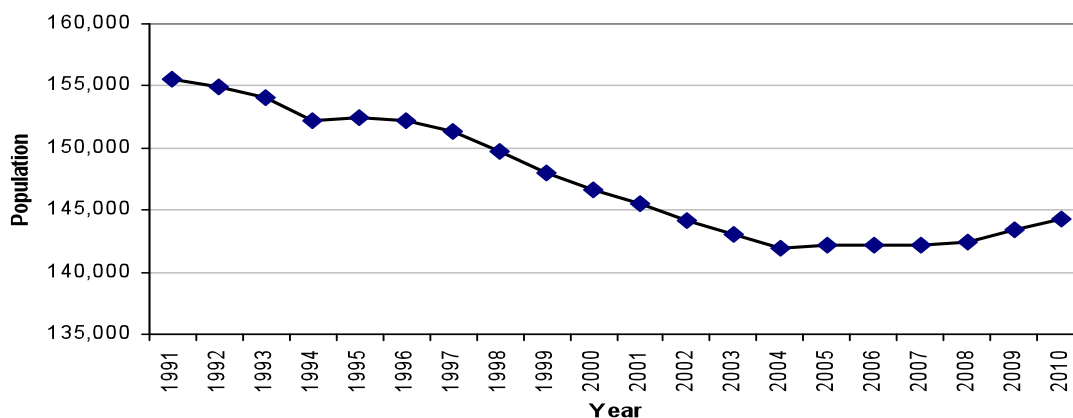
Fig 3: Dundee Catchment Area



Population Change

- Following a long and sustained period of population decline since the early 1990's, Dundee City has in recent years seen its population stabilise and indeed, show a slight increase.

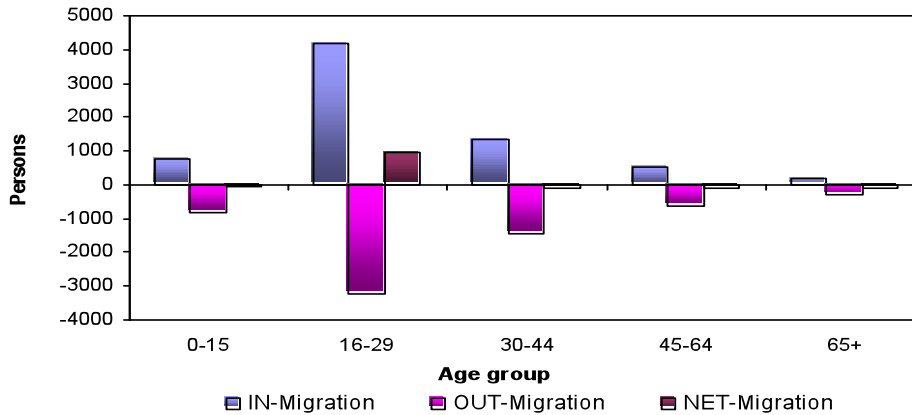
Fig 4: Dundee's Population Change 1991 - 2010



Source: NRS 2010 Mid Year Estimates

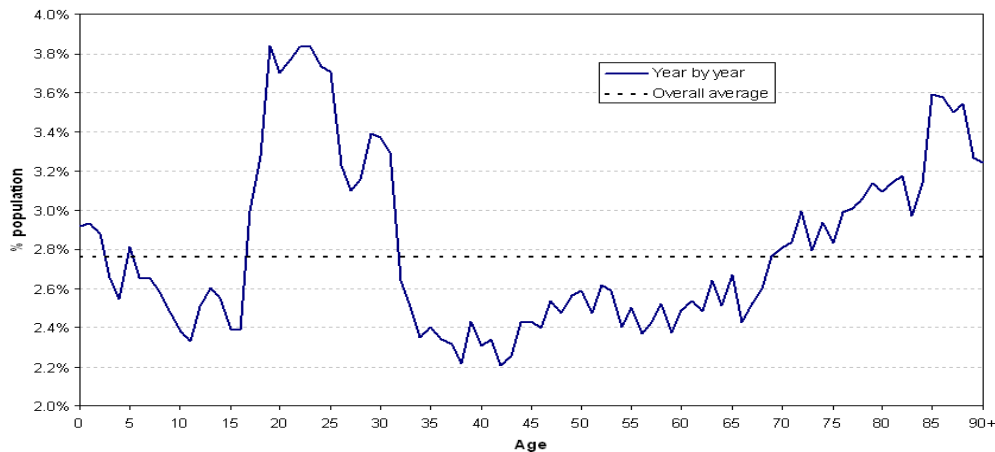
- 16 to 29 year olds age group account for the largest group of in-migrants to Dundee City.

Fig 5: Migration



- Dundee currently has a 2.8% share of Scotland's population.
- Whilst Dundee has a slightly higher than average proportion of elderly residents it also has the highest proportion of student population in Scotland, approximately 20% of the population are students.

Fig 6: Dundee's Share of Scotland's Population, by Year of Age



Source: NRS 2010 Mid Year Estimates

- Latest projected population figures predict that the population will remain stable with an expected increase of **6.5%** by 2035.

Table 1: Population Projections (2010 Based)

	Base Year	Projected Years					% Increase (2010 to 2035)
	2010	2015	2020	2025	2030	2035	
0-15	23,889	25,192	27,045	27,381	26,557	25,342	6.1
16-29	33,584	31,937	28,397	27,830	29,217	30,815	-8.2
30-49	35,681	36,508	39,106	41,077	40,857	38,531	8.0
50-64	25,485	26,268	26,758	25,047	23,690	25,483	0.0
65-74	12,900	13,586	13,909	14,307	15,861	15,509	20.2
75+	12,751	13,522	13,996	15,512	16,365	18,017	41.3
All Ages	144,290	147,013	149,211	151,154	152,547	153,697	6.5

Source: NRS 2010 Based Population Projections

2.2 ECONOMIC RECOVERY AND GROWTH

Current Economic Situation

- Regional centre providing employment opportunities for residents and to in-commuters from surrounding local authority areas. 72,100 employee jobs in 2011;
- Diverse economic base with particular strengths in knowledge intensive industries;
- £1 Billion Waterfront Regeneration Project forecast to generate 9000 jobs for the city's economy;
- V&A Dundee to open during the lifespan of the SOA providing a magnet for business and tourism growth;
- Identified in Scotland's National Renewables Infrastructure Plan as a prime location for offshore renewables manufacturing and service activity;
- Still highly dependent on a large public sector;
- Claimant unemployment rate that exceeds the Scottish average and is amongst the 5 Scottish local authorities with the highest claimant rates;
- Average workplace and residents earnings that fall below the Scottish average.

Trends

- Employee job numbers in Dundee fell by 4.8% between 2008 and 2011. The reduction in job numbers was less pronounced than for Scotland as a whole where job numbers fell by 5.3%;
- The percentage share of knowledge intensive jobs rose between 2008 and 2011 compared to a drop in the Scottish share. 49.4% were knowledge intensive in Dundee in 2011 compared to a Scottish average of 40.9%;
- The share of public sector jobs in both Dundee and Scotland rose between 2008 and 2011. In 2011, 33.6% of employee jobs were in the public sector in Dundee compared to 26.4% across Scotland;
- The claimant unemployment rate rose from 3.8% in 2007 to 5.9% in 2012. The Scottish average also rose sharply over this period but remained significantly lower than in Dundee;
- Workplace earnings rose by only 3.9% between 2008 and 2012 compared to a rise of 7.6% across Scotland. Workplace earnings in Dundee trailed the Scottish average by 2.9% in 2012;
- Residents earnings fell by 1.7% compared to a rise of 7.6% across Scotland. Resident's earnings in Dundee trailed the Scottish average by 13.3% in 2012.

Table 2: Employee Job Numbers 2008 - 2011

	Dundee City	Scotland
2008	75,700	2,462,800
2009	75,100	2,384,500
2010	73,300	2,330,500
2011	72,100	2,332,700
% Change 2008 - 2011	-4.8	-5.3

Source: Office for National Statistics licensed under the Open Government Licence v.1.0.

Table 3: Knowledge Intensive Employee Jobs 2008 - 2011*

	Dundee City	%	Scotland	%
2008	35,600	47.1	1,016,000	41.3
2009	36,400	48.5	988,800	41.5
2010	36,100	49.2	968,800	41.6
2011	35,600	49.4	954,200	40.9

Source: Office for National Statistics licensed under the Open Government Licence v.1.0.

*Eurostat Definition

Table 4: Public Sector Employee Jobs 2008 - 2011*

	Dundee City	%	Scotland	%
2008	22,200	29.3	612,300	24.9
2009	25,200	33.6	639,200	26.8
2010	26,000	35.4	637,600	27.4
2011	24,200	33.6	615,400	26.4

Source: Office for National Statistics licensed under the Open Government Licence v.1.0.

* Public sector employees are those in: public corporations / nationalised bodies, central government and local authorities

Table 5: Claimant Unemployment 2007 - 2012 (Annual Averages)

	Dundee City	Rate*	Scotland	Rate*
2008	3,513	3.8	79,900	2.4
2009	4,805	5.1	127,701	3.7
2010	5,040	5.3	137,322	4.0
2011	5,541	5.8	142,748	4.1
2012	5,673	5.9	142,457	4.1

Source: Office for National Statistics licensed under the Open Government Licence v.1.0.

* Rate expressed as % of Population Aged 16-64

Table 6: Gross Weekly Earnings of Full Time Employees 2008 - 2012

	Workplace Earnings		Residents Earnings	
	Dundee City	Scotland	Dundee City	Scotland
2008	465.3	462.6	439.7	462.9
2009	465.4	472.8	418.6	471.2
2010	482.9	488.0	441.1	486.6
2011	467.3	485.0	446.0	487.2
2012	483.3	497.6	432.2	498.3
% Change 2008 - 2012	3.9	7.6	-1.7	7.6

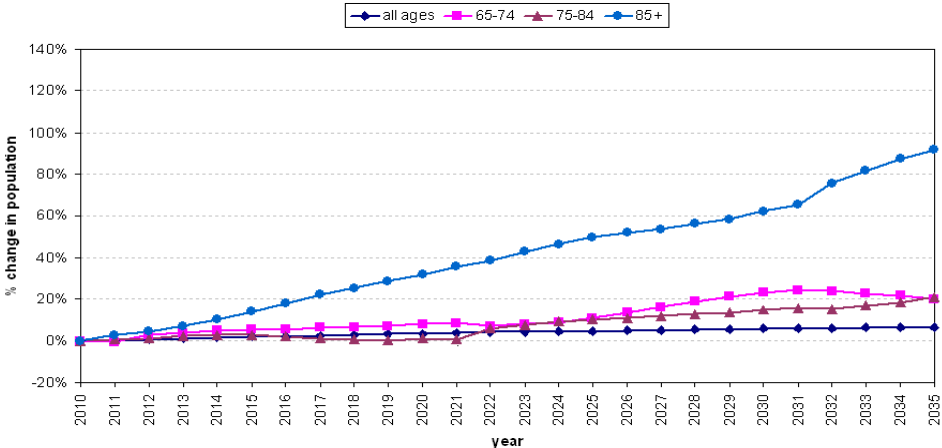
Source: Office for National Statistics licensed under the Open Government Licence v.1.0.

2.3 OUTCOMES FOR OLDER PEOPLE

We know that an ageing population and the effects of deprivation combine to increase the demands on health and social care services. People are living longer with increased ill-health and frailty and people in areas of multiple deprivation are likely to experience the long term conditions associated with ageing at an earlier stage

- Dundee has an ageing population – the number of people aged over 65 expected to increase by 30%;
- The number of people aged over 75 is predicted to increase by 40% ;
- Those over 85 are predicted to increase by 93%;
- In Dundee there are 3,417 people with a diagnosis of dementia. This equates to 0.7 per 100 people registered with a G.P. in Dundee;
- The number of home care clients aged 85 or over has increased by a third in the last five years;
- For the over 65s needing care Dundee is almost meeting the target of 30% of delivered at home.

Fig 7: Dundee's Projected Ageing Population



Source: NRS 2010 Based Population Projections

- Also predicted in the 2010-based household projections is a 33% increase in households with a head of household aged 75 or more. The 60-74 age group is expected to remain the same.

Table 7: Projected number of households by age group, Dundee City

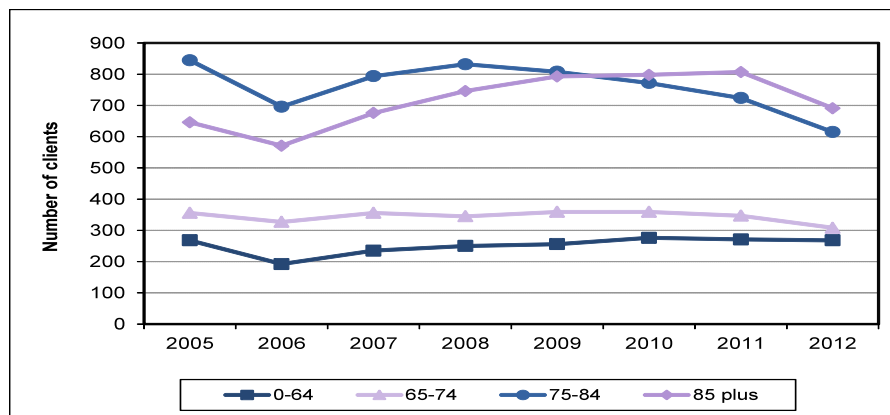
Age of head of household	Base-year	Projected number of households					% change in Dundee City 2010-2035	% change in Scotland 2010-2035
	2010	2015	2020	2025	2030	2035		
16-29 years	12,260	12,740	11,710	11,490	12,410	13,710	12%	19%
30-44 years	16,850	18,370	21,510	23,120	22,200	20,420	21%	15%
45-59 years	17,440	17,880	16,900	16,220	17,770	20,550	18%	6%
60-74 years	14,110	13,780	14,530	14,930	15,170	14,100	0%	21%
75+ years	9,730	10,100	10,360	11,320	11,840	12,960	33%	80%
Total households - Dundee City	70,400	72,870	75,010	77,090	79,390	81,740	16%	23%

Source: Scottish Government 2010 Based Household Projections

The ageing population and high prevalence of long term conditions means that people will be increasingly dependent on community health, care, support and assistive technology services to assist them to stay in their own homes for longer.

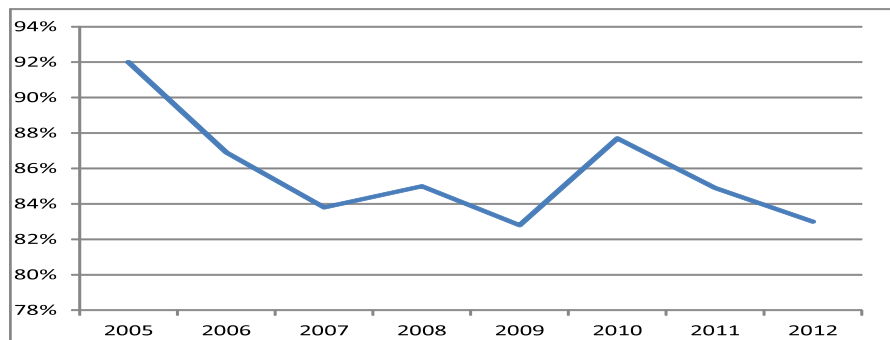
- The number of home care clients aged 85 or over has increased by a third in the last five years.

Fig 8: Home care client age groups, Dundee City 2012



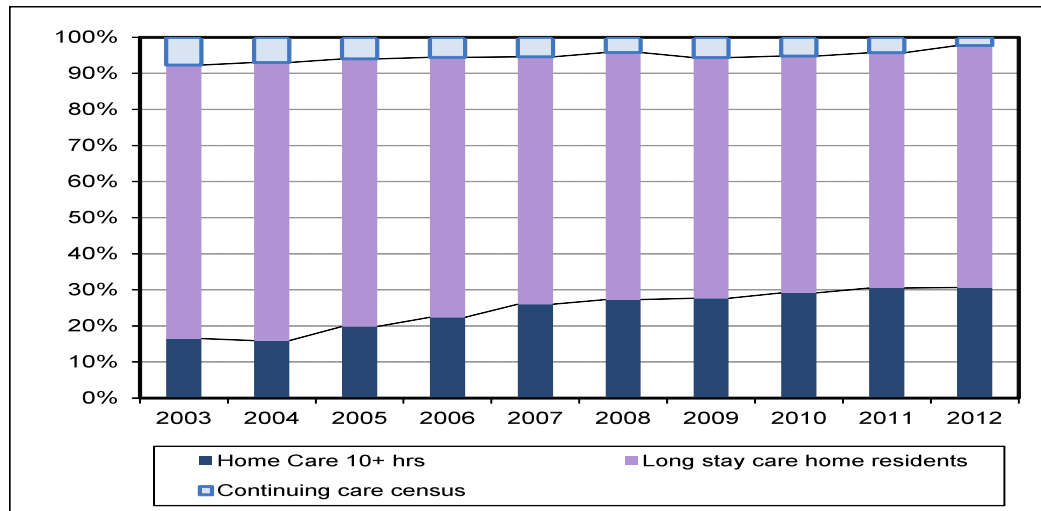
- Occupancy rate in residential care homes has dropped which is positive in the drive to shift the balance of care to care at home

Fig 9: Trend in occupancy rates in care homes 2005-2012



- There are more people with larger packages of home care than before and this can be measured by looking at those receiving 10+ hours of intensive homecare. Since 2003 this figures has almost double from 16.5% in 2003 to 30.7% in 2012

Fig 10: Percentage aged 65 plus receiving 10+ hrs of home care in Dundee City



Hospital Care

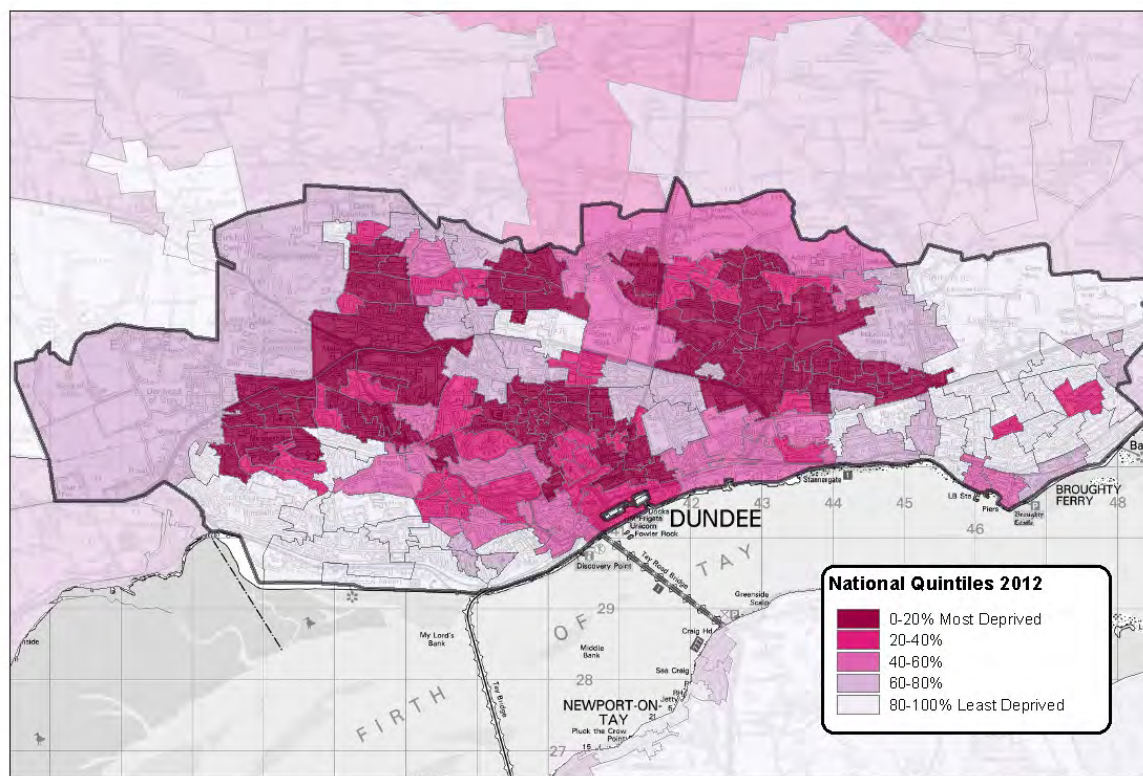
- The number of people aged 65+ with multiple emergency admissions to hospital, as well as the rate of multiple emergency admissions per 100,000 of the population, has increased;
- Occupied hospital bed days for older people aged 75 and over have increased, due to the needs of those who have been admitted who have had multiple co-morbidities contributing to their length of stay in hospital;
- The number of very dependant older people who have a need for intensive packages of care has increased;
- In 2011/12 there were 47 emergency admissions into care homes from the community, with an increase in those with dementia being admitted as a result of carers' stress.

2.4 POVERTY

Scottish Index of Multiple Deprivation

- 42,125(29.3%) of Dundee's population live in one of the 15% most deprived areas of Scotland.

Fig 11: Levels of deprivation in Dundee City in SIMD 2012



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- 55 (5.6%) of the 976 datazones in the 15% most deprived datazones in Scotland were found in Dundee City, compared to 54 (5.5%) in 2009, 53 (5.4%) in 2006 and 51 (5.2%) in 2004.
- The level of income deprivation in Dundee City is **greater** than that in Scotland as a whole. In the SIMD 2012 income domain, 25,690 people (17.8%) were income deprived. This compares to 13.4% across Scotland as a whole.
- The level of employment deprivation in Dundee City is **greater** than that in Scotland as a whole. In the SIMD 2012 employment domain, 15,465 people aged 16 to 60/64 (17%) were employment deprived. This compares to 12.8% across Scotland as a whole.
- In the health domain in SIMD 2012, 35 (19.6%) of Dundee City's 179 datazones were found in the 15% most deprived datazones in Scotland, compared to 38 (21.2%) in 2009, 43 (24%) in 2006 and 54 (30.2%) in 2004.
- In the education domain in SIMD 2012, 48 (26.8%) of Dundee City's 179 datazones were found in the 15% most deprived datazones in Scotland, compared to 53 (29.6%) in 2009, 55 (30.7%) in 2006 and 48 (26.8%) in 2004.
- In the housing domain in SIMD 2012, 67 (37.4%) of Dundee City's 179 datazones were found in the 15% most deprived datazones in Scotland

- In the access domain in SIMD 2012, 1 (0.6%) of Dundee City's 179 datazones were found in the 15% most deprived datazones in Scotland, compared to 0 (0%) in 2009, 6 (3.4%) in 2006 and 7 (3.9%) in 2004.
- In the crime domain in SIMD 2012, 40 (22.3%) of Dundee City's 179 datazones were found in the 15% most deprived datazones in Scotland, compared to 30 (16.8%) in 2009 and 32 (17.9%) in 2006.
- 8,869 children (37%) live in one of the 15% most deprived data zones. This is an increase on nearly 2% from the 2010 SIMD.

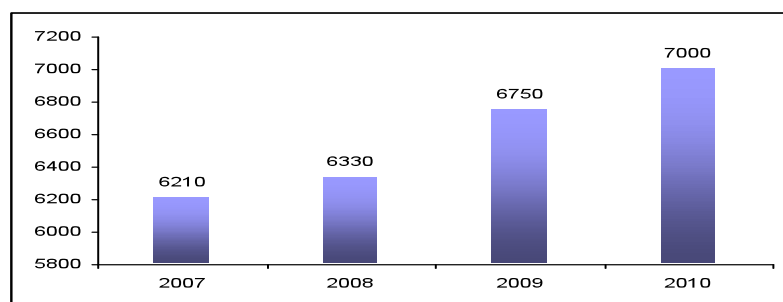
Table 8: Percentage of Dundee Population Living in Scotland's 15% Most Deprived Data Zones

Age Group	Dundee City	Scotland's 15% Most Deprived Data Zones	% of Dundee Population living in Scotland's 15% Most Deprived Data Zones
	Population	Population	Population
Children (0-15)	23,762	8,869	37.3%
Working Age	89,773	25,263	28.1%
Pensionable age	29,855	7,993	26.8%
Total	143,390	42,125	29.3%

Source: *Scottish Neighbourhood Statistics 2012*

- The number of working families in Dundee receiving working tax credit and/or child tax credit has seen a steady rise since 2007;
- Latest figures show that 7,000 families are in receipt of working tax credit only or working tax credit and child tax credit.

Fig 12: Working Families Receiving Working/Child Tax Credit



Source: *Scottish Neighbourhood Statistics*

- In 2008/09 Dundee City had 17,830 children in low income households. This was 56% of the 31,725 under 19 year olds in Dundee City;
- The percentage of pupils in Dundee eligible for free school meals remains higher than the Scottish figure. In 2012, 4,538 pupils (26.2%) were entitled to free school meals, a slight drop from the previous years figure.

Table 9: Free School Meals (%)

	2007	2008	2009	2010	2011	2012
Dundee	25.6	23.5	23.6	27.2	26.4	26.2
Scotland	16.0	15.4	15.2	17.8	19.7	19.6

2.5 EARLY YEARS

Breastfeeding

- The proportion of mothers in Dundee initiating breastfeeding has not increased over a considerable period. The table below shows that the proportion still breastfeeding at the 6-8 week review has fluctuated slightly over the past five years but has remained at or below one third.

Table 10: Percent breastfeeding at 6-8 week review: Dundee City (includes mixed breast and formula feeding)

	Year of Birth						
	2005/06	2006/07	2007/08	2008/09	2009/10	2010/11	2011/12
% Breastfeeding	33.5	31.3	28.8	30.3	33.2	31.0	32.5

Source: CHSP-PS August 2011, ISD Scotland

Immunisations

- Children with completed immunisations (against MMR) at 24 month have fluctuated over recent years. The latest figure for 2011/2012 is 95.2%.is the highest figure since 2005.

Smoking in pregnancy

- There has been a fluctuation in this data over time, the latest 2010-2011 figure being 26.5%.

Table 11: Percentage of Women Smoking in Pregnancy

	2003-2005	2004-2006	2005-2007	2006-2008	2007-2009	2008-2010	2009-2011
Percentage of women smoking in Pregnancy	32.8	27	22.3	21.5	24.8	25.9	26.5

Healthy Weight

- The number of P1 children within a healthy weight range is falling short of target in Dundee. 5.9% above 98th quartile on in March 2012, same as last year and up from 5.2% in 2010;
- The number of primary schools meeting 2 hours physical education targets per week increased last year.

Child Protection

- The number of child protection registrations in Dundee fluctuates with peaks around 100 in summer 2009 and summer 2011. Most recent figures are lower at around 70.

Looked after children

- The number of looked after children in Dundee as at 31 March 2012 was 727 compared to 715 at the same point in the previous year;
- The number of children in residential accommodation continues to be small, 6-7% of the total number of accommodated children, which is well below the Scottish average.

Table 12: Number of Looked After Children at 31 March 2012

Number of Children	31.3.2011	31.3.2012
Looked after at home with parents	231 (32%)	210 (29%)
Looked after with kinship carers	202 (28%)	223 (31%)
Looked after with foster carers	222 (31%)	236 (32%)
In adoptive placements	12 (2%)	12 (2%)
In residential care	48 (7%)	46 (6%)
Subject to permanence orders	43 (6%)	58 (8%)
Newly looked after	272	243
Ceased to be looked after	180	218

Exclusions

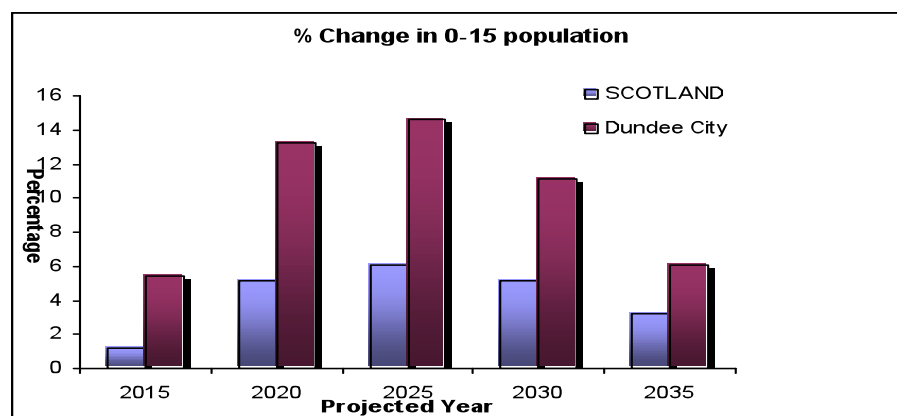
Record of school exclusions incidents in 2011/2012 show 800 Pupils with at least one incident of exclusion at primary and secondary schools:

- 173 at Primary School level;
- 627 at Secondary School level;
- 3 Pupils with more than 10 incidents of exclusion
- 68 Pupils with between 5 and 9 Incidents of exclusion
- 729 Pupils with between 1 and 5 Incidents

Children and Young People

- Dundee has approximately 23,000 young people aged 0-15, they account for 17% of the total population;
- Over the next 25 years Dundee is expected see an increase of 15% in this age group from 23,000 to 27,400 persons.

Fig 13: Projected Change in 0-15 Population



Source: NRS 2010 Based Population Projections

School Pupils

- There were 17,362 pupils in publicly funded primary, secondary and special schools in Dundee (Pupil Census September 2012). This figure has increased slightly this year; it had been decreasing in recent years.

Table 13: School Pupil Numbers

	2008/09	2009/10	2010/11	2011/12	2012/13
Primary	9,577	9,477	9,440	9,462	9,607
Secondary	7,806	7,728	7,739	7,620	7,502
Special	215	214	228	234	253
Total	17,598	17,419	17,407	17,316	17,362

Source: DCC School Census 2012

Attainment

Attainment levels continue to improve in Dundee Schools however citywide attainment remains below National levels in most measures.

- Performance in S4 has increased across all measures, with the exception of 5+ awards at level 5, which decreased by 1%. English & Maths at level 3 remains in line with the national figure for the second year;
- Similarly, all S5 measures increased, with the exception of 5+ awards at level 6, this remained constant;
- At the end of S6, 1+ awards at level 6 increased by 1%, with the other measures remaining constant. Again, 15% of the cohort attained at Advanced Higher level which is only 1% below the Scottish figure.

Table 14: Secondary School Qualification Attainment for 2012

		Dundee	National
End S4	English & Maths at level 3 or better	94%	94%
	5+ awards at level 3 or better	92%	94%
	5+ awards at level 4 or better	72%	80%
	5+ awards at level 5 or better	27%	37%
End S5	5+ awards at level 5 or better	44%	52%
	1+ awards at level 6 or better	40%	46%
	3+ awards at level 6 or better	21%	27%
	5+ awards at level 6 or better	9%	13%
End S6	1+ awards at level 6 or better	46%	52%
	3+ awards at level 6 or better	31%	37%
	5+ awards at level 6 or better	20%	26%
	1+ awards at level 7 or better	15%	16%

Source: Dundee City Council Education Department

- The number of Dundee's school leavers entering positive destinations rose by 7.4% between 2010 and 2011, from 79.9% to 87.3%.

- The rate of persons entering a positive destination was 88.7% of all school leavers, 11.3% of leavers were classed as entering non-positive destinations.

Table 15: School Leaver Destinations

Total Leavers	Higher Education	Further Education	Training	Employment	Activity Agreements	Vol. Work	Entering Non Positive Destinations
	410	465	87	189	9	5	149
1,314	(31.2%)	(35.4%)	(6.6%)	(14.4%)	(0.7%)	(0.4%)	11.3%

2.6 HEALTH INEQUALITIES

Health and Wellbeing

The 2012 Dundee Citizens Annual Survey outlined that:

- 77% of respondents rate their health good or very good
- 98% of respondents registered with a GP, 90% with a dentist
- There was a reduction in number of people who smoke from 32% in 2010 to 22% in 2012
- 34% of respondents said they drink (8 for men/6 for women) or more weekly

Information based on the registers of general practices in Dundee 2011/2012 as per the quality and outcomes framework indicates the prevalence of health conditions in Dundee compared to the rest of Scotland. It can be seen below that in most cases the rate in Dundee is higher than the rate for Scotland.

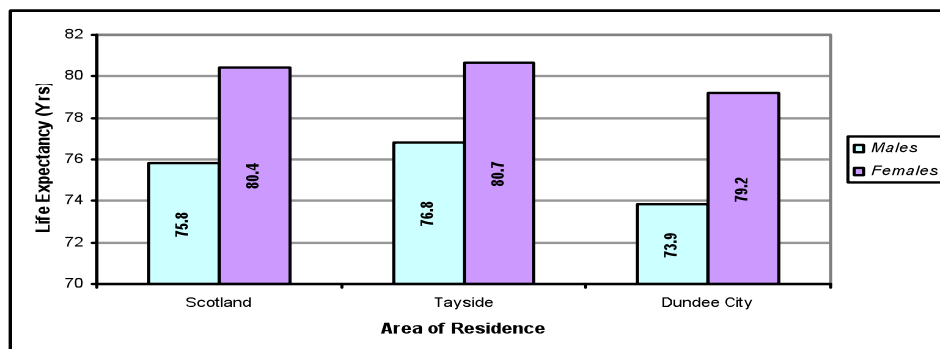
Table 16: Prevalence of Health Conditions in the Dundee Population

Conditions	Patients on QOF register	Dundee City	SCOTLAND	
Hypertension	23,363	13.8	13.5	p
Obesity	16,265	9.6	7.7	p
Asthma	9,909	5.8	5.9	q
Hypothyroidism	8,449	5.0	3.6	p
CHD (Coronary Heart Disease)	7,474	4.4	4.4	p
Diabetes	7,721	4.6	4.3	p
CKD (Chronic Kidney Disease)	6,243	3.7	3.3	p
Depression 2 (of 2): new diagnosis of depression	11,690	6.9	9.0	q
Stroke & Transient Ischaemic Attack (TIA)	3,913	2.3	2.1	p
COPD (Chronic Obstructive Pulmonary Disease)	4,639	2.7	2.0	p
Atrial Fibrillation	2,424	1.4	1.4	p
Cancer	2,489	1.5	1.7	q
Dementia	1,203	0.7	0.7	p
Heart Failure	1,623	1.0	0.8	p
Mental Health	1,817	1.1	0.8	p
Epilepsy	1,378	0.8	0.7	p
LVD (Left Ventricular Dysfunction)	1,214	0.7	0.6	p

Life Expectancy

- Life expectancy at birth in Dundee is lower than the average for Scotland for both males and females. Dundee City has the lowest life expectancy of the three council areas in Tayside, although rates are increasing over time.

Fig 14: Life expectancy at birth 2008-2010



Source: GROS(S) and National Statistics

Mental wellbeing

- Data from the 2012 Dundee City Council Citizens' Survey showed that Dundee scored higher on the Warwick-Edinburgh Mental Well-being Scale (WEMWBS) than the Scottish average (52.16 vs. 49.9). However, scores varied across communities and were somewhat lower in Community Regeneration Areas.

Drug use

- It is estimated that there are 59,600 problem drug users in Scotland as a whole, with 8.4% of these being in Tayside;
- In 2009/10, within Tayside, Dundee City had the highest rate of the three council areas and the prevalence was also higher than the overall Scotland rate.

Table 17: Estimates of the number of problem drug users (aged 15-64 years) in Dundee, Tayside and Scotland

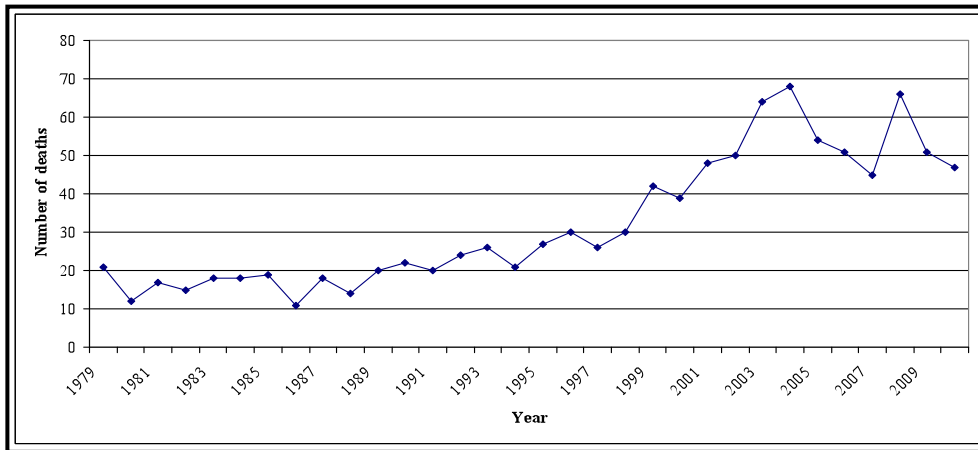
	Number	Prevalence rate (%)
Dundee City	2,800	3.28
Tayside	5,000	1.92
Scotland	59,600	1.71

Source: National and Local Prevalence of Problem Drug Use in Scotland 2009/10

Alcohol Related Deaths

- The figure below shows the history of mortality in Dundee City where alcohol was the underlying cause of death and shows, despite some fluctuations, an increase over time.

Fig 15: Dundee City alcohol related mortality 1979 – 2010

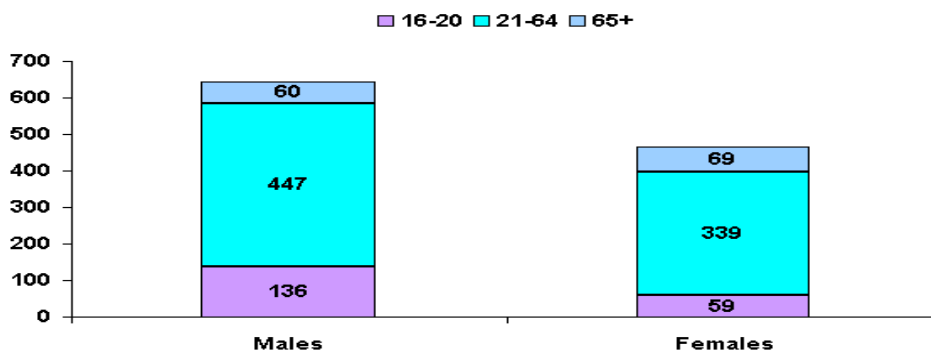


Source: GROScotland

Learning Disabilities

- As the entire population lives longer, so does the population of people with a learning disability. This group of people and their carers will need more services and support as they will also experience the long term conditions and co-morbidities associated with old age;
- 2010 - 999 adults aged 16+, 2011 – 1114 adults aged 16+.

Fig 16: Number of adults with a learning disability 2011



Source: Scottish Consortium for Learning Disability (SCLD)

Carers

Respite Care is a service intended to benefit a carer and the person he or she cares for by providing a short break from caring tasks.

- There was a considerable increase in respite weeks provided by Dundee City between 2006/07 and 2010/11, provision in Dundee almost doubled during this period, with an increase of 3,080 weeks to 8,000 weeks. In 2011/12 the number of respite weeks decreased slightly from the previous year to 7,670 weeks in total for Dundee City.

Table 18: Total number and crude rate¹ of respite weeks by Tayside local authority

Administrative Area	Total Respite Weeks Provided					
	2006/07		2010/11		2011/12	
	Number	Rate ¹	Number	Rate ¹	Number	Rate ¹
Scotland	163,640	31.98	203,730	39.01	205,400	39.09
Angus	1,850	16.92	3,810	34.46	4,340	39.23
Dundee City	4,920	34.61	8,000	55.44	7,670	52.69
Perth & Kinross	4,380	31.24	6,200	41.95	7,330	49.02

Source: Scottish Government (Respite Care Scotland 2011-12 Report, Annex 1)

Note:

1. Crude rate per 1,000 population (all persons/all ages) based on total mid-year population estimate (Source: NRS/GRO(S))

2. All figures rounded to the nearest ten. Total may not add up to the sum of components due to rounding.

3. All other Scottish local authorities can be found in Annex 1 for comparison purposes.

2.7 SAFER AND STRONGER COMMUNITIES, AND REDUCING OFFENDING

The 2012 Dundee Citizens Annual Survey outlined that:

- 98 % of respondents felt their neighbourhood was a very or fairly safe place to live;
- 80% felt very or fairly safe walking alone in their neighbourhood after dark;
- 8 % of people felt crime had increased over the last year in their neighbourhood, 47% of these people said they felt this due to talking to other people in their area, 13% said it was due to personal experience of crime;
- The most common response when asked what factors contribute to crime level were Alcohol/Drugs (27%) Unemployment (6%) and Gangs/Youths (5%);
- 86% of people said that fear of crime does not prevent them from taking part in everyday activities

Trends

- Crime trends in Dundee continue downward by about 7% (three year rolling average);
- At the end of 2011 figures highlighted that there was an overall 24.5% reduction in crime in Dundee compared to the same time in 2010. That represents 1727 fewer victims of crime and is the lowest level for three years;
- Figures show a 17% reduction in robbery, 29% reduction in vandalism and with almost one in three crimes detected;
- A 40% reduction in domestic housebreaking and with more than one in three crimes detected (33.7% - and 11% improvement on a year ago). Similarly vehicle crime and reports of youths causing annoyance are at a four year low.

Fig 17: Vandalism

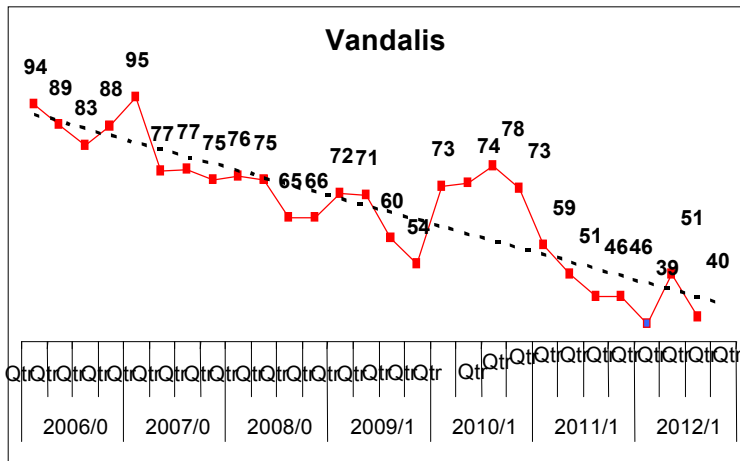


Fig 18: Robbery

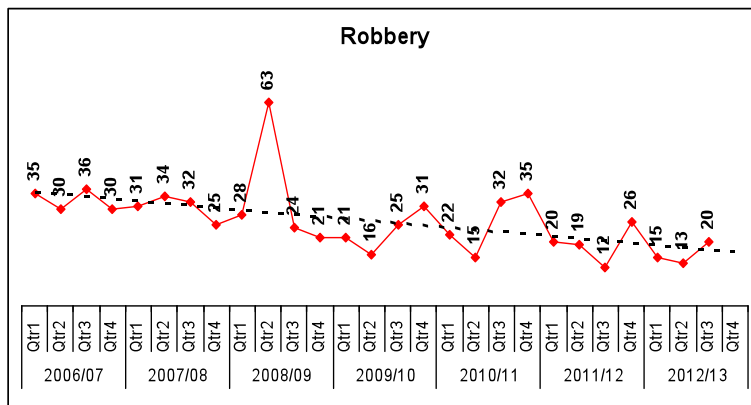


Fig 19: Domestic Dwelling Housebreaking

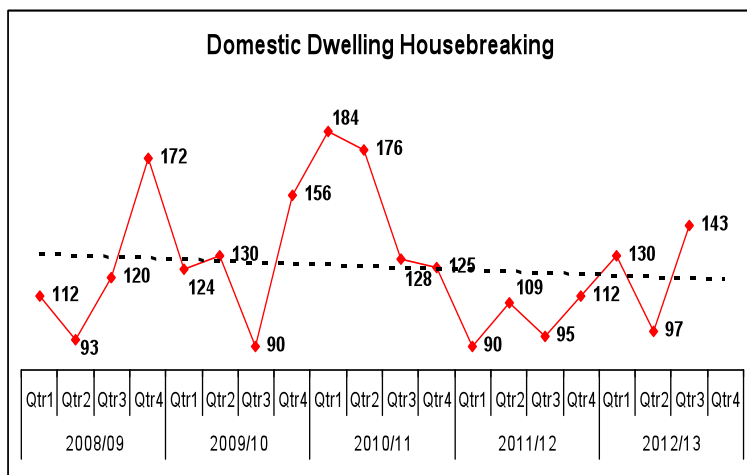
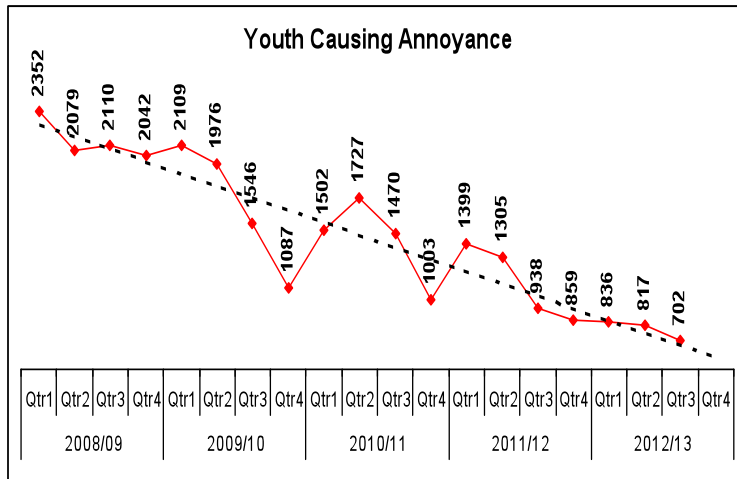


Fig 20: Youth Causing Annoyance



Neighbourhood

The 2012 Dundee Citizens Annual Survey outlined that:

- 57% of respondents in the annual survey had stayed in their house 10 years or more;
- The top two reasons for what people liked best about living in their neighbourhood was it was quiet and peaceful (38%) and good neighbours (35%);
- 59% of people said there was 'nothing' that they did not like about their neighbourhood, 6% said anti social neighbours and 4% said drug problems;
- 93% of people felt the condition of their house was very good (50%) or fairly good (43%).

Dwellings

- The 2010 estimate of the number of dwellings in Dundee City is 70,401;
- The proportion of these households receiving a single adult Council Tax discount is 43 %. For Scotland, this figure is 38 %;
- The largest proportion of the dwelling stock in Dundee is made up of flatted properties, 53% of properties in Dundee are flats;
- Owner occupation accounts for just over 50% of the stock, private rented 20%, Local Authority 18% and Housing Association 12%.

Table 19: Proportions of dwellings by Council Tax band in Dundee City, 2010

Council Tax Band	A	B	C	D	E	F	G	H
% of Dwellings	40	23	12	11	9	3	1.5	0.5

Source: NRS 2010

Fig 21: Dwelling Type

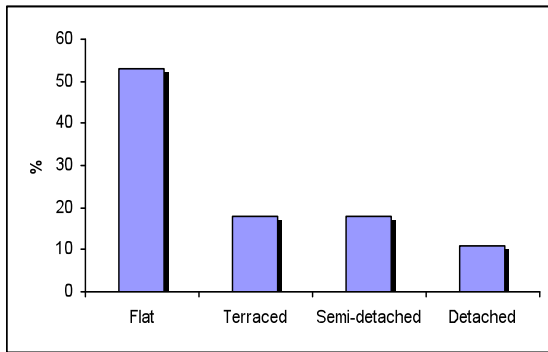
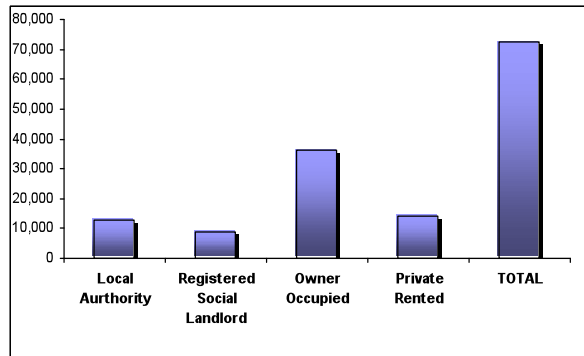


Fig 22: Dwellings Tenure

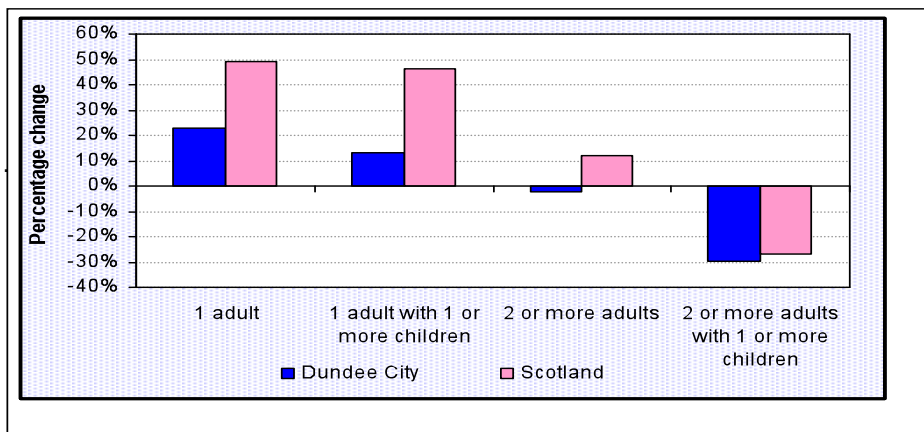


Source: Dundee City Council Housing Department 2012

Projected Households

- The total number of households in Dundee City is projected to change from 70,400 in 2010 to 81,740 in 2035, which is an increase of 16%. This increase is expected to be in lone person households and those with one adult and one child;
- Two person and more households are expected to decrease.

Fig 23: Household Projections by Size



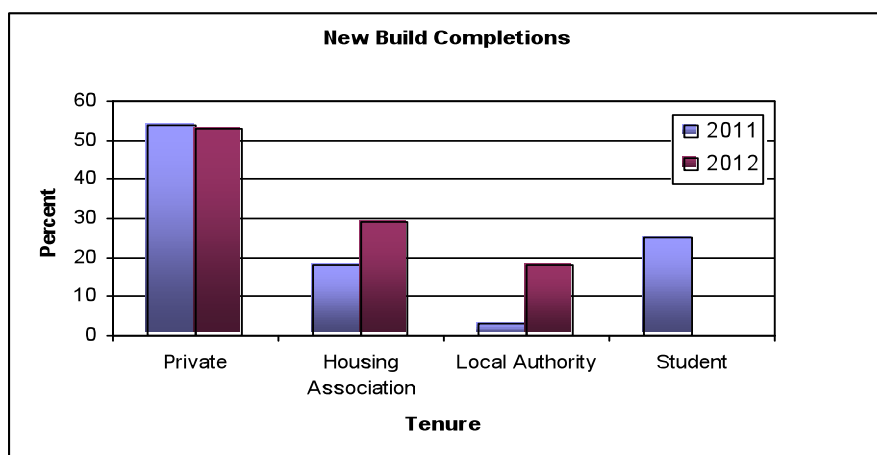
Source: NRS 2010 Based Household Projections

New Build

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.

- Annual completions have fallen from 835 in 2008 to 308 in 2012;
- Private new build has remained around 50% in 2011 and 2012;
- There has been an increase in public sector new build in 2012.

Fig 24: House Completions



Homelessness

- Total homeless applications reached 2,788 in Dundee in 2008/9, this decreased to 1,611 in 2011/12. The profile of homeless applicants in Dundee largely mirrors the national situation. There was a reduction in the number of homeless applications of 19% in 2011/12 and in Dundee this was 16%.
- Youth Homelessness (aged 16 – 24) also peaked in Dundee in 2008/9 at 630 applicants which represents 28% per head of population. In 2011/12 there were 441 applicants from the 16 – 24 age group and this represents 19.7% of the population against a Scottish average of 18.9%. A pilot project has been running in 2012 /13 with 16/17 year olds, this has shown a 14% reduction, and the project has now been extended to include 16-21 year olds from 4 February 2013.
- Overall homeless households accounted for an estimated 43% of available social lets during 2010/11, and have been at similar levels since 2008 – 09. In Dundee the target proportion of lets for people assessed as homeless is 45% of all council vacancies. In 2010/11 Homeless Applicants achieved 49% (595 lets). Additionally, 203 applicants were successfully referred to Registered Social Landlords in 2011/12.

2.8 ENVIRONMENT

In 2010/2011 Dundee dealt with 94,944 tonnes of municipal waste.

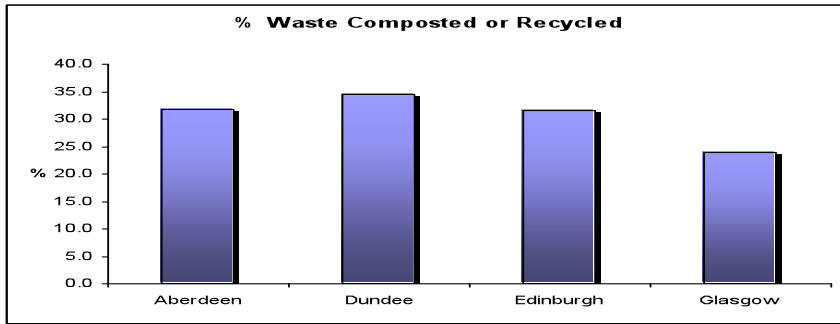
- Over 34% of waste was recycled or composted. This was a higher percentage than the other main cities.

Table 20: Municipal waste recycling and composting rates 2010/2011

Local Authority	Total arisings (tonnes)	Waste recycled (%)	Waste composted (%)	Waste composted or recycled (%)
Aberdeen	118,049	18.9	12.9	31.7
Dundee	94,944	19.9	14.6	34.6
Edinburgh	221,865	20.6	11.0	31.5
Glasgow	334,906	13.1	10.9	24.0
Scotland	3,141,204	24.1	14.1	38.2

Source: SEPA

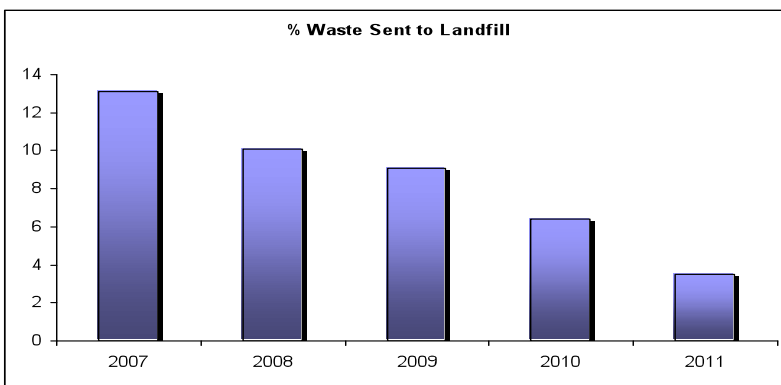
Fig 25: % Waste Composted or Recycled



Source: SEPA

- The amount of waste sent to landfill dropped from 13,100 tonnes in 2007 to 3,500 in 2011

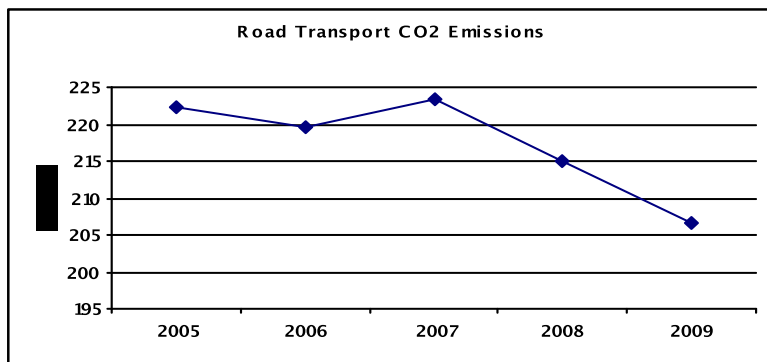
Fig 26: Ktonnes of Waste to Landfill



Source: SNS

- Road transport CO₂ emissions have dropped from 215 tonnes in 2005 to 206 in 2011. Overall CO₂ emissions have reduced from 1058 tonnes to 867 in Dundee City.

Fig 27: Carbon Dioxide (CO₂) Emissions



Source: SNS

Derelict Land

- The amount of hectares of land classified as derelict in Dundee reduced from 42 hectares in 2007 to 14 hectares in 2011.

2.9 TRANSPORT

- The percentage of households with no car or van is significantly higher (10.8%) in Dundee than in Scotland as a whole. Nevertheless, it should be noted that car

ownership is usually considered as more crucial by people in rural areas than by those resident in large urban settlements such as Dundee.

- The number of registered vehicles in Dundee City as 2010 was 57,756 in comparison to 57,189 in 2007.

Table 21: Car Ownership by Household

		Dundee	Scotland
	Number	%	%
No car or van	30,454	45.5%	34.2%
1 car or van	27,200	40.7%	43.3%
2 or more cars or vans	9,254	13.8%	22.4%
ALL HOUSEHOLDS	66,908	100%	100%

Fig 28: Serious Road Traffic Collision Injuries

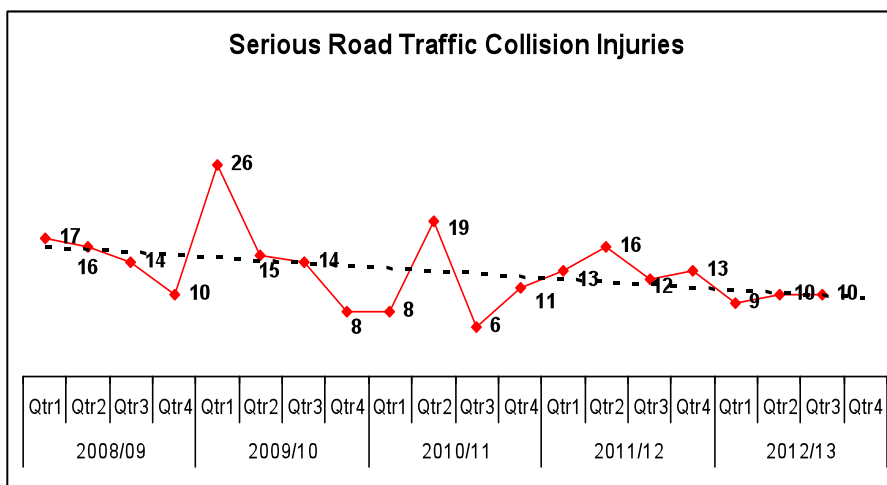
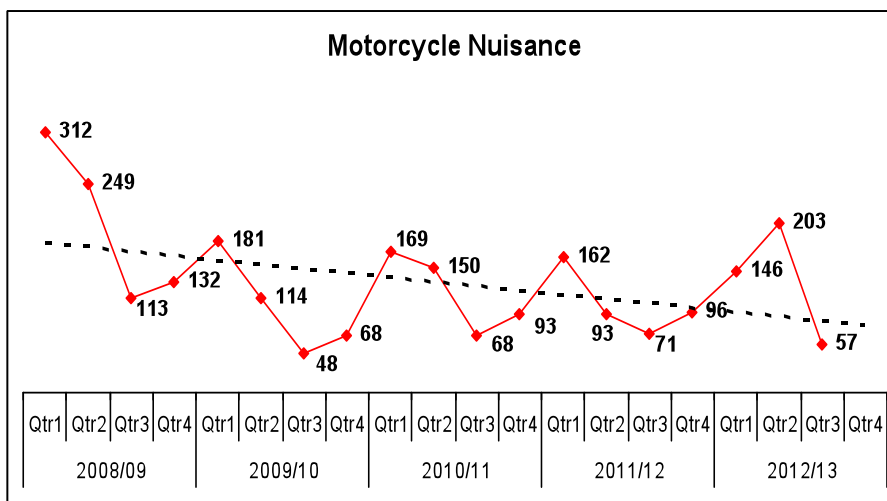


Fig 28: Motorcycle Nuisance



Section 3 - Cross-cutting Priorities

3.1 LOCAL COMMUNITY PLANNING AND 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 Dundee Partnership as a whole.

The most meaningful expression of Community Planning is seen at the neighbourhood level as strategic outcomes address 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.

All LCPPs have adopted a new Local Community Planning for 2012-2017 and these were launched in May 2012. They have informed the overall priorities set out in this SOA. Across all the areas of the city, the top issues identified were:

- substance misuse and the need to raise awareness of services, support to users and support for those affected;
- availability of community facilities;
- improving community wellbeing;
- providing accessible and understandable information to communities;
- support for Job Clubs and training, further education and employment;
- providing greater range of activities for young people;
- providing and maintaining high quality green and open spaces;
- increased support for money and debt advice and management; and
- reducing levels of anti-social behaviour including litter, dog fouling and graffiti.

Local Community Plans contain a range of outputs and outcomes which define and identify priorities for action. Measurement of the achievement of these actions is undertaken annually. This has been enhanced by developing **a framework to assess the impact of Local Community Plans** from the perspective of service planners/providers, those actively engaged in community groups and the general public. Responses showed the positive impacts:

Service planners/providers found that local community planning provides an important focus for council departments, community organisations, voluntary organisations and local people to come together to address agreed priorities collectively. It was recognised that the Local Community Planning Partnerships provide a robust structure and effective mechanisms to assist in closing the inequalities gap.

Active and engaged communities confirmed that they felt involved in making and influencing key decisions affecting their community and that agencies were generally responsive to the views of local people through Local Community Planning processes. Members of community

groups/organisations felt involved and aware of how decisions had been reached and that their involvement had increased their awareness and confidence. They recognised that many members of the public were not aware of the Local Community Plan and that collectively there is a need to raise more awareness and seek increased involvement from those persons who are currently not connected.

The majority of **members of the general public** confirmed that while they were not aware that Local Community Plans were being implemented, they did notice changes that had been made in their immediate neighbourhood or close proximity to their home.

The previous Local Community Plans covering the period from 2008-2011 outlined 782 actions to be implemented across the city including the creation of major new Community Facilities in St Mary's and Whitfield. More than 90% of the objectives prioritised were achieved and the Dundee's Local Community Planning Partnership Model was held up as an example of good practice by Audit Scotland. Each new Local Community Planning Partnership has worked with other stakeholders to consult widely and develop outcome based Community Plans for the period from 2012-2017. These were launched in May 2012 following an extensive community consultation over a six month period between May and October 2011. A total of 16,000 Local Community Plan Summaries have been distributed to community venues and public places across the city. They can be viewed at <http://www.dundeepartnership.co.uk/content/local-community-planning>

The Partnership and Dundee City Council have responded to one of the top local priorities investing in a **city-wide programme to improve community facilities**. These developments range from significant improvements to existing facilities as well as some new builds. Engagement frameworks have been created to ensure that local people are fully involved in shaping facilities and the services and activities that they would like to see delivered for their communities.

The potential for enhancing community control of local facilities is being progressed through the development of a community asset transfer policy. Partners and interested community groups have participated in consultation on the Community Empowerment and Renewal Bill and await the second draft.

Audit Scotland has confirmed 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 effective Community Engagement as partners, groups and organisations seek to improve their policies and services in response to local needs. Much of this is built into the **Local Community Engagement Action Plans** which have been agreed for each ward/LCPP. 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 2011. 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. This model underpinned the Dundee Partnership Community Engagement Strategy 2011-2013.

New vehicles for community representation continue to emerge and the Partnership has been committed to find creative ways to bring members of city-wide 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 a way of achieving this would be through a Dundee Partnership Community Conference.

Five Dundee Partnership **Community Conferences** have been held since October 2010. These have focused on priorities identified by local communities - alcohol misuse, drugs misuse and tackling poverty, employability and the impact of welfare reform. Attendance from

community representatives and local people has been very encouraging and has enhanced the range of ways that local communities can positively influence city-wide issues in a strategic manner.

The Dundee Partnership and the Council recently confirmed their commitment to Involving Young People in Decision-Making. The central part of this commitment is supporting young people to create their own groups and structures on their own terms to which they can become involved and have their voices heard. One key example of this is the establishment of Dundee Youth Council and the extension of communications between the Youth Council, various Youth Action Groups and Local Community Planning Partnerships and Community Regeneration Forums. Young people have attended Local Community Planning Partnership meetings on a frequent basis to give presentations on work that they are undertaking and in some of the Regeneration areas. Young people have been supported to create Working Groups to make recommendations to the Community Regeneration Forums on applications relating to work with young people.

Overall, significant progress has been made in involving young people influencing Local Community Planning processes and in the creation of the Local Community Plans for 2012-2017.

The Partnership is currently in the process of developing a new integrated Community Learning and Development Strategy for the city. Reflecting the recent Scottish Government guidance, this will direct and incorporate the engagement and capacity building activity of all community planning partners across all of our strategic outcomes. A number of consultation events with a broad range of public and voluntary sector partners have been held with a view to agreeing the new strategy in the summer of 2013.

3.2 FAIRNESS AND INEQUALITIES

Levels of poverty and inequality in Dundee have remained stubbornly high despite the many efforts of partners. Deprivation as measured through the Scottish Index of Multiple Deprivation is largely unchanged and as a result the Dundee Partnership has developed a Fairness Strategy to challenge poverty and promote inclusion in Dundee.

<http://www.dundeepartnership.co.uk/sites/default/files/DP%20Fairness%20Strategy%20June%202012.pdf> (For full details on levels of poverty, see Outcome 7).

Key Aspects of Poverty in Dundee

Within the overall profile of poverty in Dundee, there are three particular aspects which need to be addressed if the strategy is to achieve fairness for those struggling to make ends meet, and if we are to prevent poverty impacting on our children and future generations.

There is a greater likelihood of **child poverty** than any other age group. In 2008/9, 17,830 children in Dundee lived in low income households. Children who grow up in poor households are more likely to have low self esteem; play truant; leave the family home earlier; leave school earlier with fewer qualifications and be unemployed/economically inactive as adults.

Levels of **in-work poverty in Dundee** have remained stubbornly consistent at around 6% to 7% of the population. In-work poverty is experienced by individuals and families in households with incomes below the poverty threshold despite one or more members being in employment. This group contains children and non-working adults. Half of the children in poverty in Scotland live in households where at least one adult is working. In-work poverty is fundamentally shaped by wage levels and working arrangements. In 2009, 20% of all jobs in Dundee paid less than £7.13 per hour; 10% of full-time workers earned £6.75 or less per hour; and 40% of part-time male workers and 30% of part-time female workers earned less than £7 per hour. Dundee also has the highest rates of part-time employment for any Scottish city.

In 2009, 15,000 households in Dundee (22%) were in **fuel poverty** including 3,000 families and 8,000 pensioners. Since then, rapid rises in the cost of energy have outstripped any rises in

household income resulting in the probability that levels of fuel poverty will have increased dramatically in Dundee. Fuel poverty is defined as the need for a household to spend over 10% of its income to achieve adequate temperatures for health and comfort.

Working to Achieve Fairness in Dundee

The Fairness strategy has three complementary **strategic themes** which reflect different aspects of the framework and our desire to address the causes of poverty, to respond to the needs of those in persistent poverty and, crucially, to offer routes out of poverty.

We will strive to ensure that people in Dundee:

- have a **fair household income** by providing employment opportunities, effective financial inclusion support, and sensitive charging policies and concession schemes;
- have **someone to turn to** in their families, communities and in services to help them to feel valued, cared for and supported and so that they can have the sense of purpose and security we all need; and
- have **hope for the future**, by providing support to develop confidence, skills and opportunities to achieve a better quality of life.

While this Partnership believes that income inequality is the root of poverty, we recognise that we must be able to address all aspects of deprivation if we are to turn around the life chances of many in our community regeneration areas. Based on the national framework for wellbeing produced by Health Scotland, our framework for fairness and inclusion reflects the interconnected outcomes we need to achieve.

Following extensive consultation of the draft Fairness Strategy, an action plan was published in June 2012. It addresses the needs of priority groups as highlighted by the Tackling Poverty Board for Scotland and emphasises the factors most likely to have a direct relationship to poverty in the city, employment; education and skills; benefit advice and income maximisation; childcare; and affordable and accessible services. The first 6 month progress report on the Fairness Action Plan was presented to the Partnership in December 2012.

The Partnership is currently working with the Poverty Alliance on a programme of training and community involvement to support the strategy and give a voice to those experiencing poverty in the city.

The biggest obstacle to reducing poverty in Dundee is, undoubtedly, the impact of welfare reform which estimates suggest will remove up to £58million per annum from individuals and families in the city. The Partnership is working closely to identify potential impacts and support people who will be affected. The quality and co-operation evident between the voluntary sector, Job Centre Plus and departments across the Council is crucial in offering multi-dimensional support on issues such as housing, income maximisation, digital inclusion and employability.

Considerable dialogue has taken place over the last two years across a range of public, voluntary and private organisations to consider the adoption of a co-ordinated and creative approach to tackling inequalities in Dundee. A working party of entrepreneurs in Dundee have subsequently developed a plan to evolve a new solution through the creation of an independent Dundee Inequalities Strategy Team. The team is intended to design and deliver a new strategy over the next three to five years and will include experts in the fields of data analysis, community engagement, social economic and public health. Efforts to secure the resources to establish the team are underway.

3.3 MENTAL WELLBEING AND THE EQUALLY WELL TEST SITE

Dundee Partnership has a long-standing commitment to improving the mental wellbeing of citizens, and reducing mental health inequalities, in line with the Scottish Government's identification of mental health and wellbeing as a national strategic priority. This is because:

- Mental health and mental health problems are directly related to a person's ability to function well in society and vice versa;
- Poor mental health has social and economic consequences across healthcare and other systems; and
- Mental illness is more common in more deprived areas.

In Dundee's SOA 2013-2017 the importance of these national priorities is reflected in the strategic outcome 4:

- People in Dundee will have improved physical health and wellbeing and will experience fewer health inequalities.

Towards a Mentally Flourishing Scotland (2009), the Scottish Government action plan for mental health improvement, located mental health and wellbeing firmly within Community Planning Partnerships. It was based on a social model of health, with the aim of embedding mental health improvement across services, communities and plans. Its successor, the Mental Health Strategy for Scotland 2012-15, brings together the key messages from TAMFS along with learning from Delivering for Mental Health. It recognises a more mature understanding of mental health in the context of services and determinants and seeks to bring together action on mental health improvement and improving mental health services.

The Scottish Government approach to tackling Scotland's significant and enduring health inequalities is set out in its national action plan, Equally Well (2008). The plan recognises the complex underlying reasons for health inequalities and proposes changes in ways of working within and across public services as major contributors to improvement.

In 2008, Dundee made a successful proposal to host one of 8 national test sites sponsored by the Scottish Government as part of the implementation of Equally Well. Each test site focused on a different Equally Well priority, and in Dundee, the aim was to work in a disadvantaged community (Stobswell) to test new ways of working, predominantly in public services, to tackle health inequalities and improve community mental wellbeing. Improving mental wellbeing was seen as a long term outcome which can only be achieved if the influences on wellbeing are addressed. The test site acted as a catalyst for change, working closely with local services and the community to identify influences, indicators and assets for mental wellbeing and to raise awareness of, and build capacity for, mental health improvement.

The approach of the test site focused on:

- Using community development approaches to consult, engage, involve and respond to mental wellbeing issues;
- Increasing understanding of the impact of mental wellbeing on a very wide range of outcomes;
- Supporting all stakeholders to recognise and develop their role in improving mental wellbeing, on their own and in partnership with others;
- Strengthening sources of support for mental wellbeing e.g. mental health literacy programmes, SOS (Sources of Support) pilot social prescribing scheme
- Balancing universal and targeted approaches; and
- Integrating mental wellbeing across services and plans.

The test site proposal to the Scottish Government included two specific actions to implement a pilot social prescribing scheme and a mental health literacy programme in Dundee. These initiatives evaluated positively and provided invaluable learning and evidence for the roll out of Equally Well.

The pilot Social Prescribing Scheme (SOS: Sources of Support), was a partnership between the test site, Dundee Healthy Living Initiative and Maryfield Medical Centre. It involved developing a new approach to meeting complex needs, new cultures and ways of working within primary care, and stronger more effective links between health services and a wide range of community based services and activities. GPs refer patients with poor mental wellbeing to SOS link workers, who help them to identify influencing factors, and support them to access a wide range of non-clinical sources of support that help address the causes and consequences of their condition. In the first year, SOS had over 120 GP referrals, and 50% of patients engaged with the scheme. There were 119 link worker referrals onto 47 different community services or groups, and a further 36 referrals into Dundee Healthy Living Initiative activities. Overall, patients found the scheme appropriate to their needs, helpful, flexible and accessible. This included patients with complex and enduring needs who may be difficult to engage and support, as well as patients with no previous history of engagement with any services apart from primary care. Where pre and post intervention data was available for patients who completed the programme, significant improvement was shown in mental wellbeing and functional ability.

The test site's work to improve mental health literacy grew from the co-ordination and delivery of a community based programme, involving the design, piloting and evaluation of the *Mind Yer Heid* awareness raising session, to expanding mental wellbeing awareness into the Continuing Professional Development programmes of early years and education staff, and the development of a training for trainers course to build the capacity of staff from a wide range of organisations to deliver *Mind Yer Heid* sessions to their own clients. Almost 250 local people, staff and volunteers participated in these sessions in 2010/11 and external evaluation showed significant positive changes in awareness of mental wellbeing, influences on wellbeing and how to protect and promote wellbeing.

The main learning from the test site concerned:

- the strength of the contribution that a focus on mental wellbeing can make to a wide range of inequalities outcomes;
- the achievability of integrating wellbeing into existing structures and services; and
- targeting resources towards improving community mental wellbeing and its influences in a sustainable manner.

Roll out of the test site approach and social prescribing are two of the top three priorities for health equity as agreed by Dundee Partnership, Dundee CHP, Healthy Dundee and NHS Tayside. In June 2012, NHS Tayside Endowment Committee Board of Trustees awarded £203,524 to the Equally Well partnership, led by Dundee CHP, to take this forward via a transitional model for health equity. The transitional model will operate in Dundee throughout 2013 and to date has involved:

- Profiling in the Community Regeneration Areas identified for local roll out and approval from Local Community Planning Partnerships for the recommended priority datazones;
- The establishment of health and wellbeing networks and the formation of local wellbeing workforces;
- Community engagement to identify what local people think matters for wellbeing;
- Identification of a further two GP practices to participate in the roll out of the social prescribing scheme; and
- Support for a range of services to adopt social prescribing approaches.

The transitional model is governed by an expanded Equally Well Core Group to reflect the scaling up of the original test site. Progress on the roll out of Equally Well is reported to Healthy Dundee as the lead group for the Health and Wellbeing theme in the Community Planning Partnership and also directly to Dundee CHP and NHS Tayside. Equally Well is reflected in SOA outcomes, and indicators have been developed specifically for the work of the transitional model.

The Equally Well Core Group has developed a project plan to help identify future resources to further support the roll out of the Equally Well approach. Much of this is predicated on services being supported to change the way they go about their daily business to better address the determinants of health inequalities and mental wellbeing.

3.4 SUBSTANCE MISUSE AND THE DUNDEE ALCOHOL AND DRUG PARTNERSHIP

The Dundee Alcohol & Drug Partnership (ADP) was established in October 2009 and is located within the Dundee Community Planning Partnership (CPP). The ADP provides a strategic direction in respect of substance misuse for the CPP and supports all other theme-groups to develop a coherent and co-ordinated response to substance misuse.

The ADP works closely with a range of both strategic and crosscutting themes, including the Children and Young People's Protection Committee, Integrated Children's Services, Community Safety Partnership and the Violence against Women Partnership.

The ADP has commissioning responsibilities, especially with respect to ring-fenced alcohol and drug funding, and its commissioning process reflects the needs and interests of the Dundee Partnership as a whole.

The ADP continues to develop a Recovery-focused care pathway which is based on closer links with generic services and local communities (see further detail on Recovery below). The ADP aims to ensure that high quality services are available in Dundee to individuals, families and communities affected by substance misuse and that these services are delivered by a highly qualified and motivated workforce.

To achieve these aims, the ADP has already embarked on an extensive research process to establish the current position in terms of recovery-focused services in Dundee. This process has involved service users, local communities, staff from both specialist and generic services, and strategic leaders. In partnership with the Angus and Perth and Kinross ADPs, a Needs Assessment (NA) process was developed, initially focusing on the needs of individuals affected by homelessness and substance misuse and children affected by parental substance misuse (CAPSM). Following completion of these two projects the NA programme will extend to other areas. We are also in the final stages of the development of the Tayside Substance Misuse Information System (SUMIT) that will provide real-time information from all the specialist services, as well as information on outcomes.

Focusing on a population-wide approach to alcohol misuse, the ADP has developed the Dundee Focus On Alcohol project (FOA). FOA engages with individuals of all ages and with all communities, through a range of campaigns and events, to encourage and support them to drink responsibly. Working closely with the Dundee Licensing Forum, a report on the overprovision of alcohol in Dundee was developed and was made available for the Dundee Licensing Board.

ADP led service review

The ADP is currently embarked on a broad ranging review process encompassing all service delivery in Dundee. The main objective of the review is to ensure that services are shaped to meet current needs and are in the strongest position to deliver improved outcomes for individuals and communities across the City. Efforts will be more clearly directed “up stream”, to be more preventative while maintaining a focus on those who require treatment and rehabilitation. The future model of delivery will ensure that citizens are placed at the centre and will be developed with the involvement of local communities. The partnership as a whole is reviewing its community engagement strategy and this refreshed strategy will provide the opportunity to fully engage communities in this debate. The review will be based on evidence of levels / nature of need current effectiveness and efficiency. The Dundee CPP has a clear focus on inequalities. Although the ADP cannot address this entire agenda, work on re-modelling should link to the partnership’s focus on inequalities. The review will be undertaken throughout 2013 with expected completion at year end.

The review process will be delivered in 4 stages:

Stage 1: Description of the current situation based on the population profile, evidence needs and feedback from communities and other consultation processes (as described above).

Stage 2: Development of a new model, setting out a vision and a pathway that describes a recovery model.

Stage 3: Realignment, commissioning and testing the model.

Stage 4 Review and refinement of the model.

Profiling substance misuse in Dundee

(updated profile information will be available by April)

Alcohol

While men and women living in affluent areas are more likely to drink hazardously than those in less affluent areas, those living in the most deprived areas are up to four times more likely to end up in A&E as a result of their drinking. In addition, those living in deprived areas are also four times more likely to be admitted to hospital as a result of their drinking than those in the least deprived areas.

In 2010/11, there were 1,995 alcohol-related presentations to A&E (Ninewells) by Dundee residents

In 2010/11 there were 1,028 alcohol-related hospital discharges (10% increase 09/10)

In 2010 58% of 13 year olds and 78% of 15 year olds in Dundee reported that they had had an alcoholic drink. This was similar to the proportions shown across Tayside and indeed Scotland as a whole.

Of those in Dundee who reported they had an alcoholic drink:

- 9% of 13 year olds and 20% of 15 year olds reported they drank alcohol at least once a week;
- 64% of 13 year olds and 77% 15 year olds, reported they have been really drunk at least once; and
- 30% of 13 year olds and 48% of fifteen year olds had asked someone else to buy alcohol for them in the four weeks prior to survey.

Drugs

In 2009/10 it was estimated that in Dundee there are 2,800 problematic drug users – prevalence rate of 3.29% of those aged 15-64. The estimated prevalence rate for Scotland for the same period was 1.71% (59,600 individuals).

Between 1996-97 and 2006-07, the number of drug seizures in Tayside rose year on year from 1,008 to 2,135. 34% of these seizures were class A drugs, 7% were class B and 59% were class C. In 2010-11, the number of drug seizures in Tayside was 2,129. 26% of these seizures were class A drugs, 56% were class B and 18% were class C.

In 2010 21% of 13 year olds and 43% of 15 year olds in Dundee reported they were offered drugs. This is slightly higher than the Scottish average for the same period, which is 16% of 13 year olds and 42% of 15 year olds who reported they were offered drugs. The drug most commonly offered was cannabis.

Dundee ADP Delivery Plan

A full ADP Delivery Plan for Dundee was submitted to the Scottish Government in June 2012. It is available in full on the Dundee Partnership website and it includes the following priority actions:

Children and Families

- continue to drive the implementation and evaluation of Supporting Vulnerable Families projects and the New Beginnings service; and
- continue to redesign and reshape services in line with the recommendations contained in the young Peoples needs assessment report.

Recovery

- continue to develop the Recovery care pathway for all service provision in the City; and

- improve engagement on Recovery through the strengthening of existing links with community groups, family support groups and Community Planning Partnership structures.

Prevention

- reduce the prevalence of substance use amongst young people in Dundee; and
- support and extend to other settings the future delivery of Screening and Brief Intervention for alcohol.

Community engagement

- strengthen the engagement with local communities that enhances the overarching Dundee Partnership and Community engagement model; and
- involve communities in developing local solutions in relation to their concerns regarding substance misuse through Local Community Planning Partnerships.

Safer Communities, Enforcement and Availability

- work with partners to increase youth diversionary activities for young people engaging in substance misuse; and
- support enforcement activity in respect of individuals and groups concerned in the supply of illegal drugs, in particular Class 'A' Drugs.

Performance Measurement

- Work with key partners (including Tayside Health Advisory Forum and Dundee University) to complete the SUMIT information system for substance misuse; and
- Work in partnership with all substance misuse agencies to improve the quality of the outcomes reporting structure.

Prevention of overdose, drug deaths and support for the Naloxone Program

In addition to the work outlined above, all services in Dundee strive towards reducing and ultimately eliminating drug deaths in the City. Each key action outlined above contributes to the aim of preventing drug deaths. Specific actions to prevent drug deaths include:

- Develop information-sharing protocol for responding to non-fatal overdoses, to allow information from Police and Ambulance services to be passed on to treatment and care agencies;
- Continue to provide Overdose Prevention training to service users, carers and community members, and extend the take home Naloxone Program to include all key partners; and
- Ensure the availability of accessible and appropriate harm reduction and treatment services that provide a range of evidence based recovery focussed options.

The Recovery Approach

There have been a variety of Scottish and UK Government reports over the last few years which have developed the view that a radical new approach is required to effectively address the needs of alcohol and drug users across Scotland. The **Recovery process** focuses on developing personal strength and resilience and is widely accepted as a more effective model than the more traditional models based around stabilisation, harm reduction and abstinence.

The nature of the Recovery process demands that services offer greater openness to and input from, users of services, carers, and local communities. It is therefore crucial that users of services, carers, and communities are placed at the centre of the process.

The principles of Recovery also offer professionals, communities and users of services a framework within which service delivery and improvement can be monitored alongside an individual's progress through services. Alcohol and Drug Partnerships across Scotland will in future be measured not only on the reduction of problems associated with substance use, but also on the areas of an individual's life which have been improved through service intervention.

DUNDEE CITY STATEMENT ON RECOVERY

This Recovery Statement Is Underpinned By The Principle That Every Individual Is Capable Of Recovery.

Recovery is about individuals improving their personal strengths and abilities to help them "live well" through both the good and hard times.

Within the alcohol and drug field, Recovery is about an individual's journey beyond a life that is defined by substance use.

Recovery is driven by the individual but firmly based within their family and community. Recovery is most effective when families and communities help support this process.

3.5 EQUALITY AND DIVERSITY

A new public sector equality duty came into force in 2011 consisting of a general equality duty with three main aims, and specific duties.

The Equality Act 2010 places a General Duty on public authorities to have due regard to the need to:

- Eliminate discrimination, victimisation, harassment or other unlawful conduct that is prohibited under the Equality Act 2010;
- Advance equality of opportunity between people who share a protected characteristic and those who do not; and
- Foster good relations between people who share a relevant protected characteristic.

These three requirements apply across the "protected characteristics" of age, disability, sex, gender reassignment, pregnancy and maternity, race, religion or belief and sexual orientation. It also covers marriage or civil partnerships, but not for all aims of the duty.

Scottish guidance on implementation became available in June 2012 and outlined a range of actions supporting public sector general and specific duties under the legislation. Within this context, is a requirement for public sector organisations to develop and publish equality outcomes for a four year period by April 2013, and on a four yearly cycle thereafter. Progress towards achieving these outcomes is required to be reported on bi-annually. While the

development of equality outcomes is an explicit requirement for partner agencies on an individual basis, SOA guidance acknowledges there is a potential role for community planning partnerships in supporting partner agencies in meeting their equality duties.

In Dundee, on a partnership basis, the vision is for public bodies to demonstrate the mainstreaming of equality and ensure that all individuals benefit equally from public services. Within this context, there has been a move towards a more integrated partnership approach that focuses on fewer but more practical actions.

As part of this approach, members of the Dundee Equality and Diversity Partnership 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 to better inform and shape partner agency actions;
- All partners are determined to effectively engage with equalities groups and, while statutory partners' consultation processes are at different stages of development, opportunities to build on the successes achieved to date will be followed up with greater sharing of information and more joined up engagement approaches developed; and
- 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 help share learning and expertise across partner agencies.

In 2012, the Dundee Equality and Diversity Partnership hosted an equalities partnership event which brought together statutory and voluntary sector agencies and service users. Significant themes emerged from these discussions that continue to shape partnership processes and the development of statutory sector equality outcomes. These themes are:

- Effective communication;
- Accessible information;
- Promote good relations across communities;
- More pro-active engagement and greater involvement;
- Better joined-up working; and
- Linking inequality and poverty.

Partnership equalities events will continue to be held to give impetus to equality and diversity across the city.

The shape of the existing Dundee Equality and Diversity Partnership will continue to evolve to reflect the changing context of partnership equalities in the city. The Equality and Diversity Partnership as a whole will meet twice annually and will also meet twice a year with the Equalities Forum which brings together representatives from across voluntary and community networks as a means of connecting communities of interest and the Dundee Partnership.

Equality Impact Assessments will also be built into the implementation of the SOA to ensure that community planning strategic theme groups address the potential for impact or opportunity offered.

In April 2013, statutory agencies will publish their new equality outcomes for the next four years. As a way of re-enforcing the 'golden thread' of community planning, Dundee City Council has developed equality outcomes aligned with those of the SOA. We will continue to

work with statutory partners to ensure the sum total of our efforts supports improved equality outcomes within the city.

Section 4 - Dundee Outcomes

Outcome 1 - Dundee will be an internationally recognised city at the heart of a vibrant region with more and better employment opportunities for our people.

STRATEGIC CONTEXT

Dundee lies at the heart of a City Region providing employment opportunities and services to a 30 minute drive time population which exceeds 300,000. In 2011, there were 72,100 employee jobs in the city's boundaries and a further 2,000 engaged in self-employment. The largest sectors were Health (23.8%), Retail (12.6%) and Education (11.9%).

Economic regeneration over the last decade has been underpinned by the growth of knowledge based industries which employ 49.4% of the city's population compared to a Scottish average of 41.6%. The city's universities have established an international reputation for research and innovation and this has helped to drive the growth of key sectors such as life sciences and computer games development.

The global economic downturn has impacted on Dundee as elsewhere. Employment levels have fallen and levels of worklessness have risen and with 33.6% of employee jobs in the public sector in 2011, compared to a Scottish average of 26.4%, future constraints on funding could have a significant impact.

The prevailing economic climate, however, cannot dampen the sense that Dundee is undergoing a radical transformation which will leave the city well placed to benefit from an upturn in wider economic conditions. The £1 billion waterfront development, the flagship V&A at Dundee project and the opportunity to attract marine renewables investment provide confidence that the foundations for future economic growth will be firmly established over the next 5 years.

Economic Performance

In preparing this new single outcome agreement, the Dundee Partnership has undertaken a review of recent economic performance.

Between 2008 and 2011, overall job numbers in the city fell by 4.8%. Although this was an unwelcome trend, the scale of decline was less pronounced than for Scotland (5.3%) as a whole. Despite the overall drop in job numbers, the number of knowledge intensive jobs remained stable at 35,600.

The overall share of people seeking employment (ILO definition) rose however from 5.9% in 2008 to 8.9% in 2011, with the 16-24 year old age group particularly affected.

Against a challenging environment, **economic recovery and growth** and the achievement of **improved employment opportunities** for the people of Dundee are our key priorities.

The overall outcome is that Dundee will be an internationally recognised city at the heart of a vibrant region with more and better employment opportunities for our people.

Future economic growth will be achieved through a range of strategic approaches. Priority will be given to:

- Creating the physical infrastructure required to provide a platform for future growth (e.g. Dundee Waterfront, V&A Dundee)
- Supporting the development of sectors where Dundee has demonstrable strengths or opportunities to grow (e.g. Life Sciences, Digital Media, Offshore Renewables, Tourism)

- Addressing above average employability levels and in particular worklessness amongst young people

Physical Regeneration

Partners will seek to ensure that effective physical infrastructure is in place to support future growth. The £1 billion transformation of Dundee's Waterfront will accelerate over the period 2013 to 2015 with realigned approaches to the Tay Bridge and the demolition of Tayside House and the Olympia swimming pool. Dundee Waterfront is one of the UK's top 20 regeneration projects spanning 5 distinctive development zones. The scale of the project is reflected in forecasts that it could eventually support 9000 jobs. Development plots will become available over the period 2013 to 2017 and a marketing campaign is in place to help secure investments. In 2013 alone over £100 million of capital projects will be started or completed including the District 10 project at Seabraes Yard which will support up to 38 creative industry sector jobs in flexible office space constructed from recycled shipping containers. Other projects which will be pursued include a new railway station concourse, Park and Ride facilities and super fast broadband services.

Growth in Key Sectors

Supporting key sectors to grow and maximise employment opportunities will remain a key focus. Dundee has achieved critical mass in a number of key sectors and work will continue to deliver partnership initiatives such as Biodundee, Tayscreen and Digital Dundee in order to stimulate future growth.

In terms of the tourism sector, V&A at Dundee provides an opportunity to position Dundee and the wider region as an international visitor destination and is expected to generate 500,000 visitors in its first year of operation and 300,000 thereafter. Significant progress has already been made to secure the £45 million capital target, with £15 million commitment from the Scottish Government and first stage approval of £9.2 million in Heritage Lottery Funding. Work to secure the remaining capital and future revenue funding will continue. Partners will also work to ensure that the economic benefits of increased visitor footfall are optimised for existing businesses. V&A at Dundee will be a major asset that underpins the marketing of Dundee Waterfront to future investors. Plans for the museum have already inspired commercial confidence. Customs House at Dundee port is to be converted into the city's first 5 star boutique hotel, with work commencing in May 2013, and Malmaison opens its new Dundee hotel in September 2013. The local community was engaged in the process of choosing the winning design for V&A at Dundee and a community engagement programme is being developed to ensure that V&A is accessible to visitors and local people alike.

Renewables

There is also a significant opportunity to position Dundee as a leading centre for the offshore renewables sector. 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 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. Renewable Energy Enterprise Area status has been granted by the Scottish Government. A memorandum of Understanding has been signed with SSE and discussions with investors will continue to ensure that Dundee maximises the job creation opportunities in this emerging sector. Offshore renewables represent a major growth opportunity not only for Dundee but for Scotland as a whole. In order to successfully capitalise Dundee is one of ten local authorities working together under the East Coast Renewables strategic partnership to address issues such as supply chain development and skills, research & development and knowledge transfer. The partnership will continue to work closely with Scottish Enterprise and Scottish Development International to develop the sector.

Business Growth

Providing support to existing businesses to maximise their growth potential and consider new markets will remain a key goal and Scottish Enterprise will continue to provide this service.

Low levels of business start up in the city will be a key focus and support will be offered through Business Gateway, Dundee City Council E-Zone project and the Jobcentre Plus New Enterprise Allowance scheme to encourage improved levels of entrepreneurship.

Employability

Addressing worklessness and in particular rising levels of youth disengagement will be a key priority. Between 2008 and 2013 the Dundee Employability pipeline has helped to deliver an integrated service to workless people in the city bringing together support agencies offering seamless support to help clients move into work or other positive destinations. Employability pipeline provision in the city has been refocused to ensure that it complements Department for Work and Pension provision and will be reviewed to ensure that services continue to meet the needs of key priority groups. Since 2008, the Dundee Employability Pipeline has been underpinned by an employability management information system used by key delivery partners. This has supported performance monitoring and provides the evidence required to strategically evaluate and design effective future interventions. Domestic and European funding will be aligned to maximise the resources available to support clients. Under 25s represent 44% of those who receive support through the pipeline and young people will continue to be a key priority. Skills Development Scotland will work with partners locally to deliver Opportunities for All, provide Modern Apprenticeships places, deliver Employability Fund provision and deliver careers advice and guidance in innovative ways such as through the My World of Work online service.

Further and Higher Education

Dundee's higher and further institution will continue to be vital drivers of the local economy and knowledge industries in particular. Collectively they provide employment for 4,700 (6% of the local economy) and education for 22,000 fulltime equivalent students annually. University of Abertay Dundee has established a world class reputation for digital media teaching and has driven the growth of the computer games industry in Dundee and further a field. This work will continue underpinned by Abertay's £2 million digital prototype fund. University of Dundee has helped to establish Dundee as a world class centre for life science research and as well as undertaking ground breaking drug discovery work will continue to pre-incubate fledgling biotechnology companies. Dundee College will continue to be the main provider of vocational training and workforce development in the city and undertake knowledge transfer activity with local industry.

Image

Finally, enhancement of the city's image and perception will remain a key priority. Dundee Waterfront and the development of V&A at Dundee are helping to change perceptions of Dundee. Engendering a positive image of Dundee will help to secure new investment and attract the best talent to stay in or relocate to the city. The One City Many Discoveries campaign will continue to develop innovative approaches in pursuit of this agenda.

The following high level "economic health check indicators" have been selected to provide a measure of progression. In order to establish targets which are both stretching and realistic a review of past performance has been considered alongside forecasts of anticipated future growth prospects and analysis of the opportunities the city can capitalise upon. Targets for all 8 indicators are modestly positive. This reflects confidence that the projects and initiatives that are in place can deliver jobs but also a degree of caution and uncertainty surrounding macro-economic conditions.

Dundee Outcome 1 - Dundee will be an internationally recognised city at the heart of a vibrant region with more and better employment opportunities for our people.

<u>Intermediate Outcomes</u>
1a) Dundee's economy grows through a focus on key sectors, growth companies, business start ups and inward investment.
1b) Dundee has effective pathways to employment which enable our people to progress into sustainable jobs.
1c) Dundee tackles youth unemployment by moving more of our young people into positive destinations.
1d) Our physical infrastructure supports and enables sustainable economic growth.
1e) Dundee's Waterfront underpins the city's economic growth and enables the creation of new local employment opportunities.
1f) We have improved the image and perception of the city and its region.
1g) Dundee and its region is established as an internationally recognised visitor destination enhanced by V&A at Dundee.
1h) Dundee is a leading centre for the offshore renewables industry in the UK.
1i) Our Higher and Further Education institutions drive growth in teaching and research and through supporting knowledge intensive industries.

<u>Indicators</u>	Baseline (2013)			Target (2017)		
	City wide	CRA	non CRA	City wide	CRA	non CRA
Employee Job Numbers.	72,100			75,000		
Headline Gross Value Added (GVA) at Current Basic Prices per 10,000 head of population.	£17,6334			£19,000		
New Business Starts per 10,000 head of population.	28			36		
Percentage (and number) of Working Age Population in Employment.	68.4% 64,600			72% 68,000		
International Labour Organisation Unemployment Rate (and number)	8.9% 6,400			8.4% 6,000		
Percentage (and number) of 16-24 year olds claiming jobseekers allowance.	7.6% 1,700			6.8% 1,500		
Economic Value of Tourism. (£ millions)	137			165		
Percentage (and number) of Employee Jobs in Knowledge Intensive Sectors.	49.4% 35,600			50.4% 37,800		

IMPROVING OUR PARTNERSHIP AND PERFORMANCE

Worklessness and low pay are major factors which accentuate inequality levels in the city. The Work and Enterprise theme will seek to positively address these issues by stimulating the creation of good quality jobs and by providing skills and training support to allow those from our most deprived communities to compete for work. In 2012/2013, 66% of those supported through the **Dundee Employability Pipeline** were community regeneration area residents and this focus will continue.

Social Enterprises provide a vehicle to contribute towards economic growth, generating and keeping wealth in poorer areas whilst delivering broader social and environmental benefits. Dundee has many excellent established social enterprises that have made a significant contribution during a challenging economic period. In November 2012 Dundee City Council, in conjunction with Dundee Social Enterprise Network, published the city's first social enterprise strategy and action plan. Actions to support development of the sector will be progressed over the lifespan of this single outcome agreement.

Employability and Youth Employment

The prevention agenda will be supported by focusing resources on young people who will be a target group for future employability pipeline support. The development and implementation of a youth employment plan that meets the needs of local young people and underpins delivery of the national youth employment strategy will be a key action alongside development of a Dundee Partnership Employer Pledge. The latter will be piloted with a number of employers in 2013 to improve young person's access to training and employment opportunities. Single points of contacts have been established to assist with coordination of schools work experience and employer engagement activities. Dundee will also develop a youth employment initiative in 2013, underpinned by Scottish Government and European Funding that will fulfil the dual purposes of offering subsidised employment opportunities to young people whilst enabling local SMEs to grow their businesses.

The inclusion of clauses within procurement contracts which seek to secure employment and training opportunities for local people and secure wider community benefits have significant potential to improve the life chances of people in Dundee. Voluntary Community Benefit clauses have been inserted to secure training and employment opportunities when letting major infrastructure contracts such as Dundee City Council's new headquarters and some Dundee Waterfront contracts. A Community Benefits from Procurement policy has been approved by Dundee City Council to ensure that we maximise the employment and training opportunities from the Waterfront and other major developments. The opportunity to use these in relation to the construction of V&A at Dundee is being actively explored and will be considered for other major capital projects.

Partners will also work to ensure that local people have the skills to compete in the labour market and to compete in sectors which have been earmarked as offering economic growth potential. Sector based work academies have been, or will be, established for sectors such as health and care, retail, contact centres, life sciences and engineering and will continue to provide a vehicle for the delivery of pre-employment training and work experience.

The establishment of Energy Training East is also indicative of efforts to align skills development initiatives with sectors where job opportunities are expected to be generated and where economic growth potential exists. Energy Training East brings together Tayside's Universities and Colleges and aims to provide the renewable energy industry with both training and R&D expertise. Training and support services will include apprenticeship level and nationally accredited technician skills programmes, bespoke technical skills courses and graduate and post-graduate level teaching and research.

Key Partnerships

The Work and Enterprise theme has a strong tradition of partnership working. Effective partnerships have been, and will continue to be, drivers of the major initiatives and projects that underpin delivery of our outcomes. These include:

- **Dundee Waterfront** - being delivered by Dundee City Council and Scottish Enterprise;
- **V&A at Dundee** - being delivered through Dundee Design Limited a partnership between the V&A, University of Dundee, University of Abertay Dundee, Dundee City Council and Scottish Enterprise; and
- **Dundee Employability Programme** - strategic coordination is delivered through a partnership of Dundee City Council, Jobcentre Plus, Skills Development Scotland, Dundee Voluntary Action, Dundee Community Health Partnership, NHS Tayside and Dundee College.

This tradition of effective partnership working will be critical to future delivery. Better engagement between the public and private sector will be prioritised building upon the first **Dundee Economic Summit** which was delivered in March 2012. The event was delivered by Dundee City Council, Scottish Enterprise, Dundee and Angus Chamber of Commerce and Skills Development Scotland working in partnership and attracted 300 delegates from across the public and private sector. A second summit will be hosted in mid 2013.

V&A at Dundee provides an opportunity to establish Dundee as a major visitor destination and effective partnership working between Dundee City Council, Visit Scotland, the Cultural Agencies Network and private sector operators will be required to deliver a new Visitor Strategy for the city.

Delivery of Work and Enterprise outcomes is coordinated by a strategic theme group which meets quarterly and includes representation from Dundee City Council, Scottish Enterprise, Dundee and Angus Chamber of Commerce, Skills Development Scotland, University of Dundee, University of Abertay Dundee, Dundee College, Jobcentre Plus, Dundee Social Enterprise Network and TACTRAN. Following Audit Scotland's 2011 Review of the Contribution of Community Planning Partnerships to Local Economic Development, group membership was reviewed and VisitScotland accepted an invitation join the group reflecting the important role that the visitor economy will play in the city's future. The structure of the group will be kept under review throughout the period.

Outcome 2 - Our people will be better educated and skilled within a city renowned for learning and culture.

STRATEGIC CONTEXT

In shaping the future of the city, Dundee is having to analyse complex problems in new ways, bringing forward solutions that motivate and involve the whole community. Learning is seen as key to underpinning and sustaining positive change. A learning city is one which has at its heart, the development of both human and social capital; one which is addressing change for all and is inclusive of the social and cultural needs of its people. The continued growth in cultural, innovation and knowledge economy projects is helping to change the economic, physical and technological infrastructure of the city. It is essential to ensure that the opportunities and benefits, of the changing profile of Dundee, are open to all of its citizens. Learning and culture is seen as being at the core of supporting this change, not only for the economic benefits it brings but also as an essential component in a socially inclusive and culturally rich society.

Dundee is rich in **formal learning opportunities**, with 31,927 people studying for further and higher education qualifications, with 25,977 studying at degree level or above, and 5,950 in Further Education. Through partnership working there has been a coordinated effort to ensure the learning opportunities provided by College and University relate to the changing economy within the City and provide a route for school leavers to study in sectors that are linked to key economic developments and that retain graduates.

The learning opportunities provided through **Community Learning and Development** work of both the Local Authority and Voluntary Sector provide an initial return to learning and a progression route to volunteering, employment, further learning and active citizenship.

However, as with many cities, there is still inequality in the profile of people accessing learning and cultural opportunities and the link between low educational attainment and poverty remains. 13% of the population have low or no qualifications and there is a clear evidence that people living in Community Regeneration Areas have the lowest level qualifications. The SIMD statistics confirm that people in CRAs have lower incomes, fewer qualifications and higher dependency on key out of work benefits. The development of community learning opportunities targeted at the most disadvantaged and excluded communities promotes involvement in learning and increase skills and confidence to make positive changes. This has been highlighted in an Education Scotland Inspection, February 2013, which commented on the high quality community learning activities provided in Dundee and how they were helping improve life chances.

The percentage of students from CRAs accessing **further and higher education** is, on average 12%. This shows that a big disparity exists between people from the 15% most deprived data zones accessing further and higher education. When the figure for numbers of students from CRAs entering further education, is looked at in isolation, the percentage from CRAs rises to 42%. Whilst access to Higher Education from CRAs is as low as 7%. This shows that the biggest barrier is to progression at degree level and highlights the level of inequality that still requires to be addressed

Over recent years, public sector funding has reduced and Scotland, together with the rest of the UK, has faced significant economic challenges. In order to make best use of diminishing resources and to provide a more planned and focussed approach to the delivery of further education, the Scottish Government is reforming the **post-16 education sector through the regionalisation of the college sector**.

Through this reform, Dundee and Angus Colleges are working together to serve the Tayside region, building on their individual success to provide a more coherent and efficient service to learners, employers and other stakeholders. The two colleges have a long history of working

together and on through the merger, there is an opportunity to combine expertise, facilities and resources in a way that best serves the region.

The link between qualifications and income is well documented, with higher level qualifications being linked to greater life chances. There is also a strong intergenerational link between the transfer of learning and knowledge. It is established that by the age of three, children in the least educated families can be a year behind children with better educated parents. Our SOA outcomes acknowledge this gap and the need to **increase participation and reduce inequality** remains a key target.

Low skills require to be addressed, particularly for adults who have not participated in post school learning and who, we recognise, need additional support to make positive change. Scottish Government research estimates that 26% of the working population in Dundee demonstrates a consistent weakness in their literacies and that the number of school leavers in negative destinations is 17% compared to a Scottish average of 13%. The Partnership supports an average of 1,800 literacy learners each year, recording positive impact on wellbeing, confidence and employability, alongside an increase in Core Skills.

The **Literacies Partnership** is committed to reducing the negative impact of limited literacies skills and promoting a more socially inclusive Dundee with the focus being to target:

- vulnerable and excluded learners;
- Those at stages 1-4 in the employability pipeline;
- Those who need literacy assistance to undertake and sustain college courses; and
- Parents/carers to become engaged with and actively support their children's learning in the early years,

The standing of Dundee's cultural sector has never been higher or attracted as much national and international interest, and the challenge has been to balance this external interest with the need to engage with the local communities particularly those who are experiencing the effects of inequality. Implementation of the **Cultural Strategy for Dundee** is seen as supporting the city's efforts to promote a high quality of life, with a particular emphasis on engagement of young and old in aesthetic activities which have positive benefit for health and which are preventative. Delivery of the Cultural Strategy has crosscutting impact on a range of other strategic priorities, particularly relating to quality of life, learning, building stronger communities, promoting prevention and assisting recovery.

An extensive cultural outreach programme aims to ensure that there are accessible and affordable opportunities for all and that the audiences for Dundee's cultural attractions are from both within and out with the City.

Learning and inclusion is a key feature of the developments in the cultural sector which are helping attract investment, with the best example of this being the partnership working that is taking place to **bring the V&A to Dundee**. This has strong links to the success of the prestigious design and creative work being taken forward by our universities and college and the growing cultural network of organisations now based in the City.

During the course of the previous SOA Dundee managed the **growth in cultural attractions** available, with a large investment in infrastructure. The McManus: Dundee's Art Gallery and Museum, which reopened in 2010, now attracts 157,000 visitors per annum. The City now has 3 organisations achieving foundation status – cultural organisations The Rep, Scottish Contemporary Dance Theatre and the DCA.

Dundee Outcome 2 - Our people will be better educated and skilled within a city renowned for learning and culture.

<u>Intermediate Outcomes</u>
2a) Dundee delivers excellent cultural choice and opportunity for its citizens and visitors.
2b) The confidence and skills of the population is increased through Community, Further and Higher Learning.
2c) We have reduced inequalities through learning.
2d) We have increased levels of Adult literacy and numeracy.
2e) Dundee will have a positive reputation and self image as a result of achievements within a vibrant cultural sector.

<u>Indicators</u>		Baseline (2013)			Target (2017)		
		City wide	CRA	non CRA	City wide	CRA	non CRA
	Number of visitors to Dundee cultural attractions.	775,600			maintain		
	Percentage of adults who have either participated in a cultural activity or who have attended or visited a cultural event or place in the last 12 months.	83%			85%		
	Number of Further/Higher Education students.	31,927			32,000		
	Number of adult learners.	3,641			3,800		
	Percentage (and number) of Dundee Further/Higher Education students - from Community Regeneration Areas.		12% 3,831			13% 4,160	
	Percentage (and number) of adult learners - from Community Regeneration Areas.		56% 2,038			60%	
	Percentage (and number) of people with low or no qualifications (aged 16-64).	13%			12%		
	Number of undergraduate university students (abertay and Dundee) from CRA's		788			811	

IMPROVING OUR PARTNERSHIP AND PERFORMANCE

Under the auspices of the Learning and Culture Theme, a number of partnerships have been established.

- Cultural Agencies Network
- Cultural/Community Partners
- Festival and Events Co-ordination Group
- Dundee Dance Partnership
- Discover Learning
- Dundee Literacy Partnership
- ESOL network

Each of these groups report to the strategic theme group to ensure that there is co-ordinated and integrated delivery of learning and cultural provision in the city. They all include representatives from a cross sector of organisations including local and national voluntary groupings. The membership and specific remits of each of these groups is detailed on the Dundee Partnership website and is reviewed annually.

Cultural Strategy

Dundee's Cultural Strategy is a key partnership approach to developing the cultural sector. It was approved in July 2009 and has provided the strategic framework within which developments of the sector have been taken forward.

It brings together key cultural agencies in the city to deliver on the following three objectives:

- To develop a range of opportunities which encourage and develop the creative abilities of Dundee's citizens;
- To develop and support pathways which enable citizens to make the most of their abilities within the cultural and creative sector; and
- To continuously develop the excellent cultural environment in the city and to establish and promote Dundee as a creative city.

Each of these objectives is further divided into a series of specific actions which are detailed in the Action Plan and against which progress has been measured.

UK City of Culture 2017

Dundee City Council has committed to bidding for UK City of Culture status in 2017.

The city will be profiled nationally through the bid process and will structure its bid around the strengths of the cultural sector, the Waterfront Development and the social, economic and cultural benefits that would be derived from achieving UK City of Culture status. There are key milestones over the next nine months as the bidding process progresses. The outcome of the bidding process is seen as a win-win. Whatever happens, Dundee's profile will be lifted nationally. Its aspirations to be viewed as a UK City of Culture will be recognised.

The bid itself will further strengthen collaboration between cultural organisations in the city. It will provide renewed impetus for integrated programming, joint marketing and shared services. The process of bidding has also strengthened links with neighbouring Councils who have agreed to collaborate in delivery, should the bid be successful. Community engagement and the link to learning are a key feature of the cultural developments, with extensive outreach being undertaken to include marginalised groups.

The learning partnership brings together representatives from the Local Authority, College and the voluntary sectors. The partnership has successfully targeted support to 3,641 adults per year to increase their skills and take up **post-school learning** to improve their personal, family, working and community life.

English for Speakers of Other Languages

The ESOL element of the partnership aims specifically to address the language and cultural inequalities that people who do not have English as a first language may face. It focuses on maintaining and extending Dundee College, the City Council and voluntary sector ESOL Outreach delivery across Dundee. This is done working with community partners, such as Dundee International Women's centre. Provision is targeted at learners who are taking first steps into learning and is delivered in a community outreach model through a network of Community Centres; Schools and Voluntary Sector venues.

This partnership working aims to:

- increase language skills and employability and work towards gaining an SQA qualification indicators;
- promote skills to support applications for citizenship;
- Develop confidence to progress to other learning/community opportunities; and

- Reduce isolation and increase participation in wider society.

College Regionalisation

Dundee as a city has strong ambitions for its citizens and the surrounding region that it serves. The highly ambitious waterfront development will transform the infrastructure of the city, bringing inward investment, tourism and jobs to the wider region. This transformation will require skills and education services in order to succeed. The merged Dundee and Angus College will contribute to that success and has significant ambitions for both the institution that will be created and the learners that it will serve.

Their contribution to the Dundee Partnership will continue and be enhanced as good practice in supporting schools, social work departments, NHS, and other community planning partners. The relationships and articulation routes with Dundee and Abertay Universities will be strengthened by enabling more students within the College to progress seamlessly to higher education programmes.

Family Learning

The Centre for Research on the Wider Benefits of Learning recorded that as the average learning increases, inequality decreases, and that learning has a crucial role to play in breaking cycles of deprivation - not just addressing inequality in income but also increasing participation in community and having a positive impact on family life. An intensive targeted approach to **family learning at community level**, funded by Education Scotland, is being piloted, as a model of prevention and early intervention. Using the data zone population figures data zone clusters in St Marys and Kirkton, where it identified the highest levels of families likely to have literacy difficulties. A small team of literacy workers have been offering a range of opportunities focussed on families from these specific data zones to come together and take part in activities which promote early literacies learning.

The main method used to contact and engage with families has been door knocking and community engagement. Literacy workers have knocked on doors and spoken to people on their doorsteps. They have also hosted a range of family learning events in the community. The project commenced in Oct 2012 and so far has engaged and worked with 43 families. Text messaging and social media has been used to stay in contact with families and to publicise events and activities. It is widely acknowledged that children's educational and social success are significantly increased if they have parents who are engaged in learning and this work aims to increase early literacy opportunities leading to greater success on starting school. Early evidence is showing greater family interaction.

This work links to the early years prevention work highlighted in Outcome 3 and supports the development and capacity building role needed to assist parents as early educators as highlighted in the Being a Parent in Dundee Strategy.

Outcome 3 - Our children will be safe, healthy, achieving, nurtured, active, respected, responsible and included.

STRATEGIC CONTEXT

Dundee's priorities and progress for children and young people are driven forward and monitored by the Dundee partnership 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."

The most recent Scottish Index of Multiple Deprivation 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, such as a high prevalence of parental alcohol and substance misuse, high levels of domestic violence, low numbers of children being breastfed, greater numbers of children on the Child Protection Register than the national average and significantly more than the national average of Looked After Children

The Partnership has reviewed the evidence from the key performance indicators from the SOA and Integrated Children's Services Plan 2010 - 2012 and started to shape the new **Integrated Children's Services Plan**.

Priorities have been influenced and shaped by the needs and aspirations of individuals and their communities. The Partnership recognises that In order to more effectively improve the lives of children, young people and families, our strategic focus must:

- give support earlier rather than leaving it until a crisis;
- promote the role and involvement of families and communities;
- give all children the best possible start in life even before they are born; and
- ensure our services are the best they can be.

In addition there are a number of key outcomes which are prioritised within the Integrated Children's Services approach and these include:

- keeping people safe;
- improving achievement for all children;
- tackling problems caused by drugs and alcohol; and
- promoting healthy living and physical activity.

In delivering the priorities and outcomes the Partnership are actively engaged across the integrated children's services spectrum. This includes work on the **Getting It Right For Every Child** (GIRFEC) agenda, the **Early Years Framework**, the **Early Years Collaborative** and **Corporate Parenting**. All of these areas of work have National and local contexts and the Partnership is actively engaged with colleagues across Local Authority boundaries with the establishment of the Tayside GIRFEC Group

The Partnership priorities highlight a continued, significant and ultimately 'game changing' investment in children, young people's and family services and reflect a major targeting of resources from across Council Departments, health, voluntary and community sector services. In order to achieve the aims the Partnership 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.

Dundee Outcome 3 - Our children will be safe, healthy, achieving, nurtured, active, respected, responsible and included.

Intermediate Outcomes

- 3a) Children are protected from abuse, neglect, exploitation and harm by others at home, at school and in the community.
- 3b) Children have the highest attainable standards of physical and mental health, access to suitable healthcare, and support in learning to make healthy and safe choices.
- 3c) Children have raised attainment and achievement and are supported and guided in their learning and in the development of their skills, confidence and self-esteem at home, at school and in the community.
- 3d) Children have a nurturing place to live, in a family setting with additional help if needed or, where this is not possible, in a suitable care setting.
- 3e) Children have opportunities to take part in activities such as play, recreation and sport which contribute to healthy growth and development, at home, at school and in the community.
- 3f) Children are involved in decisions that affect them and have their voices heard.
- 3g) Children take a responsible role in their schools and communities.
- 3h) Children have help to overcome social, educational, physical and economic inequalities and are accepted as part of the community in which they live and learn.

<u>Indicators</u>		Baseline (2013)			Target (2017)		
		City wide	CRA	non CRA	City wide	CRA	non CRA
	Number of children affected by domestic abuse subject to Multi-Agency Risk Assessment Conference processes.	99			312		
	Percentage of Primary 1 children with a healthy Body Mass Index.	69%			73%		
	Percentage of babies breastfed at 8 weeks.	23.7%			25%		
	Average Tariff score at end of S4.	163			175		
	Percentage of school leavers in positive and sustained destinations.	90%			92%		
	Percentage of Looked After Children school leavers in positive and sustained destinations.	58%			65%		
	Number of young people receiving Duke of Edinburgh Awards, Youth Achievement Awards and Sports Leader Awards.	424			683		
	Percentage of P4 pupils performing above the national average for literacy and numeracy on the Interactive Computerised Assessment System.	Reading 53.1% Maths 31.5%			Reading 58.1% Maths 36.5%		
	Number of attendances at physical activity programmes for 0-5 year olds.	18,379			19,202		
	Total attendances at sport & physical activity classes/clubs for school age children	483,527			493,197 (2%)		
	Percentage of pupils who can swim unaided the length of the school pool by the end of S1	78%			90%		
	Number of crimes/offences committed by children.	832			752		

The gap between the percentages of looked after and non-looked after children excluded from school at least once in a school year.	20.1%			7%		
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Improving our Partnership and Performance

The 2011 review of Dundee’s Integrated Children’s Services Plan evidences good progress with around 95% of activity and actions showing positive results. The overall direction of travel is good, but we are not resting there.

We have expanded the number of indicators with the aim of better identifying progress in what is a very complex and ever changing area of work. We have set out what we believe to be aspirational and challenging targets to drive forward our performance and improve outcomes for children and families. All indicators are mirrored in our Integrated Children’s Services Delivery Plan.

The additional indicators help to provide a more comprehensive picture of what the Partnership is striving towards and are based on the SHANARRI indicators. In addition to capturing health improvements we are also keen to ‘close the gap’ in relation to the outcomes for children who are looked after.

As an illustration of the Partnerships more integrated approach, the new indicator relating to domestic abuse is based on responding to high risk victims of domestic abuse; including children in the affected family. The focus of multi-agency risk assessment conferences (MARAC) is to improve the safety of victims and children so that they are safe from neglect, safe at home and protected from anti-social / criminal activity.

The education tariff score indicator has been used since the start of the SOA process and has risen steadily over the previous four years due to a concentrated effort by schools. This, along with more focused personalised curricular provision for all pupils, are the main reasons for the noted increase.

Early and Effective Intervention

Early and effective intervention is very important in addressing the health, economic and social inequalities affecting children and families and by that we do not just mean work in the early years. There are other key transitional points in children and families lives where the right support at the right time can help prevent long term problems.

A crucial part however is building parenting capacity and parental responsibility and this parenting role is being developed within the Early Years Framework. This is also being reinforced through the Partnerships multi-agency parenting strategy; **Being A Parent in Dundee**. This has four key strands; promoting parental responsibilities, prevention and engagement, community supports, and a focus on organisational success.

The Partnership acknowledges that early intervention is and should be a key priority in all our strategies but also recognise that prevention is better.

From a national perspective, the Partnership is embracing and implementing preventative models and in particular the national **‘Early Years Learning Collaborative’** approach (EYC). The EYC has established three workstreams aimed at; **reducing infant mortality from conception to 1 year, ‘improving the developmental milestones expected for children 27 to 30 months and improving the developmental skills and abilities for children at the start of primary school.**

These ‘stretch aims’ are helping the Partnership and the EYC set the bedrock for a prevention and early intervention strategy. To help the EYC achieve its goals we have established a multi-agency infrastructure across the broad spectrum of services to children, their families and the communities in which they live.

The EYC is at a very early stage but it has already started to develop a broad range of collaborative interventions some of which are very preventative focussed. By using a 'test of change' model the EYC is exploring and evidencing what works across each of the three workstreams. This includes enhancing parenting skill through initiatives such as 'PEEP' (Parents Early Education Partnership), 'Bookbug' which promotes parenting skills by bringing parents and children together to explore the world of reading and 'Mellow Bumps' which introduces mums-to-be to baby brain development and the social capacities of their babies from birth.

From a local perspective, the Partnership is using an asset-based approach and has established the '**Lochee Ward Early Years Pathfinder**'. This is a locality based model of Integrated Children's Services using the GIRFEC approach. The experience and learning will be disseminated and where appropriate rolled out across the city. The 'Pathfinder' involves all agencies and practitioners in the development and delivery of services for pre-birth to children up to five years to better co-ordinate and deploy services where they are most needed. Early years indicators will be used as a means to aid self-evaluation and measure outcomes and impact on the child and family.

An example of how the Partnership and the Lochee Pathfinder is bringing the national and local approaches together in order to provide a preventative service is through the establishment of the 'Early Start' team. The aim is to provide information/advice/support for families as early as possible, help families access resources/services in their community and reduce duplication across agencies and for families.

Other themes within the SOA will specifically address how our city is tackling family economic issues but it needs to be stressed that together we have to intervene effectively to support families and communities who are unemployed and rely on welfare benefits.

By increasing welfare employment opportunities for adults in families we will raise self-esteem and improve self-image and start the process of making people feel more equal.

Much of the work of the Partnership is impacted by **child poverty**. Many families in Dundee either can not or choose not, to access services and opportunities available. The Partnership recently undertook an exercise to better describe what needs to be in place to assist families to make those choices which reduce inequality and shift focus to prevention and early intervention. Some of the key areas are:

- review school charging policies for school trips and extra curricular activities;
- maximise take up of free school meals and uniform grants;
- establish a new social enterprise for childcare to increase availability of childcare and access to childcare employment; and
- develop community based, high quality day-care for under-threes in co-located venues where other community supported activities can be received, e.g. parenting support, adult education etc.

Partnership Working

The Partnership has made significant progress in engagement and collaboration with children, young people, their families and the communities in which they live. The approach is embedded in the Partnership's strategic developments such as the Integrated Children's Services Plan, Opportunities For All (MCMC), and Lochee Ward Early Years Pathfinder.

All these developments are firmly based on issues identified by children, young people, and their families. By bringing both public and practitioners together the Partnership has started to develop solutions based on a better understanding of what is important to communities. By

doing so the Partnership is achieving a better insight as to how communities themselves can bring their skills, knowledge, experience and resources to address issues important to them.

To complement the Partnership's strategic approach, we are also committed to establishing and maintaining structures that actively listen to children, young people and their families. The city has established a **Looked After Children Champions Board** where the agenda is set by the young people themselves. The Champions Board is chaired by Dundee City Council's Chief Executive and is made up of Senior Officers, Practitioners, and Elected Members. The Board's aim is to deliver better support and services for looked after children across the city. The Champions Board recently won a COSLA silver award and has been shortlisted for a Scottish Social Services Care Accolade.

A good illustration of how the Partnership works closely with the voluntary sector is through an exciting initiative funded by the Big Lottery 'Improving Futures Fund'. This has seen **Barnardos, Children 1st, Aberlour and Action for Children** join with the local Voluntary sector, Dundee City Council and NHS Tayside to establish an Early Intervention Team to offer preventative support for families on the edge of crisis. This is ground-breaking in the sense that it brings four of the big national voluntary organisations together physically to deliver a joint local service.

The Partnership is building stronger links and **working collaboratively with Angus and Perth & Kinross Councils** to develop Tayside-wide solutions where appropriate. Initiatives include workforce development in relation to the Named Person and Lead Professional, design of a single assessment framework, explore strategic commissioning opportunities and roll out learning from the work of Who Cares? with the Looked After Children's Champions Board.

Whilst we have very strong commitment from our public and third sector partners we are at the early stages of involving the private sector. Through our youth employment programme 'Opportunities for All' we have developed good working relationships with local employers including B & Q, hairdressers, garages and beauty salons. Our Early Years colleagues have very strong working relationships with the private nursery and child-minding sectors across the city.

Getting It Right For Every Child (GIRFEC)

GIRFEC implementation is well underway. Work is well advanced towards the implementation of an Integrated Assessment Framework (IAF) based on the GIRFEC principles.

The implementation plan is guiding progress towards the adoption of the IAF across the ICS partnership. The Single Assessment and Child's Plan has been fully implemented within Children's Services in the Social Work Department.

The next stage of implementation is to continue discussions with principal partners regarding fully adopting the IAF format. This will ensure a seamless information gathering, assessment and planning process that has the long term aim of making a decisive shift to early intervention through co-production with partner agencies.

We are clearly embedding GIRFEC across the wide range of Integrated Children's Services business and that includes Child Protection. A great deal of work has taken place 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 examine the impact that services have on their lives.

GIRFEC is obviously concerned with all children and the communities in which they live and over a number of years we have been developing an approach which is both targeted and universal.

Within our targeted support we are currently improving our Team Around The Child (TATC) concept by developing a clearer referral and support pathways. A crucial addition has been the introduction of Local Learning Partnerships (LLP's) whose focus is on coordinating local services to meet identified local learning needs such as family learning, evening and weekend opportunities, and employment and training opportunities for young people. Closer links are being developed between the TATC and the LLP to ensure that any individual needs being identified are informing the community provision.

This development will also enhance the existing **transition pathway for school leavers** and ensure that all young people who require it are offered support through Activity Agreements. Young people are provided with a key worker and a personalised programme of learning and activity to help them move into employment, further education or training.

Next Steps

Ongoing challenges are predominantly around the bedrock of the 'Getting It Right' approach where there is a need to instigate and support culture, systems and practice change. Our services will be best delivered via the establishment of a **joint strategic commissioning strategy** This will support the overall integration agenda which more and more will consider opportunities for shared resources and budgets across children's services. We are currently working on a new delivery framework and operational structure for our Integrated Children's Services approach which will see the auctioning of key priorities and outcomes articulated within this Single Outcome Agreement.

Outcome 4 - People in Dundee will have improved physical health and mental well-being and will experience fewer health inequalities.

STRATEGIC CONTEXT

Poor health associated with relative poverty is the most severe form of inequality in society (NHS Tayside, Health Equity Strategy 2009). The Ministerial Report on Health Inequalities in Scotland, Equally Well, highlights that although overall health is improving in Scotland it is not improving fast enough for those living in the poorest areas of our society and states that health inequalities remain our biggest challenge. This is not only true at a Scotland wide level, but is very much a local issue. **Reducing health inequalities within Dundee** is crucial if we hope to achieve the wider outcomes described within this Single Outcome Agreement. Dundee's economic, educational and social successes are dependant on the health of those who live within the city. Achieving equality of health outcomes will contribute significantly towards achieving a "Fair" city, where all of our population is able to both contribute towards success and benefit from it.

There is a growing evidence base, at National and local level, for both the existence of and the impact of health inequalities in our city. Data is being produced at a more local level and in a more timely fashion to allow us to identify areas of poorer performance and to see evidence of the impact of interventions on that performance. Data must however be considered with caution as often relatively small changes in numbers can have seemingly significant impacts on the performance measure, for example with reference to suicide numbers in small areas. In addition it is recognised that because of the multi factorial nature of health outcomes, it can prove difficult to draw direct causal links between interventions and outcomes, so when interpreting any change in performance we must consider wider societal influences as well as the impact of statutory interventions.

Within Dundee there is wide variation between the **life expectancy** of those living in more deprived areas and those living in the less deprived areas. Life expectancy for men living in some of the most deprived areas is almost 11 years less than those living in the less deprived, and female life expectancy varies by as much as 11 and a half years.

Not only is life expectancy lower but people living in more deprived areas suffer more from life limiting illness than those living in less deprived areas. Cancer registrations in some of the most deprived areas are more than double those seen in more affluent areas, those living in the most deprived areas are 3 times more likely to be hospitalised for Asthma, 3 times more likely to die early (under 75) from Coronary Heart Disease, twice as likely to be hospitalised as an emergency, twice as likely to die from alcohol related diseases and up to 10 times more likely to be hospitalised with COPD than those living in the least deprived areas. (ScotPHO, Community Health Profiles 2010).

The health of the people of Scotland, and of people in Dundee is generally improving. However, there remain a number of challenges nationally and at a local level to this continued improvement.

It is well-documented that Dundee has some of the worst performance in terms of health indicators in Scotland. (ScotPHO, Community Health Profiles 2010). Men in Dundee have a significantly lower life expectancy than the Scottish average as well as significantly higher early deaths from cancer, deaths attributable to smoking, deaths from alcohol, deaths from suicide, hospital admissions for COPD, CHD, Cerebrovascular conditions, prescribing rates for anxiety/depression/psychosis and a significantly higher prevalence of diabetes across the population. Therefore, as well as creating health equity, we also aim to **improve the overall physical and mental wellbeing of people living in Dundee**. It should be noted that according to the Community Health Profiles Dundee no longer has a statistically significantly different smoking rate to the rest of Scotland. Other sources suggest that while Dundee

continues to have high rates of smoking, there are wide variations in rates of smoking between the more deprived and less deprived areas of the city.

Dundee Outcome 4 - People in Dundee will have improved physical health and mental well-being and will experience fewer health inequalities.

Intermediate Outcomes

4a) People living in community regeneration areas have improved health.

4b) Our young people engage in less risk-taking behaviour.

4c) We have reduced rate of teenage conception in community regeneration areas.

4d) People have more healthy and active lifestyles

4e) People have better mental health and well-being

4f) We have reduced harm associated with substance misuse to individuals, families and communities

4g) An increased number of people are progressing in their recovery from substance misuse.

<u>Indicators</u>		Baseline (2013)			Target (2017)		
		City wide	CRA	non CRA	City wide	CRA	non CRA
	Mortality rate (per 100,000) in under 75s: Community Regeneration Areas and the rest of Dundee.		615	432		close gap	
	Mortality rate (per 100,000) for Coronary Heart Disease: Community Regeneration Areas and the rest of Dundee.		85	84		close gap	
	Mortality rate (per 100,000) for alcohol related diseases: Community Regeneration Areas and the rest of Dundee.		82	36		close gap	
	Average mental wellbeing score on the Community Regeneration Areas and the rest of Dundee.		52.09	55.91		close gap	
	Teenage (under 20 years old) pregnancy rate per 1000 females (aged 15-19 years).		116.5	42.3		close gap	
	Percentage of 13 year olds reporting to have had an alcoholic drink.	58%			53%		
	Percentage of 15 year olds reporting to have had an alcoholic drink.	75%			70%		
	Percentage of 13 year olds reporting to have been really drunk.	64%			61%		
	Percentage of 15 year olds reporting to have been really drunk.	77%			74%		
	Percentage of 13 year olds reporting using drugs ever.	6%			4%		
	Percentage of 15 year olds reporting using drugs ever.	21%			18%		
	Percentage of 13 year olds reporting using drugs in the past month.	2%			1%		
	Percentage of 15 year olds reporting using drugs in the past month.	10%			8%		
	Male life expectancy at birth.	73.9			75.0		
	Female life expectancy at birth.	79.2			80.0		
	Percentage population who assess their health as good/very good.	80%			87%		

Percentage of adults (16+) who are regular smokers.	30.5%			25.0%		
Average adult mental wellbeing score on the Warwick-Edinburgh Mental Wellbeing Scale.	54.11			55.00		
Estimated percentage and number of drug users, of working age.	3.28 (2,800)			2.80%		
Estimated percentage and number of injecting drug users, of working age.	0.89% (845)			0.70%		

IMPROVING OUR PARTNERSHIP AND PERFORMANCE

The Partnership recognises that health services play an important part in **improving physical and mental wellbeing** but that there are **other socio-economic factors** which have an as important or even more important role to play. Individual lifestyle choices impact on the health of the individual and the wider community. These choices and associated health behaviour changes are directly affected by the environment in which the individual lives, the economic situation of the individual, the educational and learning environment of the individual and family, their housing situation and other factors which can only be tackled on a Partnership basis.

Healthy Dundee provides the Partnership platform for these multi-factorial issues to be considered in a wide partnership basis and has developed and supported a number of key multi-agency approaches to health improvement, some of which are described below. Although Healthy Dundee is the lead group for improving health, it recognises and supports the role other partnership groups play in terms of this important agenda. The significant role that Leisure and Culture Dundee can make to improve mental and physical health is acknowledged and Leisure and Culture Dundee will therefore become a member of Healthy Dundee in order to improve links and co-ordination. The lack of physical activity indicators in this SOA is recognised and discussions to develop community level indicators for the next SOA is a priority.

A recent review of Healthy Dundee has identified a number of key groups who are responsible for delivering or contributing towards identified SOA outcomes. A reporting schedule for these groups has been developed to ensure robust monitoring and review of key pieces of work.

The **crucial role played by the third sector** in improving health and reducing health inequalities, is recognised and valued by the Partnership. Responsibility for Section 16 grants which historically have been administered and governed by NHS Tayside have now been devolved to the Community Health Partnership and work is ongoing to ensure this fund is more closely aligned to the planning processes and priorities of the Partnership.

To assist locality planning we are continuing to develop our **local community profiles** which not only give detailed information regarding the health profiles of the Local Community Planning Areas but allow us to compare areas and identify areas for prioritisation. The profiles will support local communities to identify health outcomes of importance to their communities and will provide a focus for the identification of health priorities through the local community planning process.

We have established **Health and Wellbeing networks** in the Local Community Planning Areas which contain the most deprived areas in Dundee. These networks will facilitate discussion with local communities and assist those local communities to address identified issues.

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. Further opportunities for development of LCCs will continue to be explored, particularly in Lochee.

We are now tackling what were traditional “health improvement” issues in a much more holistic way, rather than simply using a topic based approach. For example, our smoking cessation services are integrated with the work of **Dundee Healthy Living Initiative**, and direct smoking cessation services are being delivered on a partnership basis – including pharmacy support, incentive provision by the private sector, public health and Dundee City Council. The evaluation report of our locally developed “**Quit4u**” programme was launched in May 2012, and shows evidence of improved engagement with more deprived communities and quit rates which exceed the average of all other services/initiatives in Scotland. We will continue to explore how incentives can be used as a health improvement aid.

The ongoing **integration of Adult Health and Social Care services** will assist us to work together jointly to improve health outcomes for our service users and their carers. As part of our commitment to greater and closer working between Dundee City Council and NHS Tayside, Dundee CHP management team have now been co-located with the City Council’s Social Work Department.

Tackling Inequalities

Healthy Dundee has agreed that tackling health inequalities is the top priority for the Partnership and has worked with NHS Tayside to develop a **Health Equity Strategy** for Tayside, the aim of which is to tackle health inequalities and bring about health equity in a generation. The Partnership has agreed that, in terms of implementation of the Health Equity Strategy, priorities should focus on 3 main actions which could achieve transformational change. 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; and
- Enhancement and further roll out of the Dundee Healthy Living Initiative.

It has further been recognised that improving the lives of our population depends not solely on provision of good quality public services, but also on the resilience of our individuals and communities and the ability of those living in more deprived areas to be “co-producers” , (Making Better Places, Making Places Better, Colin Mair et al, The Improvement Service, 2011). It is only by working with local communities as partners in producing improved health outcomes rather than as passive recipients of services that we can make sustainable improvements to the health of our communities.

In 2008, Dundee made a successful proposal to host one of 8 national test sites sponsored by the Scottish Government as part of the implementation of **Equally Well**. Each test site focuses on a different Equally Well priority, and in Dundee, the aim was to work in a disadvantaged community to test new ways of working, predominantly in public services, to tackle health inequalities and improve community mental wellbeing. We are now rolling out the learning from this approach via a transitional model which has been awarded short term funding via NHS Tayside for implementation during 2013/14. The roll out of the transitional model will support services to adopt social prescribing approaches so that they assist their service users to access sources of support that address their broader needs and/or assist recovery.

The links between **worklessness and ill health** (both as a symptom and a causative factor) are well documented. 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. Over 400 staff have been 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 and is currently workless. The programme promotes an asset model approach, accentuating the positive capabilities clients have.

Prevention and Early Intervention

The Partnership recognises that one of the key ways to improve the health of the population of Dundee is to focus on prevention and early intervention. As well as increasing life expectancy, an aim of the Partnership is to increase *healthy* life expectancy and improving the quality of life for our increasingly elderly population. The major risk factors for the most common long-term conditions impacting on quality of life are lifestyle and behavioural choices made by the individual (often at a young age). In order to assist our communities to lead more healthy lifestyles we are taking a holistic approach to health behaviour change, recognising that risk taking behaviours are often a result of wider socio-economic factors.

Healthy Dundee is supporting the development of the **Early Years Collaborative** and in particular **the Lochee Pathfinder Project**.

The **Health Buddies Sex and Relationships peer-education** (SRE) pilot programme in schools has continued to develop and has completed its second phase. The programme aims to develop and deliver peer led approaches to sexual health, relationships and well-being and is now operating in four secondary schools. The programme has received a number of awards and has attracted interest from around Scotland and from the Scottish Government. Health Buddies will combine with the peer-education project on drugs and alcohol to create a sustainable peer-education model that is integral to the delivery of the health and wellbeing elements of Curriculum for Excellence. This integrated approach will commence in all secondary schools from 2013/14.

The **Web project** delivers SRE 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 commissioned to deliver an eight-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. The Speakeasy programme is promoted to school and community groups and will have a particular emphasis on supporting professionals working with Looked After and Accommodated Children and foster carers.

A free sexual health app - **NeedTayKnow** - was launched in February 2013 to provide young people with information and advice on sexual health and relationships and where to go for services and support.

All secondary schools have a generic health drop-in supported by a school nurse and a health promotion officer operating weekly. **LINC**; a dedicated young people's specialist sexual health clinic runs on two evenings at Ninewells Hospital and is a collaboration between the Specialist Sexual & Reproductive Health Service and The Corner. Following research conducted with young people on contraceptive use, a review of condom distribution has been completed and its recommendations will be implemented in 2013/14.

The Partnership supports the ongoing work of **Keep Well**, aimed at delivering anticipatory health checks to those falling within a targeted population, and its integration with "**Hearty Lives**", previously funded through the British Heart Foundation. Under the umbrella of Keep Well we are further integrating this work with mainstream services, ensuring sustainability and maximising the sharing of learning from this valuable work. Results suggest that a range of medical interventions, ongoing support and lifestyle changes such as weight loss are having an impact. 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.

Active Families (a partnership between NHS Tayside, Leisure and Culture Dundee, and the British Heart Foundation) has been developed as part of Hearty Lives Dundee to contribute towards reducing childhood obesity. It is targeted at Dundee's regeneration areas and uses a family approach to promoting healthy lifestyles, with a focus on increasing physical activity and health eating. The programme is to be extended to create new opportunities for families to increase their levels of physical activity and knowledge of eating better, across Dundee. The extended programme will target less complex families and families who are not known to other professionals. In addition the extended programme will support the families with a range of supportive interventions along with focussing on volunteering. Funding is in place up to March 2014 and Healthy Dundee will help to support the review of and sustainability of this programme.

Leisure and Culture Dundee's Sports Development Section provide an extensive programme of physical activity to children from pre-birth upwards, young people and adults within the community which all contribute towards healthy and active lifestyles. In addition, tailored programmes including "**Street Soccer**" which uses the power of football to engage with socially excluded groups such as homeless, unemployed, drug & alcohol abusers/mis-users, who are aged 16 to 60 years old; the "**POST**" **Physical Activity programme** – a 1:1 intervention to help reverse obesity levels in referred children; and the "**Family Splash**" the Lochee Pathfinder's low cost referral programme into family physical activity; all have significant contributions to achieve better health outcomes through individuals making improved choices and positive behaviour changes towards healthier lifestyles. The development of affordable and accessible physical activity opportunities for families facing health inequalities in this city will be a focus for the next four years.

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 become involved in sport and physical activity in their local communities.

Funding in the region of £200,000 has been confirmed for **Dundee Healthy Weight Community Programme (DHWCP)**. Responsibility for delivery of this programme has been reviewed and will now sit closer to Healthy Dundee. To date partnership discussions have taken place with Leisure and Culture Dundee, Sports Development, NHS Tayside Public Health, and the Dundee Healthy Living Initiative. New partnership working along with community based approaches will be key features in implementing this healthy weight initiative.

DHWCP funding will cover a two year period of healthy weight development with support for targeted capacity building of relevant staff along with a strong community based focus.

A service Improvement Plan for implementation of "**Improving Maternal and Infant Nutrition: A Framework For Action**" (MIN) has been developed, with a number of specific workstreams. The Working Together workstream aims to improve and increase knowledge, skills confidence and attitudes of all those working with nutritionally vulnerable women of child bearing age and infants. Women prior to, during and after pregnancy will be supported to manage their weight through the Maternal Obesity workstream. The Healthy Start workstream will increase awareness and uptake of the Healthy Start scheme and access to healthy start vitamins. The infant feeding workstream will improve breastfeeding rates and the weaning and family foods workstream aims to improve access to opportunities to develop practical food skills. Each of the workstreams has developed a set of outcome indicators to monitor progress.

Healthy Dundee is working with partners in the development of the new **Carer's Strategy** for Dundee. It has recently been agreed that responsibility for allocation of Carer's Information

Strategy funding will be devolved from NHS Tayside to CHP level. This funding will be used alongside mainstream and Change Fund resources to develop services and supports for local carers to help them to continue in their caring role and to address the specific health needs of carers.

The Partnership has endorsed a **Regional Health & Transport Framework** which has been developed by Tactran, working with NHS Tayside. This aims to address the following key linkages between health and transport:

- promoting active travel as a means of improving physical and mental wellbeing as well as promoting more sustainable travel choices;
- addressing the undesirable public health effects of transport, such as poor air quality; and
- improving access to healthcare services and facilities and reducing inequalities within this.

The Partnership is progressing the development of a locally relevant Action Plan.

Outcome 5 - People in Dundee are able to live independently and access support when they need it.

STRATEGIC CONTEXT

The Dundee Partnership is fully committed to supporting people to live fulfilled and independent lives, safely in their communities and reducing the need for people to be cared for in congregate settings. Our commitment is to provide information, advice, services and support people to achieve improved personal outcomes.

Strategic and intermediate outcomes have been developed to assist us to meet statutory obligations, prioritise resources and ultimately, to improve how we deliver services to **optimise personal outcomes for people**.

In delivering this commitment we recognise that we face particular challenges. For example, we know that around 40,000 of our citizens live in the 15% most deprived areas in Scotland and, as the Christie Commission reported, 32% of adults in these areas are likely to have a long-standing illness (compared to only 14% in more affluent areas).

Also, the proportion of our population over 85 years is expected to almost double within the next 20 years. We know that an **ageing population and the effects of deprivation** combine to increase demands on health and social care services. People are living longer with increased ill-health and frailty and people in areas of multiple deprivation are likely to experience the long term conditions associated with ageing at an earlier stage.

As the number of older people increases the number of **people living with dementia** will also increase. There has been a recent drive to ensure that dementia is diagnosed and work is underway to reduce variation across the city. As more people are diagnosed, preventative services can be offered which help people to live independent and healthier lives for longer. The range of specialist services in the community which meet the needs of older people with advanced dementia is improving and carers are being supported to prevent crisis situations which result in emergency respite in care homes.

Unpaid carers are key partners in the delivery of health and social care across the city. As a result of demographic and social changes, this role will become increasingly relied upon at a time when carers are also ageing and also require services and support.

Our service users and their families and carers expect higher quality and more choice than previously. We know that people increasingly expect the same variety, choice and flexibility that they receive from the business sector.

Our immediate outcomes and indicators of performance are organised under four themes – Reshaping Care for Older People (Change Fund for Older People), Personalisation, Carers and Protection. These themes follow the national policy framework and contextualise it to our local circumstances.

Reshaping Care for Older People

The Reshaping Care for Older People Programme, funded by the Older People's Change Fund, is an integrated and comprehensive whole systems framework. We have explained how the Reshaping Care Programme (Change Fund) will be taken forward in the Dundee Joint Strategic and Commissioning Statement for Older People which is underpinned by strong local authority, health, voluntary and private sector partnerships. The framework emphasises a requirement to invest in anticipatory and preventative approaches that will help manage demand for formal care; work closer with the third sector; develop community capacity and support carers. In order to achieve this we will continue to provide intensive (ten hours or more per week) homecare. In order to meet the demand which is anticipated to shift from the acute

sector and as a consequence of demographic change, we will increase the number of people receiving Intensive Homecare by 5% and Enablement by 15% each year until 2017. We want to reduce unnecessary unscheduled hospital admissions and we have committed to reducing the emergency episodes and bed days for people aged over 65% by 2% each year until 2017. It is recognised that this is a challenging task as demographic, social and economic changes mean that we now need to provide more with less resources.

In order for this to be achieved people, who use our services and their carers need to be **partners in care planning and in control of their futures**. To this end, over 200 older people were involved in the development of the **Joint Strategic and Commissioning Statement for Older People**. We will continue to revise, through consultative processes, how we provide services to encourage more choice and control.

The development of the Change Fund Plan for Older People has facilitated an opportunity to test and review a number of changes. Our revised models of care are much more outcome focussed, integrated and collaborative with a much stronger emphasis on anticipatory care, early intervention and rehabilitation.

Our voluntary and private sector partners have a greater role than ever before and we have worked with them to deliver Stirling University Best Practice **Dementia Training in Care Homes** and will roll this out to Care at Home Providers.

The Dundee Celebrate Age Network (CAN) was tasked through the Change Plan to develop an older people's information resource. Working in partnership with the Dundee Independent Advocacy Service (DIAS), CAN has developed an **Older People's Helpline** (DIAL OP) which is manned by older people. This service was launched this month and is being widely advertised on local buses. DIAL OP builds on the CAN directory of services which is maintained through their web site and is supported by the CAN FIC's project where older people will visit others at home to provide information and sign post to services. The DIAL OP service will not only support older people requiring general advice but we see this service providing a means of targeted information for other work streams. One example of this relates to the issue of falling, where the CAN has mapped into a database all the exercise classes within Dundee and will sign post individuals to activities provided locally through DIAL OP.

The allocation of a **Community Capacity Development Fund** to Dundee Voluntary Gateway has resulted in a range of new project developments. During 2012 the following projects were initiated:

- The development of a Dementia Community Cafe within a Housing Association. The cafe enables tenants affected by dementia and their carers to meet and share experiences and provide mutual support;
- The introduction of an Activities Co-ordinator across a range of housing complexes that will increase the range of activities available and increase tenant capacity to self support these activities;
- The piloting of a community transport project in one area of Dundee;
- Further development of a local home help scheme by a voluntary agency;
- A review of the range of household maintenance schemes within Dundee, to identify the barriers and potential risks older householders face when attempting to maintain their homes;
- Appointment of a development worker to establish a dementia choir and to network with local established choirs to facilitate the participation of older people with dementia; and
- Development of an engagement training programme for people who have a life long deafness and which supports their participation in key older people groups.

In addition, this year the Gateway will progress a work stream focusing on combating isolation among older people. The Gateway will work with the voluntary sector to develop and test a range of models tailored to individual community requirements.

Personalisation

Rather than doing things 'to' or 'for' people, we are working 'with' people to support them to regain and retain the skills and motivation needed to achieve independent lives and to support them to direct the support that they may need to achieve this.

We currently offer Direct Payments to those able and willing to manage their own care. This offers greater choice and flexibility and empowerment. We are further developing our policies to extend the options available to people, in line with the proposals in the Social Care (Self Directed Support) Bill (Scotland). We anticipate an increase in the number of people directly controlling their care arrangements over the next five years. In order to fully understand our activity in relation to personalisation we will measure the number of people receiving Direct Payments alongside the activity relating to the additional self direct support options offered.

These options will also be offered to carers who are in need of service and support.

Carers

Unpaid carers are key partners in the delivery of the health and social care across the city. This invaluable role will become more important as a result of demographic and social changes. In order to sustain carers we need to provide support and services, as well as breaks from caring to enable them to enjoy a quality of life out with their caring role.

We are committed to improving how we support carers and we will work towards recommendations from the National Carers Strategy 2010-15. We recognise that carers need to be **partners across all levels of service delivery** and when they need support it will be flexible and meet their needs.

One of the many ways to support carers is to provide short breaks to people. While we strive to measure outcomes for carers and improve the support they receive, we have begun by measuring the provision of respite as a proxy measure of how we support carers. Carers' representative organisations have been full partners in the development of the Change Plan for Older People which has resulted in a number of new respite and support options. We will continue to increase the number of respite weeks provided and we will continue to apply anticipatory approaches to reduce the amount of emergency respite required. These measures will be monitored and reviewed as more meaningful baseline data is developed.

Protection

Unfortunately, there are people living in our communities who are at risk from harm. We have a statutory obligation under the Adult Support and Protection (Scotland) Act 2007 to protect people and keep them safe. Our multi agency structures and processes are focussed on making people safer by creating a more informed public, investigating concerns and putting measures in place quickly to increase safety. We have been closely monitoring our activity and know that increased activity is a direct result of improved professional and public awareness and by 2017 we expect this activity to have increased by at least 100%.

Dundee Outcome 5 - People in Dundee are able to live independently and access support when they need it.

Intermediate Outcomes

6a) People who receive care and treatment services achieve positive personal outcomes.

6b) Carers are supported in their caring role whilst having a life of their own and have their caring role acknowledged.
6c) Older people and other adults access timely and appropriate preventative, enabling and rehabilitative treatment and support.
6d) Older people and other adults receive care, treatment and support in community settings as opposed to long stay care settings.
6e) Older people and other adults are protected from harm.

<u>Indicators</u>	Baseline (2013)			Target (2017)		
	City wide	CRA	non CRA	City wide	CRA	non CRA
Number of episodes of emergency admissions to hospital for those aged 65+.	7,076			6,654		
Bed days for emergency admissions to hospital for those aged 65+.	47,394			44,840		
Number of people, aged 65+, receiving intensive homecare per 1,000 people.	16.91			20.75		
Number of people receiving Direct Payments.	42			95		
Number of people receiving enablement.	1,384			2,785		
Percentage of people requiring reduced homecare following enablement.	54.09%			61.00%		
Number of referrals to social work, considered under Adult Support and Protection Procedures which proceed to: a) Initial Management Discussion (IMD). b) Initial Referral Discussion (IRD). c) Case Conference (CC).	a) 532 b) 103 c) 27			a) 1,052 b) 350 c) 153		
Number of respite weeks provided to people aged 18-64.	4,466			4,646		
Number of respite weeks provided to people aged 65+.	2,825			2,939		

IMPROVING OUR PARTNERSHIP AND PERFORMANCE

Our commitment to promote independence, to support people to take greater control over their lives and to ensure that they can access support when they need it is shared by Community Partners. Shared objectives, visions and values with health, private and voluntary sectors have been identified and fed into Strategic Commissioning Plans. The public has been consulted with and it is recognised that these plans will improve personal outcomes for people by **reducing unnecessary unscheduled admissions, reduce length of stay in hospital when admissions are appropriate and support people to live safely in homely settings.**

We recognise that our internal infrastructure must change to achieve this and we are already aligning budgets, co-locating workers, developing joint teams and aligning management teams. We have been able to use this as an opportunity to strengthen our partnership working with the private and voluntary sectors as demonstrated by our jointly produced and monitored **Change Fund Plan for Older People.**

The planned integration of Social Work Services for adults with Dundee's Community Health Partnership will improve efficiencies, share costs, reduce duplication and in doing so will support us to deliver improved outcomes.

We are using local intelligence to guide these changes and improvements, for example the **Dundee Integrated Resource Framework (IRF)** is part of a national project to identify

variations in spend across localities to allow us to reduce waste, promote equalities in how we provide services and improve outcomes for people.

Social and health inequalities currently exist across the city. We will continue to respond to those in need of services and at the same time target the underlying causes of these inequalities.

Our aim as part of Reshaping Care for Older People is to build the capacity of communities to deliver services which maintain people in their own home in response to identified community need. We wish to enable the public to make informed choices about support which maximises public independence and minimises the need for statutory intervention. This will include the development and promotion of co-production models, volunteering and commissioned services through social enterprise and will also address the community needs of local communities and/or communities of interest.

We will change the way we deliver services and offer **more anticipatory and preventative support** to educate people in self managing their conditions. Rehabilitative support will be provided to those recovering, to ensure they regain their independence and confidence fully to prevent further escalating health needs.

Priorities for Improvement

We have reviewed our performance against the areas for improvement identified by the Best Value 2 Pathfinder Audit

Governance

- The Community Adult Services Management Team is responsible for delivery of this SOA Outcome;
- The Community Adult Services Management Team reports to the Dundee Partnership Management Group;
- Strategic Planning Groups for each service areas report to the Community Adult Services Management Team.

Partnership working and community leadership

- Joint health and social care management team working arrangements have been reviewed;
- Chief Officer Group – Protection. The Dundee Partnership is taking an integrated approach to Protecting People. Monitoring amongst other things, the work of the Adult Support and Protection Committee;
- Adult Support and Protection Outcomes and Performance Framework has been developed to support and inform the Adult Support and Protection Committee;
- Integrated Change Fund Plan for Older People has a supporting Outcomes and Performance Framework to evidence improvement and identify areas for development; and
- Development of a Joint Strategic and Commissioning Statement for Older People.

Community Engagement

- The Dundee Integrated Resource Framework (IRF) is part of a national project to identify variations in spend across localities to allow us to reduce waste, promote equalities in how we provide services and improve outcomes for people. It will help us to identify how we can most efficiently use joint resources to meet the needs of the most disadvantaged communities and communities of interest.

Use of Resources

- The Health and Social Care Partnership, through the Community Adult Services Management Team jointly manages the total resource;
- Joint Commissioning Frameworks for adult services – 10 year plans are in place or are under review; and
- Change Fund Plan for Older People is a 5 year partnership plan. The aim of one of the 11 programmes is to consider how changes to the management of our assets (staff, building, systems and budgets) might be better aligned to provide a more efficient and seamless service to individuals and their carers. This is a critical support to the development of our strategic approach to integration in Dundee, as expressed through the Dundee Integrated Care Model for Older People.

Outcome 6 - Our communities will be safe and feel safe.

STRATEGIC CONTEXT

The Dundee Partnership has statistical evidence to show that Dundee is currently a city where crime, risks from fire, dangers on the road and fear of crime is reducing. Over the last 5 years **crime levels in almost all major crime groups** and other community safety indicators are showing a **downward trend**. For example:

- Violent Crimes have reduced by 16.8%
- Robberies have reduced by 36.3%
- Vandalism has reduced by 37.8%
- House break-ins have reduced by 40.5%
- Number of people reconvicted annually has fallen by 28%
- Youths causing annoyance calls have reduced by 55.5%
- The number of fatalities arising from fires has reduced by 50%
- The number of dwelling fires has been reduced by 17.2%

The statistics show that overall the victims of crime are more likely to live in community regeneration areas than anywhere else in the city. The Dundee Community Safety Partnership (CSP) responded to this by commissioning the former Tayside Police (now Police Scotland) Community Investigation Unit to develop targeted approaches in the regeneration areas of Lochee, Stobswell and the Hilltown, and to contribute a policing response to help local community planning partnerships and communities achieve community safety objectives within local community plans.

In addition, the Police Public Perception Survey showed reductions in the fear of crime with the percentage of those interviewed who felt either safe or very safe in their communities rising in 2011/12 from 80.7 to 85.5%.

The most recently available figures show that, in 2009-10, 76% of people who were convicted in Dundee had previous convictions. Reoffending creates victims, damages communities and wastes potential. If we are to have safer and stronger communities we need to minimise reoffending, supporting people to pay back constructively for their crimes and build better lives for themselves, their families, and their communities.

Tayside Community Justice Authority (CJA) has worked with partners, including Dundee City Council's Criminal Justice Social Work (CJSW) service and the Scottish Prison Service (SPS), to identify a number of strategic objectives for reducing reoffending in the region. These include reducing reoffending by short-term prisoners by improving their access to housing, employability, health and substance misuse services; implementation of the new Community Payback Order (CPO); reducing the reoffending of young offenders by increasing diversion opportunities and implementing the 'Whole Systems Approach'; increasing the percentage of domestic abuse perpetrators who access specific perpetrator programmes; reducing the number of persistent offenders through the provision of services targeting their specific needs.

Dundee CJSW has liaised with communities and partners to increase referrals for unpaid work projects to be undertaken, benefiting communities and supporting offenders' reparation to those communities. Sports Fund Projects have taken advantage of additional resources made available by the Scottish Government to develop and improve local sports facilities and provision to good effect. A Pilot project is underway, involving Dundee CJSW and SPS working

in partnership, to provide through care services for Prisoners returning to Dundee communities, ensuring that they have the services required to best reduce their risk of re-offending.

The number of Dundee citizens in custody on 30 June 2011 was 458 - an imprisonment rate of 377 per 100,000 of the population. The Involvement of the Scottish Prison Service at key community safety meetings will enhance the links to early intervention right through to reducing re-offending. This is in addition to partnership approaches with Social Work, third sector partners and the Tayside CJA.

Alcohol and Drug misuse plays a significant part in crimes and offences committed in Dundee in 2012-13.

In 2012-2013 there were 105 crimes recorded in Dundee within Groups 1 and 2 crimes categories where being under the influence of Alcohol was recorded as a factor for either the victim or the offender. This is approximately 25% of the total. Group 1 category covers Serious and Violent crime and Group 2 are crimes of a sexual nature. In 2012 – 2013 there were 1102 drug related offences in Dundee where persons were found in possession of illegal drugs.

Key partner agencies work together to promote a strategic approach to **road safety** Education, Enforcement, Engineering and Encouragement within the city. The work undertaken particularly within our schools as well as the use of the hard hitting 'Safe Drive Stay Alive' road safety initiative, targeting pupils and students who are of the age where they are just about to start to learn to drive, has been instrumental in contributing to a significant reduction in road traffic collisions encountered and a reduction in the number of those killed.

Statistically, **road fatality** numbers are low and, therefore, a change of one or two causes a significant percentage change. On average over the last five years there have been 3 people killed per year. This figure includes one child who was killed on the roads during the last 5 years - which is still one child too many. Statistics for serious injuries in Road Traffic collisions show a five year average of 51 casualties per year. This number has fluctuated over the last five years. We are targeting a further reduction. Overall the numbers of Road Traffic Collisions continue to fall year on year. A significant contribution to the improved levels of Community Safety over the last 5 years is the good partnership working between Dundee City Council, Police Scotland, Tayside Fire and Rescue, the NHS and a number of other key partner agencies from the community and voluntary sector. Good quality **community intelligence** has enabled partners to identify and deal with community safety issues across the City. A high performing Community Safety Partnership and an approach focussed on prevention and early intervention has been the key to Dundee's success. To build on this solid foundation of partnership working Dundee City Council has co-located Community Safety Services this year within one Hub in Dundee.

As with all outcomes across the Partnership, the economic recession, welfare reform and the potential impact on deprivation may present a number of challenges to the Dundee Community Safety partnership.

The Dundee Community Safety Partnership (DCSP) was one of the first CSPs in Scotland to develop a community intelligence led approach to the development of its Community Safety Partnership Strategy and Action Plan. The CSP has a firm understanding of place through its **Strategic Assessment**. This document was created by the CSP Community Intelligence Analysts, funded as part of the Service Level Agreement between Dundee City Council and Police Scotland. Future such Strategic Assessments will reflect our new priorities under the terms of this document

The Community Safety Partnerships first Strategic Assessment was contributed to by 22 partners from the Community Safety Partnership.

We were aware of, and considered, various developing methodologies for prioritising the issues raised in the DCSP Strategic Assessment however we felt that none of them were robust or transparent enough to direct the activity of the DCSP.

We therefore took overall consideration of crime and incident / subject trends, and combined it with horizon scanning to identify any emerging issues, In addition we took into consideration Policing, CSP partner and Scottish Government priorities to set the priorities for DCSP.

Using this evidence based approach the main priorities for the CSP are:

Priorities

- The impact of crime on individuals, communities and businesses - which we are tackling by the introduction of innovative processes such as our Repeat Caller process;
- Domestic Abuse – which we will tackle by collectively identifying and supporting victims and targeting offenders.
- Tackle re-offending through the timely provision of appropriate services to Offenders at different stages of the criminal justice system, from early and effective intervention through to diversion from prosecution, community sentences, resettlement from short-term prison sentences and statutory through care for prisoners serving over 4 years
- Anti-social behaviour - which we are tackling through more effective partnership working enhanced by the co-location of partners within the new Community Safety Hub;
- Youth Disorder - which we are tackling through our support for diversionary youth provision and holiday diversionary programmes;
- Violent Crime – which we are tackling through the use of intelligence led, targeted enforcement, our approach has been built on some of the methodologies from the National Violence Reduction Campaign;
- Sexual Offences – which we are tackling through a number of means, including effective partnership working under the umbrella of the Dundee Violence against Women Partnership and the Multi-Agency Public Protection Arrangements (MAPPA) process;
- Fire and Road Safety – which we will tackle through effective partnership working and the delivery of projects such as Home Fire Safety visits, Safe Taysiders and Safe Drive Stay Alive;
- Community tensions/Counter Terrorism – which we will tackle through awareness – raising using our partnership approach to embed the Contest national strategy in our processes;

In addition, there are a number of cross cutting priorities which will be woven into the DCSP Strategy and Action Plan. These are:

- Personal Safety/Home Safety – which we will tackle by delivering targeted input on a range of issues including e-safety, scams, accident prevention and home fire safety;
- Public Protection – which we will tackle to support the vulnerable through the use of intelligence led interventions;
- Alcohol and Drugs – which we will tackle by supporting the work of the Alcohol and Drugs Partnership, including the work of the Focus on Alcohol strategy which includes the promotion of safe drinking levels, tackles alcohol supply to minors and the development of the Overprovision statement On Alcohol supply for the Licensing Board;
- Reassurance – which we will tackle through the provision of high visibility patrols, giving regular feedback to communities and responding effectively to community concerns;

- Risk and Vulnerability – which we will tackle through targeting our resources to ensure those most at risk of becoming victims are supported and that we continually analyse our data to identify future risks for the city. Part of our approach to this is the developing Repeat Callers process.

These priorities are also addressed by CSP partners in their own action plans.

In addition, monthly tactical assessments are produced by the Community Intelligence Unit to enable partners to work together to identify and address problems and find solutions. This has led to the development of an intelligence led tasking approach in Dundee. This allows us to collect, collate and analyse information which in turn allows us to **target resources to those issues where need is greatest**. The Community Intelligence Unit is funded jointly by Dundee City Council and Police Scotland.

One example of this is the **Repeat Caller process** where we identify members of the public requiring additional targeted support. Callers are visited and their vulnerability and the risks within each scenario are assessed. A problem solving and partnership approach is put in place, initially by the Police but thereafter linking in with partners to reduce risk. This work builds on lessons learned from significant recent cases such as the Pilkington case. To date, we have identified and supported 2100 repeat callers.

Quarterly analyst's reports are produced by the intelligence unit for the Local Community Planning Partnerships to enable partners to identify and work on issues at a local area level. In the six month period up to April 2012, the LCPPs consulted over 5000 people on the community safety issues affecting their communities. These issues were fed into the DCSP strategic assessment and have been included in the local community plan for each multi-member ward.

Dundee Outcome 6 - Our communities will be safe and feel safe.	
<u>Intermediate Outcomes</u>	
6a)	Dundee has reduced levels of crime.
6b)	Dundee has reduced levels of re-offending.
6c)	Dundee has reduced fear of crime.
6d)	We have improved safety of our local communities by reducing the risk to life, property and the environment from fire.
6e)	We have improved road safety.
6f)	We have improved personal safety in the home and in the community.

<u>Indicators</u>		Baseline (2013)			Target (2017)		
		City wide	CRA	non CRA	City wide	CRA	non CRA
	Number of crimes of violence.	131			Reduction 5%		
	Number of crimes of robbery.	47			Reduction 5%*		
	Number of Domestic Abuse Incidents Recorded	2778			Not applicable**		
	Offences where alcohol is a factor	105			Reduction 5%		
	Number of drug-related possession offences	1102			Increase 5%		
	Number of crimes of vandalism.	1317			Reduction 5%		
	Number of crimes of housebreaking.	368			Reduction		

					5%		
	Number of offenders (Adult system).	1,766			1420		
	Number of reconvictions (Adult system).	646			520		
	Reconviction Frequency Rate (Adult system).	74.6			64		
	Number of Dundee Prisoners (all Scottish Prisons) per 100,000 population	377			367		
	Percentage of respondents who felt their neighbourhood was a safe place to live.	81.4%			Increase 5%		
	Number of persons killed in road traffic collisions.	2			1		
	Number of persons seriously injured in road traffic collisions.	40			32		
	Number of fatalities arising from fires.	2			0		
	Number of injuries arising from fires.	50			40		
	Number of dwelling fires.	275			225		

- *To be set by Scottish Police Authority.*
- *** No target has been set as the Partnership are seeking to both tackle Domestic Abuse whilst encouraging the reporting of same – accordingly the target may be to increase and decrease recorded levels according to the activity.*

IMPROVING OUR PARTNERSHIP AND PERFORMANCE

Targeting Areas of Deprivation

With over 40,000 people in Dundee living in the worst 15% SIMD areas in Scotland, there is evidence to suggest that the crime rates in these areas are proportionally higher than the city-wide average. The DCSP has therefore **prioritised partnership resources towards** these areas. The Police Scotland Community Investigation Unit in Tayside, 3 officers of which have been funded as part of the Service Level Agreement between Dundee City Council and Police Scotland, has prioritised its work in the Community Regeneration Areas and has been active in the Lochee, Hilltown and Stobswell areas. The DCSP commissioning budget is used to support the delivery of a Community Safety Strategy and again these resources are targeted towards the areas of greatest need.

Prevention and Early Intervention

Much of the DCSP's success has been based on prevention and early intervention, some examples of which include:

- The Hate Incident Multi-Agency Partnership (HIMAP) raises public and partner awareness about what constitutes a Hate Crime and how crimes and incidents can and should be reported. HIMAP will continue to have a key role in supporting individuals and groups with protected characteristics and in doing so promote Equality and Fairness. Early action in response to trends has been to support shop keepers, taxi drivers and to tackle the under-reporting of disability related crime.
- More than 40,000 contacts are established annually with young people as part of the DCSP's diversionary programme, funded by the CSP Local Action Fund and the local Community Regeneration Forums. N.B due to the method of recording attendance at diversionary programmes, it is not possible to specify the numbers of young people attending;
- The creation of a Holiday Diversionary Programme fund, which has been matched by Dundee City Council Risk Management Section, has demonstrated the effectiveness of preventative spend. Vandalism to school properties during school holiday periods has been reduced by over £100,000;
- Over 1,600 primary 7 pupils take part in the Safe Taysiders Programme aimed at enhancing the ability of children to make positive choices in relation to risk taking behaviour and to develop an understanding of what to do in the event of an accident or serious incident;
- Our partnership approach in targeting Home Fire Safety Visits has contributed significantly to a 17.2% reduction in dwelling fires and a 50% reduction in fire fatalities encountered;
- Additional funding has been allocated to the removal of household waste to reduce fire risks. This approach along with the work co-ordinated by the Fire Related Anti-Social Behaviour Group has contributed to a 16.3% reduction in deliberate primary fires (Typically includes buildings, vehicles, outdoor structures or any fire involving casualties or rescues);
- Our partnership approach in engaging with youths in the delivery of educational initiatives and diversionary activities has also contributed to a significant 29.8% reduction in deliberate secondary fires (Typically include outdoor incidents involving grassland and refuse fires);
- The E-Safety Strategy aims to reduce the community safety risks presented by modern technology and electronic communications;
- The development of the Home Safety Check Scheme will enable a more joined up approach to preventing accidents in the home;
- The introduction of the Repeat Caller process will reduce the risk to those who are making repeated calls to several agencies for help. This initiative has reduced repeat callers to the Police and is being hailed as good practice for other areas to follow. Other partners are now trying to identify ways of highlighting repeat callers within their systems.

Priorities for Improvement

It is recognised that the work of the Dundee CSP is about improving outcomes and how effective processes can lead to more efficient and effective use of Partnership resources to

address community safety issues. A **joint issue assessment process** which includes additional **community analysis, planning and resource allocation** has been developed. This measures impact on communities and also positive media stories. Oversight of this process will be through the CSP Operational Group which meets monthly. We believe that by using our resources in this way we will avoid duplication of effort and maximise use of the available resources and that it fits well with a co-location model for key staff teams. Critically, it is an intelligence led process, prioritising and integrating our limited resources.

The **Local Community Planning Partnerships** have a key role to play in identifying and addressing local community safety issues. The quarterly community intelligence reports have supported this process. Community Safety staff work with community groups to identify and address local community safety issues and implement A community capacity building approach.

The Community Safety Partnership carried out a Fit for Purpose review in 2010-11. The main area for improvement identified was the need to review the way in which we measure our performance. To this end, greater efforts have been made to ensure consistency between the outcomes and outputs identified in the Single Outcome Agreement and those identified in the DCSP Strategy and Action Plan. A Strategic Information Monitoring and Evaluation group has been established to make these connections and ensure that an appropriate set of data collection systems are developed to gather information to enable **effective performance measurement**.

One of the distinct areas for improvement in this area is the way in which we measure the fear of crime. In the past the **Tayside Police Public Perception Survey** has produced some data as has the Dundee Partnership Citizen Survey and work has been done to standardise the questions to give us the strongest evidence of local views. In addition, we are exploring the possibility of doing some joint work with **Dundee University Psychology Department** to look at **the fear of crime**, how it may be measured and what possibilities there may be to address this.

The Scottish Community Safety Network in partnership with the Scottish Government has recently produced a Community Safety Partnership Self-Assessment Toolkit as part of the Safer Communities Programme. Dundee CSP will use this resource to enhance its ethos of continuous improvement over the period of the SOA.

Another area for improvement is the need for a better **co-ordinated approach to dealing with home safety**. This will be tackled by establishing a Home Safety Check Partnership which will develop a more joined up approach to identifying and dealing with home safety issues. This will be achieved by setting up an **inter-agency cross referral service** which will mean that any worker entering the home will be able to identify and deal with a more comprehensive range of home safety issues directly or through referral to the appropriate service.

Dundee Community Safety Partnership has established a new **Community Safety Hub** which has **co-located** the Antisocial Behaviour Team, The Community Safety Team including Community Safety Wardens and the Police Community Safety Team including the two CSP Analysts. In addition, other CSP partners are able to use hot desk facilities to further enhance effective partnership working. This will enhance partners ability to improve responses to community safety issues including the repeat caller initiative whereby partner inputs have made significant differences to the quality of life experienced by those affected.

Partners continue to develop approaches which make sure that offenders have access to the services they need to **reduce reoffending** and years 2 and 3 of the Change Fund have allowed us to work in partnership to develop mentoring services for offenders.

Along with statutory partners, Criminal Justice Social work will assess and manage registered sex offenders who are subject to community and post custodial supervision requirements. This is in line with the jointly established Multi Agency Public Protection Arrangements (MAPPA) in Dundee.

There will be a specific focus on progressing the recommendations made by the Commission on Women Offenders including the active development of a pilot Community Justice Centre.

Outcome 7 - Dundee will be a fair and socially inclusive city.

STRATEGIC CONTEXT

While Dundee is a modern, vibrant city which has undergone a remarkable transformation it also has levels of poverty and deprivation which make every day life a struggle for individuals, families and communities across the city. Too many people are more likely to have insufficient income, lower life expectancy, experience higher levels of crime, greater unemployment and lower educational attainment and too many children are less likely to achieve positive life outcomes.

The Dundee Partnership believes that every person and family in Dundee wants, and should have the right, to share in the success we achieve as a city. Everyone should have the right to be heard and valued and to participate fully in our community and that no one should be denied that because of their economic status.

The biggest obstacles people face in achieving this are poverty and inequality which have an enormous impact on life chances. People living in poverty are much more at risk of poor outcomes in health, education and employment and are thus more vulnerable and more likely to be exposed to social problems such as crime, drug and alcohol abuse, and anti-social behaviour. Poverty is particularly damaging for children and contributes to poorer outcomes across the course of life. In turn, these poverty associated outcomes carry very high costs in terms of lost productivity, impacts of crime, ill-health, reliance on public services, and shorter life-spans.

The context is a challenging one. The global recession, government policies to reduce the national deficit, welfare reform changes and a difficult employment market combine to create the circumstances where poverty and inequality are likely to become even worse.

Following an analysis of local and national statistics available for Dundee, it is possible to present a profile of poverty and exclusion in Dundee. While this varies across the city, the headline statistics outlined below demonstrate the depth and breadth of the challenge for Dundee.

In 2012, Dundee City:

- had the third largest percentage of its population (42,125 people, -29.3% of the population) living in the 15% Most Deprived areas of local authority areas in Scotland - SIMD 2012.
- had the fifth largest percentage of its population (25,690 people, 17.8% of the population) classed as income deprived of local authority areas in Scotland - SIMD 2012.
- had the fifth largest percentage of its working age population (15,465 people, 17% of those aged 16 to 60/64) classed as 'employment deprived' of local authority areas in Scotland - SIMD 2012.
- had a higher percentage of its working age population (5,600 people, 5.8% of those aged 16 to 64) claiming jobseekers allowance than the Scottish average (4.3%) (2012 Quarter 1).
- had a higher percentage of its working age population (19,980 people, 20.8% of those aged 16 to 64) claiming Key Benefits than the Scottish average (16.8%) (2012 Quarter 1).

- had a greater percentage of its population aged 16 yrs + (6,590 people, 5.4% of those aged 16 to 64) claiming Incapacity Benefit or Severe Disablement Allowance than the Scottish average figure. (4.1%) (2012 Quarter 1).
- had a greater percentage of households (44.3%) in these lower income categories £0-20k than the Scottish average(36.9%) (2009).
- has an average mean income that is 11.6% less than the Scottish figure, and 16.8% less than the UK.
- had the highest percentage of households in relative poverty (26% to 24%) across Scotland between 2002 and 2008.
- had the third highest percentage of its children (8,869 children, 37%) living in areas within the 15% Most Deprived in Scotland. - SIMD 2012.
- had the second highest percentage of its children (8,562 children, 35.6%) living in areas within the 15% most income deprived in Scotland - SIMD 2012.
- had over a quarter (25.8%) of its children living in poverty in 2010.
- had the second highest percentage (25.8%) of its children living in low poverty of all Scottish Local Authorities in 2010.
- had the second highest percentage of its pupils registered for free school meals and is well above the Scottish average - for both Primary (31%) and Secondary (22.1%).
- had 5,300 families in work that were in receipt of Working Tax Credits and Child Tax Credits in 2009/10, this was the 9th highest Local Authority percentage.
- had almost a third (32%) of its housing tenure as either housing stock or Registered Social Landlord – 2001 Census.

Sheffield Hallam University has estimated that benefit claimants in Dundee will suffer annual losses of up to £58million as a result of welfare benefit changes. That means reduced incomes for the people in Dundee who are already the poorest and most vulnerable. The introduction of Universal Credit, with housing and other living costs being combined and reduced and paid monthly to one individual in a household, will bring significant additional challenges in terms of managing household budgets and general financial capability. It is widely anticipated that this will result in an increase in rent arrears and the number of individuals and families presenting as homeless.

Based on the Scottish Index of Multiple Deprivation, Dundee has identified a number of **community regeneration areas**. These are found in six of the city's eight local authority wards. They are the focus for the **additional targeting of services and resources** to close the inequality gap in the city. The boundaries of these wards will be reviewed in the coming months in the light of SIMD 2012 following a full analysis of the changes to individual datazones to understand what caused them to enter or leave the most deprived 15% for Scotland.

To help partners to understand the scale, distribution and intensity of deprivation across the city, community profiles have been produced for every ward which break down the SIMD results by individual domain and present the results in smaller neighbourhood areas. These can be found on the Dundee Partnership website at:

<http://www.dundeepartnership.co.uk/content/local-community-planning-partnership-community-area-profiles-2013>.

The Partnership also strongly endorses the Making Better Places, Making Places Better analysis recommended by the Improvement Service. A profile of each ward has been produced which shows datazones with outcomes in the most disadvantaged 15% across domains. (See

Appendix 1). These confirm that there is significant variation even within wards but that the overall result is that datazones facing deprivation do indeed cluster geographically and experience most or all aspects of deprivation simultaneously. The table below summarises the most disadvantaged 15% datazones within the wards by level of deprivation.

Table 22: Most disadvantaged 15% datazones within the wards by level of deprivation

Ward	5% Most Deprived	5-10% Most Deprived	10-15% Most Deprived
Coldside	1	3	4
East End	6	3	1
Lochee	5	3	6
Maryfield	0	1	4
North East	5	3	1
Strathmartine	2	4	3
The Ferry	0	0	0
West End	0	0	0

Dundee Outcome 7 - Dundee will be a fair and socially inclusive city.
<u>Intermediate Outcomes</u>
8a) We have reduced deprivation in Community Regeneration Areas.
8b) We have reduced financial exclusion, income inequalities and fuel poverty.
8c) People in community regeneration areas are skilled, confident and resilient.

<u>Indicators</u>	Baseline (2013)			Target (2017)		
	City wide	CRA	non CRA	City wide	CRA	non CRA
Percentage of working age population in receipt of key out of work benefits: Community Regeneration Areas and the rest of Dundee.	19%	32%	17%	17%	close gap	
Percentage of the population who are income deprived: Community Regeneration Areas and the rest of Dundee.	18%	29%	12%	18%	close gap	
Percentage of Dundee's population living within Scotland's 15% most deprived data zones.	29%			26%		
Percentage of Children in Families in Receipt of Child Tax Credit (less than 60% median income) or Income Support/Job Seeker's Allowance.	25.8%	39.5%	14.7%	21.9%	close gap	
Percentage of households where respondent or partner has a bank, building society or credit union account.	97%	96%	98%	94%	close gap	
Percentage of households that have some savings.	20%	15%	24%	59%	close gap	
Percentage of households that are coping well or very well financially.	42%	38%	46%	49%	close gap	
Percentage of households living in fuel poverty.	26%			27%		
The number of in-work families receiving Working Tax Credit (Working Tax Credit only, or Working Tax Credit and Child Tax Credit) as a percentage of number of households.	10%			8.8%		
Median earnings for residents living in Dundee who are employed, as a percentage of median earnings for residents living in Scotland who are employed.	93%			95%		

IMPROVING OUR PARTNERSHIP AND PERFORMANCE

Scotland's Tackling Poverty Board has stated - "Poverty compromises our ability to improve outcomes across all social policies. Anti-poverty action must be a mainstream priority and the responsibility of every Community Planning Partner".

This SOA will aim to ensure that anti-poverty awareness and activity is at its heart. It includes a **suite of closing the gap indicators** which will measure progress in reducing inequality within the city. It also includes indicators which will map changes to levels of child poverty.

Emphasis is being increasingly placed on prevention and early intervention, and as well as providing help and support to improve the financial capability of people who have had to turn to advice services when their problems have reached a crisis point. **Financial education** is being given an increasingly higher profile in Primary and Secondary schools under Curriculum for Excellence, with the long term aim of producing future generations who are more financially aware and better equipped to manage their financial affairs.

Financial inclusion challenges are being tackled via development of a close partnership between Council Services and the third sector, again with a focus on facilitating **earlier interventions with front line staff in the Council and other public services** being trained to recognise the signs of poverty and to make referrals to agencies best equipped to provide appropriate expert advice and support.

There are currently six Community Regeneration Forums allocating £750,000 per annum 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.

Dundee City Council's Fairness Strategy and Action Plan for Challenging Poverty and Promoting Inclusion in Dundee recommends a step change and renewed commitment to tackling poverty, building on past and current efforts and informed by evidence of effective approaches (for more detail on the Fairness Strategy see section 3.2). The Strategy focuses on projects and services aimed at expanding availability of affordable credit and safe and ethical savings opportunities; tackling the growing problem of fuel poverty through both maximising incomes and reducing energy costs; increasing the take up of benefit, money and debt advice and providing much needed support for the increasing numbers of people having to appeal against refusal or withdrawal of benefit entitlements.

The most significant and immediate priority is the **impact of welfare reform** on those who are already vulnerable due to income inequality. Departments from across the Council are working closely with Job Centre Plus, Skills Development Scotland, Dundee College and voluntary sector advice providers to prepare for, and minimise the many ways in which the current and forthcoming benefit changes will undermine our anti-poverty objectives for the city. A number of issues are being addressed including;

- Raising awareness of front line service providers through a dedicated eLearning package and training from the Child Poverty Action Group;
- Early and joint Council/DWP communication and interviews with households identified as potentially affected by the introduction of the benefit cap and under-occupancy rules;
- Increasing numbers of homeless applications;
- Making amendments to allocation policies to help to ensure that available housing matches the need for suitable size accommodation; and
- Making connections to employability programmes and learning activities especially in relation to digital inclusion.

Outcome 8 - Our People will live in strong, popular and attractive communities.

STRATEGIC CONTEXT

The Dundee Partnership is committed to building stronger communities by creating the right physical and social environments for investment and housing supply; taking targeted action in the most disadvantaged communities and devolving power to the local level so that communities can have more influence and ownership.

Housing

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. Unpopular house types have been and continue to be demolished to make way for new types of houses and local amenities more fitting to 21st Century lifestyles whilst matching expressed housing needs and aspirations.

In terms of tenure, the profile across greater Dundee housing market area as a whole is similar to that seen nationally. However Dundee continues to have a lower proportion of home owners than most Scottish authorities and levels of home ownership appear to have changed little since 2001. This is consistent with the suggestion that there may not be sufficient housing opportunities within Dundee for those who wish to buy.

Housing market and wider economic trends are cyclical, and at present there is very little clarity in terms of the duration and severity of the current recession. It will therefore be important for the Council and housing market partners to monitor housing market trends over the short to medium term to assess the extent to which recent trends persist.

The social rented sector has also seen some increase in pressure suggesting that pressure in the wider market has had some impact on social rented demand. However there is no suggestion of a significant problem of under supply in social rented housing within Dundee. Nevertheless there remains an important policy question as to whether future new social housing development should focus on addressing unmet housing need. If so this would require an increase in the supply of 4+ apartment dwellings within the sector.

The **Local Housing Strategy 2013-2018** is the Council's primary strategy for the provision of housing and associated services to address homelessness, meeting housing support needs and tackling fuel poverty. The document is supported by an assessment of housing need, demand and affordability study that seeks to determine if there is need for intervention in the market to secure the provision of affordable housing and seek to inform the future planning and targeting of public and private investment.

The Local Housing Strategy is committed to working in partnership with all stakeholders to deliver the Government's 21st Century Vision for Community Care. The philosophy of partnership working is reflected through Dundee's community care strategic planning process. The city has five main Community Care Planning Groups. These groups are the driving force behind Dundee's community care and housing support planning process. The Local Housing Strategy identifies the requirement for Community Care Housing in the city for the periods 2013-2018, the groups identified being Older People, Mental Health, Learning Disabilities and Physical Disabilities / Sensory Impairment.

Shopping

Shopping plays an important role within the city and is an important employer making a major contribution to the city's economy. The District Centres perform a valuable function as a focus for a number of communities across the city. They provide a range of shops, services and leisure facilities in locations which are highly accessible by public transport and help create a sense of identity for the communities they serve. Nevertheless, the District Centres have, over a number of years, shown evidence of decline. Growing shop vacancy levels together with declining environmental quality have given rise to special measures targeted at the Albert Street, Hilltown and Lochee District Centres aimed at addressing these problems and enhancing their ability to attract new investment. These measures have also sought to improve the district centres as part of the regeneration of the wider communities that they are within. Part of the approach has been to develop these centres to improve quality of place as part of sustainable neighbourhoods with improved accessibility from the surrounding area.

Whilst the recession has hit hard, Dundee's vacancy rates for shops has changed very little during this period, demonstrating some robustness. The Dundee Region Retail Study 2006 identified that future available expenditure would be insufficient to support non-bulky goods floorspace provision in District Centres. The Study also identified that there was already sufficient convenience floorspace within the City as a whole up to 2017. Given the current economic climate there is unlikely to be much growth in the available retail expenditure to change the conclusions of the Retail Study's findings. The issue for consideration is whether the District Centres can remain in their current form and size. Given the level of vacancies in some of the centres there may be the need to consider consolidation into a smaller size and aim to focus investment to these reduced areas. This approach seeks to build on the work already underway in some of the district centres with the aim of delivering sustainable quality centres that serve their surrounding neighbourhood.

Improving neighbourhood environments

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 strong, popular and attractive communities for the citizens of Dundee.

Perceptions

The **Dundee Partnership Citizen Survey** reported that when it comes to the influence of people in their community, there is a more positive perception of the influence that people can have with 38% of respondents stating that they believe that people can have either a great (1%) or some (37%) influence. Just 13% stated that they believe people in their community have no influence over decisions which affect the neighbourhood.

Dundee Outcome 8 - Our People will live in strong, popular and attractive communities.

<u>Intermediate Outcomes</u>

9a) Our neighbourhoods have improved physical environments.

9b) We have quality, choice and affordability of housing.

9c) We have improved the quality of local shops.
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9d) Our neighbourhoods experience greater community spirit and wellbeing.

<u>Indicators</u>		Baseline (2013)			Target (2017)		
		City wide	CRA	non CRA	City wide	CRA	non CRA
	Percentage of adult residents stating their neighbourhood is a 'very good' place to live.	55%	51%	60%	50%	close gap	
	Number of residential properties built in the last 12 months.	339			610		
	Number of social housing properties built in the last 12 months.	179			108		
	Percentage of housing stock in social rented sector passing the Scottish Housing Quality Standard.	64%			100%		
	Percentage of adults rating the condition of their house or flat as good.	93%	90%	96%	93%	98%	98%
	Percentage of population satisfied with local shops.	98%	96%	99%	98%	close gap	
	Percentage of adults giving up time to volunteer in the last 12 months.	10%	11%	10%	20%	close gap	
	Percentage of adults agreeing that they can influence decisions affecting their local area.	37%	36%	53%	30%		
	Homeless households in temporary accommodation as percentage of all households.	0.3%			TBC		

IMPROVING OUR PARTNERSHIP AND PERFORMANCE

Physical Regeneration

Four priority areas for regeneration activity in Dundee have been established and masterplans and regeneration frameworks are being implemented for **Stobswell, Ardler, Hilltown, Whitfield** and **Lochee** with major public/private investment already having taken place and with future expenditure committed. The Dundee Partnership recognises the need to continue targeted investment towards specific geographical areas where strong opportunities exist to consolidate existing communities, to mitigate further deterioration and deprivation in these communities, and to provide the basis for addressing the wider problems in the city.

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 Coldside 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.

Housing Investment

The Council and other Registered Social Landlord's (RSL's) have a duty to meet the **Scottish Housing Quality Standard** by 2015 and continue to put in place programmes to achieve this in their existing stock. Future investment profiles for new build stock should also ensure that dwellings as a minimum meet the standard at all times. RSL's in Dundee are all confident that they will meet the SHQS by 2015. The City Council is investing £140 million pounds by 2015 to ensure that all its core stock meets the SHQS. Following the progress of regeneration initiatives in the city since 2005 and the implementation of a substantial demolition programme within the Council's stock the most recent Housing Need and Demand Study has indicated that the supply and demand for social rented housing is more balanced. The Scottish Housing Regulator

annual returns identifies that the projected RSL investment in Dundee from April 2012 - March 2015 will be £44million.

The Housing Department continues to work closely with the Housing Associations on various initiatives, such as the Dallfield insulation and district heating programme aimed at reducing homelessness, anti-social behaviour, the issues of fuel poverty and addressing the imbalance between housing need and supply across the city.

Outcome 9 - Our communities will have high quality and accessible local services and facilities.

STRATEGIC CONTEXT

Delivering services that help to close the gap between the Community Regeneration Areas and the rest of the city remains one of the most important challenges for the Dundee Partnership. The availability of and satisfaction with high quality and accessible local services and facilities is a key component of popular, stable and attractive communities. Through its activities, the Dundee Partnership is committed to ensuring that communities have access to high quality community, leisure, healthcare, shopping, employment, education and public transport facilities.

Local Community Planning

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**. 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 previous Local Community Plans covering the period from 2008-2011 outlined 782 actions to be implemented across the city including the creation of major new Community Facilities in St Mary's and Whitfield. More than 90% of the objectives prioritised were achieved and the Dundee's Local Community Planning Partnership Model was held up as an example of good practice by Audit Scotland. Each new LCPP has worked with other stakeholders to consult widely and develop outcome based Community Plans for the period from 2012-2017. The new Local Community Plans were launched in May 2012 following an extensive community consultation over a six month period between May and October 2011. A total of 16,000 Local Community Plan Summaries have been distributed to community venues and public places across the city.

Dundee Partnership Citizen Survey

The Dundee Partnership Citizen Survey has been carried out for a number of years and seeks to establish, by Ward, the public's views on general and specific aspects of life in Dundee, including the **home and neighbourhood; health; education and employment; community safety; financial issues** as well as levels of **satisfaction with public services**. The survey helps to strengthen the evidence base which supports the development and implementation of the SOA.

Overall satisfaction with quality of life in the neighbourhood is high, with 99% of respondents stating that they are either very satisfied or satisfied in this respect.

In relation to local services and facilities, satisfaction is very high and greatest in relation to Fire service, Local health services, Refuse collection, Local schools and Community Warden Service. Satisfaction is lowest in relation to local youth facilities where just 85% of respondents stated that they were satisfied. Despite this having the lowest level of satisfaction, it is one of the most improved in relation to service satisfaction.

In relation to accessibility, respondents were asked how easy it was to access a range of local facilities and services. The most accessible services were perceived to be Refuse collection, Local health services, Street cleaning, Local shops and Police service. Less accessible (or less likely to be used/ available) were Community Warden Service, Local youth facilities, Social care/ social work services and Local phone boxes.

The majority of respondents (96%) stated that they believe services in their local area are affordable. Services most likely to be perceived as not affordable are public transport and sports facilities.

Satisfaction with different aspects of the neighbourhood is high and improving when compared to 2010. The highest levels of satisfaction are with Cleanliness of the streets, Shopping facilities, Quality and maintenance of open spaces and Cleanliness of the area around the home. The lowest level of satisfaction is with children's play facilities (88%), although this has improved significantly compared to previous years.

Dundee Outcome 9 - Our communities will have high quality and accessible local services and facilities.
<u>Intermediate Outcomes</u>
10a Our neighbourhoods receive better services.
10b Our people engage and participate more in their communities.
10c Our people have access to high quality community facilities.
10d Our people have access to a range of travel networks.

<u>Indicators</u>		Baseline (2013)			Target (2017)		
		City wide	CRA	non CRA	City wide	CRA	non CRA
	Percentage of residents satisfied with access to local services.	81%	81%	75%	85%	85%	85%
	Percentage of residents satisfied with the quality of local services.	97%	95%	98%	97%	97%	97%
	Percentage of residents satisfied with the quality of their local community centre and library.	99%	98%	99%	98%	99%	98%

IMPROVING OUR PARTNERSHIP AND PERFORMANCE

The Partnership will continue to strengthen its delivery of the Government's public service reform agenda and in doing so, aim to deliver high quality and accessible local services and facilities through prioritising resources to those geographical areas in greatest need. It will empower local communities and local service providers to work together to develop practical solutions that make best use of all the resources available. Public services will seek to involve people everywhere in the redesign and reshaping of their services and facilities, and will develop workforce capabilities to deliver that aim.

Community Engagement

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 has been developed. 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.

Through this model, the Partnership has delivered support and capacity-building using an integrated approach which reinforced the principles of the national standards for community engagement. This has enabled communities and their representatives to operate as effective and influential members of the Partnership.

Community Centres

Partnership working with Local Management Groups is essential to ensure that the Community Centres across the city are fully developed to be able to meet the needs of local people. This is achieved by coordinating a wide range of Community Learning and Development opportunities, and the delivery of a comprehensive programme of social, leisure, recreational, educational and cultural activity. These programmes provide participants with opportunities to learn new skills and develop confidence and self-esteem. Much of the community learning programmes are delivered in partnership with a number of other city based organisations.

The Community Centres also provide the main delivery venues for the Council's programmes of Youth Work, Adult Learning and Community Capacity Building. Kirkton, Ardler, Douglas and Charleston Community Centres also have integrated Library and Information services. All of the Community Centres are run in partnership with the local communities which they serve. Members of these groups, which have full charitable status, live locally and are well placed to determine local needs and opinions and have a considerable involvement in developing activity programmes in partnership with Dundee City Council. A capital investment programme of over £5.5million over four years is improving and creating new community facilities across the city.

Public Participation

The Annual Citizen 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 Dundee Partnership is therefore committed to improving public participation in services and decision-making. The Partnership's Strategic Theme Groups are analysing the social survey findings to look at any underlying local issues and trends. The survey results are also being disseminated to the Local Community Planning Partnerships and Communities Officers to analyse some of the possible underlying local issues that may be contributing factors to resident satisfaction of local services and facilities as well as public participation.

Community Asset Transfer

Local partners considered the first draft of the Scottish Government's Community Empowerment and Renewal Bill during 2012. Community representatives hoped that more emphasis could be given to highlighting potential community benefits as well as providing opportunities to lease buildings and/or land as opposed to purchase only.

Following this consultation, Dundee City Council prepared a draft Community Asset Transfer Strategy. This was discussed with Local Community Planning Partnerships and the Building Stronger Communities Theme Group of the Dundee Partnership for comment towards the end of 2012. Feedback reinforced comments returned to the Scottish Government relating to leasing assets. Community groups also highlighted the need for capacity building support to consider some of the very practical and complex matters relating to transferring assets eg costings and legal/planning advice. These comments are to be taken into account as the Council continues to develop this potentially influential strategy. Partners also look forward to participating in consultation on the second draft of the Bill which is expected in the autumn of 2013.

Accessible Travel

Dundee City Council in partnership with transport operators in the city is developing smart travel products on the National Entitlement Card for school and college students, public sector staff and ultimately the whole community to make access to more integrated and efficient forms of travel more affordable to all. The City Council is taking the lead role in developing these products for the Scottish Cities Alliance and Transport Scotland for the eventual roll out across the country.

As part of the City Council's Fairness Strategy, Community Transport in Dundee is developing suitable transport options for groups, communities and individuals who are presently excluded from using existing mainstream transport. Meeting these transport needs will require a variety of transport solutions including vehicle brokerage.

Meeting these needs will ensure access to social, education, health, work and recreational facilities for all. Delivery of Community Transport Services will be developed through a phased partnership approach between the City Council and the voluntary sector over the next five years.

In addition, a Regional Health & Transport Framework has been developed by Tactran, working with NHS Tayside to address the key linkages between health and transport.

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

STRATEGIC CONTEXT

Sustainable economic growth and the drive towards a low carbon future have risen up the political and popular agenda as, more than ever before, people are experiencing first hand the effects the environment can have on their quality of life. The impact of climate change, traffic, energy production, resource use, waste and environmental pollution all challenge our determination to pass on to succeeding generations an environment in better shape than the one we inherited.

Dundee is blessed with a unique city environment. Its location and position on the south-facing bank of the Tay makes it the sunniest city in Scotland, whilst the river itself is of international significance for wildlife. As the city has grown economically and culturally over the last ten years, we have also seen real improvements in many aspects of Dundee's built and natural environment as legislation and public attitudes have helped to drive changes in policy and behaviour.

Nevertheless, Dundee remains threatened by both global and local influences, and the activities taking place in Dundee have effects beyond the city boundaries. Whilst we all share a desire for clean air and water, green open spaces and the security that the natural resources we use and enjoy will not run out, we also share the consequences of our actions that pollute the atmosphere, destroy wildlife habitats or cause other environmental damage.

As Dundee continues its positive journey in economic and social renewal a balance is required with both the shorter term enhancement and long-term sustainable development and regeneration of the city.

Climate Change

The Scottish Government is committed to a long-term climate change target for a **42% reduction in greenhouse gas emissions by 2020 and an 80% reduction by 2050**. In contributing to this target, the Dundee Partnership seeks to promote and support a wide range of climate change mitigation measures such as energy efficiency, sustainable design and construction and sustainable transport. It also supports measures to adapt to the effects of climate change through recognition of the importance of the water environment and flooding, protection and development of green networks, habitats and woodland, action on waste, air quality measures and supporting the system of environmental regulations.

In September 2008, the Dundee Partnership signed and endorsed a '**Supporting Scotland's Climate Change Declaration**' for the city. This public statement commits the Partnership to acknowledge the reality and importance of climate change and commit partners to take action to mitigate and adapt to the effects of climate change.

The Dundee Partnership uses production and consumption based indicators to prioritise areas for action and raise awareness of the importance of area-wide emissions. The area-wide consumption footprint for Dundee indicates that housing and transport are the largest components, and the production figures indicate that industry, commercial and public sector are the largest impacts. Figures for 2010 (latest available, published by UK Government in August 2012) and show that from 2005 to 2010 there has been a **11.5% reduction in per capita CO₂ emissions in the Dundee local authority area**. From 2005 to 2010 there have been emissions reductions in road transport, industrial, commercial and domestic sectors. In 2010, 41% of end-user CO₂ emissions were attributed to the Industry and Commerce sector, 37% to the domestic sector, 21% to road transport and <1% to land use, land use change and forestry.

Research from SEPA and from a Council commissioned coastal flood study shows that significant parts of Dundee are at risk of serious flooding and/or erosion unless preventative

measures are taken. There already exists a flood emergency plan but a prevention strategy and coastal protection plan needs to be developed to inform on the protective measures that require to be implemented.

Inequalities

The link between climate change and inequalities is clear. People in poverty are the most vulnerable to the negative effects of climate change, as they tend to have a lower level of physical and mental health, live in worse housing with less access to insurance, and have fewer resources to cope with rising costs. Equally, the measures to combat climate change – namely emission reduction strategies are almost the same as those designed for health improvement, whether through improved housing, active transport, changes to patterns of food consumption or economic localisation.

In 2009, 15,000 households in Dundee (22%) were in fuel poverty including 3,000 families and 8,000 pensioners. Since then rapid rises in the cost of energy have outstripped any rises in household income resulting in the probability that levels of fuel poverty will have increased dramatically in Dundee. Innovation and investment in energy supply and energy efficiency is therefore required to help transform Dundee towards a low carbon city. Dundee is well placed to capitalise on this with innovators in the universities and college in both industrial and academic research. Whilst Dundee can utilise low carbon development and research to attract renewable energy sector and jobs, this research can assist the wider socio economic benefits for residents.

In response to the need to eradicate fuel poverty the council established the **Dundee Energy Efficiency Advice Project (DEEAP)**. The aim of DEEAP is to provide a service throughout the city advising householders on fuel tariffs, how to reduce bills, energy efficiency measures, advocacy work resolving individuals debts with energy suppliers, and other advice and referral work. In 2010/11 DEEAP help residents to achieve savings of £447,110 through energy advice, insulation measures and social tariff fuel savings. The total savings made by the project for families in Dundee amounted to £841,361. Throughout that year DEEAP dealt with 1572 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.

Strategic Plans

The **TAYplan Strategic Development Plan** and the **Local Development Plan** are key documents for Dundee which both recognise the long term implications of climate change and sea level rise. They support the switch to a low carbon and zero waste economy for Dundee by providing for appropriate infrastructure and improvements in our resilience to climate change and other potential risks. They seek to deliver better quality development and places which respond to climate change by ensuring resilience built into the natural and built environments through a presumption against development in areas vulnerable to coastal erosion, flood risk and rising sea levels. This approach will endeavour to make the best use of existing networks of infrastructure, movement corridors and ecosystems. It will aim to achieve a walk-able environment combining different land uses with green space and ensure that a range of sustainable and active travel choices other than the car are available. It is intended that this approach will contribute to the delivery of a better quality of place for the people who live, work and visit the city.

Waste Strategy

Waste management in Scotland is facing a period of fundamental change. Driven by EU policy and legislation there has been an acceptance that we must move to a position where we produce less waste, reuse and recycle more and recover value from as much as possible of what is left. To this end, we are all moving towards a **Zero Waste Scotland**.

In 2008 the Scottish Government set new medium and long term targets for recycling and composting waste. They have been carried over into the Zero Waste Plan and are the targets that all 32 of Scotland's local authorities are striving towards:

- 40% by 2010
- 50% by 2013
- 60% by 2020
- 70% by 2025

Dundee City Council has already met the first target of 40%.

Air Quality and Health

Local air quality is poorest in the city centre and along the strategic road network. A city-wide Air Quality Management Area (AQMA) was declared for exceedences of the statutory European and National air quality objectives for nitrogen dioxide (NO₂) and fine particulate matter (PM₁₀). Traffic sources, are the primary pollution source and considerable efforts are being made to effect a modal shift away from the use of private cars, where alternative modes are available. Other combustion sources and energy choices can also have an adverse impact on air quality. Following a period of public and stakeholder consultation a corporate Air Quality Action Plan has been developed to identify possible actions and policies to improve local air quality.

Quality Greenspace

The quality of local surroundings and the ability to access and use them have a fundamental impact on how people feel about and relate to the **places where they live**. Much research has been undertaken in Scotland by Greenspace Scotland and others in proving the benefits of greenspaces. Green open spaces that are well designed and purposeful are a hugely valuable resource and can create a sense of place and community, provide positive health impacts and opportunities for recreation as well as contact with nature. Dundee's excellent distribution of greenspace as well as its beaches and burns, is one of its greatest assets in providing free opportunities for its residents to have an improved quality of life.

Dundee has a wide diversity of public open spaces covering which accounts for 28% of the urban area. Many are multifunctional and contribute to the quality of life in Dundee by providing opportunities for active and passive recreation, an attractive and sustainable urban environment and a space for nature. They vary considerably in size from large country parks of over 100 ha to small local greenspaces of less than 100m². Whilst large parks are required to accommodate the recreational needs of large sectors of the community, small sites can also make a valuable contribution to accessible local provision. The city is now concentrating on improving the quality of its parks, greenspaces and beaches and is undertaking this via nationally accepted awards which concentrate on a range of environmental but also social and economic factors.

All of Dundee's green space was identified, categorised and digitised in 2007 and is updated at regular intervals. The green space audit is the basis for review of the provision, quality and function of all green spaces in each of Dundee's eight Local Community Planning Partnership areas. These are at various stages of completion in each of the LCPP areas and will be supported by reviewing formally designated open space in the Local Development Plan. Other supporting strategies include the Outdoor Access Strategy adopted in 2005, Core Paths Plan in 2009 and Dundee Outdoor Play and Youth Strategy 2009. A lengthy programme of improvement of all of Dundee's play areas has recently been completed and a programme of improvements to Trees and Woods in Green Spaces is ongoing.

Dundee Outcome 10 - Our people will live in a low carbon, sustainable city.	
<u>Intermediate Outcomes</u>	
11a)	Dundee mitigates and adapts to the effects of climate change for the transition to a low carbon economy.
11b)	Dundee has an accessible, integrated and sustainable travel network.
11c)	Dundee has sustainable waste management systems that reduce environmental impacts of waste production.
11d)	Dundee has a clean, healthy and safe environment with improved air, land and water quality.
11e)	Dundee has an attractive and sustainable natural environment where the built heritage is valued and protected.

<u>Indicators</u>		Baseline (2013)			Target (2017)		
		City wide	CRA	non CRA	City wide	CRA	non CRA
	CO ₂ emissions (tonnes) per capita	6.6			6.42		
	Percentage of children walking or cycling to school	50.6%			60%		
	Percentage of journeys to work made by public or active transport	32.6%			40%		
	Tonnage of household waste landfilled	8,000			2,100		
	Percentage of household waste recycled or composted	32.4%			45%		
	Percentage of Derelict Land	0.24%	0.96%	0.05%	0.20%		
	Local Environmental Audit and Management System street cleanliness score	75			75		
	Percentage of schools achieving Eco-Schools Scotland accreditation at: a) Bronze level b) Silver level c) Green Flag level	a) 70.7% b) 43.1% c) 12.1%			a) 80% b) 60% c) 20%		

IMPROVING OUR PARTNERSHIP AND PERFORMANCE

Low Carbon Future

Dundee has a clear role to play in rising to the challenges climate change will present to the local area. Reducing our greenhouse gas emissions ahead of national targets, adapting to the affects of climate change and re-asserting our low carbon credentials will mark the next phase in our **transition to a low carbon future** where we will work with our communities and businesses to strengthen our local economy and address climate change

The challenge is to develop Dundee as an epicentre of green business and a frontrunner in the emerging low carbon economy by using the city's knowledge base, existing assets and low carbon infrastructure as a catalyst for development, inward investment, business growth, energy security and new jobs.

The Partnership is committed to transforming Dundee into a low carbon city. The best way to do this is through working together as organisations supported by effective community involvement. A multi-agency **Low Carbon Strategy** for Dundee will be developed which will play a significant part in this transition. The Strategy is to be produced during a time of unprecedented economic challenge and environmental policy change and therefore focuses on ensuring Dundee is best placed to make the most of sustainability opportunities as they develop over the next five years and beyond. It will therefore identify opportunities and funding

to link into the emerging renewables market in the city and continue to develop strategic environmental initiatives in the city.

As across all Partnership Outcomes, 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.

One of the first actions will be to develop a '**Mini' Stern Review** for Dundee that will have a clear focus on assessing the economic benefits from the low carbon agenda for Dundee including employment opportunities, job creation and skills development. The review will assess the range of low carbon options available to Dundee, the scope for their deployment, the carbon savings and financial returns and the implications for the local economy as well as identifying where Dundee could collaborate with other cities where there may be economies of scale.

Zero Waste Plan

Dundee City Council is highly regarded in the field of waste management, however in order to comply with the measures laid out in the Zero Waste Plan, existing systems and facilities will be expanded upon and new ones adopted.

Integral to the future of municipal waste management in the city will be the continued utilisation of DERL, the existing Waste-To-Energy plant at Baldovie. The plant uses latest technology to generate electricity from the incineration of waste that can be fed back into the national grid.

Added to this over the next 20 years residents of Dundee can expect:

- Existing blue bin collections (waste paper and cardboard), brown bin collections (garden waste) and green box collections (plastics, aluminium cans, mixed glass) to be expanded further across the city;
- The number of community recycling points in the city to be increased;
- Recycling centres to be refurbished and able to accept a wider variety of materials for recycling; and
- Publicity and awareness raising campaigns

Dundee City Council is an active partner of the East of Scotland Zero Waste Group and will continue to contribute to the production of a Tayside strategy for the prevention of household waste.

Sustainable Travel

The Dundee Partnership will continue to support a pattern of development which seeks to reduce the need to travel, facilitates travel by public transport and freight movement by rail or water, and provides safe and convenient opportunities for walking and cycling. In addition, the link between transport and improving air quality will be developed through the Council's Air Quality Action Plan. The Government's Low Carbon Economic Strategy for Scotland (2010) recognises that low carbon transport options such as car clubs, public transport, walking and cycling can bring financial, health and environmental benefits to businesses and households.

Green infrastructure is an important element of a low carbon society and as a means of creating sustainable places.

APPENDX A:

Ward Level Analysis of SIMD 2012

This paper presents a break down of the Scottish Index of Multiple Deprivation (SIMD) 2012 results by ward.

Each data zone is assigned to one ward. Where a data zone is split across wards, the data zone is assigned to the ward in which most of its residential properties lie.

For each data zone, the number of domains where that data zone falls within Scotland's 15% most deprived for that domain is counted. This data is provided in tabular and map form. The geographic access domain was not included, as this is not generally considered an issue in Dundee.

The overall rank of each data zone together with its Vigintile rank is also provided. Those data zones falling within Scotland's 15% overall most deprived data zones are mapped.

1	Coldside Ward	108
2	East End Ward	111
3	Lochee Ward	114
4	Maryfield Ward	117
5	North East Ward	120
6	Strathmartine Ward	123
7	The Ferry Ward	126
8	West End Ward	128

Coldside Ward

Table 1: Data zones in Coldside Ward with one or more domains in Scotland's 15% Most Deprived (source SIMD 2012)

Data Zone	Intermediate Geography	Domains in Scotland's 15% Most Deprived							Overall SIMD	
		Income	Employment	Health	Education	Housing	Crime	Total Domains	SIMD rank	Vigintile
S01001174	The Glens	X	X	X	X	X	X	6	558	10%
S01001192	The Glens	X	X	X	X	X	-	5	179	5%
S01001114	City Centre	X	X	X	-	X	X	5	338	10%
S01001163	Hilltown	X	X	-	X	X	X	5	844	15%
S01001137	Hilltown	X	-	X	-	X	X	4	998	20%
S01001177	Law	X	X	X	-	-	-	3	846	15%
S01001188	The Glens	X	X	-	-	X	-	3	526	10%
S01001196	Hilltown	X	X	-	-	X	-	3	779	15%
S01001140	Law	X	X	-	-	X	-	3	1,026	20%
S01001166	Hilltown	X	-	-	X	X	-	3	835	15%
S01001131	Docks and Wellgate	-	X	-	-	X	-	2	1,393	25%
S01001164	Law	-	X	-	-	-	X	2	1,035	20%
S01001180	Hilltown	-	-	-	X	X	-	2	1,078	20%
S01001141	Hilltown	-	-	-	X	X	-	2	2,102	35%
S01001122	Docks and Wellgate	-	-	-	-	X	-	1	2,105	35%
S01001109	City Centre	-	-	-	-	X	-	1	2,225	35%
S01001149	Hilltown	-	-	-	-	X	-	1	2,403	40%

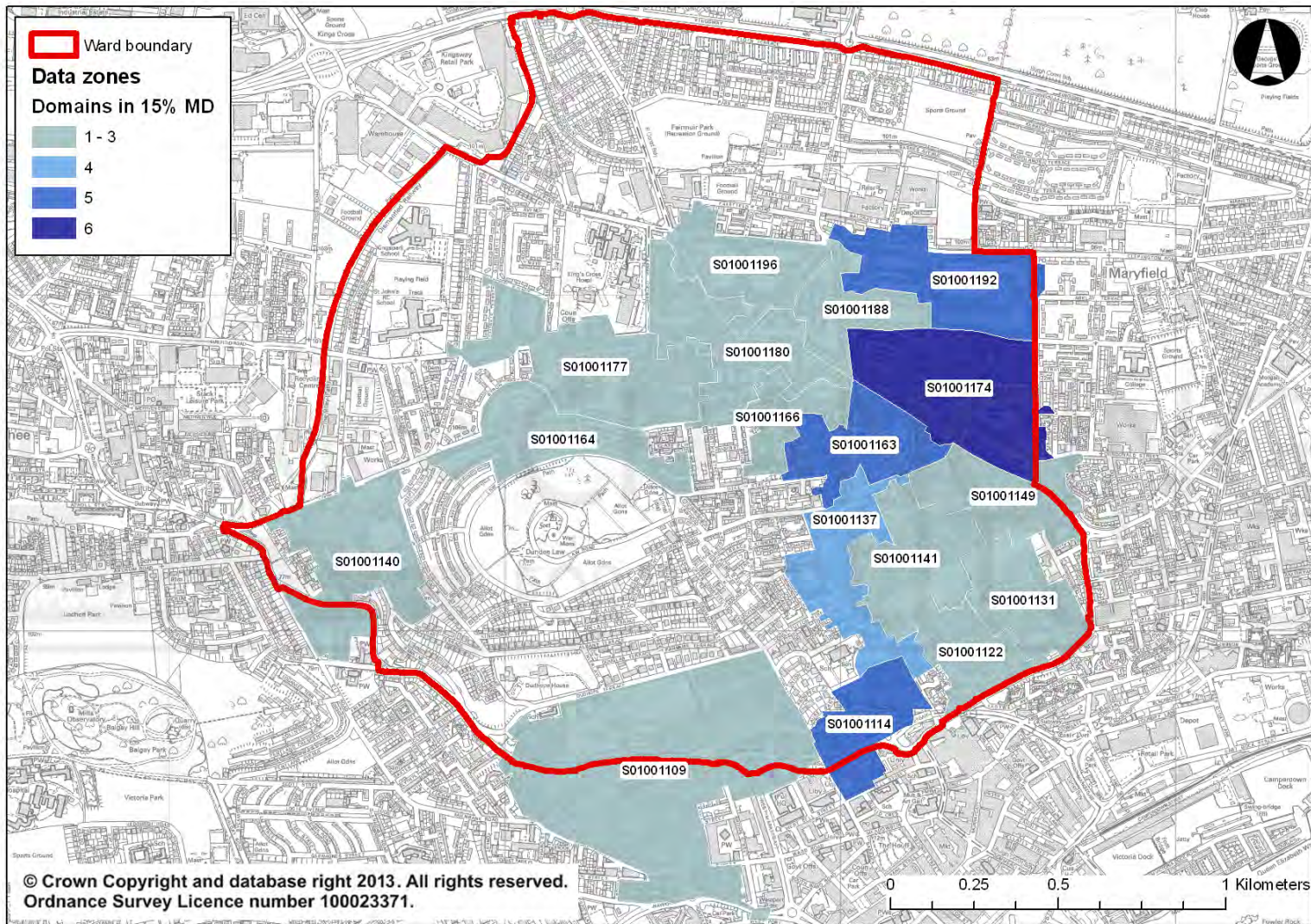


Figure 1: Data zones in Coldside Ward with one or more domains in Scotland's 15% most deprived data zones for that domain (SIMD 2012)

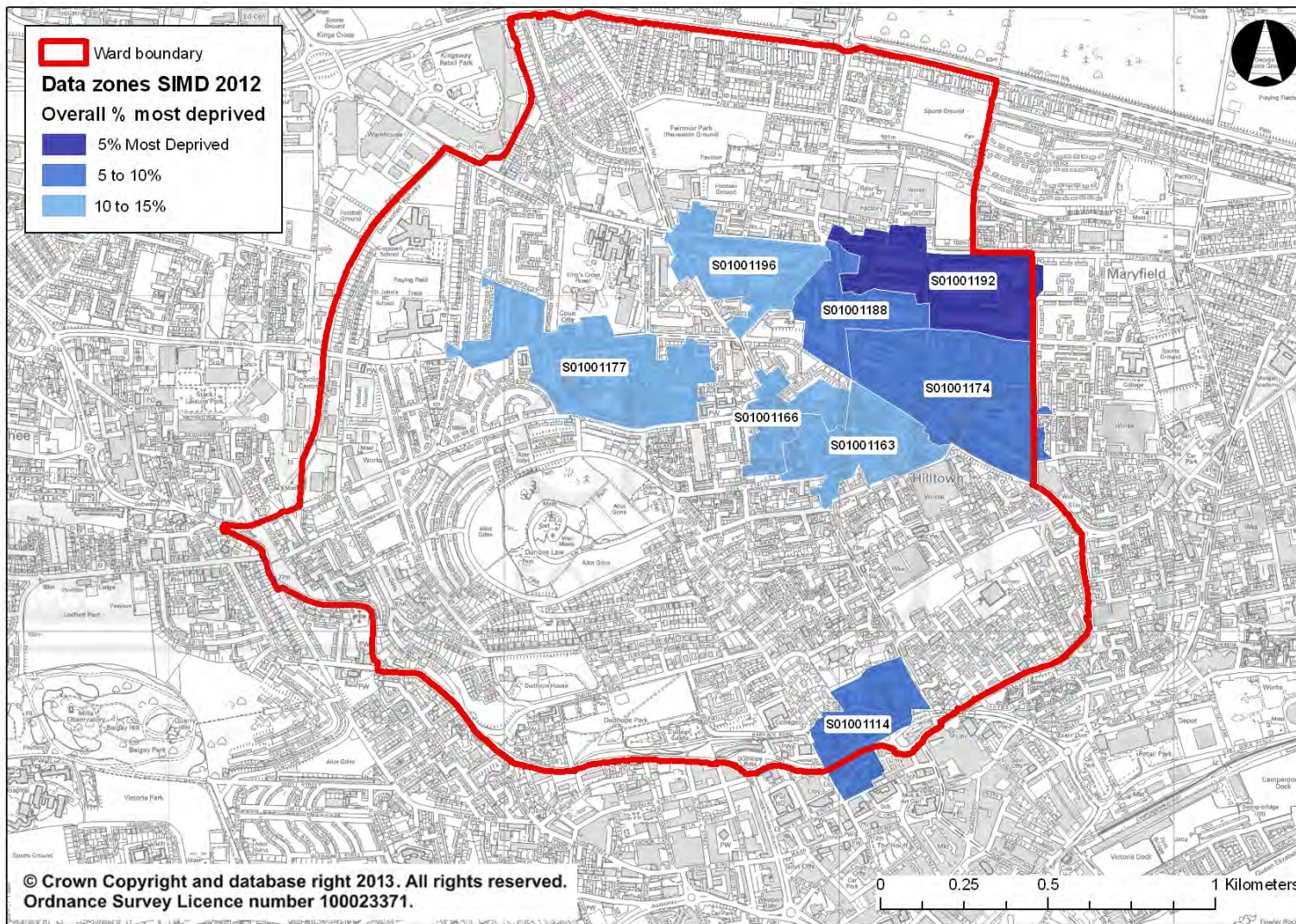


Figure 2: Data zones in Coldsde Ward in Scotland's 15% most deprived data zones (SIMD 2012)

East End Ward

Table 2: Data zones in East End Ward with one or more domains in Scotland's 15% Most Deprived (source SIMD 2012)

Data Zone	Intermediate Geography	Domains in Scotland's 15% Most Deprived						Total Domains	Overall SIMD	
		Income	Employment	Health	Education	Housing	Crime		SIMD rank	Vigintile
S01001200	Linlathen and Midcraigie	X	X	X	X	X	X	6	93	5%
S01001213	Linlathen and Midcraigie	X	X	X	X	X	X	6	131	5%
S01001224	Linlathen and Midcraigie	X	X	X	X	X	X	6	147	5%
S01001217	Linlathen and Midcraigie	X	X	X	X	X	X	6	245	5%
S01001203	Douglas West	X	X	X	X	X	X	6	320	5%
S01001202	Douglas East	X	X	X	X	X	X	6	631	10%
S01001210	Douglas East	X	X	X	X	X	-	5	365	10%
S01001212	Douglas East	X	X	-	X	X	X	5	205	5%
S01001191	Douglas West	X	X	-	X	X	X	5	884	15%
S01001199	Douglas East	X	X	-	X	X	-	4	532	10%
S01001216	Douglas West	-	X	-	X	X	-	3	1,059	20%
S01001220	Douglas West	X	-	-	-	X	-	2	1,022	20%
S01001197	Douglas East	-	-	-	X	X	-	2	1,184	20%
S01001139	Craigie and Craigiebank	-	-	X	-	-	-	1	1,874	30%
S01001182	Douglas West	-	-	-	-	X	-	1	1,373	25%

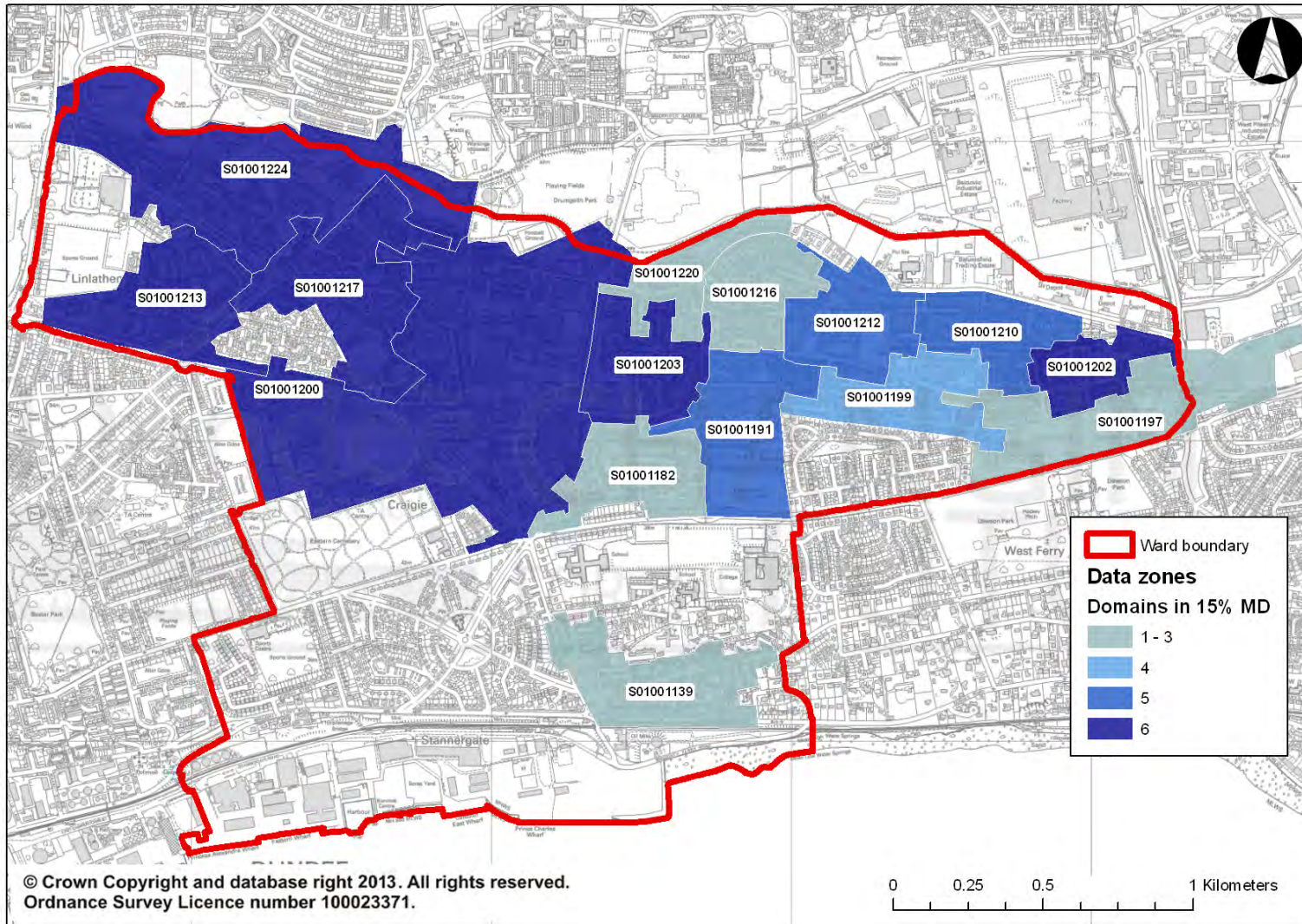


Figure 3: Data zones in East End Ward with one or more domains in Scotland's 15% most deprived data zones for that domain (SIMD 2012)

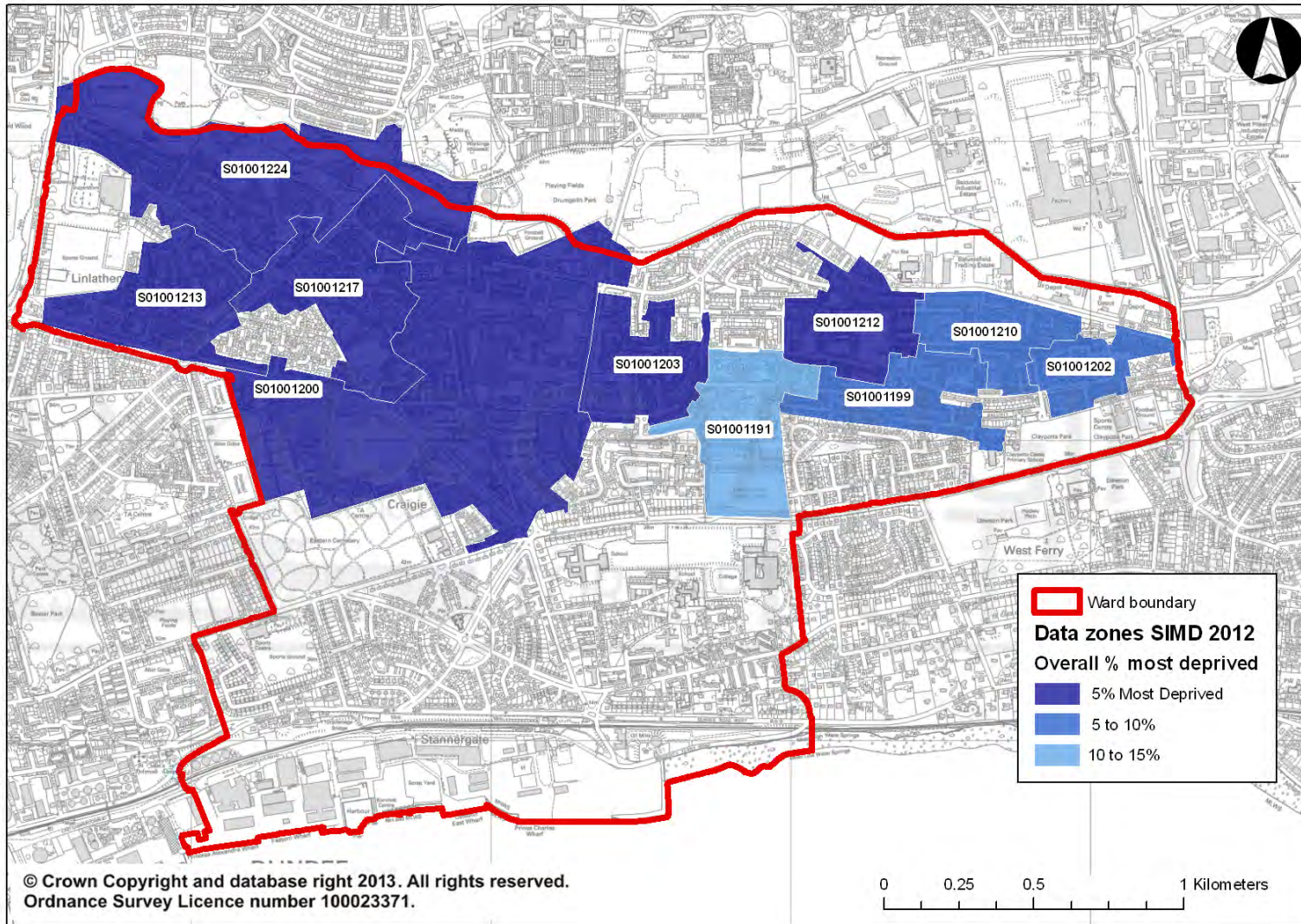


Figure 4: Data zones in East End Ward in Scotland's 15% most deprived data zones (SIMD 2012)

Lochee Ward

Table 3: Data zones in Lochee Ward with one or more domains in Scotland's 15% Most Deprived (source SIMD 2012)

Data Zone	Intermediate Geography	Domains in Scotland's 15% Most Deprived						Total Domains	Overall SIMD	
		Income	Employment	Health	Education	Housing	Crime		SIMD rank	Vigintile
S01001169	Lochee	X	X	X	X	X	X	6	141	5%
S01001175	Charleston	X	X	X	X	X	X	6	211	5%
S01001170	Charleston	X	X	X	X	X	X	6	342	10%
S01001187	Charleston	X	X	X	X	X	-	5	690	15%
S01001151	Lochee	X	X	X	X	-	X	5	86	5%
S01001208	Fairmuir	X	X	X	X	-	X	5	213	5%
S01001150	Menzieshill	X	X	X	-	X	X	5	312	5%
S01001135	Menzieshill	X	X	X	-	-	X	4	662	15%
S01001201	Lochee	X	X	-	X	X	-	4	473	10%
S01001198	Charleston	X	X	-	X	X	-	4	832	15%
S01001207	Lochee	X	X	-	X	X	-	4	852	15%
S01001172	Lochee	X	X	-	-	X	X	4	502	10%
S01001173	Charleston	X	X	-	-	X	-	3	780	15%
S01001129	Menzieshill	-	X	-	-	-	-	1	954	15%
S01001144	Menzieshill	-	X	-	-	-	-	1	1,153	20%
S01001130	Menzieshill	-	-	-	-	X	-	1	2,442	40%
S01001176	Lochee	-	-	-	-	-	X	1	2,327	40%
S01001171	Fairmuir	-	-	-	-	-	X	1	2,605	45%

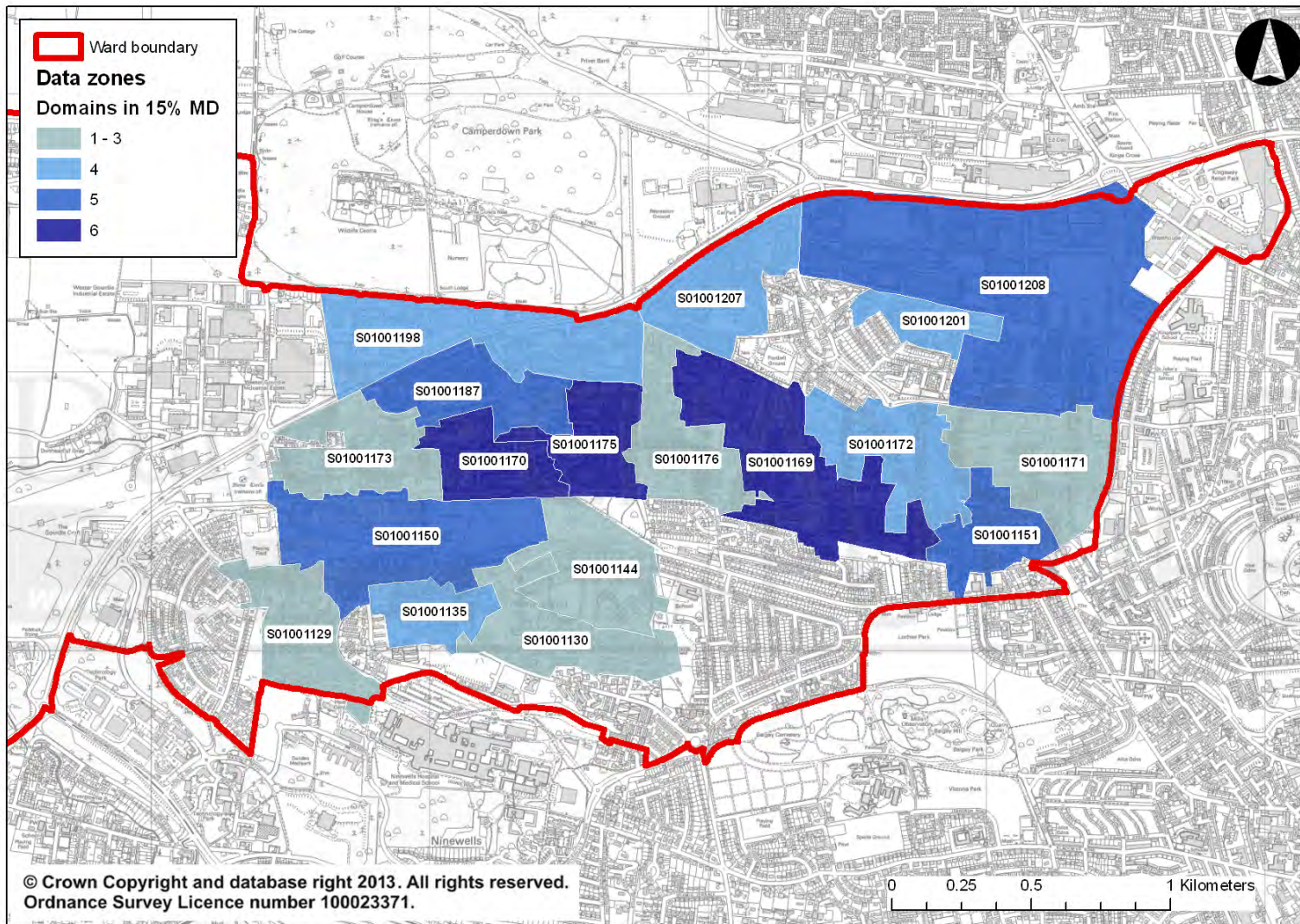


Figure 5: Data zones in Lochee Ward with one or more domains in Scotland's 15% most deprived data zones for that domain (SIMD 2012)

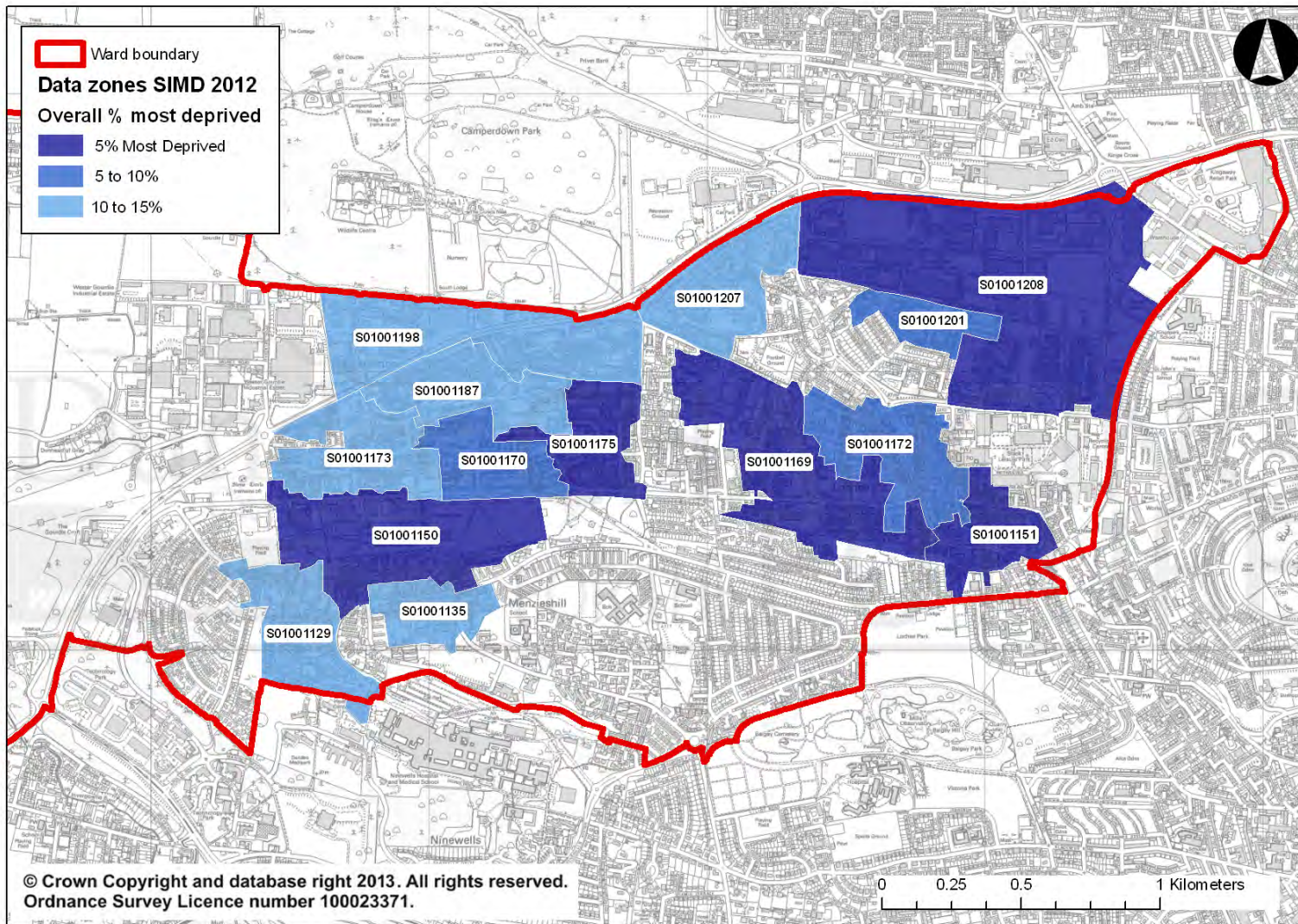


Figure 6: Data zones in Lochee Ward in Scotland's 15% most deprived data zones (SIMD 2012)

Maryfield Ward

Table 4: Data zones in Maryfield Ward with one or more domains in Scotland's 15% Most Deprived (source SIMD 2012)

Data Zone	Intermediate Geography	Domains in Scotland's 15% Most Deprived						Total Domains	Overall SIMD	
		Income	Employment	Health	Education	Housing	Crime		SIMD rank	Vigintile
S01001117	Docks and Wellgate	-	X	X	X	X	X	5	902	15%
S01001183	The Glens	X	X	X	X	-	-	4	448	10%
S01001136	Stobswell	X	X	-	-	X	X	4	910	15%
S01001121	Docks and Wellgate	X	X	-	-	X	X	4	974	15%
S01001165	Stobswell	-	X	-	-	X	X	3	860	15%
S01001156	Stobswell	-	X	-	-	X	X	3	1,111	20%
S01001138	Stobswell	-	-	X	-	X	X	3	1,265	20%
S01001147	Stobswell	-	-	-	-	X	X	2	1,609	25%
S01001113	Docks and Wellgate	-	-	-	-	X	X	2	1,694	30%
S01001168	Stobswell	-	-	-	-	X	X	2	1,965	35%
S01001108	Docks and Wellgate	-	-	-	-	X	X	2	2,405	40%
S01001101	City Centre	-	-	-	-	X	X	2	3,158	50%
S01001206	The Glens	-	-	-	-	X	-	1	1,569	25%
S01001184	Baxter Park	-	-	-	-	-	X	1	4,101	65%
S01001162	Baxter Park	-	-	-	-	-	X	1	4,795	75%

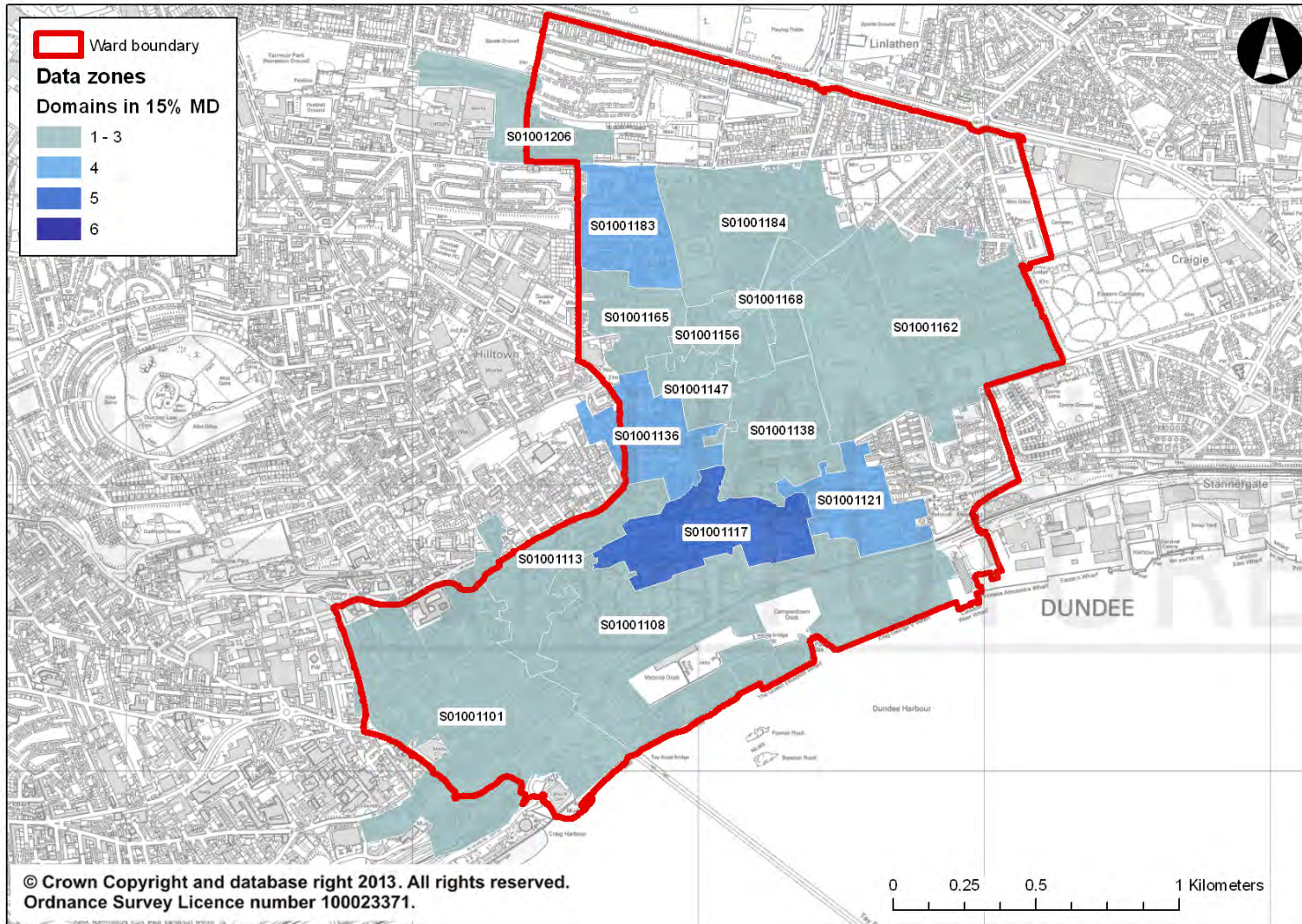


Figure 7: Data zones in Maryfield Ward with one or more domains in Scotland's 15% most deprived data zones for that domain (SIMD 2012)

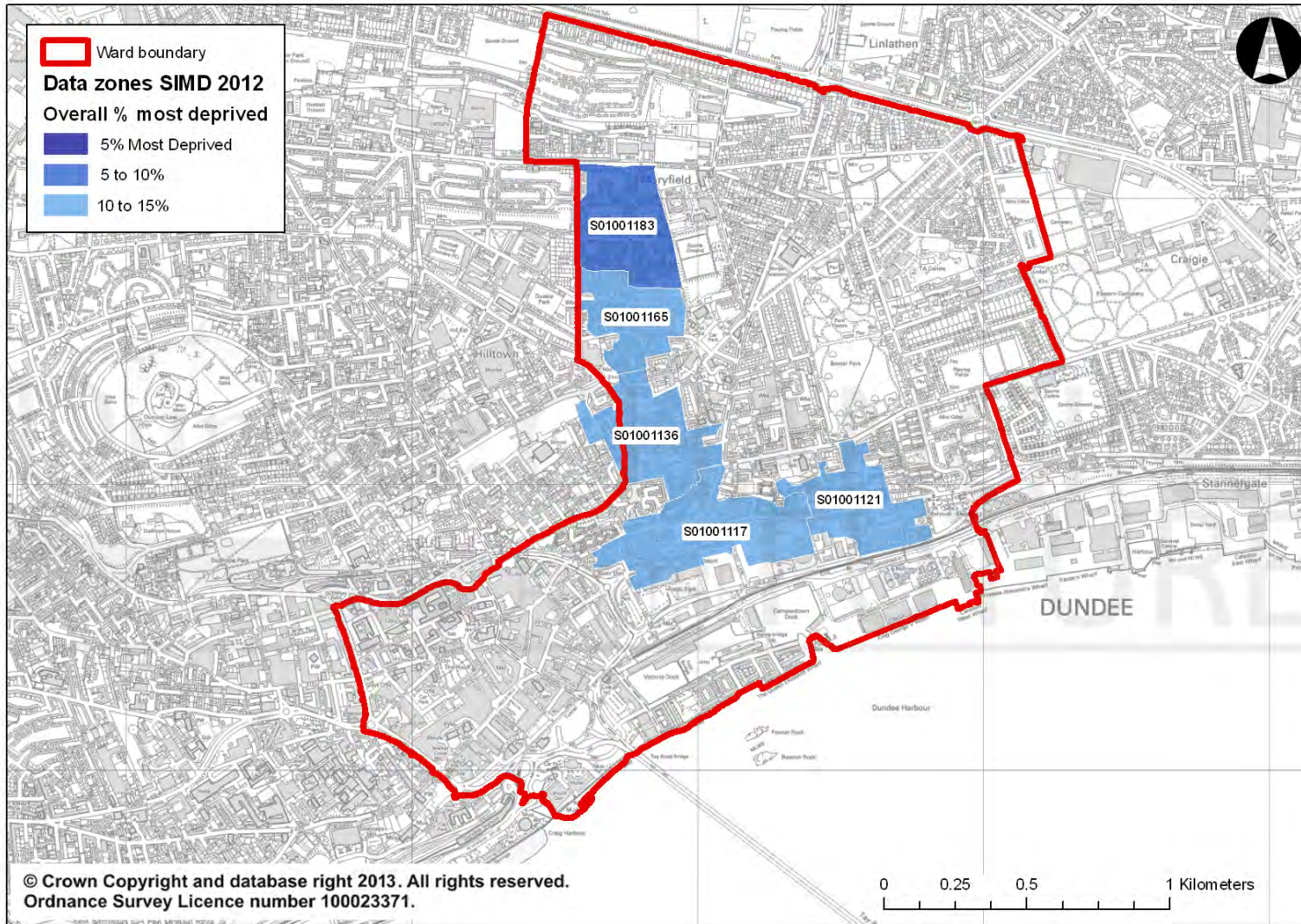


Figure 8: Data zones in Maryfield Ward in Scotland's 15% most deprived data zones (SIMD 2012)

North East Ward

Table 5: Data zones in North East Ward with one or more domains in Scotland's 15% Most Deprived (source SIMD 2012)

Data Zone	Intermediate Geography	Domains in Scotland's 15% Most Deprived						Total Domains	Overall SIMD	
		Income	Employment	Health	Education	Housing	Crime		SIMD rank	Vigintile
S01001226	Douglas West	X	X	X	X	X	X	6	159	5%
S01001233	Fintry	X	X	X	X	X	-	5	353	10%
S01001253	Whitfield	X	X	X	X	-	X	5	54	5%
S01001230	Whitfield	X	X	X	X	-	X	5	133	5%
S01001238	Fintry	X	X	-	X	X	X	5	563	10%
S01001251	Fintry	X	X	-	X	X	X	5	572	10%
S01001260	Whitfield	X	X	X	X	-	-	4	219	5%
S01001258	Whitfield	X	X	X	X	-	-	4	738	15%
S01001239	Whitfield	X	X	-	X	-	X	4	210	5%
S01001241	Fintry	-	-	-	X	X	X	3	1,737	30%
S01001252	Fintry	X	-	-	-	X	-	2	1,543	25%
S01001231	Linlathen and Midcraigie	-	-	-	X	X	-	2	1,125	20%
S01001249	Whitfield	-	-	-	X	X	-	2	1,168	20%
S01001250	Fintry	-	-	-	-	X	-	1	1,445	25%
S01001240	Whitfield	-	-	-	-	X	-	1	1,603	25%

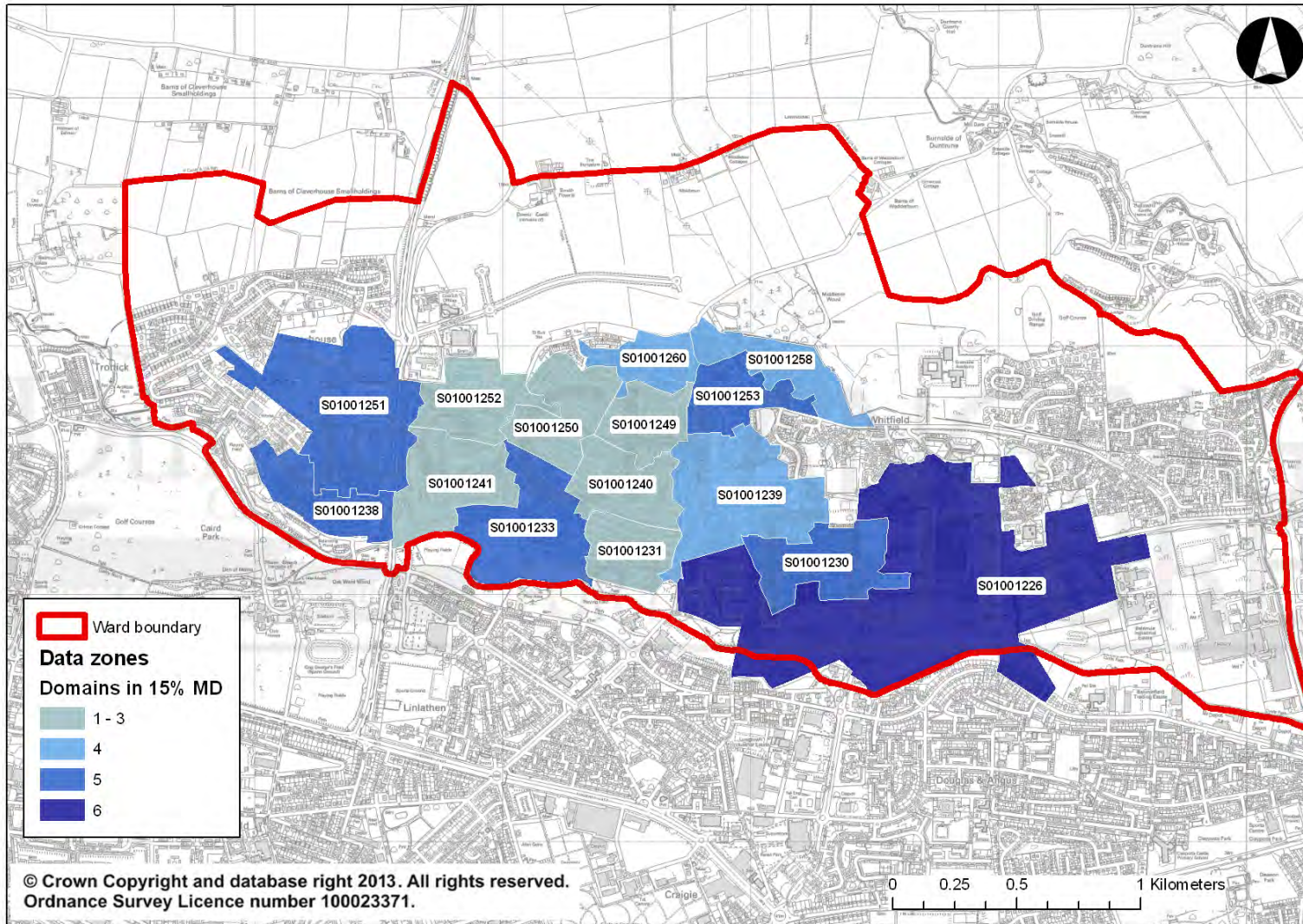


Figure 9: Data zones in North East Ward with one or more domains in Scotland's 15% most deprived data zones for that domain (SIMD 2012)

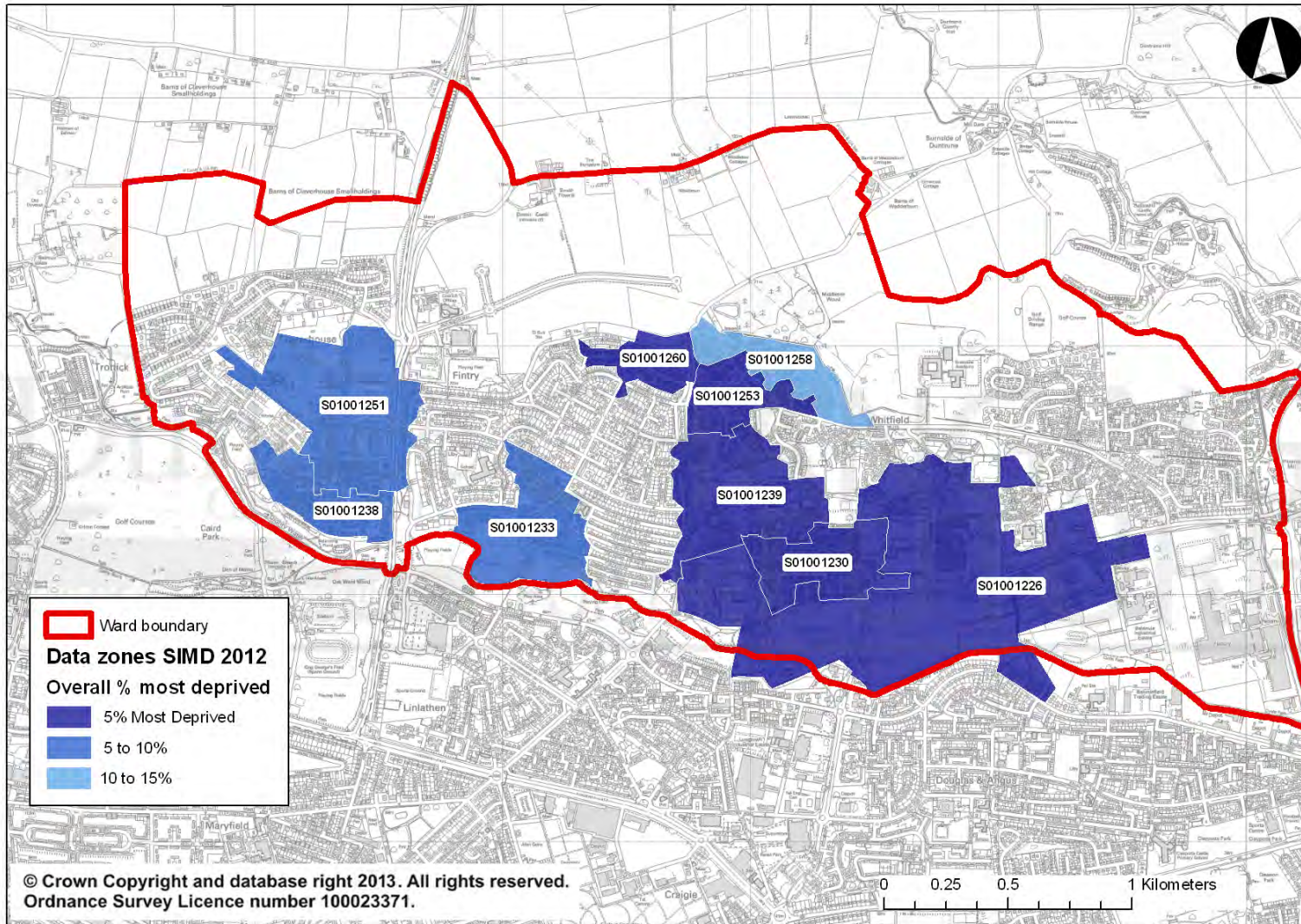


Figure 10: Data zones in North East Ward in Scotland's 15% most deprived data zones (SIMD 2012)

Strathmartine Ward

Table 6: Data zones in Strathmartine Ward with one or more domains in Scotland's 15% Most Deprived (source SIMD 2012)

Data Zone	Intermediate Geography	Domains in Scotland's 15% Most Deprived						Total Domains	Overall SIMD	
		Income	Employment	Health	Education	Housing	Crime		SIMD rank	Vigintile
S01001245	Kirkton	X	X	X	X	X	X	6	112	5%
S01001261	Ardler and St Marys	X	X	X	X	X	-	5	299	5%
S01001236	Caird Park	X	X	X	X	X	-	5	475	10%
S01001255	Kirkton	X	X	X	X	-	-	4	416	10%
S01001243	Ardler and St Marys	X	X	X	-	X	-	4	536	10%
S01001257	Kirkton	X	-	X	X	-	-	3	472	10%
S01001254	Ardler and St Marys	X	-	-	X	X	-	3	894	15%
S01001222	Ardler and St Marys	-	-	X	-	X	X	3	947	15%
S01001256	Ardler and St Marys	-	-	-	X	X	-	2	1,070	20%
S01001235	Caird Park	-	-	-	X	-	-	1	871	15%
S01001267	Ardler and St Marys	-	-	-	-	X	-	1	1,577	25%
S01001234	Ardler and St Marys	-	-	-	-	X	-	1	1,677	30%
S01001247	Kirkton	-	-	-	-	X	-	1	1,766	30%
S01001263	Downfield	-	-	-	-	X	-	1	2,696	45%

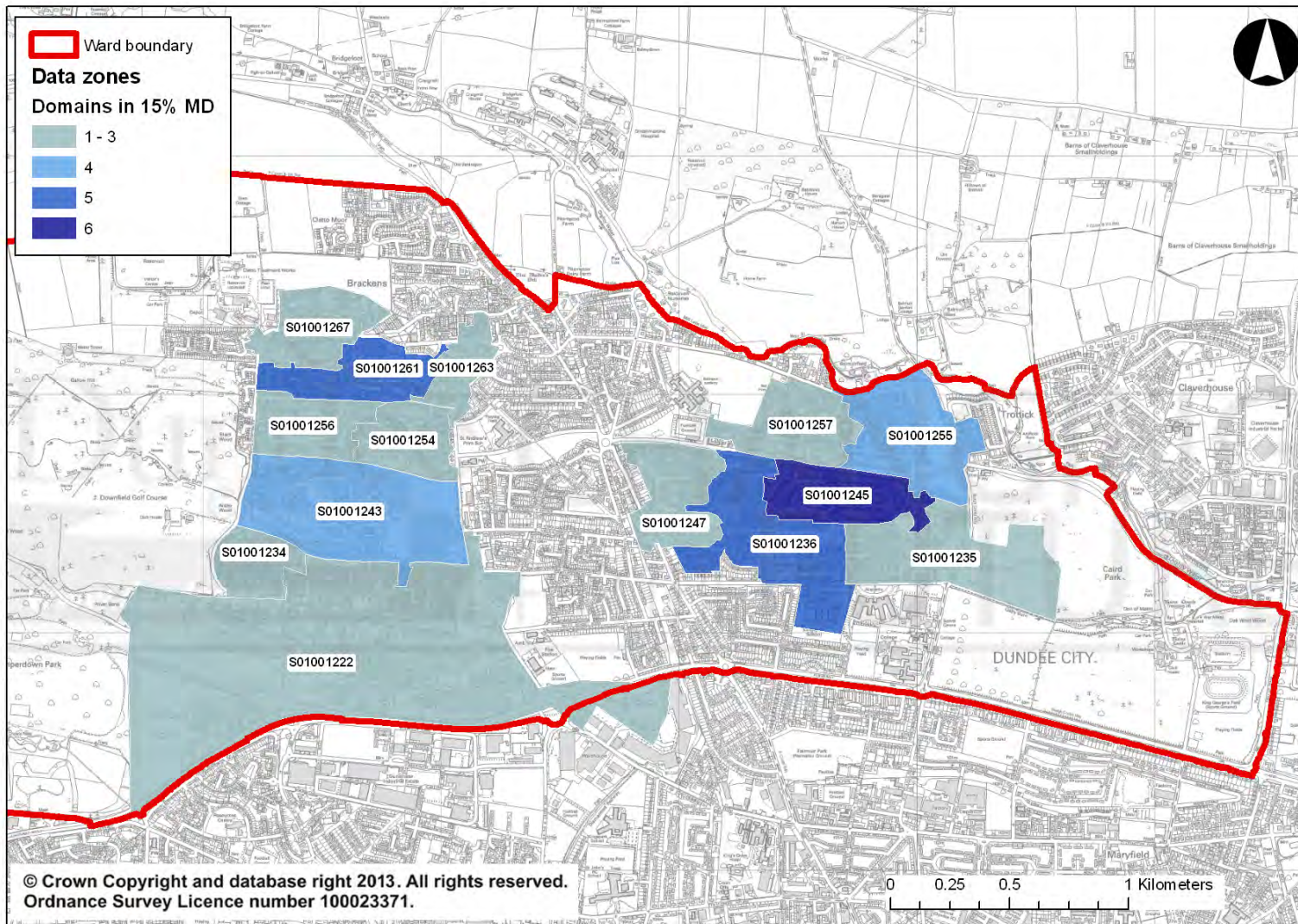


Figure 11: Data zones in Strathmartine Ward with one or more domains in Scotland's 15% most deprived data zones for that domain (SIMD 2012)

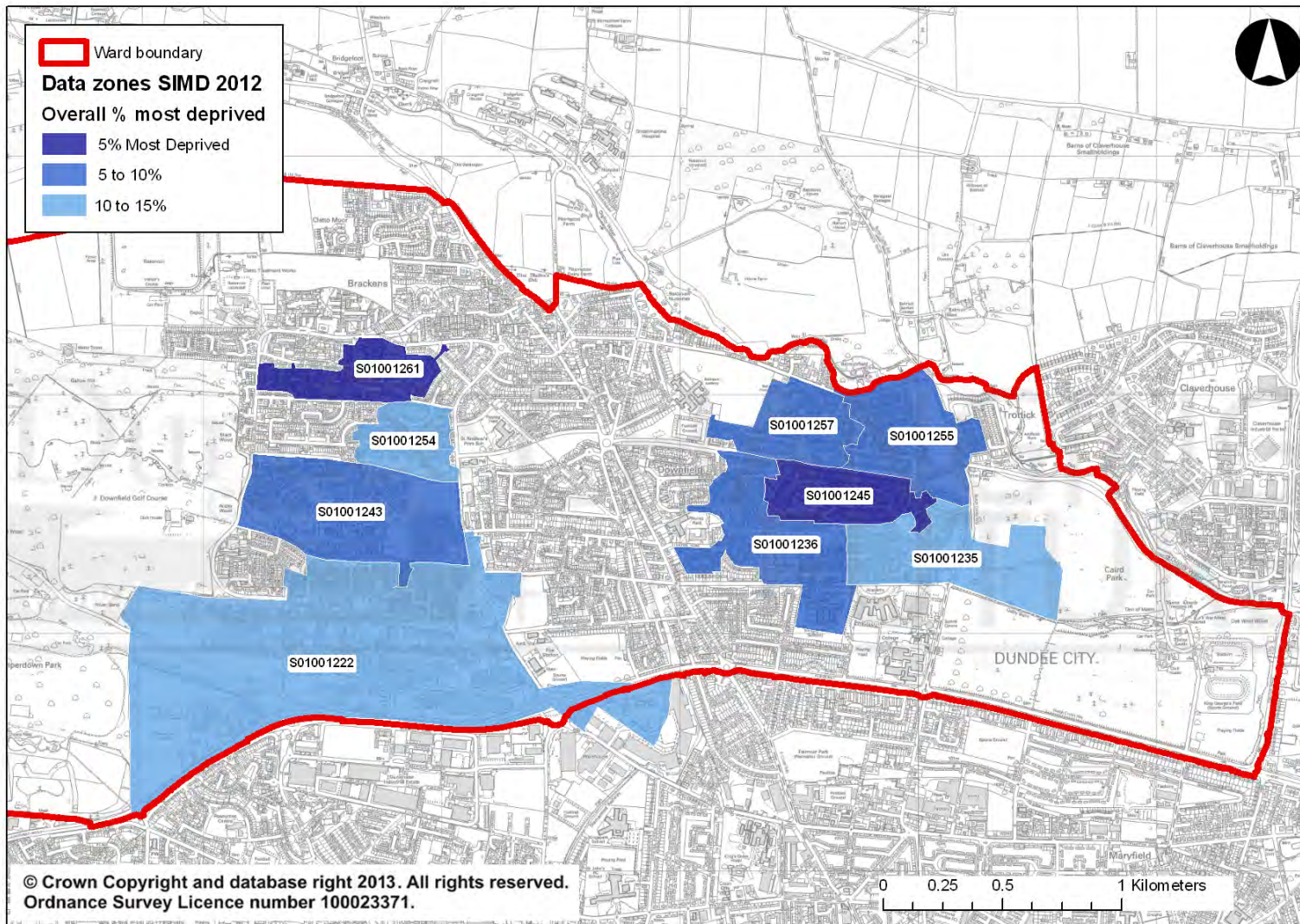


Figure 12: Data zones in Ward in Scotland's 15% most deprived data zones (SIMD 2012)

The Ferry Ward

Table 7: Data zones in The Ferry Ward with one or more domains in Scotland's 15% Most Deprived (source SIMD 2012)

Data Zone	Intermediate Geography	Domains in Scotland's 15% Most Deprived						Total Domains	Overall SIMD	
		Income	Employment	Health	Education	Housing	Crime		SIMD rank	Vigintile
S01001160	Broughty Ferry East	X	-	-	-	-	-	1	1,702	30%
S01001119	Broughty Ferry West	-	-	-	-	X	-	1	2,632	45%

There are no data zones in The Ferry Ward that fall within Scotland's overall 15% most deprived data zones, so no map is provided for this.

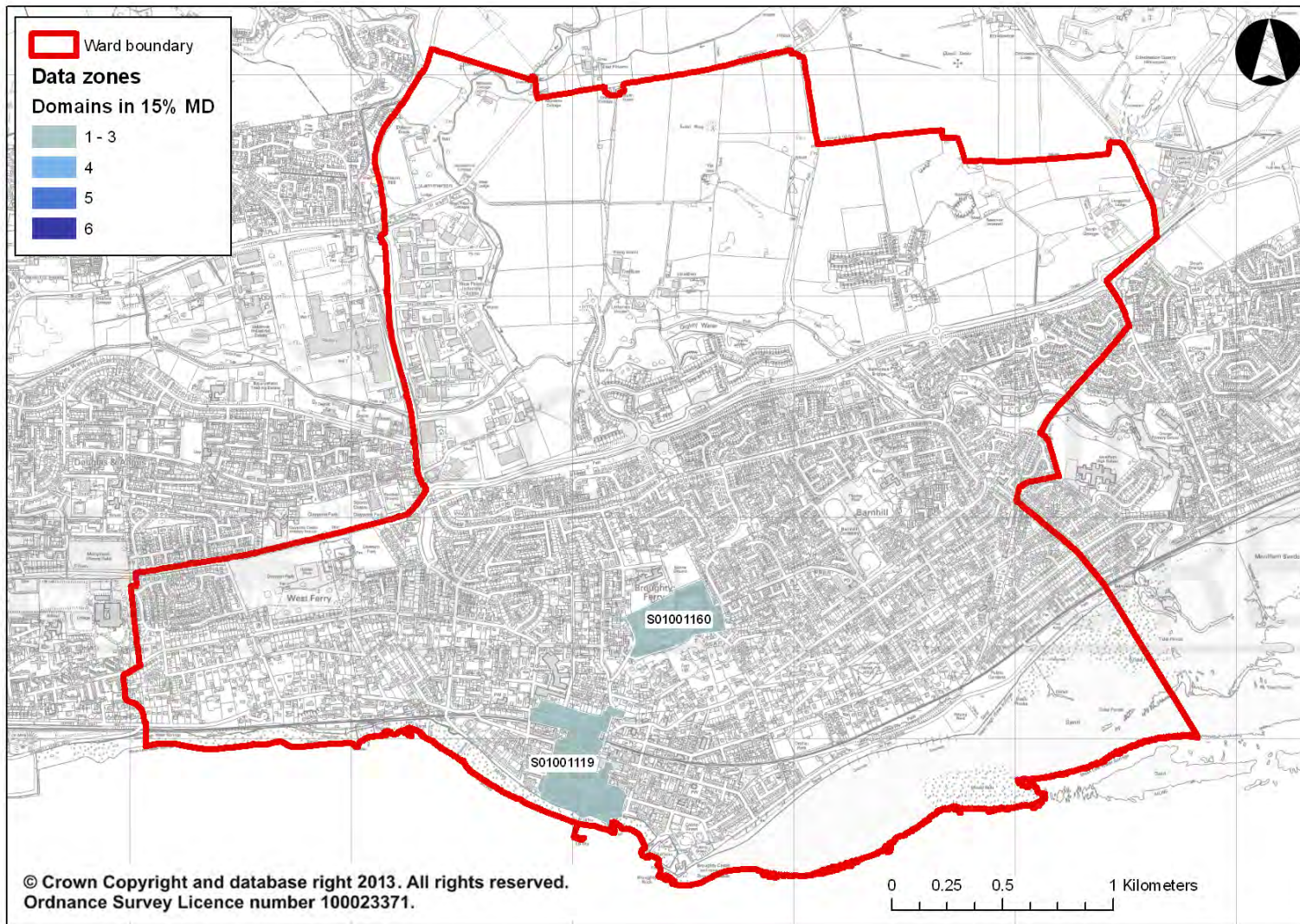


Figure 13: Data zones in The Ferry Ward with one or more domains in Scotland's 15% most deprived data zones for that domain (SIMD 2012)

West End Ward

Table 8: Data zones in West End Ward with one or more domains in Scotland's 15% Most Deprived (source SIMD 2012)

Data Zone	Intermediate Geography	Domains in Scotland's 15% Most Deprived						Total Domains	Overall SIMD	
		Income	Employment	Health	Education	Housing	Crime		SIMD rank	Vigintile
S01001102	City Centre	-	-	-	-	X	X	2	3,810	60%
S01001111	Logie and Blackness	-	-	-	-	X	-	1	1,375	25%
S01001110	Logie and Blackness	-	-	-	-	X	-	1	1,557	25%
S01001104	Logie and Blackness	-	-	-	-	X	-	1	2,038	35%
S01001115	Balgay	-	-	-	-	X	-	1	2,179	35%
S01001099	Perth Road	-	-	-	-	X	-	1	2,713	45%
S01001100	Logie and Blackness	-	-	-	-	X	-	1	2,830	45%
S01001093	Perth Road	-	-	-	-	X	-	1	4,168	65%
S01001096	Perth Road	-	-	-	-	X	-	1	4,240	70%
S01001092	Westend	-	-	-	-	X	-	1	4,988	80%
S01001095	Perth Road	-	-	-	-	X	-	1	5,354	85%
S01001091	Perth Road	-	-	-	-	X	-	1	5,429	85%

There are no data zones in the West End Ward that fall within Scotland's overall 15% most deprived data zones, so no map is provided for this.

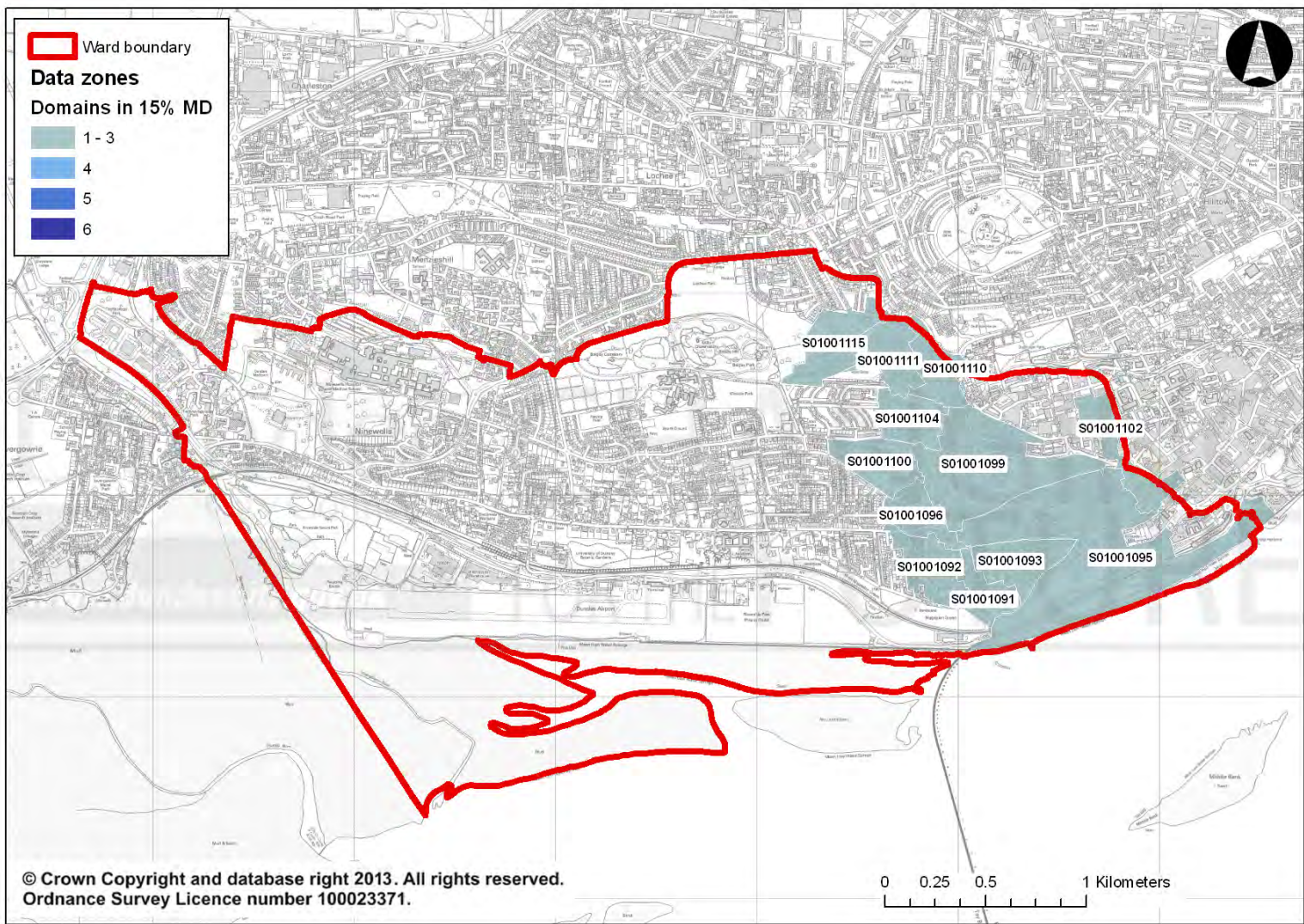


Figure 14: Data zones in West End Ward with one or more domains in Scotland's 15% most deprived data zones for that domain (SIMD 2012)

APPENDIX B: DUNDEE OUTCOMES AND RELATIONSHIP TO NATIONAL PERFORMANCE FRAMEWORK & POLICY PRIORITIES

National Policy Priorities for Community Planning Partnerships:

- Economic Recovery and Growth
- Employment
- Early Years
- Safer and Stronger Communities and Reducing Offending
- Health Inequalities and Physical Activity
- Outcomes for Older People

Scottish Government Outcomes

- Public services
- Independent Older People
- Environmental Impact
- National Identity
- Strong Communities
- Built and Natural Environment
- Peace and Services
- Safe from Crime
- Life chances for those at risk
- Healthier Lives
- Early Years
- Young People
- Research and Innovation
- Employment Opportunities
- Doing Business

Dundee Outcome	Doing Business	Employment Opportunities	Research and Innovation	Young People	Early Years	Healthier Lives	Inequalities	Life chances for those at risk	Safe from Crime	Peace and Services	Built and Natural Environment	Strong Communities	Environmental Impact	National Identity	Independent Older People	Public services
Dundee Outcome 1 - Dundee will be an internationally recognised city at the heart of a vibrant region with more and better employment opportunities for our people	●	●	●	●											●	●
1a) Dundee's economy grows through a focus on key sectors, growth companies, business start ups and inward investment.	●	●	●	●												●
1b) Dundee has effective pathways to employment which enable our people to progress into sustainable jobs.	●	●	●	●				●	●							●
1c) Dundee tackles youth unemployment by moving more of our young people into positive destinations.	●	●	●	●				●	●							●
1d) Our physical infrastructure supports and enables sustainable economic growth.	●	●	●	●							●					●
1e) Dundee's Waterfront underpins the city's economic growth and enables the creation of new local employment opportunities.	●	●	●	●							●					●
1f) We have improved the image and perception of the city and its region.	●	●	●	●												●
1g) Dundee and its region is established as an internationally recognised visitor destination enhanced by V&A at Dundee.	●	●	●	●											●	●
1h) Dundee is a leading centre for the offshore renewables industry in the UK.	●	●	●	●							●					●
1i) Our Higher and Further Education institutions drive growth in teaching and research and through supporting knowledge intensive industries.	●	●	●	●												●
Dundee Outcome 2 - Our people will be better educated and skilled within a city renowned for learning and culture.	●	●	●	●												●
2a) Dundee delivers excellent cultural choice and opportunity for its citizens and visitors.	●	●	●	●												●
2b) The confidence and skills of the population is increased through Community, Further and Higher Learning.	●	●	●	●				●								●
2c) We have reduced inequalities through learning.	●	●	●	●					●	●						●
2d) We have increased levels of Adult literacy and numeracy.	●	●	●	●					●							●
2e) Dundee will have a positive reputation and self image as a result of achievements within a vibrant cultural sector.	●	●	●	●											●	●
Dundee Outcome 3 - Our children will be safe, healthy, achieving, nurtured, active, respected, responsible and included.					●	●			●							●
3a) Children are protected from abuse, neglect, exploitation and harm by others at home, at school and in the community.					●	●			●							●
3b) Children have the highest attainable standards of physical and mental health, access to suitable healthcare, and support in learning to make healthy and safe choices.					●	●			●							●
3c) Children have raised attainment and achievement and are supported and guided in their learning and in the development of their skills, confidence and self-esteem at home, at school and in the community.				●	●	●			●							●
3d) Children have a nurturing place to live, in a family setting with additional help if needed or, where this is not possible, in a suitable care setting.				●	●	●			●							●
3e) Children have opportunities to take part in activities such as play, recreation and sport which contribute to healthy growth and development, at home, at school and in the community.				●	●	●			●							●
3f) Children are involved in decisions that affect them and have their voices heard.				●	●	●			●							●
3g) Children take a responsible role in their schools and communities.				●	●	●			●							●
3h) Children have help to overcome social, educational, physical and economic inequalities and are accepted as part of the community in which they live and learn.				●	●	●			●							●
Dundee Outcome 4 - People in Dundee will have improved physical and mental well-being and will experience fewer health inequalities.						●	●	●	●							●
4a) People living in community regeneration areas have improved health.						●	●	●	●							●
4b) Our young people engage in less risk-taking behaviour.						●	●	●	●							●
4c) We have reduced rate of teenage conception in community regeneration areas.						●	●	●	●							●
4d) People have more healthy and active lifestyles.						●	●	●	●							●
4e) People have better mental health and well-being.						●	●	●	●							●
4f) We have reduced harm associated with substance misuse to individuals, families and communities.						●	●	●	●							●
4g) An increased number of people are progressing in their recovery from substance misuse.						●	●	●	●							●
Dundee Outcome 5 - People in Dundee are able to live independently and access support when they need it.																●
5a) People who receive care and treatment services achieve positive personal outcomes.																●
5b) Carers are supported in their caring role whilst having a life of their own and have their caring role acknowledged.																●
5c) Older people and other adults access timely and appropriate preventative, enabling and rehabilitative treatment and support.																●
5d) Older people and other adults receive care, treatment and support in community settings as opposed to long stay care settings.																●
5e) Older people and other adults are protected from harm.																●
Dundee Outcome 6 - Our communities will be safe and feel safe.																●
6a) Dundee has reduced levels of crime.																●
6b) Dundee has reduced fear of crime.																●
6c) We have improved safety of our local communities by reducing the risk to life, property and the environment from fire.																●
6d) We have improved road safety.																●
6e) We have improved personal safety in the home and in the community.																●
Dundee Outcome 7 - Dundee will be a fair and socially inclusive city.																●
7a) We have reduced deprivation in Community Regeneration Areas.				●	●	●	●	●	●							●
7b) We have reduced financial exclusion, income inequalities and fuel poverty.				●	●	●	●	●	●							●
7c) People in community regeneration areas are skilled, confident and resilient.				●	●	●	●	●	●							●
Dundee Outcome 8 - Our People will live in strong, popular and attractive communities.																●
8a) Our neighbourhoods have improved physical environments.						●	●	●	●							●
8b) We have quality, choice and affordability of housing.						●	●	●	●							●
8c) We have improved the quality of local shops.						●	●	●	●							●
8d) Our neighbourhoods experience greater community spirit and wellbeing.						●	●	●	●							●
Dundee Outcome 9 - Our communities will have high quality and accessible local services and facilities.																●
9a) Our neighbourhoods receive better services.																●
9b) Our people engage and participate more in their communities.																●
9c) Our people have access to high quality community facilities.																●
9d) Our people have access to a range of travel networks.																●
Dundee Outcome 10 - Our people will live in a low carbon, sustainable city.	●							●								●
10a) Dundee mitigates and adapts to the effects of climate change for the transition to a low carbon economy.	●							●								●
10b) Dundee has an accessible, integrated and sustainable travel network.	●															●
10c) Dundee has sustainable waste management systems that reduce environmental impacts of waste production.	●															●
10d) Dundee has a clean, healthy and safe environment with improved air, land and water quality.	●															●
10e) Dundee has an attractive and sustainable natural environment where the built heritage is valued and protected.	●															●

SOA Key Element	Development Objective	Action Required	Timescale
Prevention	Greater evidence of decisive shift to prevention	Produce a 'balanced scorecard' for the Partnership Management Group on existing priorities and approach to prevention as basis for further improvement	November 2013
		Define and measure prevention activity across SOA outcomes and themes	November 2013
		Provide further specific support for key partners' workforces to collaborate in practical ways on prevention priorities	December 2013
Planning and delivering for Outcomes	Stronger, more embedded Governance	Undertake self-assessment directed to investigate how effectively CPP operates as a fully empowered 'Board'	December 2013
	Clearer short-term priorities and targets to improve scrutiny and performance management	Produce SOA Delivery Plan to translate long term outcomes to short term action	September 2013
Policy Priorities	Greater joint allocation of resources to priority outcomes and communities	Develop mechanism to map partners' resource allocation	December 2013
Community Engagement	Increased emphasis on community assets	Publish and begin implementation of community asset transfer strategy	October 2013



**SINGLE OUTCOME AGREEMENT
DELIVERY PLAN**

2013-2017

Outcome 1

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OUTCOME: 1. Dundee will be an internationally recognised city at the heart of a vibrant region with more and better employment opportunities for our people.		
INTERMEDIATE OUTCOME: 1a) Dundee's economy grows through a focus on key sectors, growth companies, business start ups and inward investment.		
Actions to achieve the intermediate outcome	Target completion date	Lead Officer
Deliver business gateway service, e-zone and other enterprise support initiatives.	2017	Stan Ure, Dundee City Council
Actively support Dundee's account managed and other companies to seek out and explore opportunities that focus on growth through innovation, organisational development, market development, strategy development, investment and business improvement.	2017	Mick McHugh, Scottish Enterprise
Dundee partners will work with Scottish Enterprise and its international arm Scottish Development International to help achieve Scotland's foreign investment targets.	2017	Mick McHugh, Scottish Enterprise
Support and encourage Dundee businesses to grow through accessing regional and national sectoral initiatives (e.g. Tayside Food & Drink Forum, Interactive Scotland).	2017	Mick McHugh, Scottish Enterprise
Work with, and encourage, growth companies to access targeted financial support (e.g. Regional Selective Assistance, R&D Grants).	2017	Mick McHugh, Scottish Enterprise
Support Dundee businesses to access international trade opportunities, and grow through improved export performance and by accessing new foreign markets.	2017	Mick McHugh, Scottish Enterprise
Support Dundee businesses to grow and/or become more competitive by accessing national business services (e.g. Scottish Manufacturing Advisory Service, Co-Operative Development Scotland, Scottish Investment Bank).	2017	Mick McHugh, Scottish Enterprise
Enhance and develop existing business growth pipeline and help deliver national growth target for account managed companies of 10% by 2016.	2016	Mick McHugh, Scottish Enterprise
Maximise entrepreneurship amongst University of Dundee staff and students through Enterprise Gym, Incubator Facilities and IP based company formation.	2017	Graham McKee, University of Dundee
Deliver a range of sector focussed initiatives designed to support the City's key sectors (e.g. BioDundee, Digital Dundee, Tayscreen, Talking Tayside).	2017	Jennifer Caswell, Dundee City Council
Promote the city to potential inward investors and provide an inward investor response programme.	2017	Jennifer Caswell, Dundee City Council
Maximise growth of the creative industries sector building upon existing strengths and the opportunities emerging through V&A at Dundee.	2017	Jennifer Caswell, Dundee City Council

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Promote the development of city centre businesses within a safe and attractive shopping environment and ensure that the opportunities emerging through the Waterfront / V&A at Dundee development to promote the city as a retail and leisure destination are maximised.	2017	Lorna Mckenzie, Dundee City Council	
Support the development and growth of Dundee's social enterprise sector through implementation of social enterprise strategy and asset transfer strategy.	2017	Eric Peebles, Dundee City Council	
Support the growth and development of businesses by facilitation of networking opportunities, events and key sector activities. Build business confidence internally and externally by promoting the city as a world class destination and providing a strong voice for the local business sector.	2017	Sandra Burke, Dundee and Angus Chamber of Commerce	
Develop mechanisms to ensure that the private sector is actively consulted and engaged in activities to promote sector development and drive economic growth.	2015	Stan Ure, Dundee City Council	
Embed enterprise skills within Dundee College's learning and teaching to increase the number of start-up businesses.	2017	Karen Donaldson, Dundee College	
Support business growth within key sectors through delivering focussed training, consultancy services and enhanced partnership activity.	2017	Karen Donaldson, Dundee College	
Support local games development companies and other businesses that have products dependent on developing content and technology for the connected digital economy, with a particular focus on start ups / young companies, supporting skills provision and working capital acquisition.	2017	Nicholas Hamilton, University of Abertay	
Performance Indicators for this intermediate outcome	Baseline (2012)	Target (2017)	Lead Officer
Number of Dundee College supported start-ups.	2	10	Karen Donaldson, Dundee College
Percentage of students engaged in voluntary activity related to employability, enterprise and entrepreneurship.	17%	50%	Graham McKee, University of Dundee
Number of start-ups assisted by Business Gateway.	253	275	Mandy Mckenzie/John Scott, Dundee City Council
Gross jobs created through e-zone.	48	66	Rory Young, Dundee City Council
Number of companies engaging positively with Abertay University on skills and working capital issues.	5	20	Paul Durrant, Abertay University
Amount of traded income recorded by Dundee Social Enterprise Network members.	£12.1m	£16.1	Eric Peebles, Dundee City Council

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OUTCOME: 1. Dundee will be an internationally recognised city at the heart of a vibrant region with more and better employment opportunities for our people.		
INTERMEDIATE OUTCOME: 1b) Dundee has effective pathways to employment which enable our people to progress into sustainable jobs.		
Actions to achieve the intermediate outcome	Target completion date	Lead Officer
Refresh and implement the pipeline from mid 2014 to a case management structure with the aim of minimising drop out and increasing the proportion of positive outcomes achieved.	2014	Michelle Gautier, Dundee City Council
Improve performance of the pipeline through implementation of outcome based funding.	2014	Michelle Gautier, Dundee City Council
Implement new contracts for the pipeline to ensure that funds are targeted to the key client groups.	2014	Michelle Gautier, Dundee City Council
Review operation of Discover Opportunities Centre and assess potential to deliver new initiatives.	2014	Allan Millar, Dundee City Council
Co-ordinate Employer Engagement activity with partners (including a planned approach to Dundee Employers Pledge, CPP and College Regional Outcome Agreement).	2017	Karen Donaldson, Dundee College
Address sector specific skills needs through delivery of sectoral initiatives including sector based Work Academies (e.g. health, hospitality & tourism, renewables, engineering).	2017	Janet Richardson, Department for Work & Pensions, Karen Donaldson, Dundee College
Deliver digital inclusion training through established job shops and community facilities.	2014	Allan Millar, Dundee City Council
Deliver Dundee City Council Community Benefits through procurement programme and expand into CPP partners.	2017	Allan Millar, Dundee City Council
Bid for future European Funding and ensure that it is aligned with other funding sources, targeted effectively and the impact is maximised.	2014	Michelle Gautier, Dundee City Council
Ensure that there are effective referral systems to employability services for people affected by the welfare reform agenda.	2014	Allan Millar, Dundee City Council
Maximise outcomes for long term unemployed and ensure that mainstream provision like the Work Programme is complemented by effective employability pipeline services.	2017	Allan Millar, Dundee City Council, Janet Richardson, Department for Work & Pensions
Ensure that synergies between health and employability services are maximised.	2017	Lucy Rennie, NHS Tayside

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Performance Indicators for this intermediate outcome	Baseline (2012)	Target (2017)	Lead Officer
Number of clients registered on Dundee Employability Pipeline.	2,800	2,800	Allan Millar, Dundee City Council
Number of clients from CRA areas registered on Dundee Employability Pipeline.	1,849	1,850	Allan Millar, Dundee City Council
Number of Employability Pipeline clients achieving a job outcome.	1,189	1,400	Allan Millar, Dundee City Council
Number of Employability Pipeline clients from CRA areas achieving a job outcome.	775	900	Allan Millar, Dundee City Council
Number of individuals received digital inclusion training.	0	288 (per annum)	Allan Millar, Dundee City Council
Number of employers signed up to the Employer Pledge.	20	100 (cumulative)	Karen Donaldson, Dundee College
Number of employers engaged in activity related to the employer pledge.	10	50 (cumulative)	Karen Donaldson, Dundee College
Number of sector specific interventions delivered to address skills and employability challenge.	5	25 (cumulative)	Karen Donaldson, Dundee College

OUTCOME: 1. Dundee will be an internationally recognised city at the heart of a vibrant region with more and better employment opportunities for our people.		
INTERMEDIATE OUTCOME: 1c) Dundee tackles youth unemployment by moving more of our young people into positive destinations.		
Actions to achieve the intermediate outcome	Target completion date	Lead Officer
Evaluate the current provision of employability skills delivered through the Broad General Education (S1 - S3) in all secondary schools by June 2014, identify examples of innovative practice and develop an action plan by October 2014 for delivery over the period 2014-2017.	2014	Kenny McKeown, Dundee City Council
Provision of career coaches in schools and provision of My World of Work to school pupils from S3 to enable them to develop career management skills.	2017	Jill Hunter, Skills Development Scotland
Deliver work coach service to supports vulnerable young people through the transition from school to employment, training or education and beyond.	2017	Jill Hunter, Skills Development Scotland
Maximise the Employability Fund opportunities and align the resources with the skills pipeline in Dundee.	2017	Jill Hunter, Skills Development Scotland
Deliver Opportunities for All to ensure that every 16 to 19 year old in the city who is not	2017	Karen Gunn, Dundee City Council

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engaged in employment, education or training is offered a place in learning or training			
Create and deliver a Youth Employment Activity Plan.	2014		Jill Hunter, Skills Development Scotland
Deliver Public Sector Modern Apprenticeships Programme and Employer Pledge (across CPP).	2017		Karen Gunn, Dundee City Council
Deliver youth focussed initiatives including Youth Employment Scotland's Employer Recruitment Scheme.	2014		Karen Gunn, Dundee City Council
Align and integrate tracking systems including the Data Hub, across partners/ providers and within DCC to ensure effective tracking of beneficiaries.	2017		Karen Gunn, Dundee City Council, Jill Hunter, Skills Development Scotland
Create and implement a mechanism for ensuring a positive destination for Dundee College learners.	2017		Karen Donaldson, Dundee College
Performance Indicators for this intermediate outcome	Baseline (2012)	Target (2017)	Lead Officer
Number of clients aged 16-24 registered on Dundee Employability Pipeline.	952	1000	Allan Millar, Dundee City Council
Number of Employability Pipeline clients aged 16-24 achieving a job outcome.	468	500	Allan Millar, Dundee City Council
Number of PACE learning opportunities for school refusers.	36	72 (subject to Scottish Government policy)	Karen Donaldson, Dundee College
Percentage of 16-19 year olds supported by Dundee College in line with Opportunities for All.	56.9%	59%	Karen Donaldson, Dundee College
Percentage of Dundee College students from secondary schools leaver lists targeting schools with highest negative destinations.	36.8%	39%	Karen Donaldson, Dundee College
Percentage of Dundee College students from SIMD areas specifically in 10% most deprived areas.	19.4%	22%	Karen Donaldson, Dundee College
Percentage of school leavers in positive and sustained destinations (SLDR).	90%	92%	Karen Gunn, Dundee City Council
Number of Modern Apprentices engaged annually by Dundee City Council.	12	50	Frances Greig, Dundee City Council

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OUTCOME: 1. Dundee will be an internationally recognised city at the heart of a vibrant region with more and better employment opportunities for our people.				
INTERMEDIATE OUTCOME: 1d) Our physical infrastructure supports and enables sustainable economic growth.				
Actions to achieve the intermediate outcome		Target completion date	Lead Officer	
Develop new local development plan and ensure that an effective and efficient application process is in place.		2013	Gregor Hamilton, Dundee City Council	
Utilise Dundee City Council's extensive property portfolio to meet the accommodation needs of start up companies, inward investors and indigenous businesses and encourage use of Scottish Property Network amongst public sector bodies to advertise available property.		2017	Colin Craig, Dundee City Council	
Investigate the market for incubator space with a view to delivery.		2016	Kevin Bazley, Scottish Enterprise	
Enhance arrival facilities for visitors through redevelopment of Dundee Railway Station.		2016	Allan Watt, Dundee City Council	
Promote services, routes and facilities at Dundee Airport and protect the Dundee to London air route.		2017	Stan Ure, Dundee City Council	
Investigate options for enhancements to A90 arterial route through Dundee.		2016	Niall Gardiner, Tactran	
Promote enhanced rail services through ScotRail refranchise in 2015.		2015	Niall Gardiner, Tactran	
Implement plans for park and ride sites at Dundee West and Tay Bridge South.		2015	Niall Gardiner, Tactran	
Implementation of the Community Asset Transfer Strategy by Dundee City Council as a catalyst for social, environmental and economic regeneration of local communities.		2017	Colin Craig, Dundee City Council	
Ensure that new developments at Dundee Waterfront have the optimum digital infrastructure and connectivity.		2017	Allan Watt, Dundee City Council	
Improve the capacity of local companies to tender for capital works contracts through facilitation of supplier development programme events.		2017	Mandy Mckenzie, Dundee City Council	
Work through Scottish Cities Alliance to develop Dundee's contribution to the use of renewable energy sources for sustainable transport.		2017	Neil Gellatly, Dundee City Council	
Performance Indicators for this intermediate outcome		Baseline (2012)	Target (2017)	Lead Officer
Percentage of major applications dealt with within the statutory timescale or within the timescale established in a processing agreement.		85.75	100%	Charlie Walker, Dundee City Council
Number of park and ride sites serving Dundee.		0	2	Niall Gardiner, Tactran

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Number of Council property/land assets transferred to social enterprises/third sector organisations (Asset Transfer Strategy).	0	6 (cumulative)	Eric Peebles, Dundee City Council
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OUTCOME: 1. Dundee will be an internationally recognised city at the heart of a vibrant region with more and better employment opportunities for our people.				
INTERMEDIATE OUTCOME: 1e) Dundee's Waterfront underpins the city's economic growth and enables the creation of new local employment opportunities.				
Actions to achieve the intermediate outcome		Target completion date	Lead Officer	
Continually manage resources to achieve completion of Dundee Waterfront work by 2017.		2017	Mike Galloway, Dundee City Council	
Market Dundee Waterfront to potential investors.		2017	Allan Watt, Dundee City Council	
Secure remaining funding required to deliver V&A at Dundee project through bids to ERDF, Lottery, Trust and private benefactors.		2016	Sandy Richardson, Design Dundee Ltd	
Deliver V&A at Dundee building within budget during plan period.		2016	Philip Long, Design Dundee Ltd	
Explore funding and operator for marina development at Camperdown and Victoria Docks.		2017	Allan Watt, Dundee City Council	
Performance Indicators for this intermediate outcome		Baseline (2012)	Target (2017)	Lead Officer
Percentage of Central Waterfront development plots square metres completed.		9%	100%	Allan Watt, Dundee City Council

OUTCOME: 1. Dundee will be an internationally recognised city at the heart of a vibrant region with more and better employment opportunities for our people.			
INTERMEDIATE OUTCOME: 1f) We have improved the image and perception of the city and its region.			
Actions to achieve the intermediate outcome		Target completion date	Lead Officer
Continue to develop and deliver Dundee: One City, Many Discoveries as a focus for place marketing.		2017	Jennifer Caswell, Dundee City Council

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Sustain and deliver a co-ordinated programme of festivals and events.	2017	Stewart Murdoch / Jennifer Caswell, Dundee City Council	
Maximise PR benefits emanating from UK City of Culture 2017 bid.	2014 (or 2017 if bid successful)	Stewart Murdoch, Dundee City Council	
Performance Indicators for this intermediate outcome	Baseline (2012)	Target (2017)	Lead Officer
Public perception of Dundee (on scale of 1-10)	6.31	7.00	Jennifer Caswell, Dundee City Council

OUTCOME: 1. Dundee will be an internationally recognised city at the heart of a vibrant region with more and better employment opportunities for our people.			
INTERMEDIATE OUTCOME: 1g) Dundee and its region is established as an internationally recognised visitor destination enhanced by V&A at Dundee.			
Actions to achieve the intermediate outcome	Target completion date	Lead Officer	
Deliver Dundee City Council's Tourism Action Plan.	2017	Gaynor Sullivan, Dundee City Council	
Facilitate city wide tourism partnership to progress development of visitor economy.	2017	Gaynor Sullivan, Dundee City Council	
Drive the development and implementation of a city wide/city region tourism action plan.	2017	Gaynor Sullivan, Dundee City Council	
Increase business tourism market through the activities of Dundee & Angus Convention Bureau.	2017	Karen Tocher, Dundee City Council	
Continue to develop appropriate way-finding and signage to support visitors to the city.	2015	Gregor Hamilton, Dundee City Council	
Develop a range of digital tools/apps to support visitors to the city.	2015	Gaynor Sullivan, Dundee City Council	
Maximise the opportunities arising from Caird Hall refurbishment to host larger business tourism events and continue to monitor the need and potential for additional facilities.	2017	Karen Tocher, Dundee City Council	
Performance Indicators for this intermediate outcome	Baseline (2012)	Target (2017)	Lead Officer

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Number of business tourism events secured by Dundee and Angus Convention Bureau.	32	39	Karen Tocher, Dundee City Council
Annual visitors to V&A at Dundee	0	270,000	Philip Long, Design Dundee Ltd

OUTCOME: 1. Dundee will be an internationally recognised city at the heart of a vibrant region with more and better employment opportunities for our people.			
INTERMEDIATE OUTCOME: 1h) Dundee is a leading centre for the offshore renewables industry in the UK.			
Actions to achieve the intermediate outcome		Target completion date	Lead Officer
Promote Dundee through the activities of the Dundee Renewables partnership.		2017	Caroline Morgan, Dundee City Council
Work in partnership with 10 local authorities through East Coast Renewables to promote the east coast as a viable location.		2017	Caroline Morgan, Dundee City Council
Encourage companies to register in Dundee Renewables Green Directory and Scottish Enterprise's Offshore Renewables Supply Chain Directory.		2017	Caroline Morgan, Dundee City Council
Dundee Partners to encourage participation in Scottish Enterprise's Offshore Business Support Programmes.		2017	Mick McHugh / Kevin Bazley, Scottish Enterprise
Develop a comprehensive range of training and support opportunities through Energy Training East, an alliance of Tayside's 5 Universities and Colleges.		2017	Karen Donaldson, Dundee College
Create a leading academic centre – the Offshore Renewables Institute (ORI) – based at the University of Dundee.		2017	Graham McKee, University of Dundee
Performance Indicators for this intermediate outcome			
Performance Indicators for this intermediate outcome		Baseline (2012)	Target (2017)
Number of renewables sector manufacturing operations.		0	2
Number of energy related training initiatives / programmes provided through Dundee College.		5	25 (cumulative)
Number of candidates supported through Dundee College energy related training initiatives / programmes.		100	500 (cumulative)
Number of students registered on Abertay University's renewable energy technology course/s.		10	25
			Simeon Keates/ Nia White, Abertay University

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Offshore Renewables Institute: income attraction.	0	£2,500,000	Graham McKee, University of Dundee
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OUTCOME: 1. Dundee will be an internationally recognised city at the heart of a vibrant region with more and better employment opportunities for our people.			
INTERMEDIATE OUTCOME: 1i) Our Higher and Further Education institutions drive growth in teaching and research and through supporting knowledge intensive industries.			
Actions to achieve the intermediate outcome		Target completion date	Lead Officer
Develop new markets and work with representatives of key sectors to develop training and educational content which meets future skill requirements at home and outwith Scotland.		2017	Graham McKee, University of Dundee, Nicholas Hamilton, University of Abertay, Karen Donaldson, Dundee College
Build upon existing university research expertise and exploit spin-out and commercialisation opportunities.		2017	Graham McKee, University of Dundee, Nicholas Hamilton, University of Abertay
Provide gateways for local and other businesses to access expert staff and skills through a variety of channels: knowledge transfer partnership, sectoral groups, Honorary Fellowships, etc.		2017	Graham McKee, University of Dundee, Nicholas Hamilton, University of Abertay, Karen Donaldson, Dundee College
Develop new academic business and related local opportunities in relation to three themes: 1) Promoting the sustainable use of global resources; 2) Shaping the future through innovative design; and 3) Improving social, cultural and physical well-being.		2017	Graham McKee, University of Dundee
Ensure Dundee College's key sector expertise including new product and transnational project developments actively shape the key sectors within the city.		2017	Karen Donaldson, Dundee College
Achieve bronze award status under the Athena Swan Charter aimed at the promotion of women in science, technology, engineering, mathematics and medicine (STEMM).		2017	Nicholas Hamilton, University of Abertay
Performance Indicators for this intermediate outcome			
	Baseline (2012)	Target (2017)	Lead Officer
Number of key sectors influenced through Dundee College activity.	2	4	Karen Donaldson, Dundee College
Unregulated teaching and learning income attracted (University of	£24.1m	£32.8m	Graham McKee, University of

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Dundee).			Dundee
Average number of spin out companies started each year (University of Dundee).	2	2	Graham McKee, University of Dundee
Income from industry and “non-academic” sources (University of Dundee).	£26.1m	£31.8m	Graham McKee, University of Dundee



**SINGLE OUTCOME AGREEMENT
DELIVERY PLAN**

2013-2017

Outcome 2

APPENDIX 3

OUTCOME: 2. Our people will be better educated and skilled within a city renowned for learning and culture.			
INTERMEDIATE OUTCOME: 2a) Dundee delivers excellent cultural choice and opportunity for its citizens and visitors.			
Actions to achieve the intermediate outcome		Target completion date	Lead Officer
Implement the Cultural Strategy to 2014 and revise for 2015-2020.		March 2014	Stewart Murdoch, Dundee City Council
Maximise opportunities arising from the City of Culture bid.		March 2017	Stewart Murdoch, Dundee City Council
Establish collective baselines through the collection of survey data.		December 2013	Merrill Smith, Dundee City Council
Repeat the analysis of cultural events in the city for 2013.		December 2014	Amina Shah, Dundee City Council
Performance Indicators for this intermediate outcome			
	Baseline (2012)	Target (2017)	Lead Officer
Number of people attending cultural events within community centres.	17,784	18,400	Doug Rennie, Dundee City Council
Number of cultural events held within Community centres.	196	205	Doug Rennie, Dundee City Council
Number of people attending events run by cultural agencies (in receipt of public funding).	<i>tbc</i>	To maintain attendances	Merrill Smith, Dundee City Council

OUTCOME: 2. Our people will be better educated and skilled within a city renowned for learning and culture.			
INTERMEDIATE OUTCOME: 2b) The confidence and skills of the population is increased through Community, Further and Higher Learning.			
Actions to achieve the intermediate outcome		Target completion date	Lead Officer
Provision of learning support and guidance in communities.		December 2016	Marie Dailly, Dundee City Council
Targeting of learning opportunities at people with no or low level qualifications.		December 2016	Marie Dailly, Dundee City Council
Targeting of CLD to support skills leading to increased employability.		December 2016	Marie Dailly, Dundee City Council

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Implement the Outdoor learning Strategy.		December 2016	Derek Napier , Dundee City Council
Deliver a programme of family learning events.		December 2016	Marie Dailly, Dundee City Council
Performance Indicators for this intermediate outcome	Baseline (2012)	Target (2017)	Lead Officer
Percentage of Learners engaged in CLD courses who report an increase in confidence.	85%	85%	Marie Dailly, Dundee City Council
Number of adults with no or low level qualifications registered on Community based learning programmes.	1,566	1,566	Marie Dailly, Dundee City Council
Number of people taking part in adult learning engagement events.	1,000	1300	Marie Dailly, Dundee City Council
Number of people receiving community based Adult Guidance.	822	1,000	Marie Dailly, Dundee City Council
Number of adults taking part in learning opportunities.	3,641	3,641	Marie Dailly, Dundee City Council
Numbers of parents/carers from regeneration areas taking part in family learning sessions.	105	450	Marie Dailly, Dundee City Council
Number of creative learning workshops.	200	200	Christine Millar, Leisure and Culture Dundee
Number of science and astronomy events.	100	100	Christine Millar, Leisure and Culture Dundee

OUTCOME: 2. Our people will be better educated and skilled within a city renowned for learning and culture.		
INTERMEDIATE OUTCOME: 2c) We have reduced inequalities through learning.		
Actions to achieve the intermediate outcome	Target completion date	Lead Officer
Promote access to college for Further and Higher Education students from Community Regeneration areas.	December 2016	Grant Ritchie, Dundee College
Target Adult learning towards areas and of greatest need and to equalities groupings.	December 2016	Marie Dailly, Dundee City Council

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Implement the ESOL Strategy Action Plan.		December 2016	Dorothee Leslie, Dundee College
Performance Indicators for this intermediate outcome	Baseline (2012)	Target (2017)	Lead Officer
Number of college students from Community Regeneration areas.	3033	3100	Grant Ritchie, Dundee College
Percentage of female learners in CLD adult learning	60%	60%	Marie Dailly, Dundee City Council
Percentage of Adults from Community regeneration areas.	55%	60%	Marie Dailly, Dundee City Council
Number of Adults taking part in CLD learning events.	1,000	1,300	Marie Dailly, Dundee City Council
Number of English for Speakers of Other languages learners.	400	450	Dorothee Leslie, Dundee College
British Sign Language identification card for Deaf adults.	0	100	Elena Brown, Dundee City Council

OUTCOME: 2. Our people will be better educated and skilled within a city renowned for learning and culture.			
INTERMEDIATE OUTCOME: 2d) We have increased levels of Adult literacy and numeracy.			
Actions to achieve the intermediate outcome		Target completion date	Lead Officer
Implement the Strategic Literacies action plan.		December 2016	Marie Dailly, Dundee City Council
Implement the Being a Parent in Dundee strategy.		December 2016	Chris Scott, Dundee City Council
Performance Indicators for this intermediate outcome	Baseline (2012)	Target (2017)	Lead Officer
Number of adults taking up literacy learning.	1,896	1,900	Marie Dailly, Dundee City Council
Number of parents/carers involved in family literacy learning.	285	500	Marie Dailly, Dundee City Council

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OUTCOME: 2. Our people will be better educated and skilled within a city renowned for learning and culture.			
INTERMEDIATE OUTCOME: 2e) Dundee will have a positive reputation and self image as a result of achievements within a vibrant cultural sector.			
Actions to achieve the intermediate outcome		Target completion date	Lead Officer
Plan and conduct an external perceptions survey.		March 2013	Jennifer Caswell, Dundee City Council
Plan and conduct a citizen perception survey.		March 2013	Peter Allan, Dundee City Council
Maintain and promote a vibrant programme of cultural events and activities in the city through the Cultural Agencies Network.		Ongoing	Stewart Murdoch, Dundee City Council
Performance Indicators for this intermediate outcome			
Performance Indicators for this intermediate outcome	Baseline (2012)	Target (2017)	Lead Officer
Number of foundation status organisations in Dundee's cultural sector.	3	3	Merrill Smith, Dundee City Council
Public perception of Dundee (on scale of 1-10).	6.31	7.00	Jennifer Caswell, Dundee City Council



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OUTCOME: 3. Our children will be safe, healthy, achieving, nurtured, active, respected, responsible and included.			
INTERMEDIATE OUTCOME: 3a) Children are protected from abuse, neglect, exploitation and harm by others at home, at school and in the community.			
Actions to achieve the intermediate outcome		Target completion date	Lead Officer
Improve access to substance misuse services for those with the care of children by early identification of problems and creating better working links with adult and children's services.		2017	Steven Dalton, Alcohol and Drug Partnership
Assess and manage risk through the provision of targeted multi-agency support to pregnant mothers and parents of newborns with compromised parenting.		2015 (based on current funding ending)	Kathryn Lindsay, Dundee City Council
Performance Indicators for this intermediate outcome			
Performance Indicators for this intermediate outcome	Baseline (2012)	Target (2017)	Lead Officer
Percentage of Dundee substance misusers with dependent children accessing services.	220 (42%) (Clients reported to the Scottish Drugs Misuse Database (2011/12))	60%	Steven Dalton, Alcohol and Drug Partnership
Percentage of babies receiving New beginnings service in relation to whom an assessment is completed prior to birth.	100%	100%	Kathryn Lindsay, Dundee City Council

OUTCOME: 3. Our children will be safe, healthy, achieving, nurtured, active, respected, responsible and included.			
INTERMEDIATE OUTCOME: 3b) Children have the highest attainable standards of physical and mental health, access to suitable healthcare, and support in learning to make healthy and safe choices.			
Actions to achieve the intermediate outcome		Target completion date	Lead Officer
Roll out the new peer led Healthy Transitions programme to all Secondary Schools in Dundee.		2015	Kenny Lindsay, Dundee City Council
Promote healthy eating and physical activity with families, pre-school settings, schools and communities targeting a reduction in BMI and obesity levels for example through 1:1 health behaviour change interventions, group work and sign posting.		2014/2015	Elaine Cruickshank, NHS Tayside
Develop and promote young people's access to sexual health services, through making available information and advice in schools and local communities. This is delivered by a multi-agency group based on actions developed around the Strategic Action Plan of the Tayside Managed Care Network on Sexual Health and BBV.		2017	Tracey Stewart, Dundee Action on Sexual Health (DASH)

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Develop programmes of diversionary youth work in response to young people's needs such as DISC Target Project.	2017	Kenny Lindsay, Dundee City Council	
Develop programmes of diversionary sports activities in response to young people's needs for example midnight and drop in football, drop-in dance.	2017	Bob McIntosh, Leisure and Culture Dundee	
Ensure that all young people Looked after at home or accommodated have an assessment of their health needs including mental health and wellbeing.	2014	Elaine Cruickshank, NHS Tayside Martin Dey, Dundee City Council	
Performance Indicators for this intermediate outcome	Baseline (2012)	Target (2017)	Lead Officer
Number of Primary 7 children participating in peer led, health focussed, risk taking and decision making sessions.	1200	1200 (this equates to 100%)	Kenny Lindsay, Dundee City Council
Percentage of young people Looked After Children who have a health assessment completed within 28 days of becoming Looked after.	< 50%	95%	Anne McNaughton, NHS Tayside, Martin Dey, Dundee City Council
Rates of teenage (under 16) conception per 1000 of teenage population.	18.6 per 1000	6.9 per 1000	Tracey Stewart, Dundee Action on Sexual Health (DASH)
Rates of teenage (under 20) conception per 1000 of teenage population.	96.3 per 1000	48 per 1000	Tracey Stewart, Dundee Action on Sexual Health (DASH)
Number of young people involved in diversionary activities through youth work.	3000	3600	Kenny Lindsay, Dundee City Council
Number of attendances of young people at Leisure and Culture Dundee diversionary activities.	8,145	<i>tbc</i>	Ross McGuire, Leisure and Culture Dundee

OUTCOME:	3. Our children will be safe, healthy, achieving, nurtured, active, respected, responsible and included.		
INTERMEDIATE OUTCOME:	3c) Children have raised attainment and achievement and are supported and guided in their learning and in the development of their skills, confidence and self-esteem at home, at school and in the community.		
Actions to achieve the intermediate outcome	Target completion date	Lead Officer	
Implement the curriculum for Excellence in all Dundee City Council's establishments in all subject areas across the 3-18 age groups.	2017	Paul Clancy/Lina Waghorn, Dundee City Council	

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Implement the curriculum for Excellence in all Dundee City Council's establishments in all aspects of the new SQA framework to include National levels, Higher and Advanced Higher.	2017	Paul Clancy/Lina Waghorn, Dundee City Council	
Implement the curriculum for Excellence in all Dundee City Council's establishments in Literacy and numeracy outcomes with a specific emphasis on the need to improve attainment.	2017	Paul Clancy/Lina Waghorn, Dundee City Council	
Develop further links with Dundee & Angus College to provide learning modules and activities for pupils in the Senior Phase of education from S4 – S6 as part of their annual course options.	2017	Paul Clancy/Lina Waghorn, Dundee City Council	
Work with partners to improve the attainment of Looked After Children and their transition from school into employment, training, volunteering or further learning opportunities through initiatives such as the 'Family Firm' which is part of Dundee's Corporate Parenting Strategy.	2015	Paul Clancy/Karen Gunn/Martin Dey, Dundee City Council	
Performance Indicators for this intermediate outcome	Baseline (2012)	Target (2017)	Lead Officer
Percentage of schools where the National 2-5 courses plus higher are fully developed and embedded in the curriculum.	0%	100%	Paul Clancy, Dundee City Council
Percentage of looked after children gaining both English and Maths at SCQF level 3 or above by the end of S4.	32.5%	50%	Paul Clancy/Martin Dey, Dundee City Council
Percentage gap between looked after and non-looked after children excluded from school at least once in a school year.	20.1%	7%	Paul Clancy/Lina Waghorn/Martin Dey, Dundee City Council
Percentage of Looked After Children attending school.	90%	93%	Paul Clancy/Lina Waghorn/Martin Dey, Dundee City Council

OUTCOME:	3. Our children will be safe, healthy, achieving, nurtured, active, respected, responsible and included.	
INTERMEDIATE OUTCOME:	3d) Children have a nurturing place to live, in a family setting with additional help if needed or, where this is not possible, in a suitable care setting.	
Actions to achieve the intermediate outcome	Target completion date	Lead Officer
Develop capacity of voluntary sector partners to support parents through initiatives and partnerships such as Dundee early Intervention Team (DEIT) Roots of Empathy etc.	2017	Christine Lowden, Dundee Voluntary Action, Derek Gray, Aberlour Trust

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Develop multi agency professional development opportunities for the early year's workforce.	2017	Lesley Gibb, Dundee City Council, Elaine Cruickshank, NHS Tayside	
Implement the Early Years Collaborative approach across Dundee through the use of the 'Test of Change Improvement methodology.	2014	Michael Wood, Dundee City Council	
Implement Dundee's Parenting Strategy (Being A Parent In Dundee) for example by developing and deploying appropriate parenting programmes which promote parental responsibility.	2017	Bert Sandeman, Dundee City Council	
Parents to take a leading role in their child's language and literacy development by upskilling their own literacy competence and utilising parenting Programmes.	2017	Marie Dailly, Dundee City Council	
Ensure that women experience positive pregnancies which result in the birth of more healthy babies through early assessment and targeted intervention.	2015	Elaine Cruickshank, NHS Tayside	
Ensure children have all the developmental skills and abilities expected of a 27-30 month old by parents and practitioners working together through initiatives such as the Early Years Collaborative).	2016	Elaine Cruickshank, NHS Tayside	
Ensure children have all the developmental skills and abilities expected at the start of primary school through the work of the EYC and Early Years Lochee Pathfinder.	2017	Elaine Cruickshank, NHS Tayside, Lina Waghorn, Dundee City Council	
Roll out the learning from the Lochee Ward Early Years Pathfinder across the city, e.g. affordable leisure activity (Family Splash) prevention & early intervention (Early Start) community asset building (Community Engagement Team).	2017	Bert Sandeman/Andrea Calder, Dundee City Council	
Performance Indicators for this intermediate outcome	Baseline (2012)	Target (2017)	Lead Officer
Number of parents/carers involved in family literacy developments.	105 adults, 112 children	400 adults, 450 children.	Marie Dailly, Dundee City Council
Number of stillbirths.	4.9 per 1,000 (Tayside figure)	4.3 per 1,000 (Tayside target)	Elaine Cruickshank, NHS Tayside
Percentage of children in Dundee reaching all of the expected developmental milestones at the time of the child's 27-30 month child health review.	<i>tbc</i>	85% (this target is based on the national EYC stretch aims from workstreams 2 & 3)	Elaine Cruickshank, NHS Tayside
Percentage of children in Dundee reaching all of the expected developmental milestones at the time the child starts primary school.	<i>tbc</i>	90% (this target is based on the national EYC stretch aims from workstreams 2 & 3)	Elaine Cruickshank, NHS Tayside, Lina Waghorn, Dundee City Council

OUTCOME: 3. Our children will be safe, healthy, achieving, nurtured, active, respected, responsible and included.			
INTERMEDIATE OUTCOME: 3e) Children have opportunities to take part in activities such as play, recreation and sport which contribute to healthy growth and development, at home, at school and in the community.			
Actions to achieve the intermediate outcome		Target completion date	Lead Officer
Increase participation in structured physical activity such as little gym time, basic moves and lesson programmes.		2017	Audrey White, Leisure & Culture Dundee
Increase the time devoted to curricular Physical Education to 2 hours per week in Primary and 2 periods per week in S1-S4.		2017	Michael Wood, Dundee City Council
Develop opportunities for the engagement of parents in their child's physical activity and promote parental responsibilities e.g. family splash, PEEP etc.		2017	Audrey White, Leisure & Culture Dundee
Performance Indicators for this intermediate outcome			
	Baseline (2012)	Target (2017)	Lead Officer
Total attendances at sport & physical activity classes/clubs for school age children.	483,527	493,197	Audrey White, Leisure & Culture Dundee
Number of attendances at classes for 0-5 year olds.	18,379	19,202	Audrey White, Leisure & Culture Dundee
Number of parents with their children involved in Sport and Physical Activity Programmes.	1467	1496	Audrey White, Leisure & Culture Dundee

OUTCOME: 3. Our children will be safe, healthy, achieving, nurtured, active, respected, responsible and included.			
INTERMEDIATE OUTCOME: 3f) Children are involved in decisions that affect them and have their voices heard.			
Actions to achieve the intermediate outcome		Target completion date	Lead Officer
Deliver Dundee's strategy for engaging children and families in the planning, delivery and evaluation of public services. (e.g. young people and parents involved in the development of the Integrated Children's Services Plan and the Early years Collaborative).		2017	Chairs of each of the Strategic Planning Groups
Deliver the action plan within Dundee's looked After Children Champions Board such as the Youth Engagement Strategy and PEER Mentoring programme.		2017	Bert Sandeman, Dundee City Council

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Performance Indicators for this intermediate outcome	Baseline (2012)	Target (2017)	Lead Officer
Percentage of 'Tests Of Change' where children, young people and their carers are and have been actively involved.	<i>tbc</i>	100%	Chairs of each of the Strategic Planning Groups

OUTCOME: 3. Our children will be safe, healthy, achieving, nurtured, active, respected, responsible and included.			
INTERMEDIATE OUTCOME: 3g) Children take a responsible role in their schools and communities.			
Actions to achieve the intermediate outcome	Target completion date	Lead Officer	
Develop Early and Effective Intervention and Diversion Programmes to ensure fewer children and young people are prosecuted and sentenced in Court.	2017	Glyn Lloyd, Dundee City Council	
Develop Alternatives to Secure Care and Custody Programmes to ensure fewer children and young people are placed in or sentenced to secure settings.	2017	Glyn Lloyd, Dundee City Council	
Support young people to volunteer through taking more responsibility in their youth group or as a volunteer member of staff.	2017	Kenny Lindsay, Dundee City Council	
Performance Indicators for this intermediate outcome	Baseline (2012)	Target (2017)	Lead Officer
Number of children and young people appearing in Court.	54	43	Glyn Lloyd, Dundee City Council
Number of children and young people placed in or sentenced to secure settings.	22 (secure care) 6 (prison)	20% reduction	Glyn Lloyd, Dundee City Council
Number of young people in the 12 – 18 age range who are registered as volunteers with the Volunteer Centre.	56	100	Katherine Mackenzie, Voluntary Gateway, Kenny Lindsay, Dundee City Council

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OUTCOME: 3. Our children will be safe, healthy, achieving, nurtured, active, respected, responsible and included.			
INTERMEDIATE OUTCOME: 3h) Children have help to overcome social, educational, physical and economic inequalities and are accepted as part of the community in which they live and learn.			
Actions to achieve the intermediate outcome		Target completion date	Lead Officer
Involve young people in decision making processes in the city through forums such as Dundee Youth Council, LAC Champions Board, School Pupil Council etc.		2017	Kenny Lindsay, Dundee City Council
Performance Indicators for this intermediate outcome	Baseline (2012)	Target (2017)	Lead Officer
Number of young people engaged and influencing local and national developments.	182	400	Kenny Lindsay, Dundee City Council



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Outcome 4

OUTCOME: 4. People in Dundee will have improved physical and mental well-being and will experience fewer health inequalities.			
INTERMEDIATE OUTCOME: 4a) People living in community regeneration areas have improved health.			
Actions to achieve the intermediate outcome		Target completion date	Lead Officer
Implement Equally Well actions from the transitional model business plan in the five wards containing community regeneration areas approach.		May 2014	Sheila McMahon, Dundee City Council
Develop and implement model for enhanced Dundee Healthy Living Initiative.		March 2015	Lucy Rennie, NHS Tayside
Deliver a range of community based health improvement activities via Dundee Healthy Living Initiative, including, cookery courses, physical activity classes, weight management support (as per tier 2 of the Tayside Adult Weight management Pathway), smoking cessation.		Ongoing	Beverley Black, NHS Tayside
Provide targeted smoking cessation services, utilising a range of mechanisms including sport and physical activity, to those living in most deprived areas.		Ongoing	Mary Colvin, NHS Tayside
Support people with a variety of health barriers who are claiming an unemployment related benefit, to return to work, education or training.		Ongoing	Wendy Third, NHS Tayside
Provide targeted screening interventions in most deprived areas.		Ongoing	Julie Cavanagh, NHS Tayside
Deliver "Eat Well, Play Well" initiative targeting early years in community regeneration areas, along with building capacity in the early years workforce.		August 2015	Beverley Black, Dundee Healthy Living Initiative
Performance Indicators for this intermediate outcome			
Performance Indicators for this intermediate outcome	Baseline (2012)	Target (2017)	Lead Officer
Number of Community Regeneration Areas with Equally Well support.	1	6	Sheila McMahon, Dundee City Council
Number of child healthy weight interventions delivered.	407 (2011/12) (Tayside figure)	1118 (2013/14)	Joyce Thompson, NHS Tayside
Number of participants attending weight management (DHLLI).	300	Maintain	Beverley Black, Dundee Healthy Living Initiative
Percentage of participants completing 75% of DHLLI weight management intervention programme.	<i>tbc</i>	30%	Beverley Black, Dundee Healthy Living Initiative
Percentage of participants completing 75% of DHLLI weight management intervention programme achieving \geq weight loss.	<i>tbc</i>	30%	Beverley Black, Dundee Healthy Living Initiative

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Number of participants at DHLI Cookery Courses.	115	Maintain	Beverley Black, Dundee Healthy Living Initiative
Number of participants attending DHLI physical activity programmes.	1200	Maintain	Beverley Black, Dundee Healthy Living Initiative
Number of participants attending smoking cessation classes.	400	Maintain	Beverley Black, Dundee Healthy Living Initiative
Participants attending a one off health related session or short course.	1500	Maintain	Beverley Black, Dundee Healthy Living Initiative
Number of individuals given advice at health information points.	500	Maintain	Beverley Black, Dundee Healthy Living Initiative
Number of services developed and sustained through local people (co-production).	11	<i>tbc</i>	Beverley Black, Dundee Healthy Living Initiative
Percentage of smokers quit at 1 month through support and treatment.	58%	60% (2013)	Mary Colvin, NHS Tayside

OUTCOME: 4. People in Dundee will have improved physical and mental well-being and will experience fewer health inequalities.		
INTERMEDIATE OUTCOME: 4b) Our young people engage in less risk-taking behaviour.		
Actions to achieve the intermediate outcome	Target completion date	Lead Officer
Reduce the availability of alcohol to young people by running the ' <i>Take time, Pause to Think</i> ' campaign, working with off-licenses and other partners, preventing the buying of alcohol to those underage.	Annually	Vered Hopkins, Dundee ADP
Support the production and maximum utilisation of <i>the Writing to Reach You (WTRY)</i> prevention resource which will be used within all secondary schools and other settings.	Ongoing	Steven Dalton, Dundee ADP
Fund the delivery of Theatre Arts Tours (delivering prevention messages) in all the Dundee Secondary schools – dependent on outcomes of 2013 programme.	Annually	Vered Hopkins, Dundee ADP
Support partners to run the UK Rock Challenge (Drug-prevention initiative) within Dundee Secondary.	Annually	Vered Hopkins, Dundee ADP
Provide weekly 'Drop In' lunch time facility for every secondary school in Dundee.	Ongoing	Mary Colvin, NHS Tayside
Promote education and information regarding sexual health.	Ongoing	Tracey Stewart, Dundee City Council

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Deliver a consistent and integrated approach to sex and relationships education across the age span based on the principles of respect and responsibility and Curriculum for Excellence, including around blood borne viruses.	Ongoing	Tracey Stewart, Dundee City Council
Provide targeted Sex and Relationships education and access to services for identified groups e.g. off-site provision, working with voluntary agencies such as HELM, provision for young people who do not attend school, young offenders, people with disabilities and vulnerable young adults, Looked After and Accommodated Children, BME communities, LGBT and the student population.	Ongoing	Tracey Stewart, Dundee City Council
Local tobacco control plan to be developed (see Outcome 4d) focussing on vulnerable young people such as looked after children and young offenders. Advice on creating a smoke-free home to be a feature of all ante-natal and post natal services and adoption, foster, kinship and residential care services.	Ongoing	Andrew Radley, NHS Tayside Mary Colvin, NHS Tayside
Provide a programme of diversionary physical activities targeting young people, the unemployed, substance misusers etc. providing them with new skills and prospects.	Ongoing	Bob McIntosh, Leisure and Sport Dundee

Performance Indicators for this intermediate outcome	Baseline (2012)	Target (2017)	Lead Officer
Percentage of 13 and 15 year olds in Dundee reporting to have drunk alcohol in the past week.	23% 13 year olds; 34% 15 year olds (SALSUS study 2010)	Reduce by 6% for 13 year olds and by 9% for 15 year olds	Steven Dalton, Dundee ADP
Percentage of 13 and 15 year olds in Dundee reporting to have used drugs in the past month.	2% of 13 year olds; 10% of 15 year olds (SALSUS study 2010)	Reduce by 1% for 13 year olds and by 4% for 15 year olds	Steven Dalton, Dundee ADP
Numbers attending drop-in clinics.	Average of 20 per week	Increase by 10% to 22 per week	Mary Colvin, NHS Tayside
Number of attendances at diversionary activities.	<i>tbc</i>	<i>tbc</i>	Bob McIntosh, Leisure and Sport Dundee

OUTCOME:	4. People in Dundee will have improved physical and mental well-being and will experience fewer health inequalities.		
INTERMEDIATE OUTCOME:	4c) We have reduced rate of teenage conception in community regeneration areas.		
Actions to achieve the intermediate outcome	Target completion date	Lead Officer	
Provide access to parenting programmes through commissioning Strengthening Families	December 2014	Ann Eriksen, NHS Tayside	

APPENDIX 3

Programme 10-14 and Speakeasy.			
Ensure effective sex and relationships education is delivered through all schools by providing SHARE training for teachers and support the roll out of the Health Buddies peer-led education programme to encompass wider risk taking behaviours.	December 2014	Tracey Stewart, Dundee City Council/ Ann Eriksen, NHS Tayside	
Make use of social media to improve young people's access to sexual health information and advice, including commissioning the development of an sexual health app.	December 2014	Ann Eriksen, NHS Tayside	
Work alongside young people, pregnant teenagers, young parents and the communities through the Health Community Collaborative to develop shared solutions/interventions.	December 2014	Ann Eriksen/ Felicity Snowsill, NHS Tayside	
Improve access to Sexual and Reproductive Health Services (SRHS).	December 2014	Ann Eriksen, NHS Tayside	
Performance Indicators for this intermediate outcome	Baseline (2012)	Target (2017)	Lead Officer
Number of parents completing SFP and Speakeasy parenting programmes.	33 (2012/13) (29 SFP/4 Speakeasy)	100	Ann Eriksen, NHS Tayside
Percentage of SRE teachers who have completed SHARE.	<i>tbc</i>	100%	Tracey Stewart, Dundee City Council
Number of Health Buddies recruited.	93	180	Tracey Stewart/Ann Eriksen
Number of young people attending the SRHS.	12,126	Increase by 10%	Ann Eriksen, NHS Tayside
Percentage of young women (under 20) leaving the termination of pregnancy service with an effective method of contraception.	<i>tbc</i> Spot audit 79%	80%	Ann Eriksen, NHS Tayside
Rate per 1000 females of reproductive age per year prescribed intrauterine and implantable contraception.	71.2	100	Ann Eriksen, NHS Tayside
Rate of conception under 18 per 1000 females aged 15-17.	61.7	36	Ann Eriksen, NHS Tayside
Rate of conception under 20 per 1000 females aged 15-19.	69.7	50	Ann Eriksen, NHS Tayside

OUTCOME:	4. People in Dundee will have improved physical and mental well-being and will experience fewer health inequalities.		
INTERMEDIATE OUTCOME:	4d) People, particularly those at most risk of poor health, have more healthy and active lifestyles.		
Actions to achieve the intermediate outcome	Target completion date	Lead Officer	
Review and deliver the sport and physical activity strategy action plan for Dundee.	2015	Sport and Physical Activity	

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		Implementation Group, Dundee Partnership
Review and deliver the partnership programme “Active for Life”, ensuring the most at need can access the programme.	Ongoing	Mary Colvin, NHS Tayside Lesley Hendry, Leisure and Sport Dundee
Train NHS Staff to assess physical activity and provide brief advice.	January 2014	Mary Colvin, NHS Tayside
Participate in a feasibility Study in Primary Care – to deliver brief advice/brief interventions.	January 2014	Mary Colvin, NHS Tayside
Continue to deliver Keep Well Assessments to identified target groups including offenders, people who are homeless or at risk of becoming homeless, gypsy travellers and South Asian and Black Afro Caribbean and those who misuse substances.	Ongoing	Shona Hyman, NHS Tayside
Work with voluntary sector and local communities to develop the Dundee local tobacco control plan.	<i>tbc</i>	Andrew Radley, NHS Tayside Mary Colvin, NHS Tayside
Agree and implement a set of standards for local smoking cessation and prevention services.	<i>tbc</i>	Andrew Radley, NHS Tayside Mary Colvin, NHS Tayside
Support the Local Community Planning Partnerships to identify the health needs of local communities and take action to address these.	Ongoing	Lucy Rennie, NHS Tayside
Continue to provide universal immunisation programmes (i.e. MMR, Diptheria, Tetanus, Polio, Pertussis, HIB, HPV vaccinations).	Ongoing	Elaine Cruickshanks, NHS Tayside
Develop and implement action plan based on local project findings on breast cancer screening uptake in disadvantaged communities.	December 2013	Partnership Lead to be identified, Dr Julie Cavanagh, NHS Tayside
Develop and implement local social marketing work programme to increase early detection of breast, bowel and lung cancer.	December 2013	Partnership Lead to be identified, Dr Julie Cavanagh, NHS Tayside
Implement good practice recommendation that all CHP based smear takers have appropriate training and regular refresher/ update training.	Ongoing	Partnership Lead to be identified, Dr Julie Cavanagh, NHS Tayside
Deliver Healthy Working Lives programmes to small and medium enterprises to enable them to understand, protect and improve the health of their employees.	Ongoing	Pat Davidson, NHS Tayside
Promote the uptake of vocational rehabilitation services to small and medium enterprises.	Ongoing	Cathy Grieve, NHS Tayside
Increase awareness of the Healthy Start Scheme.	March 2014	Carol Barnett, NHS Tayside

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Improve access to Healthy Start vitamins.	March 2014	Carol Barnett, NHS Tayside	
Improve and increase the knowledge, skills, confidence and attitudes of all those working with nutritionally vulnerable women of childbearing age and infants.	March 2015	Carol Barnett, NHS Tayside	
Improve breastfeeding rates at birth, HV first visit and 6-8 week review.	March 2014	Janet Dalzell, NHS Tayside	
Reduce the decline in breastfeeding from birth to 6-8 weeks.	March 2014	Janet Dalzell, NHS Tayside	
Deliver Health and Transport Action Plan in Dundee – promote active travel, mitigate the detrimental impacts on public health of the transport system, improve access to healthcare and address NHS Staff travel.	March 2015	Lucy Rennie, NHS Tayside	
Provide targeted and specialist programmes of sports activities, classes and clubs as well as generic opportunities accessible to a wider range of people.	Ongoing	Graham Wark, Leisure and Sport Dundee	
Performance Indicators for this intermediate outcome			
	Baseline (2012)	Target (2017)	Lead Officer
Hits to Active Scotland Website by 100%.	<i>tbc</i>	Increase by 100% by September 2014.	Mary Colvin, NHS Tayside
Number of Keep Well Assessments delivered.	2270	1800 assessments during 2012/13	Shona Hyman, NHS Tayside
Number of successful smoking quits (at 1 month post quit).	1807	3628	<i>tbc</i>
Percentage of pregnant women in each SIMD quintile booked for antenatal care by the 12 th week of gestation by March 2015 so as to ensure improvements in breast feeding rates and other important health behaviours.	Data sources relating to antenatal access are currently being developed and will be published in due course	80% (March 2015)	<i>tbc</i>
Percentage of respondents to Dundee Social Survey undertaking moderate physical activity more than 4 days per week.	33%	<i>tbc</i>	Mary Colvin, NHS Tayside
Percentage of respondents to Dundee Social Survey who are current smokers.	22%	<i>tbc</i>	Mary Colvin, NHS Tayside
Percentage of new smear takers who have successfully completed initial training.	<i>tbc</i>	100%	<i>tbc</i>
Percentage of established smear takers who have undergone accredited refresher training in past 3 years.	<i>tbc</i>	100%	<i>tbc</i>
<i>Healthy Working Lives indicators being developed Nationally.</i>			

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Number of offenders receiving Keep Well Health Checks.	40 (Tayside)	<i>tbc</i>	Shona Hyman, NHS Tayside
Number of carers receiving a health check.	<i>tbc</i>	<i>tbc</i>	Allison Fannin, NHS Tayside
Number of Healthy Start beneficiaries.	3714	3800	Carol Barnett, NHS Tayside
Number of Women's Healthy Start Vitamins issued.	11637	maintain	Carol Barnett, NHS Tayside
Number of Children's Healthy Start Vitamins issued.	534	1000	Carol Barnett, NHS Tayside
Number of staff from partner agencies attending MIN training.	8	50% staff working with target population	Carol Barnett, NHS Tayside
Exclusive and mixed feeding rates.	(6-8wks) 22.3% Exclusive BF 32.5% Mixed Feeding	Increase by 1%	Janet Dalzell, NHS Tayside
Breast feeding cessation rates.	Birth – 1 st visit 14.9% (Dec 2011) 10.5% (Mar 2012)	Maintain below 15%	Janet Dalzell, NHS Tayside
Percentage of population who take part in weekly organised sports activities, classes or clubs (As per Dundee Citizens Survey).	16%	20%	Graham Wark, Leisure and Sport Dundee
Percentage of population who take part in weekly organised social leisure activities, classes or clubs (As per Dundee Citizens Survey).	11%	20%	Graham Wark, Leisure and Sport Dundee

OUTCOME: 4. People in Dundee will have improved physical and mental well-being and will experience fewer health inequalities.		
INTERMEDIATE OUTCOME: 4e) People have better mental health and well-being.		
Actions to achieve the intermediate outcome	Target completion date	Lead Officer
Implement the social prescribing actions from the Equally Well transitional model business plan.	May 2014	Sheila McMahon, Dundee City Council
Support the use of the My Wellbeing Website to encourage adoption of social prescribing approached by wider workforce.	May 2014	Sheila McMahon, Dundee City Council
Develop and deliver actions that support the findings of the NHS Tayside pilot targeting "distress".	<i>tbc</i>	<i>tbc</i>
Provide a series of specialist physical activity options for people and families suffering from or recovering from substance misuse.	Ongoing	Graham Wark, Leisure and Sport Dundee

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Performance Indicators for this intermediate outcome	Baseline (2012)	Target (2017)	Lead Officer
Number of settings where an SOS (Sources of Support) social prescribing scheme is implemented.	1	4	Sheila McMahon, Dundee City Council
Number of page views to My Wellbeing section of Dundee City Council website.	4,800	24,000 (cumulative)	Sheila McMahon, Dundee City Council
Number of staff and community groups supported to use My Wellbeing.	10	40	Sheila McMahon, Dundee City Council
Percentage of respondents to Dundee Social Survey reporting their health as good or very good.	77%	82%	Allison Fannin, Dundee CHP
<i>Healthy Working Lives indicators being developed Nationally</i>	<i>tbc</i>	<i>tbc</i>	Pat Davidson, NHS Tayside

OUTCOME: 4. People in Dundee will have improved physical and mental well-being and will experience fewer health inequalities.			
INTERMEDIATE OUTCOME: 4f) We have reduced harm associated with substance misuse to individuals, families and communities, and increased number of people who are progressing in their recovery from substance misuse.			
Actions to achieve the intermediate outcome	Target completion date	Lead Officer	
Update the Dundee overprovision report and support the Licensing Board to make ongoing use of partnership evidence as part of the licensing decisions.	December 2013 and ongoing	Vered Hopkins, Dundee Alcohol and Drug Partnership	
Engage with local communities to establish views about alcohol availability in their areas. Support local communities to participate in the licensing process and identify local solutions to alcohol over consumption.	Ongoing	Vered Hopkins, Dundee Alcohol and Drug Partnership	
Develop a recovery care-pathway for substance misuse services in Dundee.	December 2014	Steven Dalton, Dundee Alcohol and Drug Partnership	
Progress recommendations from evaluation of Substance Misuse Family Programmes.	Ongoing	Steven Dalton, Dundee Alcohol and Drug Partnership	
Performance Indicators for this intermediate outcome	Baseline (2012)	Target (2017)	Lead Officer
Number of parents who have problems related to substance misuse accessing services.	421 individuals (SDMD 2008/09)	Increase by 12%	Steven Dalton, Dundee Alcohol and Drug Partnership
Percentage of 3 and 4 year old children in each Scottish Index of Multiple Deprivation (SIMD) quintile to receive at least two	3 year olds 33.4%;	60% (by March 2014)	Morag Curnow, Derek

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applications of fluoride varnish (FV). (n.b. rates for more affluent areas currently lower than less affluent).	4 year olds 43.0% (Dec 2012)		Richards, NHS Tayside
Number of Healthy weight interventions delivered to children/families.	407	1118 (by 2013/14)	<i>tbc</i>

OUTCOME: 4. People in Dundee will have improved physical and mental well-being and will experience fewer health inequalities.			
INTERMEDIATE OUTCOME: 4g) An increased number of people who are progressing in their recovery from substance misuse.			
Actions to achieve the intermediate outcome		Target completion date	Lead Officer
Monitor the delivery of Alcohol Screening and Brief Intervention within Primary Care settings and extend to other priority settings.		Ongoing	Vered Hopkins, Dundee ADP/Neil Fraser NHS Tayside
Develop a recovery care-pathway for substance misuse services in Dundee.		December 2014	Steven Dalton, Dundee Alcohol and Drug Partnership
Performance Indicators for this intermediate outcome			
	Baseline (2012)	Target (2017)	Lead Officer
Alcohol-related attendances to Ninewells Hospital by Dundee residents.	1,995 (2010/11)	Reduce by 5%	Steven Dalton, Dundee Alcohol and Drug Partnership
Number of alcohol-related acute hospital discharges of Dundee residents.	1028 (Dec 2012)	Reduce by 5%	Steven Dalton, Dundee Alcohol and Drug Partnership
Number of Alcohol Screening and Brief Interventions that take place in Dundee.	4820 (2011/12)	Increase by 10% (National HEAT standard for Dundee is 2136)	Vered Hopkins, Dundee Alcohol and Drug Partnership, Neil Fraser NHS Tayside
Number of individuals accessing substance misuse services.	887 (SDMD 2008/09)	Increase by 10%	Steven Dalton, Dundee Alcohol and Drug Partnership



**SINGLE OUTCOME AGREEMENT
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Outcome 5

OUTCOME: 5. People in Dundee are able to live independently and access support when they need it.			
INTERMEDIATE OUTCOME: 5a) People who receive care and treatment services achieve positive personal outcomes.			
Actions to achieve the intermediate outcome		Target completion date	Lead Officer
Revise assessment and self assessment processes in order to promote more choice and control over the services people receive.		October 2015	Diane McCulloch, Dundee City Council
Develop and embed an implementation plan for the introduction of Self Directed Support in line with legislation.		March 2014	Avril Smith-Hope, Dundee City Council
Through the Change Fund Budget, progress a work-stream to address the impact of social isolation on older people and test potential developments for sustainability.		March 2015	Diane McCulloch, Dundee City Council
Agree of model of Care Home support which meets the needs of people with dementia.		March 2014	Diane McCulloch, Dundee City Council
Fund staff in Domiciliary Care Services and Day Services to undertake the Stirling University Best Practice in Dementia Facilitators Training.		December 2013	Diane McCulloch, Dundee City Council
Review the current level of psychological services within Adult Mental Health Services and Psychiatry of Old Age Services.		March 2017	Diane McCulloch, Dundee City Council
In order to ensure that people receive timely and responsive services which meets individual outcomes we will work with our partners to develop and implement a Partnership Commissioning Statement for: people with a Learning Disability and/or Autism, Physical Disability and/or Sensory Impairment, people with Mental Illness and people with dementia and older people.		March 2017	Chairs of Strategic Planning Groups
Performance Indicators for this intermediate outcome			
Performance Indicators for this intermediate outcome	Baseline (2012)	Target (2017)	Lead Officer
Percentage of people requiring reduced or no homecare following a period of enablement.	54	61	Lynsey Webster, Dundee City Council
Number of people receiving enablement.	1384	2785	Lynsey Webster, Dundee City Council
Number of people receiving Direct Payments.	48	95	Lynsey Webster, Dundee City Council

OUTCOME: 5. People in Dundee are able to live independently and access support when they need it.			
INTERMEDIATE OUTCOME: 5b) Carers are supported in their caring role whilst having a life of their own and have their caring role acknowledged.			
Actions to achieve the intermediate outcome		Target completion date	Lead Officer
Develop and pilot a revised assessment framework for carers in order to make services more responsive to the needs of carers.		April 2014	Laura Bannerman, Dundee City Council
Work with partners to develop and implement a Partnership Carer's Strategy in order to ensure that people receive timely and responsive services which meet individual outcomes.		March 2017	Laura Bannerman, Dundee City Council
Further develop resources which support people with dementia and their carers.		March 2017	Chair of Strategic Planning Group
Initiate a new service that provides Moving and Handling advice and training to carers.		December 2013	Denise Morton, Dundee City Council
Revise the current model of respite provision to support service users and their carers.		March 2014	Diane McCulloch, Dundee City Council
Develop a further range of respite and short break options for adults and older people and their carers.		March 2014	Laura Bannerman, Dundee City Council
Performance Indicators for this intermediate outcome			
	Baseline (2012)	Target (2017)	Lead Officer
Number of respite weeks provided to people aged 18-64.	4,466	4,646	Lynsey Webster, Dundee City Council
Number of respite weeks provided to people aged 65+.	2,825	2,939	Lynsey Webster, Dundee City Council

OUTCOME: 5. People in Dundee are able to live independently and access support when they need it.			
INTERMEDIATE OUTCOME: 5c) Older people and other adults access timely and appropriate preventative, enabling and rehabilitative treatment and support.			
Actions to achieve the intermediate outcome		Target completion date	Lead Officer
Use Tests of change to optimise interventions within the enablement service and ensure we respond quickly to people's changing needs.		March 2014	Denise Morton, Dundee City Council
Support arrangements for people with a learning disability will be revised to improve		March 2014	Arlene Mitchell, Dundee City

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personal outcomes.			Council
Revise the Physical Disability and Rehabilitation Strategy.		December 2014	Avril Smith-Hope, Dundee City Council
Review the current level of services within adult mental health services including psychiatry of old age services.		December 2017	Avril Smith-Hope, Dundee City Council
Test revised models for the early diagnosis of dementia.		April 2014	Janice Henderson, Dundee CHP
Test revised models for post diagnostic dementia support.		April 2015	Janice Henderson, Dundee CHP
Performance Indicators for this intermediate outcome	Baseline (2012)	Target (2017)	Lead Officer
Number of episodes of emergency admissions to hospital for those aged 65+.	7076	6654	Alison Fannin, NHS Tayside
Bed days for emergency admissions to hospital for those aged 65+.	47394	44840	Allison Fannin, NHS Tayside

OUTCOME: 5. People in Dundee are able to live independently and access support when they need it.			
INTERMEDIATE OUTCOME: 5d) Older people and other adults receive care, treatment and support in community settings as opposed to long stay care settings.			
Actions to achieve the intermediate outcome		Target completion date	Lead Officer
Develop alternatives to residential care and locally based alternatives to congregate forms of care for adults with learning disabilities, physical disabilities and mental illness.		March 2017	Laura Bannerman, Dundee City Council
Develop a model of Early Intervention and anticipatory care planning by identifying people at risk of unplanned hospital admission through risk stratification and key indicators such as polypharmacy and falls.		March 2014	Gail Young, Dundee CHP
The Community Capacity development fund will result in a range of new projects which will support older people in the community. Examples include a dementia community café, community transport project, development of a local home help scheme, dementia choir.		March 2014	Diane McCulloch, Dundee City Council
Develop a framework which progresses an integrated delivery model for Health and Social Care in Dundee.		March 2015	Laura Bannerman, Dundee City Council
Identify and map health and social care data/spend through the Integrated Resource		March 2017	Laura Bannerman, Dundee

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Framework and remodel future resources to meet local need.		City Council	
Develop and implement a Delayed Discharge Improvement Plan.	March 2014	Chair of Discharge Management Group	
Agree and implement a Medication Management in the Community policy.	April 2015	Denise Morton, Dundee City Council	
Implement the Telecare Strategy.	March 2017	Diane McCulloch, Dundee City Council	
Develop and implement a Falls Strategy for Dundee.	March 2014	Janice Henderson, Dundee CHP and Denise Morton, Dundee City Council	
Procure additional Housing with Care for Older People.	March 2014	Diane McCulloch, Dundee City Council	
Pilot and test Housing with Care step down support from hospital.	March 2017	Diane McCulloch, Dundee City Council	
Performance Indicators for this intermediate outcome	Baseline (2012)	Target (2017)	Lead Officer
Number of people 65+ receiving intensive homecare (rate per 1,000 population).	16.91	20.75	Lynsey Webster, Dundee City Council
Proportion of clients with complex needs receiving intensive home care out of the number of clients in long stay care.	30.37	30.00	Lynsey Webster, Dundee City Council

OUTCOME: 5. People in Dundee are able to live independently and access support when they need it.		
INTERMEDIATE OUTCOME: 5e) Older people and other adults are protected from harm.		
Actions to achieve the intermediate outcome	Target completion date	Lead Officer
Develop a partnership strategy to prevent and address situations where adults are at risk of financial exploitation.	June 2014	Laura Bannerman, Dundee City Council
Follow up on the recommendations contained in the Biennial Report of the Independent Convenor of the Adult Support and Protection Committee, which has an action plan to identify and support adults at risk of harm.	March 2014	Laura Bannerman, Dundee City Council
Undertake self assessment of Adult Protection and integrate into the Adult Support and	April 2014	Adult Support and Protection

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Protection Committee Business Plan.			Lead Officer
Develop and deliver an integrated Protecting People Framework, which draws on Child Protection, Adult Protection and Violence against Women to ensure we have a protective framework that works for all of our citizens.		December 2014	Dundee Partnership Protecting People Team
Performance Indicators for this intermediate outcome	Baseline (2012)	Target (2017)	Lead Officer
Number of referrals to social work, considered under Adult Support and Protection Procedures which proceed to: a) Initial Management Discussion (IMD).	578	1052	Lynsey Webster, Dundee City Council
Number of referrals to social work, considered under Adult Support and Protection Procedures which proceed to: a) Initial Referral Discussion (IRD).	124	350	Lynsey Webster, Dundee City Council
Number of referrals to social work, considered under Adult Support and Protection Procedures which proceed to: a) Case Conference (CC).	63	153	Lynsey Webster, Dundee City Council



**SINGLE OUTCOME AGREEMENT
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Outcome 6

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OUTCOME: 6. Our communities will be safe and feel safe.		
INTERMEDIATE OUTCOME: 6a) Dundee has reduced levels of crime.		
Actions to achieve the intermediate outcome	Target completion date	Lead Officer
Co-ordination of resources and inter agency response through the CSP HUB Tasking Meeting.	2014	Liz Kay, Dundee City Council
Utilise Community and Crime intelligence through the Community Intelligence Unit to identify trends, offenders and victims and develop preventative approaches and problem solving solutions.	2014	Mark Duncan Police Scotland
Tackle Domestic Abuse through implementation of the Police Scotland Domestic Abuse toolkit.	2015	Iain Wales, Police Scotland
Tackle Domestic Abuse through better support for victims through the implementation of safety plans, support through MARAC and preventative actions against the offender by enforcement of domestic bail checks.	2014	Iain Wales, Police Scotland
Tackle Hate Crime through the HIMAP, developing preventative approaches and action plans to tackle identified trends, support victims and tackle offenders.	2016	Mark Duncan Police Scotland
Tackle violence and disorder in the City Centre and local communities through further development the Best Bar None Scheme.	2015	Morag Beattie, Dundee City Council
Tackle city centre violence and disorder through the CENTRESAFE Policing operation.	2014	Shaun McKillop, Police Scotland
Develop with partners a programme of leisure time, evening, and weekend activities providing positive engagement opportunities which divert young people from ASB, involvement with / alcohol / and other possible offending behaviour.	2014	Kenny Lindsay, Dundee City Council
Tackle Antisocial behaviour in the city through developing a coordinated response to reducing the emerging problem that is Noise Nuisance.	2015	Stewart Steen, Dundee City Council
Tackle Antisocial behaviour in the city by supporting victims within the Police Repeat Caller process through support, problem solving approaches and enforcement against offenders.	2014	Mark Duncan, Police Scotland
Tackle Alcohol Misuse through promotion of the 5 Licensing Objectives within Dundee and through the development of the ADP's Overprovision work.	2017	Steven Dalton, Dundee Alcohol and Drug Partnership
Tackle Alcohol Misuse through a preventative approach towards young people, supporting children at risk through their own behaviours including, alcohol misuse, developing diversions through Youth Justice, Operation Dry up and inputs developed through the co-	2017	Eric Knox, TCA

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location educational Hub.			
Reduce Violent Crime through implementation of a range of tactics including the National Violence Reduction campaign.	2014		Mark Duncan, Police Scotland
Tackle violence through proactively targeting known offenders using Recency, Frequency Gravity methodology and the utilisation of appropriate stop search tactics.	2014		Shaun McKillop, Police Scotland
Support local community plans by tackling the ASB aspect of drug misuse through patrolling and interventions in identified problem areas.	2014		Kevin McMahon, Police Scotland
Support local community plans by tackling the ASB aspect of drug misuse through Addressing Stigma and supporting Recovery.	2017		Steve Dalton, Dundee Alcohol and Drug Partnership
Deliver a programme of activities with communities and staff at all levels within partner agencies aimed at raising awareness of the CONTEST PREVENT objectives linked to various themes including preventing terrorism, violence, and criminality supporting vulnerable individuals and reporting concerns.	2014		Neil Gunn, Dundee City Council
Tackle the negative trend of increasing drug deaths through the work of the Drug Deaths Working Group of the ADP.	2017		Steve Dalton, Dundee Alcohol and Drug Partnership
Tackle prostitution, including Kerb crawling, tackling offenders and supporting women out of prostitution through the Vice Versa project.	2017		Sinéad Daly, WRASAC
Support the Dundee Licensing Board to develop and use an overprovision statement for the city.	2014		Vered Hopkins, Dundee Alcohol and Drug Partnership
Tackle the anti social use of motorbikes through Operation Challenge.	2014		Kevin McMahon, Police Scotland
Performance Indicators for this intermediate outcome	Baseline (2012)	Target (2017)	Lead Officer
Number of crimes of violence.	284	273	Mark Duncan, Police Scotland
Number of crimes of robbery.	89	89	Mark Duncan, Police Scotland
Number of crimes of vandalism.	2646	2300	Mark Duncan, Police Scotland
Number of crimes of housebreaking.	505	445	Mark Duncan, Police Scotland
Number of Noise Nuisance related complaints (AB-53).	No baseline – new codes	Reduce	Mark Duncan, Police Scotland
Number of drugs related ASB complaints (AB-27).	No baseline – new codes	Reduce	Mark Duncan, Police Scotland

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Number of Group 2 crimes (sexual offences).	<i>Tbc</i>	No target	Mark Duncan, Police Scotland
Number of premises in Best Bar None Scheme.	28	improve	Morag Beattie, Dundee City Council
Number of Drugs related deaths.	32 (2011)	decrease	Steve Dalton, Dundee Alcohol and Drug Partnership
Number of Contest / Prevent presentations.	20	improve	Mark Duncan, Police Scotland
Repeat call rates for identified Repeat Callers.	400 / 9404	reduce	Mark Duncan, Police Scotland
Number of Youths complaints (new disposal code QO24).	No baseline – new codes	No target	Mark Duncan, Police Scotland
Number of Hate Crimes.	No baseline	No target – positive work in this field should increase the number of crimes.	Mark Duncan, Police Scotland
Number of young people engaged in diversionary activity.	3000	3600	Kenny Lindsay, Dundee City Council
Number of crimes of violence within the City Centre area of Dundee.	No baseline	<i>tbc</i>	Mark Duncan, Police Scotland
Number of motorbikes seized under Operation Challenge.	No baseline	<i>tbc</i>	Kevin McMahon, Police Scotland
Number of women supported in identifying routes out of prostitution.	0	50	Kay Lonerghan, WRASAC

OUTCOME: 6. Our communities will be safe and feel safe.		
INTERMEDIATE OUTCOME: 6b) Dundee has reduced levels of re-offending.		
Actions to achieve the intermediate outcome	Target completion date	Lead Officer
Fully implement and evaluate a pilot Community Justice Centre for women offenders delivering services at all stages of the criminal justice process.	2015	Glyn Lloyd, Dundee City Council
Complete Community Reintegration Trial in partnership with HM Prison Perth and Scottish Government for adult males sentenced to between 6 months and 4 years custody.	2014	Glyn Lloyd, Dundee City Council, M. Ingles, Perth Prison
Implement and evaluate a multi agency approach to managing persistent acquisitive offenders.	2015	Glyn Lloyd, Dundee City Council, Shaun McKillop,

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			Police Scotland
Progress a whole system approach to reducing re-offending for young people and adults, involving a preventative approach where offending is identified and addressed early.	2015		Glyn Lloyd, Dundee City Council
Ensure all Registered Sex Offenders are assessed and managed through Multi Agency Public Protection Arrangements.	2015		E. Stewart, Dundee City Council
Review the assessment, targeting, Court Report proposals, sentence outcomes and access to statutory treatment programmes for adult male perpetrators of domestic violence.	2015		Glyn Lloyd, Dundee City Council
Performance Indicators for this intermediate outcome	Baseline (2012)	Target (2017)	Lead Officer
Reconviction frequency of women.	72.3%	64%	Chris Johnston, DCJA
Reconviction frequency of men.	75.1%	64%	Chris Johnston, DCJA
Reconviction frequency for men who have served sentences of between 6 months & 4 years.	SG 2009/10 cohort 41.8% reconviction rate within 1 year	35.9% (2% decrease year on year)	Glyn Lloyd, Dundee City Council
Percentage of Court Reports prepared on perpetrators of domestic violence resulting in a CPO with a programme requirement.	61%	70%	Glyn Lloyd, Dundee City Council
Number of offences dealt with through the Early and Effective Intervention scheme.	176	250	Martin Dey, Dundee City Council
Number of offences dealt with through a formal Diversion from Prosecution Programme.	32	64	H. Nisbett, Procurator Fiscals Office
Percentage of Court Reports resulting in a short-term prison sentence from 6 months to 4 years.	16%	10%	Glyn Lloyd, Dundee City Council
Completion rate of Community Payback Orders involving an unpaid work and/or supervision requirement.	66%	72%	Glyn Lloyd, Dundee City Council
Percentage of Registered Sex Offenders managed through Multi-Agency Public Protection Arrangements.	100%	100%	E. Stewart, Dundee City Council

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OUTCOME: 6. Our communities will be safe and feel safe.			
INTERMEDIATE OUTCOME: 6c) Dundee has reduced fear of crime.			
Actions to achieve the intermediate outcome		Target completion date	Lead Officer
Tackle the fear of crime particularly Hate Crime, through the work of HIMAP, tackling under-reporting, building trust and developing third party and remote reporting processes.		2016	Mark Duncan, Police Scotland
Develop a communication strategy to promote work of the CSP and Dundee as a safe city in which to live and work, including Social Media by supporting communities through positive messaging and factual responses.		2014	Liz Kay, Dundee City Council
We will learn more about the fear of crime to develop more effective responses through collaboration with the University of Abertay.		2016	Wendy Strathearn, Victim Support
Develop the Police Repeat Callers to support repeat victims of crime and antisocial behaviour through involving callers in problem solving solutions.		2015	Mark Duncan, Police Scotland
Tackle the fear of crime for those who have been victims of house breaking or are living in areas which are vulnerable to house breaking through the target hardening of premises.		2014	Liz Kay, Dundee City Council
Performance Indicators for this intermediate outcome			
Performance Indicators for this intermediate outcome	Baseline (2012)	Target (2017)	Lead Officer
Percentage of people reporting that it is very safe/fairly safe walking alone in their neighbourhood after dark.	80%	85%	Jill Brash, Dundee City Council
Number of persons spoken to through the HIMAP disability hate crime action plan.	<i>tbc</i>	<i>tbc</i>	Mark Duncan, Police Scotland
Number of homes subject to target hardening per annum within Community Regeneration Areas.	90	110	Liz Kay, Dundee City Council

OUTCOME: 6. Our communities will be safe and feel safe.			
INTERMEDIATE OUTCOME: 6d) We have improved safety of our local communities by reducing the risk to life, property and the environment from fire.			
Actions to achieve the intermediate outcome		Target completion date	Lead Officer
Produce a three year Local Fire and Rescue Plan for the Dundee area which sets out the priorities and objectives for reducing the incidents of fire and other emergencies to be		2014	Martin Tait, Scottish Fire & Rescue Service

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agreed by the Local Authority.			
Continue to target and deliver Home Fire Safety Visits and where appropriate, provide and fit free smoke alarms.		Reviewed Annually	Martin Tait, Scottish Fire & Rescue Service
Work in partnership to identify, target and protect the more vulnerable members of the community who are most at risk from fire.		Reviewed Annually	Martin Tait, Scottish Fire & Rescue Service
Continue to work in partnership utilising an intelligence led approach and target resources in areas of greatest risk and deliver a range of interventions to make our communities safer.		Reviewed Annually	Martin Tait, Scottish Fire & Rescue Service
Conduct joint fire investigations to establish the cause of fires.		2017	Martin Tait, Scottish Fire & Rescue Service
Inform and educate our communities, utilising a variety of methods, highlighting the common causes of fire and benefit of having working smoke alarms.		2017	Martin Tait, Scottish Fire & Rescue Service
Continue to educate young people and conduct appropriate youth engagement activities to promote safety and responsible citizenship.		Reviewed Annually	Martin Tait, Scottish Fire & Rescue Service
Continue our partnership approach and work with residents and housing providers to address the issues of combustible materials stored within common closes/ stairwells which can often result in deliberate fire setting activity.		Reviewed Annually	Martin Tait, Scottish Fire & Rescue Service
Performance Indicators for this intermediate outcome	Baseline (2012)	Target (2017)	Lead Officer
Number of fatalities arising from fires.	2	0	Martin Tait, Scottish Fire & Rescue Service
Number of injuries arising from fires.	50	40	Martin Tait, Scottish Fire & Rescue Service
Number of dwelling fires.	275	225	Martin Tait, Scottish Fire & Rescue Service
Number of other primary fires (includes non-domestic buildings, vehicles and outdoor structures).	168	118	Martin Tait, Scottish Fire & Rescue Service
Number of deliberate primary fires (includes all domestic and non-domestic properties, vehicles and outdoor structures).	93	65	Martin Tait, Scottish Fire & Rescue Service
Number of deliberate secondary fires (includes all outdoor incidents involving grassland and refuse fires).	594	297	Martin Tait, Scottish Fire & Rescue Service
Number of malicious false alarm calls.	146	102	Martin Tait, Scottish Fire & Rescue Service

OUTCOME: 6. Our communities will be safe and feel safe.			
INTERMEDIATE OUTCOME: 6e) We have improved road safety.			
Actions to achieve the intermediate outcome		Target completion date	Lead Officer
Conduct a comprehensive analysis on road traffic collisions encountered in Dundee and promote a strategic approach to road safety by developing and implementing a robust road safety plan in consultation with key stakeholders based on the four 'E's (Education, Enforcement, Engineering & Encouragement).		2014	Martin Tait, Scottish Fire & Rescue Service
Continue to work in partnership and deliver local educational initiatives aimed at particular high risk groups to promote key road safety messages.		Reviewed Annually	Martin Tait, Scottish Fire & Rescue Service
Continue to enforce traffic legislation and support national and local campaigns that highlight and discourage driving offences and promote road safety.		2017	Grant Edwards, Police Scotland
Conduct on-going analysis of road traffic collision data in order to identify and consider appropriate engineering measures and techniques to improve safety on our roads.		Reviewed Annually	Fiona Reid, Dundee City Council
Identify and deliver suitable initiatives that encourage safer driving/ road safety behaviours.		Reviewed Annually	Martin Tait, Scottish Fire & Rescue Service
Performance Indicators for this intermediate outcome			
	Baseline (2012)	Target (2017)	Lead Officer
Number of persons killed in road traffic collisions.	2	1	Martin Tait, Scottish Fire & Rescue Service
Number of persons seriously injured in road traffic collisions.	40	32	Martin Tait, Scottish Fire & Rescue Service

OUTCOME: 6. Our communities will be safe and feel safe.			
INTERMEDIATE OUTCOME: 6f) We have improved personal safety in the home and in the community.			
Actions to achieve the intermediate outcome		Target completion date	Lead Officer
Support young people to make safe decisions in their communities through the Safe Taysiders Initiative aimed at all P& pupils in Dundee.		2014	Liz Kay, Dundee City Council
Implementation of E-Safety Strategy and Action Plan.		2016	Liz Kay, Dundee City Council

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Develop Personal Safety Strategic Assessment to inform future action planning.	2014	Liz Kay, Dundee City Council	
Establish and develop the Home Safety Scheme and a Home Safety Strategic Assessment to inform future action planning.	2015	Laura McDermott, Dundee City Council	
Delivery of E Safety inputs in response to current and emerging threats to schools and community groups.	2016	Liz Kay, Dundee City Council	
Identify an appropriate range of performance indicators to measure improved personal safety in the home and in the community.	2015	Liz Kay, Dundee City Council	
Performance Indicators for this intermediate outcome	Baseline (2012)	Target (2017)	Lead Officer
Number of young people participating in the annual Safe Taysiders Event.	1300	All P& pupils	Laura McDermott, Dundee City Council
Percentage of young people participating in Safe Taysiders Events reporting increased awareness and understanding of and how to deal with community safety issues in their communities.	No baseline	85%	Laura McDermott, Dundee City Council
Number of children/young people participating in E-Safety awareness raising sessions.	2900	3000	Liz Kay, Dundee City Council
Percentage of young people in E-Safety awareness raising sessions reporting increased understanding of, and how to deal with the risks posed by electronic communications.	No baseline	85%	Liz Kay, Dundee City Council
Number of adults participating in E-Safety awareness raising events.	280	300	Liz Kay, Dundee City Council
Percentage of adults in E-Safety awareness raising sessions reporting increased understanding of, and how to deal with the risks posed by electronic communications.	No baseline	85%	Liz Kay, Dundee City Council
Number of inter-agency home safety referrals recorded per annum on the CATS system.	0	100	Laura McDermott, Dundee City Council



**SINGLE OUTCOME AGREEMENT
DELIVERY PLAN**

2013-2017

Outcome 7

OUTCOME: 7. Dundee will be a fair and socially inclusive city.			
INTERMEDIATE OUTCOME: 7a) We have reduced deprivation in Community Regeneration Areas.			
Actions to achieve the intermediate outcome	Target completion date	Lead Officer	
Implement the Fairness Strategy action plan.	December 2016	Peter Allan, Dundee City Council	
Introduce Poverty Impact Assessment to Council decision-making processes.	March 2014	Peter Allan, Dundee City Council	
Administer the Dundee Partnership Community Regeneration Fund, targeting community regeneration areas across the city.	December 2016	Peter Allan, Dundee City Council	
Produce Scottish Index of Multiple Deprivation updates and city-wide and community area data sets for use throughout the council and partnership organisations.	December 2013	Peter Allan, Dundee City Council	
Manage and co-ordinate poverty profile / fairness strategy data sets and produce reports of updated statistical evidence on inequalities.	December 2016	Peter Allan, Dundee City Council	
Update joint Council/NHS Tayside inequalities profiles.	June 2014	Peter Allan, Dundee City Council	
Establish fast-track referrals from welfare advice services to employability partners.	April 2014	Allan Millar, Dundee City Council	
Develop poverty awareness training for frontline staff.	April 2014	Peter Allan, Dundee City Council	
Performance Indicators for this intermediate outcome	Baseline (2012)	Target (2017)	Lead Officer
Number of CRF grants awarded by Forum.	<i>tbc</i>	<i>tbc</i>	Peter Allan, Dundee City Council

OUTCOME: 7. Dundee will be a fair and socially inclusive city.			
INTERMEDIATE OUTCOME: 7b) We have reduced financial exclusion, income inequalities and fuel poverty.			
Actions to achieve the intermediate outcome	Target completion date	Lead Officer	
Review Strategies and implement workstreams to mitigate the potential impact of welfare reform changes	March 2014	Greg Colgan, Dundee City Council	

APPENDIX 3

Provide additional information and support to individuals and households affected by welfare reforms including Universal Credit	December 2016	Greg Colgan Dundee City Council	
Maximise the take up of welfare, money, debt and fuel poverty advice and action.	April 2014	Derek Miller, Dundee City Council	
Deploy the National Entitlement card for concessions across the community, including KIDZ cards for the 5-12 year old age group.	December 2013	Paul Carroll, Dundee City Council	
Increase take up of debt, money, benefit and fuel poverty advice.	December 2016	Derek Miller, Dundee City Council	
Develop improved client referral and record system to facilitate information sharing and maximise efficiency of financial inclusion services.	December 2013	Derek Miller, Dundee City Council	
Improve access to financial inclusion advice for offenders and pre-release prisoners.	December 2013	Derek Miller, Dundee City Council	
Mount campaign to target benefit advice to low paid workers.	December 2013	Derek Miller, Dundee City Council	
Increase referrals from health services to financial inclusion services.	December 2013	Derek Miller, Dundee City Council	
Increase membership of Credit Unions in the city.	December 2016	Derek Miller, Dundee City Council	
Provide access to affordable credit through Discovery Credit Union.	December 2016	Derek Miller, Dundee City Council	
Identify and develop a bill-paying service for people on Universal Credit	June 2014	Derek Miller, Dundee City Council	
Ensure availability of Benefit Tribunal representation keeps pace with demand	March 2017	Derek Miller, Dundee City Council	
Performance Indicators for this intermediate outcome	Baseline (2012)	Target (2017)	Lead Officer
Number of Low Cost Loans to Credit Union clients.	950	1,045	Derek Miller, Dundee City Council
Number of clients accessing money advice.	8,171	9,000	Derek Miller, Dundee City Council
Annual cash amount of ongoing benefit/credit gained per case.	£2,887	£2,887	Dave Berry, Dundee City Council

APPENDIX 3

Income generated for Dundee citizens as a result of successful claims for welfare benefits and tax credits.	£3,070,970	£3,919,423	Dave Berry, Dundee City Council
Amount of debt rescheduled for Dundee Citizens as a result of money advice provision.	£1,355,854	££1,730.451	Dave Berry, Dundee City Council
Percentage of service users rating the Welfare Rights Service as excellent or good in customer evaluation questionnaires.	95%	100%	Dave Berry, Dundee City Council
Percentage of households living in fuel poverty.	26%	Substantially reduce fuel poverty by 2016.	Heather McQuillan, Dundee City Council
Number of White Goods packages delivered.	623	1000 (per annum)	Ian Treanor, Dundee City Council
Number of Houses Registered for Warm Home Discount.	769	500 (per annum)	Ian Treanor, Dundee City Council
Number of Energy Advice Visits.	2998	3500	Ian Treanor, Dundee City Council

OUTCOME: 7. Dundee will be a fair and socially inclusive city.			
INTERMEDIATE OUTCOME: 7c) People in Community Regeneration Areas are skilled, confident and resilient.			
Actions to achieve the intermediate outcome	Target completion date	Lead Officer	
Increase collaborative approach with partner agencies to deliver targeted outdoor learning provision to deliver more outdoor learning training opportunities in Community Regeneration Areas.	December 2016	Derek Napier, Dundee City Council	
Increase number of people from community regeneration areas participating in outdoor learning through delivery of the Outdoor Learning Strategy.	December 2016	Derek Napier, Dundee City Council	
Organise local delivery of Stop Loan Sharks Project.	September 2013	Derek Miller, Dundee City Council	
Target Capacity Building Initiatives to Community Regeneration areas.	December 2016	John Hosie, Dundee City Council	
Develop a Management Information System to provide evidence of whether Community Capacity Building outcomes and being improved.	December 2016	John Hosie, Dundee City Council	
Performance Indicators for this intermediate outcome	Baseline (2012)	Target (2017)	Lead Officer

APPENDIX 3

Number of community groups accessing grants, buildings and/or equipment.	70	80	John Hosie, Dundee City Council
Number of individuals provided with personal support, training and development.	240	265	John Hosie, Dundee City Council
Number of community groups and voluntary sector projects developed and/or supported.	80	90	John Hosie, Dundee City Council
Number of community groups receiving capacity building support (long-term).	93	100	John Hosie, Dundee City Council
Number of community groups receiving capacity building support (short-term).	58	70	John Hosie, Dundee City Council
Number of Community Councils and Neighbourhood Representative Structures supported.	8	9	John Hosie, Dundee City Council
Number of people from community regeneration areas participating in outdoor learning.	<i>tbc</i>	<i>tbc</i>	Derek Napier, Dundee City Council



**SINGLE OUTCOME AGREEMENT
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2013-2017

Outcome 8

OUTCOME: 8. Our People will live in strong, popular and attractive communities.			
INTERMEDIATE OUTCOME: 8a) Our neighbourhoods have improved physical environments.			
Actions to achieve the intermediate outcome	Target completion date	Lead Officer	
Complete the next phase of physical works as set out in the regeneration framework for Lochee District Centre.	March 2015	Gregor Hamilton, Dundee City Council	
Develop a Land Asset Management Plan for all areas of public open space.	December 2016	Peter Sandwell, Dundee City Council	
Work with local community planning partnerships to improve standard of play provision and open space	March 2014	Peter Sandwell, Dundee City Council	
Develop and implement an action plan for the upgrading of tennis facilities across the city.	June 2014	Peter Sandwell, Dundee City Council	
Introduce Green Fitness Gyms into appropriate parks and areas of open space.	March 2015	Peter Sandwell, Dundee City Council	
Work with other partners to plan a programme of outdoor activities and events for the Central Waterfront open spaces.	March 2017	Peter Sandwell, Dundee City Council	
Performance Indicators for this intermediate outcome			
Performance Indicators for this intermediate outcome	Baseline (2012)	Target (2017)	Lead Officer
Percentage of Dundee citizens very satisfied or satisfied with quality and maintenance of open spaces.	97%	97%	Peter Sandwell, Dundee City Council
Percentage of Dundee's citizens very satisfied or satisfied with children's play areas	88%	95%	Peter Sandwell, Dundee City Council
Percentage of Dundee's citizens very satisfied or satisfied with cleanliness of streets.	97%	98%	Rod Houston, Dundee City Council
Percentage of Dundee's citizens very satisfied or satisfied with cleanliness of area around home.	98%	99%	Rod Houston, Dundee City Council
Percentage of Dundee's citizens very satisfied or satisfied with the condition of roads, pavements and streetlighting.	84%	86%	Peter Allan, Dundee City Council
Percentage of Dundee's citizens very satisfied or satisfied with the built environment.	97%	98%	Peter Allan, Dundee City Council
Percentage of racist or offensive graffiti cleaned within the target	96%	98%	Ally Lawson, Dundee City

time of 24hrs from complaint received.			Council
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OUTCOME: 8. Our People will live in strong, popular and attractive communities.			
INTERMEDIATE OUTCOME: 8b) We have quality, choice and affordability of housing.			
Actions to achieve the intermediate outcome		Target completion date	Lead Officer
Ensure that a five year supply of effective housing land is available at all times.		March 2017	Gregor Hamilton, Dundee City Council
Update the Whitfield Planning Framework and use it to promote high quality housing development.		March 2014	Gregor Hamilton, Dundee City Council
Complete Phase 2 of the Mill O'Mains Community Regeneration Masterplan.		December 2015	Gordon Birrell, Dundee City Council
Achieve the Scottish Housing Quality Standard.		March 2015	Nancy Farquharson, Dundee City Council
Build new energy efficient homes in partnership with Housing Associations and the National Housing Trust.		December 2016	Nancy Farquharson, Dundee City Council
Performance Indicators for this intermediate outcome			
	Baseline (2012)	Target (2017)	Lead Officer
Effective housing land supply.	4885	3050	Gregor Hamilton, Dundee City Council
Number of socially rented houses passing the Scottish Housing Quality Standard.	14,293	21,162	Nancy Farquharson, Dundee City Council
Percentage of council dwellings that are energy efficient.	77%	100%	Nancy Farquharson, Dundee City Council

OUTCOME: 8. Our People will live in strong, popular and attractive communities.			
INTERMEDIATE OUTCOME: 8c) We have improved the quality of local shops.			
Actions to achieve the intermediate outcome		Target completion date	Lead Officer
Increase number of occupied shops in Community Regeneration Areas.		December 2013	Michelle Glass, Dundee City Council
Deliver shop upgrade programme of Council owned shops.		March 2017	Colin Craig, Dundee City Council
Co-ordinate and report on the annual Retail Monitoring Survey.		December 2016	Jill Brash, Dundee City Council
Performance Indicators for this intermediate outcome			
Performance Indicators for this intermediate outcome	Baseline (2012)	Target (2017)	Lead Officer
Number of occupied shops in Community Regeneration Areas	83%	<i>tbc</i>	Michelle Glass, Dundee City Council
Percentage of Dundee's citizens very satisfied or satisfied with local shopping facilities.	98%	99%	Peter Allan, Dundee City Council
Percentage of Dundee's citizens who found local shops to be very or fairly easily accessible.	96%	97%	Peter Allan, Dundee City Council

OUTCOME: 8. Our People will live in strong, popular and attractive communities.			
INTERMEDIATE OUTCOME: 8d) Our neighbourhoods experience greater community spirit and wellbeing.			
Actions to achieve the intermediate outcome		Target completion date	Lead Officer
Increase number of individuals and/or groups involved in planning, delivery and evaluation of festivals and other community events.		December 2016	John Hosie, Dundee City Council
Support and encourage entries into appropriate national award and recognition schemes to improve the image and perception of the city.		March 2017	Peter Sandwell, Dundee City Council
Work with appropriate community groups to seek gold standard within the Beautiful Scotland Awards.		March 2017	Peter Sandwell, Dundee City Council
Promote and develop the Dundee Flower and Food Festival as a regional event, highlighting 2014 as the Year of Homecoming.		September 2014	Peter Sandwell, Dundee City Council

APPENDIX 3

Performance Indicators for this intermediate outcome	Baseline (2012)	Target (2017)	Lead Officer
Number of cultural events held within community centres.	196	205	Doug Rennie, Dundee City Council
Number of peoples attending cultural events within community centres.	17,784	18,400	Doug Rennie, Dundee City Council
Number of volunteers supporting community centre programmes.	130	142	Doug Rennie, Dundee City Council
Number of festivals and other community events facilitated with the support of the Community Regeneration Team.	15	18	John Hosie, Dundee City Council



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Outcome 9

OUTCOME: 9. Our communities will have high quality and accessible local services and facilities.			
INTERMEDIATE OUTCOME: 9a) Our neighbourhoods receive better services.			
Actions to achieve the intermediate outcome		Target completion date	Lead Officer
Develop local community planning partnerships and implement local community plans.		March 2017	John Hosie, Dundee City Council
Undertake a local Community Plan Impact Assessment.		December 2015	John Hosie, Dundee City Council
Performance Indicators for this intermediate outcome			
Performance Indicators for this intermediate outcome	Baseline (2012)	Target (2017)	Lead Officer
Percentage of Local Community Plan outputs delivered.	90%	90%	John Hosie, Dundee City Council
Number of individuals involved in local Community Plan Impact Assessment.	362	400	John Hosie, Dundee City Council
Number of Partnership Agreements between community centres and community groups/voluntary organisations.	24	30	Doug Rennie, Dundee City Council
Number of sessions provided through Partnership Agreements within community centres.	2,689	2,820	Doug Rennie, Dundee City Council

OUTCOME: 9. Our communities will have high quality and accessible local services and facilities.			
INTERMEDIATE OUTCOME: 9b) Our people engage and participate more in their communities.			
Actions to achieve the intermediate outcome		Target completion date	Lead Officer
Raise awareness of volunteer opportunities and level of volunteering in local communities.		December 2013	John Hosie, Dundee City Council
Develop in-house training opportunities through Dundee Association of Local Management Groups training sub-group.		March 2017	Doug Rennie, Dundee City Council
Involve individuals/groups involved in planning, delivering and evaluation of Local Community Engagement Action Plans.		December 2017	John Hosie, Dundee City Council
Organise biannual Dundee Partnership Community Conferences.		December 2016	Peter Allan, Dundee City Council

APPENDIX 3

Co-ordinate and report on Dundee Partnership annual social survey.	December 2016	Peter Allan, Dundee City Council	
Implement a strategy to build capacity within community groups to enable the transfer of appropriate land and associated assets to the community.	July 2016	Peter Sandwell, Dundee City Council	
Support and increase the activity of community groups involved in the management and maintenance of open spaces including community clean ups and Neighbourhood Environmental Action Teams.	March 2017	Peter Sandwell, Dundee City Council	
Performance Indicators for this intermediate outcome	Baseline (2012)	Target (2017)	Lead Officer
Number of users of community centres.	428,056	435,000	Doug Rennie, Dundee City Council
Number of capacity building sessions for Dundee Association of Local Management Groupsmembers.	26	30	Doug Rennie, Dundee City Council
Number of Community Engagement events.	40	45	John Hosie, Dundee City Council
Number of attendees at Community Engagement events.	7,459	8,000	John Hosie, Dundee City Council
Number of community members regularly involved in Regeneration Forums.	72	75	John Hosie, Dundee City Council
Number of Asset Transfers completed.	0	10	John Hosie, Dundee City Council

OUTCOME:	9. Our communities will have high quality and accessible local services and facilities.	
INTERMEDIATE OUTCOME:	9c) Our people have access to high quality community facilities.	
Actions to achieve the intermediate outcome	Target completion date	Lead Officer
Complete construction and occupation of Whitfield Life Services building by Council, NHS services and community groups.	April 2014	Rob Pedersen, City Development
Review the possibilities for co-locating services between health services and the Council in community regeneration areas i.e. building on Whitfield Life Services model.	March 2017	Peter Allan, Dundee City Council
Formalise links between community centres and external agencies to widen the programme of opportunities within these facilities.	March 2017	Doug Rennie, Dundee City Council

APPENDIX 3

Develop local community centres and libraries as local public service contact points and provide facilities to combat digital exclusion.	December 2016	Stewart Murdoch, Dundee City Council	
Establish weekend lets of community centres for the public.	March 2017	Doug Rennie, Dundee City Council	
Engage wider community in consultation process on the programme for community centres.	September 2015	Doug Rennie, Dundee City Council	
Establish digital community information points (such as Freeway) within community centres.	March 2017	Doug Rennie, Dundee City Council	
Performance Indicators for this intermediate outcome	Baseline (2012)	Target (2017)	Lead Officer
Number of weekend access lets at community centres.	215	235	Doug Rennie, Dundee City Council
Number of participants in ICT classes within community centres.	1,608	1,700	Doug Rennie, Dundee City Council
Number of ICT Session within community centres.	485	550	Doug Rennie, Dundee City Council

OUTCOME: 9. Our communities will have high quality and accessible local services and facilities.			
INTERMEDIATE OUTCOME: 9d) Our people have access to a range of travel networks.			
Actions to achieve the intermediate outcome	Target completion date	Lead Officer	
Continue to support and develop access to a range of travel services delivered on the National Entitlement Card (bus, rail and taxi).	December 2016	John Berry, Dundee City Council	
Increase the number of bus stops with raised kerb heights to improve accessibility.	2017	John Berry, Dundee City Council	
Maintain and improve the availability of the Public transport network across the city.	2017	John Berry, Dundee City Council	
Assist with development of a successful Multi-Operator travel ticket.	2017	John Berry, Dundee City Council	
Performance Indicators for this intermediate outcome	Baseline (2012)	Target (2017)	Lead Officer

APPENDIX 3

Percentage of Bus Stops with Raided Kerbs.	50% (450)	95% (900)	John Berry, Dundee City Council
Percentage of residents within 30 minute travel time of city centre or district centre (Broughty Ferry/Lochee/Perth Rd/Stobswell).	99% (142,254)	99%	John Berry, Dundee City Council
Percentage of respondents who are fairly or very satisfied with public transport in Dundee (including no opinions).	69% (2009-10 data)	75%	John Berry, Dundee City Council
Availability of a widely used Integrated Ticketing Product.	No tickets available	5,000 (sales annually)	John Berry, Dundee City Council



**SINGLE OUTCOME AGREEMENT
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2013-2017

Outcome 10

OUTCOME: 10. Our people will live in a low carbon, sustainable city.			
INTERMEDIATE OUTCOME: 10a) Dundee mitigates and adapts to the effects of climate change for the transition to a low carbon economy.			
Actions to achieve the intermediate outcome		Target completion date	Lead Officer
Develop a Low Carbon Strategy for Dundee.		March 2015	Bryan Harris, Dundee City Council
Realise the potential to become a leading centre for the renewable energy in the UK by delivering at least two new manufacturing operations within the City employing local people.		June 2017	Stan Ure, Dundee City Council
Identify climate change adaptation challenges and opportunities in Dundee and plan and implement work required to address these.		March 2015	Bryan Harris, Dundee City Council
Participate in public climate change and energy efficiency awareness campaigns.		December 2014	Bryan Harris, Dundee City Council
In partnership with the Scottish Cities Alliance, take forward a programme of collaborative action on sustainable cities to support Dundee in transitioning to a low carbon economy.		March 2014	Bryan Harris, Dundee City Council
Ensure renewable technologies are deployed where appropriate as means of reducing costs of heating / electricity for tenants and reducing carbon emissions.		March 2014	Heather McQuillan, Dundee City Council
Form partnerships with other Council departments and external agencies in Dundee and beyond in energy networks that benefit households.		March 2014	Heather McQuillan, Dundee City Council
Continue to participate in the international Eco Schools programme to promote environmental; awareness via the school curriculum.		March 2017	Bryan Harris, Dundee City Council
Performance Indicators for this intermediate outcome			
	Baseline (2012)	Target (2017)	Lead Officer
CO ₂ emissions (tonnes) per capita in Dundee city area.	6.6 (2010)	6.42	Bryan Harris, Dundee City Council
Percentage of planning applications approved in accordance with Local Plan policy on low and zero carbon technology in new developments.	0	90%	Charlie Walker, Dundee City Council
CO ₂ emissions (tonnes) from Council's properties.	36,568	5% reduction per annum	Alex Gibson, Dundee City Council

OUTCOME: 10. Our people will live in a low carbon, sustainable city.			
INTERMEDIATE OUTCOME: 10b) Dundee has an accessible, integrated and sustainable travel network.			
Actions to achieve the intermediate outcome		Target completion date	Lead Officer
Deliver more capacity in the Dundee Travel Active strategy to deliver health benefits as well as reduce the need for city centre parking.		December 2016	John Berry, Dundee City Council
Implement sustainable measures such as Smarter Choices Smarter Places (Dundee Travel Active), Cycling, Walking and Safer Streets.		December 2014	John Berry, Dundee City Council
Develop with transport partners an integrated transport ticket on the National Entitlement Card.		December 2013	Neil Gellatly, Dundee City Council
Implement appropriate priority actions from Dundee's Outdoor Access Strategy.		March 2017	Peter Sandwell, Dundee City Council
Introduce measures to improve bus services and reduce emissions.		December 2014	Neil Gellatly, Dundee City Council
Introduce measures to reduce emissions from Heavy Goods Vehicles.		December 2014	Neil Gellatly, Dundee City Council
Increase the number and use of Council vehicles powered by electricity or other low carbon fuel systems.		March 2017	Gary Mcrae, Dundee City Council
Promote the uptake and use of cleaner and/or alternative fuels where possible for transport.		December 2014	Neil Gellatly, Dundee City Council
Work with the Scottish Government and other partners to develop a network of publically available electric vehicles charging points across Dundee.		August 2014	Gary Mcrae, Dundee City Council
Review and rationalise existing routing of all Council vehicles and service delivery systems to improve efficiency and reduce unnecessary journeys.		December 2015	Gary Mcrae, Dundee City Council
Performance Indicators for this intermediate outcome			
Performance Indicators for this intermediate outcome	Baseline (2012)	Target (2017)	Lead Officer
Percentage of children walking or cycling to school.	50.6%	65%	John Berry, Dundee City Council
Percentage of commuters using active travel modes.	19.7% (2009-10 data)	25%	John Berry, Dundee City Council
No of Green Circular cycle movements.	34,000	37,400	Peter Sandwell, Dundee City Council

APPENDIX 3

CO ₂ emissions (tonnes) from Council's vehicle fleet.	4,416	5% reduction per annum	Gary Mcrae, Dundee City Council
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OUTCOME: 10. Our people will live in a low carbon, sustainable city.			
INTERMEDIATE OUTCOME: 10c) Dundee has sustainable waste management systems that reduce environmental impacts of waste production.			
Actions to achieve the intermediate outcome		Target completion date	Lead Officer
Develop and implement the Dundee Zero Waste Strategy changing the collection infrastructure to meet the recycling targets consistent with the Waste (Scotland) Regulations 2012.		March 2017	Andy Malcolm, Dundee City Council
Develop a corporate waste management strategy for all Council facilities.		December 2013	Andy Malcolm, Dundee City Council
Implement 'Zero Waste' management plans to reduce the impact of construction operations on the environment.		March 2014	Andy Malcolm, Dundee City Council
Streamline current education and awareness activities to provide a more targeted approach to waste education and to promote the "Towards Zero Waste" message.		March 2017	Andy Malcolm, Dundee City Council
Increase the number of community recycling facilities available across the city, including Recycle on The Go, Neighbourhood Recycling Points & Recycling Points taking into account possible obstruction hazards to people with a disability.		March 2017	Andy Malcolm, Dundee City Council
Introduce a resource redistribution system (WARPit) for public sector organisations in city.		March 2014	Bryan Harris, Dundee City Council
Performance Indicators for this intermediate outcome			
Performance Indicators for this intermediate outcome		Baseline (2012)	Target (2017)
Percentage of household waste recycled or composted.		31.8%	50%
Tonnage of biodegradable municipal waste land filled.		3,500	1,600
Number of Recycling Points located throughout the city.		113	130
			Andy Malcolm, Dundee City Council

OUTCOME: 10. Our people will live in a low carbon, sustainable city.			
INTERMEDIATE OUTCOME: 10d) Dundee has a clean, healthy and safe environment with improved air, land and water quality.			
Actions to achieve the intermediate outcome		Target completion date	Lead Officer
Develop and implement mitigation measures as appropriate in accordance with the Local Air Quality Management Framework		December 2014	Iris Coghill, Dundee City Council
Improve the cleanliness of our streets, parks and open spaces utilising LEAMS to measure progress.		March 2017	Rod Houston, Dundee City Council
Develop and implement a strategy to reduce the level of dog fouling in the city.		May 2014	Iris Coghill, Dundee City Council
Develop action plan to reduce the incidence of environmental health nuisances within local communities.		March 2017	Iris Coghill, Dundee City Council
Performance Indicators for this intermediate outcome			
	Baseline (2012)	Target (2017)	Lead Officer
Local Environmental Audit and Management System street cleanliness score.	73%	75%	Rod Houston, Dundee City Council
Percentage of Derelict Land - Non Community Regeneration Areas.	0.24%	0%	Mark Conroy, Dundee City Council
Percentage of Derelict Land - Community Regeneration Areas.	0.76%	0%	Mark Conroy, Dundee City Council

OUTCOME: 10. Our people will live in a low carbon, sustainable city.			
INTERMEDIATE OUTCOME: 10e) Dundee has an attractive and sustainable natural environment where the built heritage is valued and protected.			
Actions to achieve the intermediate outcome		Target completion date	Lead Officer
Develop a biodiversity action plan for Dundee involving partner organisations.		December 2013	Peter Sandwell, Dundee City Council
Develop and implement a strategy to improve the wildlife value of Dundee's open spaces including the creation of more natural grassed areas.		March 2014	Peter Sandwell, Dundee City Council
Improve the quality of open space through the application of Green Flag standards to parks and open space where appropriate and participation in the Keep Scotland Beautiful beach		March 2017	Peter Sandwell, Dundee City Council

APPENDIX 3

resort award scheme for Broughty Ferry beach.			
Prepare and implement development plans for Dundee's major parks including Camperdown Park and Dundee Law creating high quality regional facilities.		March 2017	Peter Sandwell, Dundee City Council
Develop a programme of environmental improvements along key ambassador routes.		April 2014	Rod Houston, Dundee City Council
Develop strategy for the development of community allotments and gardens within the community regeneration areas.		September 2014	Peter Sandwell, Dundee City Council
Performance Indicators for this intermediate outcome	Baseline (2012)	Target (2017)	Lead Officer
Number of resort awards.	1	1	Peter Sandwell, Dundee City Council
Number of areas receiving green flag awards.	4	5	Peter Sandwell, Dundee City Council
Number of areas achieving green flag standard (excluding awards).	3	15	Peter Sandwell, Dundee City Council
Number of silver Beautiful Scotland awards.	2	3	Peter Sandwell, Dundee City Council
Percentage Dundee citizens very satisfied or satisfied with the natural environment of Dundee.	99%	99%	Peter Sandwell, Dundee City Council

EQUALITY IMPACT ASSESSMENT TOOL

Part 1: Description/Consultation

Is this a Rapid Equality Impact Assessment (RIAT)?	Yes X <input type="checkbox"/>	No <input type="checkbox"/>
Is this a Full Equality Impact Assessment (EQIA)?	Yes X <input type="checkbox"/>	No <input type="checkbox"/>
Date of Assessment: 26 August 2013	Committee Report Number: 376-2013	
Title of document being assessed: Single Outcome Agreement for Dundee 2013-17		
1. This is a new policy, procedure, strategy or practice being assessed (If yes please check box)X <input type="checkbox"/>	This is an existing policy, procedure, strategy or practice being assessed? (If yes please check box) <input type="checkbox"/>	
2. Please give a brief description of the policy, procedure, strategy or practice being assessed.	These documents describe the outcomes which the Council and the Dundee Partnership will endeavour to achieve over the next four years and the action which will be required.	
3. What is the intended outcome of this policy, procedure, strategy or practice?	The achievement of the ten outcomes described in the SOA together with the targets for measuring improvement.	
4. Please list any existing documents which have been used to inform this Equality and Diversity Impact Assessment.	The previous Single Outcome Agreement for Dundee.	
5. Has any consultation, involvement or research with protected characteristic communities informed this assessment? If yes please give details.	This has been informed through ongoing engagement with groups across the 10 outcomes a facilitated by the strategic and cross-cutting theme groups of the Partnership and public sector partners	
6. Please give details of council officer involvement in this assessment. (e.g. names of officers consulted, dates of meetings etc)	This was undertaken by Peter Allan, Community Planning Manager.	
7. Is there a need to collect further evidence or to involve or consult protected characteristics communities on the impact of the proposed policy? (Example: if the impact on a community is not known what will you do to gather the information needed and when will you do this?)	There is ongoing dialogue on the work of the Dundee Partnership held with the Dundee Equalities Forum.	

Part 2: Protected Characteristics

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

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

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

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

Part 3: Impacts/Monitoring

<p>1. Have any positive impacts been identified?</p> <p>(We must ensure at this stage that we are not achieving equality for one strand of equality at the expense of another)</p>	<p>The SOA is a very broad, strategic document which mostly describes whole population improvement. Additional attention is focused on strategic groups and community regeneration areas.</p>
<p>2. Have any negative impacts been identified?</p> <p>(Based on direct knowledge, published research, community involvement, customer feedback etc. If unsure seek advice from your departmental Equality Champion.)</p>	<p>None</p>
<p>3. What action is proposed to overcome any negative impacts?</p> <p>(e.g. involving community groups in the development or delivery of the policy or practice, providing information in community languages etc. See Good Practice on DCC equalities web page)</p>	<p>N/A</p>
<p>4. Is there a justification for continuing with this policy even if it cannot be amended or changed to end or reduce inequality without compromising its intended outcome?</p> <p>(If the policy that shows actual or potential unlawful discrimination you must stop and seek legal advice)</p>	<p>N/A</p>
<p>5. Has a 'Full' Equality Impact Assessment been recommended?</p> <p>(If the policy is a major one or is likely to have a major impact on protected characteristics communities a Full Equality Impact Assessment may be required. Seek advice from your departmental Equality lead.)</p>	<p>No</p>
<p>6. How will the policy be monitored?</p> <p>(How will you know it is doing what it is intended to do? e.g. data collection, customer survey etc.)</p>	<p>Annual reporting to the Scottish Government, and 6 monthly the Dundee Partnership and Dundee City Council.</p>

Part 4: Contact Information

Name of Department or Partnership	Dundee Partnership
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Type of Document	
Human Resource Policy	<input type="checkbox"/>
General Policy	<input type="checkbox"/>
Strategy/Service	<input type="checkbox"/>
Change Papers/Local Procedure	<input type="checkbox"/>
Guidelines and Protocols	<input type="checkbox"/>
Other Outcome Agreement	<input checked="" type="checkbox"/> X

Manager Responsible	Author Responsible
Name: Peter Allan	Name: Peter Allan
Designation: Community Planning Manager	Designation: Community Planning Manager
Base: 21 City Square Dundee	Base: 21 City Square Dundee
Telephone: 01382 434465	Telephone: 01382 434465
Email: Peter.allan@dundeecity.gov.uk	Email: Peter.allan@dundeecity.gov.uk

Signature of author of the policy:	Peter Allan	Date: 3.9.13
Signature of Director/Head of Service:	David Dorward	Date: 5.9.13
Name of Director/Head of Service:	David Dorward	
Date of Next Policy Review:	September 2014	