

**REPORT TO: POLICY AND RESOURCES COMMITTEE - 25 JUNE 2012**  
**REPORT ON: SINGLE OUTCOME AGREEMENT FOR DUNDEE 2012-2017**  
**REPORT BY: CHIEF EXECUTIVE**  
**REPORT NO: 247-2012**

**1. PURPOSE OF REPORT**

1.1 This report presents the Dundee Partnership's Single Outcome Agreement for Dundee 2012-2017 for endorsement.

**2. RECOMMENDATIONS**

2.1 It is recommended that committee endorses the Single Outcome Agreement for Dundee 2012-2017 attached as Appendix 1.

**3. FINANCIAL IMPLICATIONS**

3.1 There are no additional financial implications arising from this report.

**4. BACKGROUND**

4.1 The most recent Single Outcome Agreement for Dundee (SOA) was approved by Policy and Resources Committee on 22 June 2009. Single Outcome Agreements were established following the Concordat between COSLA and the Scottish Government in 2007. The priorities the Dundee Partnership have arrived at are consistent with the Council's priorities including jobs and employment, children and young people, inequalities and health improvement (physical and mental wellbeing).

4.2 There are 11 outcome statements that the SOA contains and all of the partners have agreed to sign up to. These are as follows:

- 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, research, innovation and culture
- 3 Our children will be safe, healthy, achieving, nurtured, active, respected, responsible and included
- 4 People in Dundee will experience fewer health inequalities
- 5 People in Dundee will have improved physical and mental well-being
- 6 People in Dundee will be able to live independently and access support when they need it
- 7 Our communities will be safe and feel safe
- 8 Dundee will be a fair and socially inclusive city
- 9 Our people will live in strong, popular and attractive communities

- 10 Our communities will have high quality and accessible local services and facilities
- 11 Our people will live in a low carbon, sustainable city
- 4.3 For each of these outcomes there is an agreement on high level outcome statistics which will be evaluated year on year to signal the effectiveness of the strategies being delivered. Examples of outcome indicators in the document are:
- % of school leavers in positive and sustained destinations
  - overall job numbers
  - average cumulative tariff score per S4 pupil
  - gap in healthy life expectancy between those in the most deprived areas and the Dundee average
- 4.4 The Single Outcome Agreement sets out the starting points for the delivery plans against each of these outcomes and will be the subject of monitoring reports to the Dundee Partnership Management Group and the City Council.
- 4.5 The Scottish Government and COSLA are currently undertaking a review of community planning which builds on the Statement of Ambition for Community Planning which was published in March 2012. One aspect of this review relates to the role and shape of Single Outcome Agreements. It is anticipated that refreshed guidance on SOAs will be available in Autumn 2012.
- 4.6 As a result of close collaboration between Council officers and responsible officers at the Scottish Government, it is anticipated that the new SOA for Dundee 2012-17 will satisfy the new guidance given that it reflects the Christie Commission recommendations and the priorities identified in the Scottish Government's response, Reviewing Scotland's Public Services. The new SOA will be assessed following receipt of the guidance and it will be amended only if there are any material changes required.
- 4.7 By adopting the new SOA at this time, the Council will be able to develop a Corporate Plan for 2012-17 which is fully aligned with the new outcomes for Dundee and can demonstrate the significant contribution which the Council will play in achieving the outcomes for Dundee and simultaneously to the national outcomes for Scotland. Similarly, the Dundee Partnership will be able to begin to produce its SOA Delivery Plan which will be presented to the Policy and Resources Committee for approval in December 2012.

## 5. **POLICY IMPLICATIONS**

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

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

## 6. **CONSULTATIONS**

All departments and community planning partners have been consulted in the development of the Single Outcome Agreement for Dundee 2012-17.

7. **BACKGROUND PAPERS**

Equality Impact Assessment.

David K Dorward  
Chief Executive

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20/06/2012



**SINGLE OUTCOME  
AGREEMENT FOR  
DUNDEE  
2012-17**

June 2012

# DUNDEE

## PARTNERSHIP

### 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 2012-17 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

Signed

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**Dundee City Council**

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**Scottish Government**

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**NHS Tayside**

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**Tayside Police**

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**Tayside Fire and Rescue**

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**Skills Development  
Scotland**

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**Scottish Enterprise**

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**TACTRAN**

#### Supporting Partners

Signed

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**Voluntary Gateway Dundee**

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**Chamber of Commerce**

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**Dundee College**

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**University of Dundee**

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**University of Abertay**

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**Tayside Community  
Justice Authority**

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**Job Centre Plus**

## Single Outcome Agreement for Dundee 2012-2017

| <b>Contents</b> | <b>Page No</b>                                                                                                                                                          |    |
|-----------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----|
| 1               | Introduction                                                                                                                                                            |    |
|                 | • Vision and Direction                                                                                                                                                  | 8  |
|                 | • Strategic Priorities                                                                                                                                                  | 8  |
|                 | • Community Planning Arrangements in Dundee                                                                                                                             | 9  |
|                 | • Developing in Partnership                                                                                                                                             | 10 |
|                 | • Performance Management                                                                                                                                                | 10 |
|                 | • Structure of the SOA 2012-17                                                                                                                                          | 12 |
| 2               | Integrated City Profile                                                                                                                                                 | 15 |
| 3               | Cross-Cutting Priorities                                                                                                                                                |    |
|                 | • Local Community Planning and Community Engagement                                                                                                                     | 33 |
|                 | • Fairness and Inequalities                                                                                                                                             | 35 |
|                 | • Mental Wellbeing and Equally Well                                                                                                                                     | 36 |
|                 | • Substance Misuse and the Dundee Alcohol and Drug Partnership                                                                                                          | 39 |
|                 | • Equality and Diversity                                                                                                                                                | 42 |
| 4               | Dundee Outcomes                                                                                                                                                         |    |
|                 | • Dundee Outcome 1<br>"Dundee will be an internationally recognised city at the heart of a vibrant region with more and better employment opportunities for our people" | 44 |
|                 | • Dundee Outcome 2<br>"Our people will be better educated and skilled within a city renowned for learning, research, innovation and culture"                            | 49 |
|                 | • Dundee Outcome 3<br>Our children will be safe, healthy, achieving, nurtured, active, respected responsible and included                                               | 51 |
|                 | • Dundee Outcome 4<br>People in Dundee will experience fewer health inequalities                                                                                        | 58 |
|                 | • Dundee Outcome 5<br>People in Dundee will have an improved physical and mental wellbeing                                                                              | 62 |
|                 | • Dundee Outcome 6<br>People in Dundee are able to live independently and access support when they need it                                                              | 65 |

- Dundee Outcome 7  
Our communities will be safe and feel safe 70
- Dundee Outcome 8  
Dundee will be a fair and socially inclusive city 76
- Dundee Outcome 9  
Our people will live in strong, popular and attractive communities 78
- Dundee Outcome 10  
Our communities will have a high quality and accessible local services and facilities 81
- Dundee Outcome 11  
Our people will live in a low carbon, sustainable city 84

## 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 2012-17 represents the shared aspirations of the Dundee Partnership for the next five 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 and Direction

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 five 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

One of the strengths of community planning in Dundee has been consistent agreement on the biggest strategic priorities outcomes for the city: Jobs and Employability; Children and Young People; Social Inequalities; and Physical and Mental Wellbeing. While these are not the only challenges facing the city, these overarching outcomes address the fundamental requirements to create successful families and communities - rewarding employment; a safe and nurturing childhood, supportive and inclusive communities and positive health.

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

### 1.4. Community Planning Arrangements in Dundee

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 capturing the lessons of local experience.

The most significant change resulted from the creation of the Single Outcome Agreement approach which accorded with a desire in Dundee to focus on the difference the Partnership makes to the lives of our people.

Dundee's Community Plan now consists of two documents:

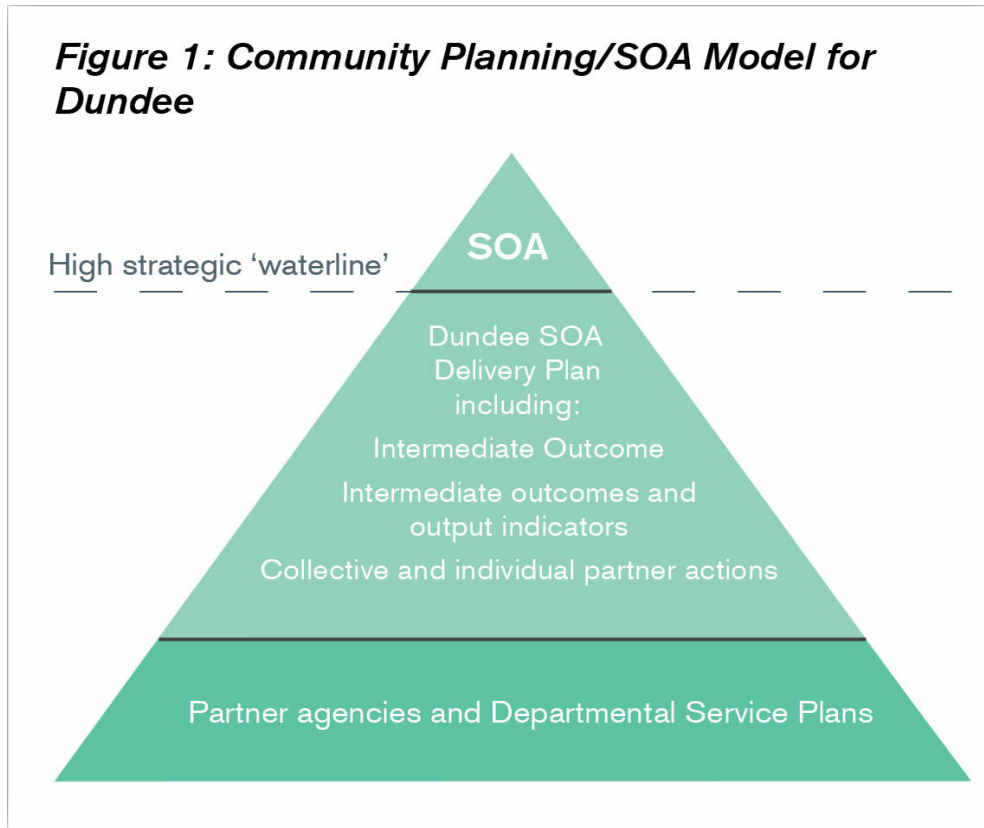
- the **Single Outcome Agreement** sets out our top strategies, priorities and outcomes for the city to be driven by all community planning partners
- the **Dundee SOA Delivery Plan** describes the actions which will be taken by partners collectively (and where relevant, individually) to achieve real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

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

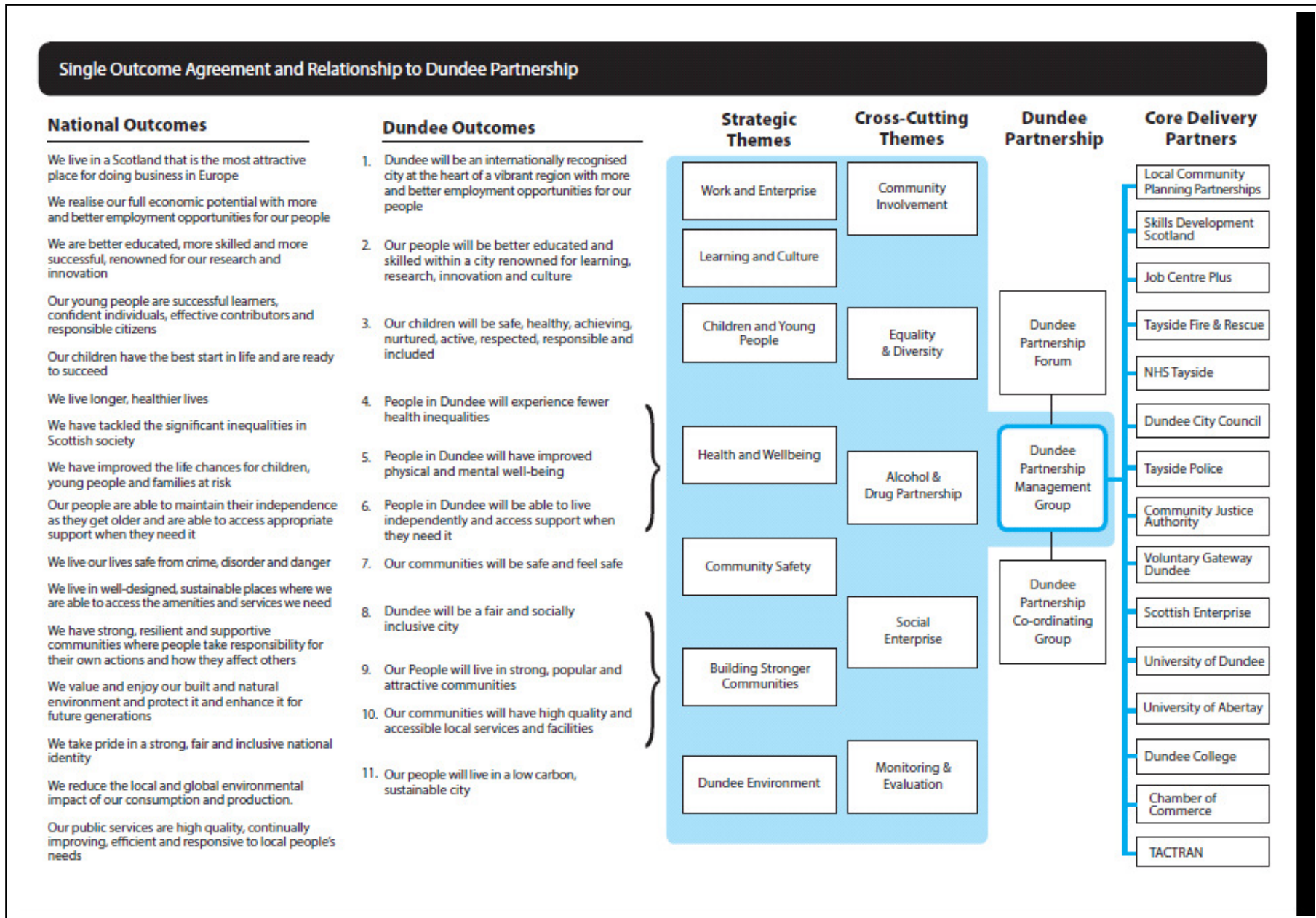
This is our new Single Outcome Agreement for 2012 to 2017 and the detailed Delivery Plan will be approved by the Dundee Partnership Management Group in December 2012.

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

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



*Figure 2* on page 11 shows how the Partnership translates the national outcomes to local ones and clearly delegates the lead responsibility for delivering progress (while acknowledging the cross-cutting nature and complexity of these).



## 1.5 Developing in Partnership

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

The Dundee Partnership wholeheartedly supports the "four pillars" of public sector reform and 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

In its drive to continuously improve, the Partnership looks forward to responding to the challenging agenda set out in the Scottish Government/COSLA Statement of Ambition for Community Planning and will consider carefully guidance for Single Outcome Agreements which is expected in Autumn 2012. We anticipate placing even greater emphasis of 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.

There are clear lessons emerging from the work underway to integrate health and social care and these will inform closer planning, commissioning and delivery of services across the partnership as a whole.

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

Our desire to achieve transformational change is captured in the Total Place initiative which the Partnership commissioned in late 2011. This radical approach has asked partners to fundamentally reconsider services to make them genuinely focused on the needs and aspirations of families and communities and to move from tackling crisis to offering preventative universal services by identifying ways to release resources from across the Partnership. Total Place in Dundee is developing an integrated approach to improving all early years outcomes in a single ward - Lochee - and also addressing the challenge of helping more young people across the city to reach positive destinations in education, employment or training.

## 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 spotlighting 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 2012-17 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.

#### 1.7 Structure of the Single Outcome Agreement for Dundee 2012-2017

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** with the high level statistics informing the overall strategic considerations for Dundee.

**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 eleven **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 five year targets

- our plan for improving our Partnership and Performance. These will reflect the Christie principles 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

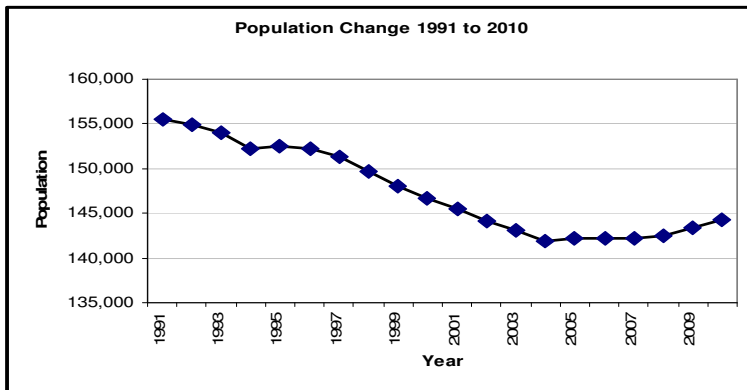
Dundee is Scotland's fourth largest city. Dundee City covers 6,300 hectares and is geographically the smallest local authority area in Scotland. It currently has a population of 142,290. Despite its small size it plays a crucial role as a regional centre for the wider area of Perth and Kinross, Angus and North East Fife and has a catchment population of approximately 400,000 persons.

**Fig 3 Dundee Catchment Area**



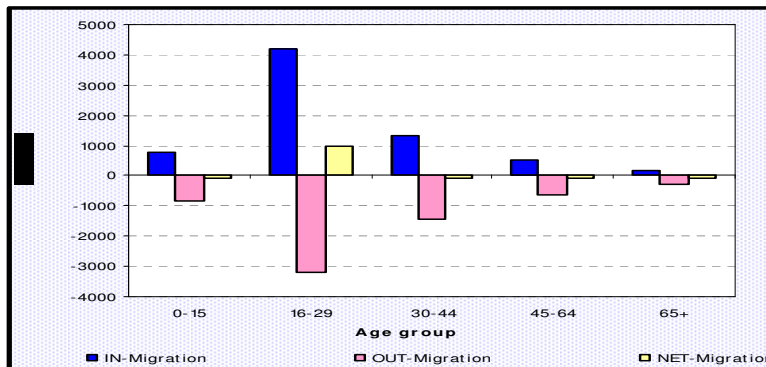
Following a long and sustained period of population decline since the early 1990's, Dundee City has in recent years seen its population stabilise. On average between 2008 and 2010 there was a net inflow of 642 people per year into Dundee City; more people entered Dundee City (7,023 per year) than left (6,381 per year). The 16 to 29 year olds age group accounted for the largest group of in-migrants to Dundee City.

**Fig 4: Dundee's Population Change 1991 to 2010**

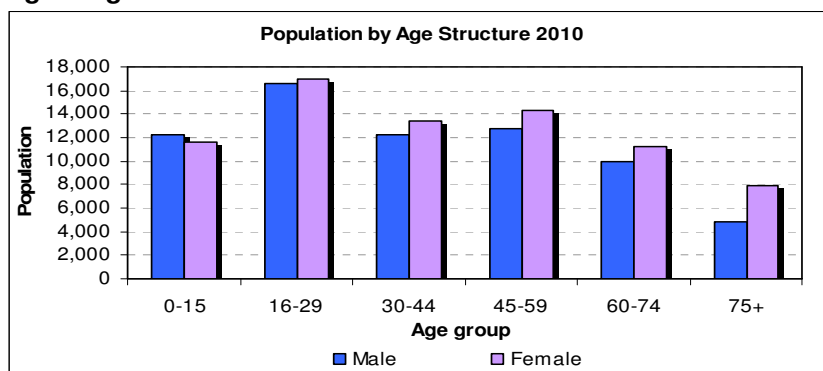


Source: NRS 2010 Mid Year Estimates

**Fig 5: Migration**



**Fig 6: Age Structure**



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.

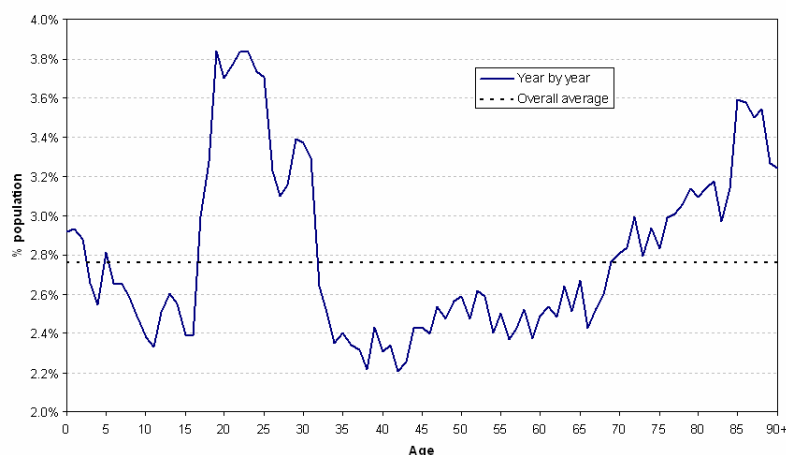
**Table1: Population Projections (2010 Based)**

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

Source: NRS 2010 Based Population Projections

Dundee currently has a 2.8% share of Scotland's population. The structure of the population is a tale of two Cities. 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 7: Dundee's Share of Scotland's Population, by Year of Age**



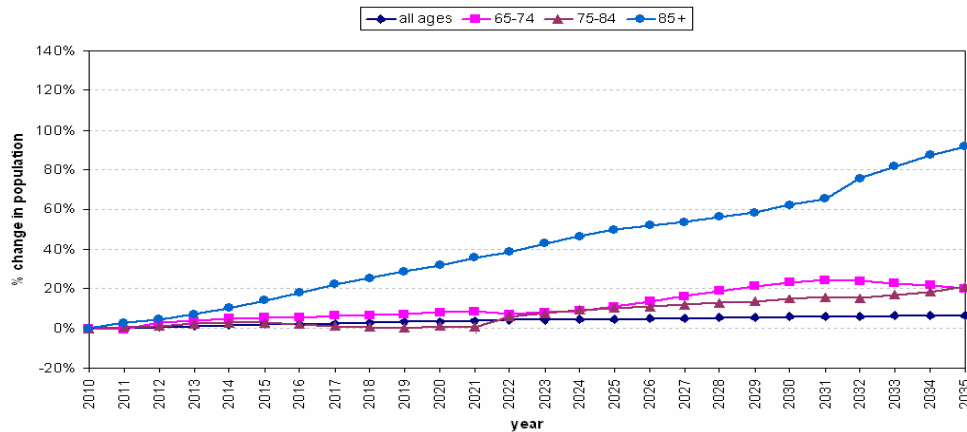
Source: NRS 2010 Mid Year Estimates



As with the rest of Scotland, Dundee has an ageing population. The number of people aged over 65 is expected to rise by approximately 30%, equating to around 6,700 people. The number of people aged over 75 will increase by 40% and those over 85 will increase by 93%.

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

**Fig 8: Dundee's Projected Ageing Population**



Source: NRS 2010 Based Population Projections

Also predicted in the 2008-based household projections is a 36% increase in households with a head of household aged 75 or more. In contrast, the 30-44 age groups is expected to see a decline of 3% by 2033.

**Table 2: Projected number of households by age group, Dundee City**

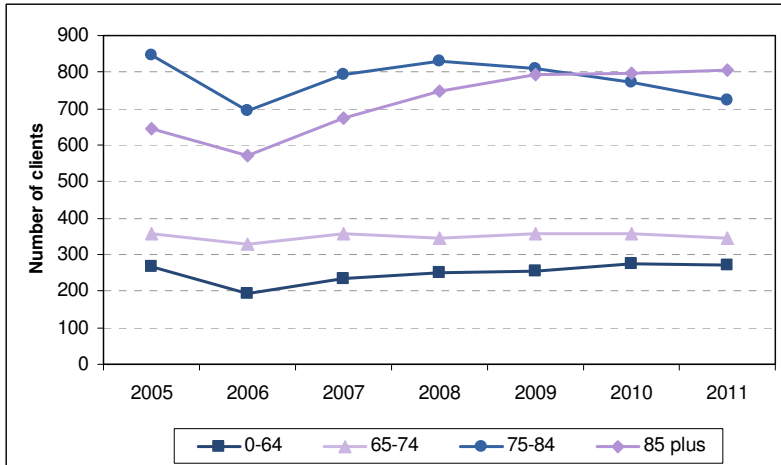
| Age of head of household              | Base-year | Projected number of households |        |        |        |        | % change 2008-2033 |
|---------------------------------------|-----------|--------------------------------|--------|--------|--------|--------|--------------------|
|                                       | 2008      | 2013                           | 2018   | 2023   | 2028   | 2033   |                    |
| 16-29 years                           | 11,620    | 12,030                         | 10,640 | 10,070 | 10,560 | 11,740 | 1%                 |
| 30-44 years                           | 16,310    | 17,020                         | 18,710 | 20,110 | 18,560 | 15,750 | -3%                |
| 45-59 years                           | 16,940    | 17,690                         | 17,270 | 15,280 | 15,830 | 17,410 | 3%                 |
| 60-74 years                           | 13,910    | 13,880                         | 14,250 | 14,710 | 14,960 | 14,340 | 3%                 |
| 75+ years                             | 9,600     | 10,160                         | 10,560 | 11,460 | 12,160 | 13,040 | 36%                |
| <b>Total households - Dundee City</b> | 68,380    | 70,770                         | 71,430 | 71,630 | 72,070 | 72,290 | 6%                 |

Source: Scottish Government 2008 Based Household Projections

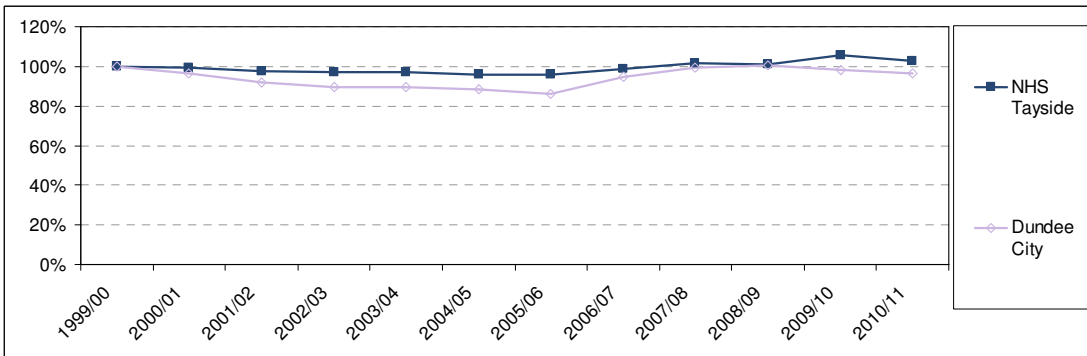
The ageing population and high prevalence of long term conditions means that people will be increasingly dependent on community health, care, support and assistive technology services to assist them to stay in their own homes for longer. The number of home care clients aged 85 or over has increased by a third in the last five years.

There has been an increasing trend in the number of care home placements since 2005/06. For the over 65s needing care Dundee is almost meeting the target of 30% of delivered at home. However, it is believed that there are insufficient resources in the community relative to other forms of intensive care, such as continuing care and care homes.

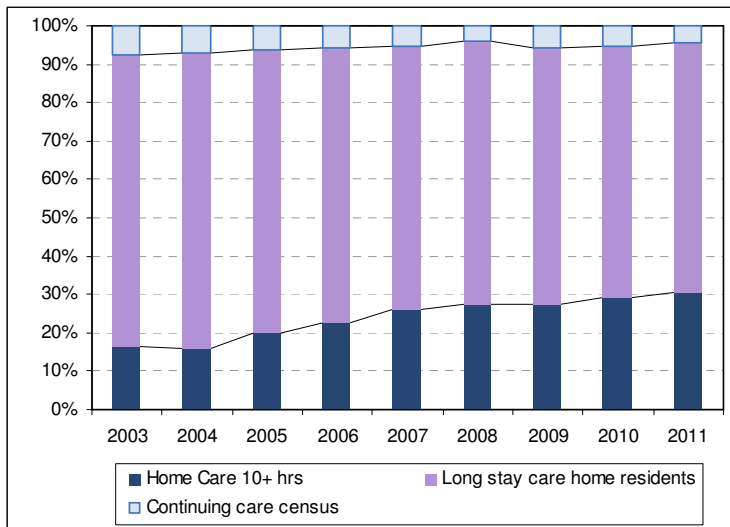
**Fig 9: Home care client age groups, Dundee City**



**Fig 10: Trend in care home places for older people, 1999/00 to 2010/11**



**Fig 11: Percentage aged 65 plus receiving 10+ hrs of home care in Dundee City**



## 2.2 Economy

The first Single Outcome Agreement was delivered against the backdrop of the most significant economic downturn since the Second World War. Recovery from the downturn has been anaemic with Scottish employment levels continuing to trail 2008 levels. Constraints on consumer spending, instability in the Eurozone, continuing issues around bank lending and public spending cutbacks all represent major challenges for the UK and Scottish economies. Forecasters broadly agree that growth will be subdued over the next 2-3 years.

In relative terms Dundee's economy performed better than the Scottish average during the downturn in terms of job losses. Whilst the wider economic landscape and structure of the local economy represent significant challenges, Dundee can look forward with confidence for a number of reasons. The city has established a reputation as a centre of excellence in the fields of life sciences and digital media, building upon the strengths of two world class universities.

**Table 3: Total number of students for Dundee HE & FE**

|           | Dundee Uni/Abertay | Dundee College |
|-----------|--------------------|----------------|
| 2008-2009 | 19,570             | 15,854         |
| 2009-2010 | 20,470             | 17,673         |
| 2010-2011 | 21,250             | 16,491         |

Source: Scottish Funding Council, Infact Database

Despite challenges such as the closure of Real Time Worlds, new companies continue to emerge in the computer games industry and the announcement of tax breaks for the sector in the 2012 budget should help Dundee to remain competitive in global terms.

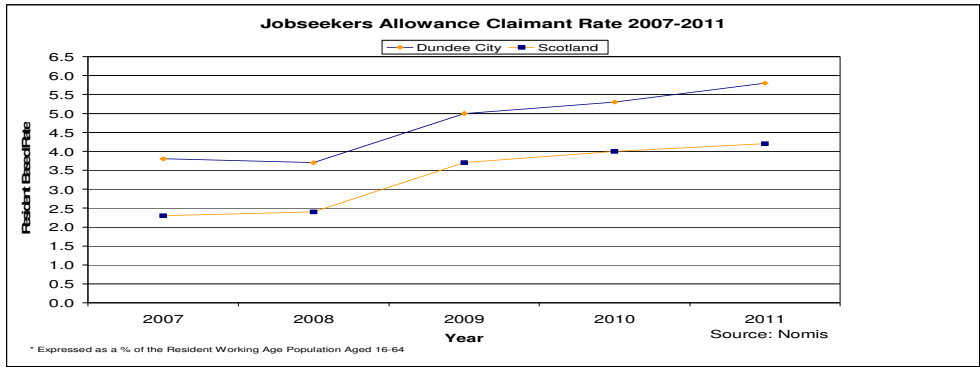
The £1 billion transformation of Dundee Waterfront continues apace and it is estimated that over 9,000 jobs could be created over the life of the project. Development sites will begin to come on-stream over the course of this Single Outcome Agreement period, providing an attractive magnet for new investment. The waterfront development will be underpinned by enhancements to the city's transport infrastructure with a new railway station concourse and park & ride facilities in the pipeline. The centrepiece of the waterfront development will be V&A at Dundee which, aided by £15 million of Scottish Government funding, will provide a significant stimulus to the leisure and tourism sectors. The decision of Malmaison to open a boutique hotel in the former Tay Hotel building in 2013 is a clear sign that private sector investors recognise the potential that Dundee has to offer.

As one of the key location sites detailed in Scotland's National Renewables Infrastructure Plan Dundee is well positioned to take advantage of the significant level of investment in marine renewables planned for the UK in the next few years. Discussions are ongoing with a number of developers and granting of enterprise area status to Dundee Port under the Renewable Energy Enterprise East umbrella is a welcome stimulus which will help the city's bid for investment. In summary, whilst the economic environment will remain challenging in the new Single Outcome Agreement period, Dundee is well placed to respond and can look forward with optimism to a new era in the city's economic regeneration. Employee job numbers fell by 5.4% between 2007 and 2010 compared with a drop of 5.7% in Scotland overall.

**Table 4: Employee Jobs**

| Employee Jobs, All Industries, 2007 – 2010 |                      |             |                |               |                                 |
|--------------------------------------------|----------------------|-------------|----------------|---------------|---------------------------------|
| Year                                       | Employment in Dundee |             |                |               | Annual Growth (Scaled) Scotland |
|                                            | Jobs (ABI)           | Jobs (BRES) | Scaled to BRES | Annual Growth |                                 |
| 2007                                       | 74,600               |             | 76,800         |               | -                               |
| 2008                                       | 73,500               | 75,700      | 75,700         | -1.4%         | 0.5%                            |
| 2009                                       | -                    | 75,100      | 75,100         | -0.9%         | -3.2%                           |
| 2010                                       | -                    | 72,700      | 72,700         | -3.2%         | -3.1%                           |
| <b>Average 2007-10</b>                     |                      |             |                | <b>-5.4%</b>  | <b>-5.7%</b>                    |

**Fig12: Jobseekers Allowance Claimant Rate**

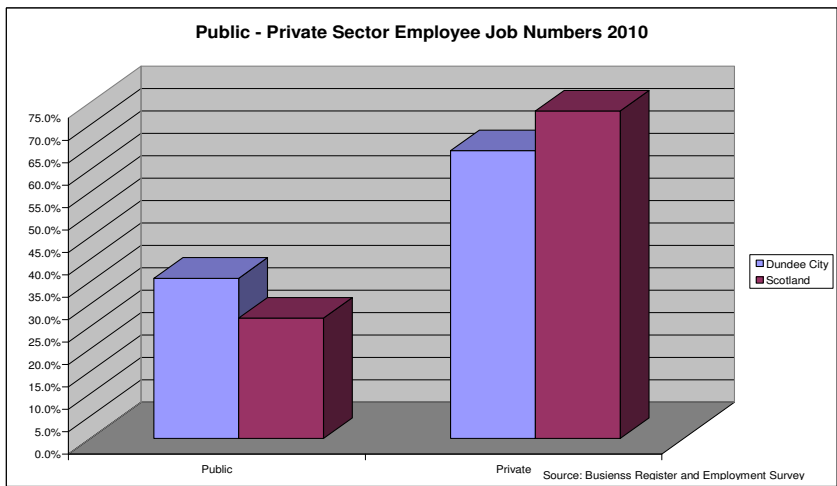


Levels of unemployment rose at a similar rate to the Scottish average between 2007 and 2011 meaning that the gap between Scottish and Dundee unemployment levels failed to narrow.

The percentage of the population claiming unemployment benefit (jobseekers allowance) rose by 2.0 percentage points between 2007 and 2011 compared to a Scottish rise of 1.9 percentage points.

Dundee's economy faces significant challenges over the period of the new Single Outcome Agreement in terms of stimulating growth, attracting new investment, encouraging business start-ups, supporting indigenous company growth and tackling worklessness.

**Fig 13: Public/Private Sector Employee Job Numbers**



Dundee City has the highest level of public sector employment of any Scottish city and cutbacks in public sector spending could have a disproportionate impact on employment levels in the city. In 2010, 35.8% of employees in Dundee were public sector workers compared to 26.9% across Scotland.

## 2.3 POVERTY

Dundee has the third largest percentage of its population (29 %) living in the 15% most deprived areas of Scotland (Scottish Index of Multiple Deprivation 2009). Nearly 36% of children live in one of the 15% most deprived data zones.

**Table 5: Percentage of Dundee Population Living in Scotland's 15% Most Deprived Data Zones**

| Age Group       | Dundee City Population | Scotland's 15% Most Deprived Data Zones Population | % of Dundee Population living in Scotland's 15% Most Deprived Data Zones Population |
|-----------------|------------------------|----------------------------------------------------|-------------------------------------------------------------------------------------|
| Children (0-15) | 23,762                 | 8,410                                              | 35.3%                                                                               |
| Working Age     | 89,773                 | 24,995                                             | 27.8%                                                                               |
| Pensionable age | 29,855                 | 8,049                                              | 27.0%                                                                               |
| Total           | 143,390                | 41,454                                             | 28.8%                                                                               |

Source: Scottish Neighbourhood Statistics

At the end of 2010, compared to the national average, Dundee City had a higher percentage of its working age population claiming Key Benefits. Key benefits area includes: the proportion of population who are income and employment deprived; the number of people on health related benefits; and the number of people in the workless client group.

The percentage of Dundee claimants in the 16 to 24 years category was closest to the Scottish average.

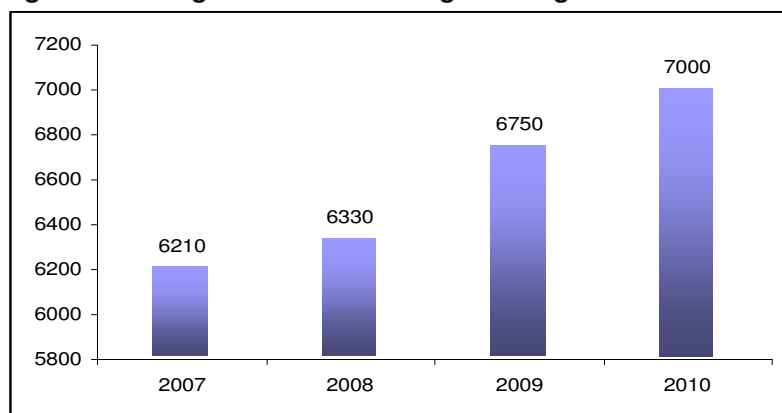
**Table 6: Percentage of population Claiming Key Benefits: Dundee and Scotland 2010, 4th quarter**

| Age Groups                                           | Dundee City | Scotland |
|------------------------------------------------------|-------------|----------|
| Percentage of populations aged 16-24                 | 14.6        | 13.3     |
| Percentage of populations aged 25-49                 | 22.6        | 16.5     |
| Percentage of populations aged 50 to pensionable age | 29.8        | 23.3     |
| Percentage of working age population                 | 22.3        | 15.4     |

Source: Scottish Neighbourhood Statistics

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. This is the 7th highest local authority percentage in Scotland.

**Fig 14: Working Families Receiving Working/Child Tax Credit**



For tax credit and benefit purposes a 'child' is a person aged 0-15 years inclusive plus those aged 16-19 inclusive in full-time non-advanced education. In 2008/09 Dundee City had 17,830 children in low income households. This is 56% of the 31,725 under 19 year olds in Dundee City.

The percentage of pupils in Dundee in receipt of free school meals remained higher than the Scottish figure. In 2011, 26.4% of pupils were entitled to free school meals, a slight drop from the previous years figure.

**Table 7: Free School Meals (%)**

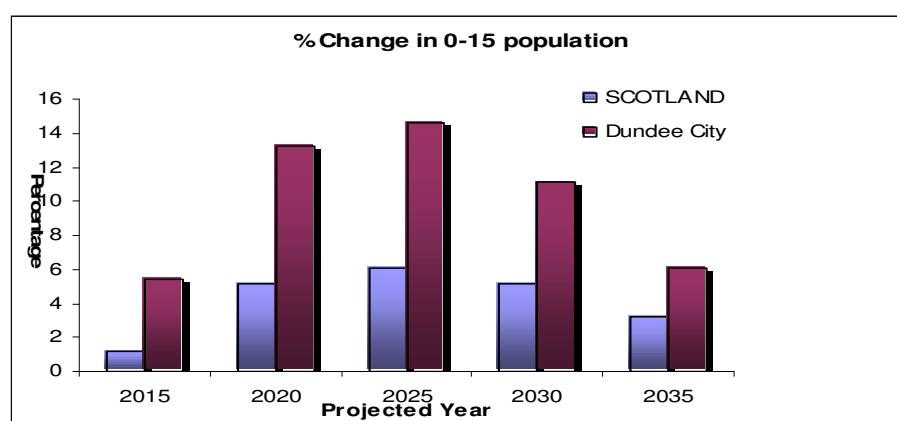
|          | 2007 | 2008 | 2009 | 2010 | 2011 |
|----------|------|------|------|------|------|
| Dundee   | 25.6 | 23.5 | 23.6 | 27.2 | 26.4 |
| Scotland | 16.0 | 15.4 | 15.2 | 17.8 | 19.7 |

Source: Scottish Government School Meals Annual Census

## 2.4 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 a larger increase in this age group than Scotland as a whole, the increase peaking in 2025.

**Fig 15: Projected Change in 0-15 Population**



Source: NRS 2010 Based Population Projections

### School Pupils

There were 17,316 pupils in publicly funded primary, secondary and special schools in Dundee (Pupil Census September 2011). This figure has been decreasing slightly year on year.

**Table 8: School Pupil Numbers**

|                  | 2007/08       | 2008/09       | 2009/10       | 2010/11       | 2011/12       |
|------------------|---------------|---------------|---------------|---------------|---------------|
| <b>Primary</b>   | 9,720         | 9,577         | 9,477         | 9,440         | 9,462         |
| <b>Secondary</b> | 7,938         | 7,806         | 7,728         | 7,739         | 7,620         |
| <b>Special</b>   | 201           | 215           | 214           | 228           | 234           |
| <b>Total</b>     | <b>17,859</b> | <b>17,598</b> | <b>17,419</b> | <b>17,407</b> | <b>17,316</b> |

Source: DCC School Census 2012

### Attainment

Attainment levels continue to improve in Dundee Schools however citywide attainment remains below National levels on most measures. Improvement has been seen; performance in S4 has increased across all measures with English & Maths at level 3 reaching the national figure for the first time. At the end of S6 there were significant increases in performance; 1+ awards at level 6 or better increased from 38% in 2010 to 45% in 2011, 3+ awards at level 6 increased from 25% to 31% and 5+ awards at level 6 increased from 16% to 20%. 15% of the cohort attained at Advanced Higher level which is only 1% below the Scottish figure.

**Table 9: Secondary School Qualification Attainment for 2011**

|        |                                      | Dundee | National |
|--------|--------------------------------------|--------|----------|
| End S4 | English & Maths at level 3 or better | 93%    | 93%      |
|        | 5+ awards at level 3 or better       | 90%    | 93%      |
|        | 5+ awards at level 4 or better       | 70%    | 79%      |
|        | 5+ awards at level 5 or better       | 28%    | 36%      |
| End S5 | 5+ awards at level 5 or better       | 42%    | 51%      |
|        | 1+ awards at level 6 or better       | 38%    | 45%      |
|        | 3+ awards at level 6 or better       | 19%    | 26%      |
|        | 5+ awards at level 6 or better       | 9%     | 12%      |
| End S6 | 1+ awards at level 6 or better       | 45%    | 50%      |
|        | 3+ awards at level 6 or better       | 31%    | 35%      |
|        | 5+ awards at level 6 or better       | 20%    | 24%      |
|        | 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 5.5% between 2010 and 2011. 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 10: School Leaver Destinations**

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

### **Looked after children**

As of 30th September 2009, there were 608 children and young people looked after within the city. This figure has hovered around 600 since April 2009. The figure breaks down into:

- 175 children looked after at home by their parents
- 196 children looked after by relatives and friends
- 187 children looked after by foster carers
- 48 children looked after in a residential setting

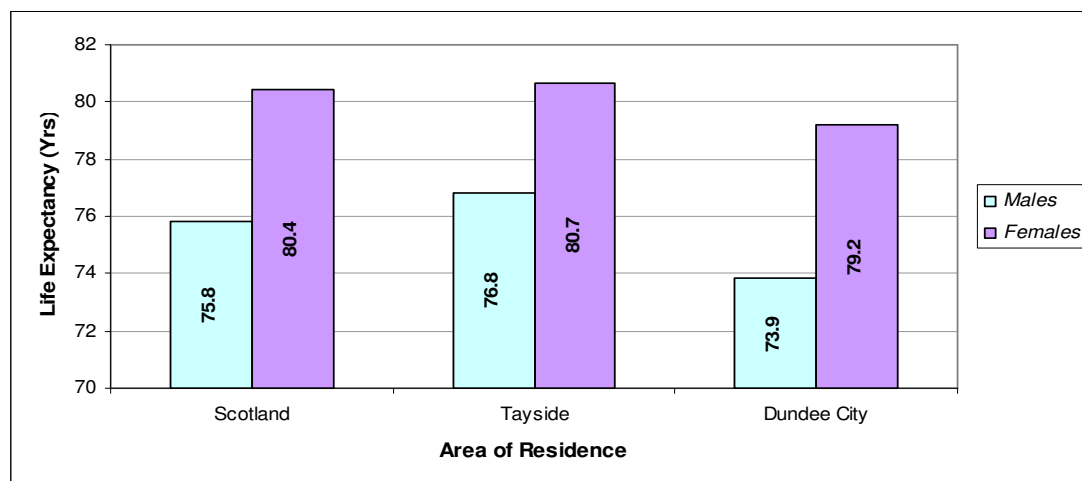
Source: Children's Integrated Services Report 2009-2012

## 2.5 HEALTH AND WELLBEING

### 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 16: Life expectancy at birth 2008-2010**



Source: GROS(S) and National Statistics

### A healthy start: 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 11: Breastfeeding at 6-8 week review: Dundee City (includes mixed breast and formula feeding)**

|                 | 2005/06 | 2006/07 | 2007/08 | 2008/09 | 2009/10 | 2010/11 |
|-----------------|---------|---------|---------|---------|---------|---------|
| % Breastfeeding | 33.5    | 31.3    | 28.8    | 30.3    | 33.2    | 31.0    |

Source: CHSP-PS August 2011, ISD Scotland

### Mental wellbeing

Data from the 2011 Dundee City Council Citizens' Survey showed that Dundee scored higher on the Warwick-Edinburgh Mental Well-being Scale (WEMWBS) than the Scottish average (54.11 vs. 49.8). However, scores varied across communities and were somewhat lower in Community Regeneration Areas.

### Drug use

Substance misuse is associated with adverse health outcomes and presents a major health challenge for Dundee.

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

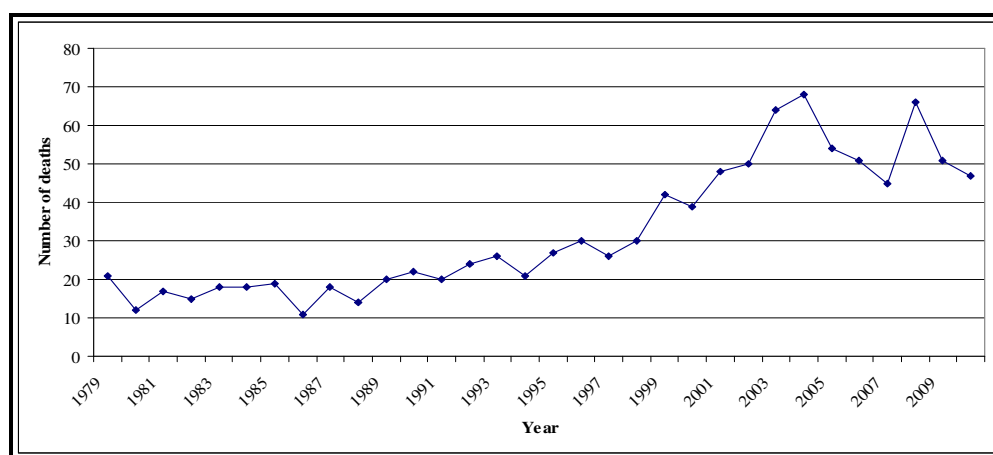
|             | Number | Prevalence rate (%) |
|-------------|--------|---------------------|
| Dundee City | 2,800  | 3.28                |
| Tayside     | 5,000  | 1.92                |
| Scotland    | 59,600 | 1.71                |

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 17: Dundee City alcohol related mortality 1979 – 2010**

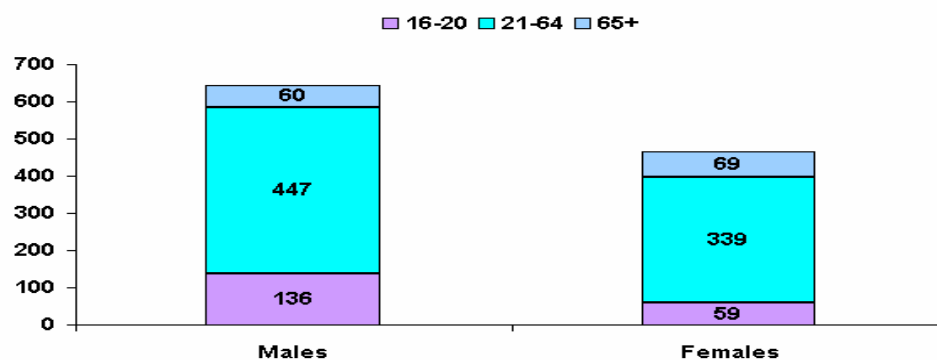


Source: GRO Scotland

### 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 18: Number of adults with a Learning Disability**



### 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 has been considerable increase in respite weeks provided by Dundee City since 2006/07, provision in Dundee has almost doubled since 2006/07, an increase of 3,080 weeks.

**Table 13: Provision of respite weeks**

| Local Authority     | rate   |
|---------------------|--------|
| Aberdeen City       | 14.23  |
| Dumfries & Galloway | 18.42  |
| Renfrewshire        | 21.79  |
| Angus               | 34.46  |
| <b>All Scotland</b> | 40.45  |
| Perth & Kinross     | 41.95  |
| Dundee City         | 55.44  |
| South Ayrshire      | 65.51  |
| Inverclyde          | 149.68 |

## 2.6 CRIME

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.

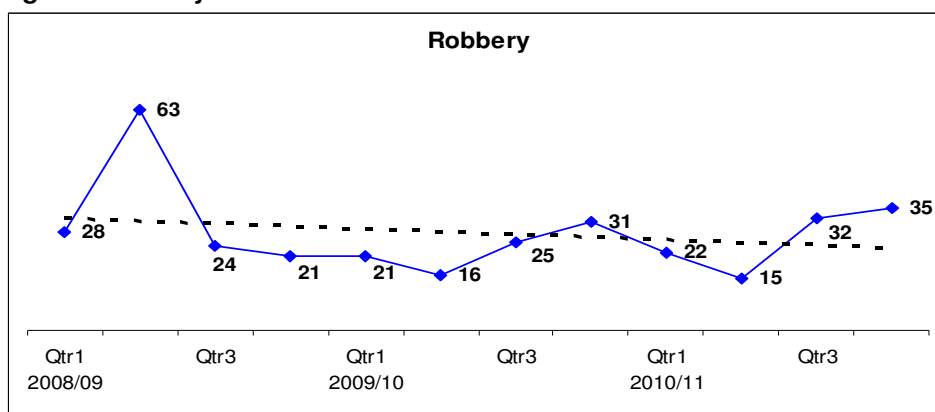
**Fig 19: Robbery**

Fig 20: Vandalism

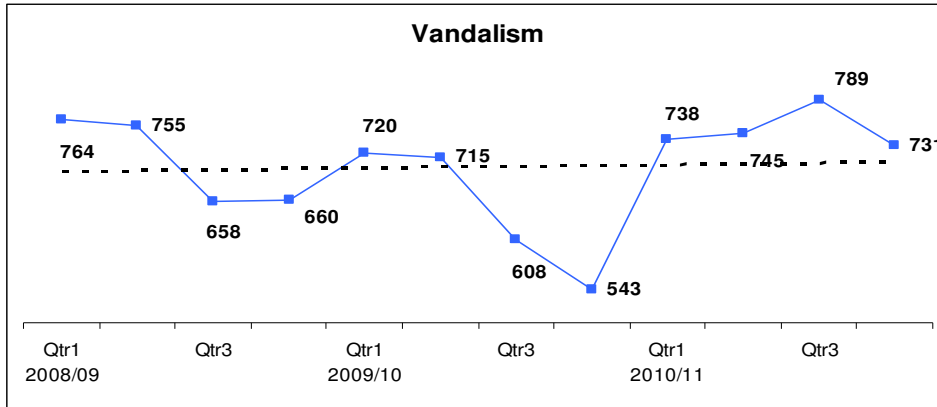


Fig 21: Domestic Housebreaking

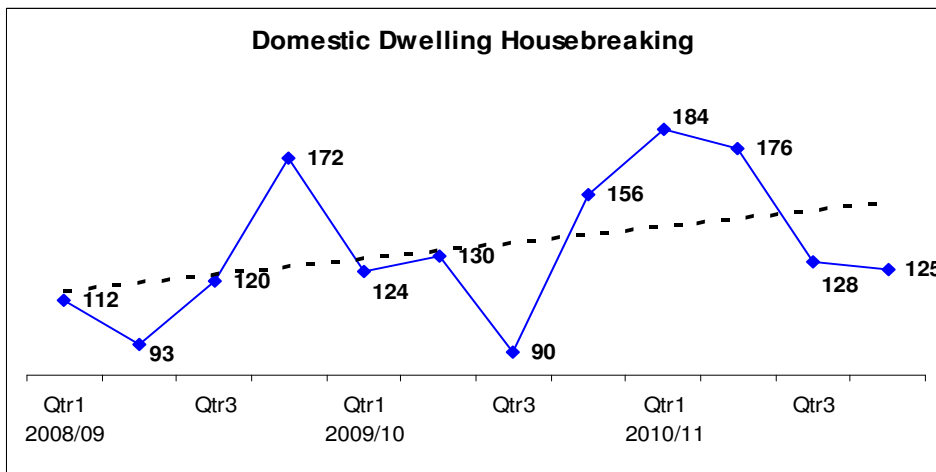
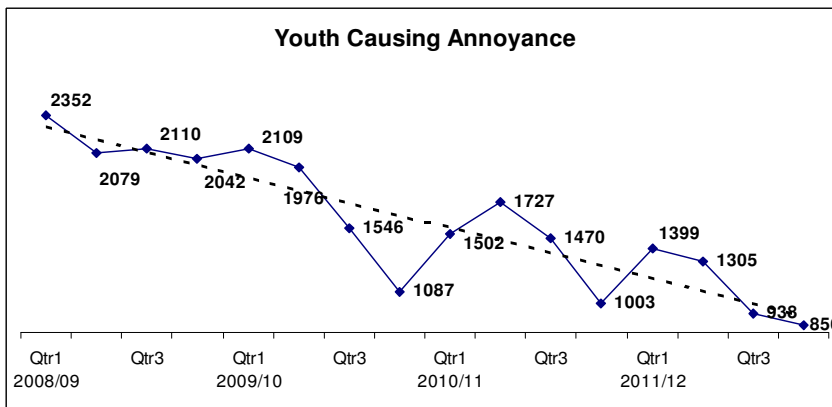


Fig 22: Youth Causing Annoyance



## 2.7 HOUSING

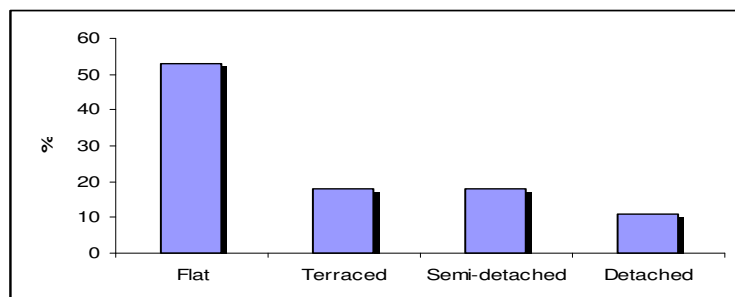
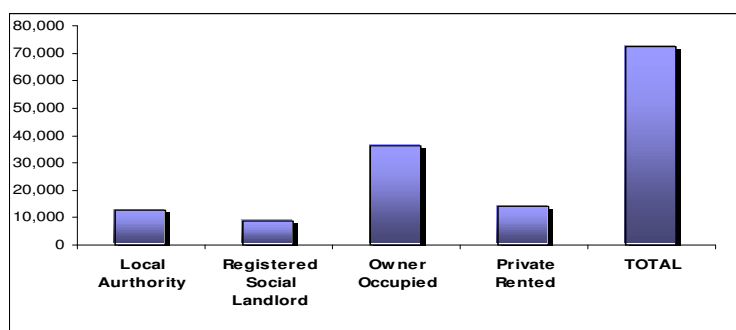
### Households

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 14 : Proportions of dwellings by Council Tax band in Dundee City, 2010**

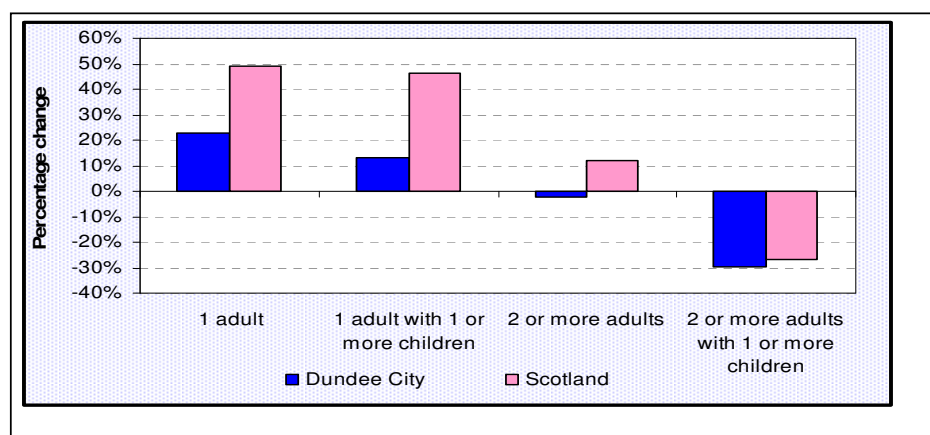
| Council Tax Band | A  | B  | C  | D  | E | F | G   | H   |
|------------------|----|----|----|----|---|---|-----|-----|
| % of Dwellings   | 40 | 23 | 12 | 11 | 9 | 3 | 1.5 | 0.5 |

Source: NRS 2010

**Fig 23: Dwelling Type****Fig 24: Dwellings Tenure**

Source: Dundee City Council Housing Department 2012

The number of households is projected to rise by around 6% by 2033. 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.

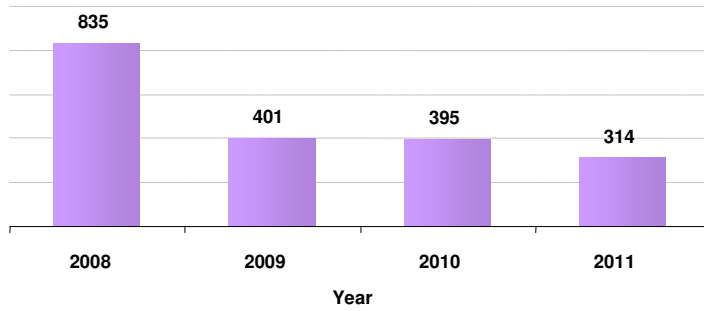
**Fig 25: Household Projections By Size**

Source: NRS 2008 Based Household Projections

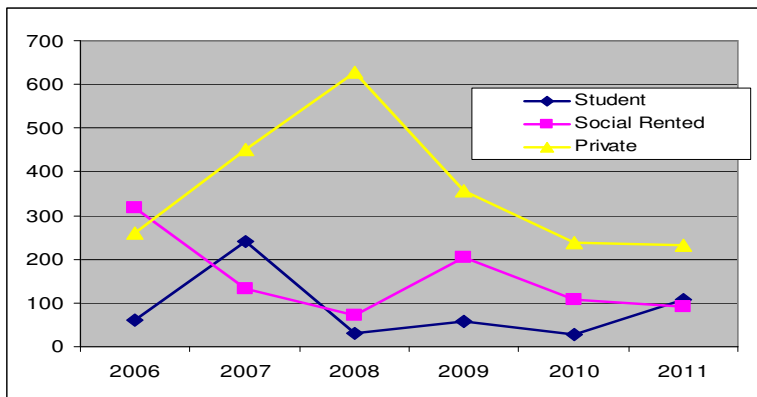
Housing has a key role to play in encouraging and enabling the creation of successful, quality places to live which contribute to the identity of the city. The recent recession has led to a

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 314 in 2011.

**Fig 26: House Completions**



**Fig 27: Dwelling Completions By Tenure**

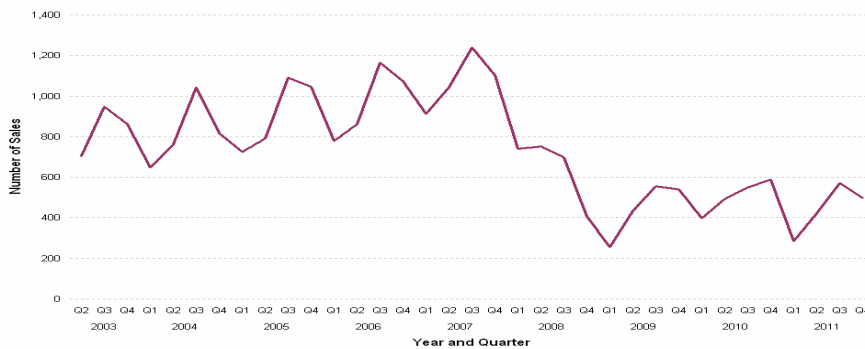


Source: Dundee City Council Annual Housing Audit

**House Sales**

During the property boom, up to 2007, the number of property sales in Dundee increased year on year. Then, in 2007 and 2008, the property market stalled, this can be seen in figure 23. The number of sales slumped. Quarterly sales figures still fluctuate seasonally but are now much lower than in the boom years. There is no evidence of a year on year increase now either. This pattern in sales figures is echoed right across Scotland.

**Fig 28: Number of residential property sales by quarter for Dundee City**

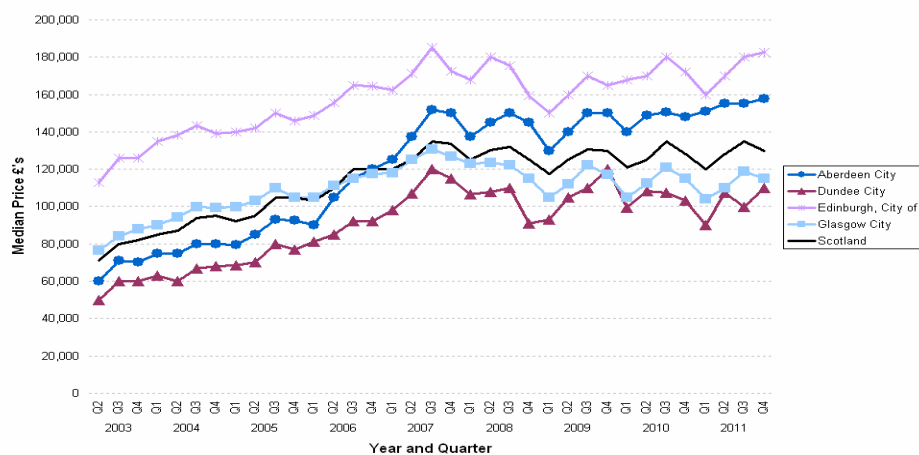


Source: Registers of Scotland  
Original in T:\RIT\Research\Support\Advice\Housing\QuarterlyHousePriceReports\Ros2011q4\quarterly\_statistics\_time\_seriesq4.xls

Figure 24 shows the quarterly median prices of residential properties in Scotland's main four cities from 2003 until 2011. Scotland as a whole is shown for comparison. The overall trend from 2003 until 2007 was an increase in prices, the culmination of the property boom. Since

2007 property prices in Scotland have remained essentially static. This has been caused by the financial crisis and subsequent recession. Seasonal fluctuations can be seen in Scotland's property prices with the median property price being higher in summer than in winter. Dundee has tracked Scotland in terms of median property prices. It remains the cheapest of the four main cities.

**Fig 29: Median residential property prices for Scotland's four main cities**



Source: Registers of Scotland  
Original in T:\RITVResearchSupportAdvice\Housing\QuarterlyHousePriceReports\Ros2011q4\quarterly\_statistics\_time\_seriesq4.xls

## 2.8 ENVIRONMENT

In 2010/2011 Dundee dealt with 94,944 tonnes of municipal waste. Over 34% of this was recycled or composted. This was a higher percentage than the other main cities.

**Table 15: Municipal waste recycling and composting rates 2010/2011**

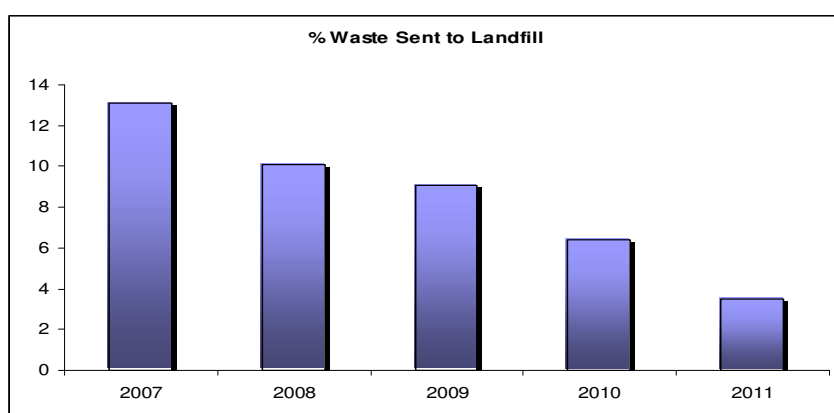
| Local authority | Total arisings (tonnes) | Waste recycled (%) | Waste composted (%) | Waste composted or recycled (%) |
|-----------------|-------------------------|--------------------|---------------------|---------------------------------|
| Aberdeen        | 118,049                 | 18.9               | 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                            |
| <b>Scotland</b> | <b>3,141,204</b>        | <b>24.1</b>        | <b>14.1</b>         | <b>38.2</b>                     |

Source: SEPA

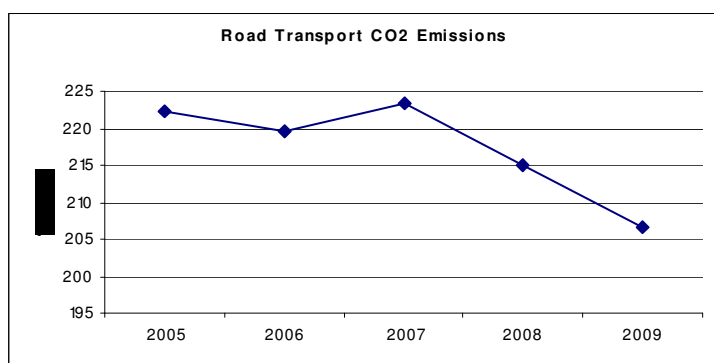
**Fig 30: % Waste Composted or Recycled**

Source: SEPA

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

**Fig 31: Ktonnes of Waste To Landfill**

Source: SNS

**Fig 32: Carbon Dioxide (CO<sub>2</sub>) 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.

**Table 15: Derelict Land (Hectares)**

| 2007 | 2008 | 2009 | 2010 | 2011 |
|------|------|------|------|------|
| 42   | 42   | 40   | 37   | 14   |

Source: SNS

## 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.

**Table 16: Car Ownership by Household**

|                        | Number | Dundee | Scotland |
|------------------------|--------|--------|----------|
|                        |        | %      | %        |
| 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%     |

**Table 17: Number of registered vehicles**

|                                |              |              |
|--------------------------------|--------------|--------------|
| <b>Private and Light goods</b> | <b>Cars</b>  | 46824        |
|                                | <b>Other</b> | 4125         |
| <b>Motorcycles</b>             |              | 1208         |
| <b>Public transport</b>        |              | 289          |
| <b>Goods</b>                   |              | 576          |
| <b>Exempt</b>                  |              | 4599         |
| <b>Other</b>                   |              | 135          |
| <b>TOTAL</b>                   |              | <b>57756</b> |

Source: Scottish Neighbourhood Statistics



## 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 meet the local needs of individuals, families and communities.

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

All LCPPs have adopted a new Local Community Planning for 2012-2017 and these were all 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
- provide and maintain high quality green and open spaces
- increased support for money and debt advice and management
- reducing levels of anti-social behaviour including litter, dog fouling and graffiti

Local Community Plans contain a range of outputs and outcomes which define local needs and 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 they were not aware that Local Community Plans were being implemented, however 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. <http://www.dundeepartnership.co.uk/content/local-community-planning>

The Local Community Plans are working documents which have the flexibility to add in new actions as new priorities emerge. The ongoing role of LCPP's is to ensure that new actions are supported and incorporated into Local Plans. Major opportunities have been presented to local communities through allocation of Capital monies from Dundee City Council to invest in Community Facilities. These developments range from significant improvements to existing facilities as well as some new builds. Engagement frameworks have been created in each of the Wards where monies have been allocated and there is a major opportunity to involve local people in shaping the services and activities that they would like to see delivered in their local community facilities.

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

In addition, Local Community Engagement Action Plans have been developed in each multi-member Ward and these involve partner agencies and local people in the ongoing planning, delivery and evaluation of Community Engagement activities. These were reviewed and updated in May 2012. The Community Engagement Plans have been revised to have a direct correlation to the actions agreed in each Local Community Plan (2012-2017) therefore creating tangible links between actions in both sets of Plans.

New vehicles for community representation have emerged and while some of these meet collectively at a city-wide level, the Partnership has been committed to find creative ways to bring members of these groups together. At the same time, there is a growing need for

partnership groups and agencies to present, discuss and shape their policies and services through engagement with local communities. Following consultation, it was agreed that one way of achieving this would be through a Dundee Partnership Community Conference.

Three 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. 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.

Dundee City Council Policy and Resources Committee approved a report in December 2011 which confirmed the Council and Dundee Partnership's 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.

### 3.2 Fairness and Inequalities

Levels of poverty and inequality in Dundee have remained stubbornly high despite the many efforts of partners. Deprivation is measured through the Scottish Index of Multiple Deprivation are largely unchanged and as a result the Dundee Partnership has developed a Fairness Strategy to challenge poverty and promote inclusion in Dundee. (For full details on levels of poverty, see Outcome 8).

#### 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
- 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 inequalities 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 will address the needs of priority groups as highlighted by the Tackling Poverty Board for Scotland and will emphasise 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 Partnership is currently in discussion with the Poverty Alliance to initiate a programme of training and community participatory research to support the strategy and give a voice to those experiencing poverty in the city.

### **3.3 Mental Wellbeing and the StobsWELLbeing 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 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
- Mental illness is more common in more deprived areas

In Dundee's SOA 2012-17 the importance of these national priorities is reflected in the strategic outcomes:

4. People in Dundee will experience fewer health inequalities
5. People in Dundee will have improved physical and mental wellbeing

Towards a Mentally Flourishing Scotland (TAMFS), the Scottish Government action plan for mental health improvement, locates mental health and wellbeing firmly within Community Planning Partnerships. TAMFS is based on a social model of health and suggests a process of identifying local mental wellbeing needs and actions; making links between mental wellbeing and existing plans; improving the capacity and awareness of service providers and the community; and, developing ways to monitor progress.

The Scottish Government approach to tackling Scotland's significant and enduring health inequalities is set out in its national action plan, Equally Well. 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 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. The initial target community was identified as Stobswell where, consistent with the direction set out in both Equally Well and TAMFS, the test site has taken an approach which focuses on causes and is acting as a catalyst for change. Improving mental wellbeing is seen as a long term outcome which can only be achieved if the influences on wellbeing are addressed. For the past three years, the test site has worked 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 key focus of the test site has been on:

- Using community development approaches to consult, engage, involve and respond to mental wellbeing issues e.g. community wellbeing survey, development of community events
- Increasing understanding of the impact of mental wellbeing on a very wide range of outcomes: health, education, employment, quality of life
- Supporting all stakeholders to recognise and develop their role in improving mental wellbeing, on their own and in partnership with others e.g. through logic modelling and developing partnership responses to locally identified wellbeing issues
- 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 e.g. community wide engagement alongside outreach activities in the most disadvantaged streets in Stobswell
- Integrating mental wellbeing across services and plans e.g. mental health awareness in CPD programmes for education; early years and adult learning staff; WEMWEBS as SOA indicator; mental wellbeing as a cross cutting theme in the SOA; and the Maryfield Local Community Plan

The test site proposal to the Scottish Government included two specific actions to the Scottish Government; implementing a pilot social prescribing scheme and mental health literacy programme in Dundee. Both of these initiatives have been successful and have provided helpful learning and lessons for rolling out.

The pilot Social Prescribing Scheme, called SOS (Sources of Support), is a partnership between the test site, Dundee Healthy Living Initiative and Maryfield Medical Centre. The pilot 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 has had over 120 referrals from GPs, with around half of these patients engaging 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, accessible and offered a good variety of activities and support. 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 is available for those who have completed the programme, patients showed a significant improvement in mental wellbeing and functional ability.

The test site's work to improve mental health literacy has grown from the co-ordination and delivery of a community based programme, involving most notably 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 most recently, the development of an informal 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 have participated in these sessions in the past 2 years ongoing demand locally and at a service level. Evaluation of the main learning outcomes for the session has shown significant positive changes in awareness of mental wellbeing, influences on wellbeing and how to protect and promote wellbeing.

In support of local community planning, the test site has developed a briefing paper for Local Community Planning Partnerships on engaging with the community on what matters for mental wellbeing, identifying locally relevant indicators, logic modelling to link existing activity to intermediate outcomes for mental health improvement, and integrating wellbeing into Local Community Plans. Regular meetings take place between the Equally Well team and Communities Officers to begin to roll out the test site approach as soon as learning is available.

The main learning from the test site experience over the past 3 years has 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
- targeting resources towards improving community mental wellbeing and its influences in a sustainable manner.

This learning is already being shared across services and communities, and has influenced the development of the city's Fairness Strategy. Further 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. This will help support changes in ways of working across the NHS and wider system to better address the causes and consequences of health inequalities, and through extending the pilot social prescribing scheme, ensure that there is a mechanism to link people who are experiencing inequalities to the services and activities that can support them. Healthy Dundee has made the roll out of the priorities for health equity its key aim for the next year and discussions are underway with partners to identify resources for implementation.

### 3.4 Substance Misuse and the Dundee Alcohol and Drug Partnership

The Dundee Alcohol & Drug Partnership (ADP) was established in October 2009 and its location within the broader Dundee Partnership has enhanced the potential for partnership and integrated working through its support of all other CPP theme groups in developing a coherent and co-ordinated response to substance misuse. The ADP is also responsible for providing a strategic direction in respect of substance misuse for the Partnership as a whole.

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 Dundee ADP continues to develop a recovery-focused care pathway based on closer links with generic services and local communities (see further detail on Recovery in Dundee below). We aim 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 our 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, we have developed a Needs Assessment (NA) process, 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.

#### Profiling substance misuse in Dundee

##### 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 than individuals in the more affluent areas. 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
- 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 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
- 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
- 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
- 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
- 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



- 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
- 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
- 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

On 5th April 2011, a new public sector equality duty came into force. The equality duty was created under the UK Equality Act 2010. The equality duty consists of a general equality duty, with three main aims and specific duties (to be set out in regulations).

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.

The thrust of the Equality Act 2010:

- Shifts the onus from individuals to Public Authorities;
- Mainstreams equality in a practical and demonstrated way ;
- Is a proactive and organised approach;
- Tackles institutional discrimination; and
- Focuses on organisational change not individual adjustments.

From the 27th May 2012, the Equality Act 2010 (Specific Duties) Scotland will require public authorities in Scotland to evidence their progress in meeting the General Duty by:

- Publishing a set of equality outcomes that will enable public authorities to better perform its General Duty;
- Reporting on progress made to achieve equality outcomes; and
- Gathering and publishing employment data.

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.
- 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.

The shape of the existing Dundee Equalities 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 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

Implications for Community Planning Partnerships arising from the separate Scottish guidance on the public sector equality duty will be considered and driven forward via the Dundee Equality and Diversity Partnership process.

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.

## 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 2010, there were 72,700 employee jobs in the city's boundaries and a further 2,433 engaged in self-employment. The largest sectors were Health (22.8%), Retail (12.2%) and Education (11.4%).

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 34.6% of employee jobs in the public sector in 2010, compared to a Scottish average of 26.9%, 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.

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

Between 2008 and 2010, overall job numbers in the city fell by 4%. Although this was an unwelcome trend, the scale of decline was less pronounced than for Scotland (6.3%) as a whole. Despite the overall drop in job numbers, the number of knowledge intensive jobs rose over the period from 35,630 to 35,940.

The overall share of people seeking employment (ILO definition) rose however from 5.9% in 2008 to 8.9% in 2010, with the 16-24 year old age group particularly affected.

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.

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 2012 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 7000 jobs. Development plots will become available over the period 2013 to 2017 and an ongoing marketing campaign is in place to help secure investments. We will also seek to ensure that we use the procurement system to maximise the community benefits from this and other major contracts. Other projects which will be pursued include a new railway station concourse, a new access road into the Port of Dundee, Park and Ride facilities and super fast broadband services.

Supporting key sector 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 initiatives such as Biodundee, Tayscreen and Digital Dundee. In terms of the tourism sector, V&A at Dundee provides an opportunity to position Dundee 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 with Malmaison citing this as a major catalyst that influenced their decision to open in Dundee in 2013.

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.

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.

Addressing worklessness and in particular rising levels of youth disengagement will be a key priority. Between 2008 and 2012 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. 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. Domestic and European funding will be aligned to maximise the resources available to support clients. Skills Development Scotland provision has been integrated into the Dundee Employability pipeline and under 25s represent 44% of those who receive support through the pipeline. Young people will be a future priority group. Results from the MCMC Total Place pilot will be used to identify further support initiatives.

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 groundbreaking 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.

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.

| <b>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.</b> |                                                                                                                                            |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------|
| <b><u>Intermediate Outcomes</u></b>                                                                                                                                        |                                                                                                                                            |
| 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. |

| <b>Indicators</b><br><i>(noting frequency / type / source)</i> |                                                                                         | <b>Baseline (2012)</b> |            |                | <b>Target (2017)</b> |            |                |
|----------------------------------------------------------------|-----------------------------------------------------------------------------------------|------------------------|------------|----------------|----------------------|------------|----------------|
|                                                                |                                                                                         | <b>City wide</b>       | <b>CRA</b> | <b>non CRA</b> | <b>City wide</b>     | <b>CRA</b> | <b>non CRA</b> |
|                                                                | Employee Job Numbers.                                                                   | 72,700                 |            |                | 75,000               |            |                |
|                                                                | Headline Gross Value Added (GVA) at Current Basic Prices per 10,000 head of population. | £16,724                |            |                | £19,000              |            |                |
|                                                                | New Business Starts per 10,000 head of population.                                      | 29                     |            |                | 36                   |            |                |
|                                                                | Percentage (and number) of Working Age Population in Employment.                        | 69.3%<br>65,500        |            |                | 72%<br>68,000        |            |                |
|                                                                | International Labour Organisation Unemployment Rate (and number)                        | 8.9%<br>6,400          |            |                | 8.4%<br>6,000        |            |                |
|                                                                | Percentage (and number) of 16-24 year olds claiming jobseekers allowance.               | 7.8%<br>1,700          |            |                | 6.8%<br>1,500        |            |                |
|                                                                | Economic Value of Tourism. (£ millions)                                                 | 137                    |            |                | 165                  |            |                |
|                                                                | Percentage (and number) of Employee Jobs in Knowledge Intensive Sectors.                | 49.4%<br>35,940        |            |                | 50.4%<br>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 2011/2012, 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. The Partnership will seek to build upon this foundation through development and delivery of a new Social Enterprise Strategy.

The prevention agenda will be supported by focusing resources on young people who will be a target group for future pipeline support.

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. We will develop and implement a Community Benefits from Procurement policy 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 for opportunities arising in the renewables sector. Energy Training East, a partnership of University of Dundee, University of Abertay Dundee, Dundee College, Angus College and Perth College has been established. 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.

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
- **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.

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.

Dundee City Council will also work closely with the Dundee Social Enterprise Network (DSEN) to grow the city's social enterprise sector.

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 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 to 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 and consideration will be given to more effective integration with the local regional advisory board.



## Outcome 2 - Our people will be better educated and skilled within a city renowned for learning, research, innovation 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 innovation and number of knowledge economy projects is helping to change the economic, physical and technological infrastructure of the City. Learning and culture is seen as being at the core of 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 relate to the changing economy within the City and attract graduate retention. In addition, partnership working has been instrumental in helping attract investment, with the best example of this being the securing of the V&A, which 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 facilities now available within the City.

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

| <b>Dundee Outcome 2 - Our people will be better educated and skilled within a city renowned for learning, research, innovation and culture.</b> |                                                                                                                     |
|-------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------|
| <b>Intermediate Outcomes</b>                                                                                                                    |                                                                                                                     |
| 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. |

| <b>Indicators</b><br><i>(noting frequency / type / source)</i>                                                                                            | <b>Baseline (2012)</b> |            |                | <b>Target (2017)</b> |            |                |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------|------------|----------------|----------------------|------------|----------------|
|                                                                                                                                                           | <b>City wide</b>       | <b>CRA</b> | <b>non CRA</b> | <b>City wide</b>     | <b>CRA</b> | <b>non CRA</b> |
| 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%                    |            |                | increase             |            |                |
| Number of Further/Higher Education students.                                                                                                              | 31,927                 |            |                | maintain             |            |                |
| Number of adult learners.                                                                                                                                 | 3,641                  |            |                | 3,800                |            |                |

|                                                                                                          |     |              |  |     |     |  |
|----------------------------------------------------------------------------------------------------------|-----|--------------|--|-----|-----|--|
| Percentage (and number) of Dundee Further/Higher Education students - from Community Regeneration Areas. |     | 12%<br>3,932 |  |     | 15% |  |
| Percentage (and number) of adult learners - from Community Regeneration Areas.                           |     | 56%<br>2,038 |  |     | 60% |  |
| Percentage (and number) of people with low or no qualifications (aged 16-64).                            | 13% |              |  | 12% |     |  |

## Improving Our Partnership and Performance

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.

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

However, as with many cities, there is still inequality in profile of the people who are accessing learning and cultural and the link between low educational attainment and poverty remains. 13% of the population have low or no qualifications and there is a clear link between the people living in Community Regeneration Areas and inequalities. The SIMD statistics confirm that people in CRAs have lower incomes, fewer qualifications and higher dependency on key out of work benefits.

The percentage of students from CRAs accessing further and higher education students is, on average 12%, but this can be broken down to show that a big disparity still exists between postcode and opportunity for people accessing Further and Higher Education. When the figure for numbers from CRAs accessing further education is looked at in isolation, the percentage from CRAs rises to 42%. Access to Higher Education is as low as 7% for those from CRAs.

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

Low skills will also be addressed, particularly for adults who have not participated in post school learning and whom 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 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.

Targeted adult learning at Community level is supported by the Partnership as a model of prevention and early intervention. Parents' basic skills impact on their children's cognitive ability and as a parents' basic skills increase, there is a proven positive impact on their children. Children's educational success is significantly increased if they have parents who are engaged in learning. 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.

## **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 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 Scottish Index of Multiple Deprivation 2009 shows that Dundee has the joint 4th highest national share of deprived areas in Scotland and the city faces a number of challenges in promoting healthy child development. These include various health and welfare indicators that are worse than the national average, such as a high prevalence of parental alcohol and drug 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

We have reviewed the evidence from the key performance indicators from the SOA and Integrated Children's Services Plan 2010 - 2012.

Whilst we have increased the average Tariff score for pupils at the end of S4 from 146 in 2008 to 157 in 2011, the national average is currently 181. Similarly, at a time of economic constraint, we have managed to increase the number of school leavers in positive destinations to 88.7% in 2011, which is the highest ever reported for Dundee and we are just 0.2% behind the national average. This takes us from the 3rd lowest local authority to 18th highest.

During 2010/11 was a decrease of 11% in the number of exclusions from local authority schools in Scotland from 2009/10. Dundee's exclusion for the general population also decreased but the level of Looked After Children excluded from education remains stubbornly high.

Youth crime is also decreasing year on year as a proportion of overall crime figures, with 17% in 2008, 13% in 2009, 12% in 2010 and 9% in 2011. Young people are therefore progressively committing fewer offences than adults.

Priorities have been influenced and shaped by the needs and aspirations of individuals and their communities. We recognise that In order to more effectively improve the lives of children, young people and families we must focus on:

- shifting the balance from crisis intervention towards early intervention
- focus on children in their early years
- engage, consult and listen to children, young people and their families
- strengthening the role and involvement of communities
- further develop joint approaches and partnership working

In addition there are 4 fundamental areas which are prioritised within the Integrated Children's Services approach. These are:

- reducing school exclusion with a particular focus on Looked After Children
- improving attainment
- tackling issues caused by substance misuse
- promoting healthy living and physical activity

In delivering our outcomes we 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 and Corporate Parenting. All of these areas of work have National and local contexts and we are actively engaged with colleagues across Local Authority boundaries and have just started examining the potential of a European collaboration with the city of Linköping in Sweden.

Our priorities highlight a continued and significant 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 these aims we will rely on a continued commitment to strengthening links across services and establishing a clear agenda for change and development supported by all key partners.

Our 2011 ICSP review report details good progress with around 95% of activity and actions showing positive results, however there are areas where we are striving to improve such as:

**Increased numbers of under 18's in custody**, which we are tackling by implementing a whole systems approach

**More Young People in secure accommodation** which we are addressing by ensuring that all young people at risk of custody are assessed through the Intense Support and Monitoring Serve (ISMS)

**Low child attendance at Looked After Children Reviews** where we are implementing a programme of activity to ensure that even when a child fails to attend the very least we know is their views on what they want

A need for more **Dundee Foster Carers** where recruitment still does not meet rising demand. Despite the successful recruitment of more Dundee Foster carers the significant increase in looked after children means that we still place a high number of children with foster carers from independent agencies, usually outwith Dundee.

The overall direction of travel is good, but we are not resting there:

We are in the process of reviewing the ICSP in preparation for the new 2013 - 2017 ICSP and this will be informed by some of the innovative approaches currently under development such as:

- we are developing the new 0 to 5 Lochee Ward Pathfinder where we are bringing early years practitioners together, either physically or virtually to implement all our GIRFEC approach based on our Hierarchy of Needs
- working closely with the voluntary sector in developing an exciting initiative through the Big lottery 'Improving Futures Fund' where Barnardos, Children 1st, Aberlour and Action for Children join with the local Voluntary sector, Dundee City Council and NHS Tayside to develop an early intervention team to offer preventative support for families on the edge of crisis
- the Looked After Children/Corporate Parent Champions Board has the primary remit of providing a platform for looked after children and young people to engage with their 'corporate parent' and make their needs known. The spirit is very much within the GIRFEC mould and has the key element of being led by the agenda set by the young people themselves which in turn helps influence service providers and strategic decision makers

**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.                                             |

| <b>Indicators</b><br><i>(noting frequency / type / source)</i> |                                                                                                                                            | <b>Baseline (2012)</b>             |            |                | <b>Target (2017)</b> |            |                |
|----------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------|------------|----------------|----------------------|------------|----------------|
|                                                                |                                                                                                                                            | <b>City wide</b>                   | <b>CRA</b> | <b>non CRA</b> | <b>City wide</b>     | <b>CRA</b> | <b>non CRA</b> |
|                                                                | Number of children affected by domestic abuse subject to Multi-Agency Risk Assessment Conference processes.                                | 99                                 |            |                | increase             |            |                |
|                                                                | Percentage of Primary 1 children with a healthy Body Mass Index.                                                                           | 69%                                |            |                | 73%                  |            |                |
|                                                                | Percentage of babies breastfed at 8 weeks.                                                                                                 | 23.7%                              |            |                | increase             |            |                |
|                                                                | Average Tariff score at end of S4.                                                                                                         | 163                                |            |                | 175                  |            |                |
|                                                                | Percentage of school leavers in positive and sustained destinations.                                                                       | 88.7%                              |            |                | 90.0%                |            |                |
|                                                                | Percentage of Looked After Children school leavers in positive and sustained destinations.                                                 | 42%                                |            |                | 50%                  |            |                |
|                                                                | 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<br>53.1%<br>Maths<br>31.5% |            |                | increase             |            |                |
|                                                                | 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                                                       | 401,596                            |            |                | 430,000              |            |                |
|                                                                | 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% |  |  |
|------------------------------------------------------------------------------------------------------------------------------------|-------|--|--|----|--|--|

## Improving our Partnership and Performance

We have expanded the number of indicators from 4 to 11 with the aim of better identifying progress in what is a very complex and ever changing area of work.

We are using the indicators as a tool to help develop and deliver services across the integrated children's services spectrum, for example;

The gap for exclusions is 20.3% for the academic year 2010/11. The academic year 2011/12 is still ongoing so the figure is not yet available. The previous year's figure was 25.5% so this is an improvement. However, it needs to be remembered that this figure reports the gap. The full figures are as follows:

During 2009/10 29.9% of looked after children were excluded at least once. This figure decreased to 24.7% during 2011/12. While this is an improvement for looked after children it compares to 4.4% of non-looked after children being excluded in both years, so looked after children are still 5-6 times more likely to be excluded than non-looked after children.

The youth offences indicator evidences youth crime decreasing year on year as a proportion of overall crime figures, with 17% in 2008, 13% in 2009, 12% in 2010 and 9% in 2011. Young people are therefore progressively committing fewer offences than adults. Dundee City Council is now implementing a Whole System Approach to Youth Justice which extends systems and processes to 16-17 year olds and should see further reductions in offences.

The new Domestic Abuse indicator is based on Dundee's integrated approach to responding to high risk victims of domestic abuse (including children in the affected family). The figure includes the total number of children and young people aged under 16 years of age in families who have been subject to multi-agency risk assessment conferences (MARAC) for high risk victims of domestic abuse, forced marriage and honour-based violence. The focus of MARAC meetings is on improving the safety of victims and children in order 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. The education end of tariff score indicates the average pupil performance by the end of S4 for all courses and units. The average tariff in Dundee has now risen steadily over a four year period. There has been a concentrated effort by schools to increase the percentage of pupils achieving a level 3 pass minimum in English and Mathematics by the end of S4. This, along with more focused personalised curricular provision for all pupils, are the main reasons for the noted increase.

Another new indicator is based around young people achieving and this indicator is used to show the recognition of young people's informal learning through their achievement of nationally recognised accreditation. Three awards have been selected which are central to the work we do with young people. Many more are available. Progress will be monitored by changes in the number of young people achieving these awards. This is important in the context of the senior phase of Curriculum for Excellence.

Early and effective intervention is very important in addressing health, economic and social inequalities within children and families. A crucial part of this is building parenting capacity and parental responsibility. We are developing the parenting role well within the Early Years Framework and our Parenting Strategy, however it is now time to re-examine how we can encourage parents to better engage with their parenting responsibilities. Part of that responsibility is to be far more aspirational in terms of their children's wellbeing as defined

within the GIRFEC wellbeing indicators of safe, healthy, achieving, nurtured, active, responsible, respected and included.

Other themes within the SOA will specifically address how our city is tackling family economic issues but it needs to be stressed that we have to intervene effectively to break cycles of generations in families and communities who are unemployed and have a dependency on benefits. However, this should not be approached in a punitive way as children would be the victims of e.g. removing benefits.

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

From the above it can be seen that much of our work around inequalities is related to child poverty. Many of our families either can not or choose not, to access services and opportunities available. We recently undertook an exercise to better describe what needs to be in place to assist families to make those choices which will reduce inequality and shift focus to prevention and early intervention. The areas included are:

- Target welfare advice to parents at key transition points for their children
- Review school charging policies for school trips and extra curricular activities
- Maximise take up of free school meals and uniform grants
- Simplify access to range of related benefits through improved 'pass porting'
- Establish a new social enterprise for childcare to increase availability of childcare and access to childcare employment
- Target support to enable people from community regeneration areas to become child minders
- Progress towards national target of 570 hours per year of free pre-school education
- Provide fee full day places at nursery for children with developmental delay
- Emphasise parents as a priority within the Employability pipeline
- Maximise targeting and take up of Working for Families support
- Increase attainment at English and Maths level 3 for pupils living in community regeneration areas
- Ensure that all children and young people have equally high expectations
- Stabilise families through decent affordable accommodation in safe neighbourhoods.
- Raise family (and the community's) aspirations and responsibilities within their communities.
- 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.
- Make available provision of high quality pre-school education and primary/secondary education to help children aspire to a better future as an adult.
- Encourage community groups for children to experience success and achievement outwith their home.

Our priorities highlight a continued and significant 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 these aims we will maintain our commitment to strengthening links across services and establishing a clear agenda for change and development supported by all key partners.

We are building stronger links and working collaboratively with Angus and Perth and Kinross Councils to develop Tayside wide solutions where appropriate. The current workstream includes:

- Engagement with children and families
- Information Sharing
- Parenting
- Operational Procedures
- Leadership
- Workforce Development
- Sustainable/Strategic Commissioning
- Welfare Reform

We are beginning to broaden out our links with the city of Linköping in Sweden. The link was originally established by our partners in Dundee College through their Social Care courses and is now expanding into developing courses for preparing those furthest away from the job market. Our broader discussion includes collaborative approaches to: Workforce development; Early intervention; Outcomes measurement; Parent and child involvement in care planning; and Family focussed interventions.

Joint Action Teams (JAT) are a very good example of collaborative working where they bring together relevant agencies from across children's services. The JAT plans for the needs of children to be assessed, the level of intervention required, confirm a lead professional and gate-keep referrals to city-wide / specialist resources. Our JAT approach is currently under review with the aim of ensuring what we have in place remains fit for purpose.

The JAT approach has also been expanded to include young people aged between 16 and 24 who are looking to move into employment, training or further education but require considerable multi-agency support.

Dundee's Being a Parent in Dundee group is a multi-agency and cross sectoral group led by Dundee City Council. This work takes account of parents and parenting challenges regardless of income levels. There are four strands which consider promoting parental responsibilities, prevention and engagement, community supports, and a focus on organisational success.

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.

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

Our challenges are predominantly around the bedrock of the 'Getting It Right' approach where there is a need to instigate and support culture change, systems change and practice change. The reality is that change does not come easy to most people and agencies particularly at a time of severe resource contraction. The current and ongoing financial constraints provide real challenges in terms of working in a multi-agency environment where people and agencies are more inclined to protect their own services. There is a need to get smarter in taking people and



agencies along with us and overcoming some of the contrived communication barriers which are historically built around the agenda, service and professional 'silos'.

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

A locality based model of Integrated Children's Services using the GIRFEC approach is being developed and implemented within the Lochee LCPP area. The experience and learning will then be disseminated and where appropriate rolled out across the city. Incorporating the 'Total Place' methodology, this 'Pathfinder' 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 those services 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. The Pathfinder will also develop outcomes which will allow services and strategic groups to measure the impact of this work.

All of these areas for improvement will be captured in the next Integrated Children's Services Plan for 2013 to 2017.

## Outcome 4 - People in Dundee 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.

We are continuing to develop our local evidence base relating to health inequalities and exploring how best to make use of nationally available evidence.

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).

| <b>Dundee Outcome 4 - People in Dundee will experience fewer health inequalities.</b> |                                                                             |
|---------------------------------------------------------------------------------------|-----------------------------------------------------------------------------|
| <b><u>Intermediate Outcomes</u></b>                                                   |                                                                             |
| 4a)                                                                                   | People living in community regeneration areas have improved health.         |
| 4b)                                                                                   | Our young people engage in less risk-taking behaviour.                      |
| 4c)                                                                                   | We have improved health for at risk groups.                                 |
| 4d)                                                                                   | We have reduced rate of teenage conception in community regeneration areas. |

| <b>Indicators</b><br><i>(noting frequency / type / source)</i> |                                                                                                                | <b>Baseline (2012)</b> |            |                | <b>Target (2017)</b> |            |                |
|----------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------|------------------------|------------|----------------|----------------------|------------|----------------|
|                                                                |                                                                                                                | <b>City wide</b>       | <b>CRA</b> | <b>non CRA</b> | <b>City wide</b>     | <b>CRA</b> | <b>non CRA</b> |
|                                                                | 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%                   |            |                |

### Improving our Partnership and Performance

The Partnership recognises that health services play an important part in improving physical and mental wellbeing and 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. 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 show evidence of improved engagement and early quit rates. We will continue to explore how incentives can be used as a health improvement aid.

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. To this end Healthy Dundee has agreed that rolling out the lessons learned from the Equally Well test site (StobsWellbeing) is a priority for the Partnership.

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.

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

All secondary schools have a generic health drop-in supported by a school nurse and a health promotion officer operating weekly. Community pharmacies offer sexual health services within local communities. Young people's sexual health services are also available at Ninewells Hospital and The Corner. All schools are developing and implementing the Curriculum for Excellence. This includes outcomes and experiences in relationships, sexual health and parenthood. The Web project delivers programmes to offsite centres across the city. Staff development opportunities are available and work is currently ongoing to offer training on risk-taking behaviour through a multi-agency approach. The Speakeasy parenting programme has been introduced to school and community groups. This 8 week programme provides practical support and advice on positive parenting and aims to encourage and enable parents to talk to their children about relationships, sexual health and other risk-taking behaviours.

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.

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

The Partnership has supported 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. Providing a Keep Well health

check, targeted at those who are more likely to have cardiovascular disease and are less likely to attend services, supports the agenda of improving healthy life expectancy and closing the inequalities gap. 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.

The links between worklessness and ill health (both as a symptom and a causative factor) are well documented. Many workless people face a number of individual circumstances which makes it difficult for them to consider engaging in the labour market. The Employability Programme funds a range of specialist provision to help people address specific issues that prevent them from gaining and sustaining employment. With over 10,000 working age incapacity benefit claimants in the city, it is vital to provide services which assist people to manage or overcome health related issues that may be affecting their employability prospects. Many people with health barriers continue to access public health services and contact with these can provide an opportunity for healthcare staff to refer clients to the project. To facilitate this, there is a close working relationship between the NHS Board and Working Towards Health Project with over 400 staff trained to embed consideration of client employability within their every day practice. The Working towards Health Project delivers an individualised programme that is designed to enable people to address and manage health conditions that have, or are proving to be, a barrier to participating in work, education or training. The programme is open to anyone with mild to moderate health conditions who is in receipt of a working age benefit. The programme promotes an asset model approach, accentuating the positive capabilities clients have. The Working Towards Health Team consists of 4 Senior Health Practitioners who are based within the Discover Opportunities Centre, which is a multi agency office located in convenient city centre premises. This co-location enhances the ability to work in partnership with other agencies including the Department for Work and Pensions, Employability Programme and More Choices, More Chances staff.

To support our efforts to challenge inequalities Local Health Profiles have been developed to support local communities to identify health outcomes of importance to their communities and to provide a focus for the identification of health priorities through the local community planning process.

Implementation of the Health Equity Strategy is being monitored through NHS Tayside via reporting progress of Health Equity Action Plans which have been developed at local level.

The 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.

## Outcome 5 - People in Dundee will have improved physical and mental well-being.

### Strategic Context

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. As described fully in outcome 4, there is a growing evidence base, at national and local level, of health outcomes at CHP level.

As well as the clear health inequalities which exist within the city, 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. 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 5 - People in Dundee will have improved physical and mental well-being.

#### Intermediate Outcomes

|     |                                                                                                                                                                                             |
|-----|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 5a) | People have more healthy and active lifestyles.                                                                                                                                             |
| 5b) | People have better mental health and well-being.                                                                                                                                            |
| 5c) | 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. |

| Indicators<br><i>(noting frequency / type / source)</i>                               | Baseline (2012)  |     |         | Target (2017) |     |         |
|---------------------------------------------------------------------------------------|------------------|-----|---------|---------------|-----|---------|
|                                                                                       | City wide        | CRA | non CRA | City wide     | CRA | non CRA |
| 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%<br>(2,800) |     |         | 2.80%         |     |         |
| Estimated percentage and number of injecting drug users, of working age.              | 0.89%<br>(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 equally or 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 including Working Towards Health, Dundee Healthy Living Initiative and the development of TimeBanking, 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 crucial role played by the third sector in improving health 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.

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 aiming to roll out the learning from this approach.

Active Families is a programme developed as part of Hearty Lives Dundee to contribute towards reducing childhood obesity. It is a partnership between NHS Tayside, Leisure and Culture Dundee, and the British Heart Foundation. It is targeted at Dundee's regeneration areas, and aims to support reductions in health inequalities in the longer term. The programme uses a family approach to promoting healthy lifestyles, with a focus on increasing physical activity and healthy eating. A wide range of agencies in the statutory and third sectors have identified and referred families for support. There is an initial three month phase of support, including free access to a range of opportunities for physical activity. There is also both individual family and group support to promote healthy food choices, improve cooking skills and generally support healthy eating. The first year of the service has seen a significant number of families referred. Both anecdotal and more formal evaluation evidence suggest that those families who successfully engage in the programme feel it has impacted positively on their health and their lives more broadly.

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.

Reducing health inequalities is a key priority of the Partnership and as such a separate Outcome and indicators have been developed specifically addressing this issue (See Outcome 4).

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, 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 (Type 2 Diabetes, Coronary Heart Disease and Chronic Obstructive Pulmonary Disease) 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 an holistic approach to health behaviour change, recognising that risk taking behaviours are often a result of wider socio-economic factors.

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

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

Key areas for improvement are contained within the Dundee Health Equity Action Plan and the Integrated Model Framework that seeks to scale up and roll out the work of the Dundee Healthy Living Initiative, the learning from the Equally Well test site and the reach of a social prescribing model.

A transitional model has been developed and is currently seeking short term funding. If successful the proposal is to discuss the sustainability of the integrated model through the Community Planning Partnership. The transitional model has the overarching aim of *reducing health inequalities outcomes and determinants by supporting changes in ways of working across health and wider systems.*

Our improvement plan will form the substantive business of Healthy Dundee for the next year.



## **Outcome 6 - 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 double within the next 20 years. 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.

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, Personalisation, Carers and Protection. These themes follow the national policy framework and contextualise it to our local circumstances.

The Reshaping Care for Older People Programme is an integrated and comprehensive whole systems framework. One of its main strategic objectives is to support older people to achieve and maintain independent, safe, healthy and fulfilling lives in a homely setting. 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 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.

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.

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. We will revise how we provide services to encourage more choice and control.

## 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 receiving a Direct Payment 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. 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 6 - 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.                                                                         |

| Indicators<br><i>(noting frequency / type / source)</i>                                                                                                                                                                        | Baseline (2012)           |     |         | 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.                                                                                                                                                                                    | 48                        |     |         | 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:<br>a) Initial Management Discussion (IMD).<br>b) Initial Referral Discussion (IRD).<br>c) Case Conference (CC). | a) 578<br>b) 124<br>c) 63 |     |         | a) 1,052<br>b) 350<br>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 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 Integrated Resource Framework (IRF) is identifying variations in where we direct resources across localities to allow us to reduce waste and improve outcomes.

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.

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

#### Partnership working and community leadership

- Joint 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 Plan for Older People has a supporting Outcomes and Performance Framework to evidence improvement and identify areas for development.

#### Community Engagement

- The Integrated Resource Framework is allowing 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

- Change 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 7 - 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%  
 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 12.8%

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 has responded to this by commissioning Tayside Police Community Impact Team to develop targeted approaches in Lochee, Stobswell and the Hilltown.

In addition, the Police Perception Survey showed that the percentage of those interviewed who felt either safe or very safe in their communities rose in 2011/12 from 80.7 to 85.5%.

The main reason Dundee has enjoyed improved levels of Community Safety over the last 5 years, is the good partnership working between Dundee City Council, Tayside Police, 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 hot spots across the City. A high performing Community Safety Partnership and a focussed preventative approach has been the key to Dundee's success.

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

The Dundee Community Safety Partnership was one of the first CSP's in Scotland to develop a community intelligence led approach to the development of its Community Safety Partnership Strategy and Action Plan. We commissioned the establishment of the Community Intelligence Unit, which is responsible for gathering and collating all the statistics and partner information, to update the DCSP Action Plan. In addition, monthly tactical assessments are produced to enable partners to work together to identify and address problems and solutions. This has led to the development of an intelligence led tasking approach in Dundee which has proved very successful. A good recent example of this approach is the way in which representatives from Tayside Police, the Community Safety Wardens and the Housing Departments Anti-Social Behaviour Team worked together to address major anti-social behaviour and fire raising issues at the multi-storey blocks in Lochee. Quarterly reports have been produced for the Local Community Planning Partnerships (LCPPs) 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 effecting 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.

The Police Public Perception surveys have provided some measure of the fear of crime and this is an area which will be considered through the annual Dundee Partnership Citizen Surveys.

Using this evidence based approach, the main priorities for the Dundee Community Safety Partnership for the next five years are;

- The impact of crime on individuals, communities and businesses
- Anti-social behaviour
- Youth Disorder
- Violent Crime
- Sexual Offences
- Fire and Road Safety
- Community tensions/Counter Terrorism

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
- Public Protection
- Alcohol and Drugs
- Reassurance
- Risk and Vulnerability

| <b>Dundee Outcome 7 - Our communities will be safe and feel safe.</b> |                                                                                                                        |
|-----------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------|
| <b><u>Intermediate Outcomes</u></b>                                   |                                                                                                                        |
| 7a)                                                                   | Dundee has reduced levels of crime.                                                                                    |
| 7b)                                                                   | Dundee has reduced fear of crime.                                                                                      |
| 7c)                                                                   | We have improved safety of our local communities by reducing the risk to life, property and the environment from fire. |
| 7d)                                                                   | We have improved road safety.                                                                                          |
| 7e)                                                                   | We have improved personal safety in the home and in the community.                                                     |

| <b><u>Indicators</u></b><br><i>(noting frequency / type / source)</i>            | <b>Baseline (2012)</b> |            |                | <b>Target (2017)</b> |            |                |
|----------------------------------------------------------------------------------|------------------------|------------|----------------|----------------------|------------|----------------|
|                                                                                  | <b>City wide</b>       | <b>CRA</b> | <b>non CRA</b> | <b>City wide</b>     | <b>CRA</b> | <b>non CRA</b> |
| Number of crimes of violence                                                     | 284                    |            |                | 273                  |            |                |
| Number of crimes of robbery                                                      | 89                     |            |                | 89                   |            |                |
| Number of crimes of vandalism                                                    | 2,646                  |            |                | 2,300                |            |                |
| Number of crimes of housebreaking                                                | 505                    |            |                | 445                  |            |                |
| Percentage of respondents who felt their neighbourhood was a safe place to live. | 85.5%                  |            |                | Improve              |            |                |
| Number of persons killed in road accidents.                                      | 5                      |            |                | 2                    |            |                |
| Number of persons seriously injured in road accidents.                           | 42                     |            |                | 34                   |            |                |
| Number of fatalities arising from fires.                                         | 2                      |            |                | 0                    |            |                |
| Number of injuries arising from fires.                                           | 35                     |            |                | 26                   |            |                |
| Number of dwelling fires.                                                        | 265                    |            |                | 225                  |            |                |

## Improving our Partnership and Performance

Poverty, deprivation and social exclusion are some of the main contributors to inequality in Dundee. With 40,000 people 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 Tayside Police Community Impact has prioritised its work in the Community Regeneration Priority areas and has been active in the Lochee, Hilltown and Stobswell areas. The DCSP commissioning budget is used to support the delivery of the Community Safety Strategy/Action Plan and again these resources are targeted towards the areas of greatest need.

The Hate Incident Multi-Agency Partnership was established in 2011 to gather information and to analyse and deal with hate crime trends. HIMAP will raise public awareness about what constitutes a Hate Incident and how incidents should be reported. HIMAP will therefore have a key role in supporting individuals and groups with protected characteristics and in doing so promote equality and fairness.

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

- More than 40,000 contacts are established annually with young people as part of the DCSP's divisionary programme, funded by the Local Action Fund and the local Community Regeneration Forums.
- Over 1,600 primary 7 pupils take part in the Safe Taysiders Programme aimed at reducing accidents in the home.
- Additional funding has been allocated to the removal of household waste to reduce fire risks.
- 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 success of the Dundee Community Safety Partnership is based on effective partnership working. The DCSP Strategic group meets on a regular basis and has the responsibility for developing and overseeing the DCSP Strategy and Action Plan. The Operational Group meets monthly, adopts an intelligence led tasking approach and enables partners to work together to identify and address important issues. Weekly tactical meetings enable responses to local issues to be identified effectively and efficiently. There are a number of other DCSP Sub Groups which report to the DCSP Strategic Group and on some occasions to other parts of the Dundee Partnership structures.

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. The Local Community Plans are based on community needs assessment and the outcomes and outputs contained in the local community plans set out the way in which these issues will be addressed.

Working with communities is an important aspect of our approach. Local residents are represented on LCPP's and make an important contribution to the local community planning process. Community Safety staff work with community groups to identify and address local community safety issues and this community capacity building approach makes a significant contribution to community safety in Dundee.



It is recognised that the impending Police and Fire Reform will have an impact on the way in which partners take forward the Community safety agenda in Dundee. However, the Police and Fire and Rescue Services have already re-aligned their structures to fit the new single force arrangements and the DCSP expects a seamless transition. If anything, the new arrangements should improve accountability at local authority level.

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 of improvement in this area is the way in which we measure the fear of crime. In the past the Tayside Police Perception Survey has produced some data as has the Dundee Partnership Citizen Survey and work is underway to standardise the questions to give us the strongest evidence of local views.

Another area for improvement is the need for a better coordinated 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.

Finally, the DCSP has recognised that the co-location of community safety services would improve the effective and efficient delivery of services. The main benefits to be had from co-location will include;

- early identification of emerging problems, allowing faster intervention
- improved access to expert advice to the public
- better communication and information exchange
- more effective, evidence based targeting of resources
- prompt support for victims
- more effective case referral and management
- best value through shared accommodation and overhead costs
- provides a one stop shop to the public, partners and elected members

## **Outcome 8 - Dundee will be a fair and socially inclusive city.**

### **Strategic Context**

Whilst 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 2009, Dundee City:

- had the third largest percentage of its population (28.8%) living in the 15% Most Deprived areas of local authority areas in Scotland
- had the fourth largest percentage of its population (20.4%) classed as income deprived of local authority areas in Scotland
- had the fourth largest percentage of its working age population (15.6%) classed as 'employment deprived' of local authority areas in Scotland
- had a higher percentage of its working age population (4.7%) claiming jobseekers allowance than the Scottish average (3.5%) (2009 Quarter 4)
- had a higher percentage of its working age population (22.3%) claiming Key Benefits than the Scottish average (15.4%) (2009 Quarter 4)
- had a greater percentage of its population aged 16 yrs + (7.5%) claiming Incapacity Benefit or Severe Disablement Allowance than the Scottish average figure. (5.8%) (2009 Quarter 4).
- 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 (35.3%) living in areas within the 15% Most Deprived in Scotland. - SIMD 2009
- had the second highest percentage of its children (38.6%) living in areas within the 15% most income deprived in Scotland - SIMD 2009
- had over half (56%) of its children living in households of low income
- had the third highest percentage (56%) of its children living in low income households in all Scottish Local Authorities
- 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%)
- Latest figures show that 7,000 families are in receipt of Working Tax Credit only or Working Tax Credit and Child Tax Credit. This is the seventh highest local authority percentage in Scotland.
- had almost a third (32%) of its housing tenure as either local authority housing stock or Registered Social Landlord.

Rights Advice Scotland has estimated that benefit claimants in Dundee will suffer annual losses of between £17.5m and £21.1m as a result of these cuts. 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.

The Dundee Partnership is determined to improve poverty and inequality within the city. The city has shown over the last thirty years that we can create jobs and stimulate the local economy, raise local income levels and try to close the gap between rich and poor. And now, with the lessons we have learned previously we can be clever, creative and committed enough to do it again. There can be no justification for the serious inequalities in Dundee, and in the same way we want to see a fair Dundee, we believe that Dundee should have the same levels of affluence and inclusion enjoyed by the rest of Scotland.

| <b>Dundee Outcome 8 - Our people will experience fewer social inequalities.</b> |                                                                              |
|---------------------------------------------------------------------------------|------------------------------------------------------------------------------|
| <b>Intermediate Outcomes</b>                                                    |                                                                              |
| 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. |

| <b>Indicators</b><br><i>(noting frequency / type / source)</i> | <b>Baseline (2012)</b> |            |                | <b>Target (2017)</b> |            |                |
|----------------------------------------------------------------|------------------------|------------|----------------|----------------------|------------|----------------|
|                                                                | <b>City wide</b>       | <b>CRA</b> | <b>non CRA</b> | <b>City wide</b>     | <b>CRA</b> | <b>non CRA</b> |

|                                                                                                                                                                            |       |                |       |       |           |  |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------|----------------|-------|-------|-----------|--|
| Percentage of working age population in receipt of key out of work benefits: Community Regeneration Areas and the rest of Dundee.                                          | 19%   | 31%            | 12%   | 17%   | close gap |  |
| Percentage of the population who are income deprived: Community Regeneration Areas and the rest of Dundee.                                                                 | 21%   | 34%            | 13%   | 19%   | 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.                                  | 26.9% | 40%            | 14.5% | 21.9% | close gap |  |
| Percentage of households where respondent or partner has a bank, building society or credit union account.                                                                 | 94%   | available 2013 |       | 94%   | close gap |  |
| Percentage of households that have some savings.                                                                                                                           | 59%   | available 2013 |       | 59%   | close gap |  |
| Percentage of households that are coping well or very well financially.                                                                                                    | 49%   | available 2013 |       | 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**

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.

There are currently six Regeneration Forums operating in the areas of greatest deprivation in Dundee. Their main responsibilities are to ensure that communities have a voice and that local priorities are addressed through the allocation of funding for local priorities. The overall feedback from the Forums collectively is that there is a healthy level of interest from local residents in becoming elected to Forums. Collectively, the Regeneration Forums in Dundee

have been cited as an example of good practice nationally in the Scottish Government's Scottish Community Empowerment Action Plan.

Financial 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.

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.

Dundee City Council's Strategy 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. 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.

## **Outcome 9 - 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 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.

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.

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.

The Council's Housing Department and the Housing Associations operating in the Dundee city area have made good progress over the last year. The number of houses in both sectors meeting the SHQS has increased with all providers confident of reaching 100% by 2015 where it is technically possible.

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.

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.

| <b>Dundee Outcome 9 - Our People will live in strong, popular and attractive communities.</b> |                                                                       |
|-----------------------------------------------------------------------------------------------|-----------------------------------------------------------------------|
| <b><u>Intermediate Outcomes</u></b>                                                           |                                                                       |
| 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.                          |
| 9d)                                                                                           | Our neighbourhoods experience greater community spirit and wellbeing. |

| <b>Indicators</b><br><i>(noting frequency / type / source)</i>                                     | <b>Baseline (2012)</b> |                |                | <b>Target (2017)</b> |            |                |
|----------------------------------------------------------------------------------------------------|------------------------|----------------|----------------|----------------------|------------|----------------|
|                                                                                                    | <b>City wide</b>       | <b>CRA</b>     | <b>non CRA</b> | <b>City wide</b>     | <b>CRA</b> | <b>non CRA</b> |
| Percentage of adult residents stating their neighbourhood is a 'very good' place to live.          | 43%                    | available 2013 |                | 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.                                   | 91                     |                |                | 108                  |            |                |
| Percentage of housing stock in social rented sector passing the Scottish Housing Quality Standard. | 51.7%                  |                |                | 100%                 |            |                |
| Percentage of adults rating the condition of their house or flat as good.                          | 79.6%                  | available 2013 |                | 79.6%                | close gap  |                |
| Percentage of population satisfied with local shops.                                               | 96%                    | 95%            | 98%            | 96%                  | close gap  |                |
| Percentage of adults giving up time to volunteer in the last 12 months.                            | 13%                    | 11%            | 15%            | 20%                  | close gap  |                |
| Percentage of adults agreeing that they can influence decisions affecting their local area.        | 20%                    | available 2013 |                | 30%                  | close gap  |                |

### **Improving our Partnership and Performance**

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.

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, and these will continue into the future.

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.



## **Outcome 10 - 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.

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 Local Community Planning Partnership 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 (2012-2017) 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.

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.

| <b>Dundee Outcome 10 - Our communities will have high quality and accessible local services and facilities.</b> |                                                              |
|-----------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------|
| <b>Intermediate Outcomes</b>                                                                                    |                                                              |
| 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.        |

| <b>Indicators</b><br><i>(noting frequency / type / source)</i>                                                                                       | <b>Baseline (2012)</b> |            |                | <b>Target (2017)</b> |            |                |
|------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------|------------|----------------|----------------------|------------|----------------|
|                                                                                                                                                      | <b>City wide</b>       | <b>CRA</b> | <b>non CRA</b> | <b>City wide</b>     | <b>CRA</b> | <b>non CRA</b> |
| Percentage of residents satisfied with access to local services: Community Regeneration Areas and the rest of Dundee.                                | 83%                    | 81%        | 85%            | 85%                  | 85%        | 85%            |
| Percentage of residents satisfied with the quality of local services: Community Regeneration Areas and the rest of Dundee.                           | 97%                    | 97%        | 97%            | 97%                  | 97%        | 97%            |
| Percentage of residents satisfied with the quality of their local community centre and library: Community Regeneration Areas and the rest of Dundee. | 98%                    | 99%        | 98%            | 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.

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.

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.

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.

## **Outcome 11 - Our people will live in a low carbon, sustainable city.**

### **Strategic Context**

It is recognised that the quality of Dundee's local environment is a vital ingredient in contributing to the quality of life for people living in the city. The environment is inextricably linked with other key social and economic issues the city faces. As the city continues its positive journey in economic and social renewal a balance is required with both the shorter term enhancement and long-term protection of the environment.

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 will seek to promote and support a wide range of climate change mitigation measures such as energy efficiency, sustainable design and construction and sustainable transport. It will also support 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.

The proposed TAYplan Strategic Development Plan the Local Development Plan seek to protect and enhance the quality of the built and water environments, landscape, biodiversity and natural resources of Dundee. 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.

Over the years Dundee has built a strong environmental partnership which devised a strategy to meet the climate change challenge. The Dundee Partnership signed up to the Scotland's Climate Change Declaration and has been carrying out an action plan to reduce the city's carbon footprint and contribute to the overall targets set by the Scottish Government.

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.

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 100 m<sup>2</sup>. 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.

| <b>Dundee Outcome 11 - Our people will live in a low carbon, sustainable city.</b> |                                                                                                                |
|------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------|
| <b>Intermediate Outcomes</b>                                                       |                                                                                                                |
| 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. |

| <b>Indicators</b><br><i>(noting frequency / type / source)</i> |                                                                                                                                     | <b>Baseline (2012)</b>                |            |                | <b>Target (2017)</b>       |            |                |
|----------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------|------------|----------------|----------------------------|------------|----------------|
|                                                                |                                                                                                                                     | <b>City wide</b>                      | <b>CRA</b> | <b>non CRA</b> | <b>City wide</b>           | <b>CRA</b> | <b>non CRA</b> |
|                                                                | CO <sub>2</sub> emissions (tonnes) per capita                                                                                       | 6.42                                  |            |                | 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 biodegradable municipal waste landfilled                                                                                 | 3.5                                   |            |                | 1.6                        |            |                |
|                                                                | Percentage of household waste recycled or composted                                                                                 | 34.6%                                 |            |                | 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:<br>a) Bronze level<br>b) Silver level<br>c) Green Flag level | a)68.9<br>%<br>b)41.3<br>%<br>c) 5.0% |            |                | a) 80%<br>b) 60%<br>c) 20% |            |                |

### **Improving our Partnership and Performance**

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.

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.

One key outcome that has been achieved in the last year has been the agreement to merge strategically focussed sustainability groups with overlapping aims under the Dundee Partnership to better help deliver the SOA. The new group, Dundee Sustainability Partnership, will provide better clarity for the city's strategic approach to sustainable development and climate change issues.

Delivery of Outcome 11 will be coordinated by the Dundee Sustainability Partnership and includes representation from Dundee City Council. Scottish Enterprise, University of Dundee, University of Abertay Dundee, Dundee College, TACTRAN, NHS Tayside, Tayside Police, Sustain Dundee, Dundee Renewables and various local environmental groups. This structure builds on the good work already undertaken whilst expanding the remit to include more organisations delivering and researching renewables and low carbon technologies.

The Partnership is committed to transforming Dundee into a low carbon city and to achieve this we need to dramatically reduce our carbon footprint, adapt to the impacts of climate change and ensure our energy is provided in a sustainable way. The best way to do this is through working together as organisations supported by effective community involvement. A multi-agency Sustainability 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. 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 with other Strategic Theme groups, attracting funding for these initiatives will be challenging especially in the current financial climate. It is anticipated that the strategy will be focussed on a small number of high level strategic outputs and linked into a number of other programmes in the city, particularly those that are of a climate change / renewable energy nature. Whilst being high level in nature, the emerging strategy will seek to engage Dundee's communities and promote ownership by partners. Achieving a balance for this will also be challenging as there may be a tendency for the strategy to become 'all things to all', thus losing its focus. However, achieving ownership by partners is crucial to the success of the strategic actions. Evidence of change towards a more sustainable city will be integral to achieving the strategy. Ideas on how to collate this type of evidence are currently being developed. It is anticipated that it will form part of any possible funding packages submitted.