



REPORT TO: HEALTH AND SOCIAL CARE INTEGRATION JOINT BOARD –
26 OCTOBER 2022

REPORT ON: DUNDEE CITY PLAN 2022-2032

REPORT BY: CHIEF OFFICER

REPORT NO: DIJB70-2022

1.0 PURPOSE OF REPORT

1.1 The purpose of this report is to seek the Integration Joint Board's endorsement of the Dundee City Plan 2022-2032 following its approval by the Dundee Partnership Management Group on 1 September 2022.

2.0 RECOMMENDATIONS

It is recommended that the Integration Joint Board (IJB):

- 2.1 Note the content of this report.
- 2.2 Endorse the Dundee City Plan for 2022-2032, attached as appendix 1.
- 2.3 Note arrangements that are in place within Dundee Health and Social Care Partnership to support and actively contribute to delivery of priorities and outcomes contained within the Dundee City Plan (section 4.3).

3.0 FINANCIAL IMPLICATIONS

3.1 None.

4.0 MAIN TEXT

4.1 BACKGROUND

4.1.1 The Community Empowerment (Scotland) Act 2015 gave community planning partnerships (CPPs) a specific duty to improve local priority outcomes and act with a view to tackle inequalities of outcome across communities in that area. In particular, CPPs were required to prepare and publish a ten-year local outcomes improvement plan (LOIP) by 1 October 2017. The LOIP is the current term to describe the document previously known as the single outcome agreement. In Dundee the LOIP is known as the City Plan for Dundee.

4.1.2 The Dundee Partnership published its first City Plan in late 2017 for the period, 2017 to 2026. The Plan fully reflected the Scottish Government's guidance for CPPs by:

- Using our understanding of local needs circumstances and opportunities to establish a clear and ambitious vision for Dundee.
- Focusing on a smaller number of key strategic priorities and setting realistic but ambitious 1, 3 and 10-year improvement targets.
- Acting to reduce the gap in outcomes between the most and least deprived groups and improving long term sustainability of public services.

- Preparing locality plans which show how we will work with communities to respond to their priorities.
- 4.1.3 When the first plan was agreed it was also highlighted that the City Plan would run on a five-year rolling basis, while being subject to annual reviews and reporting, and it sits within the duties of the Council, IJB and other public bodies and the Scottish Government in relation to Community Planning and Best Value.
- 4.1.4 The final update on the City Plan 2017 – 2027 was reported to the Partnership in December 2021; 65% of the indicators in the City Plan had improved since 2017 and 55% of the indicators were on or within 5% of meeting the 3-year target set in 2017. There were six themes in the City Plan including Health, Care and Wellbeing (covering people of all ages). The COVID pandemic impacted and changed the way in which many plans within the Health, Care and Wellbeing theme could be delivered and their subsequent impact on performance indicators; 25% of the indicators for health, care and wellbeing improved over the reporting period.

4.2 CITY PLAN 2022 – 2032

- 4.2.1 The City Plan for 2022 – 2032 is focussed on a smaller number of priorities, sets new 1, 3 and 10-year targets and will be monitored to show whether they are on or close to the target and whether they are showing a long-term improving trend.
- 4.2.2 For the next five years of this ten-year plan, the Dundee Partnership's commitment will focus on making sure they can report on the social transformation of the city in the same positive terms as the economic one. Dundee, like many urban areas, continues to have major social challenges to overcome.
- 4.2.3 The 2020 Audit Scotland report on Dundee City Council concluded that “despite progress, Dundee continues to face complex and deep-rooted challenges. The city has the highest rate of drug related deaths in Scotland, and pressures around poverty and mental health remain significant.” The Dundee Partnership is aware of these challenges and, is striving with all its community planning partners to address them and to increase the pace of change.
- 4.2.4 While the Dundee Partnership recognises the challenges of the last two years due to the COVID-19 pandemic and now the cost of living crisis, Dundee also has a number of substantial strengths that can be built upon. All partners are focussed on ensuring that all our children, citizens and communities have the best opportunities and lives, free from poverty and inequality, through the delivery of the three strategic priorities contained within this Plan.

4.3 TACKLING HEALTH INEQUALITIES

- 4.3.1 The City Plan for 2022-2032 sets out three vision statements, including: “*Dundee will be a caring city which has tackled the root causes of poverty and delivered fairness in incomes, education and health.*” Following on from this, one of the three strategic priorities within the plan is to “*REDUCE child poverty and inequalities in incomes, education and health.*”
- 4.3.2 The City Plan describes the context for this priority in terms of increasing concern about the need for effective support for people who use drugs and alcohol, the impact of the pandemic on citizens' mental health and wellbeing, strong links between poverty, mental health and obesity, rising demand for community care set against workforce planning, recruitment and retention challenges, and the forthcoming reform on adult social care through the proposed National Care Service.
- 4.3.3 Key actions set out under the health inequalities priority are:
- Develop and deliver the replacement strategic framework and delivery plan for drug and alcohol recovery services.
 - Deliver on the Dundee Mental Health and Wellbeing Strategic Plan 2019-2024.
 - Deliver on the Child Healthy Weight Strategy.

The City Plan highlights the links between this priority and actions, the role of the Dundee Health and Social Care Partnership and the priorities and actions within the Partnership's Strategic and Commissioning Plan. It also recognises that the IJB is the lead governance body overseeing the approval and implementation of the Dundee Mental Health and Wellbeing Strategic Plan

2019-2024 and has a lead role in terms of supporting developments within the Alcohol and Drugs Partnership as well as direct governance oversight of delegated drug and alcohol functions.

- 4.3.4 Historically, priorities relating to health, care and wellbeing were progressed with leadership, support and oversight provided through a Dundee Partnership Health, Care and Wellbeing Executive Board co-chaired by the Chief Officer and a senior leadership colleague from NHS Tayside. The Dundee Partnership has recognised that there have been significant structural and policy developments at a national, regional and local level that have influenced the ongoing shape of partnership working in the city since the last City Plan was agreed in 2017. Examples include the Tay Cities Deal, the Tayside Regional Improvement Collaborative, the Strang Review of Mental Health Services in Tayside, the follow up work of the Dundee Drug Commission and the Climate Emergency. This complexity has caused overlaps and/or duplication, leading to a view that some groups and Executive Boards may no longer be required. A review of the partnership structures will be undertaken by early 2023 to ensure the delivery groups are appropriate for the new plan and that strategic leadership capacity is better applied to the key priorities of the new plan. Officers from the Dundee Health and Social Care Partnership will actively contribute to this review, as well as continuing to work through established structures for drugs and alcohol and mental health to progress these areas of work.
- 4.3.5 The IJB will continue to receive regular reports in relation to mental health and wellbeing and drug and alcohol planning, improvement and performance. In addition, the annual report on the delivery of the City Plan to the Dundee Partnership will be submitted to the IJB, starting in 2023.

5.0 POLICY IMPLICATIONS

- 5.1 This report has been subject to the Pre-IIA Screening Tool and does not make any recommendations for change to strategy, policy, procedures, services or funding and so has not been subject to an Integrated Impact Assessment. An appropriate senior manager has reviewed and agreed with this assessment.

6.0 RISK ASSESSMENT

- 6.1 This report has not been subject to a risk assessment as it does not require any policy or financial decisions at this time.

7.0 CONSULTATIONS

- 7.1 Members of the Strategic Planning Advisory Group, Chief Finance Officer, Heads of Service - Health and Community Care and the Clerk were consulted in the preparation of this report.

8.0 DIRECTIONS

- 8.1 The Integration Joint Board requires a mechanism to action its strategic commissioning plans and this is provided for in sections 26 to 28 of the Public Bodies (Joint Working) (Scotland) Act 2014. This mechanism takes the form of binding directions from the Integration Joint Board to one or both of Dundee City Council and NHS Tayside.

Direction Required to Dundee City Council, NHS Tayside or Both	Direction to:	
	1. No Direction Required	X
	2. Dundee City Council	
	3. NHS Tayside	
	4. Dundee City Council and NHS Tayside	

9.0 BACKGROUND PAPERS


- 9.1 None.

Vicky Irons
Chief Officer

DATE: 27 September 2022

Kathryn Sharp
Service Manager, Strategy and Performance

Peter Allan
Service Manager, Community Planning, Dundee City Council



DUNDEE
PARTNERSHIP

City Plan

for Dundee
2022-2032



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FOREWORD

As Chair of the Dundee Partnership, the city's Community Planning Partnership, I am delighted to introduce Dundee's City Plan 2022–2032. This Plan sets out what the Dundee Partnership wants to achieve by way of improving outcomes over the short, medium and longer term for the citizens of Dundee.

The Dundee Partnership has achieved significant progress over the last five years in delivering the outcomes contained within our City Plan 2017-2026. Dundee has transformed itself into a growing city on a journey of major economic, social and cultural development, including its world renowned £1bn Waterfront development with V&A Dundee at its heart. Further opportunities lie ahead such as the £300 million Tay Cities Deal, the Michelin Scotland Innovation Parc, a Life Sciences Innovation District and the Eden Project - all examples of Dundee's bold and creative ambition. As a result, Dundee has been named as one of the world's top "places of the future".

Dundee will change again for the future for a just transition to a low carbon economy. The Partnership has recognised that we are facing a climate emergency and aims to take the spirit of innovation to lead the city to be net zero by 2045 or earlier. Partnership is vital to lead the just transition to net zero – creating opportunities for new, good and green jobs, making homes easier and greener to heat, and encouraging people to walk, wheel and cycle and/or drive low emission or electric vehicles.

As a Partnership, we recognise the challenges of the last two years due to the COVID-19 pandemic and now the cost of living crisis, but Dundee also has a number of substantial strengths that we can build upon. All partners are focused on ensuring that all our children, citizens and communities have the best opportunities and lives, free from poverty and inequality, through the delivery of the three strategic priorities contained within this Plan.

Through our City Plan we will work to ensure that we get it right for every child, citizen and community in Dundee. We are committed to improving outcomes for all our citizens but particularly for those living in our most deprived communities and for our most vulnerable residents.

Partnership working is more important now than it has ever been, with the need to deliver better, more targeted services together, using shared resources where possible. The Dundee Partnership is committed to continuing to develop co-ordinated, effective, efficient services together, that meet the needs of our communities and deliver better outcomes for all.



Councillor John Alexander
Chair of the Dundee Partnership
& Leader of Dundee City Council

Introduction

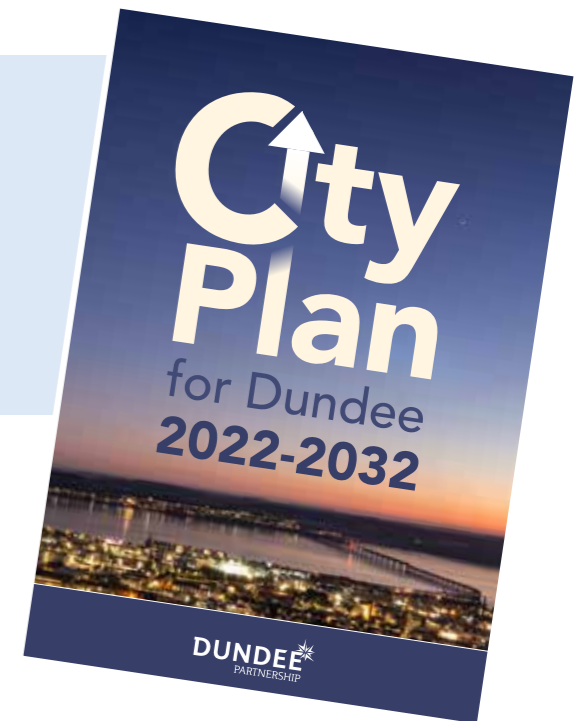
Partnership working has long been a strength in Dundee, across the public, third and private sectors, as well as with our neighbours across the region. It is what lets us drive progress in the city to improve the quality of life for our people. In doing so, we are also making a significant contribution to national priorities.

Dundee's City Plan 2022 – 2032 (our Local Outcomes Improvement Plan) sets out the outcomes that the community planning partners in Dundee, known as the Dundee Partnership, will seek to improve, which in turn should improve the wellbeing and quality of life of the residents of Dundee, with a particular focus on **reducing inequality and poverty, improving the city's economy and tackling climate change.**

The Community Empowerment (Scotland) Act 2015 placed a legal duty on community planning partnerships (CPPs) to demonstrate that they are making a significant difference to the lives of their residents through the planning and delivery of local outcomes and the involvement of community bodies at all stages of community planning.

The Act places a very specific focus on tackling inequalities for those that are most disadvantaged in our communities and says this should be articulated in a Local Outcomes Improvement Plan which must be:

- Clearly based on evidence and analysis of the area and its communities, including variations in outcomes between communities, and the communities and outcomes where improvement is a priority;
- Specific about the preventative work required by the plan and how resources will be used in new ways to support prevention;
- A driver for the CPP to develop integrated approaches to improving outcomes;
- A focus for the CPP to identify where partnership working adds value and genuinely improves outcomes;
- Clearly based on active participation by communities and community organisations;
- Precise about the level of improvement and timescales for each improvement commitment in the plan;
- Clear about scrutiny, performance and accountability arrangements for the plan.



The City Plan will run on a five-year rolling basis, while being subject to annual reviews and reporting, and it sits within the duties of the Council, public bodies and the Scottish Government in relation to Community Planning and Best Value. The City Plan has been, and will continue to be, developed in consultation and through engagement with all relevant stakeholders and the communities of Dundee.

Dundee has well established processes for locality planning to facilitate work between community planning partners and communities. There is a Local Community Planning Partnership (LCPP) in each of the eight wards of the city. These LCPPs are one of our key mechanisms for empowering communities as local people sit alongside service providers as equal partners taking collective action. People who know their own communities best, people who have lived experience of using services and local workers who have built up relationships in those communities, work together to ensure the community voice is heard and that local people are at the heart of actions taken to reduce inequalities in their neighbourhoods. They have a nominated senior officer (Locality Leader) and also include local elected members and partners, from across the public and voluntary sectors.

Each Local Community Planning Partnership produces and works to a Local Community Plan which is also reviewed every five years. These contain partnership actions to meet the needs and aspirations articulated by local people, are co-produced with the community and reflect the priorities for each ward at a community level, providing a local focus to city-wide issues. The key focus of the new local plans for 2022-2027 is reducing inequalities, which clearly links to the City Plan priorities.

It is recognised that Dundee also has enduring inequalities concentrated in certain communities, which have persisted and widened despite best efforts by partners to address these. Two areas have been identified as having particular challenges related to poverty and other forms of disadvantage: Linlathen and Stobswell West. Circumstances that affect people's income and quality of life in these areas include poor housing, the cost of living, debt, welfare benefits, education and lack of employment opportunities, childcare, health and mental wellbeing, and caring responsibilities.

Linlathen and Stobswell West will be the focus of Local Fairness Initiatives with the overarching aim of improving financial wellbeing. A Project Board has been established with a wide range of stakeholders, including community representatives, to look closely at these areas and the challenges they face, and to arrive at solutions that local people think will make a difference. This will mean developing actions to increase income from employment and benefits, reduce the cost of living, and improve mental wellbeing. Other actions will focus on challenges specific to each of the two areas such as crime, anti-social behaviour, and quality of housing, particularly private rented dwellings. Potential solutions will be tested out locally and evaluated properly to ensure they are effective, and it is vital that residents in the two communities feel involved in the process and that their voices are heard.

The desire to pilot new ambitious approaches to improving outcomes in Linlathen has led to the development of a child poverty pathfinder project that is combining the strategic and operational strengths of the Scottish Government, Social Security Scotland, Department for Work and Pensions and public and voluntary partners. The pathfinder will work creatively with local people to create new, more effective ways to improve opportunities and outcomes associated with supporting families through key workers, flexible employment and childcare, and other wraparound support.

Our Vision for Dundee

The Dundee Partnership shared a common vision in the City Plan 2017-2026. This has been updated to reflect the current language but remains built around creating jobs, social inclusion and the greener quality of life in the city. It reflects the consensus in the city which we can all work towards and is set out as follows:



Our Place

Dundee is a modern, vibrant city which is continuing to transform culturally. It is a leader in the fields of life sciences, technology and digital media industries and is developing capacity in the green jobs sector.

Particularly after the opening of the V&A Dundee, it is increasingly becoming a tourist destination for Scottish, UK and international visitors. Dundee was Scotland's first Fair Trade City, the UK's first Living Wage City and the UK's first UNESCO City of Design. Dundee has been named as one of the world's top "places of the future" in a report examining how new technologies will create jobs. The 21 Places of the Future report looks for where new jobs will appear, hotbeds of innovation and ideas, and affordable and enjoyable places to work – places "where the future is being built right now."

Dundee has an international reputation for using culture and creativity as a catalyst for building resilient and robust communities. Our strong history of cultural investment means Dundee is a vibrant place which harnesses its creativity and cultural richness to support the engagement, ambition, achievements and wellbeing of its citizens.

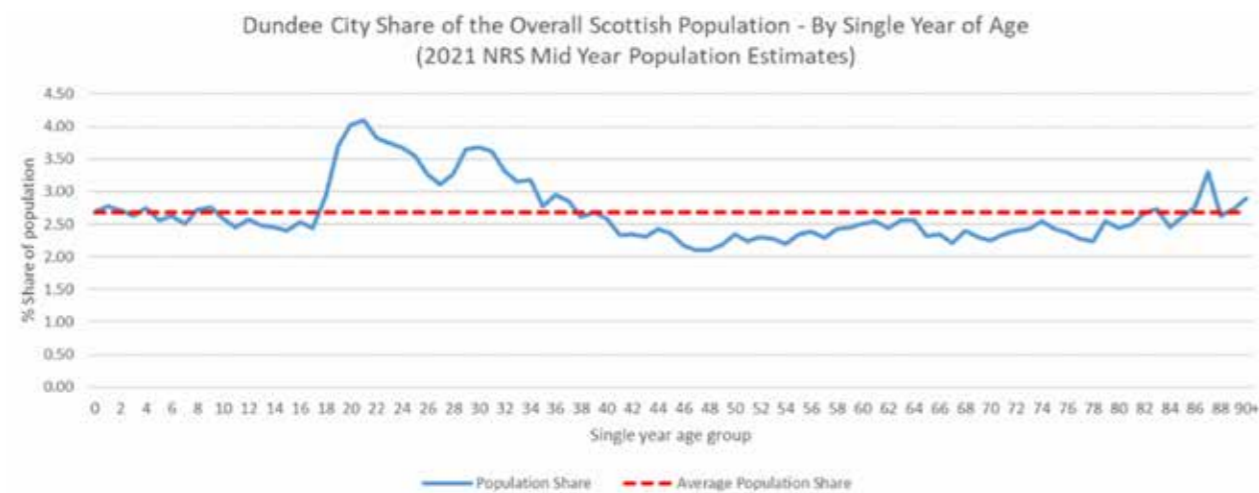
Dundee is Scotland's fourth largest city, situated on the north coast of the Tay Estuary. The Dundee City Council area covers 60 square kilometres and is, geographically, the smallest local authority area in Scotland. It is bordered by Perth and Kinross Council to the west and Angus Council to the north and east. Dundee continues to serve as the regional centre for this area and for North-East Fife. It is estimated that there are 213,728 working age persons (aged 16-64) residing within 30 minutes' drive time of Dundee City Centre and 555,809 residing within a one-hour drive time.



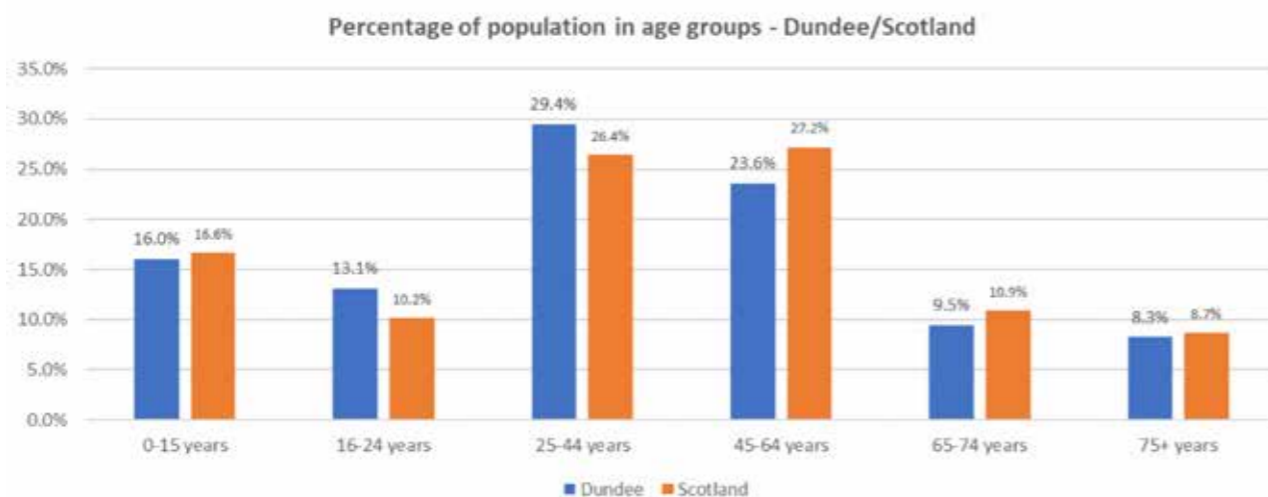
Population

The city has an estimated population of 147,720 as of 30 June 2021 (NRS 2021 Mid-Year Population Estimate). It is projected that the population aged 25-44 years will increase by 4.7% in Dundee City during the period 2018-2028. However, the overall population is now forecast to have a slight decrease over the next 20 years by about 0.6%, with an 11.2% change in the early years and school age 0-15 group. The recent population estimates also highlighted that the pattern of population growth across Scotland is changing. The population of large cities is declining whilst many rural areas are experiencing an increase, particularly those which border larger cities.

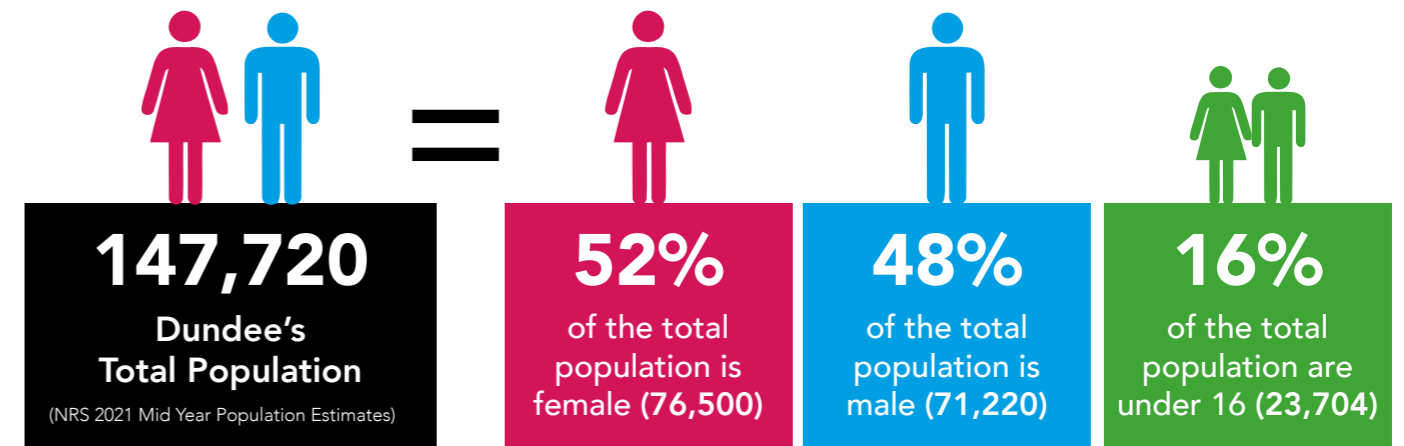
The Dundee City share of the overall Scottish 2021 mid-year population estimate by single year of age is shown in the chart below:



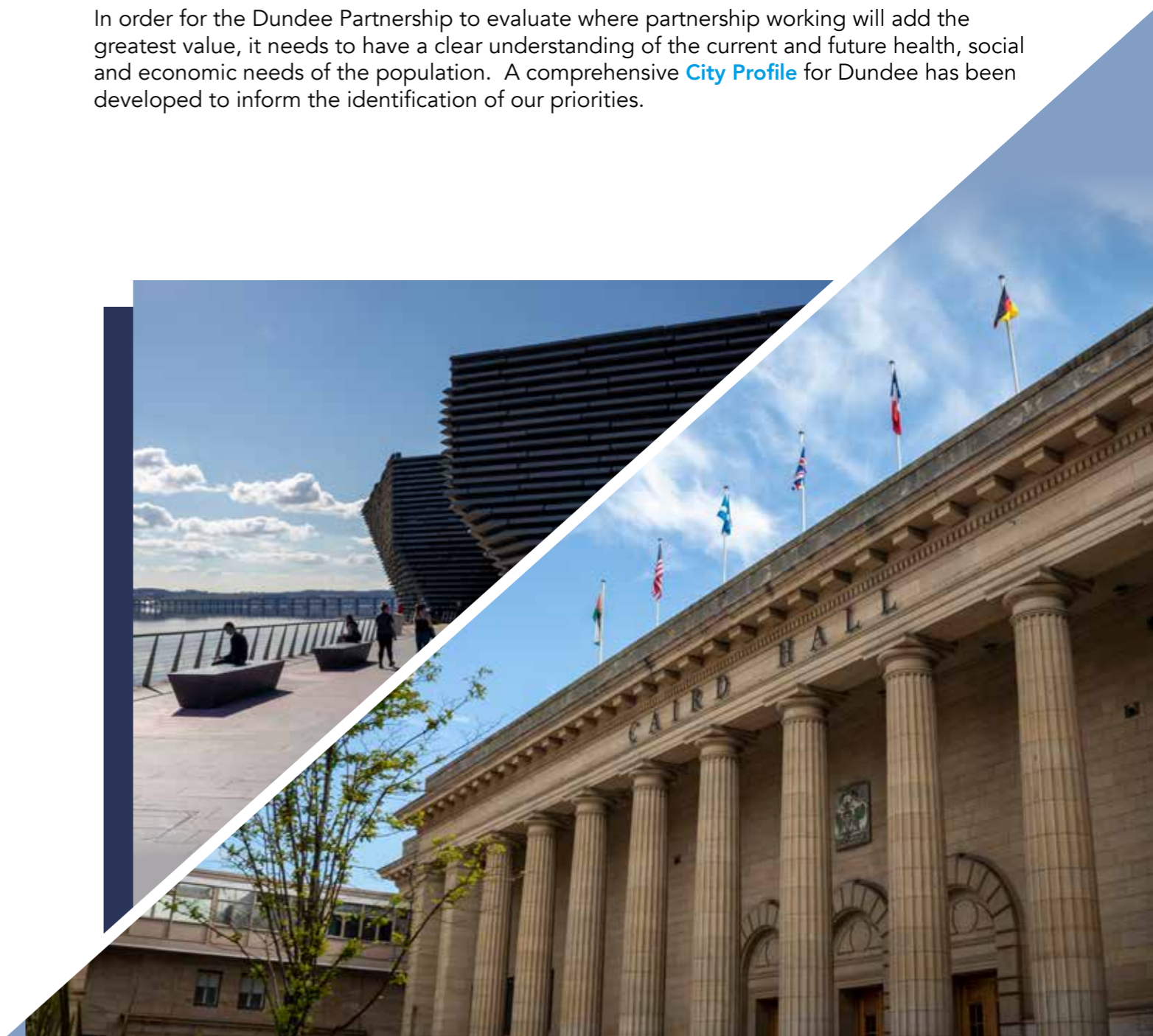
In terms of age categories, Dundee has a higher % population than Scotland overall in the 16-44 age groups but lower than Scotland across other age groups. Although Dundee is not experiencing the same increase in the elderly age groups as other areas, we do have a higher share of the very elderly population (aged 80+). Life expectancy in Dundee is lower than for Scotland as a whole. Dundee has a sizeable student population of around 30,000, and is home to the University of Dundee, Abertay University, Dundee & Angus College and Al Maktoum College. The composition of Dundee's population compared to Scotland is shown in the graph below:



There are more females than males in Dundee's population: 52% females compared to 48% males. The composition of Dundee's population is shown in the graphic below:



In order for the Dundee Partnership to evaluate where partnership working will add the greatest value, it needs to have a clear understanding of the current and future health, social and economic needs of the population. A comprehensive [City Profile](#) for Dundee has been developed to inform the identification of our priorities.



What does our City Profile tell us?



While Dundee is a modern, vibrant city which has undergone a remarkable transformation, it also has levels of poverty and deprivation which make life a struggle for many individuals, families and communities.

Being a city that has tackled the root causes of social exclusion is a core part of the Partnership's vision and the aspect of our vision on which we have the largest distance to travel.

Dundee still has significant levels of poverty and deprivation. The latest Scottish Index of Multiple Deprivation (SIMD) reported that 70 of Dundee City's 188 data zones were ranked in the 20% most deprived in Scotland. This has increased by 1 when compared to the 2016 SIMD. Dundee also has one area in the Top 10 most deprived in Scotland – Linlathen.



54,497 (36.6%)

people in Dundee City live in a data zone ranked within the 20% most deprived. This compares to 53,435 (36.0%) in SIMD 2016.

(Source: SIMD 2020)

10,506 (43.8%)

children (aged 0-15 years) live within the 20% most deprived data zones). This is consistent with the figure reported in the 2016 SIMD of 10,413 (43.8%).

(Source: SIMD 2020)



22.5%

of children in Dundee City are living in poverty after housing costs, compared to 20.9% across Scotland.

(Source: 2020/21 Child Poverty Action Group, published in July 2022)



31%

of all households in Dundee City were estimated to be fuel poor.

(Source: Scottish Government, Scottish House Condition Survey LA data 2017-2019)

Economy

The economic picture across Dundee is mixed. With respect to traditional measures of economic performance, we have made progress to close the gap but still performance is below the Scottish average in relation to economic activity and employment growth. The unemployment rate (model based) in Dundee at 4.9% remains higher than the Scottish average of 3.9% (figures based on the period January 2021-December 2021).

The implications of the COVID-19 pandemic are likely to affect life outcomes for Dundee's people for some time. This will be seen through increased or changed demand for services and poorer outcomes across a range of indicators. Dundee has a high proportion of groups identified as being at particular risk from ongoing COVID-19 disruption. Dundee's young people are potentially going to be hardest hit, as 30% of all employees under the age of 25 are employed in jobs negatively impacted by the pandemic (compared to 13% of those aged over 25). Vulnerable groups and those living in deprived communities have been disproportionately impacted by the pandemic, and in many cases existing inequalities have been exacerbated.



75.5%

of the population in Dundee City aged 16-64 were economically active, which is lower than the Scottish proportion which stood at 76.2%.

(Source: ONS Annual Population Survey - Jan-Dec 2021)



71.3%

of those who were economically active were in employment, which was lower than the Scottish percentage of 73.1%.

(Source: ONS Annual Population Survey - Jan-Dec 2021)



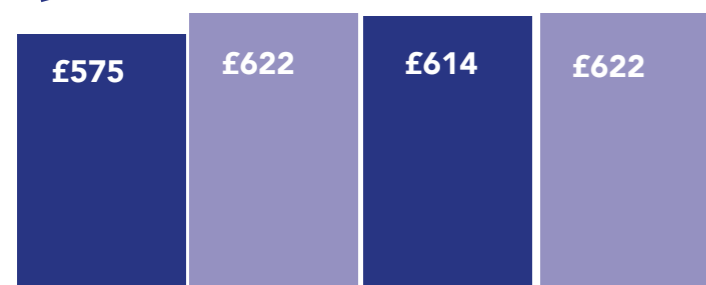
4.9%

unemployment rate (model based) for Dundee City during Jan - Dec 2021 (higher than the Scottish rate of 3.9% during the same period.)

(Source: ONS Annual Population Survey)



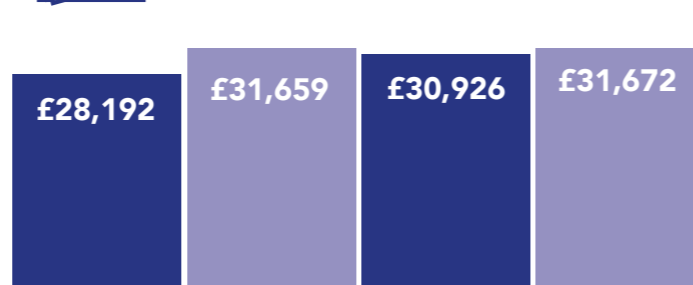
Gross median **weekly** earnings for full time workers



Residing in Dundee Residing in Scotland Working in Dundee Working in Scotland



Gross median **annual** earnings for full time workers



Residing in Dundee Residing in Scotland Working in Dundee Working in Scotland

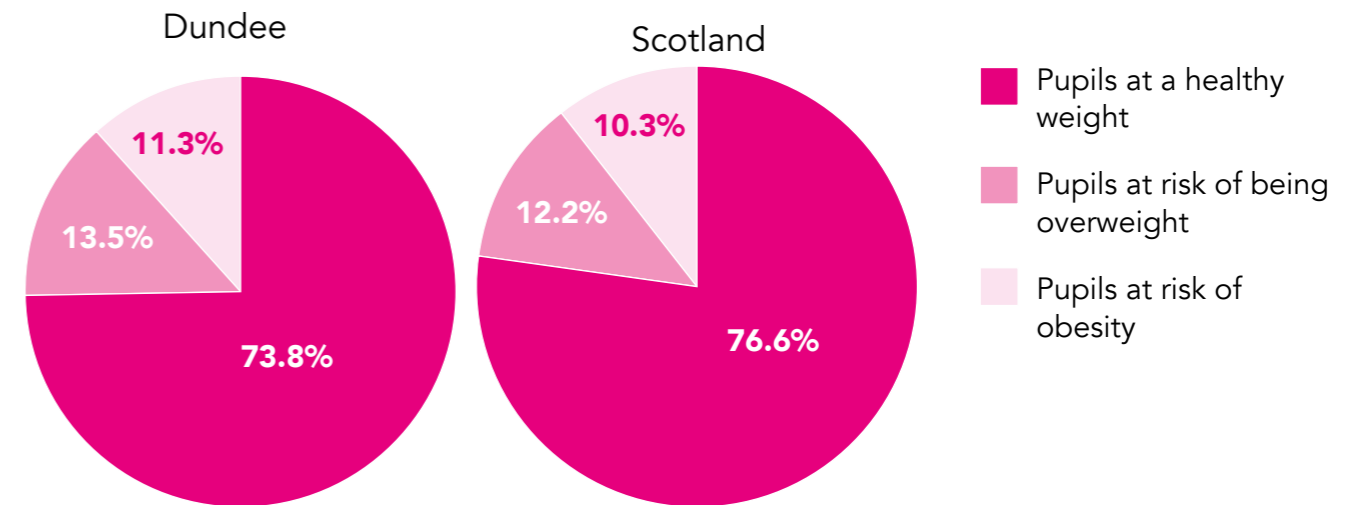
Health

Overall life expectancy in Dundee remains low and is below the Scottish average. Male and female life expectancies are the second and fifth lowest in Scotland, respectively. Life expectancy also varies significantly depending on where people live and levels of deprivation.



Life Expectancy at birth

	Dundee	Scotland
Males:	73.8	Males: 76.8
Females:	79.4	Females: 81.0



(Source: Public Health Scotland – Body Mass Index Statistics 2018/19)

Public Health Scotland usually publishes statistics on the body mass index of Primary 1 pupils annually, however 2018/19 is the latest data published. Compared to the Scottish average, Dundee still has work to do to close this gap.

National Records of Scotland reported that, in 2021, there were 52 drug related deaths registered in Dundee City. This was a slight reduction from the 57 drug related deaths registered in 2020. At a Scottish level, in 2021 there were 1,330 drug related deaths recorded, a slight decrease from the 1,339 deaths recorded in 2020. Dundee City had the highest age-standardised drug misuse death rate of all local authority areas (45.2 per 100,000 population for the 5-year period 2017-2021), followed by Glasgow City (44.4) and Inverclyde (35.7). At a Scottish level the age-standardised drug misuse death rate was 22.9 per 100,000 population for the 5-year period 2017-2021.

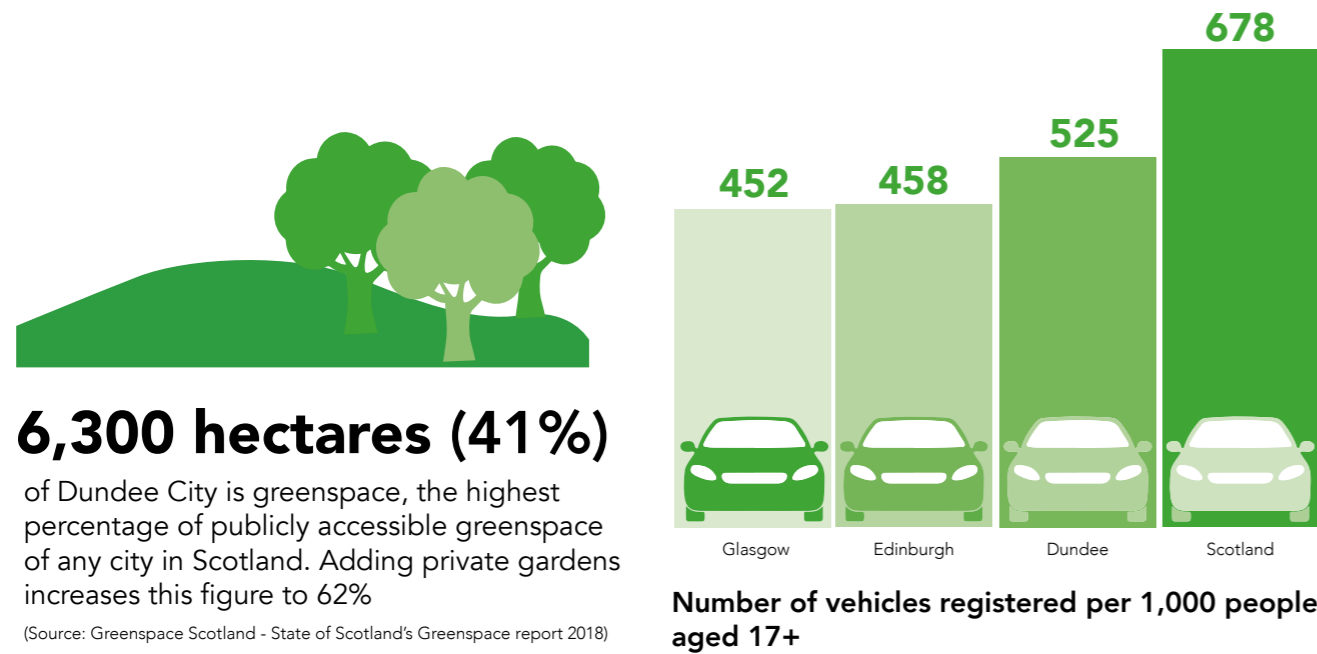
The Dundee Health and Social Care Partnership strategic needs assessment provides a comprehensive break down of the full range of health factors.

What does our City Profile tell us?

Environment and Community

Dundee City covers 6,300 hectares, of which 41% is greenspace, the highest percentage of publicly accessible greenspace of any city in Scotland. Satisfaction levels with natural and open space are high overall, with use and appreciation of these spaces increasing during the pandemic.

Citizens in Dundee have generally indicated high levels of satisfaction with their neighbourhoods – housing and amenities. Recent surveys showed quality of life, feeling safe and public transport also remain highly rated across Dundee as a whole.



Engaging with our Communities

Community engagement has been carried out across Dundee to inform the development of the City Plan.

This engagement has provided us with a clear, evidence-based and robust understanding of local needs, circumstances and the aspirations of local communities. The feedback from local communities helps shape our strategic priorities and the key issues that the Dundee Partnership will focus on tackling.

Our Engage Dundee model commits to holding city-wide engagement every two years as well as ongoing engagement, consultation and working with communities at a local level.

Engage Dundee 2021

The second Engage Dundee exercise took place in 2021 and 825 participants responded. The results are used to inform the priorities in each local community planning partnership and to produce local action plans. The four themes of the survey were: Community Living, Community Support, Community Spirit and Community Travel.

Overall the exercise showed that quality of life, feeling safe and public transport remain highly rated across Dundee as a whole. Housing and amenities in communities are also highly rated. The link below shows scores for each question for each of the eight wards and the Dundee average

[Summary - all wards](#)

The main areas rated the lowest in the survey at a local level were:

1. Ways to have a say in improving things in the community
2. Drug and alcohol advice and services in the community
3. Community play and recreation facilities



Community Collectives

Following Engage Dundee 2021 the information gathered was collated into a number of ward specific reports and published on Dundee City Council's website.

<https://www.dundee.gov.uk/service-area/neighbourhood-services/housing-and-communities/community-empowerment#>

These reports formed the agenda for a series of Community Collectives held in each ward over the winter of 2021 and 2022. These Community Collectives identified immediate actions that could be taken by services and communities to improve lives and reduce inequalities. Subjects that required further investigation or longer-term solutions will be taken forward into the Local Community Plans for each ward for 2022-2027.

Feedback from Other Surveys

Engage Dundee 2020

This survey took place online during September and October 2020. The most common themes related to reduced access to services, the day to day challenges of lockdown measures, uncertainty and concerns about the ongoing nature of the pandemic, social isolation, mental health impacts more broadly, and financial and job insecurity. For many, the issues were interconnected and for some the pandemic had exacerbated what were already difficult life circumstances.

Food Insecurity Survey

This survey provided evidence that the emergency food projects provide vital and welcome support to individuals and families facing food emergency/insecurity throughout Dundee. The majority of respondents stated that they had started to receive support from the projects since or more recently during lockdown, with a small percentage stating they were receiving support from the projects before lockdown started.

Fairness Survey

Dundee's second Fairness Commission was established in 2019, bringing together Community and Civic Commissioners to work together as equals in shaping action to make a difference. Key themes from the survey affecting respondents were: reduced access to services and support, day to day challenges of being locked down including home schooling and home working and uncertainty, financial and job insecurity and the likely effects on life circumstances.

Dundee City Council's Budget Consultation

Carried out in December 2021, 570 citizens responded to this survey which was made available via the Council website and promoted across various channels. Feedback gathered during the survey highlighted that residents of the city felt that a number of key areas were of importance, including parks and green spaces for which they had a new appreciation since COVID-19 due to the contribution these areas make in improved health and wellbeing as well as a sense of community. Areas viewed as high priority were:

- **Climate change** - with suggestions for more engagement in communities to encourage recycling and education around environmental issues.
- **Job creation and regeneration** - it was stated that whilst the Waterfront regeneration has brought improvements, for this to be sustained high quality jobs needed to be available to attract people to the city.

Annual Council Rent Consultation

A precursor to the annual rent consultation is the 'How Your Rent is Spent' exercise. This provides an opportunity for tenants to let the Council know what is important to them in respect of their rent. The information from this exercise then helps inform the options set out within the rent consultation. During COVID-19 this was done through an online survey and the priorities identified by tenants in ranked order were:

- Energy efficiency measures
- Building new houses for social rent
- Helping tenants sustain their tenancies
- Environmental improvements

The 'How Your Rent is Spent' exercise is carried out annually and, in 2022, included a face to face tenants event held in The Steeple Church as well as using online resources to engage with tenants.

In the rent consultation which took place between October and December 2021, we had 2,171 responses (17% return). The majority voted for a rent increase of 1.5%. This level of service includes the provision of the existing housing service including the housing repairs service and planned maintenance together with funding to also deliver key housing priorities including:

- Tenancy sustainment service
- Reducing the level of households in fuel poverty through the investment of energy efficiency measures
- Ongoing investment in existing stock and creation of new affordable housing
- Continued investment in environmental improvements

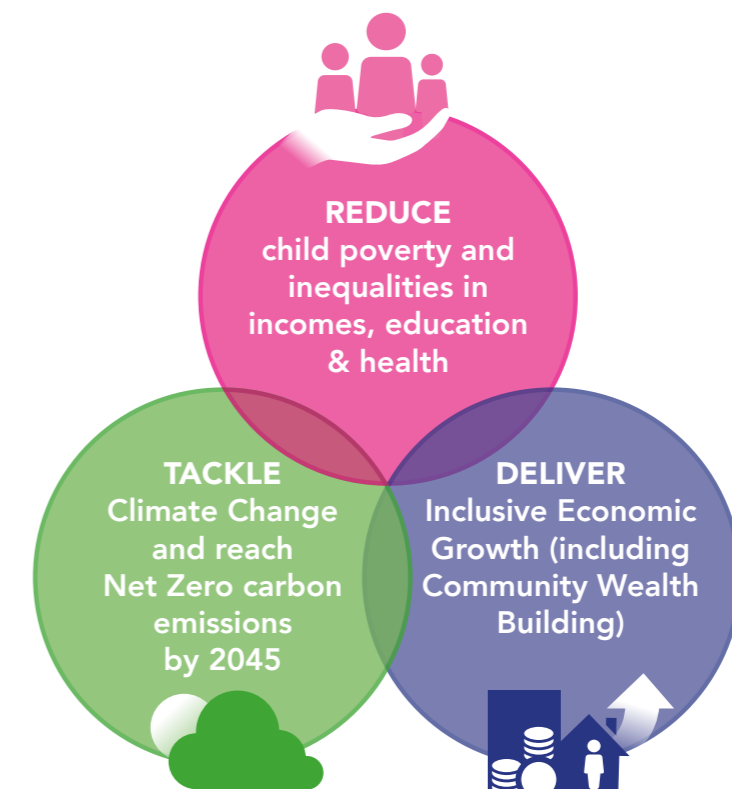


Our Strategic Priorities

The Dundee Partnership has considered a wide range of information from the City Profile assessment, what our communities have told us is important to them, local and national priorities, the United Nations Sustainable Development Goals and the National Performance Framework, as well as the Best Value Audit in 2020, before focusing on what the biggest strategic priorities need to be for the next ten years.

We are not trying to describe everything that partners do together, but are concentrating on the actions we can take that will have the biggest impact on our people and places.

Three strategic priorities have been identified, one for each Vision statement. These will provide the framework for the development of action plans that reflect both the needs of our population and the aspirations of our communities, with the overall aim of reducing deprivation and inequalities in our city, as follows:



The following sections set out additional context about why these priorities will be the Dundee Partnership's key focus for the next five years at least, as well as setting out the key actions which partners will collectively work on and the measures which will allow progress to be tracked.



Reduce child poverty and inequalities in incomes, education & health



Additional Context

The latest figures for Dundee show that 5,287 (22.5%) children are living in poverty (household income after housing costs – Department for Work and Pensions data). This has fallen from 27% in 2017, with the largest reduction being in 2020/21 which was 4% down on the previous year. This was mainly attributed to the £20 Universal Credit uplift that was subsequently removed.

The new data shows just how important additional investment in the new Scottish Child Payment will be to supporting families through the cost of living crisis and to driving forward efforts to meet Scotland's child poverty targets. The payment of £10 per week was introduced from February 2021 for children under six where families are in receipt of universal credit. This was doubled to £20 per week in April 2022 and will increase to £25 per week when rolled out to all eligible under-16s by the end of the year.

Every Council and local health board in Scotland is required to publish an annual Local Child Poverty Action Report setting out action being taken at local level to tackle child poverty. This action also needs to counter the effects of the cost of living crisis. Partners will also work with the Scottish Government and Social Security Scotland to target reducing child poverty through innovative welfare benefit reforms and maximisation of take up.

The Scottish Government's Scottish House Condition Survey estimated that in Dundee City, in the period 2017/19, 31% of all households were fuel poor. This was greater than the Scottish estimate which was 24%. Dundee City had the joint fourth highest percentage of households in fuel poverty when compared to the other local authorities in Scotland.

The Partnership will contribute to ensuring that Dundee is a living wage city. The number of people earning less than the living wage reduced from 20.5% in 2016/17 to 12% by 2021. The city has passed the milestone of 100 organisations accredited as living wage employers.

The rise in drug deaths highlighted in Dundee in recent years has brought to the fore the need for support for people who are experiencing problems with drug or alcohol use. The Drugs Commission established in Dundee to provide recommendations reported back in March 2022 and specific areas identified for further improvement included responding to pressures and capacity issues within treatment services, accelerating progress with whole system change, improving treatment options, eliminating stigma, enhancing the focus on prevention and improving communication with the workforce and other stakeholders.

The COVID-19 pandemic had a significant impact on our citizens' mental health and wellbeing due to reduced access to services and support, social isolation and loneliness, financial / job insecurity and effects on life circumstances, the day to day challenges of being in lockdown, and uncertainty and concerns about the ongoing nature of the pandemic. An inequalities analysis evidenced differential effects on particular groups of people, in particular the long-term sick and disabled, specific age groups, carers, those unemployed and/or on welfare benefits, and those that lived alone. This included significant and profound inequalities in mental health and wellbeing.

The pandemic and lockdowns also had a significant impact on people at risk of abuse, violence or exploitation. Our Protecting People in Dundee arrangements continue to bring together a range of partner agencies to protect people of all ages in the city from harm.

There are strong links between poverty, mental health and obesity, so early intervention work with children across the city continues linked to physical activity and healthy cooking initiatives.

Care services were severely strained during the pandemic and came through it thanks to the resilience of staff and support from community-based organisations and volunteers. Workforce planning and building community-based organisations will continue to be vital to address challenges in recruitment and retention following Brexit, at the same time as unprecedented demand for community care is showing in rising levels of unmet need. Better community care will depend as much on the strength of community support networks as it will on the services.

Throughout the next four years the establishment of a new **National Care Service** will see significant structural change in care and council services in Dundee.

As the successor to the series of Fairness Commissions, the **Fairness Leadership Panel** is now at the heart of driving the Partnership's efforts to reduce poverty for children, families and communities. The Panel is a full and effective collaboration between people with lived experience of the impact of low incomes and representatives of influential bodies and groups in the city. Over the next year, its focus will be on the local implications of the national child poverty drivers, with further work underway on the costs of food and fuel, access to benefit and debt advice required in the face of the cost of living crisis, and the reshaping of local employability services to support people towards jobs that offer incomes that will help them to escape poverty. The Panel's work and the progress it achieves will be fully reflected in each Local Child Poverty Annual Report.

Action We Will Take

Child Poverty

Key Actions	Lead Partner or Group
Continue to develop and implement the local fairness initiatives in Linlathen and Stobswell West	Local Fairness Initiative Project Board
Increase the uptake of the under 22s free bus travel, ensuring that young people in the most deprived areas are benefiting at comparable levels to those in less deprived areas	Dundee City Council NEC Group
Continue to develop and implement the Child Poverty Pathfinder	Dundee Child Poverty Pathfinder Programme Board
Develop and publish the next Local Child Poverty Action Plan (including wider fairness actions) and track progress to ensure that commitments made are delivered	Dundee City Council / NHS Tayside

Incomes

Key Actions	Lead Partner or Group
Maintain the commitment to being the Living Wage City and further grow the number of local organisations registered as Living Wage employers	Living Wage Action Group
Implement the 'Dundee Promise' that offers an apprenticeship to all care experienced children, young people and care leavers	Discover Work Partnership
Ensure maximum take up of all UK and Scottish welfare benefits	Department of Work and Pensions / Social Security Scotland / Dundee Welfare Rights Forum
Implement the new advice strategy for Dundee and maximise provision	Dundee Welfare Rights Forum
Ensure that cash first, dignified and sustainable approaches are in places across the city to support those dealing with fuel or food poverty	Dundee Welfare Rights Forum / Dundee Community Food Network

Education

Key Actions	Lead Partner or Group
Support closing the gap in positive destinations for 16-19 year olds, in particular those who are care experienced and those from SIMD 1 areas, transitioning from school into work or higher education	Discover Work Partnership / Tayside Regional Improvement Collaborative / FE & HE Partners
Improve ongoing participation, in particular for care experienced young people and those from SIMD 1 areas	Discover Work Partnership / Tayside Regional Improvement Collaborative / FE & HE Partners
Increase the number of mentors across the public, third and private sectors supporting our young people through the MCR Pathways approach	Tayside Regional Improvement Collaborative
Increase the number of opportunities for our young people to gain work experience and paid internships across the public, third and private sectors, through schemes like Career Ready	Discover Work Partnership / Tayside Regional Improvement Collaborative

Health

Key Actions	Lead Partner or Group
Develop and deliver the replacement strategic framework and delivery plan for drug and alcohol recovery services	Dundee Health & Social Care Partnership / Alcohol and Drug Partnership
Deliver on the Dundee Mental Health and Wellbeing Strategic Plan 2019-2024	Mental Health and Wellbeing Strategic and Commissioning Group
Deliver on the Child Healthy Weight Strategy	NHS Tayside Public Health

Measures of Our Success

Key Performance Targets	-2 Year	-1 Year	Latest Figure	Bench mark	TARGET Year 1	TARGET Year 3	TARGET Year 10	TREND
Children living in poverty reduced by half by 2030 <small>Source - Children in Low-income Families: Local area statistics</small>	26.2%	26.8%	22.5%	16.7%	21.4%	19.3%	11% (2030)	▲
% of 16-19 Years olds participating in Education, Employment or training <small>Source – Skills Development Scotland</small>	88%	90%	90%	92.2%	91%	92%	100%	▲
% of 16-19 Year olds participating in Education, Employment or training from SIMD1 <small>Source – Skills Development Scotland</small>	83.4%	85.4%	85.5%	87.1%	85.4%	94.1%	100%	▲
% care experienced school leavers entering positive destinations <small>Insight</small>	88%	71%	100%	92%	93%	95%	100%	▲
% Gap in Attainment Tariff Average scores between school leavers living in SIMD 1 areas and in SIMD 5 areas <small>Source – Local Government Benchmarking Framework</small>	50%	53%	50%		47%	43%	22%	▲
% point gap in literacy in P1-7 between pupils living in SIMD 1 areas and living in SIMD 5 areas <small>Source – Achievement Curriculum for Excellence Levels</small>	19	No Data	20	22	11.4	10.3	7.2	▼

Key Performance Targets	-2 Year	-1 Year	Latest Figure	Bench mark	TARGET Year 1	TARGET Year 3	TARGET Year 10	TREND
% point gap in numeracy in P1-7 between pupils living in SIMD 1 areas and living in SIMD 5 areas <small>Source – Achievement Curriculum for Excellence Levels</small>	16	No Data	17	21	16	14.4	10	▼
% point difference attendance gap between children living in SIMD 1 areas and the average for SIMD 2-5 <small>Source - SEEMIS</small>	3.5	3.4	3.6	3.7	3.4	3.1	2.2	▼
% of primary 1 children classified as obese or overweight <small>Source - Child Health Systems Programme School</small>	26.9% (2018)	24.7%	24.7%	24%	23.5%	21.2%	14.8%	▲
Number of drug deaths <small>Source - National Registrar of Scotland</small>	72	57	52	Reduce				▲
Rate of emergency hospital admissions where the primary cause of admission was regarding mental health	4.3	3.6	3.4	4.28	3.2	2.9	2	▲
% of data zones that fall into the 15% most deprived in Scotland (national share)*		29.4%	31.4%	5.6%	30.5%	28.7%	23.2%	▼
% of data zones that are in the 15% most income deprived in Scotland (national share)*		27.7%	30.9%	5.5%	29.4%	28.2%	22.8%	▼

Please note targets are based on a 5% improvement each year *3% improvement applied



Deliver Inclusive Economic Growth



Additional Context

A strong city economy creates enough jobs to sustain its population's income and local service needs and wants. A sustainable economy can do this for the long term by design by continually renewing itself and preventing depletion of its natural, social and financial resources. Our Community Wealth Building approach will help deliver inclusive growth by maximising local supply chain and sub-contracts, maximising learning and employability on major capital projects, and helping the third sector take control of community assets.

Dundee is well positioned for the future with two globally renowned universities in the city and St Andrews just across the bay, plus the Innovation Hub at Michelin Scotland Innovation Parc, the Drug Discovery Unit and other life sciences and biomedical innovation activity at the University of Dundee, the Cyber Quarter at Abertay University, a thriving port, and thousands of jobs in video games, digital technology and life sciences. The £300m Tay Cities Deal is boosting the infrastructure needed to sustain growth and ensure it is inclusive growth that provides jobs for local people. The Tay Cities Deal board will continue to deliver new projects to create inclusive economic growth. The creation of a Life Sciences Innovation District in the heart of the city will build on this infrastructure and support the retention/attraction of global companies, offering further economic growth and employment opportunities.

The city received a massive boost from the arrival of V&A Dundee and can now look forward to the development of the Eden Project. However, the slower pace of recovery and cost of living may impact on tourism and other consumer driven sectors. The vision for the Eden Project Scotland goes beyond that of a tourist destination, and will feature guilds and embassies across the city which will provide educational opportunities and support the aspirations of local communities.

The Waterfront continues to make exciting progress, with more award nominations for the superb Waterfront Place and all bar one of our new commercial units now fully let. The original promise of a major jobs boost is well underway, with over 1,300 of the original 3,000 jobs target for the Waterfront now met. Job numbers across the city are growing, with projects that the Council and Scottish Enterprise have supported including NHS24, Social Security Scotland, BT and Embark. Making sure we have the right people with the right skills to take up opportunities in the future will need schools, further and higher education, employability partners and employers to plan together.

The claimant count for people applying for benefit while looking for work by June 2022 is below the pre COVID level and the percentage of the Dundee population in work is at its highest level, having risen from 61% in 2013 to 71% in 2022.

However, there are approximately 11,000 economically inactive people of working age, including the unemployed and people with mental health and other disabilities. The priority for the Council in the next few years is to assist the whole of this cohort. This is consistent with the new employability strategy which focuses on transforming the way we deliver services to use current funding more efficiently to help support the harder to reach groups find rewarding employment.

Given the city's commitment to children and young people and to reducing poverty, we will target the percentage of 16-19 year olds from Scottish Index of Multiple Deprivation 1 (the 20% most deprived areas) to ensure they all get into positive destinations (employment, training or education). Partners will also implement Our Promise for Care Experienced Children, Young People and Care Leavers.

The City Centre is changing as digital shopping and new hybrid working patterns change how people work and shop. This has resulted in loss of footfall to city centre businesses compounding longer term challenges, leaving parts of the city requiring imaginative redesign to meet people's needs. The Council will provide leadership and a City Centre Investment Plan backed by leading design thinking to bring new life into the centre of the city.



Action We Will Take

Smart and sustainable city economy

Key Actions	Lead Partner or Group
Deliver the Tay Cities Deal and the Dundee projects supported by the programme	Tay Cities Board
Attract more skilled green jobs	Dundee City Council / Scottish Enterprise / Dundee Port / MSiP
Continue to grow the number of jobs within Dundee Waterfront	Dundee City Council / Scottish Enterprise / Dundee and Angus Chamber of Commerce
Deliver Michelin Scotland Innovation Parc's vision and business plan to attract more jobs	MSiP Board
Continue work with partners to explore options to develop a Life Sciences Innovation District	Scottish Enterprise/ University of Dundee/ Dundee City Council
Continue work with partners to take forward proposals for Eden Scotland	Eden Project Dundee
Implement the long-term City Centre Investment Plan to deliver a vibrant City Centre	Dundee City Council / Dundee and Angus Chamber of Commerce
Create a Dundee Economic Advisory Group to provide regular engagement with local business and political leaders	Dundee & Angus Chamber of Commerce
Maintain the commitment to being the Living Wage City and further grow the number of local organisations registered as Living Wage employers	Living Wage Action Group
Continue to raise the profile of the city through a range of marketing activities, promoting key messages, assets and opportunities to businesses, investors, developers and visitors	Invest Dundee / Tourism Leadership Group

Jobs and opportunities for all

Key Actions	Lead Partner or Group
Deliver an extensive community wealth building strategy, ensuring the maximum level of investment possible is retained within Dundee to support local jobs	Dundee City Council Community Wealth Building Group with additional partners
Build on Dundee's Scotland Loves Local campaign	Dundee & Angus Chamber of Commerce / Dundee City Council

Maximise apprenticeship opportunities	Discover Work Partnership
Key Actions	Lead Partner or Group
Increase and enhance employment pathways, in particular supporting around 11,000 economically inactive people towards job seeking and 16-19 year olds into positive destinations	Discover Work Partnership
Increase the number of better paid private sector jobs	Invest in Dundee / Dundee & Angus Chamber of Commerce
Increase the number of start-ups and SMEs in the city and support their expansion	Business Gateway

Measures of Our Success

Key Performance Targets	-2 Year	-1 Year	Latest Figure	Bench mark	TARGET Year 1	TARGET Year 3	TARGET Year 10	TREND
% of the Dundee workforce in employment ** <small>Source - NOMIS</small>	68.6%	71.5%	71.3%	73.1%	72.0%	73.5%	78.8%	▲
Median Earnings of Total Resident Workers as a Percentage of Scottish Average** <small>Source NOMIS: Annual Survey of Hours and Earnings - Resident Analysis</small>	90%	94%	92%	-	94.9%	96.8%	100%	▼
Gross weekly pay for full time employees living in the area <small>Source: (ONS annual survey of hours and earnings - resident analysis)</small>	542.8	575.4	575.0	622.0	603.75	665.63	936.61	▲
% of employees in Dundee earning less than the real living wage <small>Source - ONS Annual Survey of Hours and Earnings</small>	18.5	13.5	12	11.1	11.4	10.3	7.2	▲
% of data zones that are in the 15% most employment deprived in Scotland (national share)		30.3%	33.0%	5.9%	31.4%	28.3%	19.8%	▼

Key Performance Targets	-2 Year	-1 Year	Latest Figure	Bench mark	TARGET Year 1	TARGET Year 3	TARGET Year 10	TREND
Number of living wage accredited employers based or headquartered in Dundee <small>Source - Living Wage Scotland</small>	70	81	100	-	105	116	163	▲
% participation rate of young people from SIMD 1 and 2 <small>Source: (Skills Development Scotland, Annual Participation Measure 2021)</small>	84.1%	86.4%	86.4%	88.6%	87.3%	89.0%	95.4%	▲
Number of workless households in Dundee <small>Source: (ONS annual population survey)</small>	13,100	13,500	9,500 (2020) 19.5%	18.1%	9,025	8,145	5,688	▲
% of young people 16 to 24 who are unemployed <small>Source: (ONS annual population survey)</small>	11.2%	16.6%	21.8%	10.2%	20.7%	18.7%	13.1%	▼
16-24 Claimant Count <small>Source: (ONS Claimant count by sex and age)</small>	1,350	1,450	780	-	741	669	467	▲
Claimant Count 16+ <small>Source: (ONS Claimant count by sex and age)</small>	6,430	6,800	4,360 4.2%	3.2%	4,142	3,738	2,610	▲
Claimants as a proportion of economically active residents aged 16+ <small>Source: (ONS Claimant count by sex and age)</small>	8.8	9.2	5.9	3.5	4.2	3.8	2.6	▲
% of working age people with no qualifications <small>Source: (ONS annual population survey)</small>	7.9%	5.0%	6.5%	7.7%	6.2%	5.6%	3.9%	▼
Number of Business Gateway start-ups per 10,000 population <small>Source: (LGBF Improvement Service)</small>	21.38	17.21	17.00	22.30	17.85	19.68	27.69	▼
Visitor Number per 1,000 population <small>(Source STEAM)</small>	1,227.2	364.2	649.7		682	752	1227	▼
City centre retail units vacancy rate (%)	13	13	13	6.18	12.4	11.1	7.8	—

Please note targets are based on a 5% improvement each year **1% target improvement applied



Tackle Climate Change and Reach Net Zero Emissions by 2045



Additional Context

As global temperatures rise due to increased greenhouse gas emissions, the impacts from our changing climate will be experienced in Dundee, with potential for increased flooding, storms, and extreme heat in the city. Scientists have agreed that we must all take action to try to keep global warming below 1.5C.

In 2019, Dundee declared a climate emergency, recognising the serious and accelerating environmental, social and economic challenges presented by climate change. In response, a city-wide Climate Action Plan was prepared that set out a first set of ambitious actions under the themes of Energy, Transport, Waste and Resilience to support Dundee in a just transition to a net-zero and climate resilient future by 2045 at the latest.

The pace and scale of transformational change required to meet this challenge requires collective leadership to support cross-sector collaboration in low carbon innovation, investment, behaviour change and ensuring a Just Transition by addressing inequalities such as poverty and social justice.

To do this, we need to ensure that the whole community, including the business and education communities, understand the challenge we face and the solutions we are identifying and that these solutions do not negatively impact any members of our society. In co-designing solutions, our community will benefit from access to biodiverse green spaces, improved health and well-being, clean air, affordable food and energy and protection from future climate impacts. High levels of engagement will ensure everyone is empowered to participate in developing and implementing these solutions as well as to reap these benefits.

The Dundee Climate Leadership Group provides active leadership on Dundee’s net zero challenge, leveraging expertise from across the city to develop the ambitious decarbonisation projects; Sustainable Dundee is a partnership of public, private and community organisations working together to deliver the Plan and its future iterations, scaling up collaboration; and the Sustainable Dundee Network, a local legacy of COP26, has over 20 organisations coordinating and collaborating on events, projects and campaigns to maximise the impact of public engagement opportunities.

Action We Will Take

Key Actions	Lead Partner or Group
Implement the Dundee Climate Action Plan and adopt new emissions modelling tools to inform decision-making	Dundee Climate Leadership Group
Develop a city Energy Masterplan that takes a whole system approach to decarbonising, decentralising and digitising heat and energy production	Dundee Climate Leadership Group
Support the decarbonisation of transport systems and improve infrastructure for walking, cycling, wheeling and reducing the need to travel	Dundee City Council
Manage waste sustainably by reducing, reusing, recycling and recovering waste to improve resource efficiency whilst working towards a circular economy	Dundee City Council
Take action to ensure our communities, green networks and infrastructure are adaptable to a changing climate and reduce the risks and vulnerability to unavoidable impacts	Dundee City Council
Engage with communities about the climate challenge and foster participation and collaboration to enable local action	Sustainable Dundee

Measures of Our Success

Key Performance Targets	-2 Year	-1 Year	Latest Figure	Bench mark	TARGET Year 1	TARGET Year 3	TARGET Year 10	TREND
City-wide CO ₂ Emissions (Kt CO ₂) <small>Source - UK Government</small>	632	621	583		563	523	380	▲
% Active Travel (walking and cycling) as proportion of trips to work <small>Source - Scottish Household Survey 2020</small>	19%	19%	19%	15%	20.0%	22.0%	30.9%	—
% of Household Waste Recycled <small>Source - SEPA WasteDataFlow validations</small>	35.8%	38.4%	34.7%	39.4	36.4%	40.2%	56.5%	▼



What will be different for our communities in 10 years?

Although this Plan covers the period 2022-2032, the Partnership appreciates that, due to the complexity and interconnection of the issues tackled, improvements in outcomes for residents will not be fully evident until the longer term.

<p>The outcomes that we expect to have achieved in 10 years include:</p> <ul style="list-style-type: none"> • There will be an increase in employment rates with more well-paid, permanent jobs available. • The local economy will have grown and be characterised by a diverse business base as a result of an increase in the number of local entrepreneurs, key growth sectors and inward investment. • There will be increased attendance at cultural events and places of culture. • There will be a reduction in the number of children and families living in poverty. • There will be a reduction in the number of residents experiencing problems with debt. • The number of residents living in fuel and food poverty will be reduced. • There will be a reduction in the attainment gap with an increase in the attainment of pupils living in the 20% most deprived areas. • A greater variety of opportunities that meet the needs and aspirations of our young people will be available so that they are encouraged to stay in the area after leaving school and/or university or college. • The life expectancy of males and females living in the 20% most deprived areas will increase. • A reduction in social isolation and loneliness amongst older people will result in improved physical and mental health. • Mental health of our citizens will improve through accessible community supports • Drugs deaths will have reduced • Adults and children living in Dundee will be more physically active and those living in our most deprived communities will enjoy greater access to green space. • Dundee will be a more attractive place to live and work with excellent education provision, leisure facilities, transport links, good quality housing and employment opportunities. • Communities will have an enhanced sense of pride, identity and influence, resulting in improved quality of life and satisfaction with living in the area. • All residents will have pride in Dundee and a sense of identity and belonging to the area. • Dundee will have a stable population with reduced areas classified as in multiple deprivation. • Sustainable transport will be more accessible, and it will be easier to get around Dundee.

How it all works and links together

The diagram below shows the strategic priorities, key responsible groups and main strategic documents that the City Plan 2022-32 builds on and connects to, and how these all fit together.



Governance and Reporting

The Dundee Partnership is made up of the following key members:

- Community representatives
- Dundee & Angus Chamber of Commerce
- Dundee & Angus College
- Dundee City Council
- Dundee Health & Social Care Partnership
- Dundee Volunteer and Voluntary Action
- Job Centre Plus/Department of Work and Pensions
- Leisure and Culture Dundee
- NHS Tayside
- Police Scotland
- Scottish Enterprise
- Scottish Fire and Rescue
- Skills Development Scotland
- The Scottish Government
- Universities – Dundee and Abertay

Each of these organisations has made a commitment to delivering the outcomes for Dundee and the City Plan covers all the services delivered by partners operating within the Dundee Partnership.



Dundee Partnership Management Group

The Dundee Partnership Management Group comprises of senior representatives of the Partnership organisations, and their role in relation to the City Plan is to lead the development and delivery of the strategic priorities set out in the Plan and to embed these into partners’ planning and business processes.

The Management Group has a scrutiny role in the performance management of the City Plan, meeting quarterly to consider progress and reports.

Lead Partner and Delivery Groups

There have been significant structural and policy developments at a national, regional and local level that have influenced the ongoing shape of partnership working in the city since the last City Plan was agreed in 2017. Examples include the Tay Cities Deal, the Tayside Regional Improvement Collaborative, the Strang Review of Mental Health Services in Tayside, the follow up work of the Dundee Drug Commission and the Climate Emergency.

This complexity has caused overlaps and/or duplication, leading to a view that some groups and Executive Boards may no longer be required. A review of the partnership structures will be undertaken by early 2023 to ensure the delivery groups are appropriate for the new plan and that strategic leadership capacity is better applied to the key priorities of the new plan - **reducing inequality and poverty, improving the city’s economy and climate change.**

Ongoing Developments

The Dundee Partnership will produce and publish an Annual Report that will provide details of the progress made in delivering this City Plan. This report will be published to allow the public to assess how well we are performing.

Each year the Scottish Government publishes their Programme for Government. In 2021 this set out plans for a record increase in frontline health spending, new legislation for a National Care Service, a system providing low-income families with free childcare before and after school and during holidays, and actions to drive forward Scotland’s national mission to end child poverty. The programme also included plans to help secure a just transition to net zero – creating opportunities for new, good and green jobs, making homes easier and greener to heat, and encouraging people to walk, wheel or cycle instead of driving.

The Annual Report updating progress on the City Plan will identify any new national legislation or policy developments that will impact on the delivery of our strategic priorities.

In addition, the uncertainties associated with the Ukraine conflict, cost of living crisis, COVID-19 and Brexit will all have continued impacts on monetary, fiscal, trade, industry, immigration and labour markets. This means that it is essential that partners continue to review the potential implications of these factors and the impact they are likely to have on our communities.

Monitoring Progress

Managing progress on each of our key strategic priorities is key to ensuring delivery of our actions and to improving outcomes in the city. Clear 1, 3 and 10-year targets will be set and published that demonstrate our expectations in the short, medium and long term. Full details of all of the targets in this plan, including sources, trends and benchmarking information, will be available on [Dundee Performs](#)

The online performance management system (hosted by Dundee City Council) will request regular updates from lead officers.

There will be an Annual Report on the delivery of the City Plan to the Dundee Partnership which will incorporate case studies or key projects that bring our partnership working to life. Progress on individual projects and services will be reported to the Dundee Partnership on an ongoing basis when there are significant developments or problems to be addressed. Individual partners will also report progress on the delivery of their particular contribution to the City Plan through their own performance and reporting arrangements.

Risks

There will be a number of potential risks that could impact on the delivery of the City Plan and at a high level are described below. Whilst the Dundee Partnership Management Group has responsibility for the overall governance of the Plan, the partners and delivery groups also have a responsibility to ensure that the risks are monitored, controlled and /or mitigated in the development of their action plans.


1. That further planned reductions in partners’ budgets will impact on their ability to deliver the strategic priorities in the City Plan.
2. That as staffing levels within organisations reduce, this may impact on the ability of partners to lead on the delivery of the strategic priorities.
3. That competing organisational priorities may reduce partners’ buy-in to the delivery of the City Plan.
4. That the effectiveness of projects aimed at improving outcomes for the citizens of Dundee is undermined by external factors out with the control of the Partnership, such as welfare reforms, inflation, cost of living crisis, etc


Links to National Outcomes


The UN Sustainable Development Goals





The National Performance Framework


 We are well educated, skilled and able to contribute to society


 We grow up loved, safe and respected so that we realise our full potential


 We are healthy and active


 We protect human rights and live free from discrimination


 A globally competitive, entrepreneurial, inclusive and sustainable economy


 Thriving innovative business with fair and quality jobs for everyone

 Open connected and make a positive contribution internationally

 We value, enjoy, protect and enhance our environment

 We are creative and our vibrant diverse cultures are expressed and enjoyed

 Tackle poverty by sharing wealth, opportunity and power more equally

 We live in communities that are inclusive, empowered, resilient and safe

City Plan Strategic Priority



Reduce child poverty and inequalities in incomes, education and health



Deliver Inclusive Economic Growth (including Community Wealth Building)



Tackle Climate Change and reach Net Zero emissions by 2045



For more or additional information please contact

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or visit the website
www.dundeepartnership.co.uk