

REPORT TO: POLICY AND RESOURCES COMMITTEE - 22 JUNE 2009

REPORT ON: SINGLE OUTCOME AGREEMENT 2009-2012

REPORT BY: CHIEF EXECUTIVE

REPORT NO: 332-2009

1. PURPOSE OF REPORT

This report advises Committee on the final version of the Single Outcome Agreement for Dundee 2009-2012.

2. RECOMMENDATIONS

Committee endorses the Single Outcome Agreement for Dundee 2009-2012 as approved by the Dundee Partnership and the Scottish Government.

3. FINANCIAL IMPLICATIONS

None.

4. BACKGROUND

4.1 The Committee agreed the draft Single Outcome Agreement at its meeting on 9 March 2009. All of the partners, including the Scottish Government, have since confirmed their agreement and the agreement can now be signed by the Community Planning partners. Additional detail has been added to support the delivery of the priority outcomes including the following substantive changes to the draft:

Page 4 Paragraph added to section 1(a) regarding the potential impact of the global economic downturn

Page 13 Paragraph added to section 4(a) to reflect the inclusion of delivery plans within the final version

Page 21 Additional 'ask' of Scottish Government included regarding the potential Victoria & Albert Museum development

Page 22-51 Outline delivery plans added to each outcome section presenting intermediate outcomes and short-term outcomes/outputs

4.2 The Single Outcome Agreement flows from the Concordat between COSLA and the Scottish Government. It aims to achieve an agreement between all the statutory community planning partners, which is a process led by the City Council, and finalised with a Scottish Government Minister and the Leader of the Council Administration signing it along with all the statutory community planning partners.

4.3 The Agreement was prepared by the Dundee Partnership with detailed outcome development achieved through the Strategic Theme Groups. The priorities the Dundee Partnership have arrived at are consistent with the Council's priorities in the Council Plan. These are jobs and employment, children and young people, inequalities and health improvement (physical and mental wellbeing).

4.4 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 a regional centre with better job opportunities and increased employability for our people
 - 2 Our people will be better educated and skilled within a knowledge economy renowned for research, innovation and culture
 - 3 Our children will be safe, nurtured, healthy, achieving, active, respected, responsible and included
 - 4 Our people will experience fewer health inequalities
 - 5 Our people will have improved physical and mental well being
 - 6 Our people will receive effective care when they need it
 - 7 Our communities will be safe and feel safe
 - 8 Our people will experience fewer social inequalities
 - 9 Our people will live in stable, attractive and popular neighbourhoods
 - 10 Our people will have high quality and accessible local services and facilities
 - 11 Dundee will have a sustainable environment
- 4.4 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
- 4.5 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.

5. **POLICY IMPLICATIONS**

This report has been screened for any policy implications in respect of Sustainability, Strategic Environmental Assessment, Anti-Poverty, Equality Impact Assessment and Risk Management. These issues are addressed in the Single Outcome Agreement but more specific screening will take place as detailed delivery plans are produced.

6. **CONSULTATIONS**

The Chief Executive, Depute Chief Executive (Support Services), Depute Chief Executive (Finance), Assistant Chief Executive and Head of Finance have been consulted on the contents of this report.

7. **BACKGROUND PAPERS**

Single Outcome Agreement - Guidance for Community Planning Partnerships - October 2008.

Alex Stephen
Chief Executive

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24/06/2009

SINGLE OUTCOME AGREEMENT FOR DUNDEE 2009-2012

May 2009

Signed by
John Swinney MSP
Cabinet Secretary for Finance and
Sustainable Growth
on behalf of the Scottish Government

Councillor Ken Guild
on behalf of Dundee City Council and the
Dundee Partnership



OUR VISION FOR DUNDEE

Through Our Partnership, Dundee:

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

This is the Dundee Partnership's new Single Outcome Agreement 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

Dundee City Council

Scottish Government

NHS Tayside

Tayside Police

Tayside Fire and Rescue

**Skills Development
Scotland**

Scottish Enterprise

TACTRAN

Supporting Partners

Signed

Dundee Voluntary Action

Chamber of Commerce

Dundee College

University of Dundee

University of Abertay

SINGLE OUTCOME AGREEMENT FOR DUNDEE

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The Single Outcome Agreement for Dundee

1 Introduction

a) **Opportunities and Challenges**

The new Single Outcome Agreement for Dundee represents the shared aspirations of the Dundee Partnership, builds on the firm foundation of community planning in the city and promises renewed effort to improve the quality of life for the people of Dundee.

Dundee is ideally placed to achieve this. The Partnership shares an ambitious vision for Dundee at the heart of a thriving city region. This is based increasingly on a knowledge economy with real strengths in Life Sciences, Digital Media and Creative Industries which are acknowledged nationally and internationally.

Through collaboration with our college and universities we can generate and secure employment, contribute to local and national economic development and attract investment to Dundee. And as a 'learning city' we can connect our success in research and innovation on a global scale through to the higher attainment and achievement we aspire to in our schools and communities.

The cultural transformation of Dundee is most vividly captured in the tantalising possibility of a new Victoria and Albert Museum as the centrepiece of the regenerated central waterfront - in itself a major economic and physical catalyst.

The success of our city must be shared by all of our people and we will use all the opportunities created by our growth to underpin our efforts to tackle the poverty and health inequalities experienced by too many in Dundee.

Our success in delivering the Single Outcome Agreement will, inevitably, be influenced by the context within which we exist. Our ambitious vision will continue to drive us even as we face the challenge of the local impact of global economic downturn.

b) **Strategic Priorities**

Through our partnership, locally and with the Scottish Government, we are committed to the following four strategic priorities:

- Jobs and Employability
- Children and Young People
- Inequalities
- Physical and Mental Well-Being

While they may not be the only challenges facing Dundee, these overarching priorities address the fundamental requirements to create successful families and communities - rewarding employment; a safe and nurturing childhood; supportive and inclusive communities; and positive health. All strategic outcomes and the whole of the Dundee Partnership's activity will be measured by the contribution they make to these four priorities.

As we assess our progress we will target improvement for the whole city, but to confirm our commitment to closing the inequality gap, we will, wherever possible, set more ambitious and demanding targets for our regeneration areas.

c) **Our Partnership**

Dundee has a long and proud tradition of partnership working. The statutory partners signing this agreement with the Scottish Government are Dundee City Council, NHS Tayside, Tayside Police, Tayside Fire and Rescue, TACTRAN, Skills Development Scotland and Scottish Enterprise and the accountability for delivering it will lie with them collectively. The support and contribution of the other core partners including Dundee Voluntary Action, University of Dundee, University of Abertay, Dundee College and the Chamber of Commerce are crucial in reflecting the interests and value of the voluntary, academic and private sectors. There are many other partners involved who will be empowered through this collective agreement. We are committed to improving the quality and efficiency of our services individually and together.

2 **Purpose and Scope of the Agreement**

This document sets out the joint commitment between the Dundee Partnership and the Scottish Government to the delivery of an agreed set of outcomes for Dundee.

The basis on which this agreement is being made is set out in the concordat between the Scottish Government and COSLA. The components of the concordat are:

- Introduction of Single Outcome Agreements for every Council and streamlining of external scrutiny
- Significant reduction in the level of funding which is ring-fenced
- Joint responsibility between local government and central government for overseeing the new relationship

The strategic priorities and direction set by the Dundee Partnership are based on extensive stakeholder involvement from across the Dundee Partnership. The process of local community planning in neighbourhoods and community involvement at all levels and throughout the Partnership guarantee that these plans also reflect the needs of individuals, families and communities of interest across the city.

3 **Integrated City Profile**

Executive Summary

The following strategic analysis is drawn from the statistical reports produced by members of the Dundee Partnership. These detailed reports can be read on the [Dundee Partnership website Single Outcome Agreement Section](#).

Strengths

Dundee has achieved growth in the knowledge economy sectors in education, science and creative digital medial industries. Overall the number of jobs in the city rose by 3,000 between 2005 and 2008.

Dundee is the regional employment, education and retail hub and 300,592 people live within a 30 minute drive time. The city has benefited from expanded Higher and Further Education institutions and a new award-winning retail centre.

The public sector provides skilled employment for the city and is performing comparatively well based on positive service user satisfaction results and other comparable performance indicators.

Dundee has a strong track record on environmental issues in relation to recycling and reducing the amount of waste going to landfill.

Weaknesses

By far the biggest weakness in Dundee is the high concentration of deprivation. Of the 179 datazones in the city 53(30%) including 28.9% of the population are in the 15% most deprived according to the Scottish Index of Multiple Deprivation.

The effect of this level of inequality is that Dundee has outcomes in relation to learning, health and employability which are significantly lower than the Scottish average.

Threats

The UK economy moved into recession in late 2008 and claimants of Job Seekers Allowance in Dundee rose to 4.4% compared to the Scottish average of 3.0%. This threatens the economic momentum of the city and increases the risk of deepening inequalities.

Population projections indicate an overall reduction of 9.2% between 2006 and 2031 and an older age profile. This may lead to reduced public sector funding but an increase in demand for services.

Opportunities

Dundee can deliver sustainable economic growth for Scotland in international markets. The economic growth sectors in Dundee are well positioned for the future global knowledge economy. This includes the potential to develop as a renewables capital.

The strong consensus on the Dundee city development strategy based on the City Waterfront can provide the surrounding region with a high quality education, employment and retail centre.

Commentary

The following is a short summary of the key statistics taken from the more detailed documents referred to above, which are available on the Dundee Partnership website.

Population and the Economy

Dundee is transforming itself into a modern city with a knowledge-based economy. The number of jobs in the City has risen from 80,665 in 2003 to 83,541 in 2008. There are now more people working in the education sector than in manufacturing. The Waterfront is being redeveloped both for commercial and residential opportunities and this, together with the second phase of city centre regeneration, reinforce the city's role as the driver of the city region. The growth in science, technology, retail and customer services is to be welcomed.

In 2007, Dundee City had an estimated population of 142,150. Numbers have stabilised in recent years buoyed by increasing numbers of students and international workers. Despite this, projections indicate that there may be an overall reduction of 9.2% between 2006 and 2031. A reduction in younger age groups will lead to an older age profile in the city with an increase of over 4,400 aged 75 or over predicted by 2031.

Dundee is a regional employment, education and retail centre. 300,592 persons reside within a 30 minute drive time of Dundee City Centre and 628,468 reside within a 1 hour drive time.

193,232 working age persons (aged 16-64) reside within 30 minutes of Dundee City Centre and 399,967 reside within a 1 hour drive time.

Employment

The number of city residents in employment stood at 63,800 in June 2008. With over 83,000 jobs in the city, this means that a significant proportion of the workforce is composed of in-commuters from the surrounding travel to work area.

In terms of the resident population, the percentage of the working age in employment stood at 72.2% in June 2008 compared to a Scottish average of 76.3%

Lower employment rates can be partly explained by the significant resident student base. However, the lower levels are also indicative of above average levels of worklessness amongst the city's population.

As the UK economy moved into recession in late 2008, the number of claimants of Jobseekers Allowance in Dundee in December 2008 rose to 4.4% compared to a Scottish average of 3.0%.

As the number of registered unemployed has fallen in recent years there has been increasing focus on providing assistance to those more distant from the labour market. The "workless" total stood at 15,910 in May 2008 (17% of the working population) constituting registered jobseekers, lone parents and those on incapacity benefits. The Dundee Partnership is committed through its integrated employability plan to assist those without work to move back towards employment or other positive destinations. The potential impact of increasing levels of unemployment are being considered.

Table One - Population and Economy Statistics

	Number	Measure	Scotland
Population 0-15 Years (2007 Estimate)	23,566	16.6%	17.8%
Population 16-64 Years (2007 Estimate)	92,895	65.3%	65.7%
Population 65 and Over (2007 Estimate)	25,689	18.1%	16.4%
Projected Change in Total Population 2006-2031	-13,039	-9.2%	5.0%
Projected Change in Children 2006-2031	n/a	-14.5%	-6.9%
Projected Change in Working Age Population 2006-2031	n/a	-12.4%	0.4%
Projected Change in Pensionable Ages 2006-2031	n/a	5.1%	31.2%
Working Age Population Claiming Jobseekers Allowance (Dec 2008)	3,730	4.4%	3.0%
Working Age Population claiming out of work benefits May 2008 (Jobseekers Allowance, Incapacity Benefits, Lone Parents on Income Support)	15,910	17.9%	13.1%
Working Age Population in Employment (June 2008)	63,800	72.2%	76.3%

Children and Young People

Dundee is a learning city with one of the highest student populations of any city in the UK. There are 51,448 participants in all registered higher education, further education and school programmes. Of these approximately 26,299 have Dundee home addresses (22% of the population).

In Dundee, the proportion of young people entering positive destinations (higher education, further education, training, employment or voluntary work) is 83% compared with 86% nationally (Destination of Leavers Publication 2008).

There were 17,928 pupils in publicly funded primary, secondary and special schools in Dundee (Pupil Census September 2007). This figure has been decreasing steadily year on year.

The percentage of young people achieving a qualification in both English and Maths at level three or above by the end of S4 is 85%; the equivalent Scottish figure is 92% (STACs 2008). In 2008, Dundee had much improved results at Higher level; in S5 the percentages of pupils achieving one, three and five passes at level six (higher) had all increased from 2007. In S6 the percentage achieving one and five passes had increased and those achieving three had remained constant. The proportion of pupils leaving school at the end of S6 having achieved English and Maths at level three was the highest in five years.

5-14 attainment in Dundee's Primary Schools has increased across all three subjects: Reading, Writing and Maths. The 2007/08 results are higher than the preceding five years. This data is no longer collected nationally; as a result there is no comparative data.

All schools in Dundee were deemed *active schools* ensuring that all children and young people of nursery and school age have two hours of quality PE per week. Local data for Primary 1 children in 2005-06 shows that 21.9% were overweight or obese. Nationally, by the age of sixteen, two in every three girls, and one in every three boys, do not reach the recommended minimum levels of physical activity.

25% of children in the city live in workless households; in some parts of the city this rises to almost half. 27% of Dundee's primary school pupils were entitled to free school meals compared to 17% for Scotland as a whole. 19% of Dundee's secondary school pupils were entitled to free school meals compared to 13% of Scotland as a whole (2008)

The number of looked after children in Dundee has risen by 67% in 6 years to 607 (2008) and the number looked after at home has risen by 80% over the same period and this accounts for 38% of the total looked after.

Health

Life expectancy - at 71.8 for males and 78 for females - continues to trail the Scottish average. More than one in five Dundonians reports having a long-term limiting illness.

The population of Dundee has statistically significantly worse health than Scotland as a whole across a wide range of health indicators.

Among the range of health inequalities evidenced in Dundee are a teenage conception rate of 2.4% higher than the national average; 21.9% of Primary 1 children overweight or obese; high prevalence of smoking with an estimated two in five adults smoking leading to 383 smoking related deaths per 100,000 population every year.

The percentage of mothers smoking in pregnancy (35.1%) is the worst (highest) of all 40 Community Health Partnership areas in Scotland. The percentage of babies exclusively breastfed at 6-8 weeks, and dental health in primary 1, are also worse than the Scotland average. The MMR immunisation uptake rate at 24 months is significantly better than average.

Substance Use

There have been 286 alcohol related deaths in the last five years, a death rate significantly worse than the Scotland average. However, the proportion of the population hospitalised for alcohol related and attributable causes has decreased over recent years and is now significantly lower than the Scotland average. The proportion of the population hospitalised for drug related conditions is significantly better (lower) than

average. A report published in November 2004 by the University of Glasgow (Hay, G.; et al) estimated that in Scotland there are 51,582 individuals who are mis-using opiates or benzodiazepines. The same report estimated Dundee City to have the second highest prevalence rate in Scotland (following Glasgow City) with a total number of 2,522 individuals mis-using opiates or benzodiazepines. In Dundee, it is estimated that amongst males aged between 25-34, 9.3% (927 individuals) are problematic drug users. This compares to a national average for the same age group of 4.8%. (Source DAAT Strategy 2008).

Inequalities

The Scottish Index of Multiple Deprivation 2006 confirmed the degree of inequality experienced in the community regeneration areas of Dundee. Deprivation is evidenced across the range of SIMD domains and justify the Dundee Partnership's commitment to 'closing the gap' between the most and least successful communities in the city.

- Dundee City has **179** data zones. **53** (30%) of these are ranked within the **15% most deprived** of the SIMD 2006
- There was **28.9% (40,941)** of the Dundee City Population living in the 15% most deprived data zones in the SIMD 2006 - (population source: GROS SAPE 2004)
- The SIMD 2006 reported that Dundee City has **26,387** income deprived people, **18.6%** of the population (2004 Mid Year Estimate)

Community Safety

Crime trends in Dundee continue downwards by about 7% (three year rolling average). There have been significant investments in recent years by the Council in CCTV, white lighting, community wardens and dealing with anti-social behaviour. In 2006, 29% of the population said they felt fearful about becoming a victim of crime. Previous surveys showed steady progress in reducing the overall fear of crime. A growing cause for concern is the increase in alcohol and drug misuse and its effect on the community.

The number of road traffic accident / casualties is better than the national average and the trend is improving.

Environment and Neighbourhood

A lower proportion of Dundee residents own their own property (53.6%) than Scotland as a whole (62.6%). The Council's Housing Financial Viability Study estimated that by 2008 there may be demand for approximately 20,500 social rented houses and currently there are 21,242. Each year an average of 630 new homes are built (62% owner occupied).

Dundee has made progress on improving the local environment in many areas. Unpopular house types have been demolished to make way for new types of housing and local amenities. This will continue and the Council will be consulting communities more on improving local delivery of services. Improving houses and introducing more affordable housing will be a priority.

Residents' satisfaction with the quality of local services and facilities is 85% (rising from 81% in 2007) and satisfaction with access to local services and facilities is 93% (rising from 85% in 2007) (Source - Dundee City Council Annual Consumer Survey 2008).

The table below shows the satisfaction with aspects of the local environment from the 2008 annual consumer survey carried out by Dundee City Council.

Table Two - Satisfaction with local environment and facilities

Local Environment	% Satisfied		% Dissatisfied	
	2007	2008	2007	2008
Shopping Facilities	85%	80%	14%	20%
Cleanliness of area around house	83%	79%	17%	21%
Cleanliness of streets	71%	78%	28%	22%
Quality and maintenance of open spaces	70%	80%	26%	18%
Condition of roads, pavements and streetlighting	49%	61%	51%	39%
Children's play areas	35%	33%	27%	31%

Just over 24% of the population live within 500m of a derelict site (Scotland 27.3%).

Street cleanliness has improved over the last four years from 66 on the national index to 72, almost the same as the Scottish average (73).

Travel

Car ownership across the city is below the national average with 30,500 (46%) of households having no car, but Dundee is surrounded by areas that have higher car ownership rates. Of the people who live outside Dundee but work in the city, 80% travel to work by private car. Due to a high proportion of housing being located in the east and a significant amount of employment opportunities being situated in the west of the city there is a distinct peak hour east-west cross-city travel pattern. Despite the city being relatively compact and reporting high levels of cycle ownership, Dundee has a low level of cycling activity with only 1% of all travel to work journeys undertaken by bicycle. The percentage walking to work (20%) is far higher than the national average (13%). The regional transport strategy contains proposals for development of Park and Ride and promotion of car sharing, public transport and other sustainable modes to reduce the economic and environmental effects of growing car use.

The city centre has been enhanced by sympathetic redevelopment over recent years, and this area boasts excellent access to bus services and public transport information systems. The largest local provider of bus services operates a fleet of 135 vehicles; all are low floor accessible and this fleet carries 15.7 million passengers annually.

In 2007 Dundee rail station saw over 1.4 million passengers entering, exiting or interchanging here, a rise of 5% on the previous year, making this one of Scotland's busiest stations. Nevertheless, the condition of, and pedestrian access to the station are poor. As part of the Dundee Waterfront development the rail station is scheduled to be rebuilt, making it much more accessible via sustainable modes of transport.

Environmental Footprint

	Ecological Footprint (gha/cap)	Carbon Footprint (t/cap)	Councils' Ecological Footprint (2007 Update from REAP) Distance from Scottish Mean	Councils' Carbon Footprint (2007 Update from REAP) Distance from Scottish Mean
Scotland (Mean)	5.31	11.71		
Scotland (Median)	5.33	11.78		
Dundee City	5.33	11.72	0.02	0.01

Notes: These are 2001 results based on the November 2007 Update of REAP Website (Resource and Energy Analysis Program). This was designed by the Stockholm Environment Institute (SEI) and the Centre for Urban and Regional Ecology. The lower the score, the lower your Council's consumption and footprint.

Recycling and Waste

Dundee recycles 36% of its domestic waste, more than any other Scottish city, and puts less than 22% to landfill. Furthermore 44.5% of waste is converted to energy. The trend in recycling is continually improving and the target is 40% by 2010 and 60% by 2020.

The long term trend for volume of waste arising is reducing, although this is variable each year, and from 2003/04 has reduced by 758 tonnes to 95,351 tonnes.

4 Governance

The development and subsequent implementation of the Single Outcome Agreement for Dundee benefit from complementary lines of accountability.

a) **Dundee Partnership**

The Dundee Partnership Forum is well established and represents all the significant institutions and community leadership in the city. Senior officials from the major public institutions in the city meet under the auspices of the Dundee Partnership Management Group. This is chaired by the Chief Executive of the City Council.

Building on the experiences of the Regeneration Outcome Agreement, the transition to the Fairer Scotland Fund and the development of the first SOA, the Partnership has refined its strategic outcomes for the city. The newly agreed 11 Dundee Outcomes will provide the framework for the next Community Plan for Dundee and the SOA will be the main driver for all community planning in the city

The Partnership has agreed that Dundee's SOA will have a high strategic 'waterline', with a tight focus on a small number of indicators which capture the essence of the changes we aim to achieve in the city. The concept of the 'waterline' usefully captures the relationship between the highest level strategic outcomes and indicators which will be presented in the SOA ('above the waterline') and the many supporting intermediate outcomes and indicators which

will make a significant contribution to the success of the SOA but are presented in other documents (i.e. 'below the waterline').

Outcome Delivery Plans will capture the Partnership activity below the waterline which will drive the SOA. These will connect the strategic and intermediate outcomes into the frontline day to day activity of partners collectively and individually. A key feature of the delivery plans will be the clear delineation of 'lead' and 'value added' responsibilities to partner agencies and named officers. This will ensure that all partners are accountable for their contributions and can manage performance appropriately.

Outcome delivery plans will be the responsibility of the strategic theme groups and, taken together, they will form the basis of the 2010-2015 Community Plan for Dundee. The outline of each delivery plan is incorporated into the Dundee Outcome templates later in this document.

b) Dundee City Council

The Single Outcome Agreement will come under the remit of the Council's Policy and Resources Committee. This is the principal committee for the approval of strategic policy documents. The line of democratic accountability is extended through the Leader of the Council's Administration who convenes the Policy and Resources Committee and chairs the Dundee Partnership Forum.

At an officer level, the Chief Executive will be accountable for the deployment and monitoring of the Single Outcome Agreement.

The SOA will be a key strategic document that influences and underpins the content of all other strategic documents prepared for agreement by Council committees, thereby achieving the 'golden thread' through to Council and Service Plans.

c) New Governance Arrangements

The Single Outcome Agreement offers the opportunity to community planning partners to ensure that agreed local priority outcomes are contained within their corporate plans. This SOA has been endorsed by the Dundee Partnership in May 2009, and signed by the relevant community planning partners. It will be formally endorsed by the board or equivalent for each of the statutory partners and will be reflected in any subsequent corporate or organisational plans.

The Dundee Partnership Management Group has agreed that the 11 Dundee Outcomes will be co-ordinated and reported through the strategic theme groups, while recognising that ownership and delivery of all outcomes is required of all partners and themes. These groups and their relationship to the Dundee and national outcomes are shown in Appendix 1. Each group will continue to analyse the evidence base, report on indicators and monitor performance. Bi-annual performance reports will be presented to the Dundee Partnership Management Group.

5 Ongoing Development of the Single Outcome Agreement

a) The Dundee Strategic Outcomes

The Dundee Partnership has fully embraced the purpose of the SOA as set out in the Guidance for Community Planning Partnerships.

"A Single Outcome Agreement is the means by which Community Planning Partnerships agree their strategic priorities for their local area and express those priorities as outcomes to be delivered by the partners, either individually or jointly, while showing how these outcomes should contribute to the Scottish Government's relevant National Outcomes".

As a result this SOA takes as its starting point these key strategic outcomes for Dundee.

Dundee Partnership Strategic Outcomes

- 1 Dundee will be a regional centre with better job opportunities and increased employability for our people
- 2 Our people will be better educated and skilled within a knowledge economy renowned for research, innovation and culture
- 3 Our children will be safe, nurtured, healthy, achieving, active, respected, responsible and included
- 4 Our people will experience fewer health inequalities
- 5 Our people will have improved physical and mental well being
- 6 Our people will receive effective care when they need it
- 7 Our communities will be safe and feel safe
- 8 Our people will experience fewer social inequalities
- 9 Our people will live in stable, attractive and popular neighbourhoods
- 10 Our people will have high quality and accessible local services and facilities
- 11 Dundee will have a sustainable environment

b) **Performance Improvement**

In support of the ongoing reporting arrangements set out in 4(c) above, each of the Partnership's strategic theme groups will incorporate a new Performance Improvement and Management system adapted from the Public Sector Improvement Framework. This self-assessment approach has been successfully adopted by a small number of groups within the Partnership's structure and will now be expanded to reinforce the delivery of the SOA through improved processes leading to better results.

The current model SOA structure and templates encourage the presentation of analysis and activity in a way which suggests the continuation of a 'silo' approach. The reality of partnership working means that the greatest effect is achieved in the interactive and overlapping nature of outcomes and activity. So while the reporting and performance management responsibilities relating to individual outcomes are allocated to a specific Strategic Theme Group, the achievement and delivery will be the responsibility of all. The overall Partnership structure to deliver the Dundee SOA is shown in Appendix 1.

c) **Regeneration and the Fairer Scotland Fund**

In August 2008 the Scottish Government confirmed that the Dundee Partnership's Fairer Scotland Fund (FSF) proposals had been successfully integrated. The local outcomes will be examined further to determine whether they need to be redrawn to better complement the SOA. However, in the meantime they will be retained to allow for consistent evaluation of all FSF activity currently underway.

Where there are additional opportunities to invest through the FSF, the Partnership will consider the new frameworks for Equally Well, Tackling Poverty and, in particular, Early Years and Early Intervention, where allocation to date has been modest.

The Community Regeneration Forums continue to play a powerful role in allocating FSF to local priorities and stronger links are now developing with Local Community Planning Partnerships. Over £1.5m of FSF will be allocated by March 2010 to community assessed and commissioned regeneration activity which reinforces the targeted investment from mainstream services.

d) **Local Community Planning Partnerships and Community Engagement**

Local Community Planning Partnerships have been established in each of the eight electoral wards in Dundee. These bring together elected members, community representatives and partner agencies in a new relationship to achieve local outcomes which improve communities. Over the last 9 months each new LCPP has worked within neighbourhoods and with other stakeholders to develop an outcome-based local community plan and action plan.

Extensive community engagement shaped individual local community plans and, when taken together, key issues emerged which influence the wider Partnership agenda and, consequently, the Single Outcome Agreement.

e) **Equalities**

The Dundee Partnership has evidenced its commitment to equalities in relevant annual reports and external audits. This will remain a priority for continuous improvement over the next three years and beyond, as we continue to broaden and deepen the Dundee Partnership's agenda and representation to reflect all communities of interest and identity in the city. This will be driven through our Dundee Equality and Diversity Partnership which is currently considering the implications of the Guidance on Equalities to Community Planning Partnerships.

An Equality Impact Screening of this SOA has been undertaken by representatives of the Equality and Diversity Partnership. Equality Impact Assessments will be built into SOA implementation to ensure that potential for impact (or opportunities offered) can be addressed.

f) **Dundee City Indicators**

The Dundee Partnership is keen to develop a detailed and robust set of local indicators. We have included the best which are currently available but acknowledge the Improvement Service's note of caution that "... very relevant indicators cannot be reliably quantified at local level at present", and that they "... often show limitations in the current reliability of indicators if deployed at local level".

We are responding to this in 3 ways:

- encouraging the Scottish Government to take responsibility for the measurement of key indicators in a way that can provide the required detail at a local level
- developing our own expertise in collecting local data while learning from practice elsewhere
- working towards a series of 'closing the gap' indicators which will measure the reduction in inequalities in relation to the key regeneration outcomes at the heart of the Fairer Scotland agenda.

In the meantime, to set the context for each of the national indicators, this document sets out the strengths of the city and the progress we are making, along with the challenges which remain. Predominant among these are the inequalities experienced by too many communities in Dundee. These are starkly demonstrated in the results of the Scottish Index of Multiple Deprivation 2006. The impact on the degree of inequality in Dundee is presented through the relevant domains of the SIMD 2006 in the outcomes with the most significant relationship to regeneration.

Where robust data is available, SMART targets are set at a local and regeneration level, otherwise direction of travel targets are used.

6 **Scottish Government Strategy and Dundee Outcomes**

Through the clearly defined Dundee Outcomes, the Dundee Partnership can articulate the contribution it makes to the achievement of the Scottish Government's national outcomes by focusing on the change it will deliver in the lives of the people of Dundee and in the shape and success of the city itself.

a) **The National Context**

Scottish Government's Purpose: to focus the Government and public services on creating a more successful country, with opportunities for all of Scotland to flourish, through increasing sustainable economic growth.

Purpose Targets

Indicator	Target
GDP Growth	To raise the growth rate to the UK level by 2011 To match the growth rate of small independent EU countries by 2017
Productivity	To rank in the top quartile for productivity amongst our key trading partners of the OECD by 2017
Population Growth	To match average European (EU15) population growth over the period from 2007 to 2017, supported by increased healthy life expectancy in Scotland over this period
Solidarity	To increase overall income and the proportion of income earned by the three lowest three income deciles as a group by 2017
Cohesion	To narrow the gap in participation between Scotland's best and worst performing regions by 2017
Participation	To maintain our position on labour market participation as the top performing country in the UK and to close the gap with the top 5 OECD economies by 2017
Sustainability	To reduce emissions over the period to 2011 To reduce emissions by 80% by 2050

Scottish Government Strategic Priorities

- 1 Wealthier and Fairer Scotland
- 2 Healthier Scotland
- 3 Safe and Stronger Scotland
- 4 Smarter Scotland
- 5 A Greener Scotland

National Outcomes

- 1 We live in a Scotland that is the most attractive place for doing business in Europe.
- 2 We realise our full economic potential with more and better employment opportunities for our people
- 3 We are better educated, more skilled and more successful, renowned for our research and innovation.
- 4 Our young people are successful learners, confident individuals, effective contributors and responsible citizens.
- 5 Our children have the best start in life and are ready to succeed.
- 6 We live longer, healthier lives.
- 7 We have tackled the significant inequalities in Scottish society.
- 8 We have improved the life chances for children, young people and families at risk.
- 9 We live our lives safe from crime, disorder and danger.
- 10 We live in well-designed, sustainable places where we are able to access the amenities and services we need.
- 11 We have strong, resilient and supportive communities where people take responsibility for their own actions and how they affect others.
- 12 We value and enjoy our built and natural environment and protect it and enhance it for future generations.
- 13 We take pride in a strong, fair and inclusive national identity.
- 14 We reduce the local and global environmental impact of our consumption and production.

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

b) **The Dundee Contribution**

The Dundee outcomes contribute to achieving the national outcomes. Table Three below highlights the direct links between local and national outcomes.

Table Three - Links Between Dundee Outcomes and the 15 National Outcomes

	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
Dundee will be a regional centre with better job opportunities and increased employability for our people															
Our people will be better educated and skilled within a knowledge economy renowned for research, innovation and culture															
Our children will be safe, nurtured, healthy, achieving, active, respected, responsible and included															
Our people will experience fewer health inequalities															
Our people will have improved physical and mental well-being															
Our people will receive effective care when they need it															
Our communities will be safe and feel safe															
Our people will experience fewer social inequalities															
Our people will live in stable, attractive and popular neighbourhoods															
Our people will have high quality and accessible local services and facilities															
Dundee will have a sustainable environment															

7 **Performance Management**

a) **Performance Information and Reporting**

As a key strategic document adopted by the City Council and Partners, all of the SOA indicators and actions will be included in a strategic plan monitoring database system. This ensures that the relevant senior managers provide statistical and standard project management type status reports on each of the indicators or actions in the Agreement. This generates the quarterly performance report to the Council's Best Value, Performance and Efficiency Sub-Committee, and the bi-annual reports to the Dundee Partnership Management Group.

The City Council subsequently publishes an Annual Performance Report and promotes this for public interest and makes it available online. The SOA outcome headings will provide a basis for constructing the annual performance report.

b) **Delivery Plans**

The outcomes and indicators in this SOA adopt a 'high waterline' and are the starting point for a review of the Community Plan for Dundee. Below each Dundee Outcome, strategic theme groups have defined intermediate outcomes and short term outcomes/outputs to guide the delivery plans which will form the basis of their partnership working to achieve the agreed outcomes. These will present a comprehensive analysis of the factors which will influence outcome achievement, and using a logic modelling approach, the actions which will make the biggest impact. Taken together, the SOA and these delivery plans will form the basis of the Community Plan for Dundee from 2010 onwards.

c) **Community Engagement**

The importance of community engagement to the Dundee Partnership was emphasised and acknowledged each year in the Regeneration Outcome Agreement annual reports. These evidenced the good practice in Dundee and the desire to continually improve through better joining up across partners and increasing our reach into communities. The Partnership has built on the community engagement which informed the first SOA and deepened this through the Local Community Planning Partnerships. Over the next year this will be taken further with each LCPP developing its own community engagement framework underpinned by an examination of the key National Standards for Community Engagement.

d) **Risk Management**

The Council has a Risk Management Register and a specific Risk Management Plan for the delivery plans emerging from this outcome agreement will be produced on behalf of the Partnership.

e) **Resolution**

This agreement is entered into in good faith on the basis that it is in the mutual interests of Dundee City Council, community planning partners and the Scottish Government to improve the welfare of the citizens of the area. If there is a dispute on delivery and performance that goes beyond the normal issues of managerial competence and improvement under 'Best Value' then the

presumption is that this would be a transparent issue for local democratic choice at subsequent elections.

8 **Public Reporting**

Dundee City Council will, on behalf of the Dundee Partnership, publish an annual performance report based on the Single Outcome Agreement including its performance on all of the local indicators. This will detail a progress statement on the achievement of the significant programmes and projects referred to in the agreement of the Council's and Dundee Partnership's main strategic documents that are critical success factors in achieving the national and local outcomes. There will be, we expect, a similar annual report produced jointly between the Scottish Government and COSLA on the delivery of progress on the national outcomes and the benefits of the Single Outcome Agreement process.

9 **'Asks' of the Scottish Government**

The Scottish Government can play a significant role in attracting the Victoria and Albert to Dundee. Valuable contributions can be made to presenting the case for Dundee as an excellent Scottish location, developing the business plan and making a commitment to the long term sustainability of a truly national resource.

Discussions within the Dundee Partnership during the development of this SOA have focused around a desire to work with relevant departments of the Scottish Government on the development of indicators linked to our key priorities. These relate specifically to the local application of the WEMWEBS indicators on mental wellbeing; the measurement of poverty at an SIMD data-zone level; the development of a positive measure regarding child protection; and capturing the sense of 'community spirit' within neighbourhoods as a prerequisite for successful community regeneration.

Dundee Outcome 1 - Dundee will be a regional centre with better job opportunities and increased employability for our people

Local context

The Dundee Partnership is committed to developing Dundee's regional role and promoting a modern economy. The redevelopment of Dundee's Central Waterfront is a key infrastructure project re-connecting the Waterfront to Dundee city centre and providing extensive commercial and employment opportunities.

Dundee is a regional employment, education and retail centre, 300,592 persons reside within a 30 minute drive time of Dundee City Centre and 628,468 within a 1 hour drive time. There were an estimated 142,150 people residing within the city boundaries in 2007. The city's population has been declining since the 1970s but has stabilised since 2004 with rising student numbers (39,000 in 2006/2007) and increasing numbers of international workers contributing to net in-migration. The impact of anecdotal reports of international workers leaving Scotland as a result of the current recession is being considered.

The city is an employment hub for a travel to work area that extends beyond the city boundaries into the neighbouring hinterland of Angus, Perth and Kinross and North East Fife. In 2008, the number of jobs located in Dundee City totalled 83,541. The City has enjoyed positive employment growth in recent years rising from 80,665 in 2003. The structure of the local economy is also evolving. The education sector now employs more people than are involved in manufacturing industries and the growing reputation for research and innovation through the city's universities is transforming the image of Dundee as an employer in cutting-edge industries. The number of persons employed in the knowledge economy sectors totalled 24,284 in 2008. Growth has also been experienced in retail, customer services and across the public sector.

There is a range of support available from partners to promote the city's economy. The Council-led Business Gateway provides assistance to promote business start-up and growth amongst small and medium sized enterprises. Scottish Enterprise provides support to account managed companies, supports R&D through its innovation support programmes, seeks to lever in private sector equity and attract inward investment. There are a number of sector initiatives delivered by partners to promote growth, including BioDundee (Life Sciences), Talking Tayside (Contact Centre Industry) and Interactive Tayside (Digital Media).

Ensuring that Dundee's people have the skills and competencies that are needed to secure and sustain employment is vital for the city. Whilst the main focus is on the employability agenda partners will also work to ensure that the current workforce continues to have the necessary skills. The number of claimants of unemployment related benefits (4.4% in December 2008) has fallen in recent years but has remained consistently above the Scottish average. (3.0% in December 2008). The percentage of the city's working age employment in work (72.2% year to June 2008) is also lower than the Scottish average (76.3% year to June 2008).

The Dundee Partnership's employability action plan is focused on addressing levels of worklessness across the city. In addition to providing assistance to those close to the labour market, the plan targets key client groups including young people, lone parents and those with health problems. Funding has been secured from the Fairer Scotland Fund, the European Social Fund, City Strategy and Disadvantaged Area Fund to support a range of activities aimed at progressing people towards work. A pipeline approach that identifies key stages in a person's journey towards employment, from initial engagement through to employment and aftercare, has been established. Delivery partners are being funded to provide specialist support across each of the key stages. In addition to utilising specific funding streams, the Dundee Partnership is working to influence the delivery of national programmes such as Flexible New Deal that will be introduced in Dundee in 2010. Key Strategic Partners include Jobcentre Plus, NHS Tayside, Dundee City Council, Skills Development Scotland and Dundee College.

Between May 2007 and May 2008, the number of persons claiming out of work benefits (Jobseekers, Claimants of Incapacity Benefits and Lone Parents on Income Support) fell from 16,280 to 15,910.

The ability of the Dundee Partnership to influence economic growth and shape overall levels of engagement needs to be seen in the context of the wider economic climate. With the UK and other major economies entering recession at the end of 2008, the conditions do not exist in the short term for continued growth. With unemployment numbers forecast to rise across the country throughout 2009, the environment for delivering employability support and the task of moving those furthest from the labour market into work will be more challenging.

In preparing the targets that are included against the key indicators, economic forecasts and analysis from Fraser of Allander Institute, Oxford Economics and Centre for Cities were considered. Due to the current level of uncertainty amongst economists regarding the length and depth of the recession, a number of scenarios and associated targets have been developed. The targets chosen for the Single Outcome Agreement reflect the best case scenario. The Dundee Partnership, however, aims to ensure that there are initiatives and support structures in place to assist the local economy through the downturn and ensure that the city is well placed to take advantage of the opportunities that emerge as global economic conditions improve.

The Dundee Partnership is also committed to improving the employability prospects of its people and, where wider economic conditions allow, delivering the end goal of reduced worklessness across the city.

Indicators (noting frequency / type / source)	Baseline	'Progress' target/s to 2010-11	'End' target/s & timescale/s
Overall job numbers <i>Notes:</i> employee jobs + self employed <i>Source:</i> Dundee City Council Company Survey <i>Frequency:</i> Annual	83,541 (2008)	80,600	90,000
% of the working age population in employment <i>Notes:</i> % of Resident Working age population aged 16-59/64. <i>Source:</i> Annual Population Survey data from NOMIS <i>Frequency:</i> Quarterly	72.2% (June 2008 data)	70.2%	75.4%
% of school leavers in positive and sustained destinations <i>Notes:</i> Positive destinations defined as further education, higher education, employment or training <i>Source:</i> Scottish School Leavers Destination Survey <i>Frequency:</i> Annual	85% (2006/2007)	88%	Increase
Number and % of claimants in receipt of out of work benefits. <i>Notes:</i> Includes Jobseekers Allowance, Incapacity Benefit and Income Support Lone Parent Claimants. % of Resident Working age population aged 16-59/64. <i>Source:</i> DWP data from NOMIS <i>Frequency:</i> Quarterly	15,910 (17.9%) (May 2008)	18,300 (20.6%)	15,600 (17.6%)
VAT registered business stock <i>Notes:</i>	2,585 (2008)	2,400	2,700

Source: Dept for Business Enterprise & Regulatory Reform			
Frequency: Annual			

Outcome 1: Dundee will be a regional centre with better job opportunities and increased employability for our people.		
	Intermediate Outcomes	Short-term Outputs/Outcomes
1a	Dundee will achieve business growth particularly in key industry sectors	<ul style="list-style-type: none"> • Maintain the number of high growth companies receiving support • Maintain the number of businesses fed into Scottish Enterprise through the growth pipeline by Business Gateway • Maintain provision of serviced land and available property to meet business needs • Maintain the number of initiatives and projects in place to support key sectors • Increase percentage of jobs in key industry sectors
1b	Dundee will achieve growth in business start ups	<ul style="list-style-type: none"> • Maintain the number of new businesses receiving start-up assistance • Maintain the overall number of new business start-ups
1c	Dundee will have effective pathways to employment	<ul style="list-style-type: none"> • Increase the number of workless people progressing towards and achieving sustainable job and other positive outcomes.
1d	Our people will have access to employment opportunities and support	<ul style="list-style-type: none"> • Maintain level of employment and training provision accessed by people in community regeneration areas
1e	Our infrastructure will support business growth	<ul style="list-style-type: none"> • Increase the amount of improved public realm in the city centre and cultural quarter • Increase access to high speed fibre optic broadband network
1f	Dundee's Central Waterfront will underpin the city's economy	<ul style="list-style-type: none"> • Complete implementation of the Waterfront Infrastructure phase 3 on programme

Outcome 1: Dundee will be a regional centre with better job opportunities and increased employability for our people.		
	Intermediate Outcomes	Short-term Outputs/Outcomes
1g	Improved image and perception of the city	<ul style="list-style-type: none"> • Maintain number of marketing activities and events • Maintain the number of hits to place marketing websites
1h	Dundee is a popular tourist destination	<ul style="list-style-type: none"> • Achieve growth in business tourism and visitor economy

See Dundee Partnership website for relevant supporting documents

Dundee Outcome 2 - Our people will be better educated and skilled within a knowledge economy renowned for research, innovation and culture

Local context

Dundee has a growing reputation as a "city of learning" with two Universities and a College providing learning services for Dundee citizens, for people from across the UK and around the world. The development of the city's education sector has played a pivotal role in the transformation of Dundee's economy from a centre of manufacturing to a modern, knowledge based economy. The number of knowledge based jobs in Dundee rose from 22,607 in 2005 to 24,284 in 2008.

University and college programmes linked to those of the City Council's own adult learning provision offer many varied opportunities from literacies to postgraduate study to a total of 51,448 participants in 2007/2008: of these approximately 26,299 have home addresses within post code sectors in the city limits of Dundee. Whilst this is an impressive achievement and represents approximately 22% of the city's adult population (16+ population 118,584), 34.2% of the working age population in Dundee have no qualifications - the Scottish average is 33.2%. It is acknowledged that within this cohort there is a need to address low educational attainment levels and achieve progressive participation in post school education.

Increasing school attainment in relation to the proportion of pupils attaining English and Maths at level 3 and above, and average S4 pupil tariff scores are the two key attainment priorities for the city (see also Outcome 3, page 27).

The initial Geographic Overview of Lifelong Learning Data Report (GOLD report) highlighted the need to consider participation in Community Regeneration Areas and provided data on one of the five areas - Stobswell/Hilltown/Fairmuir. This indicated that 2177 were participating in courses at either Dundee or Abertay University and Dundee College and of this total 70.3% were attending Dundee College. It is intended to develop this work to include analysis of all Community Regeneration Areas to assist in targeting resources to increase participation in lifelong learning to assist people to achieve their potential.

The Adult Literacy and Numeracy In Scotland Report (ALNIS) indicated that being literate encompassed not only the ability to read, write and use numbers but also that people should be able to operate as confident individuals, workers and learners in today's society. The report went on to highlight that research suggested that 23% of Scots have low levels of literacy and numeracy (at or below intermediate level 1 - equivalent to general standard grade level 3 and 4) limiting their employment prospects and quality of life. When this figure is extrapolated for Dundee it suggests that potentially 26,561 adults have low skills. In 2007/08 36.5% of S4 school leavers in Dundee left with intermediate level 1 or below in English and Maths. This would underline the continuing need for literacies support amongst the working age population.

Dundee City Council Leisure and Communities Department had 4,176 people participating in learning programmes in 2007/08. This includes 2,039 undertaking Literacies and 2,137 participating in community based adult learning programmes (entry level) which cover such aspects as employability, first qualifications and interest courses.

The Dundee Partnership Lifelong Learning group has been piloting a comprehensive reporting system linking together the City Council and the FE/HE institutions. The GOLD Project, Geographic Overview of Lifelong Learning Data, has enabled the group to have an overview of where there are gaps in participation and progression. This has resulted in the group looking at targeted initiatives to address issues of low skills, lack of progression and cultural barriers to participating in post school learning. A community outreach programme supported by the City Council has seen College and University lecturers offering taster modules in areas of

the city with the lowest participation in FE/HE. Literacy support is now available at as many as 37 sites in any one week and an extended English for Speakers of Other Languages programme has up to 134 places each week.

In Dundee, it has been acknowledged that cultural activity, participation in lifelong learning, personal well-being, creativity and economic activity are directly linked, and consequently there has been an impressive investment in providing access to cultural and learning opportunities.

This is demonstrated by Dundee City Council's support to Dundee Rep, Dundee Contemporary Arts, Scottish Dance Theatre, and Dundee Industrial Heritage Trust, as well as its own provision in schools and through Council facilities including Caird Hall, McManus Galleries, Mills Observatory, Broughty Castle, and a network of fourteen libraries and eight community centres. Whilst participation in cultural activities, visitor figures and attendance at performances are substantial, reaching nearly 300,000 in 2007/08, there is an acknowledgement of the need to increase the uptake of cultural opportunities by the people from under-represented areas of the city.

Indicators (noting frequency / type / source)	Baseline	'Progress' target/s to 2010-11	'End' target/s & timescale/s
Knowledge economy sector jobs (employee jobs + self employed) Notes: employee jobs + self employed Source: Dundee City Council Company Survey Frequency: Annual	24,284 (2008 data)	23,400	26,100
% of working age population with NVQ level 1 (or equivalent) or above qualification Source: Office for National Statistics Frequency: Annual	77.8% (Dec 2007)	80.3%	Increase
The number of people with severe literacy and numeracy problems attending provision Annually from CDMS data base	1600 (2007/08)	49%	1800 55% from CRAs 1900 60% from CRAs

Outcome 2: Our people will be better educated and skilled within a knowledge economy renowned for research, innovation and culture

Intermediate Outcomes		Short-term Outputs/Outcomes
2a	Dundee will achieve growth in knowledge based industries	<ul style="list-style-type: none"> Maintain number of projects/initiatives in place to support knowledge industry sectors Increase percentage of jobs in knowledge industries
2b	More people see themselves as lifelong learners	<ul style="list-style-type: none"> Increase number of learning opportunities, pathways to learning and progression routes available in the city.

		<ul style="list-style-type: none"> • Increase the number of Community Based learning opportunities • Increase in number of learners reporting a positive change in confidence levels
		<ul style="list-style-type: none"> • Increase in number of adult learners
2c	More people at risk of exclusion engage in learning	<ul style="list-style-type: none"> • Increase the number of people taking up adult guidance • Increase number of people receiving tuition through ESOL network • Increase the level of participation in learning by people with no or low level qualifications • Increase number of people receiving tuition through ESOL network
2d	Fewer adults experience problems with literacy and numeracy	<ul style="list-style-type: none"> • maintain number of people receiving Literacies provision
2e	Dundee will retain cultural facilities and agencies which achieve foundation status in Theatre/Contemporary Art/Dance and Heritage	<ul style="list-style-type: none"> • Maintain the cultural asset base of the city through the recession • Collaboration between cultural agencies will be strengthened and opportunities for shared services developed
2f	Dundee's reputation and self-image will develop positively as a result of achievements in research, innovation and a vibrant cultural sector	<ul style="list-style-type: none"> • Develop a business case for the V&A project in Dundee • Establish a strong Project Board for the V&A project • More people attend cultural events, particularly from 'under-represented' areas

See Dundee Partnership website for relevant supporting documents

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

Local context

Dundee has a well developed integrated approach to children's services and this is reflected in its adoption of a single outcome for children's services which is very much based on the 'Getting It Right For Every Child' agenda. The full SOA encapsulates all aspects of our city and its communities and significant elements of children's and young people's priorities can be found in other Outcomes, including positive destinations for young people in Outcome 1, school attainment in Outcome 2, child health and alcohol and substance misuse in Outcome 5 and child poverty within Outcome 8.

Increasing the school attainment results in Dundee is a key priority of the Partnership. The proportion of pupils attaining English and Maths at Levels 3 or above by the end of S4 is 85% compared to 91% nationally. Dundee's average S4 pupil tariff score is 144; this is a 2 point decrease from 2007, which was the highest score of the previous five years (STACs 2008).

Local data for Primary 1 children in 2005-06 shows that 21.9% were overweight or obese. Nationally by the age of sixteen, two in every three girls, and one in every three boys, do not reach the recommended minimum levels of physical activity.

All schools in Dundee are designated as *active schools* ensuring that all children and young people of nursery and school age have two hours of quality PE per week. These targets are supported and achieved by programmes delivered by the Sports Development Team. This will be complemented by the work undertaken by NHS Tayside to address the national HEAT target to provide a child healthy weight intervention programme.

The value of instilling a healthy nutrition ethos as early in the child's life as possible and improving the breastfeeding rates within the city is seen as a priority by NHS Tayside, and is measured nationally as a HEAT target. Breastfeeding in Dundee decreased in 2006/07 and an improvement team has been established Tayside - wide, to produce a plan to increase the breastfeeding rates. Dental health is another indication of healthy diet and work is ongoing to improve dental registration by NHS Tayside, and specifically to increase dental registrations of 3 – 5 year olds to attain 80%.

Dundee has been identified as one of seven "hotspot" areas in Scotland for the 'More Choices More Chances' (MCMC) group of young people (16-19year olds) who are not in education, training or employment. There are currently 17% of 16-19year olds falling into the MCMC category and the Dundee MCMC/Employability Partnership is working towards reducing that figure to 12% by 2011 and 11% by the end of this SOA.

Improving outcomes for 'Looked After Children' (LAC) and those who have been previously LAC is a strategic priority. In Dundee at 31 March 2008 there were 607 LAC, representing an increase of 28% on the previous year. 37% were living at home; 8% in residential accommodation; 27% with friends/relatives (including prospective adopters); 28% with foster carers. Another 36 children were receiving regular short-term planned respite placements. In Dundee, 30% of those LAC at home achieved both English and Maths at SCQF Level 3 or above, compared to 50% of those LAC away from home, however overall Dundee is achieving educational outcomes for children in care which are currently better than the Scottish average. The Council is prioritising the development of its role as "corporate parent" with one of the key aims of improving the educational outcomes for all looked after children and young people.

25% of children in the city live in workless households; in some parts of the city this rises to almost half. 27% of Dundee's primary school pupils were entitled to free school meals compared to 17% for Scotland as a whole (2008). 19% of Dundee's secondary school pupils were entitled to free school meals compared to 13% of Scotland as a whole (2008).

The Scottish Index of Multiple Deprivation 2006 shows that Dundee ranks second most deprived in Scotland with 30.3% of its population (SAPE 2007) in the 15% most deprived data zones in the Education Domain.

Dundee registered a greater proportion of children on the Child Protection Register than the national average, in comparison with the number of referrals. Not all enquiries led to the child protection team are counted as referrals, which may be a factor in the lower rate of referral in Dundee and therefore, the higher proportion of children having their name placed on the Register. 21% of registrations in Dundee were re-registrations compared to 12% nationally in 2007.

Of the 22 drug and alcohol team areas, Dundee has the highest prevalence of problem drug use. The household characteristic of *parent misuse of drugs* is second only to *parents own disruptive parenting* with the gap between these two categories closing.

Dundee's strategy for Youth Justice has been in place since 2000 and has been consistently working towards reducing the number of persistent offenders, the number of child offenders reported and the number of overall youth offence referrals. The strategy has been very successful as can be evidenced by a reduction across the three indicators of 20% since 2004/05. Further challenging targets have been set within this SOA.

Child and Adolescent Mental Health is a key priority for NHS Tayside, and links to the other areas of priority within the plan, from increasing awareness within universal services such as education, to providing appropriate services for looked after and accommodated children. A detailed plan with service development proposals has been developed in line with the multi agency framework and the developments that arise out of the plan's implementation will be reflected within the integrated children's service plan.

Specific and targeted intervention contained in this section of the SOA require to be complemented and supported by actions across the SOA as a whole, to build safe, attractive, strong communities within which children can develop and learn.

Indicators (noting frequency / type / source)	Baseline	'Progress' target/s to 2010-11	'End' target/s & timescale/s
Education tariff score for S4 pupils. (Annually) (Education Department SG/SQA examination).	144 (2008)	149	increase
Reduce the number of offences committed by children and young people in Dundee. (This includes the number of first time, repeat, children and young people involved in persistent and serious offending)	Total detected offences by police 1989 Number of PO - 54 Offence referrals to SCRA	reduce	reduce

(Annually/Social Work Department SCRA annual report. YJ Strategy Group Annual Report).	- 1075 Police restorative warnings (first time offenders) - 275		
Child Protection indicator to be based on points for action from 2009 Child Protection Inspection	TBA	TBA	TBA
Outcome 3: Our children will be safe, healthy, active, nurtured, achieving, respected, responsible and included.			
	Intermediate Outcomes	Short-term Outputs/Outcomes	
3a	Dundee has improved supportive environments for children and young people affected by substance misuse	<ul style="list-style-type: none"> Put in place and implement a parenting capacity assessment tool Fully assess the needs of young people who misuse substances Increase planned interventions Roll-out services for parents at Family Support Centres Improve cross-over and information sharing between adult and children's services Offer faster access for substance misusing parents to appropriate treatment Provide positive activities for teenagers, especially for weekend nights Ensure all children and young people have one care plan where appropriate, in place and are involved 	
3b	We have raised attainment and achievement for all children in Dundee	<ul style="list-style-type: none"> Develop strategies for effective parental involvement in children's learning Design and deliver an appropriate curriculum for all learners through Curriculum for Excellence Develop and deliver Joint Action Teams Identify and support all young people with additional support needs including those at risk of not entering further or higher education, employment or training Promote better links in all schools with industry and increase opportunities for vocational training 	

		<ul style="list-style-type: none"> • Work with all partners to support and promote in schools the More Choices More Chances and 16+ Learning Choices agendas • Develop joint protocols to assess and address the needs of young carers and their families • Increase the number of young people receiving nationally accredited youth achievement awards
3c	Dundee has less children and young people assessed as being affected by substance misuse, complex needs and compromised parenting, or in need of protection	<ul style="list-style-type: none"> • Ensure the right people, in the right numbers, with the right skills are in post. • Provide clear referral pathways to services. • Deliver public information on the protection of children and young people from abuse and neglect • Ensure that policies, protocols and procedures on the needs of the child are complementary, co-ordinated and relevant
3d	Dundee has improved health care for children, young people and their families	<ul style="list-style-type: none"> • Promote healthy eating in schools • Increase facilities where mothers can breastfeed in comfort • Ensure clear and effective information on benefits of breastfeeding and good nutrition • Promote access to family planning advice and contraception • Increase access to smoking cessation programmes • Ensure staff in all agencies are aware of their roles and responsibilities in promoting mental health and wellbeing • Ensure parents and older children are enabled to self care and meet their health and development needs
3e	All Dundee's children and young people play a full and positive role in their communities	<ul style="list-style-type: none"> • Continue to develop the involvement of young people in shaping services through community planning processes • Develop youth forums and other representative structures with partner agencies • Develop peer led approaches towards alcohol and drug

		<p>education, physical and mental wellbeing</p> <ul style="list-style-type: none"> • Develop community - based sexual health information and support services • Maintain individual and group support for vulnerable young people to address personal safety issues • Implement a programme of diversionary activities that respond to the needs of young people and the community • Increase young people's uptake of volunteering opportunities.
3f	All Dundee children have the best start in life	<ul style="list-style-type: none"> • Increase help to develop parenting skills within antenatal and postnatal care and developing the capacity needed to deliver this • Ensure a renewed focus on 0-3 as the period of a child's development that shapes future outcomes • Move towards more integrated, flexible services • Improve play opportunities and addressing barriers to play • Develop more consistent access to intensive family support services in the early years • Develop more help for informal support networks • Ensure nurseries, schools and childcare centres develop their role in family and community learning • Ensure adult services such as housing, transport and development planning putting a greater focus on the needs of young children and families • Develop common values in the workforce, enhancing workforce skills and developing broader workforce roles
3g	Dundee has Improved life-chances of all children who are, or have been looked after	<ul style="list-style-type: none"> • Ensure that children and young people who are looked after and who cease to be looked after involved in all assessment and planning decisions affecting them • Provide better matching and management of children to placements • Improve levels of participation in sport and other leisure

		<p>activities of looked after children and young people</p> <ul style="list-style-type: none"> • Develop post adoption support services • Ensure all Residential Units, and the Fostering and Adoption Services receive positive inspection reports • Improve access to full range of health services by children and young people during and after being looked after
3h	All Dundee children and young people have more active lifestyles	<ul style="list-style-type: none"> • Provide more opportunities to increase the number of pupils walking and cycling to school. • Increase parent's involvement in their child's regular physical activity with a particular focus on early years. • Develop resources to encourage non-active families to be involved with their children's participation • Increase provision of activities within local school venues during holiday periods. • Create an actual pathway matrix (available to parents & participants) of sport & physical activity opportunities from birth upwards per community planning area. • Increase young people's access to outdoor education opportunities
3i	Dundee has reduced offending and re-offending by children and young people	<ul style="list-style-type: none"> • Run programmes that address anti-social behaviour in young people • Develop and implement an inter-agency pre-referral protocol for offence cases • Implement the Youth Justice Strategy and ensure compliance with National Standards • Continue to develop and monitor the effectiveness of support to young people at risk of offending behaviour

See Dundee Partnership website for relevant supporting documents

Dundee Outcome 4 - Our people will experience fewer health inequalities			
Local context			
<p>Dundee has an estimated population of 142,170. The percentage of the population aged 65 and over is higher than average. Male and female life expectancies are significantly worse than the Scotland average and range from 65.1 years for males living in DD1 2, to 84.4 years for females living in DD3 5. All cause mortality (all ages) and cancer mortality (under 75s) are significantly worse than the Scottish average. Mortality rates for heart disease and stroke (under 75s) do not differ significantly from the Scottish average, but vary considerably within the city between the most deprived areas and the least deprived. The Health and Care Theme Group has agreed that tackling the widening health inequalities within Dundee is a priority for the Partnership.</p>			
Indicators <i>(noting frequency / type / source)</i>	Baseline	'Progress' target/s to 2010-11	'End' target/s & timescale/s
Gap in healthy life expectancy between those in the most deprived areas and the Dundee average.	Males 64.6 years; Females 68.8 years (Dundee average) (1999-2003).	Reduce	Reduce
Gap in all cause mortality in those aged under 75 in the most deprived areas and the Dundee average.	Crude rate 525.8 per 100,000 (Dundee average) (2006).	To be added	Direction of Travel - Reduction
Outcome 4: Our people will experience fewer health inequalities			
	Intermediate Outcomes	Short-term Outputs/Outcomes	
4a	Improved health for people living in community regeneration areas	<ul style="list-style-type: none"> Reduce the proportion of those aged 16+ living in deprived areas who smoke Reduce the risk factors for coronary heart disease for those living in deprived areas Increase the proportion of babies exclusively breastfed at 6-8 weeks in deprived areas 	
4b	Reduced risk taking behaviour in young people, particularly in most community regeneration areas	<ul style="list-style-type: none"> Reduce the prevalence of drug use in young people Reduce the number of young people who start smoking 	

		<ul style="list-style-type: none"> • Reduce the level of drinking in young people • Reduce the proportion of young people drinking at an early age
4c	Improved health for older people	<ul style="list-style-type: none"> • Improve access to services • Improve transport • Maximise income • Improve nutrition
4d	Reduced rate of teenage conception in community regeneration areas	<ul style="list-style-type: none"> • Reduce sexual behaviour that puts young people at risk

See Dundee Partnership website for relevant supporting documents

Dundee Outcome 5 - Our people will have improved physical and mental wellbeing.

Local context

The population of Dundee has statistically significantly worse health than Scotland as a whole across a wide range of health indicators. These include, life expectancy, deaths for all ages, early deaths from cancer, smoking rates, alcohol related deaths, heart disease hospital patients, stroke hospital patients, emergency admissions, unintentional injuries in the home aged 65+, expected years in good health for both men and women, patients prescribed drugs for anxiety/depression/psychosis, those who self assess their health as “not good”, adults claiming incapacity benefits/severe disability allowance, adults with a limiting long term illness, school children registered for free school meals, working aged adults with no educational qualifications, working aged population deprived, crime, mothers smoking during pregnancy, teenage pregnancy, breastfeeding rates and child dental health in primary 1.

Indicators <i>(noting frequency / type / source)</i>	Baseline	'Progress' target/s to 2010-11	'End' target/s & timescale/s
The proportion of children in P1 with a healthy BMI.	Child obesity in Primary 1 9.6% (2006-2007 provisional). Child low BMI in Primary 1 3.3% (2006-2007 provisional).	Reduce the proportion of children with BMI outwith the healthy range	Reduce
The average score of adults on the Warwick-Edinburgh Mental Well-being scale.	Ask of Scottish Government		Reduce
The harm caused by alcohol and substance misuse (aggregate data indicator)	(In development. May include alcohol related crime Drug related crime. Near fatal overdoses).	Currently being discussed with Tayside Police	

Outcome 5: Our people will have improved physical and mental well-being

Intermediate Outcomes	Short-term Outputs/Outcomes
People will have more physically active lifestyles	<ul style="list-style-type: none"> • Increase opportunities for physical activity • Increase awareness of benefits of physical activity

	<ul style="list-style-type: none"> • Increase access to physical activities
Improved mental health and well-being	<ul style="list-style-type: none"> • Reduce the number of suicides • Increase community well-being
Reduced harm associated with substance use	<ul style="list-style-type: none"> • Reduce the number of drugs related deaths • Reduce alcohol consumption • Reduce the number of alcohol and drugs related offences • Reduce the adverse health impact of alcohol and drugs • Increase the number of people achieving recovery

See Dundee Partnership website for relevant supporting documents

Dundee Outcome 6 - Our people will receive effective care when they need it

Local context

In Dundee the overall population is declining at a faster rate than the national average, but the population is also ageing, with the biggest percentage increase predicted in people aged 85 and over. The number of younger adults is decreasing, which means there are fewer carers. We continue to have a higher than average number of older people and people with a long-term illness. These factors, along with high levels of deprivation and health inequalities, present a challenge for community care services.

Life expectancy for males and females in Dundee is lower than their counterparts in neighbouring Angus and Perth and Kinross. Some of the main health challenges include tackling substance misuse, obesity and domestic abuse, whilst improving physical activity, diet and nutrition and mental well-being. This has significant implications for planning community care services, which must take account of the overall configuration of health and local authority services, patterns of investment and workforce planning and development.

In summary, the key challenges are to:

- deal with the implications of a declining, but ageing population, with fewer carers;
- maintain an adequate community care infrastructure through a redesign of services; and
- promote good joint working to ensure efficient and effective service provision

Indicators (noting frequency / type / source)	Baseline	'Progress' target/s to 2010-11	'End' target/s & timescale/s
Number of clients with complex needs receiving care at home	27.1% (September 2008)	28.5%	Increase to 30%

Outcome 6: Our people will receive effective care when they need it

	Intermediate Outcomes	Short-term Outputs/Outcomes
6a	Our care services are accessible and of high quality	<ul style="list-style-type: none"> • Reduce the number of people waiting longer than target time for assessment • Reduce the number of people waiting longer than target time for service • Reduce the number of people waiting longer than 6 weeks to be discharged into more appropriate care setting

		<ul style="list-style-type: none"> • Increase the number of service users feeling safe • Reduce the number of people aged 65+ admitted as an emergency twice or more to acute specialities • Reduce the number or readmissions within one year for those who have had a psychiatric hospital admission of over 7 days
6b	Our carers are supported	<ul style="list-style-type: none"> • Increase the number of carers who feel able to continue in their caring role • Increase the number of health checks offered to carers • Increase the number of carers offered carers assessments
6c	Care and support are provided in the community as opposed to long stay care settings	<ul style="list-style-type: none"> • Reduce the number of individuals living in long stay care • Increase the number of people receiving intensive home care (10 hours or more per week) • Increase the number of individuals receiving low level support
6d	People who receive care services achieve positive health and social outcomes	<ul style="list-style-type: none"> • Increase the number of individuals meeting positive achievable health outcomes • Increase the number of adults with learning disabilities in employment/education/training • Increase the number of service users satisfied with their opportunities for social interactions

See Dundee Partnership website for relevant supporting documents

Dundee Outcome 7 - Our communities will be safe and feel safe

Local context

The Dundee Community Safety Partnership Strategic Assessment is the principal document of reference in identifying the key community safety outcomes in Dundee. The Strategic Assessment brings together a range of data from partners including the Police, Fire and Rescue Services and Dundee City Council. This data includes crime figures for the groups 1-4; wilful fire-raising calls; Community Safety Wardens statistics; Anti-Social Behaviour Team and other Council Departmental statistics and relevant information regarding difficulties or issues experienced. In addition, information comes into the Community Intelligence Unit via local community groups and individuals. The document also takes the issues identified in the Local Community Planning Process into consideration. These include residents' expressed concerns about issues affecting their areas including drugs, vandalism, fire-raising, perceptions of safety and poor lighting. These are specifically identified in the LCPP Summary Documents as well as the working documents. The evidence has highlighted three main issues which are reflected in the outcomes below.

Dundee Community Safety Partnership has made significant progress over the last few years in reducing the impact of these issues through the introduction of Community Safety Wardens; collaborative partnership working on issues (e.g. presentation of waste leading to significant fire risk reduction); development of the CSP Operational Group, membership of which is at manager level with decision making ability to deploy resources without delay, and improved and effective data sharing on antisocial behaviour related issues.

A number of surveys, in addition to the DCC Annual Consumer Survey, have been undertaken by partners and these highlight improvements in residents' feeling of wellbeing and safety within their communities. Significant work is underway to enhance the capacity of Dundee CSP to further improve its data collection, collation and sharing to target resources even more effectively, efficiently and collaboratively in the future.

Indicators (<i>noting frequency / type / source</i>)	Baseline	'Progress' target/s to 2010-11	'End' target/s & timescale/s
Reduce Crime (Groups 1 - 4)	12,423 - 2005/06 12,085 - 2006/07 11,579 - 20 07/08 (3yr average baseline 12,029)	Reduction by 8% on 3 yr average baseline - 11,066 by 2011	Reduce
Increase percentage of those who state that fear of crime has no effect on their quality of life. (DCC Annual Consumer Survey)	23% - 2008 (3 year figures unavailable as question has changed in 2008 survey)	+2% 08/09 +1% 09/10 +1% 10/11 (+4 by 2011)	Increase

Outcome 7: Our communities will be safe and feel safe	
Intermediate Outcomes	Short-term Outputs/Outcomes
Dundee has reduced levels of crime	<ul style="list-style-type: none"> • Increase the range of partners contributing to gathering community intelligence reports • Increase number of crime prevention initiatives • Improve police response in localities by enhancing levels of community police officers and placing an increased emphasis on visible community policing • Increase measures to tackle re-offending • Increase youth diversionary activity for young people engaging in substance misuse • Increase support to women engaged in street prostitution • Introduce measures to assist communities to reduce risk from any potential terrorist threat
Dundee has reduced the fear of crime	<ul style="list-style-type: none"> • Increase number of community safety groups supported • Increase number of personal safety strategies agreed with individuals and groups • Increase level of diversionary activity for young people • Increase number of homes benefiting from target hardening • Increase profile of community safety wardens

See Dundee Partnership website for relevant supporting documents

Dundee Outcome 8 - Our people will experience fewer social inequalities

Local context

The Building Stronger Communities Group performs the strategic leadership role for community regeneration on behalf of the Partnership. Tackling deprivation and reducing social inequalities is its top priority.

Dundee has almost three in ten people living in the most deprived communities in Scotland (those in the 15% most deprived datazones according to the Scottish Index of Multiple Deprivation). Compared with the SIMD 2004, the SIMD 2006 has moved two datazones out of the 15% most deprived, but added 4 new datazones. Dundee City has a 5% national share of the 976 datazones that are ranked as the 15% most deprived in Scotland by the SIMD 2006.

25% of children in the city live in workless households; in some parts of the city this rises to almost half (47.3% in DD1 5). Youth unemployment currently stands at 33.6% of all claimants which is 2.8% higher than the Scottish average.

The Partnership has placed one of its highest priorities on strategies that invest in the most deprived communities to help more people get out of poverty. This will be a cross cutting objective of all community planning and SOA delivery. The Dundee Partnership agreed a regeneration outcome agreement which formed the basis for the allocation of the Fairer Scotland Fund.

While the Financial Inclusion Fund has enabled the Dundee Partnership to accelerate its response to poverty in the city, considerable exclusion persists. The Government's Financial Inclusion Task Force has identified Dundee as the 7th highest 'hotspot' in Britain in relation to the mismatch in the need for and availability of third sector affordable credit.

The Scottish Index of Multiple Deprivation 2006 shows that across the city Dundee is ranked 4th with 18.6% of the population assessed as income deprived. The ranking rises to 3rd with 10.7% of the national share of population within the 15% most deprived income domain.

Indicators (noting frequency / type / source)	Baseline		2010/11 Target		2020 Target	
	Citywide	CRA	Citywide	CRA	Citywide	CRA
% of children living in households that are dependent on out of work benefits or Child Tax Credit more than the family element. (Annual, Scottish Government Statistics on Income and Poverty)	55% (2006/7)	77% (2006/7)	55%	75%	Reduce	Close gap
% by which Average Household Income in Dundee is less than Scottish average	10.6% (2006/7)	25.4% (2006/7)	9%	22%	Reduce	Close gap
% of population in the 15% most deprived datazones relative to the Scottish population. (Annual, GROS mid-year population estimates and Small Area population estimates)	28.4% (2006/7)	76% (2006/7)	28%	70%	Reduce	N/A

Outcome 8: Our People will experience fewer social inequalities	
Intermediate Outcomes	Short-term Outputs/Outcomes
Reduce gap between Dundee average and Community Regeneration Areas	<ul style="list-style-type: none"> • Improve targeting of partnership resources to Community Regeneration Areas
Reduced financial exclusion, income inequalities and fuel poverty	<ul style="list-style-type: none"> • Increase number of people accessing money advice and fuel poverty prevention services • Increase number of people accessing affordable lending and savings • Increase number of people accessing appropriate bank accounts and financial products
Increased levels of community participation particularly among young people	<ul style="list-style-type: none"> • Increase number of people engaged in the process of Local Community Planning • Increase level of volunteering in communities

See Dundee Partnership website for relevant supporting documents

Dundee Outcome 9 - Our people will live in stable, popular and attractive communities

Local context

Almost three in ten people in Dundee live in Scotland's most deprived communities. A lower proportion of Dundee residents own their own property (53.6%) than Scotland as a whole (62.6%). Dundee City Council's Housing Financial Viability Study estimated that by 2008 there may be demand for approximately 20,500 social rented houses and currently there are 21,242. Each year an average of 630 new homes are built (62% owner occupied).

Dundee continues to make progress on improving local environments across various geographical areas of the city through a range of innovative and effective ways. 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. This tackles the problems of supply and demand through rebalancing the housing supply chain and improvement of existing core stock by:

- increasing the supply of quality affordable housing;
- creating more housing choice;
- contributing to sustainable and mixed communities;
- providing social housing which provides better value for the public purse;
- annually increasing the number of core social rented houses which meet the Scottish Housing Quality Standard

The Dundee and Angus Structure Plan highlights the need for a residential response to population decline involving intervention at community level. There is a need to target investment in new housing 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 Local Housing Strategy identifies priority housing investment areas within the city as Central Dundee, Stobswell, Caird Suburb, Western Gateway, Hilltown and Whitfield. In addition to the priority areas, there is recognition that opportunities to improve housing choice will arise in other neighbourhoods and that these opportunities should be taken to ensure that existing stable communities do not deteriorate.

The Scottish Index of Multiple Deprivation 2006 shows that almost half of the data zones in Dundee (48.9%) are assessed as in the housing domain 15% most deprived. This results in a ranking of 2nd in Scotland.

Indicators (noting frequency / type / source)	Baseline		2010/11 Target		2020 Target	
	Citywide	CRA	Citywide	CRA	Citywide	CRA
% of residents who have lived in area over 10 years. (Annual, Dundee Partnership Social Survey)	45%	58% (2007/8)	Increase	Close gap	Increase	Close gap
% of residents who rate their neighbourhood as a good place to live. (Annual, Dundee Partnership Social Survey)	86% (2007/8)	84% (2007/8)	91%	91%	Increase	No gap

% of social rented housing stock passing the Scottish Housing Quality Scotland	37% (2007/8)	-	Increase	-	100%	100%
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Outcome 9: Our People will live in stable, popular and attractive communities		
	Intermediate Outcomes	Short-term Outputs/Outcomes
9a	Improved physical environments in neighbourhoods	<ul style="list-style-type: none"> • Increase number of play areas improved • Increase number of well-maintained green and open spaces • Increase availability of safe and secure car parking • Increase coverage of white lighting • Increase rate of response to vandalism and graffiti
9b	Improved quality, affordability and balance of housing	<ul style="list-style-type: none"> • Increase number of social rented homes meeting the Scottish Housing Quality Standard • Increase number of low-cost home ownership opportunities • Increase the mix of tenure in community regeneration areas
9c	Improved quality and availability of local shops	<ul style="list-style-type: none"> • Increase number of occupied shops in neighbourhoods • Increase number of shops improved annually
9d	Improved Safety in Local Neighbourhoods	<ul style="list-style-type: none"> • Improve the targeting of community safety warden patrols • Increase level of response to Antisocial behaviour hotspots • Increase the range and level of support for young people affected by alcohol/substance misuse • Increase targeted safety campaigns
9e	Greater community spirit and wellbeing	<ul style="list-style-type: none"> • Increase number of community neighbourhood representatives structures and networks • Increase number of and participation in community festivals/celebration events

See Dundee Partnership website for relevant supporting documents

Dundee Outcome 10 - Our communities will have high quality and accessible local services and facilities

Local context

The availability of 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 shopping, leisure, healthcare, employment, education and public transport facilities.

Priority areas for regeneration activity in Dundee have been established and masterplans and regeneration frameworks have been prepared and approved for Stobswell, Ardlar, Hilltown, Whitfield and Lochee. As well as seeking to improve the quality and choice of housing available in these areas, the masterplans and frameworks recognise the importance of improving the availability and standard of local facilities and have been endorsed by host communities.

In the context of providing high quality and accessible local services and facilities, measures that have been undertaken in 2008/9 include:

- the improvement of open spaces within the Hilltown to promote healthy activity and enhance the local environment;
- the progression of proposals to enhance district shopping centres in Albert Street, Hilltown and Lochee through the Façade Enhancement Grant Scheme;
- the completion of new primary and secondary schools in various locations through a Public Private Partnership approach, securing community access to new facilities as appropriate;
- securing improvements to healthcare facilities, including investment in the Kings Cross Health and Community Care Centre

Community engagement is a guiding principle of the Council's approach to Community Planning. Key priorities in the plan include regeneration, improving satisfaction with local facilities and recycling. These are only achievable by the community participating in the consultative, political and decision-making processes. Dundee has eight multi-member wards with a new local community planning partnership in each. They also complement the five Community Regeneration Forums.

Residents' satisfaction with the quality of local services and facilities is 85% and satisfaction with access to local services and facilities is 93% (Source - Dundee City Council Annual Consumer Survey 2008).

Indicators (noting frequency / type / source)	Baseline		2010/11 Target		2020 Target	
	Citywide	CRA	Citywide	CRA	Citywide	CRA
% of resident satisfaction with quality of, and access to, local services and facilities (Annual, Dundee Partnership Social Survey - average score across all services and facilities)	83%/93% (2007/8)	85%/93% (2007/8)	90%/85%	90%/95%	Increase	Close gap

Outcome 10: Our People will have high quality and accessible local services and facilities	
Intermediate Outcomes	Short-term Outputs/Outcomes
Improved services available in neighbourhoods	<ul style="list-style-type: none"> • Increase impact of Local Community Plans
Effective Community Engagement	<ul style="list-style-type: none"> • Increase levels of participation in local community planning • Increase levels of community capacity building to support local groups
Improved access to community facilities	<ul style="list-style-type: none"> • Increase number of venues for community use • Increase level of local community access to venues
Transportation links to community regeneration areas	<ul style="list-style-type: none"> • Improve pedestrian facilities for the community • Improve public transport facilities for the community • Improve cycling facilities for the community • Improve road safety for the community
Greater co-location of Services	<ul style="list-style-type: none"> • Increase level of co-location through development opportunities in regeneration areas • Create one-stop shop for services in new Dundee House • Increase interactive services on local public service websites • Increase take up of the National Entitlement Card

See Dundee Partnership website for relevant supporting documents

Dundee Outcome 11 - Dundee will have a sustainable environment

Local 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. The impact of climate change, traffic, energy production and efficiency, excess resource use, waste and environmental pollution all challenge our determination to pass on to succeeding generations an environment in better shape than the one we inherited. Balancing the long-term protection and enhancement of the local environment alongside the development and regeneration of Dundee is one of the major challenges facing the city over the next ten years and beyond.

Climate Change poses a significant risk to Dundee's communities and economy. There is a general acceptance of the reality of man-made climate change, soon to be enshrined into law by all UK governments, which have collectively agreed to 80% cuts in carbon emissions by 2050, with interim targets to allow for flexible local responses. Dundonians face the challenge of cutting their present carbon emissions from almost 13 tonnes per head at present, by a factor of four, to less than 3 tonnes per head over the next 42 years. Dundee's carbon footprint is 12.74, compared to the Scottish average of 12.16 CO₂/capita. Locally, we believe that the Ecological Footprint is a very useful indicator of the total environmental burden our communities place on the planet. It represents the area of land needed to provide raw materials, energy and food, and to absorb pollution and waste created – in this case by the population of each local authority area. It is measured in global hectares and is usually expressed as a per person measure. Dundee's Ecological footprint of 5.65gha/capita is higher than the Scottish of 5.34 gha/capita although largely due to its tight geographic boundary and lack of agricultural land. Within the Ecological Footprint a measure of the city's Carbon Footprint can also be calculated - this is the total amount of carbon dioxide emissions that are directly and indirectly caused by our activity.

Over the years Dundee has built a strong Environmental Partnership which has devised a strategy to meet the climate challenge. The Dundee Partnership has signed up to the Scotland's Climate Change Declaration and will develop and carry out an action plan to reduce the city's carbon footprint which will make a significant contribution to the overall ambitious target set by the Scottish Government.

Research from SEPA and from a Council commissioned coastal flood study shows that significant parts of Dundee are at risk of serious flooding and/or erosion unless preventative measures are taken. There already exists a flood emergency plan but a prevention strategy and coastal protection plan needs to be developed to inform on the protective measures that require to be implemented.

Dundee has 28% of its urban areas as parks or green space and seven out of ten residents visit them every month benefiting their health and well being. The city is committed to improving the quality of its parks, greenspaces and beaches and is undertaking this via the gaining of nationally accepted awards which concentrate on a range of environmental but also social and economic factors. Broughty Ferry first gained the prestigious blue flag beach award in 2005 and is actively working towards its achievement while retaining the yellow flag.

Dundee has collectively risen to previous environmental challenges in the past e.g. by gaining the "Scotland's Recycling City" accolade back in 1990, and the city has managed to maintain its pre-eminence in sustainable waste management amongst Scotland's cities. It is the intention to maintain this position and further increase the city's recycling rate through the development of new initiatives and further enhance the reuse and recycling infrastructure throughout the city. By

increasing the level of recycling and promoting waste prevention and awareness, every resident of Dundee has the opportunity to make a vital contribution to the wellbeing of the city. The Council currently achieves a recycling rate of 31%, the highest by some margin of any Scottish city. Community organisations contribute a further 2% through reuse which provides Dundee citizens with low cost quality goods. The Scottish Government, however, recently announced targets of 60% recycling to be achieved by 2020, and a great deal of work needs to be done if this target is to be met. In Dundee, particular problems are faced with high levels of social deprivation, and a housing stock that consists of 50% tenemental or multi-occupancy properties, factors that present significant barriers to implementing successful recycling schemes.

Indicators <i>(noting frequency / type / source)</i>	Baseline at 2006-07		2010-11 target		2020 target	
	Citywide	CRA	Citywide	CRA	Citywide	CRA
Per capita CO₂ emissions in the local authority area <i>(Annual, DEFRA)</i>	8.18 tonnes/capita (2006/7)	-	Reduce	-	Reduce	-
% growth in waste arisings. <i>(Annual, SEPA Waste Digest Data)</i>	5.6%	n/a	2%	n/a	Strive to achieve a zero growth in waste.	n/a
Tonnes of municipal waste sent to landfill	21,091 tonnes (2007/8)	-	20,000 tonnes	-	Reduce	

Outcome 11: Dundee will have a sustainable environment

	Intermediate Outcomes	Short-term Outputs/Outcomes
11a	Reduced ecological and carbon footprint for Dundee	<ul style="list-style-type: none"> • Reduce greenhouse gas emissions • Increase knowledge and awareness of Climate Change issues
11b	Affordable, sustainable energy supplies and reduce fuel poverty	<ul style="list-style-type: none"> • Increase energy efficiency and renewable energy usage • Explore potential for new local energy technology development
11c	Integrated and sustainable transport system	<ul style="list-style-type: none"> • Increase safety, inclusivity and accessibility of public transport • Minimise private car use and the impact of transport • Maintain the transport infrastructure
11d	Sustainable waste management and resource use culture	<ul style="list-style-type: none"> • Increase resource awareness amongst householders, businesses and industry

		<ul style="list-style-type: none"> • Improve opportunities for community involvement in the reuse and refurbishment of materials • Increase the levels of recycling and composting
		<ul style="list-style-type: none"> • Reduce the impact of waste production and improve the efficiency of the City's resource use
11e	A clean, healthy and safe environment	<ul style="list-style-type: none"> • Meet National and quality standards and address other air pollution issues • Provide clean drinking and bathing water and improve ground water quality through remediation of contaminated land • Redevelop brownfield sites and reduce pollution to sustainable levels and remove unacceptable risks to public health and local environment • Reduce noise intrusion and ensure ambient noise is maintained at a level what does not disturb citizens
11f	An attractive and sustainable natural environment	<ul style="list-style-type: none"> • Improve the quality and diversity of the city's open space
		<ul style="list-style-type: none"> • Enhance the biodiversity of ecological value of Dundee
		<ul style="list-style-type: none"> • Increase awareness and encourage community and individual action to protect and enhance open spaces and biodiversity
		<ul style="list-style-type: none"> • Improve health and mental wellbeing
11g	A protected and valued built heritage	<ul style="list-style-type: none"> • Enhance the infrastructure and environmental aspects of the urban fabric
		<ul style="list-style-type: none"> • Adopt sustainable construction methods

See Dundee Partnership website for relevant supporting documents

Appendix 1. Single Outcome Agreement and Relationship to Dundee Partnership

National Outcomes

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

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

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

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

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

We live longer, healthier lives.

We have tackled the significant inequalities in Scottish society.

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

We live our lives safe from crime, disorder and danger.

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

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

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

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

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

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

Dundee Outcomes

1. Dundee will be a regional centre with better job opportunities and increased employability for our people
2. Our people will be better educated and skilled within a knowledge economy renowned for research, innovation and culture
3. Our children will be safe, nurtured, healthy, achieving, active, respected, responsible and included
4. Our people will experience fewer health inequalities
5. Our people will have improved physical and mental well being
6. Our people will receive effective care when they need it
7. Our communities will be safe and feel safe
8. Our people will experience fewer social inequalities
9. Our people will live in stable, attractive and popular neighbourhoods
10. Our people will have high quality and accessible local services and facilities
11. Dundee will have a sustainable environment and environmental justice

Strategic Themes

Work and Enterprise

Learning and Culture

Children and Young People

Health and Wellbeing

Community Safety

Building Stronger Communities

Dundee Environment

Cross-Cutting Themes

Community Involvement

Equality & Diversity

Alcohol & Drug Partnership

Social Enterprise

Strategic Housing Regeneration

Monitoring & Evaluation

Efficiency & Improvement

Dundee Partnership

Dundee Partnership Forum

Dundee Partnership Management Group

Dundee Partnership Co-ordinating Group

Core Delivery Partners

Local Community Planning Partnerships

Skills Development Scotland

Tayside Fire & Rescue

NHS Tayside

Dundee City Council

Tayside Police

Dundee Voluntary Action

Scottish Enterprise

University of Dundee

University of Abertay

Dundee College

Chamber of Commerce

TACTRAN

