

REPORT TO: POLICY AND RESOURCES COMMITTEE – 15 OCTOBER 2001
REPORT ON: PROGRESSING COMMUNITY PLANNING IN DUNDEE
REPORT BY: DIRECTOR OF CORPORATE PLANNING
REPORT NO: 661/2001

1. PURPOSE OF REPORT

1.1 This report summarises progress made to date on the development of community planning in Dundee and recommends the introduction of the formal community planning framework.

2. RECOMMENDATIONS

2.1 It is recommended that:

- a) The Dundee Partnership becomes the vehicle for the implementation of Community Planning in Dundee
- b) The revised vision and themes for the Community Plan as set out in sections 6.4 and 6.5 are adopted
- c) The community planning management framework be instituted through the following three groups and the remit and membership of each be agreed as detailed in Appendix 1.
 - The Dundee Partnership Forum
 - The Dundee Partnership Management Group
 - The Dundee Partnership Co-ordinating Group
- d) A programme of meetings for the period to December 2002 be agreed (see Appendix 2)
- e) a short life working group be established to finalise the Dundee Partnership Community Involvement Strategy

3. FINANCIAL IMPLICATIONS

3.1 The main direct cost to the City Council will be in relation to the allocation of officer time to manage and participate in the processes of the Dundee Partnership. These costs will be met through existing budgets.

3.2 Community planning encourages alignment and adjustment of budgets and resources by partner agencies. It will be necessary to examine how this will affect the City Council as the process evolves. However, any Council contribution to major Dundee Partnership initiatives will remain subject to ratification by the appropriate Council committee.

4. EQUAL OPPORTUNITIES IMPLICATIONS

4.1 Community Planning aims to ensure that the needs of all members of the community are reflected in a vision for the future of they city and that all citizens have an opportunity to influence how it is achieved.

5. **LOCAL AGENDA 21 IMPLICATIONS**

- 5.1 Community Planning embodies the four principles of Dundee 21; Policy, Participation, Protection and Partnership.

6. **BACKGROUND**

6.1

- 6.1.1 In November 1999, Dundee City Council's Policy and Resources Committee approved report no 769/1999 recommending a framework for introducing community planning in Dundee and identifying six themes for development of the Plan. This was discussed and agreed with the four main public sector partners – Tayside Health Board, Tayside Police, Scottish Enterprise Tayside and Scottish Homes in December 1999. The approach to be adopted was summarised in the Progress Report which was submitted to COSLA and the Scottish Executive in January 2000.

- 6.1.2 A steering group was formed in February 2000 with representatives of the five partners and included those with lead responsibility for the six community plan themes identified in original report. This group developed a draft plan throughout 2000 and this was distributed for public consultation in March 2001.

- 6.1.3 The final amendments to the plan – Dundee in Partnership 2001-2006 – are currently being made incorporating feedback from the consultation exercise and will be published in October 2001.

- 6.1.4 It was agreed that the formal structure for implementing community planning in Dundee would be instituted when the plan was ready for publication. The time is right therefore to make arrangements for the three community planning management groups to be established. The opportunity also exists to identify ways to improve the approach we have adopted in Dundee to ensure that the shape of the Plan and the structure to implement it are complementary and designed to deliver success.

- 6.1.5 The role and contribution of Scottish Homes to this process is likely to change as a result of Executive Agency status and will be clarified once the remit and structure of the Executive Agency is known.

- 6.1.6 The Scottish Local Government Bill, expected later this year will provide a statutory framework for Community Planning placing responsibility for the development of community plans with local authorities.

6.2. **The Community Planning Partnership**

- 6.2.1 The Dundee Partnership is recognised nationally as a model of best practice in partnership working. It has generated commitment and the involvement of the public, private, academic, community and voluntary sectors in the development of strategic responses to issues relating to economic development and community regeneration. It has also acted as the means by which the geographic Social Inclusion Partnership is managed in the city.

- 6.2.2 The overlap between the membership and agenda of the Dundee Partnership and any group established to promote community planning is considerable. There is no apparent justification for having two city-wide partnerships with broad membership in Dundee.

6.2.3 It is therefore recommended that the Dundee Partnership be the vehicle for implementing Community Planning in Dundee. Its agenda will be expanded to reflect the community planning themes and a new structure will be developed to manage the Partnership and its work.

6.3 **Management Structure**

6.3.1 The original report to Dundee City Council outlined a structure of three groups to manage the overall community planning process. With minor amendments, the proposals remain valid and are shown in Figure 1

Figure 1



6.3.2 The Community Planning process is an inclusive one. It recognises that a broad range of organisations, departments and individuals have a stake in setting priorities for the city and a responsibility for the action required to address these. As a result, the groups which will manage Community Planning in Dundee are inevitably large. This attempts to encourage ownership for the process among the broadest range of participants and promotes accountability through the involvement of those with most responsibility for delivering services. The size of the groups calls for flexibility in the management of their business to ensure that all members can make a meaningful contribution while maintaining a focus on action.

6.3.3 The **Dundee Partnership Forum** will meet twice a year with meetings taking the form of participatory workshops on key community plan themes, issues or processes. Membership of the Forum will be broad, representing all sectors and chaired by the Leader of Dundee City Council (see Appendix 1). Dundee City Council will be represented by:

- Lord Provost
- Leader of Administration
- Leader, Majority Opposition
- Leader, Minority Opposition
- Convener, Economic Development
- Convener, Planning & Transportation

There will also be an annual conference at which the widest range of interests will be represented to promote accountability to the various Dundee communities.

6.3.4 The **Dundee Partnership Management Group** will meet quarterly chaired by the Chief Executive of Dundee City Council. The group will consist of the Chief Executives and officers of the five public sector partners and the chairs of each theme group. It is

further recommended that additional members are sought from the Chamber of Commerce and the Community/Voluntary sectors. Proposed membership is listed in Appendix 1. When appropriate additional participants with particular expertise on specific topics will be invited to attend discussions on relevant issues.

6.3.5 The **Dundee Partnership Co-ordinating Group** will meet bi-monthly chaired by Dundee City Council's Director of Corporate Planning and will include a representative of each public sector partner and the chairs of each theme group as described in Appendix 1. In addition the chairs of key cross-cutting or task specific groups will attend.

6.3.6 The new community planning framework will place great emphasis on the use of short-life task groups with clear remits and deadlines for reporting. This will assist the process of streamlining partnership working and achieving a focus on action.

6.3.7 **It is recommended that the above groups be established and the programme of meetings be agreed as set out in Appendix 2.**

6.4 **The Vision for Dundee**

6.4.1 At a Community Planning Workshop entitled Tomorrow's Dundee workshop, a new vision for Dundee was endorsed which identifies three key challenges which impact upon each other and will fundamentally address the future of the city. This amended vision encompasses most of the aspirations combined in the draft community plan vision. The three key challenges in full are to achieve:

- 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
- 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
- a **vibrant and attractive city** with an excellent quality of life where people choose to live, learn, work and visit

6.4.2 **It is recommended that the above vision is adopted for the new Dundee Partnership.**

6.5 **Community Plan Themes**

6.5.1 To address an agenda as broad as community planning, it has been recognised across the country that a themed approach is necessary to create a comprehensive response to the complex range of issues facing communities. The original six themes for Dundee have been helpful in developing the draft Plan, and through this process there has emerged the rationale for an amended set of themes which will maximise 'joined up' thinking, minimise duplication, and more clearly describe the community plan priorities. The following new community planning themes are recommended.

6.5.2 **Working and Learning**

The relationship between the creation of, and recruitment to, jobs in Dundee and the provision of learning throughout life, and from school onwards in particular, is fundamental. The case is strong to address those two issues together to ensure that people who live in Dundee can access jobs which exist or are created in Dundee. Conversely, a skilled, educated population will encourage further investment and job creation.

The key issues to be addressed by this theme will be:

- inward investment and job creation
- business development
- training and employment initiatives
- cultural, leisure and visitor opportunities
- school attainment
- community learning
- City of Learning initiative

6.5.3 Health and Care

The Scottish Executive, in its Scottish National Health Plan, has required Health Boards to produce Local Health Improvement Plans based on local authority areas and with a clear link to Community Plans. There is an expectation that this will be implemented through a joint Health Improvement Action Team and guidance on the content and process to support this plan is expected in Autumn 2001. In the meantime discussions are taking place between the Health Board and the Council on the shape of the Local Health Improvement Plan. Early agreement has been reached on the belief that the Health and Care section of the community plan and the Local Health Improvement Plan should be the same document with a significant emphasis on the promotion of healthy lifestyles and life circumstances. The role for the Healthy Dundee Alliance in this process is being considered.

The key issues to be addressed by this theme will be

- tackling health inequalities
- promoting health awareness and healthier lifestyles
- modernising healthcare services
- community-based care services

6.5.4 Community Safety

The Dundee Community Safety Partnership is well established and continues to implement the recently revised Community Safety Strategy. It has invited wider community planning partners including the voluntary and community sectors to join the group.

The key issues to be addressed by this theme will continue to be:

- reducing crime and the fear of crime
- community reassurance and participation
- tackling substance abuse
- improve road safety

6.5.5 Building Stronger Communities

There has been considerable debate about whether Social Inclusion should be a theme or guiding principle for community planning in Dundee. A Social Inclusion theme risks marginalising its importance instead of recognising that tackling the causes of exclusion in all forms must be implicit in the action plans for all themes. This begins to make a powerful case for the adoption of Social Inclusion as one of the guiding principles which will influence all aspects of the community plan. This is discussed further in Section 8.

There are however major issues which may not fit neatly within other themes and require a dedicated response. These may relate to exclusion caused by factors such as

poverty, disability or ethnicity, and will be addressed in a variety of ways by community planning partners.

At the same time there are areas in Dundee which require a response delivered on a geographic basis to tackle a range of factors causing exclusion or deprivation in neighbourhoods. The community plan process therefore needs to find ways of promoting 'bottom up' community planning which engages local people in the creation of neighbourhood plans. These can inform and support the process of empowering communities, decentralising services and achieving physical and social regeneration.

Taken together the Building Stronger Communities theme will respond to the needs of people based on where they live. The key issues to be addressed by this theme are:

- developing neighbourhood environments
- improving and co-ordinating neighbourhood services by all public sector agencies
- empowering neighbourhoods and involving local people
- producing neighbourhood plans
- managing Social Inclusion Partnerships
- regenerating priority areas and housing estates
- strategic city-wide physical development
- reviewing tenemental properties

6.5.6 Caring for the Dundee Environment

The broad definition of sustainable development – the integration of a sustainable economy, a sustainable society and a sustainable environment – closely resembles the entire community plan agenda. Aspects of this are reflected in the work of other themes and suggests that, like Social Inclusion, Sustainability should be recognised as a guiding principle of community planning in Dundee.

However, the importance of ensuring a sustainable environment in Dundee merits its own theme to adequately reflect the importance of environmental matters to the future of the city. The sustainability theme of the draft community plan does this primarily and a more explicit description of the theme will re-inforce this approach.

A Sustainability Theme Group had developed the section of the Plan largely through the use of issue-based sub groups. The potential for developing this group into a permanent Dundee Sustainability Forum is being investigated with support from the Local Agenda 21 Lead Officer from Dundee City Council. Reviving the Dundee Sustainability Forum offers the opportunity to reconnect the wealth of interested parties in this area. A new Local Agenda 21 Strategy is almost ready for printing and will give a new Forum a clear agenda and priorities. It is being recommended that the new document and Forum are launched simultaneously.

The key issues to be addressed by this theme will continue to be:

- the built and natural environments
- sustainable transportation
- managing the consumption of energy and the production of waste

6.6 Theme Groups

6.6.1 As before, there will be a partnership-based group to address each theme. All groups will be expected to pursue all aspects of the new vision for Dundee through their work and to identify and address issues which cut across themes as necessary. Their primary task will be to produce action plans by Summer 2001.

6.7. Guiding Principles

6.7.1 The value of clearly stating the principles which will underpin community planning in Dundee has emerged during the production of the draft plan and the feedback received.

6.7.2 The three principles which will underpin all of the Dundee Partnership's activity are:

- Social Inclusion → Dundee will ensure that regardless of social or economic background, everyone has the chance to play a full part in the life of the city
- Sustainability → Dundee will develop in ways which safeguard the future of our environment, our economy and our people
- Active Citizenship → The people of Dundee will have the opportunity and the ability to shape the future of the city

6.8. Monitoring and Evaluation

6.8.1 It is essential that the new Dundee Partnership establishes a strong framework for monitoring the effectiveness of its work to implement the Community Plan. This will be achieved through the production of no more than ten Headline Performance Indicators which will be reported to the Dundee Partnership Forum and concentrate on the most influential strategic issues such as population change and employment figures. These will be supported by a range of supporting indicators which will be more output focussed which will measure the performance within themes. In addition the possibility of assessing the effectiveness of the Dundee Partnership itself will be investigated. The production of performance information will be co-ordinated by Dundee City Council.

6.9 Stakeholder Investment

6.9.1 A priority for the Dundee Partnership over the next year will be to co-ordinate consultation on the plan as a whole, within and between themes and towards the development of local plans. Progress in this area has been modest. The draft Plan commits us to combine consultation mechanisms across partners where possible. Attempts have been made to achieve this in partnership with Tayside Health Board on a Tayside wide basis and have shown that this will be a challenging task

6.9.2 **It is recommended that a Dundee Partnership Community Involvement Strategy be produced to confirm our commitment to involvement and outline the measures which will be taken to secure the widest influence on the community planning process and that a short-life working group be established to develop this.**

7. CONCLUSIONS

7.1 The Dundee Partnership offers the ideal mechanism for implementing community planning in the city.

- 7.2 A revised vision, principles and themes will give a clearer, more coherent shape to efforts to implement the plan.
- 7.3 The two new themes of Working and Learning, and Building Stronger Communities address gaps in our approach to date and offer a way to make the best connections between critical issues.
- 7.4 Progress in the area of consultation and involvement is vital and becomes a key priority for the Dundee Partnership.
- 7.5 A series of well defined performance indicators will establish an explicit direction for the new Dundee Partnership from the outset.

8. **CONSULTATION**

- 8.1 All Chief Officers have been consulted in the preparation of this report.

9. **BACKGROUND PAPERS**

- 9.1 Report to Policy and Resources Committee No 769/1999 "Community Planning in Dundee".

Director of Corporate Planning..... Date

Dundee Partnership Forum

Remit

- to provide overall strategic direction to Community Planning in Dundee
- to receive and comment on regular progress reports
- to debate cross cutting issues of strategic significance to the city
- to create a positive climate for liaison across sectors and agencies
- to promote awareness of community planning
- to provide the opportunity for the broadest range of interests to participate in the Dundee Partnership

Membership

Dundee City Council

- Lord Provost
- Leader of Administration
- Depute Leader, Majority Opposition
- Leader, Minority Opposition
- Convener, Planning & Transportation
- Convener, Economic Development

Tayside Police (including Chair of Joint Board)

Scottish Enterprise Tayside

Scottish Churches Industrial Mission

Members of Parliament for Dundee

Tayside & Dundee Chamber of Commerce & Industry

NHS Tayside

Dundee College

D C Thomson

Dundee Trades Council

Dundee University

University of Abertay

Dundee & Angus Tourist Board

Communities Scotland (formerly Scottish Homes)

Community & Voluntary Alliance

Dundee Community Representatives

Members of Scottish Parliament for Dundee

Private Sector Representatives

Chair

Leader of Administration, Dundee City Council.

Dundee Management Group

Remit

- to develop overall strategy and monitoring of the Dundee Partnership
- to ensure senior level commitment from public sector partners
- to agree policy agenda, priorities and allocation of resources
- to maximise inter-agency co-operation in implementation of community plan
- to instruct time-limited Working Groups as necessary
- to represent the Partnership to the Scottish Executive and beyond

Membership

Dundee City Council	NHS Tayside
Communities Scotland (formerly Scottish Homes)	Tayside Police
Scottish Enterprise Tayside	Tayside & Dundee Chamber of Commerce & Industry
Community & Voluntary Alliance	Dundee Community Representative

Chair

Chief Executive, Dundee City Council

Dundee Partnership Co-ordinating Group

Remit

- to co-ordinate implementation of the Community Plan for Dundee
- to provide monitoring and evaluation reports to the Dundee Partnership Management Group
- to prepare Dundee Partnership annual reports and subsequent Community Plans
- to monitor development and progress of these group action plans
- to ensure a co-ordinated approach to all themes
- to support joint planning and ensure consistency between plans
- to rationalise partnership mechanisms across organisations

Membership

Dundee City Council

Communities Scotland (formerly Scottish Homes)

Scottish Enterprise Tayside

NHS Tayside

Tayside Police

Chairs of Theme Groups

- Working & Learning
- Health & Care
- Community Safety
- Building Stronger Communities
- Caring for the Dundee Environment

Chair

Director of Corporate Planning, Dundee City Council

Dundee Partnership Meeting Dates - 2001/02

	2002											
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Dundee Partnership Forum					22						20	
Dundee Partnership Management Group	18				17				20			
Dundee Partnership Co-ordinating Group	11		1		3		5		6		1	