



REPORT TO: HEALTH AND SOCIAL CARE INTEGRATION JOINT BOARD –
31 OCTOBER 2017

REPORT ON: CITY PLAN FOR DUNDEE 2017-26

REPORT BY: CHIEF OFFICER

REPORT NO: DIJB35-2017

1.0 PURPOSE OF REPORT

This report presents the City Plan for Dundee 2017-26 as agreed by the Dundee Partnership.

2.0 RECOMMENDATIONS

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

2.1 Endorses the City Plan for Dundee 2017-26 (attached as Appendix 1).

3.0 FINANCIAL IMPLICATIONS

None.

4.0 MAIN TEXT

4.1 The Community Empowerment (Scotland) Act 2015 gave community planning partnerships (CPPs) a specific duty to improve local priority outcomes and act with a view to tackle inequalities of outcome across communities in that area. In particular, CPPs are required to prepare and publish a ten year local outcomes improvement plan (LOIP) by 1 October 2017. The LOIP is a new term to describe the document commonly known as the single outcome agreement. The new LOIP will be known as the City Plan for Dundee 2017-26 (Appendix 1).

4.2 The City Plan for Dundee fully reflects the Scottish Government's guidance for CPPs by:

- Using the understanding of local needs circumstances and opportunities to establish a clear and ambitious vision for Dundee;
- Focusing on a smaller number of key strategic priorities and setting realistic but ambitious 1, 3 and 10 year improvement targets;
- Acting to reduce the gap in outcomes between the most and least deprived groups and improving long term sustainability of public services;
- Preparing locality plans which show how communities will be worked with to respond to their priorities.

4.3 The City Plan is built on considerable engagement with local communities and incorporates the findings of the Engage Dundee initiative. This employed a range of techniques, generated a meaningful response and identified a number of clear and consistent community priorities.

4.4 At its meeting on 14 September 2017, the Dundee Partnership Management Group agreed the City Plan for Dundee and recommended that all statutory community planning partners endorse it at their respective boards and committees. Following endorsement, the City Plan will be published. Officers across the Dundee Partnership are developing a communications

plan to creatively present the City Plan's vision and ambition to the public in the coming months.

5.0 POLICY IMPLICATIONS

5.1 This report has been screened for any policy implications in respect of Equality Impact Assessment. There are no major issues.

6.0 RISK ASSESSMENT

No risk assessment has been undertaken as this Plan is owned by Dundee Partnership.

7.0 CONSULTATIONS

The Chief Finance Officer and the Clerk were consulted in the preparation of this report.

8.0 BACKGROUND PAPERS

None.

David W Lynch
Chief Officer

DATE: 22 September
2017

Peter Allan
Community Planning Manager



City Plan

for Dundee
2017-2026



Contents

Foreword	4
1. Introducing the City Plan	7
A Our Vision for Dundee	7
B What are we going to do?	8
C Strategic Themes & Priority Outcomes	8
D Fairness	10
E Central Role for Third and Private Sectors	11
2. Understanding Dundee	13
A Summary of City Profile	13
B What Communities Are Telling Us	16
3. Changing Dundee	17
A Fair Work and Enterprise	17
B Children and Families	23
C Health, Care and Wellbeing	28
D Community Safety and Justice	35
E Building Strong and Empowered Communities	39
4. Dundee Partnership	45
A How We Work Together	45
B Managing Progress	48



FOREWORD

Dundee is a city on a journey - and you only have to look around the amazing Waterfront to see how far we have already come.

The V&A Dundee is a perfect illustration of Dundee forging a new and exciting path, and the city as a whole looks to match this transformation for every resident, worker and visitor. We all know that there is much more to our city than just the Waterfront, with real investment and regeneration taking place in every community in Dundee.

We also recognise that there is still a way to go. We have never shied away from the challenges around deprivation and inequality and, in the pages that follow, the Dundee Partnership spells out how we intend to deliver a step change in prosperity and fairness over the next decade.

The **City Plan for Dundee 2017-2026, Dundee's Local Outcome Improvement Plan**, builds on the work that has already been undertaken through the collective efforts of our communities, private, public and third sector partners.

The Plan has been created after listening to the people of the city, and focuses on key priorities like tackling poverty and inequality, increasing job opportunities, improving the lives of our young people, addressing health problems and creating stronger, safer communities.

The targets we have set are realistic but challenging. For example, we aim to help 4,700 people living in the region into jobs over the next 10 years.

Our goal of giving every young person the best start in life means doubling the rate of exam achievement in deprived communities, funding thousands of early years places and raising from 57% to 90% the percentage of P7 children meeting the second level reading and numeracy standard.

Local people have told us that feeling safe is a priority, so we have set out how we intend to continue to reduce the rate of crime over the next decade. We also want to lead the way among Scottish cities in reducing domestic abuse and antisocial behaviour.

You can also see the Partnership's plans for major improvements in health, from reductions in childhood obesity to better help for people with drug and alcohol problems.

And Dundee itself will change. Our plan aims to deliver more than 5,000 new homes with a significant increase in new build social housing.

There's no doubt a lot of work lies ahead, for all of us in Dundee and the wider Tay Cities region. But if we are bold, if we are ambitious, then there's no limit to what we can achieve in the next 10 years.

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







INTRODUCING THE CITY PLAN

1

Dundee is a dynamic, modern city standing on the brink of the biggest change in its fortunes since the opening of the Tay Road Bridge. A thriving port, a hub for creative industries, media and life sciences, a UNESCO City of Design committed to fairness and social justice, Dundee is determined to succeed. Each day the V&A Dundee reveals more of its breathtaking ambition and Dundee as a whole looks to match this transformation for everyone who lives, works or visits the city.

This is just the latest example of the work that has taken place to breathe new life into Dundee through the collective efforts of our communities, private, public and third sector partners working together through the Dundee Partnership.

Partnership working has long been the norm in Dundee. It's what lets us drive progress in the city, and with our neighbours across the region, to improve the quality of life for our people. In doing this, we are also making a significant contribution to the Scottish Government's national priorities of **creating inclusive growth** and **reducing inequalities**.

A. Our Vision for Dundee

Dundee has held true to a longstanding vision for the city, framed around jobs, social inclusion and quality of life.

Through Our Partnership, Dundee:

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

This vision has underpinned the real change seen across the city over the last twenty years through the Dundee Partnership.

B. What are we going to do?

Our City Plan is Dundee’s first Local Outcome Improvement Plan. Through this plan, the Dundee Partnership aims to identify the biggest strategic priorities, opportunities and challenges ahead as we improve the city over the next ten years. We are not trying to describe everything the partners do together but are concentrating on the actions we can take that will have the biggest impact on our people and places.

The plan focuses on our **strategic priorities** - Fair Work and Enterprise; Children and Families; Health, Care and Wellbeing; Community Safety and Justice; and Building Strong and Empowered Communities - and tells you about the main actions we will be taking over the next few years to move forward. We then spell out in detail what we are going to achieve over the next 1, 3 and 10 years, with targets that are ambitious but realistic when set in the demanding financial and social context we face.

We are also keen to develop ever closer relationships with our communities. We will do this by continuing to emphasise the distinctive needs of our different neighbourhoods and by working with our **Local Community Planning Partnerships** to plan for and deliver safer and stronger localities and communities. How we’ve engaged with communities to listen to their views and plan for the future is summarised in section 2B.








C. Strategic Themes & Priority Outcomes for Dundee

This plan builds on a series of Dundee Outcomes which reflect and contribute to the national ambitions for Scotland. We welcome the Community Empowerment (Scotland) Act 2015 and its advice to community planning partnerships to focus on key priorities. We have met the expectations to:

- Use our understanding of local needs, circumstances and opportunities to establish a clear and ambitious vision for Dundee and identify local priorities for improvement
- Be clear about the improvement we will make locally in terms of better outcomes for specific communities, reducing the gap in outcomes between the most and least deprived groups and improving long term sustainability of public service provision
- Place a clear emphasis on identifying local priorities which focus on how we will add most value as a partnership to improve outcomes and tackle inequalities

The **five strategic priorities** listed below have been agreed as they promise to provide the biggest impact on outcomes for the city and its people. Each individually is important but even more essential is the way they overlap and connect to each other. Ensuring that we maximise our overall impact is a key priority for our Partnership.

Strategic Priority	Dundee Outcome
 Fair Work and Enterprise	Raise regional productivity Close the jobs gap Reduce unemployment
 Children and Families	Improve early years outcomes Close the attainment gap Improve physical, mental and emotional health for children and young people Improve health and wellbeing outcomes for children and young people who experience inequalities Increase safety and protection of young people
 Health, Care and Wellbeing	Reduce obesity Reduce substance misuse Improve mental health and wellbeing
 Community Safety and Justice	Reduce levels of crime Reduce levels of domestic abuse Reduce levels of re-offending Reduce risk to life, property and fire Improve road safety Reduce levels of antisocial behaviour
 Building Stronger Communities	Improve quality of neighbourhoods Increase empowerment of local people Improve housing quality, choice and affordability Improve access to healthy green and open spaces Improve transport connections to communities

This plan and the outcomes listed above are the biggest priorities for the Partnership over the next ten years, but they are only a fraction of the extensive work taking place to improve the lives of people in the city. The Dundee Partnership represents a complex and comprehensive range of partnerships and strategies which tackle particular issues affecting us all. There isn't space in this plan to repeat all of the detail of this work. Instead, throughout this document, we will provide links to the various local and regional plans and strategies that give you the big picture and allow you to delve more deeply into the efforts of all our partners. It is the additional work undertaken between and across all of these themes that creates the full breadth and power of the whole partnership. The diagram below shows the main strategic documents that the City Plan builds on and connects to, and how these all fit together.



D. Fairness

Underpinning all of this plan is the city's determination to **tackle poverty and inequality** which led to the formation of the Dundee Fairness Commission in 2016. This brought together leaders of key public sector organisations, academic and third sector partners and community representatives. Members considered evidence on local measures to combat poverty and compared these to national research and examples of best practice to determine where greater or more effective action could reduce poverty in Dundee. The Commission's 56 recommendations were published in the report [A Fair Way to Go](#). These were endorsed in full by the Dundee Partnership and a Fairness Action Plan was agreed in November 2016 framed around Stigma and Social Inclusion; Work and Wages; Reducing the Education Gap; Benefits, Advice and Support; Housing and Communities (including fuel and food poverty); and Improving Health.

A key contribution was the research that led to the report [Gathering Experiences of Poverty in Dundee](#). This emerged from a survey, face to face interviews and focus groups held with 147 people who use support services at organisations in the city. A series of short films were also produced to portray individual cases that 'tell a story' of struggling against poverty from different perspectives and lived experiences.

The Dundee Partnership and Scottish Government are now jointly funding a new project to follow on from the Fairness Commission. The group will involve an equal number of people who have personal experience

of poverty working alongside senior civic, political and business leaders in Dundee. Over the next 18 months they will develop a shared understanding between the two groups of commissioners and make proposals around key areas of anti-poverty work identified through their experience and knowledge. The process will be facilitated by Faith in Community Dundee, in partnership with Dundee City Council and the Social Justice and Regeneration Division of the Scottish Government.

E. Central Roles for the Third and Private Sectors

Third Sector

The Dundee Third Sector Interface (TSI) is a partnership between Dundee Social Enterprise Network, Dundee Voluntary Action and Volunteer Dundee and is recognised as an equal partner in the delivery of the City Plan. The Third Sector in Dundee employs over 2,600 people and spends almost £130 million each year.

Dundee TSI's key priorities are to develop and support social enterprises and voluntary organisations and to promote and support volunteering. They aim to provide a coherent and collective voice for the Third Sector by strengthening engagement with community planning partners.

The TSI increases the Third Sector's input in key areas of public policy in the city and impact on the delivery of public services by engaging with third sector organisations, community groups and citizens in Dundee. When communities are at the heart of local decisions, their needs can be better addressed. The Dundee Partnership recognises the third sector as full partners, sharing in the decision making and in the provision which delivers local outcomes.

The Dundee TSI influences partners' decisions with the views and contributions of the third sector in order to meet wider community needs across a range of topics from health and social care, early years provision, community transport, community safety and other areas of work determined locally or by national policy priority.

This is demonstrated by TSI staff co-chairing strategic planning groups in Health & Social Care, staff commissioned to work in multi-agency roles such as Learning and Organisational Development, Technology Enabled Care, Respite Care Development, Preventing Under-nutrition, secondment to the Children & Families Team and collaborating on funding applications.

The TSI does not fulfil all of the third sector engagement requirements itself. It increasingly provides a bridge that connects local decisions to the local third sector and ensures that the value of increasingly limited public expenditure is focussed on local need.

As part of its ongoing development, the Dundee TSI has decided to recruit an independent chair and to look at reviewing its overall partnership structure. It has also taken steps to strengthen the representative role played by the third sector on Dundee Partnership groups to ensure that it is effectively connected at both a city wide and local level.

Private Sector

Strong partnerships have been forged with the private sector in the city over the years. These include joint working and funding partnerships that are enabling us to improve the city and close the inequality gap. Together we have produced creative and sustainable solutions to some key challenges across the entire community planning agenda. These include developing our biggest tourist attractions; creating businesses and employment and training opportunities; mentoring pupils and working in partnership with whole schools; delivering holiday programmes and responses to food poverty; and supporting people recovering from substance misuse or offending behaviour. Much of this takes place behind the scenes but, although their profile may be lower, the contribution of the private sector partners – led often by the Dundee and Angus Chamber of Commerce - is significant and crucial.



UNDERSTANDING DUNDEE

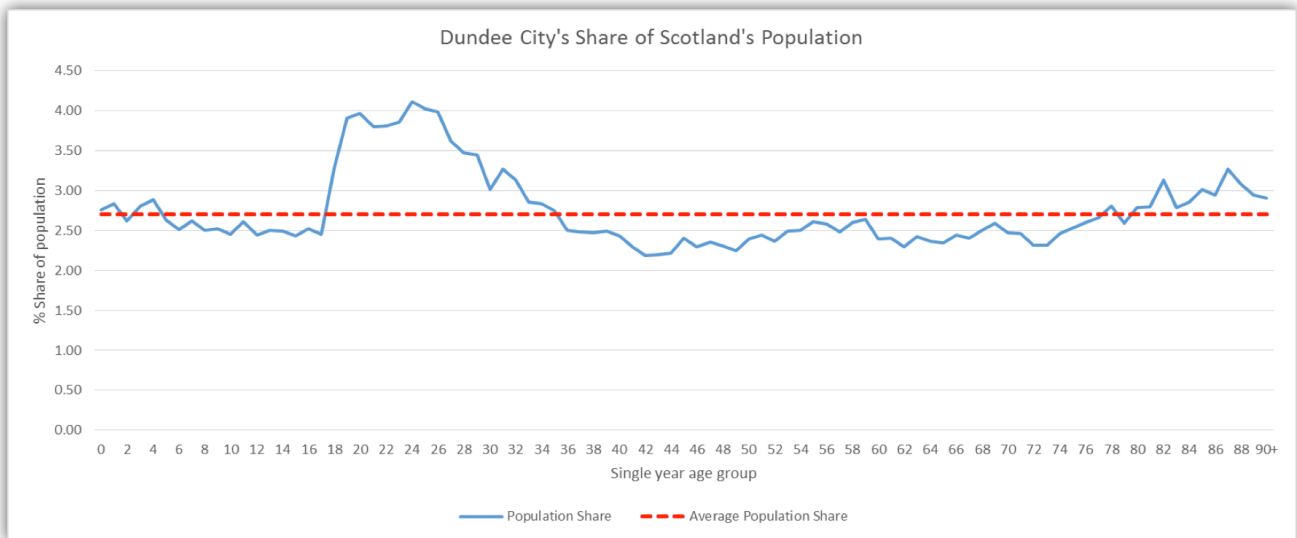
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A. Summary of City Profile

Dundee is Scotland’s fourth largest city and is situated on the north coast of the Tay Estuary, in a stunning location.

The Dundee City Council area covers 60 square kilometres and is, geographically, the smallest local authority area in Scotland. It is bordered by Perth and Kinross Council to the west and Angus Council to the north and east. Dundee continues to serve as the regional centre for this area and for North-East Fife, with an estimated catchment population of some 500,000 people.

The most recent estimate of Dundee’s population is 148,270 (National Records of Scotland 2016 Mid-year population estimate). Dundee has a sizeable student population, and is home to the University of Dundee, Abertay University and Dundee & Angus College.



When compared to the average for Scotland, Dundee City has a larger share of people who are aged 18-30 and those who are very elderly. While many of the priorities in this plan will benefit the whole population, there are distinct challenges faced by older people and the very elderly. These are addressed across the whole partnership and details are spelled out in the range of plans shown on page 10. All are relevant but there are particularly significant commitments found in the Health and Social Care Commissioning Strategy. The forthcoming local community plans will also include actions that will enhance the quality of life for older people in their own neighbourhoods.

City Baseline



65%
population
are working
age

(NRS Mid Year Population Estimates 2016)



19%
population are
pensionable
age



+5.9%
projected population
growth by 2039
(NRS Population Projections for Scottish
areas (2014 based))



Life Expectancy
Males: **75.1**
Females **80.1**
(NRS Life Expectancy for administrative
areas within Scotland 2013/15)



69,635
households in Dundee City
(NRS Estimates of Households and Dwellings in
Scotland 2016)



84%
respondents rate their health
very good or good
(Dundee Partnership Annual Citizen Survey 2016)



2,900
problem drug users in
Dundee City
(ISD Scotland estimating the national/local prevalence
of problem drug use in Scotland 2012/13)



25.5%
of primary 1 school children at risk
of overweight & obesity combined
(ISD Scotland BMI Distribution by NHS board of examination Dec
2016)



6,319
individuals aged 16-64
estimated to have a mental
health condition
(Scottish Census 2011)



92%
of Dundee school
leavers enter a
positive destination
(Scottish Gov Initial Destination of Senior
Phase School Leavers: No 1 2017)



leavers attained literacy
& numeracy at SCQF
level 4 or above = **86%**
level 5 or above = **54%**
(DCC Children & Families Service/Insight
National Benchmarking Measures Academic
Year 2015/16)



Recorded crime has
decreased per 10K
population from 837
to **596** in 2015/16
(Scottish Government recorded crime in
Scotland 2015/16)



99%
respondents said
their neighbourhood
was very or fairly
safe place to live
(Dundee Partnership Annual Citizen
Survey 2016)



4998
total number of food bank
vouchers issued in Dundee
(Trussell Trust May 2017)

56%
of those who received foodbank vouchers
were single adults
(Trussell Trust May 2017)



28.6%
of of the population live
within data zone ranked
within the 15% most deprived
(Scottish Government - SIMD 2016)



55
of Dundee's 188 data zones
are ranked within the 15%
most deprived in Scotland
(Scottish Government - SIMD 2016)

66%



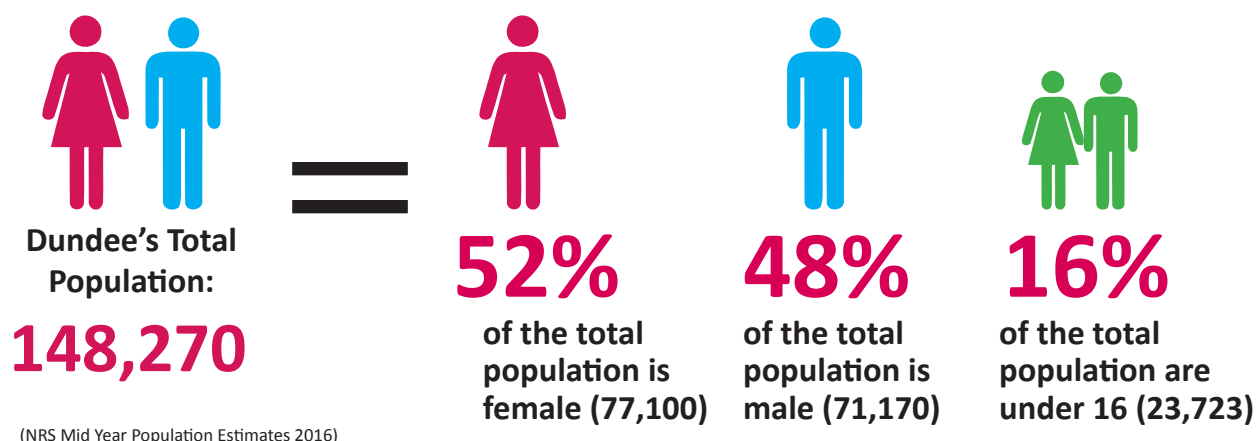
of working age population
are employed in Dundee City
(ONS Annual Population Survey - Nomis Jan-Dec 2016)



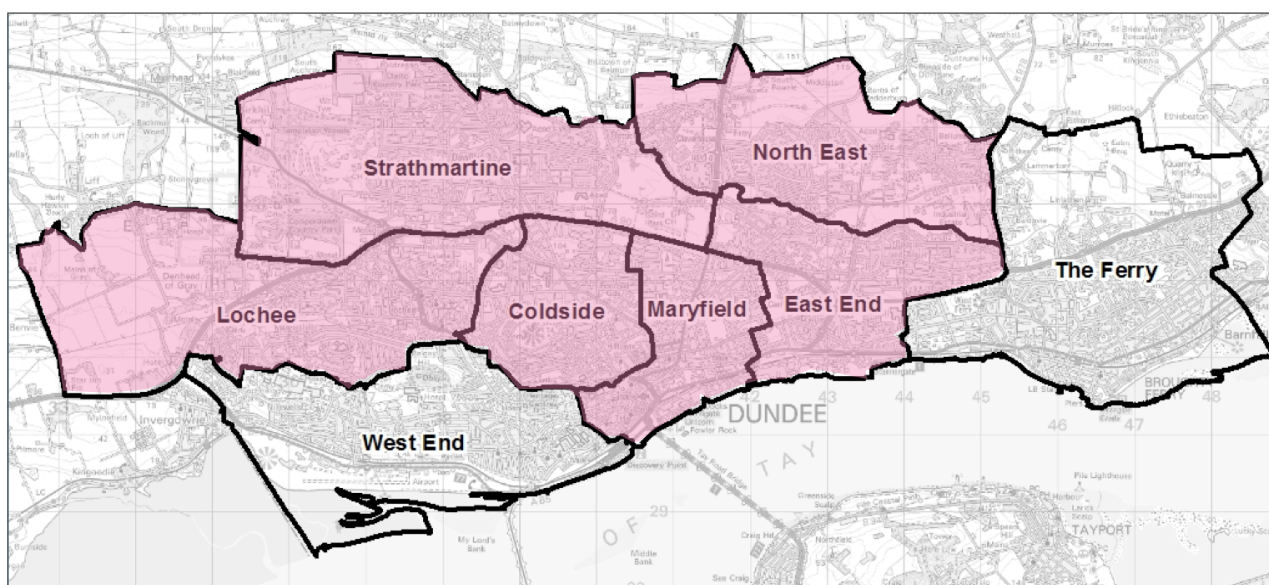
£419
average wages per week for workers in
Dundee
(NOMIS)



1.4% increase of total number of
employee jobs
(ONS Business Register & Employment Survey (2010 - 2015))



While Dundee is a modern, vibrant city which has undergone a remarkable transformation it also has levels of poverty and deprivation which make everyday life a struggle for many individuals, families and communities. In Dundee, 28.6% of the population live within a data zone which is ranked within the 15% most deprived in Scotland. Of those who live within these areas, 65% are of working age. 35% of children in Dundee live within one of the 15% most deprived data zones. There are also wide divisions in health and life expectancy between the richest and the poorest communities in the city. Based on the Scottish Index of Multiple Deprivation, Dundee has six of the city's eight local authority wards identified as **community regeneration areas**. Using this data we have actively targeted resources across a range of activities to improve outcomes for our poorest communities.



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Statistical profiling on behalf of the Partnership led to the production of a city-wide demographic profile across the whole partnership agenda; a full report on the results of the Scottish Index of Multiple Deprivation 2016 for the city and each ward; and individual Community and Inequality profiles for each ward broken down, where possible, into smaller neighbourhood areas.

A full version of the Dundee Partnership Integrated [City Profile](#) document is available at the Dundee Partnership website.

B. What Communities Are Telling Us

Engage Dundee

Local communities have been involved in the development of priorities for this plan and for their local community plans under the banner of Engage Dundee. A range of techniques were employed between June 2016 and March 2017 to gather views, including the Place Standard tool recommended by the Scottish Government which has been used for the first time to assess and measure subsequent change in communities.

The results have been analysed and circulated widely and have fed into the strategic priorities via Executive Boards. They were reported to localities through community call back events in each ward in March 2017 and will enable local community planning partnership to agree their priority outcomes and their actions and targets. A full report on the [Engage Dundee](#) results can be found at the Dundee Partnership website.

Summary of Responses

- Over 6,000 responses were received
- 16,000 Engage Dundee postcards with a Freepost return were distributed across the city (2,000 per Ward). 2,817 postcards were returned
- 504 online returns based on the Place Standard questionnaire were received between July and September 2016
- 771 hard copy questionnaires were completed
- 41 Focus Groups were held across the city involving a total of 431 people
- 17 Community Call Back Events were held to convey the findings from the Engage Dundee consultation, involving 325 people
- Large numbers of miscellaneous returns were received through door-knocking, street consultation, Open Days, Public Meetings, community events, festivals and 631 responses through social media

Common Priorities Identified Across All Wards

- **Transport:** Traffic calming, improved bus shelters, cycle routes, dropped kerbs
- **Environment:** Improvements to pavements, potholes, pedestrian crossings, litter, recycling
- **Community and Participation:** Community facilities improved, increase publicity about services and activities, increasing community spirit. Need to create more opportunities to connect with people who are isolated
- **Amenities:** More equipment in parks, exercise trails, outdoor gyms, public toilets
- **Parking:** More parking spaces, stop cars parking on pavement and grass verges, cycle parking, safer parks and schools
- **Green Space:** Improved play areas, improved maintenance of green spaces, more green gyms, landscaping, pitch and tennis court improvements
- **Community Safety:** Low level or lack of lighting, area management – e.g. removal of bushes and shrubs
- **Anti-Social Behaviour:** Drug and alcohol related issues, noise reduction, littering
- **Poverty and Inequality:** Community Growing, fuel poverty, energy efficiency
- **Work and Income:** Job opportunities, training, job shop infrastructure
- **Housing:** Physical environment, housing tenancy support, Private Landlord improvements
- **Health:** Mental wellbeing and earlier interventions relating to mental health services. Social isolation



CHANGING DUNDEE

3

The City Plan for Dundee 2017-2026 - our Local Outcome Improvement Plan - replaces our Single Outcome Agreement for Dundee and is different from any previous community plan.

Strategic assessment and consultation with our communities has enabled the Dundee Partnership to make an honest appraisal of where Dundee is as a city and where the Partnership is in terms of meeting the needs of our communities. It has been critical in identifying the top priorities which the Partnership has agreed to focus on going forward, and which are presented in this section of the plan.



A. Fair Work & Enterprise

Key Strategic Documents

[Tay Cities Regional Economic Strategy 2017-2037](#)

[Dundee's Employability Strategy](#)

[Dundee's Cultural Strategy 2015-2025](#)

Current Position

Under Fair Work and Enterprise, our overarching objective will be to coordinate Dundee's contribution to delivery of the [Tay Cities Regional Economic Strategy 2017-2037](#) and underpinning Tay Cities Deal. Our ambition is for the Tay Cities economic region to have one of the most productive knowledge-led economies in Europe, ensuring that by becoming smarter, the region also becomes fairer.

Much has already been achieved in recent years to transform the Dundee economy and ensure it is a catalyst for growth in the wider region. However, the scale of challenge facing Dundee and the wider region is considerable.

Relative to the Scottish average:

- **Economic activity and employment rates are lower**

In Dundee only 71.5% of working age people are economically active compared to the Scottish average of 76.7%. (NOMIS Jan-Dec 2016). The gap between Dundee and Scotland in terms of employment rate is even more pronounced. 66.4% of working age people are employed compared to a Scottish average of 73%. (NOMIS Jan-Dec 2016)

- **Employment growth is slower**

While the number of jobs in Scotland has grown by 5% since 2010, job numbers in Dundee have only risen by 1%. This may be a reflection of Dundee's higher level of dependence on public sector employment where there is ongoing jobs contraction

- **Unemployment is higher**

Unemployment in Dundee at 7.3% is considerably higher than the Scottish average of 5.0% (NOMIS Jan-Dec 2016)

- **Wage levels are lower**

Workers in Dundee have average wages of £419 per week compared to a Scottish average of £434, whilst average wage levels of city residents are even lower at £404

- **Regional productivity rates are lower**

Productivity at £38,801 per worker is slightly below the Scottish average of £39,624 but with surrounding authorities in the Tay Cities Region having productivity levels of 10-20% lower than Scotland, the overall Region underperforms in terms of economic output

- **Lower share of growth sector jobs**

Despite Dundee's success in a number of key sectors, the overall share of growth sector jobs is 18% compared to a Scottish average of 28%. The economy remains overly dependent on public and private service sector jobs and more investment is needed to create growth sector employment

The challenges around worklessness are particularly profound in Dundee:

- Dundee has a youth unemployment rate of 19.5% (NOMIS Jan-Dec 2016, age range 16-24)
- Dundee has twice the Scottish rate of male youth unemployment (NOMIS Jan-Dec 2016)
- Over 40% of JSA claimants in Dundee have been claiming for over a year
- 22% of JSA claimants aged over 25 in Dundee have been claiming for over two years

Our Priorities

By focusing on inclusive growth and tackling the challenges Dundee and the wider region faces around innovation, internationalisation and connectivity, we are determined to achieve the following:

- **Raise productivity to above the Scottish average**

Across the region, Gross Value Added (GVA) per employee is almost £5,700 lower than the Scottish average - a 13% gap. Whilst the gap is smaller in Dundee, we aim to increase GVA to above the Scottish average to help drive up productivity in the region as a whole. To increase regional GVA per employee to the current Scottish average would generate an additional £900 million of GVA per annum for the Scottish economy.

- **Close the jobs gap**

The region has fewer people of working age in employment than Scotland as a whole-around 1.5% lower. This gap is almost exclusively driven by an employment rate in Dundee which is 6.6% below the Scottish average.

To close this gap we need to encourage at least 4,700 people in the region of working age into employment by providing more jobs. The majority of this target will need to be met through supporting more of the city's inactive people into employment. We will achieve this by:

- Encouraging more people of working age to move into paid employment
- Securing more jobs-focused inward investment
- Encouraging SME growth
- Upskilling our workforce to take advantage of new employment opportunities
- Upskilling and reskilling our workforce to fill existing and projected vacancies across the public and private sectors

- **Reduce unemployment**

The average unemployment rate across the region is currently 6.6% compared with the Scottish average of 5.0%. The rate in Dundee is 7.3% which contributes considerably to the regional problem. To reduce our unemployment rate by 1.1 percentage points, some 2,600 people who are currently unemployed will be helped back into work through implementing the actions set out in the regional economic strategy and this plan over the next 10 years. To make a lasting difference we need to prevent people from becoming long-term unemployed and target our interventions in those communities where individuals and families experience multiple deprivation.

Delivering the outcomes relating to Fair Work and Enterprise will require investment in a range of priority actions that can only be delivered through effective partnership working and the pooling of resources.

- **The Tay Cities Deal**

Inclusive growth is the fundamental purpose of the Tay Cities Deal that was presented to the UK and Scottish Governments in early 2017, asserting that our economic region has the potential to be one of the most productive, knowledge-led economies in Europe. Social outcomes are incorporated alongside economic goals with a commitment to ensure that as we become smarter we also become fairer by creating equality of opportunity for all.

This once in a generation opportunity aims to transform the prosperity of the people, businesses and economies of Dundee, Angus, Perth and Kinross and North East Fife. It will achieve this through a ten year programme to grow businesses, attract inward investment and contribute to regional, Scottish and UK growth. The Tay Cities Deal can generate an additional £900 million per annum for the Scottish economy and create up to 15,000 jobs over the ten year life of the programme.

- **The Waterfront**

Almost 20 years since the first masterplan was agreed, the physical and economic impact of the £1 billion Dundee Waterfront project is undeniable. The green avenue and boulevards from the Caird Hall through Slessor Gardens will reconnect the city to the Waterfront in a stunning space that will be dominated by the award-winning V&A Museum of Design Dundee.

The V&A is due to open in 2018 and will be the only design museum in the UK outside London. It is expected to attract over 275,000 visitors every year. The rail station is being rebuilt to provide a modern arrival point with a 120 bed hotel above. New hotels, leisure and residential outlets are signing up to complete the area.

The rest of the Waterfront project stretches 8km along the River Tay offering contrasting opportunities in City Quay, Riverside, Seabraes and the Dundee Port. Notable among these is the redevelopment of Shed 25 to provide office suites and leisure facilities overlooking the Frigate Unicorn and the proposed marina.

- **Focus on Sectoral Strengths and Opportunities**

The regional approach is to focus our activities over the next 20 years around a number of key sectoral strengths; life sciences, healthcare, digital technology, tourism and hospitality and creative industries. These have been selected to reflect sectors which already have potential for future growth, or are sectors in which we have some specific regional expertise and there is a significant opportunity for growth provided we secure additional private and public sector investment.

- **Decommissioning and Renewables**

A key Tay Cities Deal initiative is the formation of Dundecom, a new private/public sector partnership aimed at creating a major centre for oil and gas decommissioning at the Port of Dundee. Working closely with Forth Ports, the project seeks to establish the Port as a multi-disciplinary, internationally recognised centre of excellence in the practice of and research into this emerging new industry. It will establish Dundee Port as the predominant decommissioning 'capital' for the UK. A significant number of new jobs will be created, ranging from semi-skilled and skilled to professional, academic and managerial.

Work to realise the aims and objectives of Dundecom is already well underway. Improvements have already been made to the infrastructure at the Port of Dundee, such as new road access, and other improvements will be completed next year, such as the £10m project to create ultra-high capacity quaysides. Forth Ports have recently formed a partnership with Augean to provide an end-to-end integrated decommissioning service for the oil & gas industry and are actively bidding for contracts currently being tendered.

The Tay Cities Region is already contributing significantly to renewable electricity and heat generation and we now have an ambition to achieve a step-change shift to a low carbon, regional economy that will establish our area at the leading edge of Eco-Innovation. Through this element of the Tay Cities Deal, we will stimulate greater growth and business innovation, and support renewables, Food and Drink, Oil and Gas and Tourism sectors, helping to make Dundee – and Scotland – a greener and cleaner place.

- **Employability**

Promoting inclusive growth that helps to tackle the deep-rooted inequalities that affect some of our citizens will be a priority. In 2015/2016, the Dundee Partnership undertook a major review of Employability provision in the city and the recommendations have helped to shape the outcomes and priority actions in this plan.

There will be a particular focus on tackling long term unemployment, helping our young people to engage in positive activity and enabling those in entry level jobs to progress to better paid fair employment which lifts them out of the risk of in-work poverty.

We will develop multi-agency community based hubs in the North and North East of the city. These hubs will enable employability support to be delivered at a community level to those people who are least likely to engage with city centre based services. The hubs will also offer support with tackling some of the most commonly encountered personal barriers that prevent people making progress towards work.

• Cultural Development

The benefits associated with Dundee's bid to be UK City of Culture 2017 have been widely recognised and real momentum has been achieved in creative and cultural development and regeneration in the city. These offer real potential to grow the visitor economy and create employment opportunities in new and existing tourism related businesses. Dundee is preparing a bid to be a European Capital of Culture in 2023 - another sign of the confidence and ambition in the city and a tribute to the success of our culture-led regeneration to date.

This will build on the proud achievement of Dundee being designated as the UK's first City of Design by the United Nations. The city received this recognition from UNESCO for its diverse contributions to fields including medical research, comics and video games. Dundee is part of a select group of 22 global cities including Beijing, Turin, Shenzhen, Graz, Berlin and Montreal.

Our Targets for Improvement

Key Performance Targets	2015/16	2016/17	TARGET Year One	TARGET Year Three	TARGET Year Ten
GVA per Worker as % of Scottish Average	96%	98%	99%	100%	105%
University spin-outs Dundee University Only	-	7	8	12	23
% of people qualified to SCQF Level 2 or above	72.5%	72.7%	73%	73.5%	75.5%
% of people qualified to NVQ Level 4+	37.5%	40.6%	41%	41.5%	43.7%
% of jobs in growth sectors	17.2%	18.3%	18.5%	19.5%	24%
Total No. jobs in growth sectors	12,900	13,700	13,850	14,600	17,970
Companies accessing export support through SDI	65	78	85	125	150
Planned new jobs from Foreign Direct Investment	104	85	100	170	300
Waterfront Office Occupancy Levels	-	0%	0%	+2%	+3.5%
Number of passengers using Dundee Airport	22,000	22,000	23,000	50,000	150,000
% working age people in Employment	63.7%	66.4%	67%	69%	72%
SME business base per 10,000 head of working age population	326	328	335	350	400
Median Earnings of Total Resident Workers as a % of Scottish Average	87%	89%	90%	92%	100%
% of jobs in Tourism Sector	9.5%	10.9%	11.2%	11.5%	13.5%
Total no. jobs in Tourism Sector	7,000	8,000	8,220	8,440	8,910
Unemployment Rate	9.1%	7.3%	7%	6.5%	5.1%
Youth unemployment Rate (16-24)	19.2%	19.5%	19%	17%	13.7%
% of 16-19 year olds who are in learning, training or work	84.7%	87.7%	88%	90%	95%

What Action Will We Take?

Raise regional productivity	Develop new and expanded commercialisation opportunities through our Universities (e.g. cyber-security, forensic science and biotech)
	Develop facilities to promote regional skills development (e.g. Regional Hospitality and Tourism Centre, Aviation Skills Academy, Engineering & Advanced Manufacturing facility)
	Develop and implement regional STEM Strategy
	Establish Dundee as a preferred location for Oil & Gas Decommissioning
	Develop incubation facilities and affordable work space for creative sector
	Develop and implement revised Social Enterprise Action Plan for city
	Develop one stop shop regional partnership approach to international trade and inward investment
	Enhance travel infrastructure and service provision (e.g. new railway station, active travel hub, airport facilities and route development, enhanced rail services)
	Progress mixed use developments in key Waterfront sites (Hotels, Office Space, Residential)
Close the jobs gap	Develop Centre for Entrepreneurship
	Deliver new Business Gateway contract
	Develop skills development pathway which will enable people to progress into better paid employment and tackle in-work poverty
	Complete and open V&A Museum of Design Dundee
	Develop river based tourism initiatives (e.g. marina development, Discovery Point redevelopment, Unicorn Maritime Museum)
	Develop Comic Museum
	Initiate European Capital of Culture Bid 2023 plan
Reduce unemployment	Develop a programme to reach, engage and provide intensive early support to those most at risk of longer term unemployment
	Deliver a single end to end employability contract that is responsive to service users needs and labour market demand
	Develop a Single Gateway - Scottish Work and Health Service that will provide early support and interventions to those with a health condition or disability who are in work, off sick from work or recently unemployed.
	Develop Shared Apprenticeship Programme across the Region
	Develop "Aspire and Achieve" project that supports young people from worst SIMD areas to access and sustain college places
	Develop Future Skills College within a wider Future Talent Agenda to match young people to the skill needs of the future economy



B. Children & Families

Key Strategic Documents

Tayside Plan for Children, Young People & Families 2017-20

Current Position

2015 figures estimate that there are 26,729 children and young people (aged 0-17 years) living in Dundee. This represents 18% of our total population of 148,270. It is projected that the number aged 0-17 years will increase by 8.4% between 2016 and 2039 compared to an overall projected population growth of 5.8%.

National and local data and research tell us that:

- Children and young people living in poverty often have poorer outcomes than their more affluent peers
- Deprivation is a significant issue for our children and young people, with almost half in Dundee living in the 20% most deprived areas in Scotland. 43.4% (11,665) of Dundee children and young people live in the 20% most deprived areas
- There is a strong correlation between deprivation and teenage pregnancy, with Dundee having much higher rates of teenage pregnancies than the Scottish average. A teenage female living in the most deprived areas is 5 times as likely to experience a pregnancy as someone living in the least deprived
- We have a significant number of children and young people (592) who are Looked After. The majority (92%) of these are cared for in family settings and the rest live in Children's Homes or other residential placements
- Child Protection - The number of children on the Child Protection Register in Dundee is 3.4 per 1,000. Domestic abuse, neglect and parental substance misuse are the most common child protection issues
- Substance misuse - Children and young people are affected both by their own substance misuse and by parental substance misuse. The early initiation of substance misuse is a significant issue
- Childhood healthy weight - Having a healthy weight is important to all people, especially children, to optimise their wellbeing
- Mental Health and Wellbeing - Children and young people experience a range of mental health problems which vary in severity. Research by the Social Research Unit showed that 10% (2,062) of children and young people self-report feelings of worry, unhappiness and potentially diagnosable psychosomatic complaints
- Young Carers - an often under-reported part of our community who provide a vital source of support to their families who may, through illness or disability, be finding it difficult to cope

Our Priorities

Our Vision is that:

“Our children and young people have the best start in life and Dundee is the best place in Scotland to grow up”

Five key priorities have been identified. We believe that addressing these will help realise our vision for children and young people and make Dundee the best place in Scotland to grow up:

1. Our children will have the best start in life, they will be cared for and supported to learn in nurturing environments
2. Our children, young people and families will be meaningfully engaged with learning, and, combined with high quality learning experiences, all children and young people will extend their potential
3. Our children and young people will be physically, mentally and emotionally healthy
4. Our children and young people who experience particular inequalities and disadvantage will achieve health, wellbeing and educational outcomes comparable with all other children and young people
5. Our children and young people will be safe and protected from harm at home, school and in the community

These priorities have been incorporated into a Tayside Plan for Children, Young People and Families 2017-20 which covers the three Community Planning areas of Angus, Dundee and Perth & Kinross and also includes a range of actions, eight areas of regional collaboration and a performance framework. Key priorities include:

- **Closing the attainment gap**

One of the most significant and influential inequalities in Dundee is the attainment gap. As a result of the deprivation experienced by many families in the city, the Scottish Government has recognised that additional investment is required to help some of our children reach their full educational potential. Together with the Pupil Equity Fund, schools in Dundee are participating in the Scottish Attainment Challenge to fund early intervention in early years, primary and secondary settings.

The Dundee Attainment Challenge Plan sets out an integrated, multi-agency approach to closing the equity gap. It focuses on schools where 70% or more of the children live in community regeneration areas. This group of children have received, as appropriate, additional universal and targeted interventions designed to accelerate their attainment and achievement.

The key drivers for change have been agreed as: Tackling poverty; Raising educational attainment; and Improving poor health (including problems caused by drugs and alcohol). To close the attainment gap, it will be necessary to tackle all these areas simultaneously.

The programme is designed to achieve long term social and educational transformation and is being delivered at a strategic, operational and community level with Health, Local Community Planning Partnerships and the third sector, building on the existing positive relationships and model of strong partnership and multi-agency working.

- **Inequalities, early years and adult services**

There will be a focus on reducing inequalities by targeting support towards the early years and addressing issues which, throughout childhood, can act as barriers to children and young people achieving their full potential. It also includes a focus on links with relevant adult services.

Progress on our priorities will be achieved through five Delivery Groups that will continue existing services and develop new ones based on evidence that shows them to be more likely to reduce disadvantage, develop health & wellbeing, and promote attainment. These Delivery Groups will progress a range of other actions that will directly or indirectly contribute to Early Years; Education 5-18+; Health and Additional Special Needs; Promoting Fairness; and Child Protection.

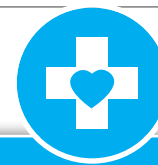
Our Targets for Improvement

Key Performance Targets	2015/16	2016/17	TARGET Year One	TARGET Year Three	TARGET Year Ten
Number of funded 1140 hours early years' places in Dundee City Council settings	0	0	0	2,811	2,909
% of P7 pupils achieving CfE Second level Reading and Numeracy	45%	57%	67%	85%	90%
% of school leavers achieving literacy and numeracy at SCQF level 4	86%	Available Feb '18	86%	88%	99%
% of school leavers achieving literacy and numeracy at SCQF level 5	54%	Available Feb '18	59%	64%	74%
% of school leavers entering a positive destination	92%	Available Feb '18	92%	93%	95%
% of 16-19 year olds participating in education, training or employment	85%	86%	88%	90%	95%
% of looked after school leavers achieving literacy and numeracy at SCQF level 4	58%	Available Feb '18	68%	78%	99%
% of looked after school leavers achieving literacy and numeracy at SCQF level 5	15%	Available Feb '18	25%	40%	74%
% of looked after school leavers entering a positive destination	85%	Available Feb '18	88%	91%	95%
Overall average total tariff score	742	Available Feb '18	800	875	950
Average total tariff score for pupils from 20% most deprived SIMD data zones	529	Available Feb '18	640	750	950
% attendance at school	92%	92%	93%	94%	96%
Exclusion rate (number of exclusions per 1,000 pupils) for Looked After Children.	630	516	258	71	27
% of residential and foster care placements which are rated as good or better	65%	75%	75%	80%	95%
% of looked after children maintained in Dundee	71.2%	71.9%	72.6%	75%	85%
Children looked after by each local authority on 31st July 2016 as a percentage of the 0 – 17 years population	2.2%	2.2%	2.1%	2.0%	1.5%
Children on child protection register (CPR) on 31st July 2016 as a rate per 1,000 of the 0 – 15 years population	3.0	3.4	3.0	3.0	3.0

What Action Will We Take?

Improve Early Years Outcomes	Increase the capacity of Health Visitors to carry out their roles as Named Persons for 0-5 year olds
	Deliver a new Health Visiting Pathway
	Expand the Family Nurse Partnership to first time mothers
	Develop local Family Support Hubs
	Deliver an early years education and childcare extension programme
	Develop and implement a parenting strategy in partnership with Health and Social Care
Close the Attainment Gap	Implement the recommendations of the cost of the school day research
	Deliver the Attainment Challenge and use Pupil Equity Funding to provide extra support to pupils with identified needs
	Extend community access to facilities and activities in schools
	Implement an Eat Well, Play Well pilot
Improve Physical, Mental and Emotional Health for Children and Young People	Extend the Daily Mile in primary schools
	Develop and implement a multi-agency framework to prevent and address early initiation of substance misuse
	Develop and implement a mental health strategy focusing on prevention, early identification, support and acute services
	Reduce teenage pregnancy and implement a Pregnancy and Parenthood in Young People Strategy
Improve Health and Wellbeing Outcomes for children and young people who experience inequalities	Implement a national and local training and development programme in all placements for Looked After Children
	Re-model the range of locally based placement options for Looked After Children
	We will develop a Champions Board engagement and involvement model for Looked After Children in schools
	Ensure all Looked After Children have access to advocacy support
	Deliver a Breakthrough Mentoring Programme for Looked After Children in schools
	Produce Improvement Plans in all schools to support the educational attainment of Looked After Children
	Increase support to schools to pro-actively identify and support Young Carers

Increase safety and protection of young people	Provide individualised support to children which aims to reduce risk and promote positive outcomes
	Carry out high quality assessments of children and young people identified as at risk of harm
	Implement a pilot approach towards neglect in partnership with CELCIS
	Provide staff with training and support in key aspects of child protection
	Carry out high quality work with children and young people where initial concerns are identified



C. Health, Care & Wellbeing

Key Strategic Documents

Dundee Health and Social Care Strategic and Commissioning Plan

Dundee Drug and Alcohol Services Strategic and Commissioning Plan

Current Position

• Life Expectancy

Dundee has the second lowest life expectancy in Scotland. Although this has increased over the last 10 years it remains low in comparison to the rest of Scotland and is almost 2 years lower than the Scottish average (male life expectancy in Dundee is 75.1 years compared to 77.1 years in Scotland, female life expectancy in Dundee is 80.1 years compared to 81.1 years in Scotland, NRS: Life expectancy for Administrative Areas within Scotland 2013-2015). Life expectancy and healthy life expectancy vary substantially by deprivation level.

Substance misuse disproportionately affects the most vulnerable and socio-economically deprived in our community and is associated with other aspects of adversity, including mental health problems, crime, domestic violence and child neglect and abuse. Substance misuse is therefore recognised both at national and local level as a major public health issue and an issue of health equity.

There are other lifestyle factors which have a negative impact on life expectancy and health, and whose prevalence is also deprivation related. Smoking, an unhealthy diet and obesity are all more prevalent in the most deprived communities. People whose lifestyles include all or some of these factors will, in general, have poorer health. Other key social indicators, such as poor sexual health and wellbeing and teenage pregnancy rates are also linked directly to deprivation.

• Obesity

Since 1980 there has been a 2 fold increase in child and adolescent obesity in Scotland and a 6 fold increase in adult obesity. Estimates of adult overweight and obesity show that Tayside has a higher prevalence than Scotland as a whole. The underlying trend in Scotland is increasing and shows a strong link with inequalities, therefore it is reasonable to conclude that the prevalence of overweight and obesity is high in Dundee. In 2013/14 (when obesity was one of reported conditions in the Quality Outcome Framework) obesity was the long term condition with the third highest prevalence for people in Dundee.

Statistics are collated for childhood obesity at Primary 1 entry and in 2015/16 Dundee's children were the third most overweight/obese in Scotland. In Dundee, 11% of all children in Primary 1 are at risk of obesity, compared with the Scottish average of 10%. Over 25% of primary 1 children are at risk of overweight or obesity, compared to a Scottish figure of just over 22%.

• Mental Health and Wellbeing

Dundee has the fifth highest rate per 1,000 population (aged 16-64) who reported in the 2011 census that they had a mental health condition - above the national average. In Dundee, 6,319 people in the

16–64 age group are estimated to have a mental health condition. Almost 64 people per 1,000 have a mental health condition compared to 54 for Scotland as a whole. This rate increases to 81.9 per 1,000 for people in the 35–64 age group. Almost 95 per 1,000 women and 82.5 per 1,000 men in the 35–49 age group in Dundee identified themselves as having mental health conditions (Census 2011).

For every age group women are more likely to have mental health conditions. The gender ratio for Dundee is 57% females and 43% for males, which is similar to the Scottish ratio.

Populations living in poorer socio-economic circumstances are at increased risk of poorer mental health, depression and lower subjective wellbeing. Those living in the poorest fifth of the population are twice as likely to be at risk of developing mental health problems as those on average incomes.

The 2011 Census shows that East End, Lochee and Coldside have the highest rate per 1,000 population of people with a mental health condition. Over half of those living in Lochee live in a data zone ranked within the 15% most deprived. All areas of Dundee, except for the West End and The Ferry have a higher rate per 1,000 population (aged 16-64) who reported in the 2011 Census that they had a mental health condition.

The 2011 census indicated that people who identified themselves as having mental health conditions are less likely to be engaged in work than in Dundee’s general population. Only 28% are in employment, 48% are either long term sick or disabled.

The Quality Outcomes Framework has demonstrated a year on year increase in those on the mental health register. In five years there has been a 6% increase in mental health conditions, however there has also been a drop in the number of patients who are newly diagnosed with depression.

Mental Disorders are strongly related to suicides. Dundee has a slightly above average suicide rate compared to the rest of Scotland.

- **Drug Misuse**

Dundee has the third highest prevalence of drug misuse in Scotland. It is estimated that there are around 2,900 problem drug users in Dundee - 59% of whom are men and 41% of whom are women. Dundee has a significantly higher proportion of female problem drug users than Scotland where only 30% of problem drug users are female. The high proportion of women who are drug users is significant, given the known impact of substance misuse on parenting capacity and the ability to keep children safe.

There were 304 drug related acute hospital episodes recorded in Dundee in 2015/16, an increase of 2.6% on 2014/15. Those living in the most deprived areas accounted for the majority of hospital episodes that were drug related (67%.) These figures demonstrate the strong correlation between deprivation and drug misuse, as well as the level of impact drug misuse has on some of our most vulnerable communities.

As at March 2017, 1,207 people in Dundee were in receipt of a methadone prescription.

Over the period 2010-16, for Scotland as whole, the average of 659 drug related deaths per year represented a death rate of 0.12 per 1,000 of population. Dundee had an average of 34 drug related deaths per year, representing a death rate of 0.23 per 1,000 of population - the highest rate of all local authorities in Scotland.

- **Alcohol Misuse**

There are no national measures for the prevalence of alcohol related health harm. However, data from the Scottish Health Survey 2012-15 showed that in Tayside, of those who did report drinking, 44% of men and 36% of women were drinking out with government guidelines. There is variation observed across areas in Dundee for alcohol related Accident and Emergency (A&E) attendance rates showing a clear deprivation gradient.

There were 1,035 alcohol related attendances at A&E in Dundee during 2015/16.

In general, individuals living in the most deprived areas were around 6 times more likely to attend A&E, 5 times more likely to have an acute hospital stay and 2.4 times more likely to die with an alcohol related diagnosis than those from the least deprived areas.

Our Priorities

- **Reduce Obesity**

- Increase the proportion of women of a child bearing age and children that are within the healthy weight range
- Improve partnership working and planning related to healthy weight interventions aligning appropriately with the Physical Activity Strategy
- Improve access to weight management services and supports
- Increase breast feeding rates
- Increase community capacity in relation to healthy eating and food preparation

- **Improve Mental Health and Wellbeing**

- Increase awareness of mental health across the Partnership and in our communities
- Ensure our schools and workplaces promote positive mental health
- Identify early the people most at risk of mental health issues / conditions
- Improve access to good mental health, wellbeing and recovery support
- Improve pathways between community care, primary care and acute services for people with mental health issues
- Improving our suicide prevention approaches and our response to people in distress
- Reduce the stigma and discrimination associated with people with poor mental health and wellbeing
- Increase employment rates for those with poor mental health

• Substance Misuse

The Dundee Alcohol and Drug Partnership has recently published a draft Integrated Alcohol and Drug Services - Strategic and Commissioning Plan 2017-2020 (New ADP Plan). This sets out the strategic priorities and guides the delivery of a transformational improvement programme across the city. Produced to provide clear direction for services, the new ADP Plan will drive forward, inform and enhance the already well established partnership approach to focus on the following four priority outcomes for development and improvement:

- **Children and Families** - Children will have improved life chances and be safer where there is a risk of early initiation into use of alcohol and drugs and/or exposure to harm in family settings where substances are misused
- **Prevention and Protection** - An increased investment in prevention activities and early intervention approaches, focusing on children, young people and communities
- **Recovery** - A well-coordinated and effective Recovery Oriented System of Care with integrated pathways through services that promote health and wellbeing and help people achieve their personal goals
- **Safer Communities** - Individuals and communities are knowledgeable about the harmful effects of alcohol overconsumption and drug misuse, and are supported to build resilience

Partners recognise the impact that discarded needles and other drug related litter have in communities. Measures are being developed to prevent, reduce and respond to this.

In line with the Dundee Health and Social Care Partnership's approach to place-based working, a locality-model for alcohol and drug services will be adopted. This will enable collaborative working with complementary services for children and families with staff groups and teams linked to a locality. Accordingly, they will develop a better understanding of local communities and their people, target the resources according to need and make closer links to local resources. This model of working will ensure local people affected by substance misuse and their families can have easier access to the services they need. These services will be confidential and will include specialist treatment services and all other supports people require to aid their recovery.

Our Targets for Improvement

Key Performance Targets	2015/16	2016/17	TARGET Year One	TARGET Year Three	TARGET Year Ten
% of primary 1 children classified as obese or overweight	25.5%	n/a	25%	24%	23%
Rate of emergency hospital admissions where the primary rate of admission was regarding mental health	5.14%	5.35%	4.94%	4.28%	3.32%
Rate of emergency hospital bed days where the primary rate of admission was regarding mental health	362	371	341	307	211
Number of people completing suicide	23	37	Reduce	Reduce	Reduce
Proportion of 15 year olds drinking alcohol on a weekly basis	7%	n/a	6%	4%	2%
Number of individuals participating in recovery activity per week, SMART/ mutual aid groups	n/a	71	85	92	106
Number of drug deaths	36	38	Reduce	Reduce	Reduce
Number of alcohol deaths	50	34	Reduce	Reduce	Reduce

What Action Will We Take?

Reduce Obesity	Develop an obesity framework for Dundee which includes appropriate reference to/implementation of the Active Living Framework
	Increase provision of Community Cook-it training
	Increase the number of women breastfeeding at 6-8 week review
	Increase the % of eligible families accessing Healthy Start children's vitamin supplements
	Increase walking opportunities including recruitment, training and support of volunteers
	Increase number of women of child bearing age accessing free commercial weight management programme and achieving weight loss
Reduce Substance Misuse	Improve identification and responses to children at risk of harm from parental substance misuse
	Increase family-focused services where children are at potentially at risk due to parental substance misuse
	Target and support groups of young people at risk from early initiation into alcohol/drug use
	Increase education / prevention activities in schools
	Improve harm reduction services and responses to non-fatal overdoses
	Improve identification and responses to vulnerable groups, including those at risk of drug death, and commercial sexual exploitation
	Increase the provision of Alcohol Brief Interventions
	Increase access to specialist services by developing clear and efficient pathways
	Improve access to mutual-aid and peer-support recovery groups to help people avoid relapse
	Extend the locality-based approach to the provision of substance misuse services
	Manage the availability of alcohol through a revised alcohol overprovision assessment
	Ensure a rapid and efficient response to discarded needles
	Create programme of ongoing conversations with local communities to jointly respond to the impact of substance misuse

Improve Mental Health & Wellbeing	Increase delivery of mental health awareness training
	Increase the number of mentally healthy workplaces and schools
	Improve the pathway and transitions between community, primary care and acute services transitions
	Increase use of Dundee Safe Zone bus
	Increase the number of people directing their own care
	Increase community based step down and assessment facilities
	Expand number of front line staff adopting social prescribing approaches in the workforce
	Increase availability and range of appropriate interventions for distress
	Increase the accessibility of health and wellbeing information
	Expand and scale up the Making Recovery Real Network approach in localities
	Increase short breaks for people with mental ill health and their carers
	Increase Crisis and Suicide prevention training to front-line staff and communities
	Improve the experience for those transitioning from children's services to adults

D. Community Safety & Justice



Key Strategic Documents

[Dundee Community Justice Outcome Improvement Plan](#)

[Dundee Local Police Plan 2017-20](#)

[Local Fire and Rescue Plan for Dundee 2017-20](#)

Current Position

Community safety tends to mean different things to different people at different times of their lives and can vary considerably from locality to locality. The most commonly accepted definition states that community safety is about “protecting people’s rights to live in confidence and without fear for their own or other people’s safety” (COSLA).

Community safety is therefore about being able to feel safe at home, at work, walking down the street or in other public places. It relates to individuals’ quality of life and encourages individuals to seek the most favourable opportunities available to them, to enable them to live their lives safely, without fear of crime and disorder.

From a national context, crimes recorded by the Police in Scotland are at their lowest level since 1974. However, certain types of crime have increased, for example domestic abuse, sexual crimes, fire raising and vandalism, whilst others have fallen, for example crimes of dishonesty.

From a local perspective, Dundee has seen a reduction in total crimes per 10,000 population from 837 in 2010/11 to 596 in 2015/16. However, this is still the fourth highest rate across Scotland behind Glasgow (715), Edinburgh (639) and Aberdeen (621). Whilst the overall reduction in crimes recorded is positive, there have been recent increases in certain types of recorded crime, in particular domestic abuse, mirroring the picture across Scotland.

In 2015-16 there were 2,365 incidents of domestic abuse recorded by the Police in Dundee; this is equivalent to 160 incidents of domestic abuse per 10,000 population. Whilst this rate is the lowest it has been since 2010-11, in the last 3 years for which information is available (2013-14, 2014-15 and 2015-16) Dundee has had the highest rate of recorded incidents of domestic abuse of any local authority in Scotland.

We know that measuring our progress in tackling domestic abuse will be very challenging; information that is consistently available to us, such as the levels of reporting to the police described above, does not provide an accurate assessment of how well we are doing in reducing the underlying prevalence of domestic abuse or in improving the safety, quality of life and outcomes for those affected. We are continuing to work together to identify meaningful performance indicators for domestic abuse and will report against these and other community safety outcomes in the first City Plan annual report.

Reducing re-offending has been identified as another high level strategic priority. For both Scotland as a whole and Dundee there has been a general decline in reconviction rates since 2005-06 (-4.3% and -9% respectively). From 2013-14 to 2014-15 reconviction rates fell by 3.3% for Dundee, to 29.5%, whereas for Scotland there was a 0.3% fall. This is seen alongside rising crime figures. The average number of reconvictions per offender reduced for Dundee from 0.59 in 2013-14 to 0.49 in 2014-15 compared to a smaller reduction for Scotland from 0.52 to 0.50.

Our Priorities

Significant levels of inequality directly affect the ability of many citizens to achieve positive outcomes. In addition, higher crime levels correlate to localities where deprivation is prevalent. At all times, the focus of activity undertaken by community safety and justice agencies will be on preventing crime from occurring, rather than relying on enforcement action alone.

The priority outcomes for community safety and justice are:

- Dundee has reduced levels of crime
- Dundee has reduced levels of domestic abuse
- Dundee has reduced levels of re-offending
- Dundee has reduced fear of crime
- We have improved safety of our local communities by reducing the risk to life, property and the environment from fire
- We have improved road safety in Dundee
- Dundee has reduced levels of antisocial behaviour

• Crime

The 2016 Annual Citizens Survey highlighted that 4.2% of respondents felt that crime in their area had increased. We will tackle this fear of **crime** by identifying factors causing it amongst the Dundee population and identifying measures in our forthcoming Community Safety Improvement Plan to address those causing the most fear.

The Community Safety Hub in Lochee is the focal point of **joint resourcing** between Community Safety partners. Police Scotland staff will work alongside the Council's Antisocial Behaviour team and the Community Safety warden service by employing intelligence led tasking. Intelligence on Community Safety issues is received from the public and partners and shared to inform subsequent tasking of activities. A key component of the work undertaken by the Hub is the weekly Multi Agency Tasking and Coordinating group where staff across disciplines and agencies are brought together for the purpose of identifying priorities across the city and planning interventions.

• Domestic Abuse

We will work to continue initiatives to prevent **domestic abuse**, target perpetrators and support victims. These will include the roll out of the 'Safe and Together Model' currently being piloted in the East of the city and working with the Sheriff Court on domestic abuse cases.

• Re-offending

We are committed to **reducing re-offending** through providing skilled multi-agency interventions at every stage of the community justice pathway (prevention, community alternatives to short-term imprisonment, support to those in custody and post custody support). Evidence shows that re-offending is a complex social issue and an individual's likelihood of re-offending can be significantly affected by structural factors, such as timely access to services, and personal factors, such as capacity and commitment to change. In addition, people who have committed offences may present complex and multiple needs or require support in order to engage effectively with services. We will continue to look strategically to overcome obstacles to health care, employment and housing to help people with convictions to find positive alternatives to offending.

- **Fire**

Reducing the number of fire deaths and casualties in our homes remains a priority. Community **fire safety** activities will continue engagement with citizens to reduce the number of dwelling fire casualties particularly amongst the vulnerable, with community safety education activities providing the main focus in educating people about the risks of fire.

- **Road Safety**

We will make our roads safer, particularly for the most vulnerable, children, older people, pedestrians and two wheeled road users. The Dundee **Road Safety** Forum will work with partners to coordinate road safety activity including early identification of road network and engineering issues and improved exchange of information in respect of road crime issues.

- **Antisocial Behaviour**

This occurs in many forms across Dundee from low level activity to serious disorder and has a significant impact on people living in our communities. The major causes of complaint are noise, drugs, verbal abuse, general nuisance and youth disorder. The number of cases of antisocial behaviour reported has remained fairly static over the last five years. We will look to develop innovative and proactive ways of responding to antisocial behaviour and address recurring themes of antisocial behaviour through targeted action plans.

Criminal Justice

Partnership work needs to continue, with all agencies working together to ensure that there are services targeted at all stages of the **criminal justice** system, at different types and levels of risk and need.

- Our Community Payback Orders are delivered in partnership with Health and Voluntary Agencies
- The provision of Unpaid Work placements continues to expand, representing a mutual exchange between those on Orders and those benefitting from their work
- For highest risk offenders, MAPPA will continue as the coordinated multi-agency response that maximises safety for the public and provides people with opportunities to complete their sentence in the community
- An important part of our strategy to reduce re-offending will be achieved through focusing on the short-term prisoner's journey returning to Dundee on release from HMP Perth
- The co-location of services at Friarfield House, including Police, Voluntary agencies and NHS staff, will continue to reflect our determination to ensure that every step on the Community Justice pathway is viewed as a potential life improvement opportunity

Our Targets for Improvement

Key Performance Targets	2015/16	2016/17	TARGET Year One	TARGET Year Three	TARGET Year Ten
Percentage of residents who felt that their neighbourhood was a safe place to live	99%	99%	99%	99%	99%
Reconviction Rate %	29.5%	n/a	29.5%	28.9%	27.1%
Average number of reconvictions per offender	0.49	n/a	0.49	0.48	0.45
% of Community Payback Orders (CPO's) successfully completed.	70%	n/a	72%	75%	85%
No of fire casualties	77	60	59	58	54
No of accidental dwelling fires	227	226	220	215	181
No of deliberate fire setting incidents	615	763	750	655	534
Total number of antisocial behaviour complaints	1940	1758	1750	1670	1587

What Action Will We Take?

Reduce levels of crime	Agree crime priorities in each local community plan
Reduce levels and impact of domestic abuse	Roll out Safe and Together Model
	Improve the Multi-agency Risk Assessment Conferencing (MARAC)
	Increase use of perpetrator programmes with Sheriff Court
Reduce levels of re-offending	Establish Prisoner Throughcare Network
	Implement short-term prisoner intervention programme
	Deliver individual pre-release case conferences
	Develop alternatives to short term prison sentences and remand
Reduce risk of fire	Implement multi-agency home safety check scheme
	Train frontline staff on home safety triggers and referrals
Improve road safety	Establish Dundee Road Safety Forum
Reduce level of antisocial behaviour	Improve effectiveness of Multi-agency Tactical and Co-ordinating (MATAC) meetings



E. Building Strong and Empowered Communities

Key Strategic Documents

[Dundee Local Housing Strategy](#)

[Dundee Local Development Plan](#)

[TAYplan Strategic Development Plan](#)

[Regional Transport Strategy and Delivery Plan](#)

Current Position

Quality of Life in the neighbourhoods of Dundee has remained consistently high according to our annual citizen surveys, maintaining the overall satisfaction levels since 2013. The proportion of residents who are very satisfied with the quality of life in their neighbourhood increased from 61% in 2015 to 69% in 2016. This trend is also seen when looking at quality of life in Dundee overall with 62% of respondents to the survey being very satisfied in 2015 increasing to 72% in 2016. The overall satisfaction with the physical environment has remained consistently high, with at least 96% of people rating their neighbourhood as a good or very good place to live since 2012 (Source: Dundee Citizen Survey).

The annual survey also showed that 38% of people within communities felt that they could influence decisions affecting their local area. The proportion of people who felt they could influence decisions affecting their local areas had decreased by 2 percentage points since 2013. Those who lived in the Ferry were significantly more likely to agree that they can influence decisions (68%) than participants who lived in Maryfield (26%).

A recent Evaluation Scotland inspection found that community learning and development in Dundee was of a high standard with strengths that reflect the quality of community groups, learning programmes, leadership and targeting.

In 2016, all applicable social rented sector stock in Dundee met the Scottish Housing Quality Standard.

Housing with Care is being developed as part of a range of measures to tackle the growing number of older people living in communities, with a target of building 100 houses with care in place by 2018. In addition 138 houses are being built between 2016 and 2021 to cater for those with physical disabilities (including wheelchair users), mental health issues, and learning disabilities.

Discretionary Housing Payments help people to maintain their tenancies, mainly by mitigating the spare room subsidy (also known as the bedroom tax) but also through enabling them to get through crises and rent arrears. In 2016/17 4,786 awards totalling £2,297,378 were made.

Youth homelessness has been on the increase in recent years, but following the introduction of the Dundee Partnership's Youth Housing Options in 2015 a 35% reduction in applications has been recorded, from 254 in 2015-16 to 164 in 2016-17.

Homelessness has been falling since 2012. Through the expansion of Dundee's Housing Options service, it is anticipated that the number of homeless applicants in the city will continue to fall.

As of February 2017, Dundee had 16,165 Registered Properties and 10,258 Registered Landlords in the private rented sector.

Our Priorities

- **Local Community Planning**

Local Community Planning Partnerships (LCPPs) have been established across the eight multi-member wards for over ten years and these continue to flourish. They are the means by which the national and local Dundee outcomes are combined with priorities from local areas to shape city-wide and local action. They bring together elected members, community and third sector representatives and partner agencies.

Following the extensive collaboration with communities captured in the Engage Dundee process, the development of local community plans is underway. The next phase of local plans will reflect the community planning guidance by focusing on a smaller number of priorities which have been agreed as the most important for local people. These may well be longer term and more challenging but will be identified as necessary to achieve significantly better outcomes for communities. Once these have been agreed, the membership of each LCPP will be reviewed to ensure that any local priorities can be addressed by relevant partners.

Given the compact nature of Dundee and the dearth of data at a ward or data zone level, it is unlikely that significant progress towards city-wide outcomes will be measurable at LCPP level. It is proposed, therefore, that LCPPs set action targets and report on these annually as part of overall City Plan reporting.

- **Asset Transfer and Participation Requests**

Dundee has had an agreed Community Asset Transfer policy since 2014, and this is being updated to reflect the Community Empowerment (Scotland) Act 2015 that came into effect in January 2017. An up to date list of available assets is displayed on the Council's website, alongside application forms for interested community groups. Significant progress has been made in realising the ambitions of community asset transfer with Boomerang's ownership of the facility in Kemback Street acting as a symbol of what can be achieved and an inspiration to others.

This well-established process for asset transfer will form the basis for arrangements to consider participation requests which can be a positive way to further develop working relationships with representatives of communities, the third sector and other partners. A new Community Empowerment Officer post has been created to support both these positive opportunities.

- **Community Budgeting**

Dundee's Community Regeneration Forums have been recognised as best practice by the Scottish Government for many years. They are a strong democratic means of identifying and responding to local need and promoting community empowerment and capacity building. They work well in representing a community regeneration perspective within Local Community Planning Partnerships.

The Forums were first established in 2004 and projects supported through community regeneration funding touch every aspect of life in communities. They support many social and community activities to promote inclusion and community wellbeing and spirit, alongside significant physical improvements that have been identified as priorities by local people.

In giving communities greater influence and control over resources in their neighbourhoods, Forums embody the Scottish Government's desire to see councils and partners committing to the principle of participatory budgeting. Increasing the funding available from £847,000 to £1 million in 2017/2018 will enable Forums and LCPPs to fund further action to reduce inequalities in their areas and support the implementation of the recommendations of the Fairness Commission. They will also be able to respond to issues identified through the Engage Dundee consultation process and the new local community plans.

Dundee's new Community Infrastructure Fund will build further on these foundations. Additional funding of £509,000 is to be managed locally and directed towards locally agreed priorities for roads, parking, footways and other local infrastructure. Together with further capital funding of £691,000, this will result in a total Community Infrastructure Fund of £1.2m and will allow a mix of revenue and capital works to be undertaken. This is further evidence of the Council's continued commitment to participatory budgeting, and will complement and augment the £1m funding for community regeneration.

For a number of years Dundee City Council has operated a Youth Investment Fund. From 2017/18 this will increase from £8,000 to £25,000 and will change from a grant giving model to a participatory budgeting approach. Young people in Dundee will have more say than ever, promoting inclusion and participation by young people. The model proposed for Dundee will see a forum of young people promote the scheme and implement the grant/ideas submission stage. Dundee Youth Council are keen to take a lead role in developing this opportunity for wider youth participation.

• **Housing and Neighbourhoods**

The TAYplan Strategic Development Plan, which covers Dundee and neighbouring local authorities was published in 2017. Alongside this the Local Development Plan 2 is being drafted and will be consulted on during 2017. Overall, the focus is on making neighbourhoods more attractive places to live.

The Local Housing Strategy 2013-18 provides an overall plan for strategic priorities. This is currently being reviewed and the new strategy for 2018-23 will take into account the Housing Needs and Demands Assessment included in the TAYplan.

The Council, social landlords and private sector partners will further support the provision of new social rented housing and tenure diversification. This will continue the trend of increased new build since 2013, in both the private sector and social rented sector, with a total of 323 units built in 2015-16. Priority areas are Whitfield, Hilltown, Lochee and Mill O' Mains, where physical regeneration is imperative to creating opportunities for changing outcomes in these neighbourhoods.

Within the Engage Dundee responses, the good quality of housing was raised by many respondents, while several also highlighted the need for higher quality in the private rented sector and more affordable housing options. This is significant given the scale of the private rented sector in the city. The accreditation scheme for private landlords is a direct and practical approach to improving quality.

• **Sustainability & Green Spaces**

Dundee has a clear role to play in rising to the challenges presented by climate change - to reduce our greenhouse gas emissions, adapt to the effects of climate change and progress towards a low carbon future. Dundee faces many local challenges in this transition with the link between climate change and inequalities being clear. We are, committed to the achievement of low emission zones.

People in poverty are the most vulnerable to the negative effects of climate change. Continued rises in the cost of energy have outstripped any rises in household income resulting in:

- Levels of fuel poverty rising to 37% across all housing tenures in the city
- Dundee now has highest level of households in fuel poverty across all Scottish cities (Glasgow 30%, Aberdeen 28%, and Edinburgh 24%)
- In Dundee 47% of single pensioner households 23% of family households and 37% of other households suffer from fuel poverty. This compares with national figures of 43%, 13% and 44% respectively

The Dundee Partnership will develop a ‘Sustainable Energy and Climate Action Plan’ for the city and will provide the leadership, commitment and planning necessary for the transition to a low carbon Dundee. It will build on existing projects by outlining a city-wide vision for strategic energy generation and consumption. There has already been considerable work in this area by the Council and public sector partners. Combining these opportunities in an innovative way offers the potential to address a number of key objectives to benefit the sustainability of Dundee including:

- Delivering significant reductions in CO2 emissions and greenhouse gases
- Reducing fuel poverty
- Improving air quality

We will also require all new buildings to incorporate measures to reduce the level of carbon emissions; support renewable energy generation; and encourage the use of heat networks in new developments.

Dundee has more **green and open spaces** and parks per head of population than any other Scottish city, occupying 28% of the urban area. Twenty parks are locally assessed each year using Green Flag data, with Friends Of groups being involved in many of these. Four Green Flags were awarded by Keep Scotland Beautiful in 2016. Friends Of groups undertake a range of activities at many parks, including regular work parties and fund raising for improvements.

Green space is also an important health asset. A recent audit carried out by Public Health in Tayside demonstrates recognition by partners of the increasing importance the outdoors and nature play in health improvement and with some coordination, targeting and scaling up existing provision there is significant potential. A number of referral pathways, signposting and links are already established between health and the environment sectors.

The Dundee Green Network was adopted in 2016 to identify the existing key networks of green infrastructure in the city and opportunities to enhance them. It promotes key development principles to ensure high quality, multi-functional green infrastructure is delivered in new development that is well connected into the existing network to be enjoyed, cared for and valued.

Dundee has a rich and varied natural heritage with an enviable waterfront location that stretches 16.5km along the Tay Estuary. The Tay’s water quality makes it one of the best major estuaries in Europe and supports **biodiversity** and habitats which have been recognised internationally and offered protection through a number of natural heritage designations. The city is host to 35 locally important nature conservation sites and 3 LNRs which are significant for environmental education. Wildlife corridors on Riverside Drive and The Dighty promote habitat continuity and support biodiversity conservation. A new urban Biodiversity Plan is being prepared with the aim of setting out a vision for biodiversity through actions relating to Sites, Habitats, Species and People.

• **Transportation**

Being able to access other parts of the city for work, leisure or other reasons is important to everyone, so it is vital for continuous development of transport networks to take place. The Dundee Transport Forum brings together a range of organisations and the membership of this group will be strengthened during 2017 to enable it to look more holistically at the demands on, and issues with, transportation networks in Dundee. According to the Engage Dundee consultation, a number of issues remain to be tackled:

- Bus timetables could be improved, especially during the evening and at weekends
- Bus routes to some areas could be improved
- Travel by bus is felt to be expensive, particularly for those with families
- Cycle routes could be better joined up
- Accessible transportation continues to be an unmet need

Our Targets for Improvement

Key Performance Targets	2015/16	2016/17	TARGET Year One	TARGET Year Three	TARGET Year Ten
Percentage of residents who felt that their neighbourhood was a good place to live	96%	97%	98%	99%	99%
Percentage of residents who were satisfied with the cleanliness of streets	97%	94%	95%	97%	99%
Percentage of residents who were satisfied with the conditions of roads, pavements and street lighting	81%	73%	75%	78%	85%
Percentage of residents who were satisfied with areas for children to play outside	93%	87%	90%	93%	98%
Percentage of residents who agree that people in their community can influence decisions affecting that area	50%	41%	44%	50%	55%
Total number of house completions	323	416	450	480	500
Total number of affordable housing completions	90	161	200	200	200
Percentage of social rented households who felt the condition of their house or flat was good	93%	93%	94%	95%	97%
Total number of accredited private landlords	n/a	162	170	187	264
% of all tenure households which are fuel poor	37%	n/a	35%	30%	24%
Total Number of District Heating schemes	4	4	5	7	13
Percentage of residents who were satisfied with the natural environment in the neighbourhood	98%	100%	100%	100%	100%
Percentage of residents who were satisfied with the quality and maintenance of open spaces	98%	98%	99%	99%	99%
Percentage of residents who were satisfied with public transport in their area	95%	97%	97%	97%	97%
Active Travel (walking and cycling) as a proportion of trips to work	21.6%	n/a	22%	25%	40%
Air quality measured as CO2 Emissions	877	860	843	792	691
Percentage of electric vehicles in the city	n/a	1%	1%	3%	20%

What Action Will We Take?

Improve quality of neighbourhoods	Pilot the Private Sector Enhancement Project in Albert Street
Increase empowerment of local people	Review and relaunch local community planning partnerships
	Expand and improve community facilities
	Increase community asset transfer
	Pilot and mainstream participatory budgeting
	Create Community Infrastructure Fund
Improve housing quality, choice and affordability	Build 5,280 new homes by 2029
	Maximise External Wall Insulation Programme
Improve access to healthy green and open spaces	Take Pride in your City campaign
	Expand Community Growing projects
	Complete The Law regeneration
Improve transport connections to communities	Improve neighbourhood bus services
	Develop a financially sustainable model of accessible transport



THE DUNDEE PARTNERSHIP

4

A. How We Work Together

Community Planning is the way public agencies work together with the community to plan and deliver better services that improve people's lives.

The Dundee Partnership has implemented community planning in the city for over almost 20 years and has an even longer record of joint working to achieve economic development and regeneration. Our community planning arrangements have evolved in line with changing national expectations and through capturing the lessons of local experience.

The Dundee Partnership is proud of the reputation it has gained for the positive nature of our collaboration. We have regularly assessed our effectiveness and worked closely with the Improvement Service through their CPP self-assessment model to enhance our governance through a [partnership wide improvement plan](#).

Since the Single Outcome Agreement for Dundee 2012-2017 was produced, a number of key community planning partners have undergone significant reorganisation and/or restructure. The creation of Health and Social Care Partnerships, the integration of Community Justice and the formation of new bodies like Leisure and Culture, Dundee have all led to new relationships. This provided an opportunity to rationalise and refresh strategic relationships between partners within the Dundee Partnership and resulted in the creation of Executive Boards.

Each of the strategic themes is governed by an Executive Board that has overall responsibility for the delivery of improved outcomes. They are expected to fully satisfy the ambitions contained in the Scottish Government guidance with partner agencies making demonstrable commitments to resourcing the delivery of joint improvement priorities; redesigning and integrating services; making a decisive shift to prevention; and articulating and implementing a closer relationship to localities.

Executive Boards are co-chaired by the relevant Council Executive Director and an equivalently placed officer from the most appropriate community planning partner. To strengthen the democratic relationship to citizens in Dundee, two elected members have joined each of the Executive Boards - one being a member of the Administration Group and the other a member of the Major Opposition Group.

Dundee Partnership – Structure

Overall Governance Arrangements			
Dundee Partnership Forum	Dundee Partnership Management Group	DP Co-ordinating Group	
City-wide Strategic Themes & Partnerships			
Fair Work and Enterprise	Health, Social Care & Wellbeing	Children and Families	
Community Safety & Justice		Building Strong and Empowered Communities	
Local Community Planning Partnerships			
Strathmartine	West End	Maryfield	North East
Lochee	Coldside	East End	The Ferry

As part of our commitment to ongoing improvement, we will concentrate on critical areas of public service reform agreed with the Scottish Government, including a decisive shift to prevention and joint resourcing between and across partners and sectors.

Decisive Shift to Prevention

The Dundee Partnership has adopted a framework for prevention that offers a common understanding and a definition of the ‘decisive shift’ we aim to achieve. The framework acknowledges the role of universal services in promoting positive outcomes for the city but reflects the journey towards negative outcomes experienced by many in our communities. The impact of escalating demands for crisis services while budgets are limited is represented, and early intervention and recovery are presented as the means by which partners can jointly deliver greater prevention.

In 2015-16 the Partnership agreed to apply the principles in the framework to maximise the degree of prevention which can be achieved through major strategic change processes. This began with three priorities around the Alcohol and Drug Partnership, Health and Social Care integration & commissioning, and the development of the new Employability Pipeline:

- The **Dundee ADP** is completing a substance misuse prevention and recovery strategy which will form a core element of the strategic commissioning approach from 2017 onwards. The final draft of this strategy is under consultation
- The **Health and Social Care Partnership** has developed a prevention toolkit which is being used to help frontline staff move the focus of service delivery ‘upstream’ through earlier action. The toolkit promotes processes that are consistent with the roll out of social prescribing
- Analysis of how to prevent long term unemployment was at the heart of the comprehensive review of **Employability** in Dundee that was completed in March 2016. This provides a foundation for the new, co-ordinated employability service. Our approach to preventative work will focus resources on vulnerable young people with the aim of ensuring participation in positive activity. The mainstream support offered by Skills Development Scotland will be augmented by specific youth interventions delivered by Dundee City Council. In addition, a shared apprenticeship programme will be developed to provide more skills development opportunities, together with a community based project that supports vulnerable young people in the most deprived areas to obtain and sustain further education places.

Joint Resourcing

The Christie Commission identified that demands on public services will increase dramatically due to demographic issues and from not adequately addressing the causes of disadvantage and vulnerability. To meet these challenges, the whole system of public service should become more efficient by reducing duplication and sharing services wherever possible.

Collaborative working with our neighbouring authorities is not a new concept for Dundee, with several very successful partnerships running currently e.g. Roads & Street Lighting Partnerships, Tayside Procurement Consortium and Tayside Scientific Services. **Tayside Contracts** is our most established model of collaboration, having been in existence for 20 years. This is a commercially based shared arrangement that operates under a Joint Committee of elected members from each of the constituent councils, for the provision of catering, cleaning, roads maintenance, vehicle maintenance and winter maintenance.

A single Joint Committee has been established to manage the principal levers of economic growth across local government boundaries. It is proposed that the **Tay Cities Joint Committee** will be responsible for:

- Regional Economic Development
- Cross-boundary Strategic Planning
- Regional Transport Planning and delivery (including Public Transport) in Angus, Dundee and Perth & Kinross

The **Tayside Plan for Children, Young People and Families 2017-2020** is the first joint plan to be produced in Angus, Dundee and Perth and Kinross. It reflects shared leadership towards multi-agency cross-border collaboration in the planning, management, commissioning, delivery and evaluation of services to children, young people and families. The Plan has been developed by the three Councils, NHS Tayside, Police Scotland, Health and Social Care Partnerships and other organisations to ensure a consistent approach towards agreed priorities and an absolute focus on improving outcomes for all children, young people and families.

Protecting People

In Dundee, there is a well-established framework within which the range of multi-agency supports and interventions to **protect people** of all ages is planned and coordinated. This includes:

- Dundee Child Protection Committee;
- Dundee Adult Support and Protection Committee;
- Dundee Violence Against Women Partnership;
- Dundee Alcohol and Drug Partnership;
- Dundee Suicide Prevention Group and;
- Tayside Multi Agency Public Protection Arrangements (MAPPA)

These committees/partnerships provide strategic leadership in respect of local public protection and relevant care and support developments and discharge their duties through the implementation of individual improvement/strategic plans. The Protecting People Team's vision is that Dundee's people will have the protection they need, when they need it, to keep them safe from harm.

Equalities & Diversity

A central theme of our City Plan is a commitment to tackling the inequalities that exist within our society as a result of socio-economic disadvantage. People can also face barriers because of their race, gender, age, disability, sexual orientation or religion or belief. In delivering this plan, the Partnership will seek to tackle inequality in the city in whatever form it manifests itself, through clear and coordinated approaches.

The Partnership is acutely aware that the outcomes experienced by equalities groups with protected characteristics are often poorer than for the city as a whole. We are also conscious of particular issues addressed by individual groups and want to work more closely with our colleagues in the third sector to develop new forms of engagement that can more effectively respond to their needs. We will build on the learning from ongoing work such as the Race Equality Health and Social Care Pilot Project undertaken by the Council for the Ethnic Minority Voluntary Sector Organisations (CEMVO) Scotland.

B. Monitoring Progress

Managing progress towards our outcomes will be one of the main priorities for every group across the Dundee Partnership structure. Clear 1, 3 and 10 year targets will be published that demonstrate our expectations in the short, medium and long term. Full details on all of the targets in this plan, including sources, trends and benchmarking information are available on the Dundee Partnership website.

Our online performance management system will request regular updates from those listed as lead officers for indicators and targets, asking them to provide updates which will be available online and used to produce reports.

The Dundee Scorecard

A new performance reporting scorecard is being developed that will allow for streamlined reporting to the Dundee Partnership Management Group around our top priorities. This will facilitate simpler and more effective scrutiny. A range of relevant performance indicators will be captured across the Partnership and be reported through our Executive Boards and partner organisations.

The indicators used in the scorecard are mainly based on the basket of key core indicators recommended by the Improvement Service on important life outcomes including work and enterprise, early years, older people, health and wellbeing, safer/stronger communities and engagement with local communities. These key indicators provide a consistent basis for measuring outcomes and inequalities and will be a useful tool to help assess if the lives of people in Dundee are improving, complemented further by local intelligence for the city.

The scorecard reflects the key indicators for each theme and the short and long term targets associated with these. These have been agreed with partners as ambitious but realistic targets which illustrate the range of outcomes to be measured whilst also allowing benchmarking with other authorities and Scotland to reflect where Dundee sits in comparison.

Wider exploration of the data which relates to these key indicators is shown within the Integrated City Profile document.

Reporting

On a partnership basis:

- There will be an annual report on the delivery of the City Plan to the Dundee Partnership incorporating case studies or key projects that bring our partnership working to life
- The performance targets are owned by the Executive Boards for each strategic theme.
- Progress of individual projects and services is reported to the Partnership on an ongoing basis when there are significant developments or problems to be addressed
- E-newsletters and the Dundee Partnership website are employed to ensure information is available to public and all partners

On an individual basis:

- Partners will report progress on the delivery of their particular contribution to the City Plan through their own performance and reporting arrangements

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For more or additional information please contact

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**or visit the website
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