



**Single Outcome Agreement
for Dundee 2009-2012**

Annual Report for 2009/10

September 2010

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Introduction

The Dundee Partnership revised the Single Outcome Agreement (SOA) for Dundee in July 2009. The SOA 2009-12 adopted a high strategic waterline and included a reduced number of performance indicators which were only used if they were reliable and robust and could genuinely measure progress towards long term outcomes.

At the same time, the Partnership was sensitive to a desire among stakeholders to be able to identify and understand the work which would take place 'below the waterline'. As a result the Partnership has developed the Dundee SOA Delivery Plan 2010-12. Each of our strategic themes adopted a logic modelling approach to identify a series of intermediate outcomes and the key actions by which the Partnership will achieve these significant steps towards our long term outcomes. A further series of intermediate indicators were included and, taken together with the SOA annual report, will provide a fuller description of progress.

The Dundee SOA Delivery Plan has been adopted by all partners and can be found on the Dundee Partnership website at www.dundeepartnership.co.uk/file.php?id=237. Progress will be reported to the Dundee Partnership Management Group on a six monthly basis.

Audit Scotland undertook an in-depth audit of Dundee City Council and its role in the community planning process in late 2009. The findings were published in March 2010 and it identified areas for improvement. While many of these related specifically to the Council's management and systems, a number addressed the leadership and co-ordination of the Dundee Partnership.

In its performance assessment, Audit Scotland identified the following issues:

- the partners have a clear and ambitious vision
- there are strong relationships between partners but there have been problems in more complex operational issues, where roles and responsibilities are confused
- partnership working at a strategic level needs to be strengthened and the SOA has helped to begin this
- there is a need to establish shared and understood priorities for spending. This would consider the forthcoming reduction in resources, and the bringing together of political choices at local and national level with the priorities of the public sector partners
- partnership meetings need to be better focused on co-ordinating partnership activity, deciding on priorities and monitoring progress and impact
- partnership structures and groups should be reviewed to clarify roles and minimise overlap
- partnership aims should be set at an appropriately strategic level
- the role of elected members in leading community planning at a strategic level should be enhanced

The Partnership considered these issues and is confident that they can be effectively addressed. Indeed, much of the action that was required is under way or completed. The Single Outcome Agreement Delivery Plan will provide the focus on the top strategic priorities with clear and measurable evidence of progress. The recently undertaken Fit for Purpose reviews have begun to consider the need to improve the effectiveness of thematic groups and will be reviewing their progress on an annual basis. Six monthly progress reports on SOA

delivery will be given to the Dundee Partnership Management Group including its partners in the Scottish Government.

The full Improvement Plan for the Partnership was agreed in May 2010 and is available at www.dundeepartnership.co.uk/

As of November 2010, the Dundee Partnership Management Group will include elected members from Dundee City Council and board members from the other primary community planning partners in the city. Work has begun to consider the potential for efficiencies and savings through improved joint working and the results of forthcoming discussions will also form the basis of a 'reality check' on the full Single Outcome Agreement.

Other cross cutting improvements to note include:

- the mainstreaming of the Fairer Scotland Fund into a 3 year area-based programme to continue to tackle deprivation and inequalities
- improved Equality Impact Assessment and a commitment to greater focus on socio-economic factors
- a new co-ordinated model for community engagement and impact assessment of local community planning partnerships

In the following sections, progress towards our long term outcomes is reflected in some of the Partnership's annual achievements. Significant movement in performance indicators is identified and discussed. While positive results may not be directly attributable to specific Partnership outputs, the contribution made by collective action is considered. Where targets remain to be set, these will be added following discussion between partners, development of new datasets relating to health improvement and further consideration of previous 'asks' of Scottish Government for additional information.

Performance is monitored using the Online Performance Monitoring database. To calculate the yearly status, the database compares the most recent performance data with that for the same period the year before. For the long term status, the database compares the most recent update with the average of up to four previous results. An upward arrow means that performance has improved by more than 5%. A downward arrow means that performance has deteriorated by more than 5%. Where performance has been maintained, it is either the same or has changed by less than the 5% tolerance level.

In response to the national request for case studies to bring the SOA process to life, a few examples are given for each theme. These vignettes all demonstrate the focus on SOA outcome (Golden Thread), the value of partnership working and the impact on individuals, families and communities. Further details on any of the examples highlighted are available on request.

Dundee Partnership Strategic Theme : Work and Enterprise

National Outcomes 1 and 2

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

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

Dundee Outcome 1

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

Overview

Overall job numbers in the City fell between 2009 and 2010 reflecting the inevitable impact on the City's economy.

Employment levels in Dundee's knowledge sector reduced between 2009 and 2010 in line with the overall decline in employment numbers in the City over the period. This reflected the impact of the recession on the city's economy. The long term trend, however, shows that Dundee has managed to maintain job levels in the Knowledge sector: at above the 23,000 level 29% of jobs in Dundee can be classified as within the Knowledge sector compared to a Scottish average of less than 23%.

Over the period, the Dundee Partnership has continued to fund or contribute towards a number of initiatives that aim to develop and grow key parts of the knowledge economy. These include the Biodundee initiative which supports development of Dundee's internationally recognised life science sector; Interactive Tayside supporting development of the digital media sector; Tayscreen which supports media development and film and TV production and the Dare to be Digital competition which encourages innovation in the games industry.

Dundee is keen to play a major role in helping the Scottish Government to achieve its target of supplying 80% of our electricity demand from renewable sources by 2020. Dundee City Council, Forth Ports and Scottish Enterprise are at the heart of Dundee Renewables, a partnership approach to securing investment in the significant potential offered through the development of offshore wind technology and the Marine Renewables Industry. The scale of potential investment is enormous with the Partnership aiming for 1,000 jobs in direct manufacturing and the same again in supported employment associated with operations and maintenance. Dialogue is taking place with global-scale companies and preparations are underway to ensure that local training and learning opportunities are in place to provide the skilled workforce which incoming employers will require.

Against both the March 2008 baseline and over the past year, Dundee has experienced an increase in the absolute number and proportion of the population claiming out of work benefits. This is linked to the prevailing economic conditions and the onset of the recession.

Compared to the baseline, the rate of worklessness rose in line with the Scottish average and less sharply than the UK average. The Dundee Partnership's ambition remains to achieve a reduction in worklessness when economic conditions allow. During 2009/2010, 5,205 registrants were supported through Dundee's Employability Pipelines. During this period 1,761 job outcomes and 609 education and training outcomes were achieved.

The Partnership's new marketing approach was launched and quickly recognised as succinctly capturing the spirit of the city. One City, Many Discoveries is increasing in prominence and profile within and outwith Dundee.

The transformation of the Central Waterfront is progressing, underpinned by the accelerated funding of £3.8m from the Scottish Government. Recent phases have seen the early completion of the storm tank project and significant progress towards the removal and realignment of bridge ramps.

The first regional travel website of its kind in Scotland has been launched, providing a full range of information on travel choices for Tayside and Central Scotland. A new travel information gateway developed by TACTRAN operates as a 'one stop shop' for details of all types of transport.

In recognition of its digital media strength, Dundee was again identified as one of the world's seven most intelligent communities. The focus for 2009/10 was on the efforts of the city to have the right people with the right education, training and qualifications to take advantage of new economic opportunities, and includes successful projects like Dare to be Digital, Dare Schools challenge and major investment in information technology in schools.

WORK AND ENTERPRISE : PROGRESS TO MARCH 2010							
	Indicator	Target	Previous Position	Latest Position	Yearly Trend	Long Term Trend	Comment on significant change
1	% of school leavers in positive and sustained destinations	88	03/08 - 85	03/10 - 81.5	↔	↔	
1	% of the working age population in employment	75.4	03/09 - 72.3 03/08 - 72.5 03/07 - 71	03/10 - 71.2	↔	↔	
1	% of working age population in receipt of out of work benefits	17.6	03/09 - 18.2 03/08 - 17.8	03/10 - 19.3	↓	↓	The increase in the percentage of those claiming out of work benefits reflects the impact of the recession on the local labour market. The Dundee Partnership continues to fund support to those who are out of work.
1	Number of Active Enterprises (replaces VAT registered business stock)	2,700	03/09 - 3,165 03/08 - 3,165	03/10 - 3,130	↔	↔	

	Indicator	Target	Previous Position	Latest Position	Yearly Trend	Long Term Trend	Comment on significant change
1	Number of claimants in receipt of out of work benefits	15,600	03/09 - 16,160 03/08 - 15,790	03/10 - 17,170	↓	↓	The change in workless claimant numbers reflects the impact of the recession on the local labour market and the increase in jobseekers allowance claimants. The Dundee Partnership continues to fund support to support those who are out of work.
1	Overall job numbers	90,000	03/09 - 83,541 03/08 - 83,833 03/07 - 83,790	03/10 - 80,193	↔	↔	

KEY:

↑ trend moving in desired direction

↔ little/no change

↓ trend moving against the desired direction

Case Study 1: The Dundee Employability Pipeline Approach

Dundee's Single Outcome Agreement 2009 - 2012, has Jobs and Employability as one of its four key strategic priorities and the Dundee Employability Programme is a key mechanism for delivering this. The Programme also positively impacts on the three other key priorities - Children and Young People; Inequalities; and Physical and Mental Wellbeing.

The Dundee Employability Programme brings together delivery partners including NHS Tayside, Dundee College, national and local voluntary organisations and training providers and Registered Social Landlords. It co-ordinates all employability activity in the city supported through discretionary funding available to the Dundee Partnership, ESF through the Scottish Funding Council or Skills Development Scotland's national provision and a range of services resourced independently by third sector partners.

The framework for delivery of the Programme is the Dundee Employability Pipeline, which has been operating since April 2008. The pipeline approach places client outcomes at the heart of the service delivery model.

The Dundee pipeline currently has 8 stages ranging from initial engagement through to in-work Aftercare support. From April 1st 2011, the Dundee pipeline will be extended to include a new stage 9 (unaccredited workforce development) and stage 10 (accredited workforce development).

A significant benefit of the pipeline approach has been to focus partners' services in the pipeline stages where they have expertise and on the target groups in which they specialise.

Delivery partners work collaboratively, utilising the expertise of fellow pipeline providers to ensure that clients receive the support required to overcome barriers and progress towards employment.

The key features and innovations of the Dundee Employability Pipeline include:

- Use of a common registration form which ensures that core client data is gathered consistently and reduces the form filling burden and duplication previously encountered by clients.
- Development and use of a shared management information system by pipeline partners enabling client tracking, electronic referrals, information sharing and performance management.
- Development and use of common assessment and job readiness confirmation forms.
- SMART targets for delivery partners with early stage providers set engagement and progression targets and later stage providers set outcome and sustainability targets.

Adopting the partnership-based pipeline approach has made service provision in Dundee more client-centred, encouraged collaboration not competition between delivery partners and, most importantly, has resulted in improved job outcome rates.

In the period April 2009 to March 2010 there were 5,204 client registrations on the Dundee Employability Programme. 1,761 job outcomes were achieved in this period whilst 484 clients progressed to further education, 100 progressed to higher education and 26 secured a national training programme place.

Dundee Partnership Strategic Theme : Learning and Culture

National Outcome 3

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

Dundee Outcome 2

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

Overview

The Learning and Culture theme is focused on improving the learning outcomes for the city and maintaining the strength of its cultural sector.

Closing the inequalities gap is a major priority in all aspects of the Partnership's work and there was a welcome increase in the number of people from community regeneration areas engaging in the literacy and numeracy provision which provides a foundation for all learning. The development of a dedicated management information data base was linked to GIS mapping to achieve more specific geographic targeting and this will continue to influence resource allocation.

While the number of people with severe literacy and numeracy problems attending provision was lower than 2008/09, it was still above target with any reduction due to constraints in budgets and not in demand. Action has been taken to ameliorate the impact of this trend: partner organisations are being trained to embed literacy support into their key worker roles, advice is being given to partner organisations on group tutoring and additional people are being trained in the delivery of adult literacy learning.

In the assessment by HM Inspectorate of Education, people across adult learning programmes in Dundee demonstrated the improvements made to their personal, family and working lives. Participants reported reduction in social isolation and increases in skills development while 82% of learners reported that they had become more confident.

The implementation of the Cultural Strategy for Dundee saw progress in relation to two flagship projects. Following extensive renovation and redesign, McManus Galleries re-opened in February 2010. Visitor numbers averaged over 24,000 supported by an extensive programme of events and creative learning opportunities.

From over 120 architect and design teams from around the world which registered their interest, six world-class teams were shortlisted to design a landmark building to house the V&A at Dundee at the heart of the city's new waterfront. The V&A at Dundee is being delivered by Dundee Design Ltd, a ground-breaking partnership between the Victoria and Albert Museum, the University of Dundee, the University of Abertay Dundee, Dundee City Council and Scottish Enterprise. The Partnership's vision is that V&A at Dundee will:

- be a rich and inspiring resource for design and creativity
- attract visitors from Dundee, Scotland and further afield to world-class travelling and permanent exhibitions
- improve the attractiveness of Dundee and its region to business

The winner will be announced later in 2010 and it is planned that V&A Dundee will open in 2014.

LEARNING AND CULTURE : PROGRESS TO MARCH 2010							
	Indicator	Target	Previous Position	Latest Position	Yearly Trend	Long Term Trend	Comment on significant change
2	% of those attending literacy and numeracy provision from CRAs	60	03/09 - 49 03/08 - 49	03/10 - 56	↑	↑	
2	% of working age population with NVQ level 1 (or equivalent) or above qualification	80.3	03/09 - 78.9 03/08 - 77.8	03/10 - 78.8	↔	↔	
2	Knowledge economy sector jobs	26,100	03/09 - 24,279 03/08 - 24,548 03/07 - 23,319	03/10 - 23,050	↓	↔	Dundee City Council and partners continue to provide support to key knowledge sectors including digital media, life sciences and the film industry. The % share of knowledge sector jobs in the City remains significantly higher than the Scottish average.
2	Number of people with severe literacy and numeracy problems attending provision	1,900	03/09 - 1,796 03/08 - 1,874	03/10 - 1,686	↓	↓	Performance is lower than previous year but above revised target for 2009/10

↑ trend moving in desired direction ↔ little/no change ↓ trend moving against the desired direction

Case Study 2(a): Independent Outreach Guidance

Learning Around is a community-based outreach guidance and learning project which targets people who have few or no educational qualifications, who are unemployed, or at risk of unemployment, and facing multiple barriers in their lives. Lack of confidence and self belief is a major barrier preventing people from making positive change. The provision of Guidance and Learning can to help achieve the change set out in the outcomes of the SOA.

Jane was referred to the Learning Around Project by her Jobcentre Plus advisor: Forty years old and a single parent, her goal was to begin a career in healthcare. Jane had recently been for an interview for the Healthcare Academy but she had failed to secure a place. She felt that this was because of a lack of confidence in herself and prejudice from others about her past personal problems. These problems have included alcohol dependency and mental health problems which had resulted in her losing her driving licence and also being admitted to Carseview Hospital.

Jane attended several one to one guidance sessions where project staff explored her options which included voluntary work with the NHS to update her CV and skills, attending local classes to help with confidence issues and to give a starting point for further progression.

Jane agreed to attend a 'Confidence Building for Interviews' course being run by Learning Around. She was worried about going alone but soon settled in and took an active part - surprising herself at how she quickly felt comfortable.

Two weeks after the course, Jane phoned to say she had another interview for the Healthcare Academy and it was arranged for her to come in for a mock interview and confidence boosting session. She felt her past problems were still a major barrier at interview. She explored how she could turn these issues from a negative into a positive by explaining to an interviewer that her experience had made her much less quick to judge others and to be more understanding.

One week later, Jane phoned to say she had been accepted. She felt that the combination of the Confidence Building course and the one-to-one support had made a huge difference about how she felt about herself and she was sure that had come across at the interview. She is currently on the third week of the course and is confident that she will be able to secure employment once she has completed it.

Case Study 2(b): Working for Families

Adult Learning Link Workers provide support and learning opportunities for parents, helping them overcome barriers to employment, and stay in work. Lack of qualifications and a negative experience of learning are common factors preventing people from moving forward. This case study provides an example of how these barriers can be addressed and the steps that are taken to assist people gain qualifications, which help sustain their employability.

Sean first came into contact with Working for Families four years ago at his local community centre, where he was attending a parent and toddlers group. After hearing about the support that was available, Sean was keen to get involved. He knew he wanted to do something with his life but could never make his mind up what this was.

Sean had only ever had one job, for a few months, a number of years ago and he felt his lack of experience was holding him back. He also wanted to attend college but felt he would never manage this having no qualifications from school. Sean had a young family and this was a strong motivation for him.

The worker from Working for Families and Sean spent time looking at career and work options, building up Sean's confidence and developing the skills Sean needed to fill in application forms, develop CVs and improving his interview skills.

At the beginning of this process Sean struggled to complete a sentence and had a great deal of help to complete application forms. By the time Sean was completing his final few application forms he was doing this by himself and on his own initiative.

Sean decided that he wanted to utilise the care skills he had developed in raising his family. After starting an Introduction to Care course with the Adult Learning Team, Sean had decided this was what he wanted to do. Now it was time to decide between work and college.

Sean preferred the flexibility of gaining work experience, earning money for his family and gaining his first qualifications. He started work in February, as a Care Assistant, in a nursing home. He is

about to start his SVQs in Care and is enjoying his job.

Dundee Partnership Strategic Theme : Children and Young People

National Outcomes 4, 5, 8

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

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

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

Dundee Outcome 3

Our children will be safe, healthy, achieving, nurtured, active, respected, responsible and included.

Overview

Dundee Integrated Children's Services Plan

The 2010-2012 Dundee Integrated Children's Plan was formally launched in March 2010 to a multi-agency group of over 200 managers and practitioners. The Getting It Right For Every Child approach has driven the development of the new Plan.

The key priorities for Dundee's children are:

- children in their early years
- engaging, consulting, listening to and involving young people, children and parents and the role and involvement of communities
- school exclusion and how to improve attainment
- substance misuse
- promoting healthy living and physical activity
- improving outcomes for children and young people
- shift the balance towards early intervention
- develop joint working approach e.g. Joint Action Teams

Joint Action Teams

Joint Action Teams bring together relevant agencies from across children's services, where they plan for the needs of children to be assessed, the level of intervention required, confirm a Lead Professional and gatekeep referrals to city-wide/specialist resources.

Joint Action Teams (JATs) are a tangible example of what Getting It Right For Every Child is all about, i.e. working together in the best interests of the child. These are the central Getting It Right For Every Child vehicle, where the Partnership delivers services through a coordinated joined-up approach which reduces duplication, speeds up intervention and delivers positive outcomes.

Ongoing Development of Child Protection Services

The HMIE report from the interim follow-through inspection of services illustrated significant progress made to address the main points for action highlighted by HMIE in June 2009.

Proposals for improving the immediate response to concerns are now well developed and will involve the development of closer working relationships and practices between the key agencies.

Early Years Framework

The *Early Years Framework* policy document was jointly written by the Scottish Government and COSLA and was published in December 2008 - prior to the serious economic climate local authorities now find themselves in. The document makes the case for earliest intervention and prevention as the most effective way to help children have the best start in life and to improve the quality of life within their family and community.

Dundee's Integrated Children's Services Strategic Planning Group has agreed that Early Years and Early Intervention should be at the heart of our GIRFEC agenda and work is underway to develop our approach around the delivery of positive outcomes for children in their early years.

The Early Years Framework Steering Group for Dundee has identified three areas of work as its first priorities and 3 sub-groups have been formed to address these priorities.

- **Children pre-birth to 3 years of age** and their families. This group is tasked with ensuring that each child gets the best start in life. This approach is being addressed by a multi-agency group from all three sectors (public, private and third) and is led by NHS Tayside
- Dundee's ***Being a Parent in Dundee*** group is a multi-agency and cross sectoral group led by Dundee City Council. This work takes account of parents and parenting challenges regardless of income levels. This initiative also includes corporate parenting for children who are Looked After by the local authority
- The **Workforce Development group** involves improving the knowledge, skills and qualifications of the workforce who work with children and their families. This includes all who work across the public, private and third sectors. Dundee College leads this multi-agency and cross sector group

The Dundee Parenting Strategy

The Scottish Index of Multiple Deprivation 2009 shows that Dundee has the joint 4th highest national share of deprived areas in Scotland and the City faces a number of challenges in promoting healthy child development. These include various health and welfare indicators that are worse than the national average, e.g. a high prevalence of parental alcohol and drug misuse, high levels of domestic violence, low numbers of children being breastfed and a greater number of children on the Child Protection Register than the national average.

The strategy has four focus areas:

- 1 **Promote parental responsibilities** through the development of a communication strategy and the development of a core menu of supports
- 2 **Prevention and engagement** by promoting universal services to address needs through preventative work and actions and by supporting engagement of parents
- 3 **Community supports** by planning local provision which addresses local needs
- 4 **Focus on organisational success** and provide the leadership and accountability structures to implement this strategy

Integrated Assessment and Care Planning

Work is well advanced towards the implementation of an integrated assessment framework based on the Getting It Right For Every Child principles. The implementation plan is guiding progress towards the 'single child's plan' which is currently being piloted in a social work locality team.

Client Tracking System

Dundee's Client Tracking System shares information between children's service professionals across the city and at the same time builds a management information system to monitor, evaluate and direct resources where they are needed most.

The Client Tracking System is fully operational across the city and allows real time access for professionals to information on children and young people from Social Work, Education, Leisure and Communities and Housing databases. The next stage is to link the system to Health and Police.

School Attainment

Increasing school attainment results remains a key priority of the Integrated Children's Services Partnership. Dundee's average S4 pupil tariff score increased by a further 3 points in March 2010. This is felt to be due to ongoing work in providing meaningful courses for all our young people at appropriately challenging levels. The Education Department continues to work with Dundee College and other partners to provide Skills for Work courses on school sites and on the College campus. This diet of examinations saw an increase in the range of Access 3 courses available to pupils in S4 in particular. School systems for tracking and mentoring are generally strong and are helping to facilitate more timely interventions.

CHILDREN AND YOUNG PEOPLE : PROGRESS TO MARCH 2010							
	Indicator	Target	Previous Position	Latest Position	Yearly Trend	Long Term Trend	Comment on significant change
3	Education tariff score for S4 pupils	149	03/09 - 153 03/08 - 146 03/07 - 144	03/10 - 156	↔	↑	
3	Number of offences committed by children and young people		03/09 - 1,473 03/08 - 1,989	03/10 - 1,190	↑	↑	Significant year-on-year reduction in youth offending. This has been influenced by the continued partnership work of the multi-agency Early and Effective screening group.

↑ trend moving in ↔ little/no change ↓ trend moving against the desired direction

Case Study 3(a): Early Intervention Through the New Beginnings Service

In 2004/05 Dundee City had the fourth highest number of maternities where substance misuse was recorded, and the highest rate per 1000 maternities in Scotland. (Drug Misuse Statistics Scotland 2006)

These figures were influential in establishing the New Beginnings service which is a multi-agency team established to identify and assess the needs of unborn babies at risk of compromised parenting related to such factors as parental substance misuse, mental health or learning disability.

The overall aim of the service is to improve outcomes pre- and post-birth for babies at risk of such compromised parenting.

Between 2005 and 2009 the numbers of pregnant substance-using women referred to the New Beginnings Service rose from 37 to 70 per year. In 2007 27% of babies born to substance-using women referred were admitted to the Neo-natal Unit, because of withdrawal from substances or other health concerns.

In 2002/03 15 unborn babies required a child protection inquiry/risk assessment and in the first 11 months of 2007/08 this figure had risen to 29. At 28 May 2009 there were 29 children under the age of 1 who were, or had been, on the Dundee Child Protection Register.

The team was subsequently expanded in July 2010, since when there have been a total of 55 women and their unborn babies referred for a service.

The staffing establishment of the New Beginnings Team reflects the needs of the families they are targeting, and includes children and adult services workers from both Social Work and Health.

Partnership working is at the heart of the New Beginnings approach, and the aim is for the Team to work in an integrated and holistic way to assess the all round needs of the individual parents involved.

Together they then develop and deliver a plan for support and intervention prior to the baby's birth, and through potentially to the end of the baby's first year in line with these assessed needs.

It is the aim that through such a multi-agency and integrated approach parents will be provided with the opportunity to make positive changes in their own lives and improve their capacity to provide safe and appropriate care for their babies from birth.

At the same time there can also be earlier identification of the needs and risks presenting to unborn babies who are the subject of concern, and steps taken to make alternative care arrangements from birth where this is considered to be in the baby's best interests.

The New Beginnings approach embodies partnership working at its best and addresses a number of national and local outcomes e.g. *"Our children have the best start in life and are ready to succeed"* and *We have improved the life chances for children and young people and families at risk"*

Case Study 3(b): More Choices More Chances

Jennifer (16) has struggled throughout her time at secondary school. From a young age she has had involvement with various agencies including Dundee's School and Community Support Service, Social Work and a targeted Youth Work service (Xplore). Jennifer had poor attendance at school and referrals were sent to the local Attendance Management Group on 3 occasions.

Jennifer's home life was chaotic; father is serving a long prison sentence and mother has battled alcohol addiction for many years. Jennifer was often left to look after her younger siblings for long periods of time.

During Jennifer's S4 at Secondary School a referral was made into the multi-agency Joint Action Team as concerns were raised that her attendance was poor, she appeared to have low confidence and self esteem and she was not achieving her full potential at school.

A referral was made to another multi-agency group (Options) which provides alternative to mainstream education provision and Jennifer joined a self-esteem/confidence raising programme delivered by a voluntary sector partner (HELM). Jennifer made good progress and by June 2010 (Jennifer's official school leaving date) she was ready to progress onto a Get Ready for Work course coordinated through Dundee's 16+ Learning Choices programme.

Jennifer thrived on the Get Ready for Work course. Her attendance was excellent and she began to grow in confidence and self esteem. She moved on to a work experience placement at the local Employability Centre as an Office Junior where she quickly made an impact gaining in confidence and focussing on the future

Jennifer was given support in applying for vacancies and also in preparing for interviews and subsequently managed to secure full time employment and started the process of setting up her own tenancy. Jennifer is still receiving support from some of the involved agencies and that will continue until her needs are met.

Dundee Partnership Strategic Theme : Health and Wellbeing

National Outcome 6

We live longer, healthier lives.

Dundee Outcomes 4, 5 and 6

Our people will experience fewer health inequalities.

Our people will have improved physical and mental wellbeing.

Our people will have effective care when they need it.

Overview

Reducing health inequalities is likely to remain a strategic priority for the Dundee Partnership for many years. Age standardised death rates rose in 2006 and again in 2008. 2009 data showed a reduction but, overall, an increasing trend. Analysis of causes and geographical spread has revealed no obvious associations but further analysis is underway.

NHS Tayside has adopted a new Health Equity Strategy and community planning partners in Dundee are determined to match the level of ambition it demonstrates. Specific initiatives will develop a social prescribing model and build on other early lessons from the Equally Well test site in Stobswell including the value of innovative ways to improve mental health literacy among partners and better mental health promoting services. The local WEMWEBS survey proved inconclusive in identifying variances between community regeneration areas and the rest of the city and Scotland as a whole. New survey data will be available for 2010/11 allowing comparison over time. Partners are exploring the robustness of the tool at sample level and the significance of specific measured differences in scores.

The emphasis on teenage conception is reflected in new sex and relationship education programmes, support to looked after children and expanded opportunities for parental involvement through the Speakeasy Parenting programme. As with much across the whole SOA, a greater degree of early intervention will be developed to promote resistance, self-confidence and raise the aspirations of young people.

The emerging Focus On Alcohol project will take a city-wide approach to changing the behaviour and culture associated with alcohol use and misuse. This will include making connections to Tayside Police's Operation Dry Up, engaging with the Licensing Forum and working with local communities to increase responsible behaviour around alcohol.

While performance has marginally improved in providing intensive home care to those with complex needs, the target for 2010/11 may not be achieved because of severe financial limitations. Although the pace of increase will not be sufficient to fully shift the balance of care, there will be a significant number of people with long term and complex needs where health and care needs are currently being sustained on less than 10 hours of homecare per week.

The successful introduction of the enablement approach to the delivery of homecare in Dundee as a result of collaboration between the Council and Dundee CHP Allied Health Profession staff will have the long term effect of reducing the number of people requiring intensive homecare. The enablement approach has been expanded from two teams to seven teams which cover the whole of the city. The indication is, from the evidence gathered so far, that enablement is effective in meeting the two main objectives of increasing the independence level of service users and minimising the ongoing home care support. Service users have been asked to

evaluate the service, and 87% were satisfied with the support they had received from the enablement teams while 74% stated that enablement had benefited them.

HEALTH AND WELLBEING : PROGRESS TO MARCH 2010							
	Indicator	Target	Previous Position	Latest Position	Yearly Trend	Long Term Trend	Comment on significant change
4	Gap in all cause mortality in those aged under 75 between the most deprived areas and the Dundee average (deaths per 100,000)	see note 1 below	03/09 - 284.4 12/07 - 284.4 12/06 - 283.6 12/05 - 290.5	03/10 - 354.2	↓	↓	
4	Gap in healthy life expectancy between females in the most deprived areas and the Dundee average (years)	see note 1 below	03/09 - 0	03/10 - 0	↔	↔	
4	Gap in healthy life expectancy between males in the most deprived areas and the Dundee average (years)	see note 1 below	03/09 - 0	03/10 - 0	↔	↔	
5	Average score of adults on the Warwick-Edinburgh Mental Well-being scale	see note 2 below	03/09 - 0	03/10 - 27.7	↑	↑	
5	Proportion of children in P1 with a healthy BMI		03/09 - 75.5 03/08 - 73.2	03/10 - 74	↔	↔	

	Indicator	Target	Previous Position	Latest Position	Yearly Trend	Long Term Trend	Comment on significant change
6	Proportion of - Number of clients with complex needs receiving intensive home care out of the number of clients in long stay care		03/09 - 28.1 03/08 - 27.1	03/10 - 28.7	↔	↔	

↑ trend moving in desired direction ↔ little/no change ↓ trend moving against the desired direction

Note 1 In support of the Tayside Health Equity Strategy a range of health improvement measures are to be developed by NHS Tayside. These will inform the setting of the Dundee Partnership's Health and Wellbeing targets.

Note 2 Partners are exploring robustness of WEMWEBS survey at sample level before setting target.

Case Study 4: Equally Well - StobsWELLbeing

(a) Mental Health Literacy

Increasing mental health literacy is a specific objective of the Dundee Equally Well test site and occurs in two ways:

- Working in partnership with local people and partner organisations to identify and address issues affecting wellbeing raises awareness of the role everyone can play in improving mental wellbeing
- Providing a formal mental health literacy programme incorporating sessions on wellbeing, positive steps, and mental illness raises awareness in a more structured environment

Raising awareness of how to protect and promote mental wellbeing has been one of the first stages of involving local people and service providers in mental health improvement. Short term outcomes for the programme address understanding of what mental wellbeing means, the influences on mental wellbeing in Stobswell, what works to address influences, how to protect and promote mental wellbeing and de-stigmatisation of mental illness.

The StobsWELLbeing mental health literacy programme has been a good example of partnership working. An audit of existing provision of mental health training was carried out, which demonstrated that a wide range of organisations from both the statutory and voluntary sectors were involved in delivering awareness raising sessions in mental health, wellbeing and mental illness. The StobsWELLbeing test site brought these organisations together to co-ordinate a targeted programme in the Stobswell area using

existing resources. The working group met frequently over a period of 5 months

resulting in a comprehensive programme, which includes Mental Health First Aid, drug awareness, recovery, and positive steps for mental wellbeing.

Positive links have been developed with the Alcohol and Drug Partnership, the voluntary sector, the licensed trade, Healthy Working Lives, Health Promotion, workforce development, and local community workers. Creative methods have been used to engage drug services, local publicans and their customers, and isolated individuals in the programme, with the aim of targeting people at risk of poor mental health.

The mental health literacy programme has recently got underway and will be fully evaluated, both in terms of increased awareness as a result of participation in sessions, and also through follow up to assess whether raised awareness has had any longer term impact on mental wellbeing.

(b) Community Engagement and Health Inequality

One of the initial key areas of work for the StobsWELLbeing test site was to engage with the local community to:

- Raise awareness of the test site and explore the concept of mental wellbeing
- Identify influences, assets and indicators for mental wellbeing in the area

A working group consisting of local staff was established, including the local Communities Officer, Regeneration Worker, Senior Adult Learning Worker, Community Artist, representatives from Dundee Association of Mental Health, The Web young persons drug and alcohol project, youth sports workers and others. This group was instrumental in developing and delivering the methods used in the community engagement process. A questionnaire was produced, which group members took out to the Stobswell community, through knocking on doors, stopping people on the streets, and approaching people using Baxter Park. This process took place over a 4 month period and resulted in over 180 questionnaires being completed. The questionnaire was translated through the local Advice Centre and targeted at migrant workers and other ethnic minorities. Focus groups took place with existing groups, the general population, and more vulnerable people, such as the homeless and those with mental health difficulties. Local events were organised using creative, interactive methods such as World Cafe, and the working group provided a valuable resource to plan and deliver these events.

This intensive engagement process used predominantly existing resources and was an excellent example of partnership working for mental health improvement. The process was a demonstration site for the national VOiCE (Visioning Outcomes in Community Engagement) process, helping to ensure that it was inclusive and met the Standards for Community Engagement. It resulted in a report of findings that has become the blueprint for future test site work and has helped, through an extensive dissemination process, to engage a wide range of partners in action to tackle community wellbeing priorities.

Using an asset-based approach has shown that many residents see Stobswell as a bustling and conveniently located community with lots of local amenities. A significant proportion of respondents has lived in the area for a long time and know lots of people. Baxter Park is seen as a huge asset. The test site is now focussing on ways of involving the community in building on these assets and being part of the response to locally identified issues.

(c) **Mental Well-Being And Strategic Partnership Working**

The Equally Well Core Group was established to govern the work of the Dundee test site, and to provide leadership for integrating its work across community planning structures. The Core Group is chaired by Dundee CHP as the lead organisation with membership from:

- Strategy and Performance Manager, Dundee CHP
- Community Planning Manager, Dundee City Council
- Regeneration and Health Manager, Dundee City Council
- Consultant in Public Health Medicine, the Directorate of Public Health
- Chief Executive, Dundee Voluntary Action
- Health Intelligence Manager, NHS Tayside
- Stobswell Local Community Planning Officer, Dundee City Council
- Equally Well Lead Officer

The Core Group was the first strategic group with a focus on mental wellbeing in Dundee, and as such, was assigned a significant challenge in not only providing leadership and direction for the Equally Well Lead Officer, but also in ensuring that its members had a shared understanding of mental wellbeing, its determinants, and well evidenced action.

Initial tasks for the Core Group included developing criteria for choosing the test site community, producing *Simple Rules* to work by, gaining agreement from relevant committees to support the test site, and reflecting its work within the SOA Delivery Plan. Process outcomes were agreed across partnerships as:

- improved awareness of factors affecting mental wellbeing at a partnership level
- improved awareness of factors affecting mental wellbeing at a local level
- increased capacity to implement changes that promote good mental wellbeing at both a partnership and service level
- evidence of increased priority given to mental health improvement at a planning and service delivery level
- improved partnership working to tackle mental wellbeing issues and to reduce health inequalities

Over the past 18 months the Core Group has been working hard to ensure that mental wellbeing moves towards integration across community planning structures by building on the learning from the test site and other approaches to improve mental wellbeing.

It also provides leadership in trying to take forward specific test site actions, such as the establishment of a social prescribing scheme. Negotiations are ongoing in a range of settings to identify where social prescribing will sit in the strategic sense, and how it will be resourced, sustained and rolled out. Core Group members have led these discussions and ensured that social prescribing is reflected in a range of action plans.

Dundee Partnership Strategic Theme : Community Safety

National Outcome 9

We live our lives safe from crime disorder and danger.

Dundee Outcome 7

Our communities will be safe and feel safe.

Overview

Across a range of indicators performance in tackling crime in Dundee has been a particular success in 2009/10. Improvements include:

- 11% reduction in recorded crime
- 25% reduction in serious assaults and robberies
- 34% reduction in people charged with carrying offensive weapons
- 29% reduction in Youth Causing Annoyance
- 11% reduction in vandalism

While measured levels of fear of crime remain consistent, there were increases of 11% of those who perceive that crime had decreased in their neighbourhood and 9% of those perceiving anti-social behaviour as occurring less frequently in their neighbourhood.

The Dundee Community Safety Partnership also focused improvements around its strategic priorities. Specific developments included:

- the Vice Versa project is a partnership initiative which was established to support women involved in street prostitution. It offers a range of free support services including street outreach, drop-in sessions, drug treatment, advocacy, referral to other services and practical and emotional support to women. Effective co-ordination of the project helps to ensure public protection for communities and women affected.
- the Community Task Force was deployed to focus on vulnerable areas in Stobswell, Hilltown and the city centre to tackle a range of issues including drug dealing and substance misuse, youths causing annoyance, acquisitive crime and violent crime. This was a further example of a targeted response based on improved community intelligence.

	Indicator	Target	Previous Position	Latest Position	Yearly Trend	Long Term Trend	Comment on significant change
7	% of those who state that fear of crime has no effect on their quality of life	27	03/09 - 23 03/08 - 23	03/10 - 23	↔	↔	
7	Number of crimes (groups 1-4) based on average of last 3 years	11,066	03/09 - 11,470 03/08 - 12,029 03/07 - 12,763	03/10 - 9,600	↑	↑	Focused Divisional tasking has ensured that the most problematic and prolific offenders have been subject to close scrutiny.

↑ trend moving in desired direction ↔ little/no change ↓ trend moving against the desired direction

Case Study 7(a): Strategic Community Safety Assessment

The Scottish Government has encouraged Community Safety Partnerships (CSP) to produce a Strategic Assessment and to use this as a basis for targeting resources.

The Strategic Assessment is a high level document compiled from a range of intelligence and information submitted by partners. This is then analysed and is used to identify the key strategic priorities the CSP requires to tackle. The Assessment underpins the CSP Strategy and Action Plan development.

Partners meet monthly to co-ordinate activity and assess progress against key priorities. This is supported by the monthly tactical document prepared by the analysts on the basis of ongoing intelligence and information submitted by partners. The monthly document highlights trends and emerging issues that allow partners to confirm, amend or redirect resources.

Those present at the monthly meetings are at a level within their organisation that they can directly allocate resources, staffing, finance or other without requiring further permissions and this enhances the speed at which issues can be tackled. In addition the partners work so closely together that any of the partners may be asked to take the lead on a particular issue and direct the work of the others to achieve a successful outcome thus preventing the "silo mentality".

The impact of this approach on communities is significant and has led to issues being tackled quickly and efficiently e.g. the introductions of Eurobins in part of Whitfield following a spate of secondary fires. This reduced the amount of combustible material available for setting fires and the number of wheelie bins that could be set alight. Secondary fires in the area reduced significantly as a result. Targeted community consultation in hotspot areas has resulted in increased intelligence, communities feeling they have been listened to and involved in determining solutions which has resulted in residents feeling safer.

Case Study 7(b): Off-Road Motorbike Project

The Off-road Motorbike Project was established in 2000 to respond to the theft and illegal use of motorbikes in Dundee. Partners include Tayside Police, Youth Work, community organisations and individuals with the aim of promoting the safe use of bikes and discouraging their illegal and antisocial use.

Central to this was provision of a facility where young people could ride off-road motorbikes legally and in a safe environment. The project targets 13-16 year olds identified "at risk". The project is funded currently by the Local Action Fund and the Antisocial Behaviour Team.

Young people are referred by various agencies via the Antisocial Behaviour Team and they are required to demonstrate a willingness to work on issues, such as their behaviour, prior to being offered a place on the programme. In addition, they must have remained out of trouble for 3 months or significantly reduced their offending behaviour prior to attending the programme.

Six groups of 6-8 young people are run throughout the year.

The impact of the programme can be measured in three key ways:

- **Reduction in offending**
Prior to commencing two of the groups had committed a total of 66 offences. Following attendance at the group, this was reduced to 12.
- **Impact on the community**
A reduction of offending on this scale has a significant impact on the community in terms of lower youth calls, less vandalism, fewer thefts and an increased feeling of safety.
- **Young people re-engaging**
Following completion of the programme young people have regularly expressed a desire to continue being involved in some capacity. They have gone on to explore further learning opportunities, enrolled on Arts Projects, undertaken a Motorbike Maintenance course at Dundee College and trained as Peer Educators with the Motorbike programme.

Dundee Partnership Strategic Theme : Building Stronger Communities

National Outcomes 7, 10, 11, 13 and 15

We have tackled the significant inequalities in Scottish society.

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

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

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

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

Dundee Outcomes 8, 9 and 10

Our people will experience fewer social inequalities.

Our people will live in stable, attractive and popular neighbourhoods.

Our people will have high quality and accessible local service and facilities.

Overview

The ongoing recession and its impact on employment levels have greatly increased the challenge which the Dundee Partnership faces in attempting to reduce social inequalities. Likely changes to welfare benefits may also undermine the Partnership's efforts to reduce levels of relative poverty and income inequality. The introduction of joined-up advice services and the progress towards the accreditation of all advice agencies may be timeous. Also progressing is the city's affordable credit project delivered in a partnership by Discovery Credit Union, Capital Credit Union from Edinburgh and the Department of Work and Pensions.

Following a rigorous assessment of Fairer Scotland Fund projects, the Partnership approved a 3 year £5m programme of activities addressing the various underlying causes of inequality recognised by the Scottish Index of Multiple Deprivation 2009. This has afforded some degree of financial security to third sector partners in Dundee.

The levels of satisfaction with local neighbourhoods and their services and facilities are maintained at already high levels. In part this may be the result of the increasing effect of local community planning partnerships which are some way to achieving the 3 year action plans originally due to end in March 2011. These will now be extended to 2012 to fully align with the SOA, the Delivery Plan and the Council's Corporate Plan.

A unique model of impact assessment has begun to determine the success of local community planning from three perspectives: survey and focus groups gathered the views of local community planning partnership members; members of community groups engaged in local activity and partnership working; and the wider community. Early results indicate that communicating the efforts and achievements of local community planning to local people could be more effective, but key community organisations feel a sense of ownership and acknowledge the efforts which have been made to tackle priorities in neighbourhoods.

Dundee City Council is half way through the timescale for meeting the Scottish Housing Quality Standard. A root and branch review of progress has been undertaken in conjunction with tenants. It concludes that the Council remains on track to meet the SHQS by 2015. However, this is qualified by a number of risks to delivery that are still apparent including the possible shortfall in receipts from land sales. These risks are being monitored on a regular basis and plans for mitigation will be produced if required.

The Equality Impact Assessment procedure and guidance was adopted by Dundee City Council as a step towards full implementation of its Single Equality Scheme. Other partners have their own schemes and expertise is shared across the Partnership as a whole. The Council's procedure and training is being offered to community planning partners including those in the voluntary sector.

BUILDING STRONGER COMMUNITIES : PROGRESS TO MARCH 2010							
	Indicator	Target	Previous Position	Latest Position	Yearly Trend	Long Term Trend	Comment on significant change
8	% by which Average Household Income is less than the Scottish average (CRA)	22	03/09 - 28.5 03/08 - 25.4	03/10 - 26.4	↑	↔	
8	% by which Average Household Income is less than the Scottish average (city-wide)	9	03/09 - 11.8 03/08 - 10.6	03/10 - 11.6	↔	↔	
8	% of children living in households that are dependent on out of work benefits or Child Tax Credit more than the family element (CRA)	75	03/09 - 77 03/08 - 77	03/10 - 77	↔	↔	

	Indicator	Target	Previous Position	Latest Position	Yearly Trend	Long Term Trend	Comment on significant change
8	% of children living in households that are dependent on out of work benefits or Child Tax Credit more than the family element (city-wide)	55	03/09 - 55 03/08 - 55	03/10 - 54	↔	↔	
8	% of population in the 15% most deprived datazones relative to the Scottish population (CRA)	70	03/09 - 76 03/08 - 76	03/10 - 74	↔	↔	
8	% of population in the 15% most deprived datazones relative to the Scottish population (city-wide)	28	03/09 - 28.3 03/08 - 28.4 03/07 - 28	03/10 - 29.2	↔	↔	
9	% of residents who have lived in area over 10 years (CRA)	58	03/09 - 58 03/08 - 58	03/10 - 56	↔	↔	
9	% of residents who have lived in area over 10 years (city-wide)	45	03/09 - 45 03/08 - 45	03/10 - 51	↑	↑	Reduction in surplus housing supply appears to be helping to stabilise neighbourhood populations
9	% of residents who rate their neighbourhood as a good place to live (CRA)	91	03/09 - 84 03/08 - 84	03/10 - 91	↑	↑	Long-term efforts to promote community spirit and the impact of local community planning, appear to be changing residents' perceptions
9	% of residents who rate their neighbourhood as a good place to live (city-wide)	91	03/09 - 86 03/08 - 86	03/10 - 95	↑	↑	Long-term efforts to promote community spirit and the impact of local community planning, appear to be changing residents' perceptions

	Indicator	Target	Previous Position	Latest Position	Yearly Trend	Long Term Trend	Comment on significant change
9	% of social rented housing stock passing the Scottish Housing Quality Standard	100	None	03/08 - 37	↔	↔	
10	% of resident satisfaction with access to local services and facilities (CRA)	95	03/09 - 93 03/08 - 93	03/10 - 37	↔	↔	
10	% of resident satisfaction with access to local services and facilities (city-wide)	85	03/09 - 93 03/08 - 85	03/10 - 89.4	↔	↔	
10	% of resident satisfaction with quality of local services and facilities (CRA)	90	03/09 - 85 03/09 - 85	03/10 - 88.53	↔	↔	
10	% of resident satisfaction with quality of local services and facilities (city-wide)	90	03/09 - 88 03/08 - 81	03/10 - 89.47	↔	↑	Long-term efforts to promote community spirit and the impact of local community planning appear to be changing residents' perceptions

Case Study 8(a): Tackling Poverty Through Affordable Credit

In a recent DWP study, Dundee was identified as the 6th area in Britain in greatest need of an affordable credit service because of the high level of poverty, the dearth of alternative community-based finance and the penetration of expensive doorstep lenders.

Working with the Department of Work and Pensions, Discovery Credit Union introduced a low-cost loan product aimed at members of the community who are usually in receipt of benefit and are unlikely to have a bank account or access to other financial services. Surgeries are held in local community venues and applicants are interviewed to ensure that they are able and willing to make repayments. This ensures that the Partnership's financial inclusion efforts reach right into the heart of the city's most deprived communities. Through joint working with the Dundee Energy Efficiency Advice Project, loans are also directed to low income households in fuel poverty to assist in purchasing essential domestic appliances which are safe, economical and environmentally friendly.

To date, £79,175 has been lent under the scheme. Because everyone who receives a loan becomes a member of the credit union, they are also encouraged to save. These new members now have a collective total of £13,810 which is a significant achievement for people who were previously unlikely to have any savings as a financial safety net.

Case Study 8(b): Regenerating Lochee

Lochee was identified by Dundee City Council and its partners as a priority for regeneration in response to a decline in population, employment and environmental quality. In December 2007, Dundee City Council approved the Lochee Physical Regeneration Framework, a document which sets out the long term strategy to guide investment in Lochee for the next decade.

In August 2009, Dundee City Council were awarded a £2 million grant for Lochee through the Scottish Government's Town Centre Regeneration Fund (TCRF). The successful bid allowed monies to be focused on essential changes to the environmental quality of the High Street, making a Lochee safer, more accessible and more attractive place to visit, to do business and attract investment.

The project has significantly enhanced the streetscape of the High Street with the addition of new seating areas, build-out areas, resurfaced footpaths, cycle racks and street trees helping to improve pedestrian safety/amenity and provide seasonal interest.

Much criticised "speed bumps" were removed from the High Street and new traffic management measures introduced. These works consisted of the introduction of a one-way traffic system flowing north to south along the High Street. The redundant carriageway allowed for the provision of wider footpaths/build outs and speed tables along the length of the High Street.

The Council's Facade Enhancement Grant Scheme focused solely on Lochee High Street in 2010/11 with additional monies being made available through TCRF. As a result we were able to provide 23 traders with a 95% grant to improve their shop fronts. Local architects were appointed to prepare schemes for runs of shops in the High Street. Designs were then presented to the owners/occupiers of the units who were encouraged to participate in the scheme. Initial take up of the scheme was slow due to the reluctance of traders to remove external roller shutters, concerns were alleviated once alternative methods of security were explained.

To help improve the security and the attractiveness of the closes along the High Street, a project was taken forward to install public art gates to key areas and security doors including entry systems to tenement buildings although take up to date has been slow.

Without TCRF funding many of the above projects would have progressed at a significantly, slower and modest pace. TCRF monies ensured a more expedient delivery and achieved a tremendous positive impact within a relatively short time period. It could be argued that ten years' work was carried out in ten months.

Case Study 8(c): Increasing Levels of Community Participation : Community Regeneration Forums

The city's Community Regeneration Forums (CRFs) were established in 2008 as local organisations to represent the interests of local communities and allocate funding to projects to assist the regeneration of most deprived areas in Dundee. From the start they were charged with 'placing communities at the heart of regeneration'. Sponsored by the Dundee Partnership, and supported by regeneration staff from the City Council, the six CRFs have brought together over 75 active residents living in the more deprived neighbourhoods of the city.

The Forums exist to take an overview of regeneration in their patches and ensure that local communities are engaged in the process. They report to the Dundee Partnership Building Stronger Communities Group, with their funding signed off by the City Council. They have received between £200,000 and £400,000 each year for projects which meet both City-wide community planning targets and more local priorities. They also oversee a small grants fund for local groups and projects.

The last four years have seen funding made available for around 80 local projects of all shapes and sizes, although the current emphasis is on physical change. Work with young people has been a particular priority, as has investment in local open spaces and the street environment.

The six forums meet regularly at 'The Gathering' - a valuable opportunity to share news, ideas, lessons and good practice. Members have visited community regeneration projects elsewhere in Scotland, to share their experiences and learn from others.

Dundee Partnership Strategic Theme : Dundee Environment

National Outcome 12 and 14

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

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

Dundee Outcome 11

We will have a sustainable environment.

Overview

The co-ordination of the Partnership's agenda on sustainability and the environment have grown complex due to the need for focus both on Dundee and the wider Tayside area and the increasing commitment to promote renewable energy across the Partnership. Discussions are underway to rationalise the number and remits of these groups to ensure that the optimum structure is in place.

The potential offered from renewable energy to Dundee is discussed earlier in this report and this is complemented by the ongoing solar power initiative now progressing through Solar Cities Scotland.

The development of a flood prevention and coastal protection plan for Dundee has been rescheduled to make use of accurate new data which has recently become available.

The Blue Flag for Broughty Ferry beach has again been retained along with the Yellow Flag for beach management in recognition of the high quality of its water and environment.

Performance figures show that the tonnage of municipal waste sent to landfill during 2009/10 fell from 2008/09 figure. Ongoing waste minimisation work with internal and external customers provided the basis for this improvement along with increased reliability at Dundee Energy Recycling Ltd resulting in less emergency diversion to landfill.

DUNDEE ENVIRONMENT : PROGRESS TO MARCH 2010

	Indicator	Target	Previous Position	Latest Position	Yearly Trend	Long Term Trend	Comment on significant change
11	% growth in waste arisings		03/09 - - 1.46 03/08 - 5.6	03/10 - 2.14	↔	↔	
11	Per capita CO2 emissions in the local authority area (tonnes)	81	03/09 - 7.9 03/08 - 7.9 03/07 - 7.9 03/06 - 8.1	03/10 - 7.9	↔	↔	
11	Tonnes of municipal waste sent to landfill	20,000	03/09 - 19,468 03/08 - 21,091 03/07 - 26,265	03/10 - 15,354.24	↑	↑	Figures show that the tonnage of municipal waste sent to landfill during 2009/2010 has fallen from the 2008/2009 figure.

Case Study 11(a): Integrated and Sustainable Transport Systems

Over the past decade significant investment by local bus operators, Dundee City Council and the Scottish Government has achieved a step change in the quality of the bus based public transport in the Dundee area (notably Bringing Confidence into Public Transport, Smartbus and the Angus & Dundee Punctuality Improvement Partnership).

In parallel the City of Dundee has been leading the delivery of Sustainable Travel Choices through Staff Travel Planning, Cycle Path development (with support from Sustrans and Cycling Walking and Safer Streets), high quality regeneration schemes where sustainable modes are prioritised, simple measures such as dropped kerbs and step free access to/from the bus which encourage Access for All.

In 2008 Dundee's sustainable travel aspirations were boosted when the city was selected as a Smarter Choices Smarter Places demonstration area. Dundee Travel Active is delivering significant improvements to sustainable and healthier travel choices. By March 2011, £2.2m will have been invested in providing improved opportunities for people to walk and cycle and to encourage people to use them. Dundee City Council is working closely with NHS Tayside to deliver shared objectives. Personal Travel Planning is delivering a long term change in travel behaviour for many residents with 35% reporting they are more active.

Near future plans looking to build on the progress to date include:

- Integrated / Smart Ticketing with National Express Dundee
- Demand Responsive Transport
- Further investment in cycle network spokes

Dundee Travel Active was short listed as a finalist in the National Transport Awards held in Manchester in July 2010.

Case Study 11(b): Reduced Ecological and Carbon Footprint for Dundee

The Dundee Partnership recognises the very serious implications of climate change on the development, environment and wellbeing of Dundee. The Partnership is committed to taking a lead in addressing the causes and impacts of climate change for the benefit of present and future citizens of Dundee and further afield. The Dundee Partnership has signed up to Supporting Scotland's Climate Change Declaration and through its SOA and delivery plan has set targets to reduce the city's carbon footprint.

Over the last year the Dundee Partnership for the Environment (DPE) has undergone a fit for purpose review and agreed to focus action on climate change to help deliver the SOA targets and become exemplars of good practice, demonstrating how community planning partnerships can make a difference on climate change. Despite action taking place within partners' organisations it was recognised that, whilst there had been good partnership working at a strategic level, there had been little collaboration on a project level.

To communicate the actions that we can all take in our home lives the DPE entered the Garden Design Showcase competition at the 2010 Dundee Flower and Food Festival. The creation of a Low Carbon Living Garden provided a visible prop for promoting a low carbon lifestyle amongst traditional show gardens and gardeners.

The garden was supported by a nearby stall which was staffed by partners, who used the ideas on the garden to engage visitors and distribute associated publicity materials and free seeds. Over 25,000 people visited the Dundee Flower and Food Festival over its three days and the team distributed over 10,000 packets of seeds and used the garden to show visitors how a low carbon living garden can be a productive, fun and inspiring place to share and enjoy.

The funding for the garden was provided by partners of the DPE, mostly voluntary sector bodies, supported by the Climate Challenge Fund. The garden was constructed by the Scottish Wildlife Trust and Criminal Justice Service (Dundee). Local businesses also supported the garden with materials.